



Annual Budget Fiscal Year 2021-2022



City of Sierra Madre • California

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Sierra Madre
California**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Sierra Madre, California**, for its Annual Budget for the fiscal year beginning **July 1, 2020**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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City of Sierra Madre

Village of the Foothills

Adopted Budget



July 1, 2021 – June 30, 2022

City of Sierra Madre
Successor Agency
Sierra Madre Public Financing Authority

City Council and Elected
Officials

<i>Rachelle Arizmendi</i>	<i>Mayor</i>
<i>Gene Goss</i>	<i>Mayor Pro Tem</i>
<i>Edward Garcia</i>	<i>Council Member</i>
<i>Kelly Kriebs</i>	<i>Council Member</i>
<i>Robert Parkhurst</i>	<i>Council Member</i>
<i>Michael Amerio</i>	<i>City Treasurer</i>

Executive Management

<i>Jose Reynoso</i>	<i>Interim City Manager</i>
<i>Aleks R. Giragosian</i>	<i>City Attorney</i>
<i>Hillary Guirola-Leon</i>	<i>Finance Director</i>
<i>Vincent Gonzalez</i>	<i>Planning & Community Preservation Director</i>
<i>Rodrick Armalin</i>	<i>Police Chief</i>
<i>Brent Bartlett</i>	<i>Fire Chief</i>
<i>Rebecca Silva-Barron</i>	<i>Community Services Manager</i>
<i>Christine Smart</i>	<i>City Librarian</i>
<i>Chris Cimino</i>	<i>Public Works Director</i>
<i>Jose Reynoso</i>	<i>Utility Services Director</i>

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City of Sierra Madre

Village of the Foothills



Introduction

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June 17, 2021

Honorable Mayor, City Council, and Residents of Sierra Madre,

It goes without saying that these have been unprecedented times for everyone, both personally and professionally. This past year of operating during the COVID-19 pandemic has caused us to reimagine every aspect of the operations and services of local government. When you add on the 115,000-acre Bobcat Fire that raged at our back door, it seems we truly can justify calling these times “unprecedented.”

City Council, City staff, volunteers and the community as a whole responded to these crises with creativity and determination. Annual events and regular programs went virtual or take-home, business services, dining, and even City Council meetings moved outdoors, and we provided weekly meals to our seniors and residents in need.

Although bolstered by previous years’ financial stability, the Fiscal Year 2020-2021 budget was adopted in a year of uncertainty, and as such included a pandemic response plan and a reduction of expenditures to prepare for any financial impacts due to the pandemic. Even with these preparations, the adopted FY 20-21 budget delivered a surplus without reductions in service or layoffs. This approach allowed the City to support the community with COVID-19 aid and emergency response while maintaining essential services and continuing aggressive infrastructure repair.

This Fiscal Year 2021-2022 budget reflects our intent to look forward as we recover and rebound from the COVID-19 pandemic. As in previous years, the budget was prepared using a zero-base budget model, which requires a line-by-line review and approval of all expenditures. This budget is balanced, with a General Fund contingency of \$200,000 and a General Fund surplus of approximately \$2.3 million. In the spirit of looking forward, the capital projects budget has increased significantly, totaling about \$5.5 million. Notable projects include \$2.5 million in water mainline replacement, \$500,000 in water infrastructure, \$125,000 in a Sewer Camera Program, and \$500,000 in much-needed facility improvements for the Library.

While we move forward with optimism, I would like to thank the City Council for their leadership through these tumultuous times, recognize the tireless efforts of City staff and first responders who kept our community safe and our operations running smoothly, and extend my thanks to the management team and staff who participated in creating this budget.

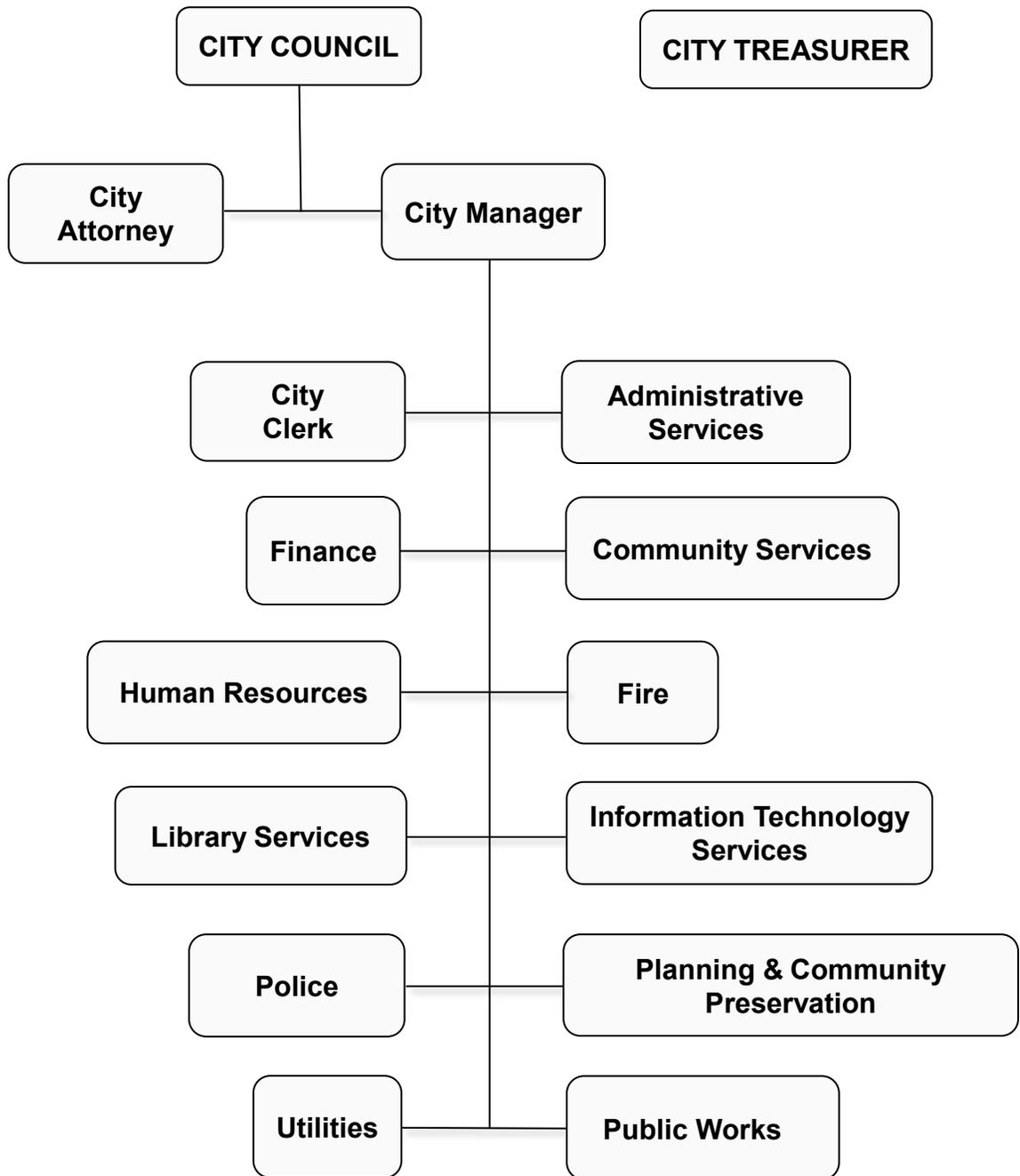
Respectfully,

Sophia Kownatzki
Management Analyst

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City of Sierra Madre Organizational Structure





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:

- Efficiency and effectiveness
- Honesty and integrity
- Financial accountability
- Teamwork
- Community participation
- Small town character

Strategic Goals:

The City of Sierra Madre’s strategic goals are determined and evaluated in conjunction with department goals, to ensure that each facet of the City works together to meet our core values. Below are the strategic goals, along with highlights of steps the City is making to meet those goals.

Improve and maintain traditional City infrastructure and green infrastructure

- Updating master plans for Water, Stormwater, Sewer, and Streets.
- Completed agreement for 550 kW solar project at the City Yards.
- Budget FY 21-22 includes a capital budget for 2 miles of watermain replacement project and continued city street rehabilitation project

Increase the City’s ability to ensure a reliable long-term water supply for its residents

- Working with regional partners bolstered by Measure W funds to ensure the health and safety of our local watershed.
- Formalized an interagency agreement City of Arcadia for emergency water access.
- Initiated negotiations with City of Arcadia to establish a jointly-owned well in Main San Gabriel basin.

Increase professional development and retention of employees

- Encouraging employees looking for development opportunities to participate in supervisory trainings and workshops.

Improve small-town government operations

- Modernizing library services to include the newest media and technology.
- Installed automated meter infrastructure (AMI), allowing staff to read water meter remotely, and give residents ability to track and monitor water consumption.
- Secure and high-speed fiber connections for Public Safety, City Hall, and City Yard operations.
- Installing public access Wi-Fi at high-traffic points, with plans to expand at other sites city-wide.



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 and Community Services, 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 Madreans 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 provides recreational programs at its six parks, an aquatics center, Community Recreation Center & Youth Activity Center partnered through the YMCA Sierra Madre-Pasadena Branch and the 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 allow 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, educational and cultural opportunities for children, teens, adults and seniors. Numerous special events are sponsored by the City and community organizations throughout the year, including:

- 3rd & 4th of July Parade and Pre-Parade Festivities (July)
- Chamber of Commerce's Holiday Event (November)
- Chamber of Commerce's Wistaria Festival (March)
- Senior Excursions (year-round)
- Seniors Older American Reception (May)
- Seniors Annual Community Yard Sale (June)
- Friends of the Library Art Fair (May)
- Friends of the Library Wine & Cuisine Fund Raiser (September)
- Community Candle Walk (December)
- Sierra Madre Community Nursery School Snow Fest (December)
- Sierra Madre Community Nursery School Carnival (May)
- Halloween Happenings (October)
- Huck Finn Campout and Fishing Derby (March)
- National Kids to Parks Day (May)
- Mt. Wilson Trail Race & Pasta Feed (May or October)
- Rose Float Decorating (year-round)
- Family Movies Fridays in the Park (June - August)
- Summer Fun in the Park (June – August)
- Summer Concerts in the Park (June - August)
- Holiday Movie in The Park (December)
- Youth and Adult Sports Leagues (all ages; year round)

These events could not take place without the thousands of volunteer hours provided by local residents, schools, churches and civic organizations, including Sierra Madre Community Foundation, Sierra Madre Firefighters Association, Police Officers Association, The Kensington, Chamber of Commerce, Civic Club, Kiwanis Club, Rotary Club, the Rose Float Association, the Woman's Club, Christ Church of Sierra Madre, and the Issei Foundation. 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.

COMMUNITY PROFILE

Recreational & Wilderness Areas

Memorial Park

222 W, Sierra Madre Blvd.
Sierra Madre, California 91024



Milton & Harriet Goldberg Recreation Area

171 S. Sunnyside Ave.
Sierra Madre, CA 91024

Bailey Canyon Wilderness Park

451 W. Carter Ave.
Sierra Madre, CA 91024

Mount Wilson Trail Park

189 E. Mira Monte Ave.
Sierra Madre, CA 91024

Lizzie's Trail Inn Museum

189 E. Mira Monte Ave.
Sierra Madre, CA 91024

Sierra Vista Park

611 E. 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

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

Public Works Facilities

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

Youth Activity Center

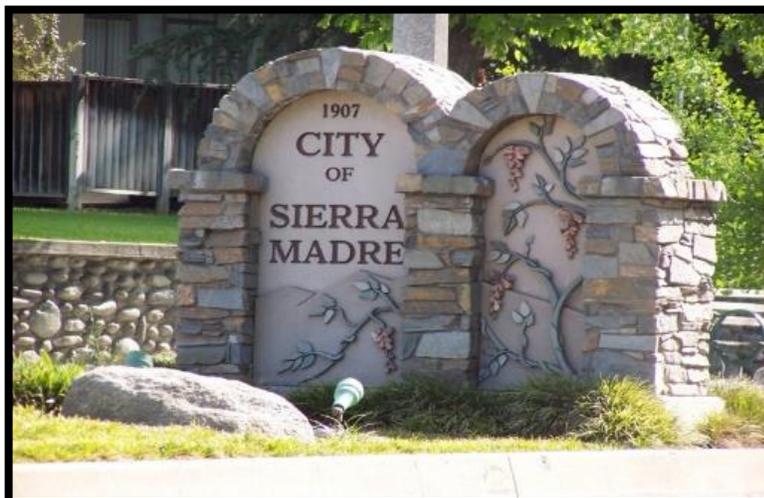
611 E. Sierra Madre Blvd.
Sierra Madre, CA 91024

Public Library

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

Hart Park House Senior Center

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





Statistics

Top 25 Sales Tax Generators:

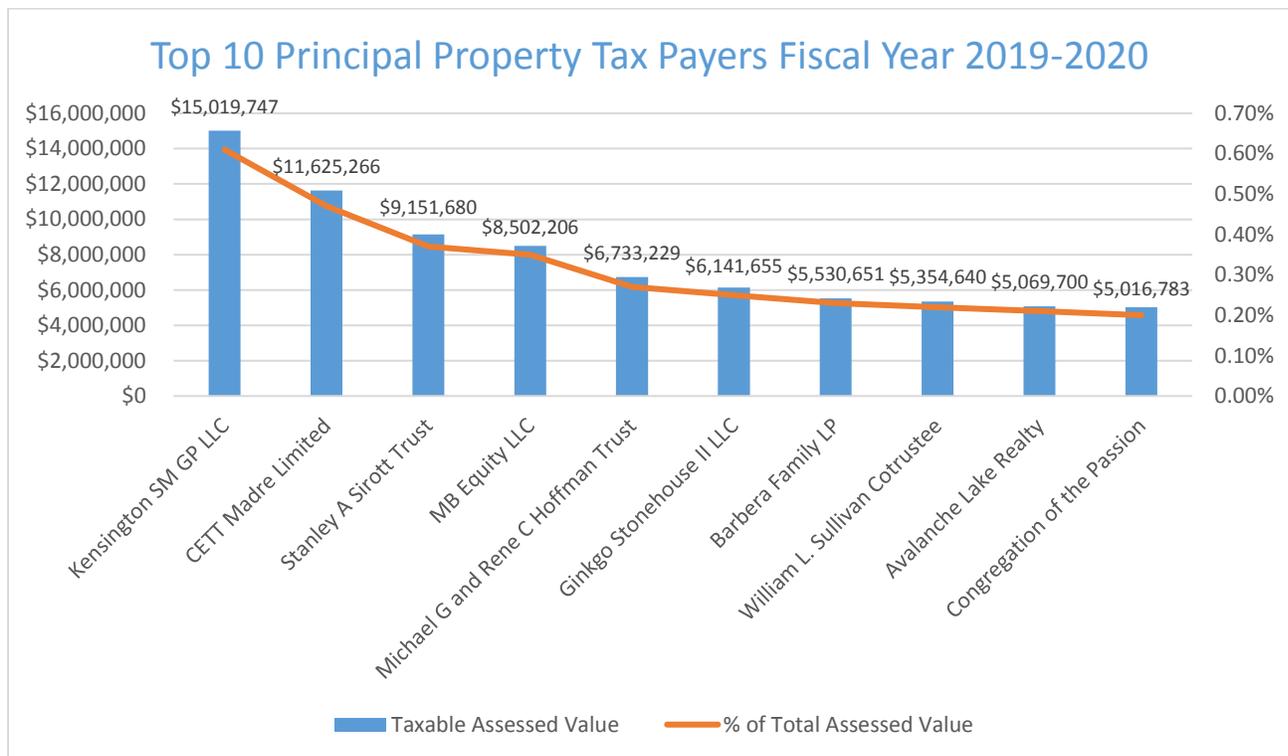
Business Name (in alphabetical order)	Business Category (by largest to smallest)	#
Ad Security	Casual Dining Restaurants	7
Bottle Shop	Quick-Service Restaurants	3
Buccaneer Lounge	Specialty Stores	2
Casa Del Rey	Convenience Stores/Liquor	2
Denise Bosley Interiors	Service Stations	2
Frontier Hardware Co	Florist Shops	2
Happy's Liquor	Auto Repair Shops	2
Ixora Floral Studio	Personal Service	1
Koi Loungewear Inc	Building Material Store	1
Leonora Moss	Women's Apparel Store	1
Lucky Baldwins Delirium Café	Art/Gift/Novelty Store	1
Moes Automotive Service Center	Fast-Casual Restaurant	1
Nano Café		
Only Place in Town		
Savor the Flavor		
Sierra Filtration Services		
Sierra Madre Pizza Co		
Sierra Madre Service Station Inc.		
Sierra Madre Valero		
Starbucks		
Tacos Ensenada Dom		
Three Points Intermediate Holdings		
Village Pizzeria		
Wistaria Restaurant & Bar		
Yui		

Business Industry Group (by largest to smallest)	#
Restaurants and Hotels	11
General Consumer Goods	4
Business and Industry	3
Autos and Transportation	2
Food and Drugs	2
Fuel and Service Stations	2
Building and Construction	1
Transfers & Unidentified	-

Total Sales Tax Generated - Business Industry Groups: Fiscal Year 2019-2020			
#	Industry Group	Sales Tax Amount	% of Total Sales Tax
1	Restaurants And Hotels	\$112,555	26.96%
2	General Consumer Goods	\$105,490	25.27%
3	Fuel And Service Stations	\$64,785	15.52%
4	Autos And Transportation	\$43,290	10.37%
5	Food And Drugs	\$40,509	9.70%
6	Business And Industry	\$26,256	6.29%
7	Building And Construction	\$22,199	5.32%
8	Transfers & Unidentified	\$2,428	0.58%
Total		\$417,512	100.00%

Top 10 Principal Property Tax Payers: Fiscal Year 2019-2020

#	Taxpayers	Taxable Assessed Value	% of Total Assessed Value
1	Kensington SM GP LLC	\$15,019,747	0.61%
2	CETT Madre Limited	\$11,625,266	0.47%
3	Stanley A Sirott Trust	\$9,151,680	0.37%
4	MB Equity LLC	\$8,502,206	0.35%
5	Michael G and Rene C Hoffman Trust	\$6,733,229	0.27%
6	Ginkgo Stonehouse II LLC	\$6,141,655	0.25%
7	Barbera Family LP	\$5,530,651	0.23%
8	William L. Sullivan Cotrustee	\$5,354,640	0.22%
9	Avalanche Lake Realty	\$5,069,700	0.21%
10	Congregation of the Passion	\$5,016,783	0.20%
Total		\$78,145,557	3.19%



City of Sierra Madre

Village of the Foothills



Financial Policies and Procedures

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Financial Policies & Procedures

The Budget Process

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. The budget process begins in January as Department heads develop their operating budgets. Then in April, Department heads meet with City Manager to review their proposed budget line by line. Then, the budget team reviews the submitted budgets and works to review and develop the budget document. A public hearing is held where the public can come forward with any input. City Council then reviews the proposed budget and approves the budget in May/June. Key budget development dates are listed below:

February 2021	Department heads start reviewing their operations and developing their proposed budget
March 24 2021 to May 3, 2021	Department heads meet with City Manager to discuss their proposed budget line by line
June 8, 2021	Public hearing for budget adoption and City Council meeting

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.

Planned expenditures for the capital projects and purchases for the current budget cycle are reflected within the 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 fund level. 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

FINANCIAL POLICIES & PROCEDURES

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.

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.

FINANCIAL POLICIES & PROCEDURES

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 25% of operating expenditures.

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 are accounted for on a "current financial resources" measurement focus. The basis of budgeting is the same as the basis of accounting used for the City funds.

The modified accrual basis of accounting is followed by the Governmental funds. 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.

FINANCIAL POLICIES & PROCEDURES

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 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) and Fiduciary Funds are accounted for on an "economic resources" measurement focus. The Proprietary and Fiduciary 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 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 City will invest only in those instruments authorized by the California Government Code Section 53601.

Fees & Rates

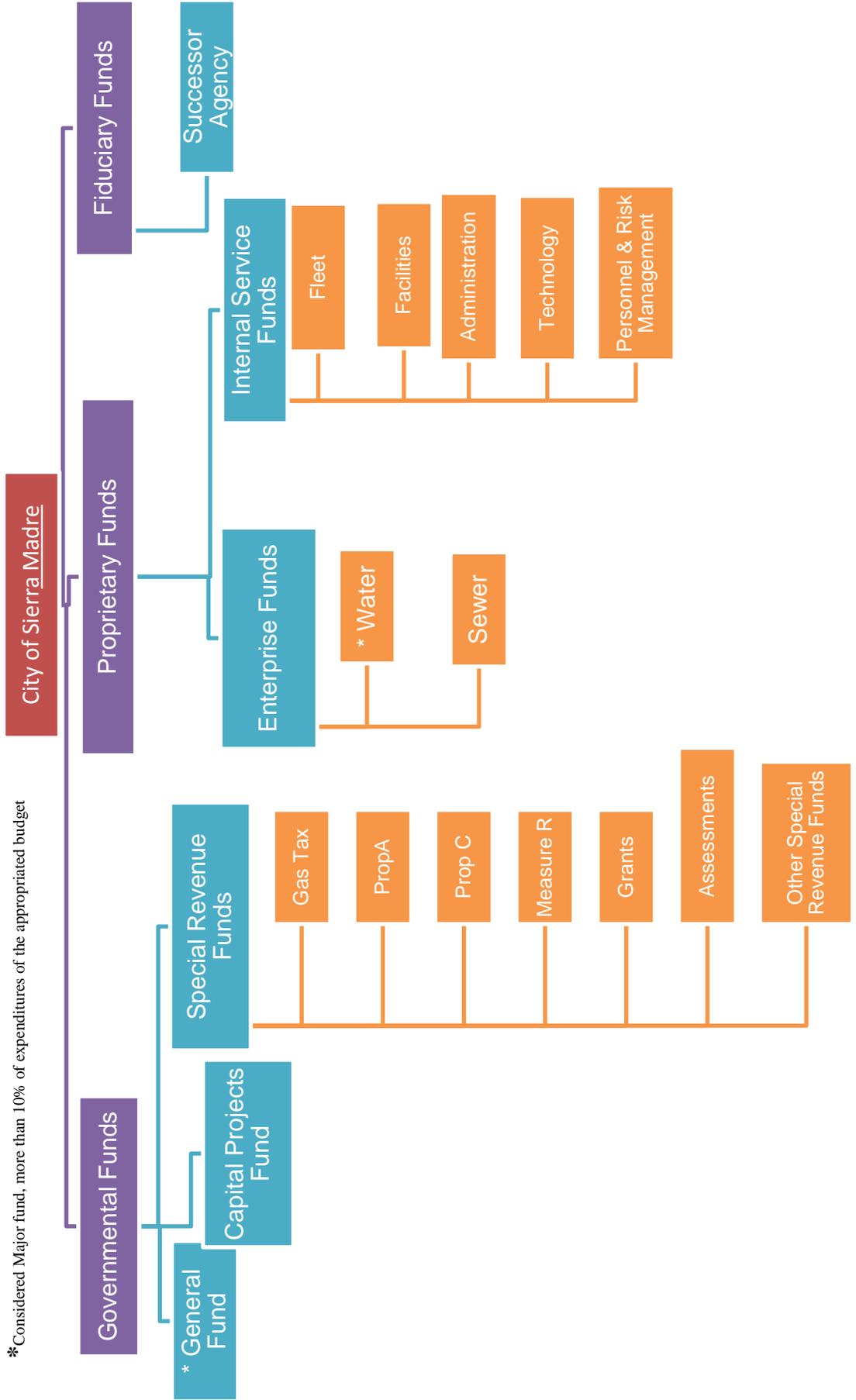
The City Council establishes fees at a rate designed to recover the costs of providing the service. Per the City adopted User Fee Policy, the City reviews and increases all fees by the Consumer Price Index (CPI) on an annual basis. The Citywide Fee Schedule is adopted as part of the budget process via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



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:

*Considered Major fund, more than 10% of expenditures of the appropriated budget





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 (10000)** - 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:
 - a. Gas Tax Fund (38005) - 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.
 - b. Prop A Fund (37004) - 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.
 - c. Prop C Fund (37009) - 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.
 - d. Measure R (38007) – the City receives a portion of half-cent sales tax for related public transportation improvement projects from Los Angeles County. City uses the funds mainly for street maintenance.
 - e. Grants Funds account for federal, state and local grants received by the City and the expenditure of those funds.
 - f. Assessment Districts (32XXX)
 - **Debt Service Funds (50001)** - 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 (40000)** - 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

FUND OVERVIEW

basis to the general public, similar to private business enterprises. Enterprise funds of the City include:

- a. Water (71000) is 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.
 - b. Sewer (72000) 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.
- **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 (60000), Facilities (60001), Administration (60002), Technology (60003), and Personnel & Risk Management (60007).
- **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** (50003) - 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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FUNDS-DEPARTMENT RELATIONSHIP MATRIX

This table illustrates oversight of City funds. The Office of the City Manager and the Administrative Services Department are not listed, as they provide oversight and assistance in managing all funds.

Fund Name	Administrative	Finance	HR	IT	Planning	Police	Fire	Community Services	City Library	Public Works	Utilities	Non- Dept.
GOVERNMENTAL FUNDS - MAJOR FUND												
General Fund	✓	✓			✓	✓	✓	✓	✓	✓		
GOVERNMENTAL FUNDS - NON-MAJOR FUNDS												
GOVERNMENTAL NON-MAJOR SPECIAL REVENUE FUNDS - ASSESSMENTS												
Special Revenue Lighting Districts										✓		
Special Revenue Maintenance Districts										✓		
Other Special Revenue Assessment Districts										✓		
GOVERNMENTAL NON-MAJOR SPECIAL REVENUE FUNDS - OTHER												
Development Impact Fees					✓	✓	✓	✓	✓	✓	✓	
Development Fees - Art In Public Places								✓				
Public Safety Augmentation Fund						✓	✓					
COPS(SLESA)						✓						
Local Transportation Prop A										✓		
Open Space Fund												✓
Senior Center Special Revenue Fund								✓				
Donations - Recreation								✓				
Local Transit Program/Prop C										✓		
County Prop A Park Development								✓		✓		
California Beverage Container Grant										✓		
Clean Air Fund (AQMD)										✓		
Environmental Special Revenue Fund										✓		
Gas Tax Fund										✓		
Bikeway/Sidewalk Fund										✓		
Measure R										✓		
Traffic Congestion Relief Program										✓		
Measure M										✓		
Library - Gift And Memorial									✓			
Friends Of The Library Donation Fund									✓			
Citywide Debt Service												✓
Community Development Block Grant										✓		
Measure W										✓		
Road Maintenance Rehabilitation Account (RMRA)										✓		
NON-MAJOR CAPITAL PROJECT FUNDS												
Capital Project Funds												✓
FIDUCIARY FUNDS												
Redevelopment Obligation Retirement Fund												✓
PROPRIETARY FUNDS												
ISF - Fleet Services												
ISF - Facilities Management												
ISF - Administration	✓	✓										
ISF - Technology (Information Services)					✓							
ISF - Personnel And Risk Management				✓								
ISF - General Plan Update												
BUSINESS-TYPE ACTIVITIES - ENTERPRISE FUNDS												
Water Enterprise Fund											✓	
Utilities/Sewer Enterprise Fund											✓	

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City of Sierra Madre

Village of the Foothills



Budget Resolutions

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RESOLUTION NO. 21-29

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIERRA MADRE SETTING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2021-2022 AT \$12,067,597 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, 2021 is \$11,466,343; and,

WHEREAS, the population factor provided by the State of California, Department of Finance is 0.9954; and,

WHEREAS, the inflationary factor provided by the State of California, Department of Finance is 1.0573 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 2021-2022 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 2021-2022 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 appropriation limit for Fiscal Year 2021-2022 is hereby set at **\$12,067,597** and

SECTION 4. The Fiscal Year 2021-2022 budgeted appropriations amount subject to the Limit is \$9,905,422; and,

SECTION 5. The City's budgeted appropriations for the year ending June 30, 2020 are in compliance with Article XII-B of the Constitution of the State of California, commonly known as the Gann Appropriations Limit.

RESOLUTION 21-29 APPROVED AND ADOPTED this 8th day of June, 2021.



Rachelle Arizmendi, Mayor,
City of Sierra Madre, California

I hereby certify that the foregoing Resolution Number 21-29 was adopted by the City Council of the City of Sierra Madre at a regular meeting held on the 8th day of June, 2021, by the following vote.

AYES: Mayor Arizmendi, Mayor Pro Tem Goss, Council Member Garcia, Council Member Kriebs, Council Member Parkhurst

NOES: None

ABSTAIN: None

ABSENT: None



Laura Aguilar, City Clerk
City of Sierra Madre, California

RESOLUTION NO. 21-30

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 2021-2022 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, 2021 and concluding on June 30, 2022 was submitted to the City Council and is on file at City Hall, Sierra Madre Public Library, and City website;

WHEREAS, on June 8, 2021, the City Manager did present the City's Fiscal Year 2021-2022 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:

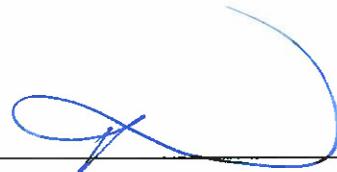
SECTION 1. The budget, as proposed, is adopted for the City of Sierra Madre for Fiscal Year commencing July 1, 2021 and concluding June 30, 2022.

SECTION 2. Appropriations for the City as described in the attached documents titled "City of Sierra Madre Proposed Budget FY 2021-2022", are hereby adopted for the Fiscal Year commencing July 1, 2021 and concluding on June 30, 2022.

SECTION 3., The City Manager and Assistant City Manager are hereby authorized to make transfers between budget line items in accordance with the Budget Policies adopted by the City Council on the 8th day of June 2021.

APPROVED AND ADOPTED, this 8th day of June 2021.

ORIGINAL SIGNED



Rachelle Arizmendi, Mayor,

City of Sierra Madre, California

I hereby certify that the foregoing Resolution Number 21-30 was adopted by the City Council of the City of Sierra Madre at a regular meeting held on the 8th day of June 2021, by the following vote.

AYES: Mayor Arizmendi, Mayor Pro Tem Goss, Council Member Garcia, Council Member Kriebs, Council Member Parkhurst

NOES: None

ABSTAIN: None

ABSENT: None



Laura Aguilar, City Clerk
City of Sierra Madre, California

RESOLUTION 21-31
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 2021-2022

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, 2021; 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.

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.

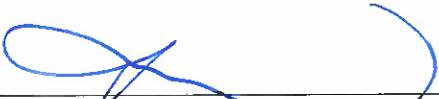
SECTION 7. Repealer. All Resolutions and other actions of the City Council in conflict with the contents of this Resolution are hereby repealed.

SECTION 8. Effective Date. This Resolution shall go into full force and effect July 1, 2021 through June 30, 2022 (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 8th day of June 2021.

ORIGINAL SIGNED



Rachelle Arizmendi, Mayor
City of Sierra Madre, California

I hereby certify that the foregoing Resolution 21-31 was adopted at a regular meeting of the City Council of the City of Sierra Madre held on the 8th day of June 2021 by the following vote:

AYES: Mayor Arizmendi, Mayor Pro Tem Goss, Council Member Garcia, Council Member Kriebs, Council Member Parkhurst

NOES: None

ABSTAIN: None

ABSENT: None

ORIGINAL SIGNED



Laura Aguilar, City Clerk
City of Sierra Madre, California

PFA RESOLUTION NO. 75

A RESOLUTION OF THE PUBLIC FINANCING AUTHORITY OF THE CITY OF SIERRA MADRE ADOPTING THE BUDGET FOR FISCAL YEAR 2021-2022 AND APPROPRIATING THE AMOUNTS BUDGETED

WHEREAS, a proposed annual budget for the Public Financing Authority of Sierra Madre (Authority) for the fiscal years commencing July 1, 2021, and concluding on June 30, 2022 was submitted to the City Council acting as the Authority Board and is on file at City Hall; and

WHEREAS, On June 8, 2021, the Executive Director did present the Fiscal Year 2021-2022 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 8, 2021 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:

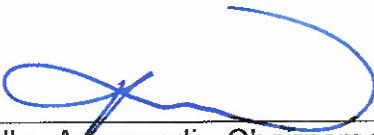
SECTION 1. The budget is adopted as the budget for the Public Financing Authority of the City of Sierra Madre for Fiscal Year commencing July 1, 2021 and concluding June 30, 2022.

SECTION 2. Appropriations for the Agency as described in the attached documents titled "City of Sierra Madre Proposed Budget FY 2021-2022", are hereby adopted for the fiscal years commencing July 1, 2021 and concluding June 30, 2022.

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 8th day of June, 2021.

ORIGINAL SIGNED



Rachelle Arizmendi, Chairperson,
Public Financing Authority of the
City of Sierra Madre

I hereby certify that the foregoing PFA Resolution 75 was adopted at a regular meeting of the City Council and the Public Financing Authority of the City of Sierra Madre held on this 8th day of June 2021 by the following vote:

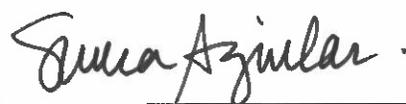
AYES: Mayor Arizmendi, Mayor Pro Tem Goss, Council Member Garcia, Council Member Kriebs, Council Member Parkhurst

NOES: None

ABSTAIN: None

ABSENT: None

ORIGINAL SIGNED



Laura Aguilar
Secretary, Public Financing
Authority of the City of Sierra
Madre

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City of Sierra Madre

Village of the Foothills



Authorized Positions

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AUTHORIZED POSITIONS

Department	FY 2019-2020 Adopted	FY 2020-2021 Adopted	FY 2021-2022 Adopted
<u>Citywide Totals</u>			
Full-Time Positions	74	77	84
Part-time Hours	16,850	14,410	13,340
TOTAL FTE	82.10	83.93	94.41
<u>Administrative Services</u>			
Full-Time Positions	9.25	11.00	12
Part-Time Hours	2,880	960	2,880
TOTAL FTE	10.63	11.46	13.38
<u>Community Services</u>			
Full-Time Positions	3.75	4.00	4
Part-Time Hours	1,010	-	600
TOTAL FTE	4.24	4.00	4.29
<u>Fire Department</u>			
Full-Time Positions	15.5	16.0	17
Part-Time Hours	1,920	960	960
TOTAL FTE	16.42	16.46	17.46
<u>Human Resources Department</u>			
Full-Time Positions	2.00	2.00	2.00
TOTAL FTE	2.00	2.00	2.00
<u>IT Department</u>			
Full-Time Positions	2.00	2.00	2.00
TOTAL FTE	2.00	2.00	2.00
<u>Library Services</u>			
Full-Time Positions	5	4	5
Part-Time Hours	8,160	7,970	6,720
TOTAL FTE	8.92	7.83	8.23
<u>Planning & Community Preservation</u>			
Full-Time Positions	4.5	4.0	5
Part-Time Hours	-	-	-
TOTAL FTE	4.50	4.00	5.00
<u>Police Department</u>			
Full-Time Positions	20	21	22
Part-Time Hours	2,880	2,440	2,180
TOTAL FTE	21.38	22.17	23.05
<u>Public Works</u>			
Full-Time Positions	8	8	9
Part-Time Hours	-	-	-
TOTAL FTE	8.00	8.00	9.00
<u>Utilities</u>			
Full-Time Positions	8	9	10
Part-Time Hours	-	2,080	-
TOTAL FTE	8.00	10.00	10.00

Authorized positions changed from prior year adopted budget. There were part time hours that were reduced and new full time positions were created.

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City of Sierra Madre

Village of the Foothills



Budget Summaries

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**ESTIMATED FUNDS AVAILABLE BY FUND
FY 2021-2022**

FUND	Estimated Funds Available 06/30/2021	ADOPTED Revenues FY 2021-2022	ADOPTED Expenditures FY 2021-2022	ADOPTED Net Transfers In/(Out)	Estimated Funds Available 06/30/2022
GOVERNMENTAL FUNDS					
GENERAL FUND	7,854,506	13,301,400	(10,783,800)	(160,000)	10,212,106
SPECIAL REVENUE FUNDS:					
ASSESSMENT DISTRICTS	1,270,447	232,300	(81,200)	21,400	1,442,947
PSAF	143,244	135,000	(254,300)		23,944
COPS(SLESA)	4,106	150,000	(150,000)		4,106
LOCAL TRANSPORTATION PROP A	471,581	218,424	(168,500)		521,505
LOCAL TRANSPORTATION PROP C	(163,189)	181,177	(211,147)		(193,159)
MEASURE R	156,703	135,882	(306,500)		(13,915)
MEASURE M	306	154,000	(154,000)	-	306
RMRA	347,882	209,719	(557,512)	-	89
GAS TAX	74,592	266,785	(327,131)		14,246
OTHER SPECIAL REVENUE FUNDS	1,394,500	379,412	(659,904)		1,114,008
CAPITAL PROJECTS FUND	388,960		(360,000)	160,000	188,960
GRAND TOTAL	11,943,639	15,364,099	(14,013,994)	21,400	13,315,144

FUND	Estimated Funds Available 06/30/2021	ADOPTED Revenues FY 2021-22	ADOPTED Expenditures FY 21-22	ADOPTED Net Transfers In/(Out)	Estimated Funds Available 06/30/2022
PROPRIETARY FUNDS					
WATER	25,309,285	6,364,000	(4,597,650)		27,075,635
SEWER	4,520,887	1,140,000	(1,194,650)		4,466,237
INTERNAL SERVICE FUNDS	4,797,843	3,811,200	(4,641,150)	(21,400)	3,946,493
GRAND TOTAL	34,628,015	11,315,200	(10,433,450)	(21,400)	35,488,365

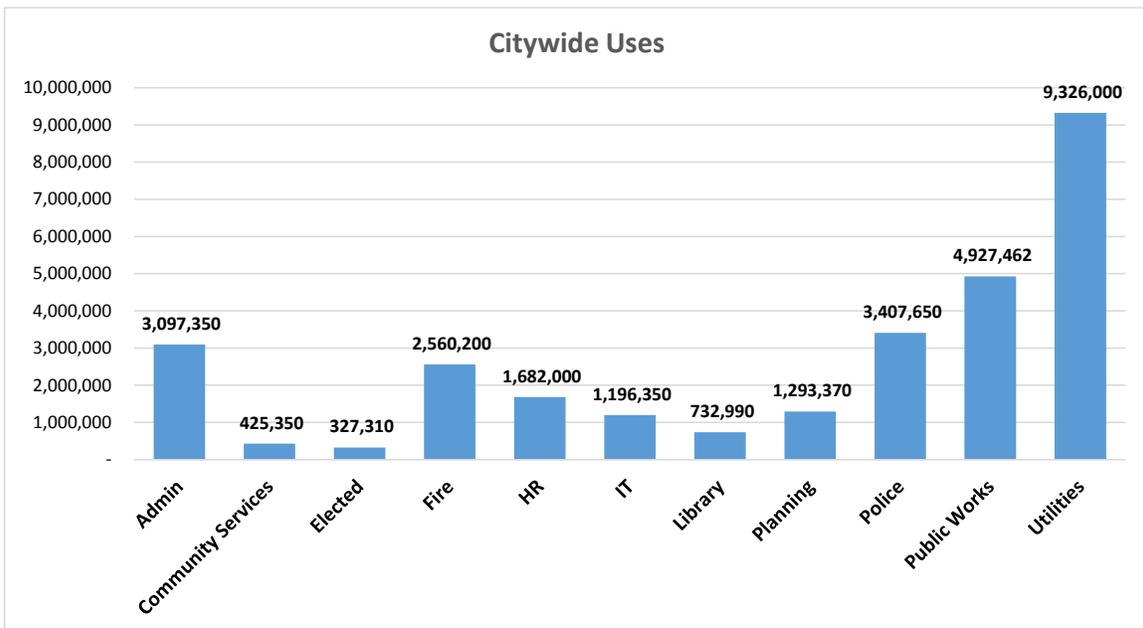
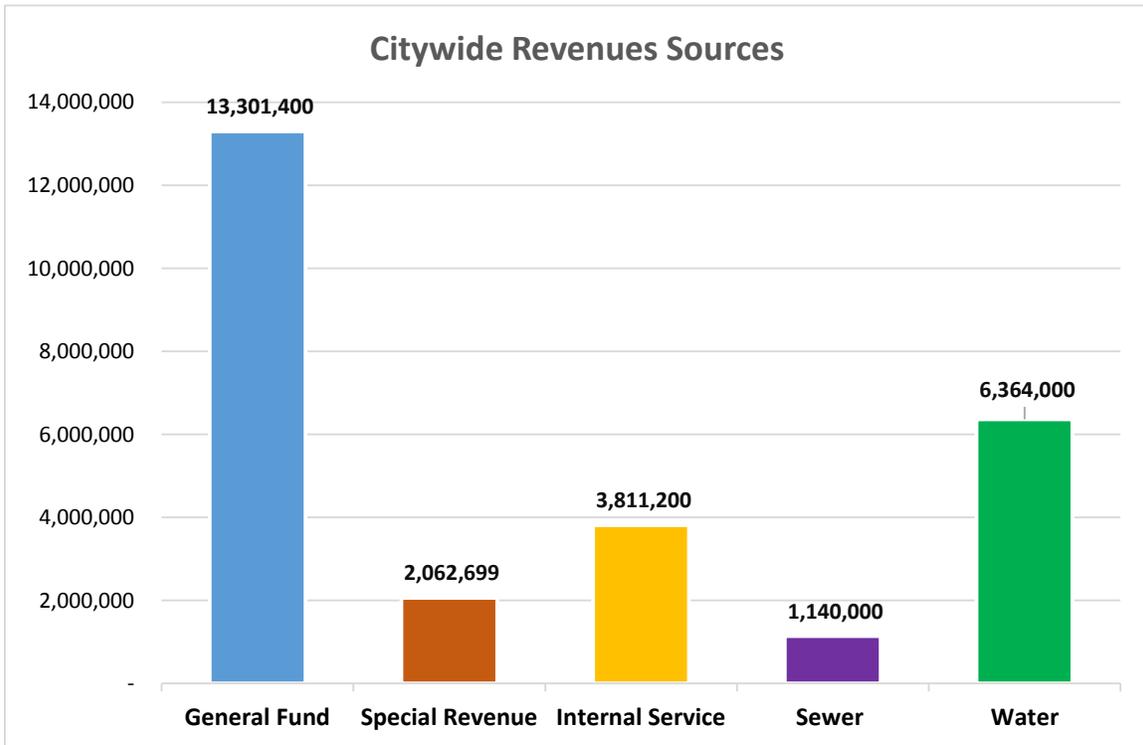
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CITY OF SIERRA MADRE FISCAL YEAR 2021-2022 BUDGET

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
REVENUES				
GENERAL FUND	\$ 13,996,105	\$ 12,010,400	\$ 12,733,947	\$ 13,301,400
SPECIAL REVENUE FUNDS:	3,061,050	2,737,175	2,937,175	2,062,699
WATER	7,017,136	6,324,000	8,453,000	6,364,000
SEWER	1,251,486	1,105,000	1,105,000	1,140,000
INTERNAL SERVICE FUNDS	3,623,961	4,095,000	3,203,100	3,811,200
TOTAL REVENUES	\$ 28,949,738	\$ 26,271,575	\$ 28,432,222	\$ 26,679,299
TRANSFERS IN	\$ 180,553	\$ 245,282	\$ 395,282	\$ 181,400
EXPENDITURES				
GENERAL FUND	13,465,110	10,366,720	11,947,070	10,583,800
SPECIAL REVENUE FUNDS:	1,948,723	2,645,467	3,409,063	2,885,482
CAPITAL PROJECTS FUND	156,390	360,000	485,000	360,000
WATER	3,670,810	4,486,843	4,711,143	4,597,650
SEWER	582,658	1,096,480	1,208,480	1,194,650
INTERNAL SERVICE FUNDS	2,290,327	4,211,745	4,490,045	4,641,150
TOTAL EXPENDITURES	\$ 22,114,018	\$ 23,167,255	\$ 26,250,801	\$ 24,262,732
TRANSFERS OUT	\$ 180,553	\$ 245,282	\$ 395,282	\$ 181,400
CONTINGENCY IN GENERAL FL	\$ 73,870	\$ 200,000	\$ 200,000	\$ 200,000
NET CHANGE	\$ 6,761,850	\$ 2,904,320	\$ 1,981,421	\$ 2,216,567

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PROPRIETARY FUNDS

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
REVENUES				
WATER	\$ 7,017,136	\$ 6,324,000	\$ 8,453,000	\$ 6,364,000
SEWER	1,251,486	1,105,000	1,105,000	1,140,000
<u>INTERNAL SERVICE FUNDS:</u>				
IT	579,711	665,000	665,000	1,010,000
ADMINISTRATIVE	764,665	1,000,000	650,000	600,000
PERSONNEL & RISK MGMT	1,468,735	1,445,000	903,100	950,000
FLEET	436,756	365,000	365,000	481,200
FACILITIES	371,416	620,000	620,000	770,000
GEN PLAN UPDATE	2,678	-	-	-
TOTAL REVENUES	\$ 11,892,583	\$ 11,524,000	\$ 12,761,100	\$ 11,315,200
TRANSFERS IN	\$ 10,696	\$ 10,700	\$ 10,700	\$ -
EXPENSES				
WATER	3,670,810	4,486,843	4,711,143	4,597,650
SEWER	582,658	1,096,480	1,208,480	1,194,650
<u>INTERNAL SERVICE FUNDS:</u>				
IT	731,958	687,700	724,900	966,350
ADMINISTRATIVE	(77,413)	670,415	744,415	777,450
PERSONNEL & RISK MGMT	466,783	1,615,880	1,753,880	1,682,000
FLEET	466,899	546,300	556,300	534,050
FACILITIES	693,700	621,450	640,550	671,300
GEN PLAN UPDATE	8,400	70,000	70,000	10,000
TOTAL EXPENSES	\$ 6,543,795	\$ 9,795,068	\$ 10,409,668	\$ 10,433,450
TRANSFERS OUT	\$ 13,467	\$ 72,582	\$ 72,582	\$ 21,400
NET CHANGE IN NET POSITION				
BEFORE DEBT AND CAPITAL	\$ 5,346,017	\$ 1,667,050	\$ 2,289,550	\$ 860,350



PROPRIETARY FUNDS INVESTMENT IN CAPITAL ASSETS

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
WATER	1,929,722	1,565,000	2,005,000	3,058,500
SEWER	-	340,000	340,000	125,000
INTERNAL SERVICE FUNDS:				
IT	50,992	165,000	229,000	230,000
FLEET	94,169	-	156,000	133,500
FACILITIES	83,550	48,000	80,000	816,100
TOTAL CAPITAL INVESTMENT	\$ 2,158,433	\$ 2,118,000	\$ 2,810,000	\$ 4,363,100

DEBT BUDGET:

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
WATER	471,731	486,600	486,600	350,200
TOTAL PRINCIPAL PAYMENTS	\$ 471,731	\$ 486,600	\$ 486,600	\$ 350,200



CITYWIDE REVENUE DETAIL BY FUND

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Property Taxes	\$ 6,441,793	\$ 6,471,000	\$ 6,521,000	\$ 6,793,400
AB1X 26 - RDA Residual	457,595	420,000	420,000	445,900
Utility User Taxes	2,735,621	2,600,000	2,600,000	2,650,000
Franchise Fees	441,179	380,000	380,000	440,000
Sales Taxes	472,427	357,000	797,000	950,000
Business Licenses	274,287	240,000	240,000	250,000
Charges for Services	736,262	581,900	581,900	620,600
Fines and Forfeitures	72,521	55,000	55,000	62,500
Licenses and Permits	863,781	823,500	823,500	968,000
Other Revenues	1,500,639	82,000	315,547	121,000
TOTAL GENERAL FUND	13,996,105	12,010,400	12,733,947	13,301,400
SPECIAL REVENUE FUNDS:				
ASSESSMENTS				
Property Taxes	262,126	211,800	211,800	232,300
Interest	30,289	-	-	-
TOTAL ASSESSMENTS	292,415	211,800	211,800	232,300
PSAF				
Revenue from Other Agencies	135,155	130,000	130,000	135,000
Interest	4,406	-	-	-
TOTAL PSAF	139,561	130,000	130,000	135,000
STATE COPS GRANT				
Revenue from Other Agencies	156,727	150,000	150,000	150,000
Interest	6,025	-	-	-
TOTAL COPS	162,752	150,000	150,000	150,000
GAS TAX				
Interest	323	-	-	-
Revenue from Other Agencies	245,316	266,500	266,500	266,785
TOTAL GAS TAX	245,639	266,500	266,500	266,785
RMRA				
Interest	3,201	-	-	-
Revenue from Other Agencies	192,857	191,300	191,300	209,719
TOTAL RMRA	196,058	191,300	191,300	209,719
MEASURE M				
Interest	1,992	-	-	-
Revenue from Other Agencies	149,026	165,476	165,476	154,000
TOTAL MEASURE M	151,018	165,476	165,476	154,000
MEASURE R				
Interest	2,711	-	-	-
Revenue from Other Agencies	132,383	146,023	146,023	135,882
TOTAL MEASURE R	135,094	146,023	146,023	135,882
PROP A				
Charges for Services	2,577	-	-	-
Interest	11,057	-	-	-
Revenue from Other Agencies	213,096	234,700	234,700	218,424
TOTAL PROP A	226,729	234,700	234,700	218,424
PROP C				
Interest	2,575	-	-	-
Revenue from Other Agencies	176,763	194,678	194,678	181,177
TOTAL PROP C	179,338	194,678	194,678	181,177

CITYWIDE REVENUE DETAIL BY FUND

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
OTHER SPECIAL REVENUE FUNDS				
Donations	694,488	81,400	281,400	72,900
Interest	72,298	-	-	-
Other Revenues	133,396	49,578	49,578	49,578
Licenses and Permits	107,196	441,070	441,070	85,000
Property Taxes	12,564	164,900	164,900	150,000
Revenue from Other Agencies	312,504	309,750	309,750	21,934
TOTAL OTHER SPECIAL REVENUES FUND	1,332,446	1,046,698	1,246,698	379,412
TOTAL SPECIAL REVENUE FUNDS	3,061,050	2,737,175	2,937,175	2,062,699
INTERNAL SERVICE FUNDS-IT				
Charges for Services	516,800	645,000	645,000	990,000
Interest	22,888	-	-	-
Licenses and Permits	32,036	20,000	20,000	20,000
Other Revenues	7,987	-	-	-
TOTAL INTERNAL SERVICE FUNDS-IT	579,711	665,000	665,000	1,010,000
INTERNAL SERVICE FUNDS- ADMINISTRATIVE				
Charges for Services	740,200	1,000,000	650,000	600,000
Interest	13,904	-	-	-
Licenses and Permits	-	-	-	-
Other Revenues	10,560	-	-	-
TOTAL INTERNAL SERVICE FUNDS- ADMINISTRATIVE	764,664	1,000,000	650,000	600,000
INTERNAL SERVICE FUNDS-PERSONNEL & RISK MGMT				
Charges for Services	1,407,945	1,445,000	903,100	950,000
Interest	34,558	-	-	-
Licenses and Permits	-	-	-	-
Other Revenues	26,232	-	-	-
TOTAL INTERNAL SERVICE FUNDS-PERSONNEL & RISK MGMT	1,468,735	1,445,000	903,100	950,000
INTERNAL SERVICE FUNDS- FLEET				
Charges for Services	421,250	365,000	365,000	481,200
Interest	8,834	-	-	-
Licenses and Permits	-	-	-	-
Other Revenues	6,672	-	-	-
TOTAL INTERNAL SERVICE FUNDS-FLEET	436,756	365,000	365,000	481,200
INTERNAL SERVICE FUNDS-FACILITIES				
Charges for Services	334,800	620,000	620,000	770,000
Interest	20,852	-	-	-
Licenses and Permits	-	-	-	-
Other Revenues	15,765	-	-	-
TOTAL INTERNAL SERVICE FUNDS-FACILITIES	371,417	620,000	620,000	770,000
INTERNAL SERVICE FUNDS-GEN PLAN UPDATE				
Charges for Services	-	-	-	-
Interest	1,532	-	-	-
Licenses and Permits	-	-	-	-
Other Revenues	1,146	-	-	-
TOTAL INTERNAL SERVICE FUNDS-GEN PLAN UPDATE	2,678	-	-	-
TOTAL INTERNAL SERVICE FUNDS	3,623,961	4,095,000	3,203,100	3,811,200

CITYWIDE REVENUE DETAIL BY FUND

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
ENTERPRISE FUNDS:				
WATER				
Charges for Services	6,808,433	6,284,000	6,284,000	6,339,000
Fines and Forfeitures	18,806	20,000	20,000	-
Interest	63,004	20,000	20,000	25,000
Grants	126,893	-	50,000	-
Other Revenues	-	-	2,079,000	-
TOTAL WATER FUND	7,017,136	6,324,000	8,453,000	6,364,000
SEWER				
Charges for Services	1,206,444	1,100,000	1,100,000	1,120,000
Transfer In	-	-	-	-
Interest	45,042	5,000	5,000	20,000
TOTAL SEWER FUND	1,251,486	1,105,000	1,105,000	1,140,000
TOTAL ENTERPRISE FUNDS	8,268,622	7,429,000	9,558,000	7,504,000
GRAND TOTAL CITYWIDE REVENUES	28,949,738	26,271,575	28,432,222	26,679,299

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CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
ADMINISTRATIVE SERVICES				
GENERAL FUND				
Personnel	248,233	300,650	350,650	395,700
Maintenance & Operations	1,719,023	2,244,100	1,640,600	1,924,200
Other Expenses	3,431,261	-	1,150,000	-
TOTAL GENERAL FUND	5,398,517	2,544,750	3,141,250	2,319,900
OTHER SPECIAL REVENUE FUNDS				
Debt	91,042	-	-	-
TOTAL OTHER SPECIAL REVENUE FUNDS	91,042	-	-	-
INTERNAL SERVICES FUND-ADMIN				
Personnel	531,580	479,515	553,515	609,500
Maintenance & Operations	155,675	142,500	142,500	143,750
Depreciation	48,403	48,400	48,400	24,200
Other Expenses	(813,071)	-	-	-
TOTAL INTERNAL SERVICES FUND-ADMIN	(77,413)	670,415	744,415	777,450
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	5,412,146	3,215,165	3,885,665	3,097,350
COMMUNITY SERVICES				
GENERAL FUND				
Personnel	308,511	327,205	347,205	354,700
Maintenance & Operations	63,592	27,540	27,540	53,650
TOTAL GENERAL FUND	372,103	354,745	374,745	408,350
OTHER SPECIAL REVENUE FUND				
Maintenance & Operations	18,501	11,100	11,100	17,000
Capital Outlay	11,680	28,320	218,320	-
TOTAL OTHER SPECIAL REVENUE FUND	30,181	39,420	229,420	17,000
TOTAL COMMUNITY SERVICES DEPARTMENT	402,284	394,165	604,165	425,350
ELECTED AND APPOINTED				
GENERAL FUND				
Personnel	119,139	119,510	130,010	128,960
Maintenance & Operations	340,694	335,750	335,750	198,350
TOTAL GENERAL FUND	459,833	455,260	465,760	327,310
TOTAL ELECTED AND APPOINTED DEPARTMENT	459,833	455,260	465,760	327,310
FIRE				
GENERAL FUND				
Personnel	1,560,104	1,965,143	2,105,143	2,011,950
Maintenance & Operations	395,674	341,900	461,900	333,250
Capital Outlay	78,137	-	544,000	15,000
TOTAL GENERAL FUND	2,033,915	2,307,043	3,111,043	2,360,200
INTERNAL SERVICES FUND-FLEET				
Capital Outlay	-	-	156,000	-
TOTAL INTERNAL SERVICES FUND-FLEET	-	-	156,000	-
CAPITAL PROJECTS FUND				
Capital Outlay	-	200,000	200,000	200,000
TOTAL CAPITAL PROJECTS FUND	-	200,000	200,000	200,000
OTHER SPECIAL REVENUE FUND				
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	100,000	-
Debt	50,000	-	-	-
TOTAL OTHER SPECIAL REVENUE FUND	50,000	-	100,000	-
TOTAL FIRE DEPARTMENT	2,083,915	2,507,043	3,567,043	2,560,200

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
HUMAN RESOURCES				
INTERNAL SERVICES FUND				
Personnel	362,173	346,250	310,250	257,600
Maintenance & Operations	983,119	969,700	1,045,700	1,054,100
Other Expenses	(878,509)	299,930	397,930	370,300
TOTAL INTERNAL SERVICES FUND	466,783	1,615,880	1,753,880	1,682,000
TOTAL HUMAN RESOURCES DEPARTMENT	466,783	1,615,880	1,753,880	1,682,000
IT DEPARTMENT				
INTERNAL SERVICES FUND-IT				
Personnel	160,436	212,300	249,500	333,250
Maintenance & Operations	558,687	454,600	454,600	618,100
Depreciation	12,835	20,800	20,800	15,000
Investment in Capital Assets	50,992	165,000	229,000	230,000
TOTAL INTERNAL SERVICES FUND-IT	782,950	852,700	953,900	1,196,350
TOTAL IT DEPARTMENT	782,950	852,700	953,900	1,196,350
LIBRARY				
GENERAL FUND				
Personnel	472,048	466,300	466,300	529,400
Maintenance & Operations	96,132	63,005	63,005	93,590
TOTAL GENERAL FUND	568,180	529,305	529,305	622,990
FRIENDS OF THE LIBRARY DONATIONS				
Maintenance & Operations	46,843	55,000	55,000	55,000
Capital Outlay	-	-	-	-
TOTAL FRIENDS OF THE LIBRARY DONATIONS	46,843	55,000	55,000	55,000
LIBRARY GIFT AND MEMORIAL FUND				
Maintenance & Operations	1,089	8,000	8,000	55,000
Capital Outlay	-	-	-	-
TOTAL LIBRARY GIFT AND MEMORIAL FUND	1,089	8,000	8,000	55,000
OTHER SPECIAL REVENUE				
Maintenance & Operations	6,005	-	-	-
Capital Outlay	10,815	-	-	-
TOTAL OTHER SPECIAL REVENUE	16,820	-	-	-
TOTAL LIBRARY SERVICES DEPARTMENT	632,932	592,305	592,305	732,990
PLANNING AND COMMUNITY PRESERVATION				
GENERAL FUND				
Personnel	521,433	462,500	502,500	616,200
Maintenance & Operations	444,378	540,300	540,300	525,100
TOTAL GENERAL FUND	965,811	1,002,800	1,042,800	1,141,300
INTERNAL SERVICES FUND-GEN PLAN UPDATE				
Maintenance & Operations	8,400	70,000	70,000	10,000
TOTAL INTERNAL SERVICES FUND-GEN PLAN UPDATE	8,400	70,000	70,000	10,000
LEAP GRANT				
Maintenance & Operations	-	-	-	65,000
TOTAL LEAP GRANT	-	-	-	65,000
SB2 GRANT				
Maintenance & Operations	21,266	-	-	77,070
TOTAL SB2 GRANT	21,266	-	-	77,070
TOTAL PLANNING AND COMMUNITY PRESERVATION DEPARTMENT	995,477	1,072,800	1,112,800	1,293,370

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
POLICE				
GENERAL FUND				
Personnel	2,858,367	2,522,332	2,572,332	2,696,900
Maintenance & Operations	347,799	252,850	304,200	306,450
TOTAL GENERAL FUND	3,206,166	2,775,182	2,876,532	3,003,350
COPS FUND				
Personnel	143,589	327,800	367,800	115,450
Maintenance & Operations	18,154	25,500	25,500	34,550
TOTAL COPS FUND	161,743	353,300	393,300	150,000
PSAF FUND				
Personnel	130,887	191,700	191,700	254,300
TOTAL PSAF FUND	130,887	191,700	191,700	254,300
OTHER SPECIAL REVENUE FUND				
Personnel	-	-	55,000	-
Capital Outlay	-	-	45,000	-
TOTAL OTHER SPECIAL REVENUE FUND	-	-	100,000	-
TOTAL POLICE DEPARTMENT	3,498,796	3,320,182	3,561,532	3,407,650
PUBLIC WORKS				
GENERAL FUND				
Personnel	186,920	219,635	219,635	212,900
Maintenance & Operations	265,657	178,000	186,000	187,500
Capital Outlay	8,009	-	-	-
TOTAL GENERAL FUND	460,586	397,635	405,635	400,400
ASSESSMENTS				
Maintenance & Operations	78,343	109,013	109,013	71,200
Capital Outlay	-	20,000	84,000	10,000
TOTAL ASSESSMENTS FUND	78,343	129,013	193,013	81,200
ENVIRONMENT FUND				
Personnel	16,273	16,630	16,630	17,750
Maintenance & Operations	59,430	72,000	72,000	74,500
TOTAL ENVIRONMENT FUND	75,703	88,630	88,630	92,250
GAS TAX FUND				
Personnel	170,237	178,250	178,250	168,520
Maintenance & Operations	64,097	54,000	54,000	54,000
Capital Outlay	-	35,000	35,000	104,611
TOTAL GAS TAX FUND	234,334	267,250	267,250	327,131
MEASURE R FUND				
Capital Outlay	147,563	146,000	146,000	306,500
TOTAL MEASURE R FUND	147,563	146,000	146,000	306,500
MEASURE M FUND				
Capital Outlay	124,734	165,476	165,476	154,000
TOTAL MEASURE M FUND	124,734	165,476	165,476	154,000
PROP A FUND				
Personnel	2,662	1,500	1,500	2,000
Maintenance & Operations	152,883	162,900	162,900	166,500
TOTAL PROP A FUND	155,545	164,400	164,400	168,500
PROP C FUND				
Maintenance & Operations	2,134	2,200	2,200	2,200
Capital Outlay	153,106	192,478	192,478	211,147
TOTAL PROP C FUND	155,240	194,678	194,678	213,347

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2019-2020	FY 2020-21	FY 2020-21	FY 2021-2022
	Actuals	Adopted	Amended	ADOPTED
RMRA FUND				
Capital Outlay	103,934	191,300	191,300	570,600
TOTAL RMRA FUND	103,934	191,300	191,300	570,600
OTHER SPECIAL REVENUE FUND				
Personnel	-	-	-	-
Maintenance & Operations	144,564	169,500	169,500	187,220
Capital Outlay	178,892	481,800	751,396	111,364
TOTAL OTHER SPECIAL REVENUE FUND	323,456	651,300	920,896	298,584
CAPITAL PROJECTS FUND				
Maintenance & Operations	-	-	-	-
Capital Outlay	156,390	160,000	285,000	160,000
TOTAL CAPITAL PROJECTS FUND	156,390	160,000	285,000	160,000
INTERNAL SERVICES FUND-FLEET				
Personnel	124,319	124,200	124,200	124,050
Maintenance & Operations	229,971	240,500	250,500	280,000
Depreciation	112,609	181,600	181,600	130,000
Investment in Capital Assets	94,169	-	-	133,500
TOTAL INTERNAL SERVICES FUND-FLEET	561,068	546,300	556,300	667,550
INTERNAL SERVICES FUND-FACILITIES				
Personnel	171,183	157,050	167,150	213,100
Maintenance & Operations	521,280	449,400	458,400	443,200
Depreciation	1,228	15,000	15,000	15,000
Investment in Capital Assets	83,550	48,000	80,000	816,100
TOTAL INTERNAL SERVICES FUND-FACILITIES	777,241	669,450	720,550	1,487,400
TOTAL PUBLIC WORKS DEPARTMENT	3,354,137	3,771,432	4,299,128	4,927,462
UTILITIES				
WATER FUND				
Personnel	1,107,945	989,293	1,080,593	1,079,600
Maintenance & Operations	1,670,280	1,818,000	2,006,500	1,945,750
Interest Expense	243,700	235,000	235,000	228,000
Depreciation	652,337	750,000	750,000	700,000
Cost allocations	480,300	694,550	499,050	644,300
Other expenses	(483,752)	-	140,000	-
Investment in Capital Assets	1,929,722	1,565,000	2,005,000	3,058,500
Principal Payment	471,731	483,600	483,600	350,200
TOTAL WATER FUND	6,072,263	6,535,443	7,199,743	8,006,350
SEWER FUND				
Personnel	438,538	490,030	541,030	529,800
Maintenance & Operations	46,243	137,100	137,100	109,150
Interest expense	1,496	-	-	-
Depreciation	177,186	210,000	210,000	210,000
Cost allocations	128,700	259,350	208,350	345,700
Other expenses	(209,505)	-	112,000	-
Investment in Capital Assets	-	340,000	340,000	125,000
Principal Payment	-	-	-	-
TOTAL SEWER FUND	582,658	1,436,480	1,548,480	1,319,650
TOTAL UTILITIES DEPARTMENT	6,654,921	7,971,923	8,748,223	9,326,000
GRAND TOTAL CITYWIDE APPROPRIATION	24,744,174	25,768,855	29,544,401	28,976,032
TRANSFERS OUT	\$ 180,553	\$ 245,282	\$ 395,282	\$ 181,400



CITYWIDE EXPENDITURES BY FUND AND CATEGORY

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	6,274,755	6,383,275	6,693,775	6,946,710
Maintenance & Operations	3,672,949	3,983,445	3,553,795	3,622,090
Capital Outlay	86,146	-	549,500	15,000
Other	3,431,261	-	1,150,000	-
TOTAL GENERAL FUND	13,465,111	10,366,720	11,947,070	10,583,800
SPECIAL REVENUE FUNDS:				
ASSESSMENTS				
Maintenance & Operations	78,343	109,013	109,013	71,200
Capital Outlay	-	20,000	84,000	10,000
TOTAL ASSESSMENTS	78,343	129,013	193,013	81,200
COPS FUND				
Personnel	143,589	327,800	367,800	115,450
Maintenance & Operations	18,154	25,500	25,500	34,550
TOTAL COPS	161,743	353,300	393,300	150,000
GAS TAX				
Personnel	170,237	178,250	178,250	168,520
Maintenance & Operations	64,097	54,000	54,000	54,000
Capital Outlay	-	35,000	35,000	104,611
TOTAL GAS TAX	234,334	267,250	267,250	327,131
MEASURE M				
Capital Outlay	124,734	165,476	165,476	154,000
TOTAL MEASURE M	124,734	165,476	165,476	154,000
MEASURE R				
Capital Outlay	147,563	146,000	146,000	306,500
TOTAL MEASURE R	147,563	146,000	146,000	306,500
RMRA				
Capital Outlay	103,934	191,300	191,300	570,600
TOTAL RMRA	103,934	191,300	191,300	570,600
PROP A				
Personnel	2,662	1,500	1,500	2,000
Maintenance & Operations	152,883	162,900	162,900	166,500
TOTAL PROP A	155,545	164,400	164,400	168,500
PROP C				
Maintenance & Operations	2,134	2,200	2,200	2,200
Capital Outlay	153,106	192,478	192,478	211,147
TOTAL PROP C	155,240	194,678	194,678	213,347
PSAF				
Personnel	130,887	191,700	191,700	254,300
TOTAL PSAF FUND	130,887	191,700	191,700	254,300
OTHER SPECIAL REVENUE FUND				
Personnel	16,273	16,630	71,630	17,750
Maintenance & Operations	297,698	315,600	315,600	530,790
Capital Outlay	201,387	510,120	1,114,716	111,364
Debt	141,042	-	-	-
TOTAL OTHER SPECIAL REVENUE FUND	656,400	842,350	1,501,946	659,904
TOTAL SPECIAL REVENUE FUNDS EXPENDITURES	1,948,723	2,645,467	3,409,063	2,885,482

**CITYWIDE EXPENDITURES
BY FUND AND CATEGORY**

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
CAPITAL PROJECTS FUND				
Maintenance & Operations	-	-	-	-
Capital Outlay	156,390	360,000	485,000	360,000
TOTAL CAPITAL PROJECTS FUND	156,390	360,000	485,000	360,000
INTERNAL SERVICES-ADMIN				
Personnel	531,580	479,515	553,515	609,500
Maintenance & Operations	155,675	142,500	142,500	143,750
Depreciation	48,403	48,400	48,400	24,200
Other Expenses	(813,071)	-	-	-
TOTAL INTERNAL SERVICES ADMIN	(77,413)	670,415	744,415	777,450
INTERNAL SERVICES-IT				
Personnel	160,436	212,300	249,500	333,250
Maintenance & Operations	558,687	454,600	454,600	618,100
Depreciation	12,835	20,800	20,800	15,000
Investment in Capital assets	50,992	165,000	229,000	230,000
TOTAL INTERNAL SERVICES- IT	782,950	852,700	953,900	1,196,350
INTERNAL SERVICES-Personnel and Risk MGMT				
Personnel	362,173	346,250	310,250	257,600
Maintenance & Operations	983,119	969,700	1,045,700	1,054,100
Other Expenses	(878,509)	299,930	397,930	370,300
TOTAL INTERNAL SERVICES- Personnel and Risk MGMT	466,783	1,615,880	1,753,880	1,682,000
INTERNAL SERVICES-FLEET				
Personnel	124,319	124,200	124,200	124,050
Maintenance & Operations	229,971	240,500	250,500	280,000
Depreciation	112,609	181,600	181,600	130,000
Investment in Capital assets	94,169	-	156,000	133,500
TOTAL INTERNAL SERVICES-FLEET	561,068	546,300	712,300	667,550
INTERNAL SERVICES-FACILITIES				
Personnel	171,183	157,050	167,150	213,100
Maintenance & Operations	521,280	449,400	458,400	443,200
Depreciation	1,228	15,000	15,000	15,000
Investment in Capital assets	83,550	48,000	80,000	816,100
TOTAL INTERNAL SERVICES-FACILITIES	777,241	669,450	720,550	1,487,400
INTERNAL SERVICES-Gen Plan Update				
Maintenance & Operations	8,400	70,000	70,000	10,000
TOTAL INTERNAL SERVICES-Gen Plan Update	8,400	70,000	70,000	10,000
TOTAL INTERNAL SERVICE FUNDS	2,510,629	4,354,745	4,955,045	5,820,750

**CITYWIDE EXPENDITURES
BY FUND AND CATEGORY**

FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
ENTERPRISE FUNDS:				
WATER				
Personnel	1,107,945	989,293	1,080,593	1,079,600
Maintenance & Operations	1,670,280	1,818,000	2,006,500	1,945,750
Interest Expense	243,700	235,000	235,000	228,000
Depreciation	652,337	750,000	750,000	700,000
Cost allocations	480,300	694,550	499,050	644,300
Other expenses	(483,752)	-	140,000	-
Investment in Capital Assets	1,929,722	1,565,000	2,005,000	3,058,500
Principal Payment	471,731	483,600	483,600	350,200
TOTAL WATER FUND	6,072,263	6,535,443	7,199,743	8,006,350
SEWER				
Personnel	438,538	490,030	541,030	529,800
Maintenance & Operations	46,243	137,100	137,100	109,150
Interest expense	1,496	-	-	-
Depreciation	177,186	210,000	210,000	210,000
Cost allocations	128,700	259,350	208,350	345,700
Other expenses	(209,505)	-	112,000	-
Investment in Capital Assets	-	340,000	340,000	125,000
Principal Payment	-	-	-	-
TOTAL SEWER FUND	582,658	1,436,480	1,548,480	1,319,650
TOTAL ENTERPRISE FUNDS EXPENDITURES	6,654,921	7,971,923	8,748,223	9,326,000
GRAND TOTAL CITYWIDE APPROPRIATION	24,744,174	25,768,855	29,544,401	28,976,032
 TRANSFERS OUT	 \$ 180,553	 \$ 245,282	 \$ 395,282	 \$ 181,400

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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

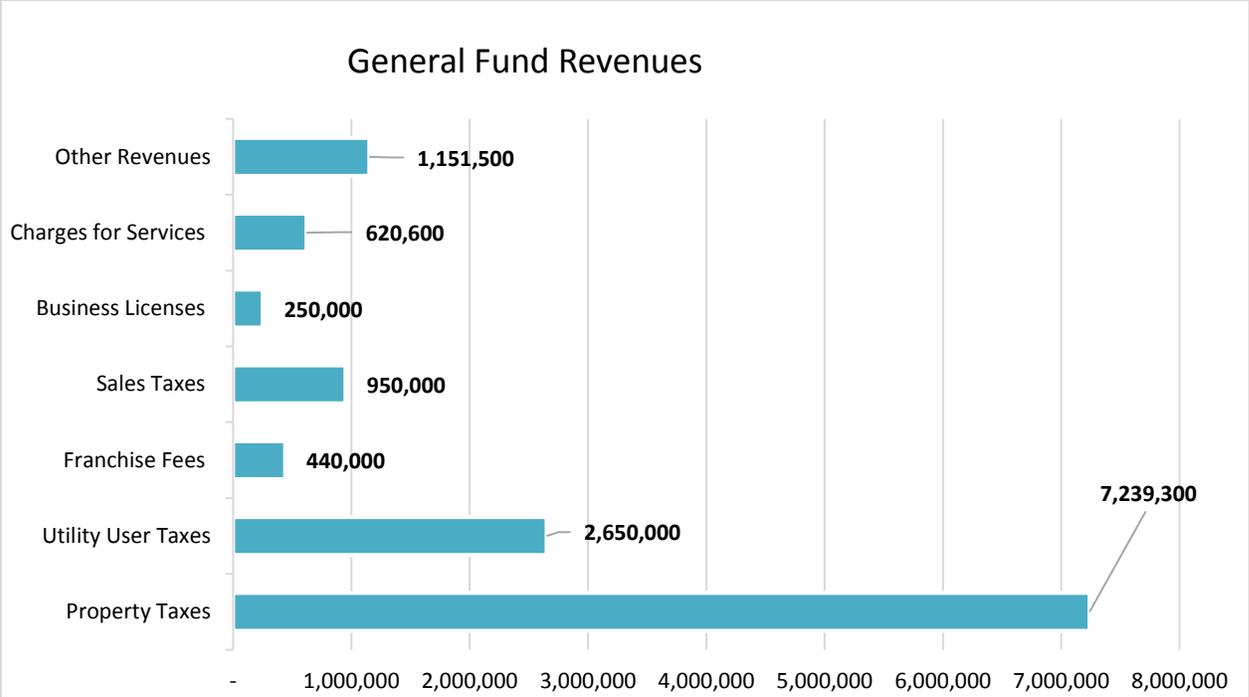
General Fund revenues are of particular interest as they fund basic City services. The City’s two major revenue sources are Property Taxes and Utility User Taxes, which make up 74 % of the General Fund Revenues. Overall, staff is estimating a 6.4% increase in General Fund revenues for Fiscal Year 2021-2022.

Property Taxes are the City’s largest revenue source representing about 55 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 4% from last year’s estimated amount, which is attributed to an increase in current secured and unsecured tax projections. Property taxes are budgeted at \$6.7M for FY 21-22 using the budgeting tools provided by our consultants. The two main growth factors used in the budgeting process are the prop 13 inflationary value adjustment set at 1.036% and the single family residential sales for 2020.

Utility User Taxes (UUT) are the City’s second largest revenue source representing 20 percent of the total General Fund revenue. For UUT revenue estimates, a weighted average was used of actual revenues. This analysis was then compared to actuals received in FY 20-21 and trends in revenues.

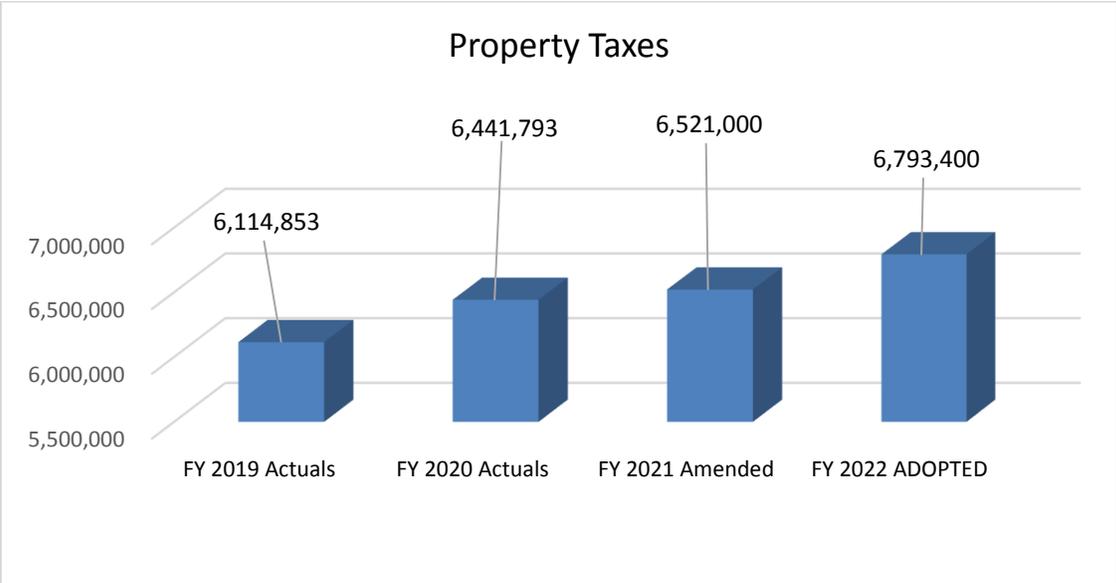
Other Revenues – are revenues, such as, Franchise Fees, Sales Taxes, Business Licenses, Fines & Forfeitures, Charges for Services make up the remainder 25 percent of the General Fund Revenues.

GENERAL FUND OVERVIEW



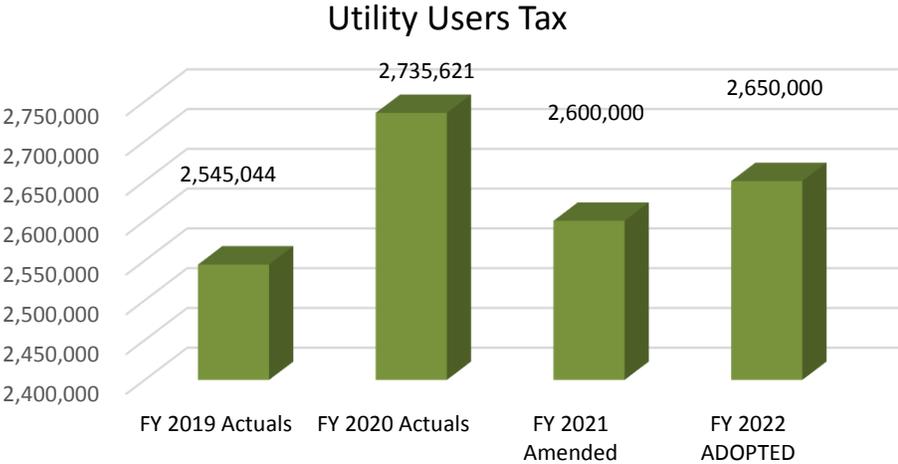
General Fund Trends

Property Taxes have increased steadily from year to year by 1.5% to 5% 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.



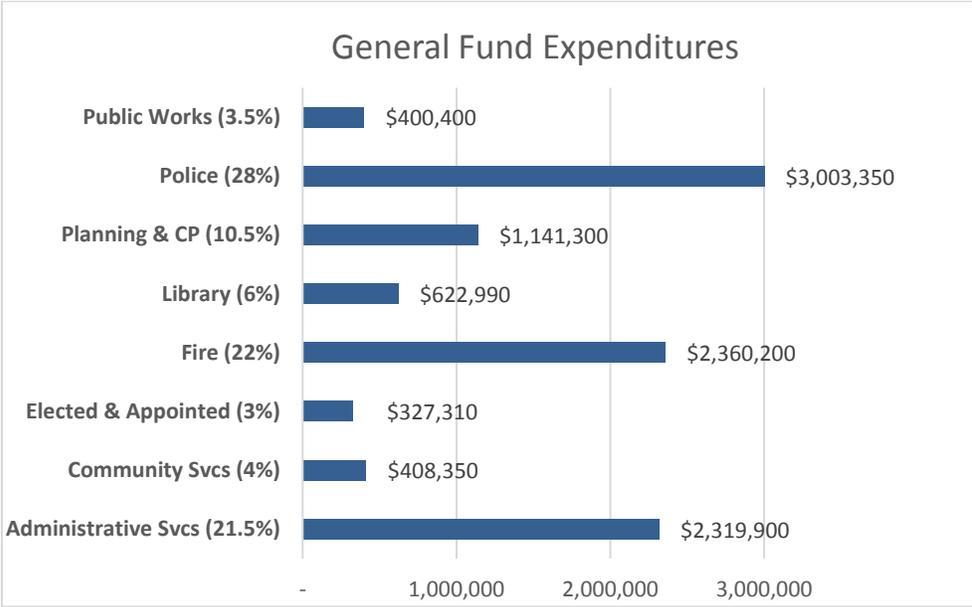
GENERAL FUND OVERVIEW

For FY 21/22 UUT is expected to increase by 2%. The variance between FY 19/20 and FY 20/21 was primarily due to transition to monthly billing and reflecting water usage up to June in FY 19/20. This was a process change from prior fiscal years. The increase was not an actual increase in total revenues, but rather a change in billing and recording.



General Fund Expenditures

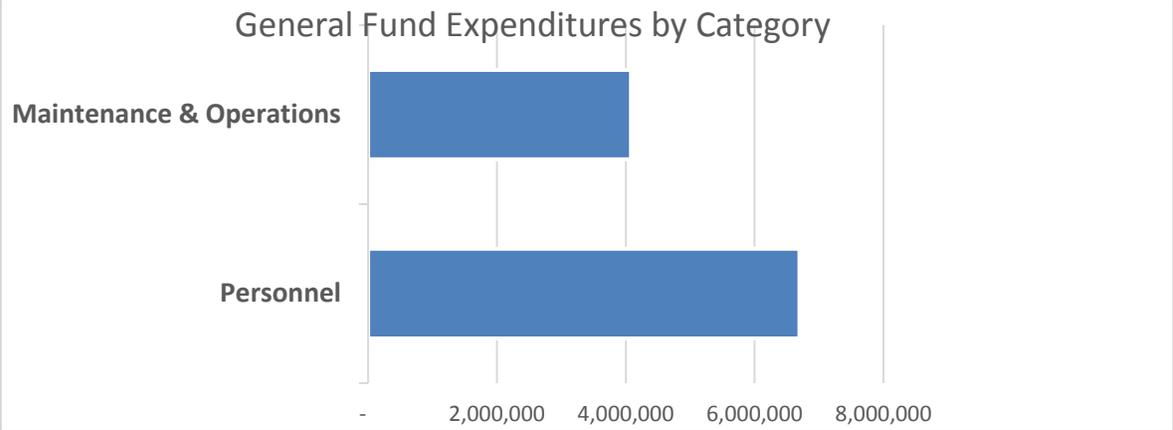
The City’s largest fund is the General fund. It provides the resources necessary to sustain the day-to-day activities and services to the community. All departments receive support from the General Fund, either directly or indirectly in the form of subsidies or cost allocation (overhead). About half of the General Fund resources are used to provide public safety, with Police making up 28% and Fire 22% of the General Fund.



GENERAL FUND OVERVIEW

Administrative services in the general fund account mainly for internal service fund cost allocations for the general fund as a whole.

Personnel costs make up 66% of the City's General Fund with most of the remaining costs consisting of Maintenance and Operations expenditures.



GENERAL FUND OVERVIEW

As shown in the table below, the General Fund projected Sources and Uses reflects a budget surplus of about \$2.3M.

CITY OF SIERRA MADRE FISCAL YEAR 2021-2022 BUDGET

GENERAL FUND

GENERAL FUND	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
REVENUES				
Property Taxes	\$ 6,441,793	\$ 6,471,000	\$ 6,521,000	\$ 6,793,400
AB1X 26 - RDA Residual	457,595	420,000	420,000	445,900
Utility User Taxes	2,735,621	2,600,000	2,600,000	2,650,000
Franchise Fees	441,179	380,000	380,000	440,000
Sales Taxes	472,427	357,000	797,000	950,000
Business Licenses	274,287	240,000	240,000	250,000
Charges for Services	736,262	581,900	581,900	620,600
Fines and Forfeitures	72,521	55,000	55,000	62,500
Licenses and Permits	863,781	823,500	823,500	968,000
Other Revenues	1,500,639	82,000	315,547	121,000
TOTAL REVENUES	13,996,105	12,010,400	12,733,947	13,301,400
TRANSFERS IN	-	-	-	-
EXPENDITURES				
Administrative Services*	5,398,517	2,544,750	3,141,250	2,319,900
Community Services	372,103	354,745	374,745	408,350
Elected and Appointed	459,833	455,260	465,760	327,310
Fire	2,033,915	2,307,043	3,111,043	2,360,200
Library	568,179	529,305	529,305	622,990
Planning & Community Preservation	965,811	1,002,800	1,042,800	1,141,300
Police	3,206,166	2,775,182	2,876,532	3,003,350
Public Works	460,586	397,635	405,635	400,400
TOTAL EXPENDITURES	13,465,110	10,366,720	11,947,070	10,583,800
TRANSFERS OUT	167,086	172,700	322,700	160,000
CONTINGENCY	73,870	200,000	200,000	200,000
NET CHANGE IN FUND BALANCE	290,039	1,270,980	264,177	2,357,600

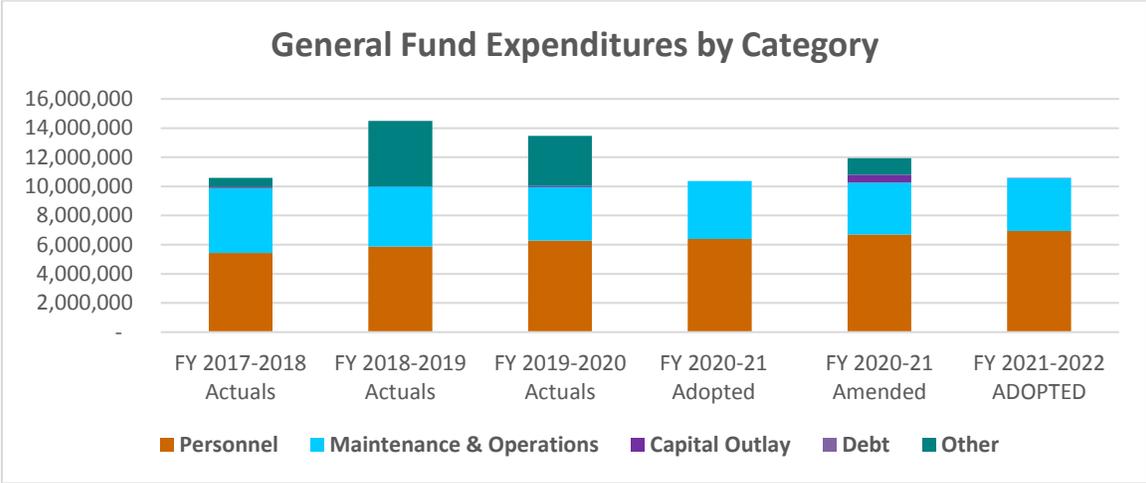
General Fund Trends (Cont.)

The City has continually worked on containing costs across the board. The increase in personnel expenditures over the years are mainly due to rising costs of insurance and pension rates, with some of the fluctuations attributed to salary savings from vacant positions. For FY 21-22 budget, we have 3 new full time positions and a full service Fire department.

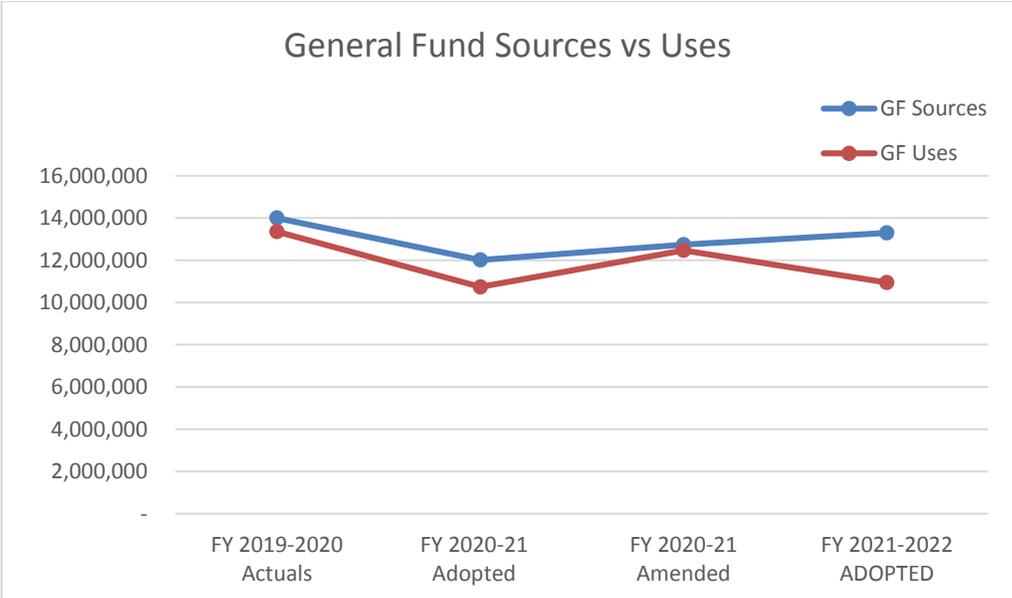
Below we can see the general fund expenditures by category type. In FY 18-19, 19/20, and 20/21 we see an increase in the category "other". This category represents the one-time prepayment to CalPERS towards the unfunded liability. Councils guidance has developed a CalPERS sustainability plan to monitor the pension liabilities and ensure long

GENERAL FUND OVERVIEW

term sustainability. Monitoring the pension long term liabilities will also help the City meet its strategic goals by reducing long term liabilities and operating costs in future years.



In chart below we can see total revenues and expenditures in the general fund overall. FY 20-21 adopted budget included a projected surplus due to reductions in expenditures by implementing our pandemic response plan. In FY 20-21 amended budget, we see an increase in expenditures. The increase in amended budget was due to the one time CalPERS UAL prepayment approved by Council in an effort to reduce and monitor pension liabilities.



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

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 is responsible for the implementation of decisions by the City Council and for the administration of all City departments and activities. He also serves as the Executive Director of the Successor Agency and Public Financing Authority.

The City Manager provides day-to-day direction to the directors and managers in charge of the City's departments. He serves as the primary point-of-contact with the City Attorney and elected officials, including the City Council and City Clerk. He coordinates with local governmental agencies, such as adjacent municipalities, special districts and Los Angeles County, and higher levels of government, primarily at the state and federal levels.

The City Manager implements City Council policy and directives, ensures the continued provision of municipal services to residents, and plans for the long-term needs of the City. He is responsible for the delivery of timely budgets to the City Council. He has oversight over the budget, its associated operating and capital expenditures, and financial reporting to the City Council, external regulatory authority, and other interested stakeholders.

Many of the contracts the City has with other agencies for services are negotiated and administered by the City Manager. Section 2.08.070 of the Sierra Madre Municipal Code charges the City Manager with final oversight over the enforcement of all City laws and ordinances, as well as with all contracts and franchise arrangements.

As the chief administrative officer of the City, 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 in order to provide services to the public.

Administrative Services Overview

Administrative Services is responsible for the day-to-day business affairs and administration of the City, and executes the following tasks:

Asset Management: Investing idle funds and managing cash flow; controlling fixed assets; collections of accounts receivable; managing returns on investments.

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

ADMINISTRATIVE SERVICES DEPARTMENT

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 on its behalf by other governments.

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

ADMINISTRATIVE SERVICES (CITY MANAGER & FINANCE)

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.

Accomplishments for FY 2020-2021

- FY 20-21 was the first year the City was recipient of GFOA’s Distinguished Budget Presentation Award
- There were no staffing reductions during the unprecedented Covid 19 pandemic
- Provided financial aid to small businesses
- Made a prepayment to CalPERS to lower the retirement plan’s unfunded actuarial liability (UAL),
- Made an initial contribution to CEPPT Pension trust fund
- All audits completed on-time and without findings
- Completed conversion of Utility Billing from Bi-monthly to Monthly
- Implementation of Online Bill Payment for Utility bills, Business licenses and permits

Objectives from FY 2020-2021 continued to FY 2021-2022

- Continue to maintain the positive fiscal health of the City through the continuing COVID-19 Pandemic while preserving resources, continuing to provide essential services, and keeping residents and staff safe
- Implementation of new time keeping software for the City to increase efficiency in payroll processing
- Continue to assess CalPERS pension and funded status

Performance Measures

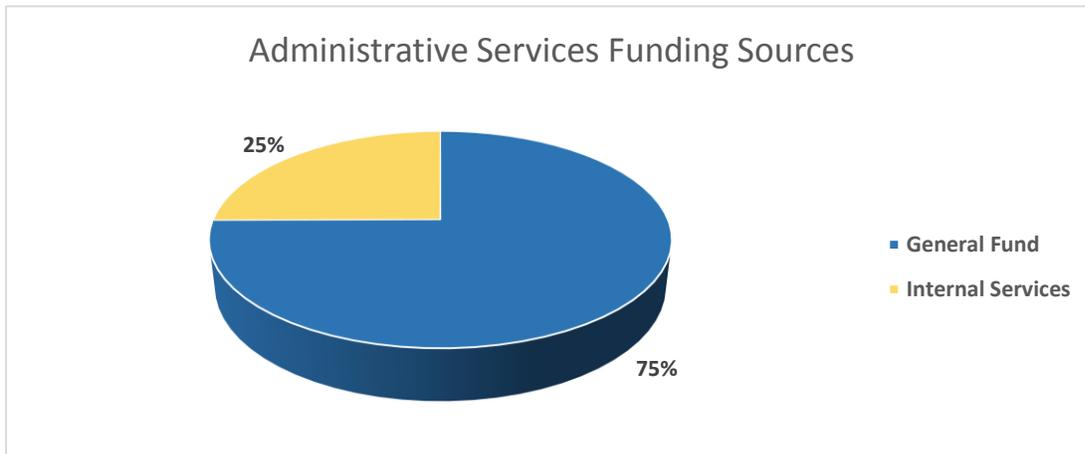
Performance Measures	Actual FY 2019-2020	Actual FY 2020-2021	Projected FY 2021-2022
Utility Bills Processed ⁽¹⁾	22,000	45,109	46,000
Cash Register Transactions	19,220	25,652	25,000
Checks Issued	2,861	2,512	2,600

(1) The doubling of the number of processed bills from FY 2019-2020 to FY 2020-2021 results from changing the frequency of Utility Billing from bi-monthly (6 billings per year) to monthly (12 billings per year).

ADMINISTRATIVE SERVICES DEPARTMENT

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
ADMINISTRATIVE SERVICES				
Personnel	779,813	780,165	904,165	1,005,200
Maintenance & Operations	1,874,698	2,386,600	1,783,100	2,067,950
Debt	91,042	-	-	-
Depreciation	48,403	48,400	48,400	24,200
Other Expenses	2,618,190	-	-	-
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	5,412,146	3,215,165	2,735,665	3,097,350

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	248,233	300,650	350,650	395,700
Maintenance & Operations	1,719,023	2,244,100	1,640,600	1,924,200
Other Expenses	3,431,261	-	1,150,000	-
TOTAL GENERAL FUND	5,398,517	2,544,750	3,141,250	2,319,900
OTHER SPECIAL REVENUE FUNDS				
Debt	91,042	-	-	-
TOTAL OTHER SPECIAL REVENUE FUNDS	91,042	-	-	-
INTERNAL SERVICES FUND-ADMIN				
Personnel	531,580	479,515	553,515	609,500
Maintenance & Operations	155,675	142,500	142,500	143,750
Depreciation	48,403	48,400	48,400	24,200
Other Expenses	(813,071)	-	-	-
Total ISF-ADMIN	(77,413)	670,415	744,415	777,450
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	5,412,146	3,215,165	3,885,665	3,097,350



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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 works as a collaborative thriving workforce to... “*Create A Healthier Community Through People, Parks, Programs*” ...and so it inherits the goal of providing positive experiences and opportunities to the community for engagement, recreation, personal growth, cultural & physical enrichment, and essential hands-on learning activities.

The Department operates under the direction of the Community Services Manager, but not without the Community Services Team which consists of four full-time (including Community Services Manager) and one regular part-time employee providing administrative and operational support for Recreation, Community Services, Special Events, Filming, and Senior Services from Monday through Fridays, and seasonally through weekends for large scale special events, programming for Seniors, Family Movie Fridays, Summer Concerts Series, and oversight of the City’s six parks, two ball fields, and the Hart Park House.

Community Services oversees the lease agreement with the Sierra Madre-Pasadena YMCA pertaining to the Youth Activity Center and the Aquatics Center. The Department also serves as a partner with the City’s four youth sports leagues, including Sierra Madre Little League, Sierra Madre Girls Softball Association, and the Pony Colt League.

Additionally, residents are provided access to programs focusing on the values of recreation, including positive alternatives for children and youth to reduce crime and mischief especially during non-school hours; it increases social connections while promoting access to outdoor spaces for children and adults, learning through play and being active; it promotes arts, culture, and fosters interactive therapy through crafts, exercise, and multi-generational group activities; and offers parks as a form of serenity and the inspiration of nature and outdoor spaces by preserving natural and cultural resources in our community.

Board/ Committee Liaisons

The Department serves as liaison to the:

- Arts Review Board/ City Hall Art Displays
- Community Services Commission
- Senior Community Commission
- Special Events Committees
- Assigned Park Projects

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 from FY 2020-2021

- Organized and implemented Sierra Madre Nutrition Program (SMNP) in light of pandemic;
- Introduced, planned and co-partnered with organizations Sierra Madre/ SM Thrives;
- Co-partnered with organization American Red Cross for two blood drives;
- Co-partnered with organization Los Angeles County for two Covid Vaccine Clinics;
- YMCA Aquatics Agreement Award (& Community Recreation Center, 2020 – 2022).

COMMUNITY SERVICES DEPARTMENT

- Implemented the Senior Communications Plan for the aging community of Sierra Madre and nearby cities in need of resources and support services.
- Introduction to the Pasadena Senior Center to increase senior member programming.
- Organized and coordinated the outdoor City Council Meetings during the pandemic;
- Community Garden demolition and construction which began December (2019) and completed in February (2020);
- Organized and scheduled local businesses to utilize Memorial Park in order to continue operating during the pandemic;
- Hand distributed updated County Orders consistently and as needed to all local businesses.
- Opened line of dialogue to partner with SMFD, SMPD and the library for joint community outreach programs;
- Implementation of the Electronic Senior Moments Newsletter decreasing the number of hardcopy editions from 224 to 22;
- Halloween Spooktacular Search with “Golden Ticket” Prizes, partnered with businesses;
- Huck Finn “Funn” Week with real time social media promotion and space activity with JPL.
- Mount Wilson Trail Race – “Virtually Sierra Madre” (2 weeks of open racing and timing result collections);
- Outdoor Facility Permits for local businesses to permissibly use the park to offer services.

Objectives from FY 2020-2021 / continued to FY 2021-2022

- Advance social media outlets, branding efforts, and traditional news media to promote Community Services Department;
- Begin planning process for the Parks and Facilities Master Plan, and the Youth Master Plan through Community Services Commission;
- Introduced virtual programming proposals for the community members during closure of the Hart Park House Senior Center.
- Introduction and implementation of Virtual Reality to our senior community;
- Implementation of the Tea and Talk Book Club as well as dance classes for the senior community;
- Implementation of a writer’s workshop led by a Random House Senior Editor
- Continuing implementation of Senior Master Plan with Senior Community Commission;
- Continue to introduced relevant programming in the Hart Park House Senior Center;
- Kersting Court Renovation Project Timeline/ Community Services Commission and department nearing completion and grant closeout;
- Measure A – Annual Allocations, Technical Planning Workshops and Development;
- Funding Proposals through Prop 68 for park development, restoration, and enhancement of state and local parks and recreational facilities are being established;
- Funding Maintenance & Servicing (M&S) Projects for upkeep and maintenance of previously granted projects are being completed through Prop A/ RPOSD;
- Maintained “good standing” with County Regional Parks & Open Space District to secure alternative funding sources for long term projects, facilities maintenance, and park improvements.
- Update and complete Parks Inventory per RPOSD Web Grants annual status reporting.

Department Goals FY 2021-2022

- Advance social media outlets, branding efforts, and traditional news media to promote Community Services Department.
- Begin revision of new Parks and Facilities Master Plan (PFMP) with Community Services Commission for renewal by November 2022.

COMMUNITY SERVICES DEPARTMENT

- Park Playgrounds assessment, planning, funding and integration of new play apparatus at Sierra Vista Park, Memorial Park, and Mountain Trail Park (“Turtle Park”);
- Measure A & Park Funding/ Prop A & Prop 68 Grants for parks and facilities renovation;
- Pursue Staff Training & Leadership Development through networking opportunities including National Recreation and Parks Association (NRPA) and California Parks & Recreation Society (CPRS);
- Partnership programming coordinated with the Pasadena-Sierra Madre YMCA at the Community Recreation Center under agreement through 2022;
- Create Youth Outdoor Activities & Seasonal Programming in compliance with COVID-19 and LA County Health Department Orders;
- Fund all events, programs, and respective projects directly through sponsorship at 10% Special Event Revenue.
- Continue to explore ideas to increase participation of both young (active) & older seniors (i.e. some sports/exercise programs or excursions for aging baby boomers).
- Expand the staff office in the Hart Park House

Performance Measures

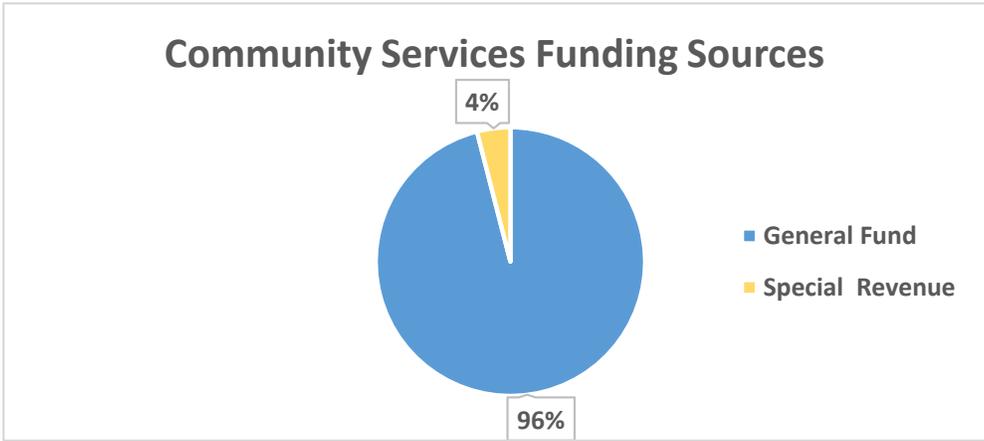
Numbers reflect impacts from pandemic and State/County Public Health Orders:

Performance Measures	Actual FY 2019-2020	Projected FY 2020-2021	Projected FY 2021-2022
Park Programs Presented	40	20	21
Park Programs Attendance	10,000 – 14,000	600 - 700	5,000 – 8,000
Senior Class Programs Attendance	3,000	500	2,000
Senior Lunches Served	5,400 - 5,600	12,655	6,000
Hart Park House Senior Center Special Events Senior Programs	Older American Reception Community Yard Sale Seniors Rock Concert Seniors Excursions Sierra Madre Nutrition Program (SMNP) (Senior Café YWCA Lunch Program postponed under current pandemic measures);		
Community Services Year-Round Special Events & Seasonal Programs	Annual Holiday Movie Family Movie Fridays Concerts in the Park Summer Fun in The Park National “Kids to Parks” Day Huck Finn Family Fishing Events Mt. Wilson Trail Race & Pasta Feed 3 rd & 4 th of July Parade & Festivities Halloween Happenings & Downtown Trick-or-Treating		

COMMUNITY SERVICES DEPARTMENT

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
COMMUNITY SERVICES				
Personnel	308,511	327,205	347,205	354,700
Maintenance & Operations	82,093	38,640	38,640	70,650
Capital Outlay	11,680	28,320	218,320	-
TOTAL COMMUNITY SERVICES DEPARTMENT	402,284	394,165	604,165	425,350

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	308,511	327,205	347,205	354,700
Maintenance & Operations	63,592	27,540	27,540	53,650
TOTAL GENERAL FUND	372,103	354,745	374,745	408,350
OTHER SPECIAL REVENUE FUND				
Maintenance & Operations	18,501	11,100	11,100	17,000
Capital Outlay	11,680	28,320	218,320	-
TOTAL OTHER SPECIAL REVENUE FUND	30,181	39,420	229,420	17,000
TOTAL COMMUNITY SERVICES DEPARTMENT	402,284	394,165	604,165	425,350



City of Sierra Madre, California

Village of the Foothills



Elected and Appointed Department

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ELECTED AND APPOINTED DEPARTMENT

Department Overview

The Elected and Appointed department is responsible for the programs and activities of the City of Sierra Madre City Council 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 two seats eligible in 2022. Elections are budgeted in the City Clerk's Office. The honorary positions of Mayor and Mayor Pro Tempore rotate among the five elected members of the City Council every December.

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 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. The City Treasurer's seat is eligible in the 2024 election.

Appointed Officials

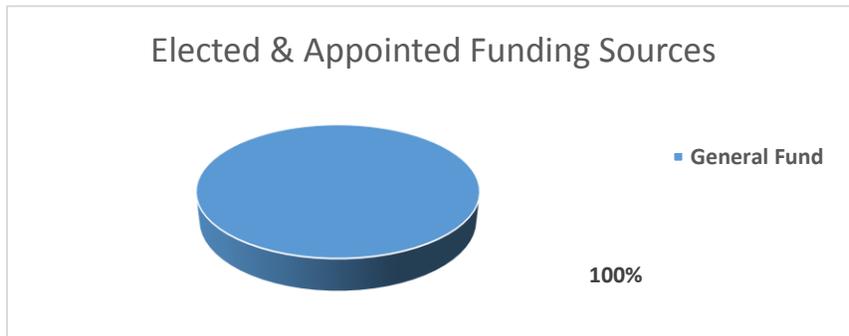
City Attorney

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.

ELECTED AND APPOINTED DEPARTMENT

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
ELECTED AND APPOINTED				
Personnel	119,139	119,510	130,010	128,960
Maintenance & Operations	340,694	335,750	335,750	198,350
TOTAL ELECTED AND APPOINTED DEPARTMENT	459,833	455,260	465,760	327,310

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	119,139	119,510	130,010	128,960
Maintenance & Operations	340,694	335,750	335,750	198,350
TOTAL GENERAL FUND	459,833	455,260	465,760	327,310
TOTAL ELECTED AND APPOINTED DEPARTMENT	459,833	455,260	465,760	327,310



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 seventeen (17) full-time personnel, two (2) administrative, and fifteen (15) operations. Operations consist of three (3) shifts (A, B, C,) housed at the Fire Station working in a 48/96 schedule. Daily staffing comprises of the Engine Company (one Captain, one Engineer, and one Firefighter) and a Paramedic Rescue (two Firefighter/Paramedics). Engine Companies are responsible for responding to all fire, EMS, and inspection dispatches. Staff also conduct yearly measures to ensure the safety of the community. Such measures include, but are not limited to, inspections of schools, local businesses, apartments, and brush. Paramedics provide advanced life support (ALS) and emergency medical care with transport capabilities. The Department also provides informational programs to educate the community about fire prevention.

As well as providing service to local and neighboring communities, the Fire Department also provides mutual aid to wildland fires throughout California, with their Type I Water Tender.

Fire Department Mission Statement

The Sierra Madre Fire Department is committed to protecting life, property, and our environment through compassionate service.

Accomplishments FY 2020-2021

- Full inclusion into Area C Unified Response (Automatic Aid) on July 1, 2020.
- Hired a full-time Fire Chief.
- Hired a full-time administrative aide.
- Maintained operational readiness with minimal staffing through COVID-19 pandemic, and Bobcat Fire.
- Purchase of new Rescue Ambulance to replace the existing reserve Rescue Ambulance.
- Purchase of new Fire Engine to replace existing reserve Fire Engine.
- Conducted an open Fire Captain recruitment to fill vacancy of one (1) full-time Captain position.
- Hired and placed additional three (3) full-time Firefighter/Paramedics, to fill vacancies.
- Continued cooperation with, and support, of the Sierra Madre Citizen Emergency Response Team (CERT) program.
- Updated preplans for the schools, churches, commercial zones, and the City's interface zone.
- Renewed the department's commercial inspection program.
- Conducted 1,576 brush abatement inspections, 149 multi-residential inspections, 8 school and church inspections, 12 commercial assembly inspections, 42 fire sprinkler inspections. Total inspections equaling 2,012.
- Participated in Regional Mutual Aid for the Soledad Fire, Dam Fire, Water Tender Pre-Positioning (during Red-Flag Weather), and Bobcat Fire with Water Tender responses.
- Various infrastructure and building enhancements. Continued purchase of upgraded communication, and operational equipment.

Department Goals FY 2021-2022

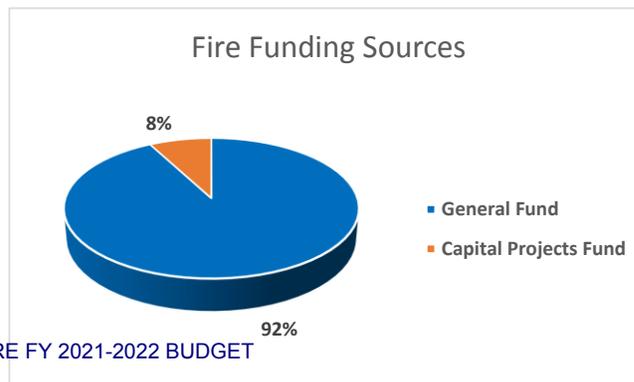
- Continue to provide high quality training to all Department personnel.
- Stabilize Department Staffing at all levels through paid personnel.
- Continue with schedule to replace all Motorola XDS 5000 radios over the next 3-4 Fiscal Years.

FIRE SERVICES DEPARTMENT

- Increase public knowledge of the 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 and develop a comprehensive Fire Inspection Program for brush, multi family, and commercial.
- Continue and improve cooperation with neighboring fire agencies in training of all disciplines.
- 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.

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
FIRE				
Personnel	1,560,104	1,965,143	2,105,143	2,011,950
Maintenance & Operations	395,674	341,900	461,900	333,250
Debt	50,000	-	-	-
Capital Outlay	78,137	200,000	1,000,000	215,000
TOTAL FIRE DEPARTMENT	2,083,915	2,307,043	3,367,043	2,560,200

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	1,560,104	1,965,143	2,105,143	2,011,950
Maintenance & Operations	395,674	341,900	461,900	333,250
Capital Outlay	78,137	-	544,000	15,000
TOTAL GENERAL FUND	2,033,915	2,307,043	3,111,043	2,360,200
INTERNAL SERVICES FUND-FLEET				
Capital Outlay	-	-	156,000	-
TOTAL INTERNAL SERVICES FUND-FLEET	-	-	156,000	-
CAPITAL PROJECTS FUND				
Capital Outlay	-	200,000	200,000	200,000
TOTAL CAPITAL PROJECTS FUND	-	200,000	200,000	200,000
OTHER SPECIAL REVENUE FUND				
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	100,000	-
Debt	50,000	-	-	-
TOTAL OTHER SPECIAL REVENUE FUND	50,000	-	100,000	-
TOTAL FIRE DEPARTMENT	2,083,915	2,507,043	3,567,043	2,560,200



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 two full-time employees, but in total, is responsible for over 120 employees and approximately 400 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.

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.

Objectives from FY 2020-2021 Not Completed / Continued to FY 2021-2022

- Update City's Personnel Rules and Regulations.
- Update City's Safety Manual.
- Continue updating ADA transition plan.
- Form an ADA committee to review transition plan.

Department Goals FY 2021-2022

- Update job descriptions
- Continue to utilize and promote the Municipal Volunteer Program (MVP).
- Continually evaluate Citywide staff organization levels, with focus on effectiveness and efficiencies.
- ADA training for Department Heads and supervisors.
- Continue Staff training and Development.
- Implement in-house leadership workshops.
- Enhance the City's Intern Program.

HUMAN RESOURCES DEPARTMENT

Performance Measures

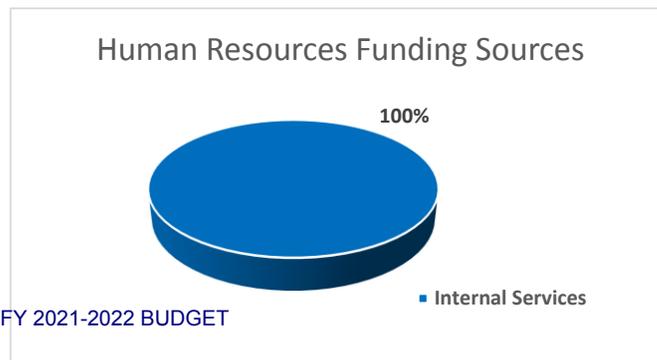
Performance Measures	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22
Full-Time Recruitments	15	15	9
Part-Time Recruitments	11	8	7
% of Turnover	65%	78%	10%
Citywide Volunteers	450-500	450-500	450-500
Liability Claims Submitted	12	8	6
Workers Compensation Claims Submitted	11	17	5

Operational Highlights FY 2021-22

- Continue planning for the increase to California Minimum Wage which began January 1, 2018 and will continue each year until the Minimum Wage is \$15 beginning January 1, 2022.

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
HUMAN RESOURCES				
Personnel	362,173	346,250	310,250	257,600
Maintenance & Operations	983,119	969,700	1,045,700	1,054,100
Other Expenses	(878,509)	299,930	397,930	370,300
TOTAL HUMAN RESOURCES DEPARTMENT	466,783	1,615,880	1,753,880	1,682,000

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
INTERNAL SERVICES FUND				
- PERSONNEL & RISK MGMT				
Personnel	362,173	346,250	310,250	257,600
Maintenance & Operations	983,119	969,700	1,045,700	1,054,100
Other Expenses	(878,509)	299,930	397,930	370,300
TOTAL ISF- PERSONNEL & RISK MGMT	466,783	1,615,880	1,753,880	1,682,000
TOTAL HUMAN RESOURCES DEPARTMENT	466,783	1,615,880	1,753,880	1,682,000



City of Sierra Madre

Village of the Foothills



IT Department

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Information Technology Mission Statement

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

Services are provided by two dedicated Information Technology professionals.

Major Services

Customer Support Services –

Provide and deliver professional, helpful, responsive and high-quality service to meet customers' needs by resolving their problems or completing their requests for products and services as quickly and efficiently as possible.

Infrastructure Services -

Ensure the dependability of the computer-, telecommunications-, data network-, and security systems to enable City staff to continuously provide essential services to their customers. Retain technological flexibility that allows executives and City Government to maintain communications with staff and residents by using alternative methodologies to maintain regularly scheduled public meetings.

Enterprise Systems –

Fulfill the information and service needs of the City by providing leadership and expertise in the acquisition and deployment of high quality, cost-effective and timely solutions.

Distributed Information Systems-

Maintain and improve the efficient and secure transmission of information to staff and public safety personnel in the field as they serve City residents with the highest possible degree of reliability.

Accomplishments for FY 2020-2021

- Exchange Server/Email Server to Virtual Environment with latest Software.
- Remote work force/Telecommuting
- Gig Fiber Internet Access City Hall (DIA).
- Next Generation Firewall Installed for City Yard
- Gig Fiber between City Yard NOC and Yard Offices.
- Gig Fiber Internet Access City Yard (DIA).
- Replaced all remote endpoints and mobile systems for Water, Sewer operation with increased security.
- Security enhancements for SCADA water operation, network separation and segmentation.
- Yard Network and Security Upgrade, ground up replacement of Network Infrastructure and Design.
- Public Access Wi-Fi at Library expanded to Patio.
- Outdoor Council Meetings and Online Zoom Council Meetings with Live Public Comments
- Network Refresh Project Phase II, replacing switching infrastructure level 2 endpoints.
- Security Training City wide with Employee Phishing campaigns.
- Link protection and Web Filter City Wide.
- Upgrade to dedicated Fiber Internet Access which greatly improved cloud connectivity, Site to Site VPN, and remote access VPN.
- Improved communications at City Yard between buildings.

- CAD RMS and JDIC terminal upgrades for Police to latest MS Server build.
- CAD RMS Upgrade for Fire in collaboration with Verdugo including link to Emergency reporting services.
- Crime Reporting services via Motorola link.
- Completed Network Refresh, endpoints and front line Firewalls. All sites on next gen firewalls City Wide.

Objectives from FY 2020-2021 continued to FY 2021-2022

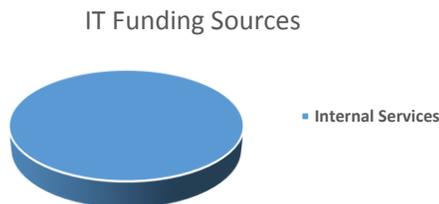
- Upgraded Server infrastructure from physical to Virtual Environment leveraging virtualization strategies for efficient use of space and energy, ongoing.
- Continue to build the foundation for Phone System in the form of Network Refresh Project.
- Public Access Wi-Fi Deployments to City buildings.
- Project Planning for City Wide Fiber Project, Sierra Madre Blvd to connect all City buildings with City owned Fiber optic cable.

Objectives for FY 2021-2022

- Migration to O365 with Exchange on the cloud.
- Point to Point Microwave to connect City Buildings.
- Disaster recovery and business continuity improvements City Wide.
- City Public Wi-Fi City Wide, site Kersting Court.
- Backup power strategy with the goal of 24-hour backup.
- Network Refresh endpoints and core routing and switching.
- Computer Refresh and replacement of desktop computers and workstations.
- Mobile Refresh and replacement for remote access and mobile workforce.
- Security initiatives including tightening security envelope and user security training.
- Front line security measures for Desktop and Laptops, including encryption deployment.

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
IT				
Personnel	160,436	212,300	249,500	333,250
Maintenance & Operations	558,687	454,600	454,600	618,100
Depreciation	12,835	20,800	20,800	15,000
Investment in Capital Assets	50,992	165,000	229,000	230,000
TOTAL IT DEPARTMENT	782,950	852,700	953,900	1,196,350

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
INTERNAL SERVICES FUND- IT				
Personnel	160,436	212,300	249,500	333,250
Maintenance & Operations	558,687	454,600	454,600	618,100
Depreciation	12,835	20,800	20,800	15,000
Investment in Capital Assets	50,992	165,000	229,000	230,000
TOTAL INTERNAL SERVICES FUND	782,950	852,700	953,900	1,196,350
TOTAL IT DEPARTMENT	782,950	852,700	953,900	1,196,350



City of Sierra Madre

Village of the Foothills



Library Department

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Department Overview

The Library provides services that are “a supplement to the formal system of free public education, and a source of information and inspiration to persons of all ages, and a resource for continuing education and re-education beyond the years of formal education,...” (California Education Code)

The department operates under the direction of the City Librarian. Library staff consists of five full-time and seven part-time employees providing 43 hours of public open hours. The Library provides access to current book and media materials through physical and electronic collections. The Library also produces programs focusing on reading, literacy, technology, and cultural growth, and maintains the City’s historical archives.

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
- Sierra Madre Library Foundation

Library Mission Statement

- To bring the people of Sierra Madre together to develop and encourage a more literate, compassionate and inclusive community.
- To serve every resident with a diverse, expertly curated and evolving set of resources beginning with books and encompassing the newest media and technology.
- To foster a love of reading and learning in young children that will enrich them for a lifetime.
- To create a unique set of resources that showcase the heritage and legacy of Sierra Madre and to reaffirm what a special place this is to live.
- Everyone is welcome. Everyone is served. This is where diverse patrons gather to become a true community of learners.

Accomplishments from FY 2020-2021

- Developed a three-phase Library Site Plan to maximize the use of the Library property, prioritize outdoor spaces for Library services and community use, and address several ADA deficits.
- Strategically implemented programs and services to provide pandemic relief to residents.
- Installed a Radio Frequency Identification system and tagged each of our 48,000 items with an RFID tag. The equipment and services helps to address several ADA compliance issues within the Library, manages inventory, and provides contact-free checkout.
- Received more than \$17,000 in grant funding to transform the local history room into a small meeting room which acts as a virtual programming space. Post-pandemic, this space will be available for staff and members of the public to utilize for meetings, programs and other services.
- Acquired \$5,000 in a virtual collections grant to augment the Library’s digital collection.
- Added tutoring services with funding from the Friends of the Library to support at-home and distance learning throughout the 2020/2021 school year.
- Provide job-seekers with digital resources to assist with resume and cover letter writing.

LIBRARY SERVICES DEPARTMENT

Department Goals from FY 2020-2021 not complete / continued to FY 2021-2022

- All objectives were met.

Department Goals FY 2021-2022

- Work with Public Works and City Hall to implement Phase 1 of the Library Site Plan while minimizing the impact of Library services to the public.
- Creatively implement programs and services which focus on mental health and wellness and meaningful community interactions following a deeply impactful global event.
- Continue working towards ADA compliance, safety, and addressing space issues.

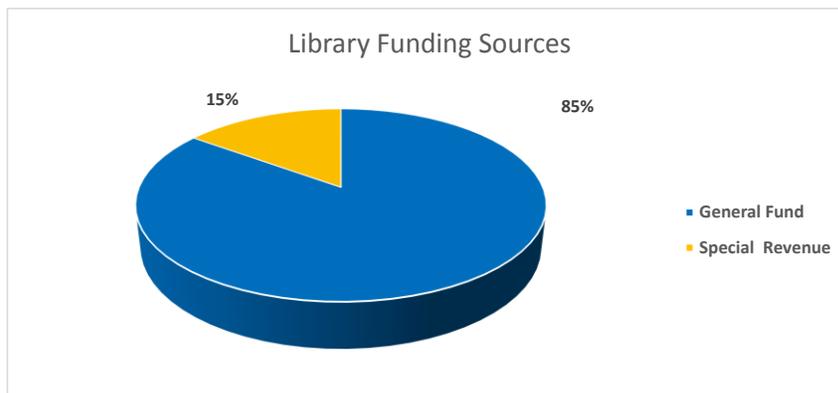
Performance Measures

Performance Measures	Actual FY 2019-20	Estimated FY 2020-21	Projected FY 2021-22
Library Materials Circulation	98,870	77,032	84,000
Library Programs Presented	506	392	500
Teen Volunteers	48	48	50
Adult Volunteers	9	6	7

LIBRARY SERVICES DEPARTMENT

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
LIBRARY SERVICES				
Personnel	472,048	466,300	466,300	529,400
Maintenance & Operations	150,069	126,005	126,005	203,590
Capital Outlay	10,815	-	-	-
TOTAL LIBRARY SERVICES DEPARTMENT	632,932	592,305	592,305	732,990

FUND TYPE	FY 2019-2020 Adopted	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	472,048	466,300	466,300	529,400
Maintenance & Operations	96,132	63,005	63,005	93,590
TOTAL GENERAL FUND	568,180	529,305	529,305	622,990
FRIENDS OF THE LIBRARY DONATIONS				
Maintenance & Operations	46,843	55,000	55,000	55,000
Capital Outlay	-	-	-	-
TOTAL FRIENDS OF THE LIBRARY DONATIONS	46,843	55,000	55,000	55,000
LIBRARY GIFT AND MEMORIAL FUND				
Maintenance & Operations	1,089	8,000	8,000	55,000
Capital Outlay	-	-	-	-
TOTAL LIBRARY GIFT AND MEMORIAL FUND	1,089	8,000	8,000	55,000
OTHER SPECIAL REVENUE FUNDS				
Maintenance & Operations	6,005	-	-	-
Capital Outlay	10,815	-	-	-
TOTAL OTHER SPECIAL REVENUE FUNDS	16,820	-	-	-
TOTAL LIBRARY SERVICES DEPARTMENT	632,932	592,305	592,305	732,990



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City of Sierra Madre

Village of the Foothills



Planning and Community Preservation Department

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PLANNING & COMMUNITY PRESERVATION DEPARTMENT

Department Overview

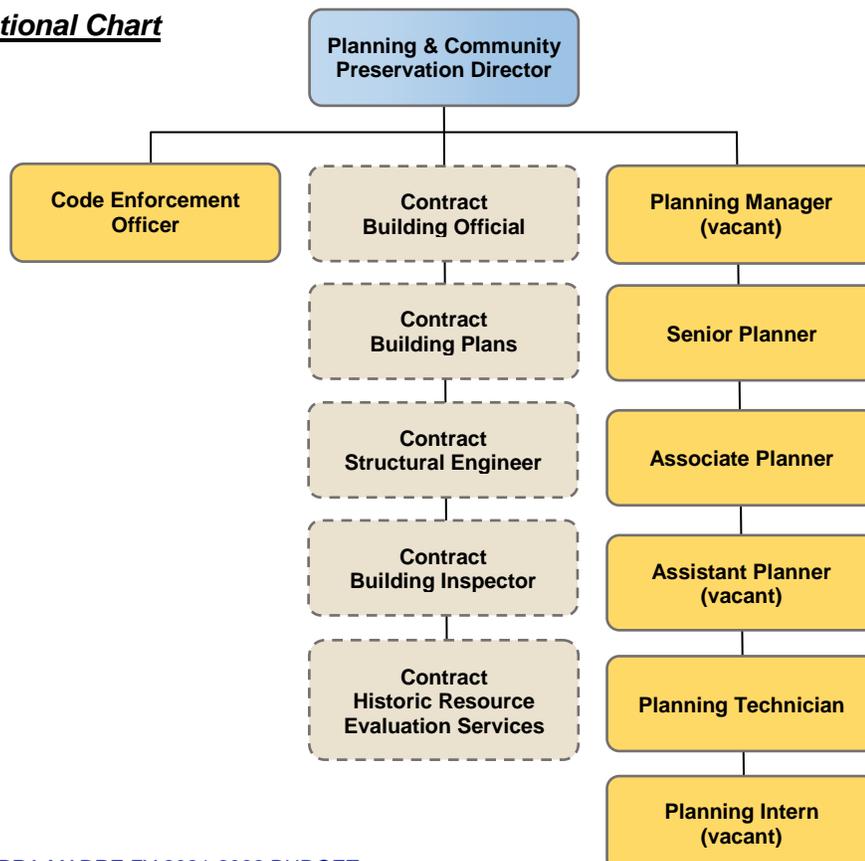
The Planning and Community Preservation Department enforces the requirements of the of the Sierra Madre Municipal Code and carries out the rules, policies and objectives of the General Plan, as it relates to land use and development. The department is comprised of the City’s Zoning, Advanced Planning, Historic Preservation, Code Enforcement, and Building and Safety services.

Planning services include the processing of ministerial and discretionary development applications, environmental review (CEQA), and zoning plan check review. The Department 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. The Department contracts with Sapphos Environmental Services to prepare historic resource evaluation reports on properties 75 years of age and older that are requesting development applications.

The Department also manages the Code Enforcement program to address property maintenance nuisances, such as overgrown vegetation, unlawful accumulation of debris, enforcement of the vacant building ordinance, monitors unlawful use of potable water, and business license and building permit enforcement. The Department also oversees Building and Safety Services which responds to inquiries relating to building development, building and structural plan check review, on-site inspections, and issuance of permits in compliance with adopted building and fire codes.

Department staffing includes 5 full-time staff members. The Department also utilizes the services of a contract building official, contract building inspector, contract structural plans examiner, and a contract structural engineer 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 protecting neighborhoods and its natural environment.

Accomplishments FY 2020-2021

- Successfully received a Local Early Action Planning (Leap) Grant in the amount of \$65,000 to assist in the preparation of the Housing Element Update
- Adopted Vehicle Miles Traveled (VMT) Baselines and Thresholds of Significance for purposes of analyzing transportation impacts under the California Environmental Quality Act (CEQA)
- Amended Affordable Housing Ordinance to ensure consistency with the State Density Bonus Law and other California Government Code provisions intended to promote the construction of affordable housing, to incentivize senior housing and very low income housing
- Adopted Affordable Housing Ordinance pursuant to Assembly Bill No. 2345 ("AB 2345"), which further revises the Density Bonus Law to increase the maximum density bonus, lower the thresholds to qualify for incentives and concessions, reduce the parking standards, provide new definitions, and impose new reporting requirements
- Adopted ordinance amending Chapter 17.08 (Definitions), Chapter 17.36 (Commercial Zone) in its entirety, and Chapter 17.60 (Variances and Discretionary Permits); updated the list of permitted and conditionally permitted uses in the commercial zone; updated the corresponding development standards, and developed a comprehensive list of commercial zone uses
- Adopted Ordinance relaxing parking requirements and regulations in the Commercial Zone
- Adopted Earthquake Hazard Reduction in Existing Unreinforced Masonry Buildings Ordinance and established a Risk Reduction Schedule
- Adopted family daycare homes, modular and manufactured homes, and transitional and supportive housing as a use by right within all residential zoning districts; adopted supportive housing as a use by right in multifamily zones, and amended emergency shelter parking requirements pursuant to state law
- Successfully processed and approved seven single-family homes within the Stonegate subdivision
- Submitted Annual Housing Report to State Housing & Community Development and State Office of Planning & Research
- Continued participation in San Gabriel Valley Council of Governments Planning Directors Technical Advisory Committee meetings
- Continued participation in Southern California Association of Governments SCAG Regional Housing Needs Assessment (RHNA) subcommittee for the 6th cycle 2021 to 2029 Housing Element Update
- Continued archival building permit and entitlement record digital scanning

PLANNING & COMMUNITY PRESERVATION DEPARTMENT

Objectives from FY 2020-2021 continued to FY 2021-2022

- Complete the update of the Zoning Map for consistency with the Land Use Map

Department Goals FY 2021-2022

- Implement General Plan Update policies as prioritized by City Council
- Obtain certified Housing Element from Housing and Community Development
- Update various zoning code ordinances/sections which are problematic, or in need of further clarification
- Update various zoning code ordinances to achieve compliance with State mandates
- Update Accessory Dwelling Unit Ordinance to comply with state law
- Amend the R-2 Zone (Two-Family Residential) Ordinance
- Implement program to require retrofit of soft-first story buildings
- Implement program to obtain compliance with 1986 state law requiring retrofit of unreinforced masonry buildings
- Continue to process Stonegate Hillside Development Permit applications
- Process General Plan, Land Use Map and Zoning Map Amendments, Environmental Impact Report, Specific Plan and entitlement applications for 42 single-family homes within The Meadows at Baily Canyon subdivision
- Continue ongoing building permit and entitlement record digital scanning

Performance Measures

Performance Measures	Actual FY 2019-20	Actual FY 2020-21	Projected FY 2021-22
Planning Commission Meetings	20	21	20
Planning Applications Processed	70	139	150
Plan Checks	83	93	90
Building Inspections	3,802	2,600	3,000
Building Permits Issued	755	588	800
Code Enforcement Cases	146	104	150

Operational Highlights FY 2020-2021

Accessory Dwelling Unit Applications

- Consistent with the 2014-2021 Housing Element the City reported accessory dwelling units (ADU) toward meeting Regional Housing Need Allocation for low income housing unit production
- Processed 17 ADU applications

SB2 Planning Grant

- Successfully received a Local Early Action Planning (Leap) Grant in the amount of \$65,000 to assist in the preparation of the Housing Element Update

PLANNING & COMMUNITY PRESERVATION DEPARTMENT

Digital Scanning and GIS Data Mapping

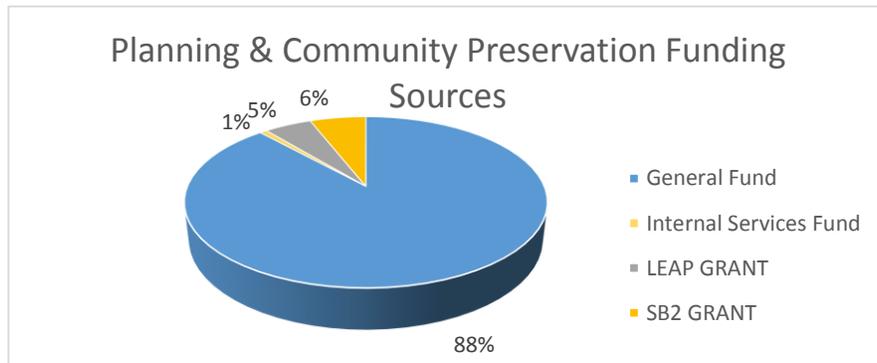
- The Department continues to contract with RCI Image Systems to scan archival plans, building permits and entitlements in digital format
- Completed data mapping to XY Maps GIS platform to allow staff access to planning and building files electronically via cloud server

Staffing

- The Department promoted a full-time planning assistant to a full-time planning associate, and promoted a full-time planning associate to a full-time senior planner
- Contracted building plans examiner
- The Department created a new entry level position classified as Planning Technician to provide support to professional planning staff

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
PLANNING AND COMMUNITY PRESERVATION				
Personnel	521,433	462,500	502,500	616,200
Maintenance & Operations	474,044	610,300	610,300	677,170
TOTAL PLANNING AND COMMUNITY PRESERVATION DEPARTMENT	995,477	1,072,800	1,112,800	1,293,370

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	521,433	462,500	502,500	616,200
Maintenance & Operations	444,378	540,300	540,300	525,100
TOTAL GENERAL FUND	965,811	1,002,800	1,042,800	1,141,300
INTERNAL SERVICES FUND- GEN PLAN UPDATE				
Maintenance & Operations	8,400	70,000	70,000	10,000
TOTAL ISF- GEN PLAN UPDATE	8,400	70,000	70,000	10,000
LEAP GRANT				
Maintenance & Operations	-	-	-	65,000
TOTAL LEAP GRANT	-	-	-	65,000
SB2 GRANT				
Maintenance & Operations	21,266	-	-	77,070
TOTAL SB2 GRANT	21,266	-	-	77,070
TOTAL PLANNING AND COMMUNITY PRESERVATION DEPARTMENT	995,477	1,072,800	1,112,800	1,293,370



City of Sierra Madre

Village of the Foothills



Police Department

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Department Overview

The Sierra Madre Police Department (SMPD) is committed to ensuring a safe environment for those who live, visit, and work in Sierra Madre. The Police Department consist of twenty full-time employees, ten part-time employees, seven Reserve Officers, and twelve Police Volunteers. As guardians of this wonderful community our overall responsibilities include, enforcing the law, maintaining order, and protecting the lives, property, and rights of all people, as guided by the Constitution. We shall carry out our duties with a reverence for human life in partnership with members of the community through professionalism, respect, integrity, dedication and excellence in policing.

Police Department Mission/Vision/Values/Motto Statement

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

Vision: To become the model for 21st century small-town policing

Values: Integrity, Innovation, Dedication, Compassion

Motto: Serving those we protect.

Accomplishments FY 2020-2021

During the 2020-2021 fiscal year the Sierra Madre Police Department (SMPD) saw many changes, and challenges, one of which included welcoming the leadership of newly appointed Chief Rodrick Armalin (March 2020). In addition to his appointment, the Department also promoted Henry Amos to the rank of Captain.

Under the command of Chief Armalin and Captain Amos, the Department saw several new promotions, including that of two sergeants, two corporals, three patrol training officers and two communications training officers. In addition, the Department appointed its first two members to the Foothill Special Enforcement Team (FSET), as Tactical Dispatchers. FSET is a group of highly trained personnel who respond to the most critical and dangerous law enforcement events.

Patrol

Officers responded to over 10,000 calls for service and authored 667 police reports. Crime remained low, and on a continuous on the downward trend that started in 2018 (2020-2021 completed numbers not available until mid-July 2021). Officers continued to conduct foot patrols in the downtown business district and provide increased visibility in the residential neighborhoods.

The Department started our new “in-house” training program. The goal of the program was to sharpen the overall skills of our Department members by providing team based training. It focused on a “train the trainer” process, where members of our own staff would develop an expertise in certain fields, and use that knowledge to train and develop others. This method helps to improve our Department standards of operation as well as ensure our training platform is focused and had greater flexibility to address topics that currently impact law enforcement. This will also help to impact training cost due to our ability to host our own classes and avoid sending employees to outside training courses.

Investigations

The Detective Bureau was assigned 612 cases to investigate. Detectives relentlessly investigated all crimes, authoring several search warrants and obtaining numerous felony and misdemeanor case fillings and convictions with the Los Angeles County District Attorney’s Office.

Community Policing

Although challenged by the necessary restriction related to the pandemic, the SMPD proudly continued to flourish positive community partnerships with the residents, businesses, and visitors to the City. We have been successful in our efforts to engage the community as a whole through outreach programs, downtown foot patrols, business checks, and the use of our vibrant social media platform. We also hosted our first annual Public Safety Week, providing the community with educational seminars, each taught by experts from several community and civil service entities.

SMPD currently collaborates with 40 active Neighborhood Watch Programs throughout the City. Both our officers and community service officer continue to share crime prevention and general public safety information. We also refreshed our Business Watch Program, instituting a web based communication program between business owners and the Department aimed at improving collaboration and increasing training opportunities.

The SMPD also participates in the Homeless Outreach Service Team (HOST) Program. This program is made up of all San Gabriel Valley law enforcement agencies and provides specialized homeless outreach services to the homeless population of their respective cities. The efforts of HOST have improved public safety and successfully engaged the homeless population, resulting in stronger relationships and enhanced trust. This trust was earned by adhering to Community Policing principles, which include preserving the rights and dignity of persons experiencing homelessness in the San Gabriel Valley.

Volunteers & Reserve Police Officers

The SMPD Reserve Officers and Volunteers continue to augment services through handling special assignments/details and community patrol, significantly increasing Department visibility and availability in the field. While the pandemic caused a significant decrease in the number of hours of service, both reserves and volunteers still managed to give valuable service in addressing important issues the Department and city faced, such as the Bobcat Fire and downtown bicyclist concerns.

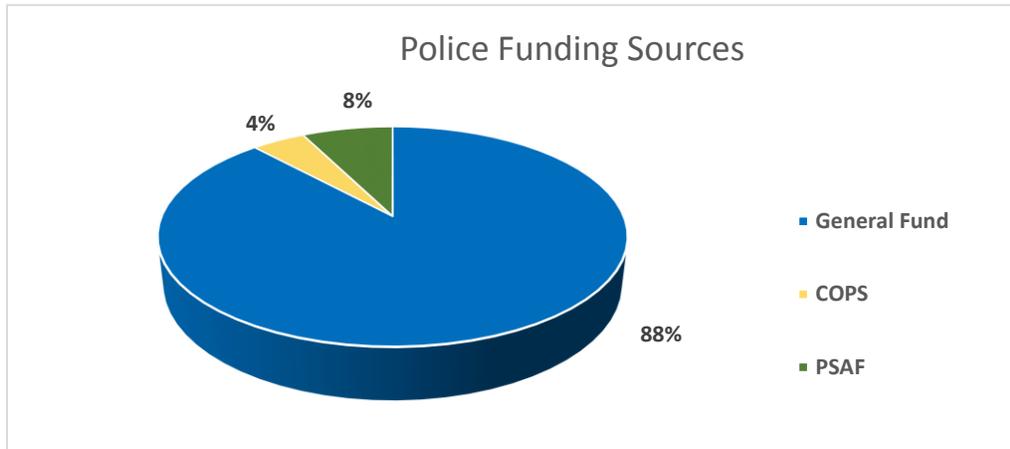
Department Goals FY 2021 – 2022

- Continue to build on the Department’s vision to become the model for 21st century small-town policing by developing a plan to restructure and operate more efficiently and effectively.
- Increase the professional development of all agency personnel
- Continue the downward trend of reduction in overall crime
- Enhance our community engagement program and efforts

POLICE DEPARTMENT

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
POLICE				
Personnel	3,132,843	3,041,832	3,186,832	3,066,650
Maintenance & Operations	365,953	278,350	329,700	341,000
Capital Outlay	-	-	45,000	-
TOTAL POLICE DEPARTMENT	3,498,796	3,320,182	3,561,532	3,407,650

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	2,858,367	2,522,332	2,572,332	2,696,900
Maintenance & Operations	347,799	252,850	304,200	306,450
TOTAL GENERAL FUND	3,206,166	2,775,182	2,876,532	3,003,350
COPS FUND				
Personnel	143,589	327,800	367,800	115,450
Maintenance & Operations	18,154	25,500	25,500	34,550
TOTAL COPS FUND	161,743	353,300	393,300	150,000
PSAF FUND				
Personnel	130,887	191,700	191,700	254,300
TOTAL PSAF FUND	130,887	191,700	191,700	254,300
OTHER SPECIAL REVENUE FUND				
Personnel	-	-	55,000	-
Capital Outlay	-	-	45,000	-
TOTAL OTHER SPECIAL REVENUE FUND	-	-	100,000	-
TOTAL POLICE DEPARTMENT	3,498,796	3,320,182	3,561,532	3,407,650



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City of Sierra Madre

Village of the Foothills



Public Works Department

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Department Overview

The Public Works Department (PW) consists of seven (7) full time employees and one (1) part-time position, two (2) full time positions are vacant at this time. The Department is responsible for the maintenance of all City infrastructure, including streets, storm drains, maintenance of all city buildings, park and landscape contract, city owned trees, and the City's vehicle fleet. Staff's responsibility extends to various environmental compliance efforts including storm water quality, air quality, solid waste landfill diversion programs, and local wildlife and tree protection codes. PW staff administers the City's contracts for Public Works projects, engineering services, solid waste disposal, street sweeping, transportation, ground maintenance, facility maintenance, Community Development Block Grants, and tree trimming services. PW staff is also the primary contact for the So. Cal. Gas Company, Southern California Edison, Clean Power Alliance, Athens Services, Spectrum Cable and Frontier Phone Service.

The Department at City Hall under the direction of Director Cimino with James Carlson PT (40%) and Roberta Malfitano PT (30%) the Public Works office is continuing to complete important projects and supporting the other departments with their facility needs and events. The PW Field Crew filling the two full time position early in the new fiscal year. The PW Department is always looking for ways to better the department and utilize our skills to the benefit our residents, businesses and visitors.

Board/Committee Liaisons

The Public Works Staff serves as liaison to the:

- Energy, Environment and Natural Resources Commission
- City Council - Water Sub-Committee
- COG Water Resources Committee
- Los Angeles Regional Agency (Solid Waste)
- Los Angeles Permit Group (Storm water)
- Rio Hondo/San Gabriel Water Quality Group
- Sierra Madre Environmental Action Council
- Clean Power Alliance

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 FY2020-2021

- ADA driven remodel of the Council Chambers.
- Street Improvement Project, Staff continues the street rehabilitation program which is bringing our PCI rating up to State standards.
- Continued to utilize recently completed ADA audit to prioritize and address access deficiencies at various sidewalk locations and curb ramps to improve access.

PUBLIC WORKS DEPARTMENT

- Continue to partnering with Edison and their contractors for city-wide infrastructure improvements to improve the reliability of the power distribution system including pole maintenance and replacement and tree-line clearance activities.
- Coordinated with Athens Services for two compost-giveaway events, and Christmas Tree Recycling program.
- Hosted the final annual Household Hazardous Waste Round-up event.
- Completed the remodel of the conference room and City Clerks adjacent office to better utilize the space in City Hall.
- Completed the second phase of the Water Main Replacement Program and started the design of the next 4 phases of water main replacements.
- PW Staff helped make improvements to the Community Pool.
- Completed a fresh coat of paint on the YMCA and Pool Buildings.
- Improved the Parking Lot in Sierra Vista to enhance the amount of parking spaces by 16 new spaces and improved the ADA access to the Pool and YMCA facilities.
- Replaced more than a mile of water main in the North West area of the city.
- Completed one of the most difficult water main installations in the lower canyon.

Objectives for FY 2019-2020 Not Completed/Continued to FY 2020-2021

- Continue working with NBS on the new assessment district for downtown. To combine the four existing districts into one new “Downtown Landscaping and Lighting Maintenance District”.
- Continue with the street improvement program utilizing State and Federal funding.
- Replace Santa Anita Creek Diversion Structure, East Raymond Basin Project with the Los Angeles Flood Control District.
- Phase 2 of the partnering project with the Los Angeles County Department of Public Works on a The Bridge Preventative Maintenance Program.
- Continued efforts in shaping the Clean Power Alliance program.
- Solar Array Project at the City Yards to offset energy expenses.

Department Goals FY 2020-2021

- Continuing the aggressive water main replacement program in conjunction with the Utilities Department.
- Continue implementation of NPDES Municipal Permit requirements.
- Continue installation of drywells in parkways.
- Continue taking action on ADA compliance assessment.
- Continue the Maintenance Yard (Water) Solar Energy Project.
- Continue with the Street rehabilitation Program, moving our direction towards more maintenance than replacement.
- Continue with the sidewalk repair and replacement program.

PUBLIC WORKS DEPARTMENT

PERFORMANCE MEASURES

Street/sewer Division	Actual FY 2019-2020	Actual FY 2020-2021	Projected FY 2021-2022
Potholes repaired (each)	686	830	500
Installed new sidewalk (sq.ft)	2,000	0	1000
Replaced damaged sidewalk (sq ft)	21,000	2000	5000
Temporary Repairs on sidewalk (each)	500	50	200
Streets resurfaced (sq.ft)	103,000	136,600	100,000
Streets Slurry Sealed	63,000	480,000	400,000
Curb and Gutter repaired/replaced (lf)	800	1,850	1,000
PW Service requests resolved	284	206	300
Trees trimmed	42	47	100
Trees removed	28	15	15
Trees planted	15	15	30
Trees inspected	150	94	100
Private trees trim/removal permits	8	7	10
Stormwater samples taken (Maint. Yard)	2	0	2
Community Events setup/supported	25	6	25
Encroachment application	132	94	100
Excavation application	48	16	25
Grading Plan Checks	20	26	25

Operational Highlights FY 2020-2021

- Water Main Replacement Program and accomplishing the replacement of the water mains on two major streets, Michillinda Ave. and East Grandview Ave.
- Street project resurfacing using Chip Seal, Slurry Seal and Asphalt overlay methods. Also includes the replacement or addition of 44 ADA curb ramps and 400 Lineal Feet (LF) of sidewalk and 1,800 LF of Curb and gutter.
- Kersting Court Refresh.
- Public Works also hired a new full time employee, Damien Doperoy to be our new Facilities Maintenance Worker for all the City Facility's. Damien started in January and he has already made a huge impact on the condition and the cleanliness of our buildings.

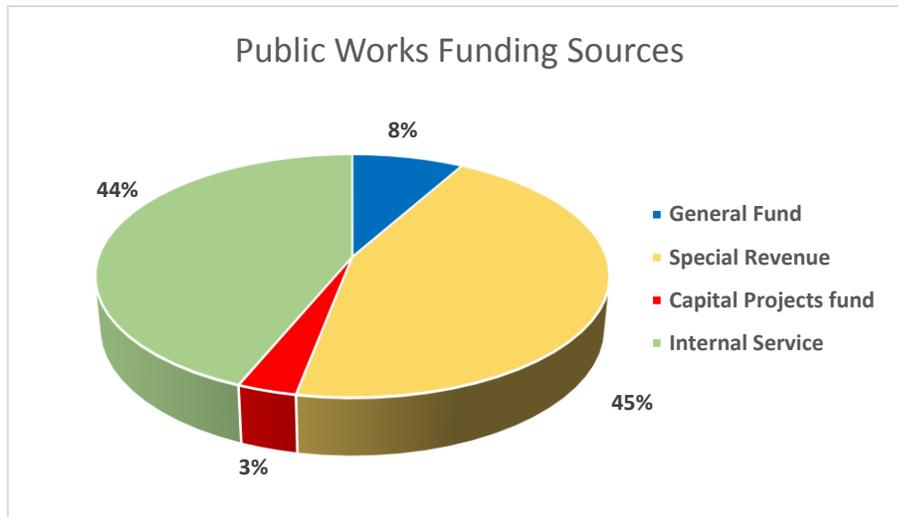
PUBLIC WORKS DEPARTMENT

EXPENDITURE CATEGORY	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
PUBLIC WORKS				
Personnel	671,594	697,265	707,365	738,320
Maintenance & Operations	1,518,359	1,437,513	1,464,513	1,466,320
Depreciation	113,837	196,600	196,600	145,000
Capital Outlay	872,628	1,392,054	1,850,650	1,628,222
Investment in Capital Assets	177,719	48,000	80,000	949,600
TOTAL PUBLIC WORKS DEPARTMENT	3,354,137	3,771,432	4,299,128	4,927,462

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
GENERAL FUND				
Personnel	186,920	219,635	219,635	212,900
Maintenance & Operations	265,657	178,000	186,000	187,500
Capital Outlay	8,009	-	-	-
TOTAL GENERAL FUND	460,586	397,635	405,635	400,400
ASSESSMENTS				
Maintenance & Operations	78,343	109,013	109,013	71,200
Capital Outlay	-	20,000	84,000	10,000
TOTAL ASSESSMENTS FUND	78,343	129,013	193,013	81,200
ENVIRONMENT FUND				
Personnel	16,273	16,630	16,630	17,750
Maintenance & Operations	59,430	72,000	72,000	74,500
TOTAL ENVIRONMENT FUND	75,703	88,630	88,630	92,250
GAS TAX FUND				
Personnel	170,237	178,250	178,250	168,520
Maintenance & Operations	64,097	54,000	54,000	54,000
Capital Outlay	-	35,000	35,000	104,611
TOTAL GAS TAX FUND	234,334	267,250	267,250	327,131
MEASURE R FUND				
Capital Outlay	147,563	146,000	146,000	306,500
TOTAL MEASURE R FUND	147,563	146,000	146,000	306,500
MEASURE M FUND				
Capital Outlay	124,734	165,476	165,476	154,000
TOTAL MEASURE M FUND	124,734	165,476	165,476	154,000
PROP A FUND				
Personnel	2,662	1,500	1,500	2,000
Maintenance & Operations	152,883	162,900	162,900	166,500
TOTAL PROP A FUND	155,545	164,400	164,400	168,500
PROP C FUND				
Maintenance & Operations	2,134	2,200	2,200	2,200
Capital Outlay	153,106	192,478	192,478	211,147
TOTAL PROP C FUND	155,240	194,678	194,678	213,347
RMRA FUND				
Capital Outlay	103,934	191,300	191,300	570,600
TOTAL RMRA FUND	103,934	191,300	191,300	570,600

PUBLIC WORKS DEPARTMENT

FUND TYPE	FY 2019-2020 Actuals	FY 2020-21 Adopted	FY 2020-21 Amended	FY 2021-2022 ADOPTED
OTHER SPECIAL REVENUE FUND				
Maintenance & Operations	144,564	169,500	169,500	187,220
Capital Outlay	178,892	481,800	751,396	111,364
TOTAL OTHER SPECIAL REVENUE FUND	323,456	651,300	920,896	298,584
CAPITAL PROJECTS FUND				
Maintenance & Operations	-	-	-	-
Capital Outlay	156,390	160,000	285,000	160,000
TOTAL CAPITAL PROJECTS FUND	156,390	160,000	285,000	160,000
INTERNAL SERVICES FUND-FLEET				
Personnel	124,319	124,200	124,200	124,050
Maintenance & Operations	229,971	240,500	250,500	280,000
Depreciation	112,609	181,600	181,600	130,000
Investment in Capital Assets	94,169	-	-	133,500
TOTAL INTERNAL SERVICES FUND-FLEET	561,068	546,300	556,300	667,550
INTERNAL SERVICES FUND-FACILITIES				
Personnel	171,183	157,050	167,150	213,100
Maintenance & Operations	521,280	449,400	458,400	443,200
Depreciation	1,228	15,000	15,000	15,000
Investment in Capital Assets	83,550	48,000	80,000	816,100
TOTAL INTERNAL SERVICES FUND-FAICILITIES	777,241	669,450	720,550	1,487,400
TOTAL PUBLIC WORKS DEPARTMENT	3,354,137	3,771,432	4,299,128	4,927,462



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City of Sierra Madre

Village of the Foothills



Utility Services Department

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Department Overview

The Utility Services Department provides high-quality drinking water and sewer system maintenance to approximately 11,100 residents within the boundaries of The City of Sierra Madre. The department consists of 10 (Ten) full time employees.

Water Supply:

The Utilities Department continues to diversify its water supply portfolio to ensure a reliable water supply during drought, regulatory constraints and emergencies. Water rights account for approximately 45 percent of the City's water from our local groundwater aquifer. An additional 55 percent of the City's supply is imported from the San Gabriel Valley Municipal Water District. Imported water is allowed to percolate into the ground where it supplements our local groundwater aquifer. Water is produced by four groundwater wells and one natural spring. In total the department produces approximately 750 million gallons of water each year. Water is distributed through a network of over 55 miles of distributions mains to over 3,800 metered connections.

Sewer Operations:

The Utility Services Department maintains approximately 186,000 feet of sewer mains and 866 sewer manholes.

Personnel provide preventive maintenance services, repairs, engineering evaluations of sewer facilities, and administer the City sewer ordinances and sewer construction programs. The Department also approves all new service connections to the sewer system.

Board/Committee Liaisons

The Department serves as liaison to the:

- City Council Water Sub-Committee
- San Gabriel Valley Municipal Water District
- Raymond Basin Management Board (Board of Directors)

Public Works and Utility Services Departments' 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 FY 2020-2021

- Formalized Sierra Madre/Arcadia Main San Gabriel Basin Joint Well
- Imported 1500 acre feet of water for groundwater recharge.
- Implemented Monthly water meter billing
- Cleaned 129,000 feet of sewer mains.
- Continued water conservation programs, including monitoring and enforcement of City-adopted and state regulations.
- Rehabilitated Well 5 & Well 6

UTILITY SERVICES DEPARTMENT

- Repaired over 400 water leaks
- Completed Risk and Resilience Assessment
- Installed over 5,000 LF of new mainline
- Replaced 100 ft. of West Tunnel pipeline

Objectives for FY 2020-2021/Not Completed/Continued to FY 2021-2022

- West Tunnel Water Treatment Enhancements

Department Goals FY 2021-2022

- Reduce water system loss by replacing highest priority water mains and ageing infrastructure.
- Continue to work with San Gabriel Valley Municipal Water District, the Raymond Basin Management Board, and the City of Arcadia to restore groundwater levels in the Santa Anita Subarea of the Raymond Basin.
- Complete Sewer System Management Plan update.
- Complete Urban Water System Management Plan Update.
- Update Emergency Response Plan
- Replace 400 Water Meters
- Continue water conservation-related activities

PERFORMANCE MEASURES

Water Division	Actual FY 2019-2020	Actual FY 2020-2021	Projected FY 2021-2022
Distribution Main Replaced (lf)	7095	5900	6000
Repaired service leaks	78	57	50
Repaired mainline leaks	303	356	300
Valves exercised	605	486	600
Hydrants Flushed	100	350	350
Meters replaced	605	30	400
AMI Radios Installed	1870	71	50
New services installed	3	10	20
Water Produced (Gallons)	750 MG	780 MG	750 MG
Water meter readings	23,796	45,600	45,600

UTILITY SERVICES DEPARTMENT

Sewer Division	Actual FY 2019-2020	Actual FY 2020-2021	Projected FY 2021-2022
Sewer Mains Cleaned (lf)	80,000	129,931	180,000
Manholes Inspected	211	340	600

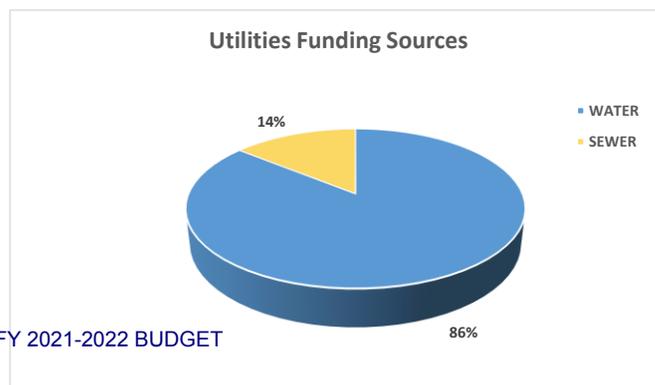
Operational Highlights FY 2020-2021

- Worked with the City of Arcadia and the San Gabriel Valley Municipal Water District to begin construction plans of a joint well in the Main San Gabriel Basin to supplement water supplies for both the City of Sierra Madre and City of Arcadia.
- Rehabilitated Well 5 and Well 6 improving efficiency and reliability of both wells for up to 10 years.
- Transitioned to monthly water/sewer billing.
- Replaced 2 miles of water mains.

UTILITY SERVICES DEPARTMENT

EXPENDITURE CATEGORY	FY 2019-2020	FY 2020-21	FY 2020-21	FY 2021-2022
	Actuals	Adopted	Amended	ADOPTED
UTILITIES				
Personnel	1,546,483	1,479,323	1,621,623	1,609,400
Maintenance & Operations	1,716,523	1,955,100	2,143,600	2,054,900
Interest expense	245,196	235,000	235,000	228,000
Depreciation	829,523	960,000	960,000	910,000
Cost allocations	609,000	953,900	707,400	990,000
Other expenses	(693,257)	-	252,000	-
Investment in Capital Assets	1,929,722	1,905,000	2,345,000	3,183,500
Principal Payment	471,731	483,600	483,600	350,200
TOTAL UTILITY SERVICES DEPARTMENT	6,654,921	7,971,923	8,748,223	9,326,000

FUND TYPE	FY 2019-2020	FY 2020-21	FY 2020-21	FY 2021-2022
	Actuals	Adopted	Amended	ADOPTED
WATER FUND				
Personnel	1,107,945	989,293	1,080,593	1,079,600
Maintenance & Operations	1,670,280	1,818,000	2,006,500	1,945,750
interest expense	243,700	235,000	235,000	228,000
Depreciation	652,337	750,000	750,000	700,000
Cost allocations	480,300	694,550	499,050	644,300
Other expenses	(483,752)	-	140,000	-
Investment in Capital Assets	1,929,722	1,565,000	2,005,000	3,058,500
Principal Payment	471,731	483,600	483,600	350,200
TOTAL WATER FUND	6,072,263	6,535,443	7,199,743	8,006,350
SEWER FUND				
Personnel	438,538	490,030	541,030	529,800
Maintenance & Operations	46,243	137,100	137,100	109,150
Interest expense	1,496	-	-	-
Depreciation	177,186	210,000	210,000	210,000
Cost allocations	128,700	259,350	208,350	345,700
Other expenses	(209,505)	-	112,000	-
Investment in Capital Assets	-	340,000	340,000	125,000
Principal Payment	-	-	-	-
TOTAL SEWER FUND	582,658	1,436,480	1,548,480	1,319,650
TOTAL UTILITY SERVICES DEPARTMENT	6,654,921	7,971,923	8,748,223	9,326,000



City of Sierra Madre

Village of the Foothills



Debt and Capital Expenditures Budget

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Debt Obligations

Legal Debt Limit Margin:

Under state law, the City has a legal debt limitation not to exceed 15% of the total adjusted assessed valuation of taxable property within City boundaries. In accordance with California Government Code Section 43605, only the City’s general obligation bonds are subject to that legal debt limit. The City does not have general obligation bonds. The only debt is the 2017 water installment agreement with details below:

2017 Water Installment Agreement

In October 2017, the City entered into an installment agreement to issue debt totaling \$6,761,977. The purpose of the issuance was to pay off the outstanding principal of the 1998 A Series and 2003 Series bonds. The interest and principal is due semi-annually on April 30 and October 31 each year. The debt principal payment budgeted to be made in FY 21-22 is \$350,200 by the water fund.

Annual debt service requirements on this debt are as follows:

FISCAL YEAR END			
JUNE 30,	Principal	Interest	Payment
2022	\$ 350,161	218,552	568,713
2023	362,881	204,066	566,947
2024	376,062	189,054	565,116
2025-2029	2,095,408	700,296	2,795,705
2030-2033	1,967,349	228,795	2,196,144
2034	265,431	5,441	270,872
	\$5,417,292	\$1,546,204	\$6,963,496

Capital Projects and Purchases

Included with the budget for City Council authorization is FY 21-22 Capital Budget. The Capital budget 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 Capital 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 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.

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.

Purchases and Projects

A. Major Purchases

The City will keep on with updating its IT networks, including computers and servers, and setting up the public access Wi-Fi. The City will also purchase a Yard Skip Loader to replace the loader.

B. Major Projects

The City will continue its street and parking area repavement projects as funded by Proposition C, Measure R, Gas Tax funds, and Measure M. The Sewer fund will invest in Sewer camera program and the Water fund will continue its aggressive water main replacement and well rehabilitation program. The City has also budgeted to start the phase one of the library site plan remodel in FY21-22.



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Capital Purchase	Account #	FUND Name	Carryover FY 20-21	2021-22	NOTES
Ambulance	40000.835000.5601C	Capital projects	200,000		
SCADA System	71000.81100.56011	Water		43,500	
Breaker for the Skid Steer	60000.83100.56006	Fleet		8,500	
Vehicles	38003.80000.56006	AQMD		45,000	
Vehicle	60000.83100.56006	Fleet		40,000	
Yard skiploader	60000.83100.56006	Fleet		85,000	Replace 5200 Loader 2000 Cat with a Yard Skip Loader
Parks	60001.83200.56010	Facilities		27,000	Trash enclosures / Picnic Benches
Computer Refresh	60003.30000.56010	IT		35,000	Desktop and Laptop Computers
Network refresh	60003.30000.56010	IT		65,000	Routers, switches, and Firewalls
Network wiring	60003.30000.56010	IT		20,000	Upgrading network wiring high priority locations/Fiber to Library
Batteries/Backup Power	60003.30000.56010	IT		25,000	Full backup for 24 hours
Microwave Site to Site links/Public	60003.30000.56010	IT		45,000	Public Access Wifi
Laptop Refresh	60003.30000.56010	IT		15,000	MS Surface with craddles/ Security for remote workers
Time keeping Payroll Software	60003.30000.56009	IT		25,000	
Total Purchases			200,000	479,000	

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PROJECT	Account #	FUND Name	Carryover FY 20-21	FY 2021-22	NOTES
Water Meter Program	71000.81100.56011	Water		60,000	Replace 400 meters date code 2009-2010
Well Rehabilitation Program	71000.81100.56011	Water		415,000	
Water Main Project	71000.81100.56011	Water		2,500,000	Mainline replacement
Booster Pump Improvements	71000.81100.56011	Water		40,000	Install variable frequency drive on booster 10
Sewer Camera Program	72000.81200.56009	Sewer		125,000	
Library (Phase 1)	60001.83200.56010	Facilities		500,000	
City Hall	60001.83200.56010	Facilities		65,100	
City Hall/Public Safety	60001.83200.56010	Facilities		40,000	Facia repair and paint outside of City hall and Public Safety
Public Safety	60001.83200.56010	Facilities		47,000	Remodel the entrance of PD Lobby, public restrooms ADA, Fire offices
Public Safety	60001.83200.56010	Facilities		14,000	Card reader entrance system for all access doors in Public Safety Building
HVAC replacement program	60001.83200.56010	Facilities		40,000	HVAC replacement program
Library, CV, HPH	60001.83200.56010	Facilities		6,000	HVAC air purifiers for all units
YMCA/Rec Building	60001.83200.56010	Facilities		7,000	HVAC air purifiers for all units
City yards	34002.81200.56009	Development impact fees		12,000	Cameras for Public Works Yard entrance and shops
Hot water tank relocation	60001.83200.56010	Facilities		25,000	Hot water tank relocation
HPH	60001.83200.56010	Facilities		45,000	Senior Center Roof replacement
FY 20-21 STREET PROJECT	38007.83500.56010	Measure R	146,000		Project carryover
FY 20-21 STREET PROJECT	38005.83500.56010	Gas Tax	35,050		Project carryover
FY 20-21 STREET PROJECT	38013.83500.56010	RMRA	338,300		Project carryover
FY 21-22 STREET PROJECT	37009.85000.56015	Prop C		211,147	Projected Available Funding
FY 21-22 STREET PROJECT	38007.83500.56010	Measure R		160,500	Projected Available Funding
FY 21-22 STREET PROJECT	40000.83500.56010	Capital projects		160,000	Projected Available Funding
FY 21-22 STREET PROJECT	38013.83500.56010	RMRA		232,300	Projected Available Funding
FY 21-22 STREET PROJECT	38012.83500.56010	Measure M		154,000	Projected Available Funding
FY 21-22 STREET PROJECT	38014.83500.56010	Traffic Congestion Relief		17,600	Projected Available Funding
Bikelane/Sidewalks	38006.83600.56010	TDA		36,764	Projected Available Funding
Local Street projects	38005.83500.56010	Gas Tax		69,561	Projected Available Funding
		Total Projects	519,350	4,982,972	

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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".

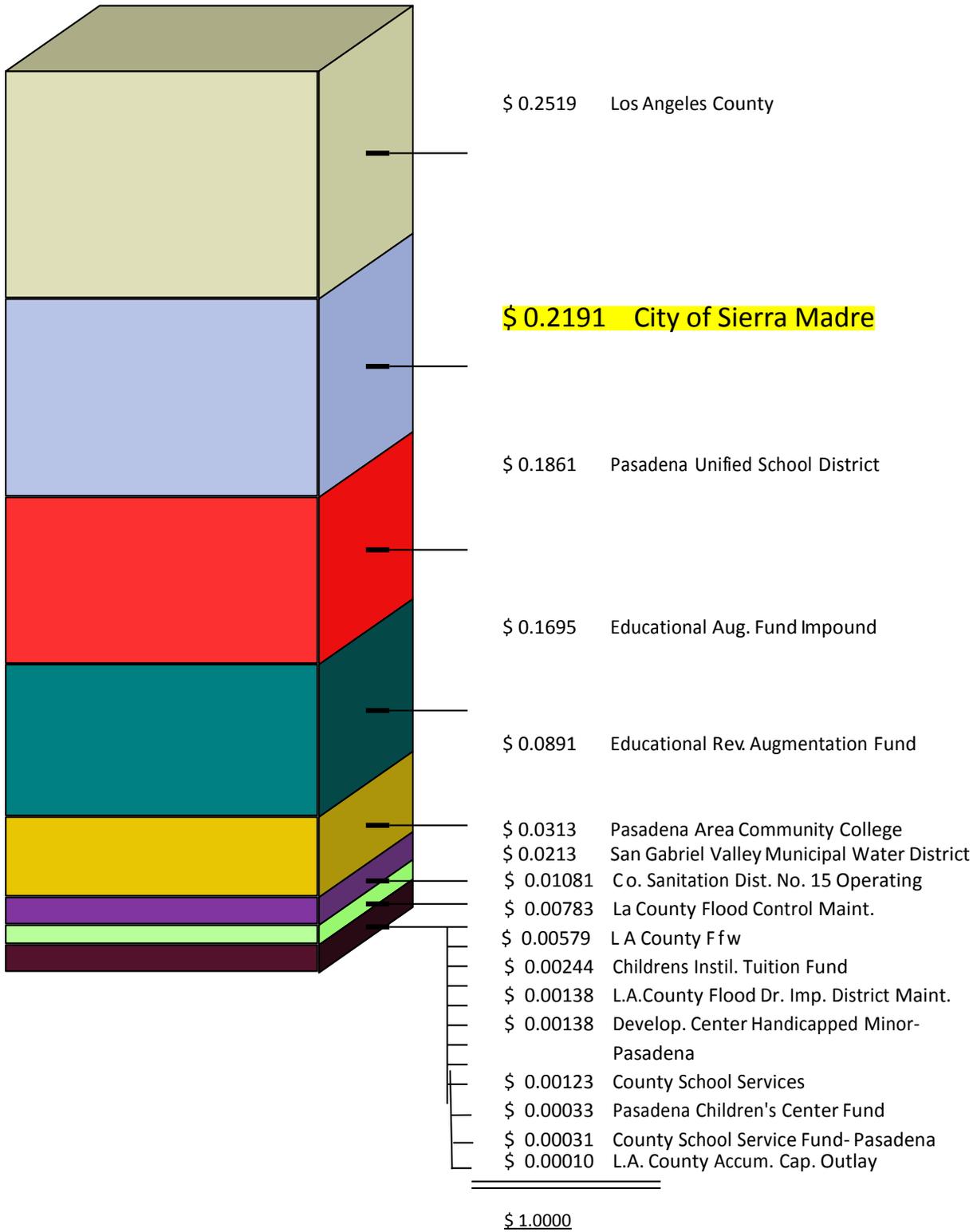
User Charges/Fees: The payment of a fee for direct receipt of a service by the party benefiting from the service.

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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PROPERTY TAX DOLLAR BREAKDOWN



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