

City of Glendale
Budget Hearing
May 20, 2014



FY 2014-15 Budget Hearing Agenda

- Budget Process Recap
- City Council Priorities
- General Fund Forecast
- General Fund Recap
- Summary of Appropriations
- Recommended New Fees & Increases
- Conclusion

FY 2014-15 Budget Hearing

Budget Process Recap

- April 29, Budget Study Session #1
 - FY 2013-14 Update, Year End Projection & Adjustments
 - Organizational Profile
 - General Fund Forecast
 - FY 2014-15 Proposed General Fund Budget

- May 6, Budget Study Session #2
 - Council Priorities
 - Summary of Appropriations
 - Review of Departmental Budgets

- May 13, Budget Study Session #3
 - Capital Improvement Program
 - GWP Capital Improvement Program
 - Proposed New Fees & Increases

- May 20, Budget Hearing, 6pm

- June 3, Budget Adoption, 6pm

City of Glendale

FY 2014-15 City Council Priorities

- City Council Priorities
 - Council sets the tone
 - Set framework & establish vision
 - Must be long-range yet tied to community needs

- Outreach and Validation
 - In sync with community needs and wishes?
 - Feedback loop
 - “Keeping score”/Use of Social Media

City of Glendale

FY 2014-15 City Council Priorities

- I. Fiscal Responsibility
- II. Safe & Healthy Community
- III. Exceptional Customer Service
- IV. Economic Vibrancy
- V. Infrastructure & Mobility
- VI. Informed & Engaged Community
- VII. Balanced, Quality Housing
- VIII. Community Services & Facilities
- IX. Arts & Culture
- X. Sustainability

City of Glendale

FY 2014-15 City Council Priorities

■ Outreach and Validation

- Rose Institute of State & Local Government
 - Every four years
 - Statistical, random sample of residents
 - Cerrell Associates confirms most findings with high-propensity voters
- Stats and scores
 - 73% rated Glendale with an 8 or higher
 - 85% were *satisfied* or *very satisfied* with services provided by the City
 - > Top three departments with highest levels of satisfaction:
 - » Fire (90%)
 - » Library, Arts & Culture (83%)
 - » Police (80%)
 - 69% believe that the City is headed in the right direction
 - 57% rated the Downtown district with an 8 or higher
 - 58% rated Historic Old Town Montrose with an 8 or higher
 - 96% feel safe in Glendale

City of Glendale

FY 2014-15 City Council Priorities

- Outreach and Validation (continued)
 - Use of Social Media & the Feedback Loop
 - Safe city, Hip city, Healthy city
 - # hits, comments, subscribers, followers

- Community's Ranking of City Council Priorities (in order of "very important" to "not important at all")
 - Safety And Emergencies (79%)
 - Infrastructure/Utility Plan (71%)
 - Fiscal Responsibility (65%)
 - Recreation/Education (57%)
 - Preserving Neighborhood Character (50%)
 - Balanced Mix of Housing (48%)
 - Manage Growth/Development (47%)
 - Arts/Culture (43%)

General Fund Forecast

FY 2014-15 to FY 2021-22



General Fund Forecast

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Resources	\$ 172.8	\$ 177.8	\$ 182.5	\$ 187.6	\$ 193.4	\$ 198.8	\$ 202.5	\$ 206.3
Appropriations								
Base Line	170.3	171.8	172.7	172.6	173.5	174.3	175.2	176.1
PERS	1.7	3.7	6.9	9.5	12.2	14.9	16.0	16.3
CIP	0.0	0.1	0.2	0.4	0.5	0.6	0.6	0.6
ISF's	2.0	4.7	6.4	8.4	10.2	11.3	11.8	12.3
COP's	0.5	0.5	0.8	0.8	1.0	1.0	1.0	1.0
OPEB	0.0	0.8	1.0	1.3	1.5	1.5	1.5	1.5
Total Appropriations	\$ 174.5	\$ 181.6	\$ 188.0	\$ 193.0	\$ 198.9	\$ 203.6	\$ 206.1	\$ 207.8
Net Surplus / (Deficit)	\$ (1.7)	\$ (3.8)	\$ (5.5)	\$ (5.4)	\$ (5.5)	\$ (4.8)	\$ (3.6)	\$ (1.5)
Potential GRA Loan Repayment	1.2	1.8	4.7	5.0	4.4	4.4	4.4	4.4
Net Surplus / (Deficit)	\$ (0.5)	\$ (2.0)	\$ (0.8)	\$ (0.4)	\$ (1.1)	\$ (0.4)	\$ 0.8	\$ 2.9
Percent of Revenue	-0.3%	-1.1%	-0.4%	-0.2%	-0.6%	-0.2%	0.4%	1.4%

General Fund Forecast

“The Good, the Bad and the Ugly”

■ The Good

- Glendale is stable, progressive and approaching structural balance
- Fiscal discipline allows Glendale to weather the worst of storms

■ The Bad

- At current levels, no new programming
- At current levels, risk of losing key personnel
- At current levels, Glendale wades through a long slog

■ The Ugly

- Potential loss of GRA loan repayment poses significant threat to current levels of services
- State of California continues to burden cities

General Fund Forecast

Recommendations

- ~~Option #1 – “maintain the status quo”~~

- **Option 2 – “find a new path”**
 - Develop and implement severance/retirement incentive for miscellaneous & management employees
 - Hold positions vacant to pay for incentive (6 month minimum)
 - Increased PERS cost-sharing offset by salary range increases
 - Approach market averages
 - Develop and implement OPEB strategy
 - Help mitigate future medical increases and protect balance sheet
 - Depending on amount of savings provides opportunity to reinvest in/restore limited services

FY 2014-15 Budget General Fund Recap



FY 2014-15 General Fund

Proposed Resources

Starting Revenue Estimate: \$ 170,773,769

Adjustments:

Cost Allocation	\$ 327,228	
Decrease in Transfer from Electric Fund	(250,000)	
Property Tax/VLF Backfill	1,080,000	
Sales Tax	1,513,000	
GRA Loan Repayment	1,200,000	
Utility Users Tax	146,000	
Occupancy/Franchise/Property Transfer Tax	250,000	
Building Permits & Licenses	(730,000)	
All Other Revenues (net)	(303,894)	3,232,334

Proposed Revenue Estimate: \$ 174,006,103

Use of Fund Balance – Current Year 495,424

Subtotal – Current Year Resources: \$ 174,501,527

One-Time Use of Fund Balance

Data Center Upgrade	2,000,000
Central Library Renovation	5,000,000

FY 2014-15 Proposed Resources: \$ 181,501,527

FY 2014-15 General Fund

Proposed Appropriations

Starting Budget: \$ 170,731,906

Salaries & Benefits Increase / (Decrease):

Salaries	\$ (759,150)	
PERS Retirement	1,731,310	
PERS Cost Sharing	(493,359)	
All Other Salaries & Benefits	762,504	1,241,305

ISF Rates Increase / (Decrease):

Workers' Compensation Insurance	\$ 1,482,529	
Liability Insurance	144,048	
Fleet/Equipment Rental Charge	653,189	
ISD Service Charge	(282,354)	1,997,412

M&O / Capital Outlay / Transfers 530,904

Subtotal – Current Year Appropriations: \$ 174,501,527

One-Time Appropriations

Data Center Upgrade	2,000,000
Central Library Renovation	5,000,000

FY 2014-15 Proposed Appropriations: \$ 181,501,527

FY 2014-15 General Fund Proposed Budget

	FY 2014-15 Recurring	One-Time Projects	FY 2014-15 Proposed Budget
Revenues	\$ 174,006,103	\$ -	\$ 174,006,103
Appropriations	174,501,527	7,000,000	181,501,527
Use of Fund Balance	\$ (495,424)	\$ (7,000,000)	\$ (7,495,424)

FY 2014-15 General Fund Fund Balance Projection (In Thousands)

	Unassigned & Charter Reserve	Total Fund Balance
Projected Beginning Balance, 7/1/2014	\$ 61,123	\$ 63,702
Increase/(Decrease) in Fund Balance	(7,495)	(7,495)
Projected Ending Fund Balance, 6/30/2015	\$ 53,628	\$ 56,207
Projected Reserve Percentage*	30.7%	N/A

* Based on proposed recurring appropriation of \$174.5 million.
Current policy is floor of 30% with a target of 35%.

Conclusions

- Glendale remains operationally balanced
 - Reliance upon one-time savings, use of fund balance, GRA loan repayment and/or use of General Fund reserves
- Proposed FY 2014-15 General Fund Deficit = \$495k
 - Short term options include personnel actions, use of fund balance, program cuts
 - Short term fixes represent Option 1 – maintaining the status quo
- Adopt an organization strategy revolving around targeted reductions and investments
 - Option 2 – Long range transition of the organization
 - Balances market dynamic with ability to pay; provides flexibility to meet service expectations

FY 2014-15 Budget Summary of Appropriations



Summary of Appropriations

All Funds

Fund Type	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
General Fund	\$ 170,731,906	\$ 181,501,527	\$ 10,769,621	6.3
Special Revenue Funds	89,983,396	96,832,172	6,848,776	7.6
Debt Service Funds	4,092,062	3,053,500	(1,038,562)	(25.4)
Capital Improvement Funds	15,465,798	15,264,102	(201,696)	(1.3)
Enterprise Funds	364,771,055	444,333,348	79,562,293	21.8
Internal Service Funds	92,897,508	91,808,687	(1,088,821)	(1.2)
All Funds – Grand Total	\$ 737,941,725	\$ 832,793,336	\$ 94,851,611	12.9

Authorized Full-Time Positions

Fiscal Year	Authorized Positions
2002-03	1,835
2003-04	1,829
2004-05	1,881
2005-06	1,995
2006-07	1,974
2007-08	1,986
2008-09	1,942
2009-10	1,904
2010-11	1,899
2011-12	1,873
2012-13	1,605*
2013-14	1,588
2014-15 Proposed	1,583

*Includes General Fund & GWP Balancing Strategies

Summary of Appropriations

General Fund (1 of 2)

Department	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
Administrative Services	\$ 5,489,797	\$ 4,874,793	\$ (615,004)	(11.2)
City Attorney	3,207,427	3,290,849	83,422	2.6
City Clerk	1,152,797	1,142,982	(9,815)	(0.9)
City Treasurer	643,441	653,874	10,433	1.6
Community Development	9,224,562	10,083,724	859,162	9.3
Community Services & Parks	9,585,371	9,691,188	105,817	1.1
Fire	40,072,164	42,761,695	2,689,531	6.7
Human Resources	2,388,756	2,480,880	92,124	3.9
Library, Arts & Culture	7,775,616	8,243,513	467,897	6.0

Summary of Appropriations

General Fund (2 of 2)

Department	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
Management Services	\$ 4,953,034	\$ 4,581,584	\$ (371,450)	(7.5)
Police	66,874,072	67,177,950	303,878	0.5
Public Works	18,076,981	17,703,607	(373,374)	(2.1)
Transfers	390,000	5,917,000	5,527,000	1,417.2
Retirement Incentive	897,888	897,888	-	-
Non-Departmental	-	2,000,000	2,000,000	N/A
General Fund Total	\$ 170,731,906	\$ 181,501,527	\$ 10,769,621	6.3

Summary of Appropriations

Special Revenue Funds (1 of 4)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
201-CDBG Fund	\$ 2,067,000	\$ 1,746,630	\$ (320,370)	(15.5)
202-Housing Assistance Fund	30,895,786	30,893,768	(2,018)	(0.1)
203-Home Grant Fund	1,261,763	1,310,232	48,469	3.8
204-Supportive Housing Grant Fund	2,366,587	2,042,597	(323,990)	(13.7)
205-Emergency Solutions Grant Fund	242,624	157,089	(85,535)	(35.3)
206-Workforce Investment Act Fund	4,574,000	4,808,876	234,876	5.1
210-Urban Art Fund	-	360,000	360,000	N/A
211-Glendale Youth Alliance Fund	1,743,108	1,515,392	(227,716)	(13.1)
213-Low&Mod Income Hsg Asset Fund	614,668	678,000	63,332	10.3

Summary of Appropriations

Special Revenue Funds (2 of 4)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
215-Economic Development Fund	\$ -	\$ 1,182,955	\$ 1,182,955	N/A
251-Air Quality Improvement Fund	305,173	305,058	(115)	(0.1)
252-PW Special Grants Fund	709,000	-	(709,000)	(100.0)
253-San Fernando Landscape Dist. Fund	81,124	81,124	-	-
254-Measure R Local Return Fund	1,996,000	6,908,000	4,912,000	246.1
255-Measure R-Regional Return Fund	2,025,000	2,400,000	375,000	18.5
256-Transit Prop A Local Return Fund	5,039,620	3,737,964	(1,301,656)	(25.8)
257-Transit Prop C Local Return Fund	3,582,270	3,843,009	260,739	7.3
258-Transit Utility Fund	15,707,067	18,725,339	3,018,272	19.2

Summary of Appropriations

Special Revenue Funds (3 of 4)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
260-Asset Forfeiture Fund	\$ 613,632	\$ 559,652	\$ (53,980)	(8.8)
261-Police Special Grants Fund	948,107	945,700	(2,407)	(0.3)
262-Supplemental Law Enforcement	387,627	396,089	8,462	2.2
265-Fire Grant Fund	-	-	-	N/A
266-Fire Mutual Aid Fund	100,000	125,000	25,000	25.0
267-Special Events Fund	838,277	697,149	(141,128)	(16.8)
270-Nutritional Meals Grant Fund	372,390	389,495	17,105	4.6
275-Library Fund	205,019	232,207	27,188	13.3
280-Cable Access Fund	-	-	-	N/A

Summary of Appropriations

Special Revenue Funds (4 of 4)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
290-Electric Public Benefit Fund	\$ 6,308,114	\$ 6,044,007	\$ (264,107)	(4.2)
511-Emergency Medical Services Fund	6,999,440	6,746,840	(252,600)	(3.6)
Special Revenue Total	\$ 89,983,396	\$ 96,832,172	\$ 6,848,776	7.6

Summary of Appropriations

Debt Service Funds

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
303-Police Building Project Fund	\$ 2,700,000	\$ 3,053,500	\$ 353,500	13.1
306-Capital Leases Fund	1,392,062	-	(1,392,062)	(100.0)
Debt Service Total	\$ 4,092,062	\$ 3,053,500	\$ (1,038,562)	(25.4)

Summary of Appropriations

Capital Improvement Funds (1 of 2)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
401-General Fund Capital Improvement Fund				
Community Services & Parks	\$ 4,594,000	\$ 630,000	\$ (3,964,000)	(86.3)
Fire	592,000	1,000,000	408,000	68.9
Library, Arts & Culture	250,000	5,106,000	4,856,000	1,942.4
Management Services	200,000	-	(200,000)	(100.0)
Public Works	319,736	369,000	49,264	15.4
Transfers	2,892,062	2,000,000	(892,062)	(30.8)
Total 401-GF Capital Improvement Fund	\$ 8,847,798	\$ 9,105,000	\$ 257,202	2.9
402-State Gas Tax Fund	6,018,000	5,004,000	(1,014,000)	(16.8)
403-Landfill Post Closure Fund	-	-	-	N/A
405-Parks Mitigation Fee Fund	600,000	760,000	160,000	26.7

Summary of Appropriations

Capital Improvement Funds (2 of 2)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
407-Library Mitigation Fee Fund	\$ -	\$ 45,102	\$ 45,102	N/A
408-Parks Quimby Fee Fund	-	-	-	N/A
409-CIP Reimbursement Fund	-	350,000	350,000	N/A
Capital Improvement Total	\$ 15,465,798	\$ 15,264,102	\$ (201,696)	(1.3)

Summary of Appropriations

Enterprise Funds (1 of 2)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
501-Recreation Fund	\$ 4,059,447	\$ 4,529,093	\$ 469,646	11.6
510-Hazardous Disposal Fund	1,607,000	1,668,272	61,272	3.8
520-Parking Fund	10,609,781	12,320,826	1,711,045	16.1
525-Sewer Fund	29,112,546	32,230,468	3,117,922	10.7
530-Refuse Disposal Fund	23,002,209	22,700,235	(301,974)	(1.3)
552-Electric Works Revenue Fund	218,260,617	224,845,125	6,584,508	3.0
553-Electric Depreciation Fund	13,891,818	60,606,311	46,714,493	336.3

Summary of Appropriations

Enterprise Funds (2 of 2)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
555-Electric Customer Paid Fund	\$ -	\$ 3,365,341	\$ 3,365,341	N/A
572-Water Works Revenue Fund	46,226,285	46,980,963	754,678	1.6
573-Water Depreciation Fund	14,198,500	29,388,962	15,190,462	107.0
575-Water Customer Paid Fund	-	1,940,731	1,940,731	N/A
701-Fire Communication Fund	3,802,852	3,757,021	(45,831)	(1.2)
Enterprise Total	\$ 364,771,055	\$ 444,333,348	\$ 79,562,293	21.8

Summary of Appropriations

Internal Service Funds (1 of 2)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
601-Fleet / Equipment Mgmt Fund	\$ 14,533,115	\$ 14,072,844	\$ (460,271)	(3.2)
602-Joint Helicopter Operation Fund	4,595,914	1,571,670	(3,024,244)	(65.8)
603-ISD Infrastructure Fund	8,936,079	9,519,034	582,955	6.5
604-ISD Applications Fund	6,471,394	7,099,190	627,796	9.7
610-Unemployment Insurance Fund	315,738	314,694	(1,044)	(0.3)
612-Liability Insurance Fund	7,745,221	7,663,103	(82,118)	(1.1)
614-Compensation Insurance Fund	11,513,671	12,287,946	774,275	6.7
615-Dental Insurance Fund	1,345,896	1,381,631	35,735	2.7

Summary of Appropriations

Internal Service Funds (2 of 2)

Fund	Adopted FY 2013-14	Proposed FY 2014-15	Increase / (Decrease)	% Change
616-Medical Insurance Fund	\$ 24,917,608	\$ 25,798,660	\$ 881,052	3.5
617-Vision Insurance Fund	245,560	251,662	6,102	2.5
640-Employee Benefits Fund	3,579,901	3,623,376	43,475	1.2
641-RHSP Benefits Fund	1,618,763	1,631,330	12,567	0.8
642-Post Employment Benefits Fund	2,214,458	2,223,930	9,472	0.4
660-ISD Wireless Fund	4,864,190	4,369,617	(494,573)	(10.2)
Internal Service Total	\$ 92,897,508	\$ 91,808,687	\$ (1,088,821)	(1.2)

Recommended New Fees & Increases

Citywide User Fees, Fines, Rates & Charges

Introduction

- Fee Study Overview
- Fee Study Results
- Summary of Fee Changes
- Summary of Estimated New Revenue
- Alternatives & Staff Recommendation

Citywide User Fees, Fines, Rates & Charges

Fee Study Overview

- 2014 User Fee Study Project
 - RFP Process
 - Firm Selection
 - Kick-Off Meeting – February 28th
 - Departmental Meetings / Data Collection
 - Budget Study Session #3 – May 13th
 - **Public Hearing – May 20th**
 - Adoption – June 3rd

Citywide User Fees, Fines, Rates & Charges

Fee Study Overview

- Participating Departments:
 - Public Works Department
 - Community Development Department
 - Neighborhood Services
 - Planning
 - Building
 - Fire Department
 - Police Department

*Library Arts & Culture, Community Services & Parks, and Glendale Water & Power were not included in the fee study. Library Arts & Culture & Community Services & Parks fees are market/competition driven. Glendale Water & Power is based on staff cost analysis.

Citywide User Fees, Fines, Rates & Charges

Fee Study Results

Department or Division	Projected Revenue at Full Cost	Projected Revenue at Current Fees	Projected Surplus / (Deficit)	Projected Cost Recover Rate
Public Works	\$1,494,000	\$727,000	\$(767,000)	49%
Police	\$5,060,000	\$717,000	\$(4,343,000)	14%
Fire	\$4,530,000	\$1,784,000	\$(2,746,000)	39%
Neighborhood Services	\$1,371,000	\$630,000	\$(741,000)	46%
Planning	\$1,658,000	\$771,000	\$(887,000)	47%
Building	\$1,048,000	\$615,000	\$(433,000)	59%
Totals:	\$15,161,000	\$5,244,000	\$(9,917,000)	35%

Citywide User Fees, Fines, Rates & Charges

Summary of Fee Changes

- Staff Recommendations via Fee Study (Number of Fees)
 - New Fees & Restructured Fees - 93
 - Increase to Existing Fees - 297
 - Decrease to Existing Fees - 51

- Other Fee Recommendations (Number of Fees)
 - New Fees - 19
 - Increase to Existing Fees - 69
 - CPI Increases - 185

- No Changes - 1,387

- Total Number of Fees for City Services - 2,101

Citywide User Fees, Fines, Rates & Charges

Summary of Fee Changes

CPI Adjustments

Department	CPI Adjustment
City Clerk	1.0%
CDD	1.0%
Library, Arts & Culture	1.0%
Police	1.0%
Public Works	1.0%

Note: CPI adjustment of 1.0% (Issued by the Bureau of Labor Statistics -- for the year ending March 2014) applies to various departments/divisions as indicated in the attached FY 2014-15 Proposed Citywide Fee Schedule

Citywide User Fees, Fines, Rates & Charges

Initial Summary of Estimated New Revenue

	Option A	Option B	Option C		
			Phase-in increase over 3 Years		
Department	Full Cost Recovery	Staff Recommendation	Year 1	Year 2	Year 3
Community Development	\$2,061,000	\$1,568,047	\$522,682	\$1,045,365	\$1,568,047
Fire	\$2,746,000	\$326,238	\$108,746	\$217,492	\$326,238
Police	\$4,343,000	\$603,196	\$201,065	\$402,131	\$603,196
Public Works	\$767,000	\$722,142	\$240,714	\$481,428	\$722,142
	\$9,917,000	\$3,219,623	\$1,073,207	\$2,146,416	\$3,219,623

Citywide User Fees, Fines, Rates & Charges

Alternatives & Staff Recommendation

- Alternatives
 - Option A: Full Cost Recovery
 - Option B: Staff Recommended Fee Amount
 - Includes Phase in for all New Fire Fees
 - Other Departmental changes
 - Option C: Phase-in increases up to three year period
- Staff Recommendation: **Option B**
- Other alternatives as desired by City Council

Citywide User Fees, Fines, Rates & Charges

Revised Summary of Estimated New Revenue

	Option A	Option B	Option C		
			Phase-in increase over 3 Years		
Department	Full Cost Recovery	Staff Recommendation	Year 1	Year 2	Year 3
Community Development	\$2,061,000	\$1,725,985	\$575,329	\$1,150,658	\$1,725,985
Fire	\$2,746,000	\$294,547	\$98,184	\$196,368	\$294,547
Police	\$4,343,000	\$595,696	\$198,567	\$397,134	\$595,696
Public Works	\$767,000	\$693,627	\$231,205	\$462,410	\$693,627
	\$9,917,000	\$3,309,855	\$1,103,285	\$2,206,570	\$3,309,855

Proposed Increases to Existing Fees Based on City Council Input

Fee Title	Dept/Div	Full Cost	Current Fee	Initial Proposed Fee	Council Input
Appeals to Planning Commission or City Council	CDD/ Planning	\$8,120.28	\$1,041.00	\$2,000.00	\$8,120.00
Changes of Floor Area Ratio District	CDD/ Planning	\$13,572.87	\$2,971.00	\$7,000.00	\$13,572.00
Environmental Information form (New or Addendum) Commercial and industrial (Gross floor area) above 20,000 sq. ft.	CDD/ Planning	\$6,069.95	\$3,645.00	\$5,000.00	\$6,069.00
Environmental information form (New or Addendum) Residential 51 units or more	CDD/ Planning	\$6,069.98	\$3,645.00	\$5,000.00	\$6,069.00
Historic Preservation Process a Mills Act Request	CDD/ Planning	\$10,539.30	\$1,250.00	\$3,000.00	\$10,539.00

Note: It is recommended to increase the following fees to full cost recover for Planning Fees:
Fee No.: 14, 24, 25, 26, 27, 29, 46, 47, 49, 51, 55, 64, 85, 86, 87, and 88

Fee No.: 43 and 56 recommended to restructure based on residential vs non-residential or by square footage.
(Attachment 4)

Citywide User Fees, Fines, Rates & Charges

Revised Summary of Estimated New Revenue—Version 2 Per Council Feedback

Department	Option A	Option B	Option C		
	Full Cost Recovery	Staff Recommendation	Phase-in increase over 3 Years		
			Year 1	Year 2	Year 3
Community Development	\$2,061,000	\$1,803,471	\$601,159	\$1,202,318	\$1,803,471
Fire	\$2,746,000	\$294,547	\$98,184	\$196,368	\$294,547
Police	\$4,343,000	\$595,696	\$198,567	\$397,134	\$595,696
Public Works	\$767,000	\$693,627	\$231,205	\$462,410	\$693,627
	\$9,917,000	\$3,387,341	\$1,129,115	\$2,258,230	\$3,387,341

Next Steps

▪ Staff Recommendations

- Conduct Public Hearing on the FY 2014-15 Proposed Budget and Citywide Fee Schedule
- Introduce Ordinance
 - Providing for certain officers, subordinate officers, assistants, deputies, clerks, and employees of the City of Glendale
 - Establishing a position in the City of Glendale entitled “Director of Communications and Community Relations”

Questions & Comments