

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



FY 2014-15 Budget Agenda

- 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

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

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)

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	3,731,155	(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)

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)

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)

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	4,630,524	(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

▪ 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

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

▪ 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	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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	Personnel		
▪ M&O		446,299	Executive	1.00	11.9%
▪ Capital Outlay		-	Management	1.00	11.9%
▪ Capital Improvement		-	Non-Management	5.00	59.4%
			Hourly	1.41	16.8%
Total Budget	\$	1,142,982	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	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
General Fund (101)	\$ 1,152,797	\$ 1,142,982	\$ (9,815)	(0.9)

City Treasurer



City Treasurer

FY 2014-15 Budget Summary

<ul style="list-style-type: none"> ▪ Salaries & Benefits ▪ M&O ▪ Capital Outlay ▪ Capital Improvement 	<p>\$ 559,998</p> <p>90,476</p> <p>3,400</p> <p>-</p>	<p style="text-align: right; color: yellow;">Personnel</p> <p>Executive 1.00 18.3%</p> <p>Management 1.00 18.3%</p> <p>Non-Management 3.00 55.0%</p> <p>Hourly 0.46 8.4%</p>
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

	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

▪ Salaries & Benefits	\$ 11,620,743	Personnel		
▪ M&O	31,720,981	Executive	1.80	1.5%
▪ Capital Outlay	-	Management	23.50	20.2%
▪ Capital Improvement	-	Non-Management	75.24	64.6%
		Hourly	16.02	13.7%
Total Budget	\$ 43,341,724	Total	116.56	100.0%

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

	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

	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

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

▪ 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

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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)

	Adopted	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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)

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

Community Services & Parks

Proposed FY 2014-15 Budget

Fund Recap (1 of 3)

	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

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

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	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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

▪ 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

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

	Adopted	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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

	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

▪ 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

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

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		Proposed		Increase/(Decrease)		
		FY 2013-14		FY 2014-15	\$	%	
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		Proposed		Increase/(Decrease)	
	FY 2013-14		FY 2014-15		\$	%
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

▪ Salaries & Benefits	\$ 5,693,387
▪ M&O	3,162,435
▪ Capital Outlay	-
▪ Capital Improvement	5,106,000
Total Budget	\$ 13,961,822

Personnel		
Executive	1.00	1.4%
Management	5.00	7.0%
Non-Management	44.00	61.8%
Hourly	21.17	29.8%
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

	Adopted	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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

▪ 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

	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	Personnel		
▪ M&O	14,857,259	Executive	1.00	0.3%
▪ Capital Outlay	-	Management	17.60	5.1%
▪ Capital Improvement	-	Non-Management	324.50	94.1%
		Hourly	1.87	0.5%
Total Budget	\$ 74,270,710	Total	344.97	100.0%

	Performance Indicator	2012-13 Actual	1st Quarter	2nd Quarter	3rd Quarter	Projected 4th 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	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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

▪ Salaries & Benefits	\$ 27,689,362	Personnel		
▪ M&O	72,696,912	Executive	1.00	0.3%
▪ Capital Outlay	9,303,200	Management	34.40	10.8%
▪ Capital Improvement	30,712,000	Non-Management	265.55	83.0%
		Hourly	19.02	5.9%
Total Budget	\$ 140,401,474	Total	319.97	100.0%

	Performance Indicator	2012-13 Actual	1st Quarter	2nd Quarter	3rd Quarter	Projected 4th 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	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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	Proposed	Increase/(Decrease)	
	FY 2013-14	FY 2014-15	\$	%
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)

	<u>Fleet / Equipment Mgmt Fund (601)</u>
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

- 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