

City of Glendale
Budget Study Session #2
May 6, 2014



FY 2014-15 Budget Agenda

Slide 2

- Glendale-Based Budgeting
 - City Council Priorities
 - Outreach & Validation
 - Department Strategic Goals
 - Key Performance Indicators
- Summary of Appropriations
- Department Budget Summaries
- Questions & Comments

City of Glendale
FY 2014-15 City Council Priorities

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

- Department Strategic Goals
 - Handful of strategic goals that departments must achieve and which define a “successful year”
 - How do we define “success”?
 - Identify innovative, value-added “stretch” goals – Raise the bar!
- Key Performance Indicators
 - *Tactical* measures of a department’s effectiveness
 - Helps ensure that the day-to-day tasks are completed as well
 - Look at “how” and “how well”, as well as “what” and “why”

City of Glendale

FY 2014-15 City Council Priorities

I. Fiscal Responsibility

- *General Fund Operationally Balanced for FY 2013-14*
- *Disciplined Investment Approach*
- *Maintained General Fund Reserve*

II. Exceptional Customer Service

- *Customer Satisfaction Survey*
- *City Offers Concierge Services*
- *Database Centralization*

III. Economic Vibrancy

- *Economic Development Ordinance*
- *Economic Development Dashboard*
- *Back to Business (B2B) Program*

City of Glendale

FY 2014-15 City Council Priorities

IV. Informed & Engaged Community

- Outreach for 2013 Municipal Elections
- Library, Arts & Culture Programming for Community Engagement
- 24/7 Access to Books and Information

V. Safe & Healthy Community

- Part 1 Crime Reduction
- Full DNA Accreditation of Verdugo Regional Crime Lab
- Development & Implementation of Fire Dept. Strategic Plan

VI. Balanced, Quality Housing

- Numerous Developments Across the City Focused on “Urban Living”
- Housing Development for very low, low and moderate income Households

City of Glendale

FY 2014-15 City Council Priorities

VII. Community Services & Facilities

- Completion of Brand Library Renovation
- Trail Safety Patrol
- Continued Partnership with Ascencia Center and Emergency Shelter

VIII. Infrastructure & Mobility

- Continued Focus on ADA Curb/Ramp Installation and Repairs
- Safe Routes to School Improvement Project
- Adams Street and Chevy Chase Drive Rehabilitation Project

IX. Arts & Culture

- Renovation of Alex Theatre
- Glendale Narrows Riverwalk – Art Component

City of Glendale

FY 2014-15 City Council Priorities

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X. Sustainability

- Enhanced Outreach Programming
- Plastic Carryout Bag Ban
- Increased Fleet of Compressed Natural Gas Vehicles
- Recycling Center Expansion
- Completion of Anaerobic Digestion Request for Proposal
- Grid Modernization
- Enhanced Smoking Ordinance for Multifamily Buildings

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%)

City of Glendale

FY 2014-15 City Council Priorities

- Have the priorities changed?
 - Additions, deletions & new challenges
 - Encompassing enough or too diluted?
- Should the priorities be re-ordered?
 - Have circumstances dictated the need for “hard, fast” rule/order or can we continue to balance?
 - Culture of Discipline versus Culture of Service?
- What is the Council’s Vision?
 - Evolution versus Revolution
 - Sustained Greatness; Response versus Reaction
- Council Sets the Tone

FY 2014-15 Budget Summary of Appropriations



Summary of Appropriations

All Funds

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| 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 | 96,800,363 | 6,816,967 | 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 | 92,069,594 | (827,914) | (0.9) |
| All Funds – Grand Total | \$ 737,941,725 | \$ 833,022,434 | \$ 95,080,709 | 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

Organizational Profile

Tri-City Comparison

FY 2013-14 Adopted Budget

| | Glendale | Burbank | Pasadena |
|--|---------------|---------------|---------------|
| ■ Total Population (Per Department of Finance) | 193,652 | 104,982 | 140,020 |
| ■ Total City Employees (FTE) Budgeted | 1,588 | 1,391 | 2,145 |
| • Total General Fund FTE | 905 | 952 | 937 |
| ■ Total Adopted Budget | \$737,941,725 | \$647,966,130 | \$677,891,276 |
| • Total General Fund Adopted Budget | \$170,731,906 | \$149,474,906 | \$202,662,000 |
| ■ Residents served per FTE | 122 | 75 | 65 |
| • Residents served per FTE (General Fund) | 214 | 110 | 149 |
| ■ Total Budget per capita | \$3,811 | \$6,172 | \$4,841 |
| • General Fund Budget per capita | \$882 | \$1,424 | \$1,447 |

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)

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| 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)

Slide 20

| 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 | 3,731,155 | (1,308,465) | (26.0) |
| 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)

Slide 21

| 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 | 207,207 | 2,188 | 1.1 |
| 280-Cable Access Fund | - | - | - | N/A |

Summary of Appropriations

Special Revenue Funds (4 of 4)

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| 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 | \$ 96,800,363 | \$ 6,816,967 | 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)

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| 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)

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| 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)

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| 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)

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| 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 | 4,630,524 | (233,666) | (4.8) |
| Internal Service Total | \$ 92,897,508 | \$ 92,069,594 | \$ (827,914) | (0.9) |

FY 2014-15 Departmental Budgets



FY 2014-15 Budget

Departmental Budgets

- Department Dashboards
 - Executive Summary of Department Budget
 - Summary of Personnel
 - Key Performance Indicators
- Strategic Goals
 - Progress on FY 2013-14 Strategic Goals
 - Proposed FY 2014-15 Strategic Goals
- Appropriation Summary by Fund
- Fund Recap

Administrative Services



Administrative Services

FY 2014-15 Budget Summary

Slide 33

| | | | | |
|-----------------------|---------------------|------------------|--------------|---------------|
| ▪ Salaries & Benefits | \$ 3,373,220 | Personnel | | |
| ▪ M&O | 1,501,573 | Executive | 1.00 | 3.2% |
| ▪ Capital Outlay | - | Management | 8.22 | 26.5% |
| ▪ Capital Improvement | - | Non-Management | 21.05 | 67.6% |
| | | Hourly | 0.85 | 2.7% |
| Total Budget | \$ 4,874,793 | Total | 31.12 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|--|---------------------------|------------------------|------------------------|------------------------|----------------------------------|---|
| 1 | # of employees with open P-Cards citywide | 188 | 186 | 191 | 190 | 189 | 189 |
| 2 | Average P-Card purchase amount | \$230 | \$216 | \$207 | \$229 | \$217 | \$217 |
| 3 | Avg. days from approved requisition to PO issued | 16 | 15 | 21 | 17 | 17 | 17.5 |
| 4 | Citywide personnel cost | \$212,465,859 | \$52,596,008 | \$52,088,082 | \$53,183,519 | \$52,622,537 | \$210,490,146 |
| 5 | Citywide personnel cost to total operating cost | 36.1% | 32.4% | 34.5% | 34.4% | 33.7% | 33.7% |

Administrative Services

FY 2014-15 Budget Summary

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2013/14 Strategic Goals - 93% Complete

- Develop Specifications for Migration to Tier II Management Information System and Conduct RFP/RFQ process (with ISD) **(Complete)**
- Develop Strategy and Implement a Multi-Pronged Approach to Address OPEB Liabilities (with HR) **(In Process)**
- Complete Evaluation of Expenditure Control Budget Pilot Program **(In Process)**
- Complete and Implement Revised Budget Policies **(In Process)**

2014/15 Strategic Goals

- Evaluate the Tier II RFP and develop a project and funding plan (with ISD and HR)
- Evaluate and overhaul the City's procurement methods and policies
- Implement an OPEB reduction strategy (with HR and CM)
- *Develop a voter-approved revenue enhancement measure*

Administrative Services

Proposed FY 2014-15 Budget

Fund Summary

| | Adopted | | Proposed | | Increase/(Decrease) | |
|--------------------|------------|-----------|------------|-----------|---------------------|--------|
| | FY 2013-14 | | FY 2014-15 | | \$ | % |
| General Fund (101) | \$ | 5,489,797 | \$ | 4,874,793 | \$ (615,004) | (11.2) |

City Attorney



City Attorney

FY 2014-15 Budget Summary

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| | |
|-----------------------|----------------------|
| ▪ Salaries & Benefits | \$ 3,332,269 |
| ▪ M&O | 7,621,683 |
| ▪ Capital Outlay | - |
| ▪ Capital Improvement | - |
| Total Budget | \$ 10,953,952 |

| Personnel | | |
|----------------|--------------|---------------|
| Executive | 1.00 | 5.1% |
| Management | 7.00 | 35.6% |
| Non-Management | 10.21 | 52.0% |
| Hourly | 1.44 | 7.3% |
| Total | 19.65 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | Projected 4 th Quarter | Projected 2013-14 Actual |
|---|--|-------------------|----------------------------|----------------------------|----------------------------|--------------------------------------|--------------------------------|
| 1 | Number of claims received | 236 | 92 | 73 | 48 | 71 | 284 |
| 2 | Number of claims closed | 226 | 71 | 79 | 72 | 74 | 296 |
| 3 | Number of lawsuits received | 25 | 10 | 4 | 10 | 8 | 32 |
| 4 | Number of lawsuits closed | 38 | 10 | 4 | 6 | 7 | 27 |
| 5 | No. of Legal Service Requests Received | 544 | 153 | 145 | 156 | 151 | 605 |
| 6 | No. of Legal Service Requests Closed | 423 | 114 | 132 | 136 | 127 | 509 |

City Attorney

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 84%

- Restructure and implement training program for City Officials / employees on issues pertaining to the Brown Act, conflict of interest, and public records act (**Complete**)
- Produce and distribute an annual report for the City Attorney's Office (**In Process**)
- Examine means of achieving swifter compliance with Municipal Code to address quality of life issues of importance to the community (**Complete**)

2014/15 Strategic Goals

- In conjunction with ISD, prepare a white paper on retention of electronic records, with discussion of interplay with retention requirements, PRA and e-discovery requirements
- Modernize/Update municipal code provisions relating to activity with expressive components, including charitable solicitation, parades/assemblies, and mobile billboards.
- Implement new document/project management system to improve customer service to client departments
- In conjunction with Finance, coordinate efforts to prepare a proposed charter amendment addressing purchasing and contract authority issues to allow for revised contract procurement methods.

City Attorney

Proposed FY 2014-15 Budget

Fund Summary

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|--------------------------------|-----------------------|------------------------|---------------------|-------|
| | | | \$ | % |
| General Fund (101) | \$ 3,207,427 | \$ 3,290,849 | \$ 83,422 | 2.6 |
| Liability Insurance Fund (612) | 7,745,221 | 7,663,103 | (82,118) | (1.1) |
| Total Budget | \$ 10,952,648 | \$ 10,953,952 | \$ 1,304 | 0.1 |

City Attorney

Proposed FY 2014-15 Budget

Fund Recap

| | General Fund (101) | Liability Insurance Fund (612) |
|--------------------------------------|-----------------------|-----------------------------------|
| Revenues | N/A | \$ 6,693,555 |
| Appropriations: | | |
| Salaries & Benefits | 2,995,211 | 337,058 |
| M&O and Transfers | 295,638 | 7,326,045 |
| Capital | - | - |
| Total Appropriations | 3,290,849 | 7,663,103 |
| Less Asset Capitalization | N/A | - |
| Net Surplus/(Use of Fund Balance) | N/A | (969,548) |
| Beginning Fund Balance | N/A | 7,821,233 |
| Ending Fund Balance | N/A | \$ 6,851,685 |

City Clerk



City Clerk

FY 2014-15 Budget Summary

| | | |
|-----------------------|-----------|------------------|
| ▪ Salaries & Benefits | \$ | 696,683 |
| ▪ M&O | | 446,299 |
| ▪ Capital Outlay | | - |
| ▪ Capital Improvement | | - |
| Total Budget | \$ | 1,142,982 |

| Personnel | | |
|------------------|-------------|---------------|
| Executive | 1.00 | 11.9% |
| Management | 1.00 | 11.9% |
| Non-Management | 5.00 | 59.4% |
| Hourly | 1.41 | 16.8% |
| Total | 8.41 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|--|---------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---|---|
| 1 | Total Public Records Requests received | 409 | 117 | 109 | 79 | 102 | 407 |
| 2 | Total Public Records Requests provided | 342 | 103 | 106 | 75 | 95 | 379 |
| 3 | # of Filming Permits issued | 274 | 72 | 57 | 79 | 69 | 277 |
| 4 | # of Special Event Permits issued | 143 | 38 | 33 | 22 | 31 | 124 |
| 5 | Total # of agenda items processed | 605 | 121 | 110 | 86 | 106 | 423 |

City Clerk

Proposed FY 2014-15 Budget

Fund Summary

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|--------------------|-----------------------|------------------------|---------------------|-------|
| | | | \$ | % |
| General Fund (101) | \$ 1,152,797 | \$ 1,142,982 | \$ (9,815) | (0.9) |

City Treasurer



City Treasurer

FY 2014-15 Budget Summary

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| | | | | |
|-----------------------|-------------------|------------------|-------------|---------------|
| ▪ Salaries & Benefits | \$ 559,998 | Personnel | | |
| ▪ M&O | 90,476 | Executive | 1.00 | 18.3% |
| ▪ Capital Outlay | 3,400 | Management | 1.00 | 18.3% |
| ▪ Capital Improvement | - | Non-Management | 3.00 | 55.0% |
| | | Hourly | 0.46 | 8.4% |
| Total Budget | \$ 653,874 | Total | 5.46 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|--|---------------------------|------------------------|------------------------|------------------------|----------------------------------|---|
| 1 | Median weighted average for maturity of City portfolio assets (months) | 20.95 | 23.1 | 21.2 | 21 | 21.8 | 21.8 |
| 2 | Total investment earnings per quarter (millions) | \$3,229,392 | \$801,854 | \$829,124 | \$791,160 | \$807,379 | \$3,229,517 |
| 3 | Rate of return on City Portfolio per quarter (%) | .85% | .87% | .88% | .86% | .87% | .87% |

City Treasurer

Proposed FY 2014-15 Budget

Fund Summary

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| | Adopted | Proposed | Increase/(Decrease) | |
|--------------------|------------|------------|---------------------|-----|
| | FY 2013-14 | FY 2014-15 | \$ | % |
| General Fund (101) | \$ 643,441 | \$ 653,874 | \$ 10,433 | 1.6 |

Community Development



Community Development

FY 2014-15 Budget Summary

Slide 48

| | |
|-----------------------|----------------------|
| ▪ Salaries & Benefits | \$ 11,620,743 |
| ▪ M&O | 31,720,981 |
| ▪ Capital Outlay | - |
| ▪ Capital Improvement | - |
| Total Budget | \$ 43,341,724 |

Note: Total includes \$28 M in Section 8 vouchers

| Personnel | | |
|----------------|---------------|---------------|
| Executive | 1.80 | 1.5% |
| Management | 23.50 | 20.2% |
| Non-Management | 75.24 | 64.6% |
| Hourly | 16.02 | 13.7% |
| Total | 116.56 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|---|----------------|-------------|-------------|-------------|-----------------------|--------------------------|
| 1 | Total number of building permits issued (all types) | 2,635 | 777 | 677 | 600 | 685 | 2,739 |
| 2 | Average valuation per building permit | \$79,694 | \$65,498 | \$159,472 | \$65,500 | \$96,823 | \$96,823 |
| 3 | Avg. turnaround time per building plan check submitted (days) | 22 | 20 | 19 | 18 | 19 | 19 |
| 4 | # of requests for service received | 13,353 | 3,184 | 2,453 | 2,521 | 2,719 | 10,877 |
| 5 | # of code enforcement inspections completed | 19,538 | 5,338 | 4,619 | 4,095 | 4,684 | 18,736 |

Community Development

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 83% Completed

- Conduct a Feasibility Study and Cost/Benefit Analysis of Leveraging Area Command and Code Enforcement Resources Under Community Policing (With PD) (**Complete**)
- Complete Outreach and Implement Permit Streamlining (with FD, PW, GWP, and City Attorney's Office) (**In Process**)
- Implement Technological Improvements to Better Track and Assess Customer Experience (**In Process**)
- *Complete Draft South Glendale Community Plan* (**In Process**)
- *Complete Historic Survey of Commercial Properties* (**In Process**)

2014/15 Strategic Goals

- Reorganize Building & Safety Division according to the new work program
- Complete first draft of the South Glendale Community Plan
- Implement and evaluate first round of Business Registration Certificate and licensing processes
- Complete RFQ and initiate RFP processes for disposition of Rockhaven asset
- Complete the first draft of the Historic Commercial Property Survey
- Complete the visioning exercise for the 5th and Sonora site
- Complete construction of Veterans' Village
- Fully integrate Mobility Planning operation into CDD
- *Implement mobile devices protocol/apparatus for Code Compliance inspectors*
- *Complete Public Interface Technology Upgrade in Permit Services Center*
- *Complete Cash Box Systems Upgrade throughout CDD*

Community Development

Proposed FY 2014-15 Budget

Fund Summary

Slide 50

| | Adopted | | Proposed | | Increase/(Decrease) | |
|--|------------|-------------------|------------|-------------------|---------------------|------------|
| | FY 2013-14 | | FY 2014-15 | | \$ | % |
| General Fund (101) | \$ | 9,224,562 | \$ | 10,083,724 | \$ 859,162 | 9.3 |
| CDBG Fund (201) | | 396,000 | | 376,000 | (20,000) | (5.1) |
| Housing Assist Fund (202)* | | 30,895,786 | | 30,893,768 | (2,018) | (0.1) |
| Home Grant Fund (203) | | 1,261,763 | | 1,310,232 | 48,469 | 3.8 |
| Low&Mod Income Housing Asset Fund (213) | | 614,668 | | 678,000 | 63,332 | 10.3 |
| Total Budget | \$ | 42,392,779 | \$ | 43,341,724 | \$ 948,945 | 2.2 |

* Fund 202 includes \$28 M in Section 8 vouchers

Community Development

Proposed FY 2014-15 Budget

Slide 51

Fund Recap

| | GF (101) | CDBG Fund (201) | Housing Assistance Fund (202) | Home Grant Fund (203) | Low&Mod Income Hsg Asset Fund (213) |
|-----------------------------------|-------------------|-----------------------|-------------------------------------|--------------------------|--|
| Revenues | N/A | \$376,000 | \$ 30,936,577 | \$ 1,310,232 | \$ 678,000 |
| Appropriations: | | | | | |
| Salaries & Benefits | 8,693,731 | 355,457 | 2,195,955 | 276,736 | 98,864 |
| M&O and Transfers | 1,389,993 | 20,543 | 28,697,813 | 1,033,496 | 579,136 |
| Capital | - | - | - | - | - |
| Total Appropriations | 10,083,724 | 376,000 | 30,893,768 | 1,310,232 | 678,000 |
| Less Asset Capitalization | N/A | N/A | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | - | 42,809 | - | - |
| Beginning Fund Balance | N/A | - | 3,844,835 | - | 10,356,379 |
| Ending Fund Balance | N/A | \$ - | \$ 3,887,644 | \$ - | \$10,356,379 |

Community Services & Parks



Community Services & Parks

FY 2014-15 Budget Summary

Slide 53

| | | | | |
|-----------------------|----------------------|------------------|---------------|---------------|
| ▪ Salaries & Benefits | \$ 13,793,943 | Personnel | | |
| ▪ M&O | 9,640,073 | Executive | 1.00 | 0.4% |
| ▪ Capital Outlay | 54,500 | Management | 22.28 | 9.5% |
| ▪ Capital Improvement | 2,755,844 | Non-Management | 79.10 | 33.5% |
| | | Hourly | 133.41 | 56.6% |
| Total Budget | \$ 26,244,360 | Total | 235.79 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|---|---------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---|---|
| 1 | Number of sports field permits processed (19 fields): | | | | | | |
| | Non-revenue permits (i.e. in season youth leagues, GCC, AYSO, GUSD) | 209 | 49 | 46 | 47 | 47 | 189 |
| | Revenue Permits | 504 | 141 | 118 | 135 | 131 | 525 |
| 2 | Number of duplicated participants in: | | | | | | |
| | <i>Contract classes</i> | 2,232 | 624 | 194 | 722 | 513 | 2,053 |
| | <i>Recreational classes</i> | 33,328 | 9,293 | 6,253 | 7,194 | 7,247 | 29,987 |
| 3 | Average starting wage of Verdugo Jobs Center Participants | \$18.64 | \$14.31 | \$17.52 | \$19.52 | \$17.12 | \$17.12 |

Community Services & Parks

FY 2014-15 Budget Summary

Slide 54

2013/14 Strategic Goals – 90% Completed

- White Paper Assessment of Parks Maintenance Operations – Outline Capacity, Strengths, Liabilities and Future Opportunities (In Process)
- White Paper on Transition of WIB to Economic Development (In Process)
- Increase Facility Rental Income by 5% (In Process)
- *Identify Youth Services Partnership Opportunities with GUSD/other Community Organizations (In Process)*

2014/15 Strategic Goals

- Develop website portal for connecting community volunteers, nonprofit organizations, and centralized community calendar (with Management Services)
- Complete implementation of “Water-wise” landscaping in City parks with goal of 10% reduction in water usage
- Create strategic partnerships between the WIB and educational institutions for the development and submission of two joint grant funding applications
- Complete master plan processes for Fremont and Central Parks
- Increase facility rental income by 3%
- *Expand after-school, structured recreation programming and implement an after-school recreation program in collaboration with GUSD*
- *Develop a Urban Park Development Strategic Plan*

Community Services & Parks

Proposed FY 2014-15 Budget

Fund Summary (1 of 2)

Slide 55

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|--------------------------------------|-----------------------|------------------------|---------------------|--------|
| | | | \$ | % |
| General Fund (101) | \$ 9,585,371 | \$ 9,691,188 | \$ 105,817 | 1.1 |
| CDBG Fund (201) | 1,671,000 | 1,370,630 | (300,370) | (18.0) |
| Supportive Housing Grant Fund (204) | 2,366,587 | 2,042,597 | (323,990) | (13.7) |
| Emergency Solutions Grant Fund (205) | 242,624 | 157,089 | (85,535) | (35.3) |
| Workforce Investment Fund (206) | 4,574,000 | 4,808,876 | 234,876 | 5.1 |
| Glendale Youth Alliance Fund (211) | 1,743,108 | 1,515,392 | (227,716) | (13.1) |
| Nutritional Meals Grant Fund (270) | 372,390 | 389,495 | 17,105 | 4.6 |

Community Services & Parks

Proposed FY 2014-15 Budget

Fund Summary (2 of 2)

Slide 56

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|---|-----------------------|------------------------|-----------------------|---------------|
| | | | \$ | % |
| Capital Improvement Fund (401) | \$ 4,594,000 | \$ 630,000 | \$ (3,964,000) | (86.3) |
| Parks Mitigation Fee Fund (405) | 600,000 | 760,000 | 160,000 | 26.7 |
| Capital Improvement Reimbursement Fund (409) | - | 350,000 | 350,000 | N/A |
| Recreation Fund (501) | 4,059,447 | 4,529,093 | 469,646 | 11.6 |
| Total Budget | \$ 29,808,527 | \$ 26,244,360 | \$ (3,564,167) | (12.0) |

Community Services & Parks

Proposed FY 2014-15 Budget

Fund Recap (1 of 3)

Slide 57

| | General Fund (101) | CDBG Fund (201) | Supportive Housing Grant Fund (204) | Emergency Solutions Grant Fund (205) |
|-----------------------------------|-----------------------|--------------------|---|--|
| Revenues | N/A | \$ 1,373,630 | \$ 2,042,597 | \$ 157,089 |
| Appropriations: | | | | |
| Salaries & Benefits | 6,283,051 | 317,150 | 199,593 | 45,793 |
| M&O and Transfers | 3,408,137 | 800,950 | 1,843,004 | 111,296 |
| Capital | - | 252,530 | - | - |
| Total Appropriations | 9,691,188 | 1,370,630 | 2,042,597 | 157,089 |
| Less Asset Capitalization | N/A | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | 3,000 | - | - |
| Beginning Fund Balance | N/A | (38,244) | - | - |
| Ending Fund Balance | N/A | \$ (35,244) | \$ - | \$ - |

Community Services & Parks

Proposed FY 2014-15 Budget

Slide 58

Fund Recap (2 of 3)

| | Workforce Investment Fund (206) | Glendale Youth Alliance Fund (211) | Nutritional Meals Grant Fund (270) | Capital Improvement Fund (401) |
|-----------------------------------|---------------------------------------|--|--|--------------------------------------|
| Revenues | \$ 4,808,876 | \$ 1,515,392 | \$ 368,484 | N/A |
| Appropriations: | | | | |
| Salaries & Benefits | 3,007,925 | 1,267,263 | 155,820 | 181,808 |
| M&O and Transfers | 1,800,951 | 248,129 | 233,675 | 647 |
| Capital | - | - | - | 447,545 |
| Total Appropriations | 4,808,876 | 1,515,392 | 389,495 | 630,000 |
| Less Asset Capitalization | N/A | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | - | - | (21,011) | N/A |
| Beginning Fund Balance | 514,678 | - | 25,103 | N/A |
| Ending Fund Balance | \$ 514,678 | \$ - | \$ 4,092 | N/A |

Community Services & Parks

Proposed FY 2014-15 Budget

Slide 59

Fund Recap (3 of 3)

| | Parks Mitigation Fee Fund (405) | Parks Quimby Fee Fund (408) | CIP Reimbursement Fund (409) | Recreation Fund (501) |
|-----------------------------------|------------------------------------|--------------------------------|------------------------------------|--------------------------|
| Revenues | \$ 9,249,383 | \$ 2,500 | \$ 350,000 | \$ 3,143,645 |
| Appropriations: | | | | |
| Salaries & Benefits | 148,470 | - | 52,500 | 2,134,570 |
| M&O and Transfers | 761 | - | - | 1,192,523 |
| Capital | 610,769 | - | 297,500 | 1,202,000 |
| Total Appropriations | 760,000 | - | 350,000 | 4,529,093 |
| Less Asset Capitalization | N/A | N/A | N/A | 1,202,000 |
| Net Surplus/(Use of Fund Balance) | 8,489,383 | 2,500 | - | (183,448) |
| Beginning Fund Balance | 4,478,635 | - | - | 4,231,939 |
| Ending Fund Balance | \$ 12,968,018 | \$ 2,500 | \$ - | \$ 4,048,491 |

Fire Department



Fire

FY 2014-15 Budget Summary

| | | | | |
|-----------------------|----------------------|------------------|---------------|---------------|
| ▪ Salaries & Benefits | \$ 44,422,020 | Personnel | | |
| ▪ M&O | 10,562,950 | Executive | 1.00 | 0.4% |
| ▪ Capital Outlay | 204,858 | Management | 14.00 | 5.7% |
| ▪ Capital Improvement | 1,000,000 | Non-Management | 190.00 | 77.4% |
| | | Hourly | 40.58 | 16.5% |
| Total Budget | \$ 56,189,828 | Total | 245.58 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|--|---------------------------|------------------------|------------------------|------------------------|----------------------------------|---|
| 1 | Total calls for Fire Department service | 17,253 | 4,190 | 4,465 | 4,513 | 3,389 | 16,557 |
| 2 | Avg. turnaround time per plan check submittal (days) | 14.5 | 14 | 14.9 | 15.5 | 14.8 | 14.8 |
| 3 | Average time to arrive on scene for EMS calls | 0:04:19 | 0:04:20 | 0:04:24 | 0:04:37 | 0:04:27 | 0:04:27 |
| 4 | Average time to arrive on scene for Fire calls | 0:05:16 | 0:07:42 | 0:05:18 | 0:05:49 | 0:05:93 | 0:05:93 |
| 5 | Total overtime hours worked | 144,672 | 42,738 | 38,645 | 44,587 | 41,990 | 167,960 |
| 6 | Total overtime cost | \$7,047,264 | \$2,132,797 | \$1,896,664 | \$2,203,984 | \$2,077,815 | \$8,311,260 |

Fire

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 86% Completed

- Implement Strategies to Reduce Service Level Impact of Extended IOD Cases (*In Process*)
- White Paper on Future of EMS and Healthcare Reform (*Complete*)
- Plan Check Assessment and Recommendations (*In Process*)
- Develop Accurate Overtime Tracking/Metric (*Complete*)
- Implement/Complete Fire Academy (*Complete*)
- *Customer Service Response Project (In Process)*

2014/15 Strategic Goals

- Perform assessment of all department facilities for repair and/or replacement
- Implement new sworn and non-sworn employee performance evaluation instrument
- Review and update department illness and injury prevention program
- Maintain full-staffing in all department positions
- Evaluate EMS response time in impacted districts
- Initiate 100% of all Fire Prevention Inspections per calendar year
- *Implement Community Paramedic Program*
- *Develop CERT Development Plan*

Fire

Proposed FY 2014-15 Budget

Fund Summary (1 of 2)

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|--|-----------------------|------------------------|---------------------|-------|
| | | | \$ | % |
| General Fund (101) | \$ 40,072,164 | \$ 42,761,695 | \$ 2,689,531 | 6.7 |
| Fire Grant Fund (265) | - | - | - | N/A |
| Fire Mutual Aid Fund (266) | 100,000 | 125,000 | 25,000 | 25.0 |
| Special Events Fund (267) | 100,000 | 131,000 | 31,000 | 31.0 |
| Capital Improvement Fund (401) | 592,000 | 1,000,000 | 408,000 | 68.9 |
| Hazardous Disposal Fund (510) | 1,607,000 | 1,668,272 | 61,272 | 3.8 |
| Emergency Medical Services Fund (511) | 6,999,440 | 6,746,840 | (252,600) | (3.6) |

Fire

Proposed FY 2014-15 Budget

Fund Summary (2 of 2)

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|----------------------------------|-----------------------|------------------------|---------------------|------------|
| | | | \$ | % |
| Fire Communication Fund (701) | \$ 3,802,852 | \$ 3,757,021 | \$ (45,831) | (1.2) |
| Total Budget | \$ 53,273,456 | \$ 56,189,828 | \$ 2,916,372 | 5.5 |

Fire

Proposed FY 2014-15 Budget

Fund Recap (1 of 2)

| | General Fund (101) | Fire Grant Fund (265) | Fire Mutual Aid Fund (266) | Special Events Fund (267) |
|-----------------------------------|-----------------------|--------------------------|-------------------------------|------------------------------|
| Revenues | N/A | \$ - | \$ 125,000 | \$ 131,000 |
| Appropriations: | | | | |
| Salaries & Benefits | 37,387,484 | - | 120,995 | 122,871 |
| M&O and Transfers | 5,274,353 | - | 4,005 | 8,129 |
| Capital | 99,858 | - | - | - |
| Total Appropriations | 42,761,695 | - | 125,000 | 131,000 |
| Less Asset Capitalization | N/A | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | - | - | - |
| Beginning Fund Balance | N/A | (1,055,488) | 9,511 | - |
| Ending Fund Balance | N/A | \$ (1,055,488) | \$ 9,511 | \$ - |

Fire

Proposed FY 2014-15 Budget

Fund Recap (2 of 2)

| | Capital Improvement Fund (401) | Hazardous Disposal Fund (510) | Emergency Medical Services Fund (511) | Fire Communication Fund (701) |
|--------------------------------------|--------------------------------------|-------------------------------------|---|-------------------------------------|
| Revenues | N/A | \$ 1,668,272 | \$ 7,202,750 | \$ 3,918,163 |
| Appropriations: | | | | |
| Salaries & Benefits | - | 1,136,807 | 3,259,402 | 2,394,461 |
| M&O and Transfers | - | 531,465 | 3,487,438 | 1,257,560 |
| Capital | 1,000,000 | - | - | 105,000 |
| Total Appropriations | 1,000,000 | 1,668,272 | 6,746,840 | 3,757,021 |
| Less Asset Capitalization | N/A | N/A | N/A | 105,000 |
| Net Surplus/(Use of Fund Balance) | N/A | - | 455,910 | 266,142 |
| Beginning Fund Balance | N/A | 1,670,193 | (4,889,568) | 6,326,379 |
| Ending Fund Balance | N/A | \$ 1,670,193 | \$ (4,433,658) | \$ 6,592,521 |

Glendale Water & Power



Glendale Water & Power

FY 2014-15 Budget Summary

Slide 68

| | |
|-----------------------|-----------------------|
| ▪ Salaries & Benefits | \$ 27,402,295 |
| ▪ M&O | 250,467,800 |
| ▪ Capital Outlay | 887,238 |
| ▪ Capital Improvement | 94,414,107 |
| Total Budget | \$ 373,171,440 |

| Personnel | | |
|----------------|---------------|---------------|
| Executive | 1.00 | 0.3% |
| Management | 48.00 | 14.4% |
| Non-Management | 271.00 | 81.1% |
| Hourly | 14.00 | 4.2% |
| Total | 334.00 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | Projected 4 th Quarter | Projected 2013-14 Actual |
|---|---|----------------|-------------------------|-------------------------|-------------------------|-----------------------------------|--------------------------|
| 1 | Water produced from Verdugo Basin (billion gallons) | 0.61 | 0.09 | 0.12 | 0.12 | 0.11 | 0.44 |
| 2 | Water imported from MWD (billion gallons) | 6.1 | 1.95 | 1.41 | 1.25 | 1.54 | 6.1 |
| 3 | Number of water main breaks | 9 | 3 | 6 | 5 | 4 | 18 |
| 4 | Total O&M expense per KWH sold | \$0.14 | \$0.23 | \$0.17 | \$0.19 | \$0.20 | \$0.19 |
| 5 | # of preventable outages | 8 | 1 | 0 | 1 | 1 | 3 |
| 6 | # of transformer failures | 10 | 3 | 2 | 1 | 2 | 8 |

Glendale Water & Power

FY 2014-15 Budget Summary

Slide 69

2013/14 Strategic Goals – 100% Complete

- Complete Relocation of All Business Units On-Campus (Complete)
- Develop and Publish Utility Modernization Milestones (Complete)
- Complete Electric Utility Rate Restructure and Increase (Complete)
- Complete Electric System Capital Plan and Bond Issue (Complete)

2014/15 Strategic Goals

- Retain the Owners Engineer and complete the Integrated Resource Plan for the re-powering of Grayson Power Plant
- Implement and complete the pilot phase of the outage management/distribution management system.
- Finalize and close out the Department of Energy modernization grant.
- Complete the upgrade/conversion of six (6) feeders from 4kv to 12kv
- Complete the revised strategic plan for GWP

Glendale Water & Power

Proposed FY 2014-15 Budget

Fund Summary

Slide 70

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|---------------------------|-----------------------|------------------------|---------------------|-------|
| | | | \$ | % |
| Electric Utility | \$ 232,152,435 | \$ 288,816,777 | \$ 56,664,342 | 24.4 |
| Water Utility | 60,424,785 | 78,310,656 | 17,885,871 | 29.6 |
| Public Benefit Fund (290) | 6,308,114 | 6,044,007 | (264,107) | (4.2) |
| Total Budget | \$ 298,885,334 | \$ 373,171,440 | \$ 74,286,106 | 24.9 |

Glendale Water & Power

Proposed FY 2014-15 Budget

Fund Recap

Slide 71

| | Electric Utility | Water Utility | Public Benefit Fund (290) |
|--|-----------------------|----------------------|---------------------------|
| Revenues | \$ 217,010,740 | \$ 51,240,112 | \$ 6,623,000 |
| Appropriations: | | | |
| Salaries & Benefits | 21,555,074 | 5,345,613 | 501,608 |
| M&O and Transfers | 203,290,051 | 41,635,350 | 5,542,399 |
| Capital | 63,971,652 | 31,329,693 | - |
| Total Appropriations | 288,816,777 | 78,310,656 | 6,044,007 |
| Less Asset Capitalization | 63,971,652 | 31,329,693 | N/A |
| Net Surplus/(Use of Fund Balance) | (7,834,385) | 4,259,149 | 578,993 |
| Beginning Fund Balance | 292,635,069 | 94,054,699 | 1,910,541 |
| Ending Fund Balance | \$ 284,800,684 | \$ 98,313,848 | \$ 2,489,534 |

Human Resources



Human Resources

FY 2014-15 Budget Summary

Slide 73

| | | | | |
|-----------------------|----------------------|------------------|--------------|---------------|
| ■ Salaries & Benefits | \$ 2,531,439 | Personnel | | |
| ■ M&O | 47,462,670 | Executive | 1.00 | 4.4% |
| ■ Capital Outlay | - | Management | 5.00 | 22.1% |
| ■ Capital Improvement | - | Non-Management | 13.85 | 61.1% |
| | | Hourly | 2.80 | 12.4% |
| Total Budget | \$ 49,994,109 | Total | 22.65 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|---|---------------------------|------------------------|------------------------|------------------------|----------------------------------|---|
| 1 | Citywide management to non-management emp. ratio | 13% | 13% | 13% | 13% | 13% | 13% |
| 2 | Total number of employment applications filed | 6,160 | 6,610 | 4,243 | 3,764 | 4,872 | 4,872 |
| 3 | # of Glendale University classes offered | 96 | 20 | 21 | 11 | 17 | 69 |
| 4 | Total number of sick leave hours used | 96,553 | 17,731 | 17,440 | 17,973 | 17,714 | 70,858 |
| 5 | Number of new workers compensation claims | 271 | 61 | 47 | 67 | 58 | 233 |
| 6 | Median incurred per open workers compensation claim | \$42,280 | \$42,344 | \$41,227 | \$44,099 | \$42,556 | \$42,556 |

Human Resources

FY 2014-15 Budget Summary

Slide 74

2013/14 Strategic Goals – 80% Completed

- Evaluate Workers' Compensation Apparatus and Explore Means of Reducing Program Costs (**In Process**)
- Prepare the Organization for the Implementation of the Mandatory Coverage Provisions of the Affordable Care Act (**Complete**)
- Develop Strategy and Implement a Multi-Pronged Approach to Address OPEB Liabilities (with Finance) (**In Process**)
- Create and Implement Additional Employee Recognition Program (**Complete**)
- Focus Group and Integrate GIT#2 Findings/Recommendations (**In Process**)
- Modify and Condense the Existing Employee Evaluation Form (**Not Started**)
- Implement and Evaluate Revised Civil Service Commission Hearing Guidelines (with City Attorney's Office) (**Not Started**)
- Refine In-house Supervisory and Leadership Development Programs (**Complete**)
- *Successor MOUs with all groups* (**In Process**)
- *Civil Service Reform pursuant to the City Charter* (**Not Started**)

Human Resources

FY 2014-15 Budget Summary

Slide 75

2014/15 Strategic Goals

- Develop revised procedures for Civil Service Commission Hearings (work with City Attorney and engage in appropriate meet & confer)
- Establish disciplinary policy and procedure for sworn Fire personnel, in compliance with the Firefighter Bill of Rights (FOBR) – establish Administrative Law Judge (ALJ) process, discuss with Civil Service Commission and engage in meet & confer with GFFA
- Revamp and streamline employee separation process, as per Internal Audit recommendations
- Implement procedures and controls for the hourly employee 1,250 hour fiscal year limitation
- Implement mandatory employer provisions of the Affordable Care Act (ACA)
- Modify and revise existing employee performance evaluation form – GIT #4
- Implement findings of comprehensive FLSA audit
- *Negotiate with each employee bargaining group and come to agreement for new MOU's*

Human Resources

Proposed FY 2014-15 Budget

Fund Summary (1 of 2)

| | Adopted | Proposed | Increase/(Decrease) | |
|-----------------------------------|--------------|--------------|---------------------|-------|
| | FY 2013-14 | FY 2014-15 | \$ | % |
| General Fund (101) | \$ 2,388,756 | \$ 2,480,880 | \$ 92,124 | 3.9 |
| Unemployment Insurance Fund (610) | 315,738 | 314,694 | (1,044) | (0.3) |
| Compensation Insurance Fund (614) | 11,513,671 | 12,287,946 | 774,275 | 6.7 |
| Dental Insurance Fund (615) | 1,345,896 | 1,381,631 | 35,735 | 2.7 |
| Medical Insurance Fund (616) | 24,917,608 | 25,798,660 | 881,052 | 3.5 |
| Vision Insurance Fund (617) | 245,560 | 251,662 | 6,102 | 2.5 |

Human Resources

Proposed FY 2014-15 Budget

Fund Summary (2 of 2)

| | Adopted FY 2013-14 | | Proposed FY 2014-15 | | Increase/(Decrease) | |
|--|-----------------------|-------------------|------------------------|-------------------|---------------------|------------|
| | | | | | \$ | % |
| Employee Benefits Fund (640) | \$ | 3,579,901 | \$ | 3,623,376 | \$ 43,475 | 1.2 |
| RHSP Benefits Fund (641) | | 1,618,763 | | 1,631,330 | 12,567 | 0.8 |
| Post Employment Benefits Fund (642) | | 2,214,458 | | 2,223,930 | 9,472 | 0.4 |
| Total Budget | \$ | 48,140,351 | \$ | 49,994,109 | \$ 1,853,758 | 3.9 |

Human Resources

Proposed FY 2014-15 Budget

Fund Recap (1 of 3)

| | General Fund (101) | Unemployment Insurance Fund (610) | Compensation Insurance Fund (614) |
|--------------------------------------|-----------------------|---|---|
| Revenues | N/A | \$ 314,694 | \$ 14,289,328 |
| Appropriations: | | | |
| Salaries & Benefits | 1,504,210 | - | 997,840 |
| M&O and Transfers | 976,670 | 314,694 | 11,290,106 |
| Capital | - | - | - |
| Total Appropriations | 2,480,880 | 314,694 | 12,287,946 |
| Less Asset Capitalization | N/A | - | - |
| Net Surplus/(Use of Fund Balance) | N/A | - | 2,001,382 |
| Beginning Fund Balance | N/A | 388,411 | (15,785,711) |
| Ending Fund Balance | N/A | \$ 388,411 | \$ (13,784,329) |

Human Resources

Proposed FY 2014-15 Budget

Fund Recap (2 of 3)

| | Dental Insurance Fund (615) | Medical Insurance Fund (616) | Vision Insurance Fund (617) |
|-----------------------------------|-----------------------------------|------------------------------------|-----------------------------------|
| Revenues | \$ 1,672,140 | \$ 26,324,020 | \$ 253,492 |
| Appropriations: | | | |
| Salaries & Benefits | - | - | - |
| M&O and Transfers | 1,381,631 | 25,798,660 | 251,662 |
| Capital | - | - | - |
| Total Appropriations | 1,381,631 | 25,798,660 | 251,662 |
| Less Asset Capitalization | - | - | - |
| Net Surplus/(Use of Fund Balance) | 290,509 | 525,360 | 1,830 |
| Beginning Fund Balance | 734,998 | 2,625,877 | 411,229 |
| Ending Fund Balance | \$ 1,025,507 | \$ 3,151,237 | \$ 413,059 |

Human Resources

Proposed FY 2014-15 Budget

Fund Recap (3 of 3)

| | Employee Benefits Fund (640) | RHSP Benefits Fund (641) | Post Employment Benefits Fund (642) |
|--------------------------------------|------------------------------------|-----------------------------|---|
| Revenues | \$ 5,437,067 | \$ 3,710,870 | \$ 2,238,577 |
| Appropriations: | | | |
| Salaries & Benefits | 23,548 | 5,841 | - |
| M&O and Transfers | 3,599,828 | 1,625,489 | 2,223,930 |
| Capital | - | - | - |
| Total Appropriations | 3,623,376 | 1,631,330 | 2,223,930 |
| Less Asset Capitalization | - | - | - |
| Net Surplus/(Use of Fund Balance) | 1,813,691 | 2,079,540 | 14,647 |
| Beginning Fund Balance | (3,050,952) | (343,382) | 6,592,117 |
| Ending Fund Balance | \$ (1,237,261) | \$ 1,736,158 | \$ 6,606,764 |

Information Services



Information Services

FY 2014-15 Budget Summary

| | | | | |
|-----------------------|----------------------|------------------|--------------|---------------|
| ▪ Salaries & Benefits | \$ 7,141,878 | Personnel | | |
| ▪ M&O | 9,559,104 | Executive | 1.00 | 1.8% |
| ▪ Capital Outlay | 2,547,766 | Management | 3.00 | 5.2% |
| ▪ Capital Improvement | 2,000,000 | Non-Management | 46.00 | 80.0% |
| | | Hourly | 7.50 | 13.0% |
| Total Budget | \$ 21,248,748 | Total | 57.50 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|--|---------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---|---|
| 1 | Percentage of staffing costs to IS department budget | 41% | 36.22% | 33.66% | 33.49% | 34.45% | 34.45% |
| 2 | ISD Department budget as a % of citywide budget | 2.6% | 3.11% | 3.36% | 3.37% | 3.28% | 3.28% |
| 3 | Average time to close an AIMS ticket (in minutes) | 63.3 | 59.4 | 62.9 | 64.1 | 62.13 | 62.13 |
| 4 | Number of website visitors | 2,519,998 | 720,227 | 616,662 | 689,573 | 675,487 | 2,701,949 |
| 5 | Percentage of unplanned network downtime during prime-time | 5% | 5% | 5% | 5% | 5% | 5% |

Information Services

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 100% Completed

- Develop Specifications for Migration to Tier II Management Information System and Conduct RFP/RFQ process (with Finance) (Complete)
- Complete Construction of I-NET Replacement (Complete)
- Complete and Adopt IT Strategic Plan (Complete)
- Complete Transition and Department Reorganization (Complete)

2014/15 Strategic Goals

- Complete the RFP process for a Tier II ERP migration, including vendor selection, contract negotiation, and implementation plan (with Finance & HR)
- Upgrade the Perkins data center infrastructure incorporating server virtualization and storage area networking
- Implement a public interface and other improvements for the Citywide permitting system
- Implement an open data dashboard solution and integrate it with the new City web site
- Complete telephone system upgrades for the Civic Center campus and Fire Station 21

Information Services

Proposed FY 2014-15 Budget

Fund Summary

| | Adopted FY 2013-14 | | Proposed FY 2014-15 | | Increase/(Decrease) | |
|-------------------------------|-----------------------|-------------------|------------------------|-------------------|---------------------|------------|
| | | | | | \$ | % |
| ISD Infrastructure Fund (603) | \$ | 8,936,079 | \$ | 9,519,034 | \$ 582,955 | 6.5 |
| ISD Applications Fund (604) | | 6,471,394 | | 7,099,190 | 627,796 | 9.7 |
| ISD Wireless Fund (660) | | 4,864,190 | | 4,630,524 | (233,666) | (4.8) |
| Total Budget | \$ | 20,271,663 | \$ | 21,248,748 | \$ 977,085 | 4.8 |

Information Services

Proposed FY 2014-15 Budget

Fund Recap

| | ISD Infrastructure Fund (603) | ISD Applications Fund (604) | ISD Wireless Fund (660) |
|--------------------------------------|----------------------------------|--------------------------------|----------------------------|
| Revenues | \$ 9,770,317 | \$ 5,945,984 | \$ 3,898,344 |
| Appropriations: | | | |
| Salaries & Benefits | 3,125,428 | 2,858,135 | 1,158,315 |
| M&O and Transfers | 3,172,979 | 2,990,628 | 3,395,497 |
| Capital | 3,220,627 | 1,250,427 | 76,712 |
| Total Appropriations | 9,519,034 | 7,099,190 | 4,630,524 |
| Less Asset Capitalization | 3,220,627 | 1,250,427 | 76,712 |
| Net Surplus/(Use of Fund Balance) | 3,471,910 | 97,221 | (655,468) |
| Beginning Fund Balance | 3,562,045 | 5,087,787 | 5,293,332 |
| Ending Fund Balance | \$ 7,033,955 | \$ 5,185,008 | \$ 4,637,864 |

Library, Arts & Culture



Library, Arts & Culture

FY 2014-15 Budget Summary

Slide 87

| | | | | |
|-----------------------|----------------------|------------------|--------------|---------------|
| ▪ Salaries & Benefits | \$ 5,693,387 | Personnel | | |
| ▪ M&O | 3,162,435 | Executive | 1.00 | 1.4% |
| ▪ Capital Outlay | - | Management | 5.00 | 7.0% |
| ▪ Capital Improvement | 5,106,000 | Non-Management | 44.00 | 61.8% |
| | | Hourly | 21.17 | 29.8% |
| Total Budget | \$ 13,961,822 | Total | 71.17 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|---|---------------------------|------------------------|------------------------|------------------------|----------------------------------|---|
| 1 | Total circulation per capita | 1.41 | 1.43 | 1.37 | 1.42 | 1.41 | 1.41 |
| 2 | Average cost per operating hour | \$2,917 | \$2,663 | \$2,791 | \$2,813 | \$2,755 | \$2,755 |
| 3 | Total children's program attendance | 32,690 | 13,311 | 7,659 | 7,854 | 9,608 | 38,432 |
| 4 | Total adult program attendance | 4,626 | 1,386 | 1,536 | 5,932 | 2,951 | 11,805 |
| 5 | Average number of visits to the Library website | 504,671 | 128,170 | 107,741 | 122,295 | 119,402 | 477,608 |

Library, Arts & Culture

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 97% Completed

- Development and Implement Public Relations Strategy (with Management Services) (**In Process**)
- Brand Library & Art Center Grand Re-Opening & Reintroduction (**Complete**)
- Central Library Project Design and Construction Implementation (**In Process**)
- Adoption and Implementation of the Strategic Plan for the Arts (**Complete**)
- *Prepare Survey and Analysis for Potential Public Library Assessment District* (**Complete**)
- *Develop and Implement a Glendale Library Foundation* (**Complete**)

2014/15 Strategic Goals

- Complete Central Library Design and Building Plan, Public Bid Process and Commence Construction Phase (in coordination with Public Works Department)
- Develop and implement a service model that focuses on point-of-need and utilizes updated technology including software, tablets and self-service options.
- Building on the success of the Brand Library marketing strategy, develop and implement a strategy for the entire Department
- Implement Year 2 of the Arts and Culture Commission initiatives outlined in the Council-approved work plan
- Launch a new Cloud-based Integrated Library System in partnership with the Pasadena Public Library

Library, Arts & Culture

Proposed FY 2014-15 Budget

Fund Summary

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| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|--------------------------------|-----------------------|------------------------|---------------------|-------------|
| | | | \$ | % |
| General Fund (101) | \$ 7,775,616 | \$ 8,243,513 | \$ 467,897 | 6.0 |
| Urban Art Fund (210) | - | 360,000 | 360,000 | N/A |
| Library Fund (275) | 205,019 | 207,207 | 2,188 | 1.1 |
| Capital Improvement Fund (401) | 250,000 | 5,106,000 | 4,856,000 | 1,942.4 |
| Library Mitigation Fund (407) | - | 45,102 | 45,102 | N/A |
| Total Budget | \$ 8,230,635 | \$ 13,961,822 | \$ 5,731,187 | 69.6 |

Library, Art & Culture

Proposed FY 2014-15 Budget

Fund Recap

| | General Fund (101) | Urban Art Fund (210) | Library Fund (275) |
|--------------------------------------|-----------------------|-------------------------|-----------------------|
| Revenues | N/A | \$ 1,533,700 | \$ 167,207 |
| Appropriations: | | | |
| Salaries & Benefits | 5,641,397 | - | 51,990 |
| M&O and Transfers | 2,602,116 | 360,000 | 155,217 |
| Capital | - | - | - |
| Total Appropriations | 8,243,513 | 360,000 | 207,207 |
| Less Asset Capitalization | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | 1,173,700 | (40,000) |
| Beginning Fund Balance | N/A | 2,434,004 | 1,984,025 |
| Ending Fund Balance | N/A | \$ 3,607,704 | \$ 1,944,025 |

Library, Art & Culture

Proposed FY 2014-15 Budget

Fund Recap

| | Capital Improvement Fund (401) | Library Mitigation Fee Fund (407) |
|--------------------------------------|--------------------------------------|---|
| Revenues | N/A | \$ 901,479 |
| Appropriations: | | |
| Salaries & Benefits | - | - |
| M&O and Transfers | - | 45,102 |
| Capital | 5,106,000 | - |
| Total Appropriations | 5,106,000 | 45,102 |
| Less Asset Capitalization | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | 856,377 |
| Beginning Fund Balance | N/A | 554,559 |
| Ending Fund Balance | N/A | \$ 1,410,936 |

Management Services



Management Services

FY 2014-15 Budget Summary

Slide 93

| | | | | |
|-----------------------|---------------------|------------------|--------------|---------------|
| ▪ Salaries & Benefits | \$ 4,005,531 | Personnel | | |
| ▪ M&O | 1,759,008 | Council Member | 5.00 | 14.6% |
| ▪ Capital Outlay | - | Executive | 4.20 | 12.2% |
| ▪ Capital Improvement | - | Management | 6.00 | 17.5% |
| | | Non-Management | 15.50 | 45.2% |
| | | Hourly | 3.61 | 10.5% |
| Total Budget | \$ 5,764,539 | Total | 34.31 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1st Quarter | 2nd Quarter | 3rd Quarter | Projected 4th Quarter | Projected 2013-14 Actual |
|---|---|---------------------------|------------------------|------------------------|------------------------|----------------------------------|---|
| 1 | Internal audits completed | 19 | 4 | 6 | 3 | 6 | 19 |
| 2 | Average number of open audit issues | 76 | 81 | 75 | 48 | 68 | 68 |
| 3 | Average number of investigations active | 10 | 6 | 7 | 9 | 7 | 7 |
| 4 | Avg. length of time per investigation (in months) | 4.8 | 5.8 | 2.6 | 3.2 | 3.8 | 3.8 |
| 5 | Total number of citizen service requests | 365 | 98 | 116 | 99 | 104 | 417 |
| 6 | % of citizen requests responded to in 10 days | 99% | 100% | 99% | 99% | 99% | 99% |

Management Services

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 95% Completed

- Integrate and Evaluate GIT#1 Findings/Recommendations (Complete)
- Develop and Promote Citizen Satisfaction Survey Findings (Complete)
- Develop and Implement Legislative Advocacy Platform (Complete)
- Develop Citywide Mission and Vision Statements (In Process)

2014/15 Strategic Goals

- Upgrade City's mass emergency notification system through Everbridge and social media
- Develop website to connecting community volunteers, nonprofits, and centralized community calendar.
- Develop a monthly television series to keep the community informed on improvement projects in the city, business developments, upcoming events, and important changes in local and regional policy
- Implement Phase II of exceptional customer service training.
- Implement a data analytics tool to improve audit effectiveness
- Develop a more comprehensive annual risk assessment process
- Complete preparation for external peer review
- Introduce and execute Vision 2020 – Montrose, a long-range strategy to generate economic development in the Montrose area according to stakeholder wishes
- White Paper on entrepreneurial revenue generating strategies, programs and development opportunities by maximization of City held assets
- Reduce office vacancy rate by 10% over the coming five (5) years (This is a multi-year goal)
- Develop an Economic Development Element for the South Glendale Community Plan
- Produce/implement Economic Development marketing/promotion strategy

Economic Development

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 90% Completed

- Establish Glendale Economic Development Agency (Complete)
- Develop and Publish Semi-Annual Newsletter/Scorecard(Complete)
- Produce Marketing and Promotional Materials (Complete)
- Develop and Execute Signature Broker Event (Complete)
- Reduce Class A Office Vacancy Rate by 10% Over Coming 5 Years (In Progress)
- Complete Wireless Asset Infrastructure Plan (In Progress)
- Secure DOF Notice of Completion (Complete)

2014/15 Strategic Goals

- Development/Implement Economic Development Marketing Strategy for Business and Visitor Attraction
- Develop an Economic Development Element for South Glendale Community Plan
- Introduce Vision 20/20 Plan for Montrose Shopping Park Area
- Develop Foothill Boulevard Beautification Project in conjunction with Community Stakeholders
- Produce White Paper on Entrepreneurial Revenue Generation Utilizing Existing City Assets
- Reduce Class A Office Vacancy Rate by 5% Over Coming Three Years

Management Services

FY 2014-15 Budget Summary

Fund Summary

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| | Adopted | Proposed | Increase/(Decrease) | |
|---------------------------------|---------------------|---------------------|---------------------|-------------|
| | FY 2013-14 | FY 2014-15 | \$ | % |
| General Fund (101) | \$ 4,953,034 | \$ 4,581,584 | \$(371,450) | (7.5) |
| Economic Development Fund (215) | - | 1,182,955 | 1,182,955 | N/A |
| Cable Access Fund (280) | - | - | - | N/A |
| Capital Improvement Fund (401) | 200,000 | - | (200,000) | (100.0) |
| Total Budget | \$ 5,153,034 | \$ 5,764,539 | \$ 611,505 | 11.9 |

Management Services

Proposed FY 2014-15 Budget

Fund Recap

| | General Fund (101) | Economic Development Fund (215) | Cable Access Fund (280) |
|--------------------------------------|-----------------------|---------------------------------------|----------------------------|
| Revenues | N/A | \$ 1,863,908 | \$ 632,000 |
| Appropriations: | | | |
| Salaries & Benefits | 3,516,564 | 488,967 | - |
| M&O and Transfers | 1,065,020 | 693,988 | - |
| Capital | - | - | - |
| Total Appropriations | 4,581,584 | 1,182,955 | - |
| Less Asset Capitalization | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | 680,953 | 632,000 |
| Beginning Fund Balance | N/A | - | 1,248,099 |
| Ending Fund Balance | N/A | \$ 680,953 | \$ 1,880,099 |

Police Department



Police

FY 2014-15 Budget Summary

| | |
|-----------------------|----------------------|
| ▪ Salaries & Benefits | \$ 59,413,451 |
| ▪ M&O | 14,857,259 |
| ▪ Capital Outlay | - |
| ▪ Capital Improvement | - |
| Total Budget | \$ 74,270,710 |

| Personnel | | |
|----------------|---------------|---------------|
| Executive | 1.00 | 0.3% |
| Management | 17.60 | 5.1% |
| Non-Management | 324.50 | 94.1% |
| Hourly | 1.87 | 0.5% |
| Total | 344.97 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | Projected 4 th Quarter | Projected 2013-14 Actual |
|---|--|-------------------|----------------------------|----------------------------|----------------------------|--------------------------------------|--------------------------------|
| 1 | # of part 1 crimes – violent | 213 | 47 | 44 | 51 | 47 | 189 |
| 2 | # of part 1 crimes – property | 3,023 | 821 | 841 | 797 | 819 | 3,278 |
| 3 | Total felony arrests made | 2,320 | 658 | 664 | 620 | 647 | 2,589 |
| 4 | Total calls for service | 126,246 | 33,379 | 32,323 | 31,599 | 32,433 | 129,734 |
| 5 | Percentage of 911 calls answered within 10 seconds | 97.63% | 98.64% | 98.56% | 98.68% | 98.62% | 98.62% |
| 6 | # of traffic incidents involving a pedestrian | 115 | 23 | 35 | 36 | 31 | 125 |

Police

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 75% Completed

- Implement Strategies to Reduce Service Level Impact of Extended IOD Cases (**In Process**)
- Conduct Feasibility Study and Cost/Benefit Analysis of Leveraging Area Command and Code Enforcement Resources Under Community Policing (With CDD) (**In Process**)
- Develop Measurable Outcomes for DNA Lab (**In Process**)
- Complete the Leadership Transition Plan and “Phase 2” of the Department Reorganization (**Complete**)
- Re-evaluate and Update Traffic and Pedestrian Safety Plan Strategies (**Complete/Ongoing**)
- *Initiate a Community Survey Project to Assess and Evaluate Customer Service Satisfaction Levels and Public Safety Perceptions* (**Complete**)

2014/15 Strategic Goals

- Perform reevaluation of the Traffic and Pedestrian Safety Plan by establishing new baseline data, and examining tools, educations, media and collaborations
- Complete white paper regarding “Civilianization of Selected Police Department Functions”
- Implement “Property Crimes/DNA Initiative” utilizing Verdugo Crime Laboratory to address Part II crimes increasing due to implementation of realignment policies

Police

Proposed FY 2014-15 Budget

Fund Summary

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|--|-----------------------|------------------------|----------------------|--------------|
| | | | \$ | % |
| General Fund (101) | \$ 66,874,072 | \$ 67,177,950 | \$ 303,878 | 0.5 |
| Asset Forfeiture Fund (260) | 613,632 | 559,652 | (53,980) | (8.8) |
| Police Special Grants Fund (261) | 948,107 | 945,700 | (2,407) | (0.3) |
| Supplemental Law Enforcement Fund (262) | 387,627 | 396,089 | 8,462 | 2.2 |
| Special Events Fund (267) | 738,277 | 566,149 | (172,128) | (23.3) |
| Police Building Project Fund (303) | 2,700,000 | 3,053,500 | 353,500 | 13.1 |
| Joint Helicopter Operation Fund (602) | 4,595,914 | 1,571,670 | (3,024,244) | (65.8) |
| Total Budget | \$ 76,857,629 | \$ 74,270,710 | \$(2,586,919) | (3.4) |

Police

Proposed FY 2014-15 Budget

Fund Recap (1 of 2)

| | General Fund (101) | Asset Forfeiture Fund (260) | Police Special Grants Fund (261) | Supplemental Law Enforcement Fund (262) |
|--------------------------------------|-----------------------|-----------------------------------|--|--|
| Revenues | N/A | N/A* | \$ 943,776 | \$ 396,089 |
| Appropriations: | | | | |
| Salaries & Benefits | 57,076,104 | 369,255 | 883,450 | 387,427 |
| M&O and Transfers | 10,101,846 | 190,397 | 62,250 | 8,662 |
| Capital | - | - | - | - |
| Total Appropriations | 67,177,950 | 559,652 | 945,700 | 396,089 |
| Less Asset Capitalization | N/A | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | (559,652) | (1,924) | - |
| Beginning Fund Balance | N/A | 1,290,201 | (165,563) | 168,273 |
| Ending Fund Balance | N/A | \$ 730,549 | \$ (167,487) | \$ 168,273 |

* Federal law prohibits estimation of revenue in this fund

Police

Proposed FY 2014-15 Budget

Fund Recap (2 of 2)

| | Special Events Fund (267) | Police Building Project Fund (303) | Joint Helicopter Operation Fund (602) |
|--|------------------------------|--|---|
| Revenues | \$ 566,149 | \$ 700,000 | \$ 1,656,670 |
| Appropriations: | | | |
| Salaries & Benefits | 542,602 | - | 154,613 |
| M&O and Transfers | 23,547 | 3,053,500 | 1,417,057 |
| Capital | - | - | - |
| Total Appropriations | 566,149 | 3,053,500 | 1,571,670 |
| Less Asset Capitalization | N/A | N/A | - |
| Net Surplus/(Use of Fund Balance) | - | (2,353,500) | 85,000 |
| Beginning Fund Balance | 107,082 | 23,750,222 | 4,021,684 |
| Ending Fund Balance | \$ 107,082 | \$ 21,396,722 | \$ 4,106,684 |

Public Works



Public Works

FY 2014-15 Budget Summary

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| | |
|--|--|
| <div><div><div>▪ Salaries & Benefits</div><div>\$ 27,689,362</div></div><div><div>▪ M&O</div><div>72,696,912</div></div><div><div>▪ Capital Outlay</div><div>9,303,200</div></div><div><div>▪ Capital Improvement</div><div>30,712,000</div></div></div> | <div><div><div>Total Budget</div><div>\$ 140,401,474</div></div></div> |
|--|--|

| Personnel | | |
|----------------|--------|--------|
| Executive | 1.00 | 0.3% |
| Management | 34.40 | 10.8% |
| Non-Management | 265.55 | 83.0% |
| Hourly | 19.02 | 5.9% |
| Total | 319.97 | 100.0% |

| | Performance Indicator | 2012-13 Actual | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | Projected 4 th Quarter | Projected 2013-14 Actual |
|---|--|----------------|-------------------------|-------------------------|-------------------------|-----------------------------------|--------------------------|
| 1 | Beeline "on-time" performance rate | 91% | 91% | 88% | 89% | 89% | 89% |
| 2 | Miles between mechanical system failures | 25,538 | 46,987 | 18,517 | 29,570 | 31,691 | 31,691 |
| 3 | Total linear feet of sewer main replaced | 1,579 | 1,984 | 0 | 0 | 0 | 1,984 |
| 4 | % of scheduled vs. non-scheduled vehicle repairs | 59% | 55% | 52% | 56% | 54% | 54% |
| 5 | Cost per ton of waste collected | \$180 | \$209 | \$195 | \$201 | \$201 | \$201 |
| 6 | Revenue per ton of waste collected | \$198 | \$194 | \$194 | \$208 | \$198 | \$198 |

Public Works

FY 2014-15 Budget Summary

2013/14 Strategic Goals – 97% Completed

- Waste-to-Energy Award of Contract and Implementation (In Process)
- Maintain Pavement Index of >75% (Complete)
- Complete Viability Analysis of Montrose Shopping Park Exclusive Waste Collection Franchise (Complete)

2014/15 Strategic Goals

- Finalize CEQA Process for expansion of Scholl Canyon Landfill
- Implement a one year pilot for Conversion Technology/Anaerobic Digestion project
- Complete the design and initiate the construction of the Chevy Chase Sewer Diversion project
- Complete upgrade of web based FASTER system for Fleet Management operation

Public Works

Proposed FY 2014-15 Budget

Fund Summary (1 of 3)

| | Adopted | Proposed | Increase/(Decrease) | |
|--|----------------------|----------------------|---------------------|--------------|
| | FY 2013-14 | FY 2014-15 | \$ | % |
| General Fund (101) | \$ 18,076,981 | \$ 17,703,607 | \$ (373,374) | (2.1) |
| Air Quality Improvement Fund (251) | 305,173 | 305,058 | (115) | (0.1) |
| PW Special Grants Fund (252) | 709,000 | - | (709,000) | (100.0) |
| San Fernando Landscape District Fund (253) | 81,124 | 81,124 | - | - |
| Measure R Local Return Fund (254) | 1,996,000 | 6,908,000 | 4,912,000 | 246.1 |
| Measure R Regional Return Fund (255) | 2,025,000 | 2,400,000 | 375,000 | 18.5 |

Public Works

Proposed FY 2014-15 Budget

Fund Summary (2 of 3)

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|--------------------------------|-----------------------|------------------------|---------------------|---------|
| | | | \$ | % |
| Transit Prop A Fund (256) | \$ 5,039,620 | \$ 3,737,964 | \$ (1,301,656) | (26.0) |
| Transit Prop C Fund (257) | 3,582,270 | 3,843,009 | 260,739 | 7.3 |
| Transit Utility Fund (258) | 15,707,067 | 18,725,339 | 3,018,272 | 19.2 |
| Capital Lease Fund (306) | 1,392,062 | - | (1,392,062) | (100.0) |
| Capital Improvement Fund (401) | 319,736 | 369,000 | 49,264 | 15.4 |
| State Gas Tax Fund (402) | 6,018,000 | 5,004,000 | (1,014,000) | (16.8) |

Public Works

Proposed FY 2014-15 Budget

Fund Summary (3 of 3)

| | Adopted FY 2013-14 | Proposed FY 2014-15 | Increase/(Decrease) | |
|-----------------------------------|-----------------------|------------------------|---------------------|------------|
| | | | \$ | % |
| Parking Fund (520) | \$ 10,609,781 | \$ 12,320,826 | \$ 1,711,045 | 16.1 |
| Sewer Fund (525) | 29,112,546 | 32,230,468 | 3,117,922 | 10.7 |
| Refuse Fund (530) | 23,002,209 | 22,700,235 | (301,974) | (1.3) |
| Fleet / Equipment Mgmt Fund (601) | 14,533,115 | 14,072,844 | (460,271) | (3.2) |
| Total Budget | \$132,509,684 | \$140,394,665 | \$ 7,884,981 | 6.0 |

Public Works

Proposed FY 2014-15 Budget

Fund Recap (1 of 5)

| | General Fund (101) | Air Quality Improvement Fund (251) | San Fernando Landscape District (253) |
|--------------------------------------|-----------------------|--|---|
| Revenues | N/A | \$ 242,500 | \$ 75,000 |
| Appropriations: | | | |
| Salaries & Benefits | 8,305,416 | 191,863 | - |
| M&O and Transfers | 9,398,191 | 113,195 | 81,124 |
| Capital | - | - | - |
| Total Appropriations | 17,703,607 | 305,058 | 81,124 |
| Less Asset Capitalization | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | N/A | (62,558) | (6,124) |
| Beginning Fund Balance | N/A | 206,755 | 42,335 |
| Ending Fund Balance | N/A | \$ 144,197 | \$ 36,211 |

Public Works

Proposed FY 2014-15 Budget

Fund Recap (2 of 5)

| | Measure R Local Return Fund (254) | Measure R Regional Return Fund (255) | Transit Prop A Fund (256) | Transit Prop C Fund (257) |
|--------------------------------------|---|--|------------------------------|------------------------------|
| Revenues | \$ 2,134,566 | \$ 4,000,000 | \$ 3,587,000 | \$ 2,926,000 |
| Appropriations: | | | | |
| Salaries & Benefits | - | - | 176,620 | 213,642 |
| M&O and Transfers | - | - | 3,395,344 | 3,379,367 |
| Capital | 6,908,000 | 2,400,000 | 166,000 | 250,000 |
| Total Appropriations | 6,908,000 | 2,400,000 | 3,737,964 | 3,843,009 |
| Less Asset Capitalization | N/A | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | (4,773,434) | 1,600,000 | (150,964) | (917,009) |
| Beginning Fund Balance | 4,867,588 | 437,580 | 10,438,561 | 5,748,391 |
| Ending Fund Balance | \$ 94,154 | \$ 2,037,580 | \$ 10,287,597 | \$ 4,831,382 |

Public Works

Proposed FY 2014-15 Budget

Fund Recap (3 of 5)

| | Transit Utility Fund (258) | Capital Improvement Fund (401) | State Gas Tax Fund (402) |
|--------------------------------------|-------------------------------|--------------------------------------|-----------------------------|
| Revenues | \$ 18,725,339 | N/A | \$ 5,266,465 |
| Appropriations: | | | |
| Salaries & Benefits | 310,005 | 75,000 | - |
| M&O and Transfers | 9,046,334 | - | 1,100,000 |
| Capital | 9,369,000 | 294,000 | 3,904,000 |
| Total Appropriations | 18,725,339 | 369,000 | 5,004,000 |
| Less Asset Capitalization | N/A | N/A | N/A |
| Net Surplus/(Use of Fund Balance) | - | N/A | 262,465 |
| Beginning Fund Balance | - | N/A | 8,597,841 |
| Ending Fund Balance | - | N/A | \$ 8,860,306 |

Public Works

Proposed FY 2014-15 Budget

Fund Recap (4 of 5)

| | Landfill Postclosure Fund (403) | Parking Fund (520) | Sewer Fund (525) | Refuse Fund (530) |
|-----------------------------------|---------------------------------------|-----------------------|---------------------|----------------------|
| Revenues | \$ 2,000,000 | \$ 9,270,365 | \$ 14,500,000 | \$ 19,444,940 |
| Appropriations: | | | | |
| Salaries & Benefits | - | 2,782,397 | 3,374,841 | 8,084,166 |
| M&O and Transfers | - | 7,982,229 | 15,765,627 | 14,125,069 |
| Capital | - | 1,556,200 | 13,090,000 | 491,000 |
| Total Appropriations | - | 12,320,826 | 32,230,468 | 22,700,235 |
| Less Asset Capitalization | N/A | 1,556,200 | 13,090,000 | 491,000 |
| Net Surplus/(Use of Fund Balance) | 2,000,000 | (1,494,261) | (4,640,468) | (2,764,295) |
| Beginning Fund Balance | 23,850,000 | 30,918,113 | 219,195,801 | 35,417,658 |
| Ending Fund Balance | \$ 25,850,000 | \$ 29,423,852 | \$ 214,555,333 | \$ 32,653,363 |

Public Works

Proposed FY 2014-15 Budget

Fund Recap (5 of 5)

| | Fleet / Equipment Mgmt Fund (601) |
|--------------------------------------|--------------------------------------|
| Revenues | \$ 12,175,348 |
| Appropriations: | |
| Salaries & Benefits | 4,175,412 |
| M&O and Transfers | 8,310,432 |
| Capital | 1,587,000 |
| Total Appropriations | 14,072,844 |
| Less Asset Capitalization | 1,587,000 |
| Net Surplus/(Use of Fund Balance) | (310,496) |
| Beginning Fund Balance | 22,974,131 |
| Ending Fund Balance | \$ 22,663,635 |

FY 2014-15

Budget Calendar

- 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

FY 2014-15

Budget Calendar

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- May 13, Budget Study Session #3
 - Proposed New Fees
 - Proposed Fee Increases/Decreases
 - Capital Improvement Program
 - GWP Capital Improvement Program
- May 20, Budget Hearing
- June 3, Budget Adoption

Questions & Comments