




City of Sierra Madre Agenda Report

John Capoccia, Mayor
Gene Goss, Mayor Pro Tem
Rachelle Arizmendi, Council Member
Denise Delmar, Council Member
John Harabedian, Council Member

Nancy Shollenberger, City Clerk
Richard Mays, City Treasurer

TO: Honorable Mayor Capoccia and Members of the City Council

FROM: Elaine I. Aguilar, City Manager 

DATE: December 8, 2015

SUBJECT: **Utility Users' Tax Public Information**

SUMMARY

The City Council's Strategic Plan includes a three-year goal of, "Achieving financial stability and sustainability." One of the objectives under this goal is, "the City Manager, Finance Director, Assistant City Manager and the UUT Oversight Committee, with Mayor Pro Tem Goss and Council Member Harabedian, present to the City Council for action a draft Utility Users Tax public education materials".

The Committee met on December 1st, and discussed a proposed plan and the types of information that could be prepared as public information for the UUT measure. A significant amount of draft information was presented to the Committee (a sampling of this information is attached to this staff report in "raw form"). The Committee reviewed the information and provided input and suggested possible publications, brochures, charts, and other information that could be produced. This additional information will be prepared during the month of December, based upon the Council's authorization at tonight's meeting. The Committee members have agreed to continue to meet to provide input and critique the actual publications, charts, brochures, etc. If the Committee met the first or second week of January, it is possible for the Council to review the initial information at the first or second meeting in January, should the Council desire to review and approve the final information. It was acknowledged that ideas for additional information may arise between now and the election.

ANALYSIS

The City is allowed to prepare and provide legally-permissible ballot measure information. The means that it is legal to use city resources, including the use of staff time, to prepare unbiased, factual information regarding a ballot measure. City resources cannot be used to advocate for one position or another. As verification of the materials being factual in nature, all materials will be reviewed by the City Attorney before being finalized.

The Council's Committee met and reviewed the type of information that can be provided and they also gave input regarding additional information that may be useful to factually explain the UUT ballot measure and city revenues in general. The Committee looked at the "process" to disseminate information and also the "type of information" that could be assembled.

The Public Information dissemination options discussed by the Committee included the following items:

- Preparation of Informational Materials – a further explanation is provided below. It was suggested that the brochures, Fact Sheet, or other printed information could be distributed the following ways:
 - US Mail
 - Mass mailed (to all Sierra Madre addresses)
 - Water Bills – including inserts in water bills was discussed, but it was acknowledged that not all residents receive water bills.
- Use of Social Media, and other electronic media
 - E-blasts – weekly "UUT Fact"
 - Regular Facebook Postings – of a "UUT Fact" on a regular basis (weekly, bi-weekly, etc.)
- City Website – create a section of the City's website where all the UUT information can be available.
- Information available at all City Facilities – City Hall, Police Station, Recreation Center, Library.
- Town Hall Forums – At least two forums where the information can be presented, in a similar format to the June 6th Budget Town Hall forums.

Regarding the type of information the Committee determined was important, the Committee identified the following items:

- A comprehensive Fact Sheet (a draft is attached) - the current draft is seven pages in length. The Committee discussed that it is long and some questions and answers seemed repetitive, and they felt that some individuals may not read the entire document. However, they stated that the Fact Sheet was important and that as many questions as possible should be added to the document. They also discussed that the repetitive nature of some questions is probably necessary, because an individual may read that one question/answer and not the entire document. So they discussed the creation of a couple of "summary brochures" that would extract information from the Fact Sheet. (See the next bullet.)

- Summaries of the Fact Sheet produced as tri-fold publications – Information could be extracted from the Fact Sheet and the information could be presented using more “charts and graphs and fewer words,” where possible.
- “City Finances 101” – basic information about city revenues and expenses.
- Comparative Information – the Committee believed it was important to provide comparative information regarding city revenue sources and operational information, and also to provide an explanation of the differences.
 - UUT and Sales Taxes per capita
 - Assessments in other cities that fund general city services
 - Per capita costs of city operations, such as Police and Fire
 - Average employee costs
- Data regarding Police and Fire- the Committee believed it was important to highlight public safety services, and provide information such as:
 - Per capita costs
 - Response times
 - Average PD/Fire Employee costs
- What happens if the UUT Measure Fails? – The Committee believed it was important to provide possible scenarios regarding the impact to city services if the UUT measure fails; which services might be eliminated, reduced, or contracted.

A few of the charts and information provided to the Committee is attached to this staff report as examples.

Lastly, the Committee has offered to continue to meet, at the Council's desire, to review and provide input into the materials, information, etc.

If the Council is agreeable with the approach as envisioned by the Committee, staff will begin drafting the materials over the month of December and can return to the Committee and then to the Council in January.

FINANCIAL REVIEW

There are no financial impacts associated with the preparation of this report, other than the staff time in preparing this report. The costs of preparing the information and posting the information on the website or on social media, is in-house staff time. The cost of printing publications could range from \$600 to \$1,000 for a full-color two sided brochure. The postage costs (to all mailing addresses) range from \$1,000 (bulk rate) to

\$2,000 first class postage. For example, the total costs for a city wide mailer (two sided brochures) to be printed and mailed could range from \$1,600 to \$3,000.

PUBLIC NOTICE PROCESS

This item has been noticed through the regular agenda notification process. Copies of this report are available at the City Hall public counter, the Sierra Madre Public Library, and the City's website.

ALTERNATIVES

The alternatives are:

1. The City Council could provide input regarding the Committee's recommendations and authorize staff to proceed accordingly.
2. The City Council could request additional information from staff or the Committee and request that this item be placed on a future agenda.
3. Take no action, and receive and file this report.

STAFF RECOMMENDATION

It is recommended that the City Council provide staff with direction.

Attachments



Frequently Asked Questions Utility Users Tax – Measure “___” Municipal Election April 12, 2016

Updated December 2015

This information is provided to answer questions that have been asked about the City's Utility Users Tax (UUT) measure on the April 12, 2016 municipal ballot. There is a significant amount of information on the following pages, but if your question isn't answered, please contact the City's Administrative Services Department at City Hall, (626) 355-7135. This fact sheet will be updated as necessary.

What is “Measure ___”?

Measure ___ is an item on the April 12, 2016, municipal ballot, for residents to vote on. If approved by the voters, residents will pay a 10% tax on certain utility bills. Revenues received from the UUT will provide funding to keep City services at the current level.

What is a Utility User Tax or UUT?

A Utility Users Tax (UUT) is a tax on certain utility bills. A UUT may be imposed by a city or county on the consumption of utility services.

Sierra Madre has had a UUT since 1993. Today, Sierra Madre residents and businesses pay an 8% UUT on electricity, gas, telephone (including cell phone and long distance), trash (sanitation/solid waste), cable television, water and sewer.

What is the current Utility User Tax rate?

The current voter approved law allows the UUT rate to be set at no greater than 8%. The tax is currently collected at an 8% rate.

What does the current law (ordinance) provide?

In April 2008, the voters approved an increase in the UUT by approving **Measure U**. The Ordinance allowed for an increase from the base amount of 6% to 8% in July 2008, to 10% in July 2009 and to 12% in July 2010. However, the Ordinance permits the City Council to establish a lower than maximum rate – and the City Council never established the rate at higher than 10%.

The current Ordinance (April 2008) provided for a decrease in the UUT rate beginning on June 30, 2014. On July 1, 2014 the UUT rate could not exceed 10%, on July 1, 2015, the UUT rate could not exceed 8%, and on July 1, 2016, the UUT Rate could not exceed 6%. This step-down or decrease is referred to as the “sunset” clause. (Reference: Ordinance Section 3.36.180) In 2008, **Measure U** also expanded the base (types) of taxable utilities by adding sewer, cable, and trash; and it modernized the communication utility. The utilities which are subject to the tax will not change under **Measure ___**.

What does the proposed Measure ___ provide?

If approved by the voters, **Measure ___** will provide for a 10% UUT rate on all utilities. Like the existing Ordinance, **Measure ___** permits the City Council to impose a lesser UUT rate. The Council may adopt a lower rate than 10%, but could not impose a UUT rate of greater than 10%.

If approved, **Measure** ____ provides an exemption for households qualifying as “very low income”. The Measure also eliminates the UUT Oversight Committee, because the Committee has served its purpose in insuring that additional UUT revenues were used to fund public safety services, including Police and Fire.

What does each percentage of the UUT amount to in dollars?

Each 1% UUT rate is equal to approximately \$250,000, so a 4% reduction (10% down to 6%) equals approximately \$1 million dollars in reduced funding to the City. If **Measure** ____ is not approved by the voters, the current 8% UUT sunsets to 6% on July 1, 2016. This reduction, combined with the 2% reduction that occurred on July 1, 2015, results in a loss of approximately \$1 million.

Reducing General Fund expenditures by a \$1 million will result in further reductions to City services, or changes to City services, such as contracting for Police and Paramedic services, or eliminating other General Fund services such as Recreation and Library services - the entire General Fund budget for the Library and Recreation combined is less than \$1 million. (The General Fund budget for the Library is \$757,632, and the General Fund budget for Recreation is \$142,343.)

How does the Utility User Tax support City services?

The UUT is a General Fund revenue source which funds general City services such as Police, Fire, Paramedics, Recreation and the Library. In FY 2014-2015, at the 10% tax rate, the UUT provided \$2.5 million in revenue (27% of total General Fund Revenues). In this same year, the City spent \$5.7 million on public safety services (Police, Fire, and Paramedics).

Because of the increased UUT in 2008, the Police Officers were provided salary increases of 9% in 2008; 8% in 2009; and 7% in 2010; no other city employees were given these salary increases. (Even with the increase in Police Officer salaries, our Police Officers are the lowest paid in the San Gabriel Valley.) With the sun-setting of the UUT to 6%, there will be insufficient funding to continue to pay the current salaries of the City's Police Officers and continue to provide all other current city services (such as recreation, senior services, paramedics and Library services.) There have been no Police Association cost of living increases since 2011.

Additionally, because of the 10% UUT, the City was able to continue to fund the \$700,000 in unfunded Paramedic program costs. Prior to 2007, the City did not have advanced life support, i.e. a paramedic program. In 2007, a paramedic program was implemented, but there wasn't adequate funding identified to maintain the program after 2009. (The program was initially funded from the sale of an unused Fire Station in the Canyon area of Sierra Madre, but these were one-time proceeds of the sale, and the funds were exhausted in 2009.)

Measure ____ will provide for a 10% UUT rate, that will continue the amount of revenue the City received in Fiscal Year 2013-2014 from the Utility Users Tax, and without this revenue, the City will not be able to maintain all of City services as they are currently provided. Service level reductions and changes will need to be made so that the City's General Fund budget can remain “balanced.” In total approximately \$1 million in reductions will be necessary by July 2016. The actual service reductions and changes will ultimately be decided upon by the City Council. Possible options include contracting a portion, or all Public Safety services to an outside agency; eliminating or significantly reducing other non-Public Safety services; such as Library services, recreational, planning, or senior services.
(Committee Recommendation: to expand and provide more concrete examples.)

How will a “yes” vote on Measure ____ affect Sierra Madre's Utility User Tax?

- The revenue from the approval of **Measure** ____ will allow for City services to remain at the current level.
- The taxes imposed by **Measure** ____ will impose a 10% UUT rate on all utilities.

- The City Council may set a lesser rate by Council action.
- If **Measure** ____ passes, the maximum collection rate for all utilities 10%. The rate can only be increased by a future measure approved by the voters. There is no “sunset” in Measure ____.

How will a “no” vote on Measure ____ affect the current Utility User Tax?

If **Measure** ____ is not approved, the current, voter approved maximum collection rate of 8% will remain in place through June 30, 2016. On July 1, 2016, the current voter approved maximum collection rate of 6% will be effective. (Reference: Ordinance Section 3.36.180) Each 2% reduction is approximately equal to \$500,000, which results in a total loss of approximately \$1,000,000 over two years. After July 1, 2016, the UUT rate would remain at 6% unless modified by voter approval. The loss of \$1,000,000 in UUT revenue will have significant impacts on the City’s ability to meet its expenditures and will result in service reductions, in order to maintain a balanced budget.

How much does the UUT cost the average household?

The amount actually paid by each household will vary depending upon the utilities used by the household. Based upon the sample residential utility usage shown below, a typical household will pay an average of \$9.78 more per month, or .33 cents more each day, for each 2%.

The chart below provides a quick summary.

Utility	Sample Monthly Bill	6% UUT	8% UUT	10% UUT
Phone	\$ 120	\$ 7.20	\$ 9.60	\$ 12.00
Electricity	\$ 150	\$ 9.00	\$ 12.00	\$ 15.00
Natural Gas	\$ 45	\$ 2.70	\$ 3.60	\$ 4.50
Water	\$ 61	\$ 3.66	\$ 4.88	\$ 6.10
Sewer	\$ 30	\$ 1.80	\$ 2.40	\$ 3.00
CATV	\$ 56	\$ 3.36	\$ 4.48	\$ 5.60
Refuse	\$ 27	\$ 1.62	\$ 2.16	\$ 2.70
<i>Total</i>	<i>\$ 489</i>	<i>\$ 29.34</i>	<i>\$ 39.12</i>	<i>\$ 48.90</i>
Average change per household per 2% of UUT			\$ 9.78	

What percentage of the UUT is paid to the City?

100% of the Utility Users Tax (UUT) collected on utility bills is paid to the City; unlike property tax and sales tax where the City receives only a small portion of the total taxes paid.

Are Non-Profit and Religious Organizations exempt from paying the UUT?

No, they are required to pay the Utility User Tax on the taxed utility services they use.

Are “very low-income households” exempt from the UUT? How do I apply for the exemption?

The 2008 UUT provided an exemption from paying the UUT, for households that qualify as “Low Income.” **Measure** ____ provides an exemption from paying the UUT, for households that qualify as “Very Low Income.”

Measure ____ provides households that qualify as “Very-Low-Income” and “Extremely-Low-Income” (using HUD income guidelines) an exemption from paying the Utility Users Tax (UUT). Residents can submit an application for an annual exemption for Very-Low-Income and Extremely-Low-Income households at any time during the year. The City requires supporting documentation including proof of income to qualify households for the exemption.

What is the income limit to qualify for the UUT tax exemption?

The City will use the income limits as established for state and federal programs, Department of Housing and Urban Development - Section 8 Housing Income Limits. The income limits vary depending upon the size of the household. For example a single person household is considered Very-Low-Income if the person's income does not exceed \$29,050, while the Very-Low-Income limit for a family of four is \$41,500 (2015-Income Guidelines; Los Angeles County Community Development Commission)

This section discusses the City's Budget and other general questions that have been asked.

Why does the City need the 10% current funding continued, and why can't the City just "tighten its belt"?

Committee Recommendation: Revise this section to make it more direct, and more "brief" – use bullet statements where possible.

In 2007, a citizens' Ad-Hoc Finance Committee investigated this question and concluded that there was no feasible way to generate enough money to provide raises to the Police Officers and to continue providing Paramedic Services by reducing City expenses – without impacts to other City services. The Ad-Hoc Finance Committee recommended that the City Council place a revenue measure on the April 2008 ballot. The revenue measure was the current UUT which increased the collection rate from 6% to 12% over a three year period. (However, the Council never imposed a rate higher than 10%.) Since 2008, the City's budget has reflected an increase in Police, Fire and Paramedic program expenditures (primarily for Public Safety staff salary and benefits) that exceeds the increase generated by current Utility User Tax.

The City's Police employees were provided raises over a three year period (9% for sworn officers and 4% non-sworn officers in 2008; 8% for sworn officers and 3.5% for non-sworn officers in 2009; and 7% for sworn officers and 3% for non-sworn officers in 2010); these raises cannot "just be rescinded". Surveys show that Sierra Madre Police Officers continue to remain at the bottom of the pay scale for all San Gabriel Valley departments. The current staffing costs of the Police Department will remain a City obligation, even if the UUT rate decreases to 6%.

Historically, the City has had to make budget reductions to balance the budget. In the City's 2011-2012 General Fund budget, City Council maintained the UUT tax collection rate at 10% (the maximum rate permissible was 12%), even though the City originally had a projected shortfall of over \$1,000,000. Staff recommended cuts in expenditures in excess of \$900,000 which included more than \$300,000 in Police department reductions and \$250,000 in Fire expenses. The remaining budget reductions came from reducing Public Works budget by contracting out Park Maintenance, reductions in recreation and library programming and reductions in City cost allocations (overhead).

Additionally during the 2011-2013 biennial budget, in December 2011, the California Supreme Court upheld AB 1X26 which dissolved all Community Redevelopment Agencies, including the City of Sierra Madre's Community Redevelopment Agency (CRA). This resulted in a decrease of \$1.3 million in incremental property tax income to the City that was used, partially, to staff positions that oversaw eligible projects funded with CRA monies within the former redevelopment project area, and for eligible public infrastructure and other projects. These type of projects ranged from replacement of broken playground equipment in Memorial Park (completed before the loss of the CRA) to repaving City parking lots (not completed) to installing a new water main at the east end of Sierra Madre Boulevard, and all associated overhead costs. When financial resources are reduced due to the economy and State take-aways, the City must respond by reducing services, which means reducing staff. At the start of Fiscal Year 2012-2013, the City experienced its first layoffs in a decade. Prior to Fiscal Year 2012-2013 staff attrition was used to reduce staffing. In total, since 2008, the City has reduced staffing by a little more than 10 full-time equivalent employees (from 96.25 FTE's to 86.07 FTE's.) This was accomplished

through eliminating some services (including contracting with Pasadena Humane Society to provide Dog Licensing, reduced “open hours” at City Hall), out-sourcing some services (grounds maintenance, Building & Safety Services, and the operation of the municipal swimming pool), and by remaining employees assuming additional duties. In May 2012, the City Council approved a staffing reorganization plan that resulted in the savings of \$260,000 in General Fund expenditures. A number of positions were laid off, or downgraded.

In October 2014, the City Council approved a staffing reorganization plan that resulted in the savings of \$180,000 in General Fund dollars, in addition to establishing a financial cap on management and executive health and welfare benefits, a change that is estimated to save more than \$600,000 over a five year period.

To balance the Fiscal Year 2015-2016 budget a total of \$227,500 was eliminated from the budget. A total of \$150,500 was eliminated from Administration; \$10,000 from the Fire Department, \$57,000 from the Library, and \$10,000 from the Police Department.

The charts below show the current allocation of General Fund expenditures. (*Note: Chart does not include the Paramedic Program at \$891,953.*)

General Fund Expenses by Department

Dept	object	Actuals FY 2014-2015	Proposed FY 2015-2016
Administration	Personnel		300,3889
	Nonpersonnel		1,242,157
Administration Total			1,542,546
Community Services	Personnel		129,283
	Nonpersonnel		13,060
Community Services Total			142,343
Development Services	Personnel		0
	Nonpersonnel		0
Development Services Total			0
Elected and Appointed	Personnel		44,510
	Nonpersonnel		342,200
Elected and Appointed Total			386,710
Fire	Personnel		746,333
	Nonpersonnel		208,661
	Debt		93,773
Fire Total			1,048,767
Library	Personnel		651,881
	Nonpersonnel		105,751
Library Total			757,632
Personnel	Nonpersonnel		0
Personnel Total			0
Police	Personnel		3,346,559
	Nonpersonnel		541,239
Police Total			3,887,798
Public Works	Personnel		233,838
	Nonpersonnel		286,582
Public Works Total			540,420
Grand Total		\$	\$ 8,286,216

FY 2015-2016 General Fund Budget

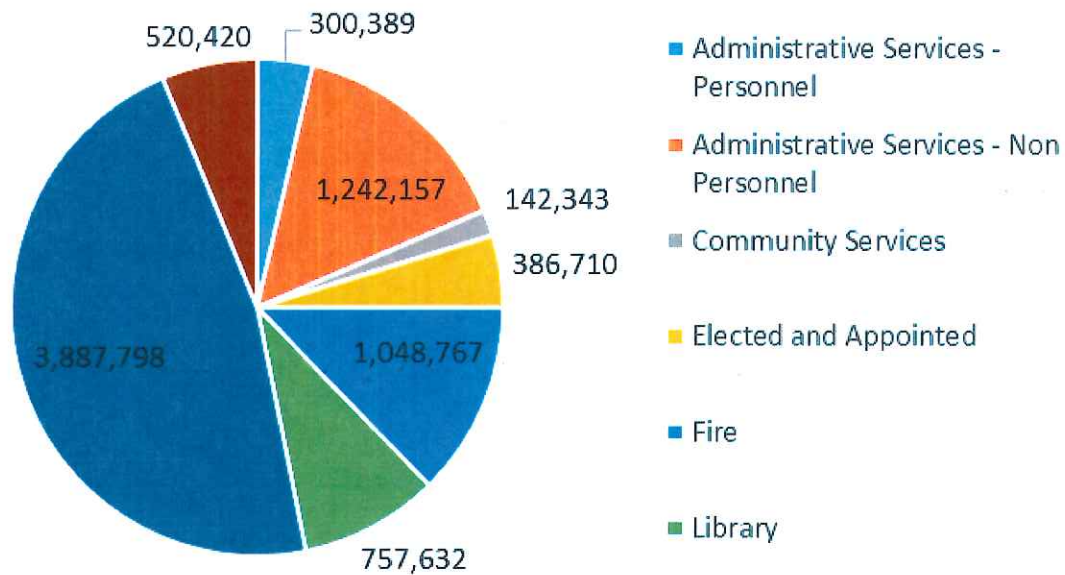


Chart does not include Transfers of \$1,176,065.

Is it true that the City keeps increasing the number of employees working for the city?

No, in fact, the total number of city employees is at an all-time low, as compared to 2008. The chart below shows the total number of Full-Time-Equivalent Employees (FTE's) from 2008 to the present. There are ten fewer FTE's compared to 2008.



What is the difference between Unrestricted and Restricted funds?

The UUT tax is General Fund revenue. Unrestricted funds (also called General Funds) are the only funds that the City Council has complete authority to allocate for any governmental service or program the City provides. Unrestricted funds are used to pay for general city services such as public safety services (including the salaries of Police Officers), library services, and recreational services. By contrast,

restricted funds are designated to pay for specific city services or projects and cannot be used for any other purpose. For example Water enterprise funds must be used for the Water Department and cannot be used to pay for Library staff salaries, and grant funds can only be used to pay for the specific projects approved by the granting agency.

A water and sewer rate increase was recently approved, won't that help the City General Fund?

No, because water and sewer funds can only be used for Water and Sewer related purposes, and cannot be used to fund general City services, such as police, paramedics, library or recreation services.

What about Property Taxes? I thought Property Taxes would increase from sales of properties, and the additional property tax would make up the loss of the UUT Revenue?

First it is important to note that Sierra Madre collects approximately 21 cents of every dollar paid in property taxes. Most of the property taxes paid go to the county, school district and other special districts. Property taxes are estimated to increase by approximately \$200,000 per year from FY 2013/2014 to FY 2015/2016, which isn't adequate to close each year's General Fund budget gap.

Where do other cities get funds for public safety, Libraries and recreational programs (General Fund supported departments)?

Cities receive general fund dollars primarily from property taxes, sales taxes, Utility Users Taxes, and fees. Other cities receive much more in sales taxes compared to Sierra Madre. On average Sierra Madre receives \$200,000 annually in sales taxes while other cities receive much more. Of the 88 cities in Los Angeles County, only five cities receive less in sales taxes compared to Sierra Madre (Bradbury, Rolling Hills, Palos Verdes Estates, La Habra Heights, and Hidden Hills.) Sales taxes in Monrovia, South Pasadena and Arcadia exceed \$2.5 million annually. (South Pasadena is the lowest at \$2.5 million, followed by Monrovia at approximately \$7 million and Arcadia at approximately \$11 million.)

Some cities have special assessments to fund public safety or the Library, examples include the City of Monrovia which has a number of special assessments (Library Assessment, Open Space, and a general assessment) and San Marino with a Public Safety Assessment. Assessments are voter approved increases to a property's tax bill to fund a specific items such as Libraries or Police and Fire.

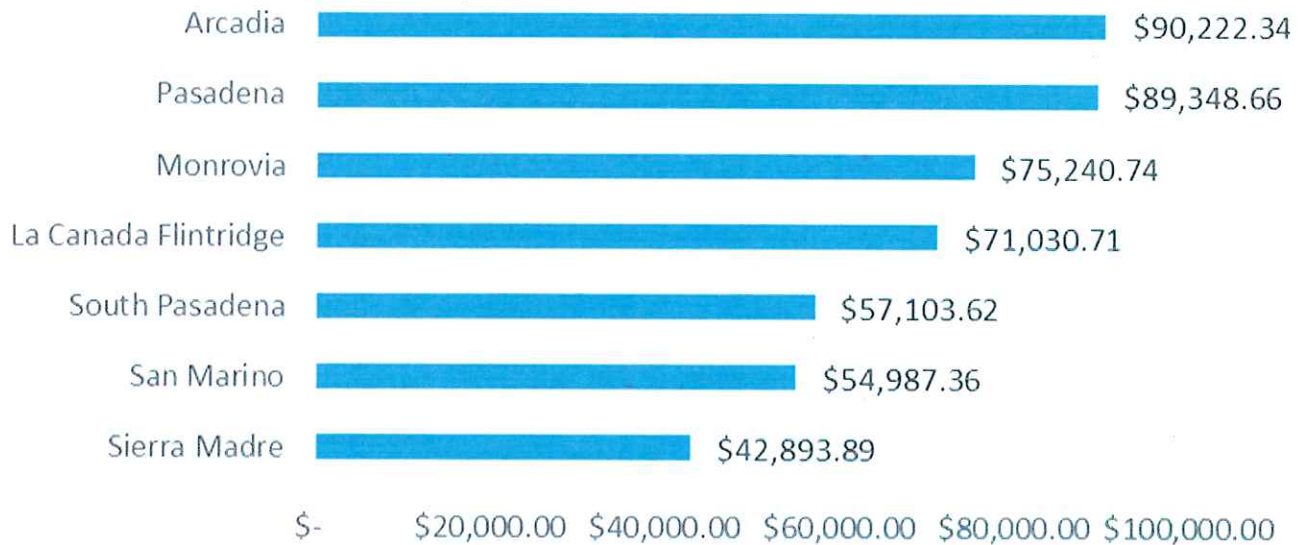
Questions?

If you have any questions, or would like additional information, please contact the Administrative Services Department at (626) 355-7135, or visit the City's website at www.cityofsierramadre.com.

City	Sales Tax Per Capita
Sierra Madre	\$25
Alhambra	\$178
Arcadia	\$175
Azusa	\$148
Baldwin Park	\$73
Bradbury	\$0
City of Industry	\$92,739
Covina	\$116
Diamond Bar	\$65
Duarte	\$231
El Monte	\$198
Glendora	\$158
Irwindale	\$2,896
La Cañada Flintridge	\$124
La Puente	\$51
Monrovia	\$196
Monterey Park	\$80
Pasadena	\$236
Rosemead	\$64
San Gabriel	\$104
San Marino	\$28
South El Monte	\$206
South Pasadena	\$133
Temple City	\$48
Walnut	\$45
West Covina	\$136

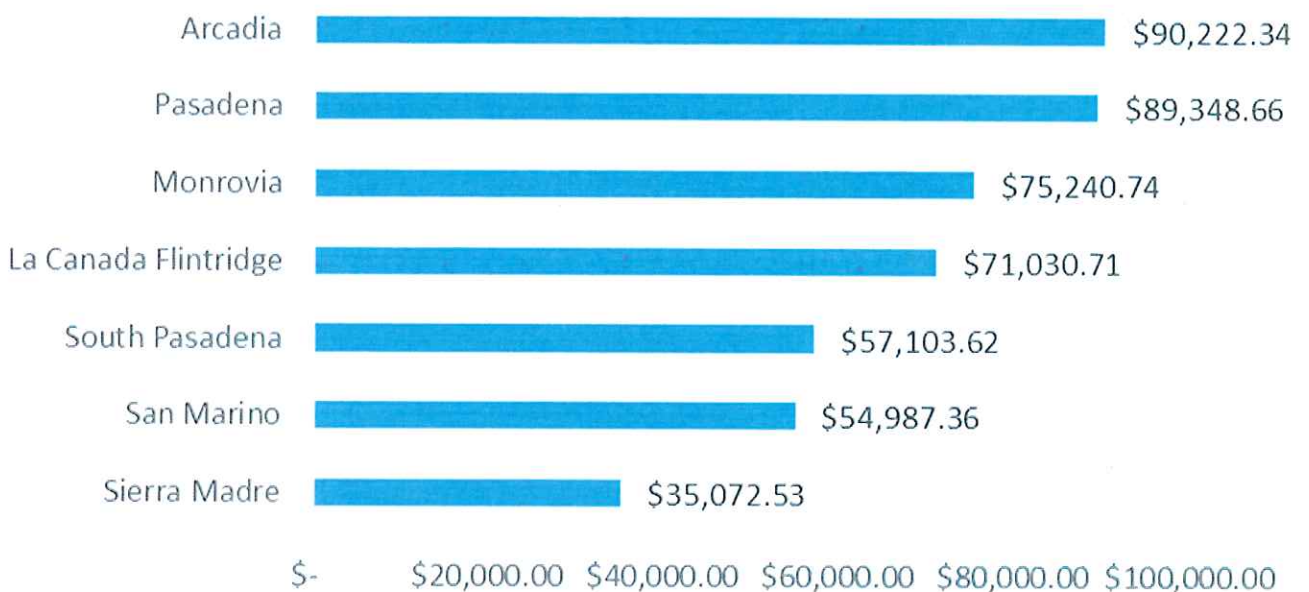
Average Payroll Cost Per Employee - w/out Volunteer Fire Fighters

From 2013 State Controller's Report



Average Payroll Cost Per Employee

From 2013 State Controller's Report



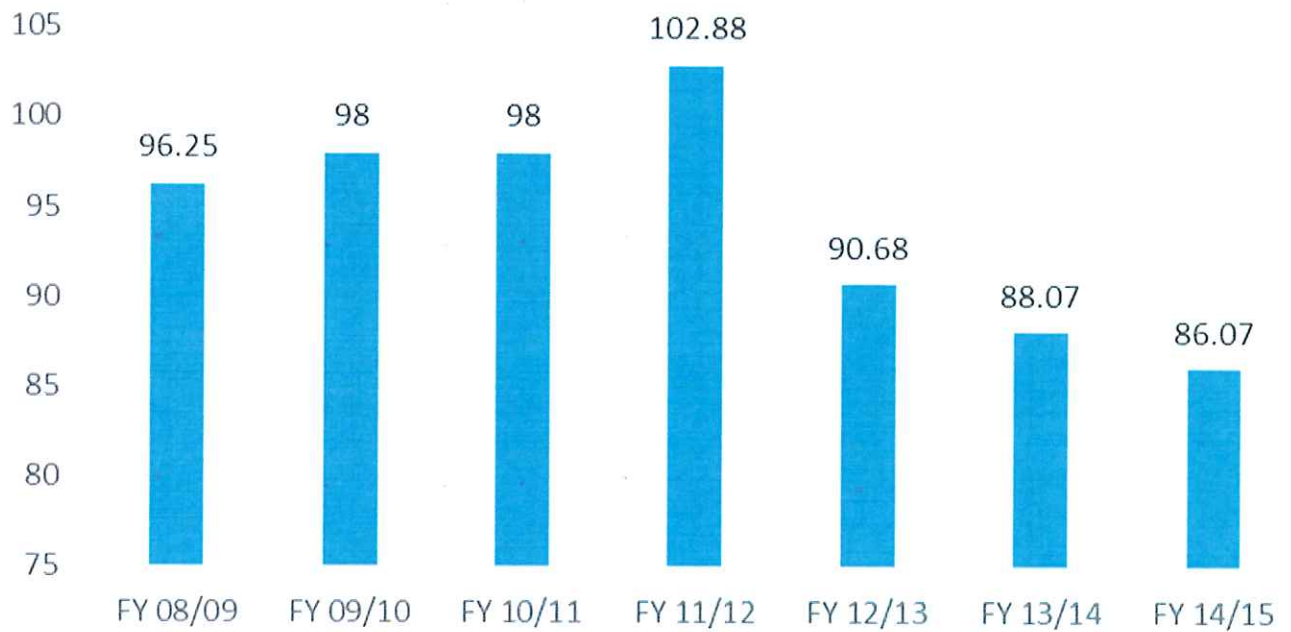
Fire Department Costs Per Capita



Fire Department Cost Per Call



City of Sierra Madre
Historical Staffing Levels - City Wide
In FTE's



Which Cities are "Full Service Cities" Like Sierra Madre?

City	Population	Police	Fire	Combination Fire Dept	Recreation	Library	Public Works	Any Utility	Planning / Community Development
Sierra Madre	10,917	X	X	X	X	X	X	X	X
Alhambra	83,089	X	X		X	X	X	X	X
Arcadia	56,364	X	X		X	X	X	X	X
Azusa	46,361	X			X	X	X	X	X
Baldwin Park	75,390	X			X	X	X	X	X
Bradbury	1,077				X				X
City of Industry	437								X
Covina	46,837	X			X	X	X	X	X
Diamond Bar	56,365				X		X		X
Duarte	21,829				X			X	X
El Monte	113,475	X			X		X	X	X
Glendora	50,073	X			X	X	X	X	X
Irwindale	1,466	X			X	X	X		X
La Cañada Flintridge	20,335				X		X		X
La Puente	40,435				X		X		X
Monrovia	36,590	X	X		X	X	X	X	X
Monterey Park	60,269	X	X		X	X	X	X	X
Pasadena	137,122	X	X		X	X	X	X	X
Rosemead	57,422				X		X		X
San Gabriel	39,718	X	X		X		X	X	X
San Marino	13,147	X	X		X	X	X		X
South El Monte	20,398				X		X		X
South Pasadena	25,619	X	X		X	X	X	X	X
Temple City	35,600				X		X		X
Walnut	29,947				X		X		X
West Covina	106,098	X	X		X		X		X



2014 Statistics

Personnel

Full Time Chief	1
Full Time Captain	3
Part Time Captain	1
Part Time Engineers	6
Part Time Paramedics	25
Part Time Administrative Aide	1
Volunteers	32
Total	69

Total Calls

	Total	Percentage of Calls
Fire	34	3.8%
Other Alarms	218	24.2%
Rescue/EMS	647	72.0%

Response Times

	2012	2013	2014
EMS (RA41)	3:49	4:04	4:44
Fire (E41)	4:30	5:04	4:44

Budget Comparison

City	Department Budget	Calls per Year	Population	Cost per Capita	Cost per Call	% of General Fund
Alhambra	\$15,047,568	4,876	84,577	\$177.92	\$3,086.05	26%
Arcadia	\$13,676,700	4,431	57,639	\$237.28	\$3,086.59	25%
Monrovia	\$9,950,000	3,326	37,101	\$268.19	\$2,991.58	29%
Pasadena	\$42,622,000	16,378	139,731	\$305.03	\$2,602.39	19%
San Marino	\$6,100,000	818	13,327	\$457.72	\$7,457.21	21%
Sierra Madre	\$1,800,000	899	11,056	\$162.81	\$2,002.22	20%
South Pasadena	\$4,100,000	1,592	25,959	\$157.94	\$2,575.38	17%
Averages:	\$13,328,038	4,617	52,770	\$252.41	\$3,400.20	24%
Populations < 100,000	\$8,445,711	2,657	38,277	\$243.64	\$3,533.17	25%
Populations < 50,000	\$5,487,500	1,659	21,861	261.67	3,756.60	24%