



City of Glendale

Budget Study Session #5

June 1, 2023

Agenda

Public Benefit and Low Carbon Fuel Standard Programs

FY 2023-24 Budget Wrap-Up Items

Fleet Services

Five-Year General Fund Forecast and Potential Budget Balancing Strategies



City of Glendale

FY 2023-24 and FY 2024-25

Public Benefit Programs



Energy Efficiency Programs

Smart Home Upgrades

- Evaluates efficiency of customer homes, installs energy and water saving devices
- Budget: \$568,000

Smart Home Rebates

- Incentives to promote purchase of energy and water saving appliances and devices.
- Budget: \$217,000

Business Energy Solutions

- Incentives for large businesses to complete energy saving projects
- Budget: \$350,000

Online Store

- Discounted energy and water conservation measures
- Budget: \$50,000



Energy Efficiency Programs

Home Energy Reports

- Provides usage data, personalized insights on energy use.
- Budget: \$655,000

Tree Power

- Receive up to 3 shade trees
- Budget: \$60,000

In School Energy/Water Conservation Education

- Provides students energy/water conservation hands on curriculum
- Budget: \$85,000

Rates Engagement Tool **(NEW)**

- View projected energy cost savings from joining a new rate plan
- Budget: \$527,000 (FY 24-25)



Energy Efficiency Programs

Business Customer Engagement Portal (NEW)

- Web-access to electric usage info
- Budget: \$324,000 (FY 24-25)

Refrigerator & Freezer Recycling (NEW)

- Recycle older, operating inefficient refrigerators
- Budget: \$70,000

Early Replacement & Electrification HVAC Pilot (NEW)

- Screening to determine if system qualifies for early replacement
- Rebates to install new HVAC systems
- Rebates for all-electric heat pumps
- Budget: \$150,000



Miscellaneous Programs

Sustainability Programs **(NEW)**

- New programs to be identified for Solar and Distributed Energy Resources
- Budget: \$1.5 Million

Solar School House

- Provides an array of solar training and activities for educators and students
- Budget: \$50,000



Modernization Programs

Behavioral Demand Response (NEW)

- Web-access to electric usage information
- Budget: \$198,000 (FY 24-25)

Smart Home Display/Smart Thermostat

- In Home Display that provides access to real time consumption
- Budget: \$231,000

Peak Time of Use Energy Monitor And App

- Customers on TOU receive a Peak Energy Monitor
- Budget: \$64,000



Low Income Programs

Bill Discounts

- Provides eligible low-income customers a \$17.50 monthly discount (\$35 per bill)
- Budget: \$2.6 Million

Helping Hand

- One time assistance of up to \$150 those with temporary emergency
- Budget: \$20,000

Guardian

- Monthly bill discounts for household members using life-saving medical equipment.
- Budget: \$80,000



Low Income Programs

Refrigerator Exchange Program (NEW)

- Provides low-income senior customers (62 or older) with an Energy Star rated refrigerators in exchange for older models free of charge.
- Budget: \$350,000

Glendale Reduced Energy at Home Program (NEW)

- Low-income energy efficiency program with direct installation of energy efficiency and water conservation measures.
- Budget: \$400,000



City of Glendale

Low Carbon Fuel Standard Programs



Low Carbon Fuel Standard Programs

EV Charging Station Infrastructure

- Expand City owned EV charging stations
- Budget: \$1 Million

Commercial & Multi-Family EV Charger Rebates

- Rebates up to \$50,000 or 50% of project cost.
- Budget: \$400,000

Residential EV Charger Rebates

- Rebates for EV chargers
- Budget: \$75,000



Low Carbon Fuel Standard Programs

EV Rebates **(NEW)**

- Rebates for the purchase or lease of new or used EV
- Budget: \$500,000

Clean Fuel Rewards

- Participation in statewide point of sale rebate program
- Budget: \$700,000

Web-Based EV Customer Awareness Platform

- EV education and awareness
- Budget: \$44,000

Off-Peak EV Charging Rebate Program

- Incentives to charge EV off peak
- Budget: \$300,000



Low Carbon Fuel Standard Programs

Electric Car & Bike Guest Drive Event (NEW)

- Rebates for the purchase or lease of new or used Electric Vehicle
- Budget: \$140,000

EV Dealership Showroom Beacon Pilot (NEW)

- EV education and awareness
- Budget: \$50,000

Battery Integrated DC Fast Charger Pilot (NEW)

- Participation in statewide point of sale rebate program
- Budget: \$200,000

Transportation Electrification Books, Supplies and Resources (NEW)

- Monthly incentive to charge EV off peak
- Budget: \$10,000



Low Carbon Fuel Standard Programs

E-Bike Rebates (NEW)

- Rebates for the purchase or lease of new or used EV
- Budget: \$30,000



Vehicle to Grid Study (NEW)

- Participation in statewide point of sale rebate program
- Budget: \$100,000

Solar Prioritization

- Partnered with departmental peers for input on the properties/concerns with the conceptual solar layouts
 - Gained better understanding of how each property is used by departments
 - Received feedback if proposed solar layouts needed edits to minimize the impact to public use and operations
- Identified “solar ready” sites and sites that need additional planning & coordination due to factors including:
 - Reconstruction plans
 - ADA compliance that would be triggered by solar installations
 - Roofs that need to be replaced within the next few years, etc.
- Prioritized largest sites for Phase 1 to gain the economies of scale benefit
 - Only 5 other smaller sites that are “solar ready”(make up 369 kW combined)
- Most sites are in categories listed previously; will need further coordination and planning



City of Glendale

FY 2023-24

Budget Wrap-Up Items



City Attorney Department

1. Staffing Levels - 5-year history

Fiscal Year	Full-Time Positions	Attorney Positions
2018-19	20	12
2019-20	20	12
2020-21	20	12
2021-22	20	12
2022-23	20	12
Proposed 2023-24	19	12



City Attorney Department

2. Use of Outside Counsel (1 of 2)

Subject Matter
Expertise

Insurance

Workload Challenge

Conflict



City Attorney Department

2. Use of Outside Counsel (2 of 2)

Category	2018-19	2019-20	2020-21	2021-22	2022-23 (4/30/23)
Litigation	\$542,674	\$461,461	\$347,820	\$459,923	\$1,394,394
GWP	\$413,073	\$184,347	\$392,355	\$737,577	\$1,199,438
Transactional/Advisory	\$12,701	\$50,167	\$109,003	\$85,971	\$104,571
Total – City Attorney	\$968,448	\$695,975	\$849,178	\$1,283,471	\$2,698,403
HR – Labor & Employment	\$162,035	\$260,608	\$99,572	\$89,601	\$123,876
HR – Workers’ Compensation	\$394,160	\$533,547	\$435,595	\$454,859	\$466,871
CDD – Affordable Housing & Dissolution	\$3,867	\$58,101	\$52,935	\$92,492	\$183,863
LAC – Mural Regs. Consultation	-	-	-	\$25,032	\$4,800
Total – Non-City Attorney	\$560,062	\$852,256	\$588,102	\$661,984	\$779,410



Commission Costs

3. Each Commission's estimated staffing and operating costs (1 of 2)

Commission		Indirect S&B Costs	Direct S&B Costs	Contractual Costs	Total Cost
1.	Arts & Culture Commission	\$30,097	\$1,790	-	\$31,887
2.	Audit Committee	\$44,515	-	-	\$44,515
3.	Blue Ribbon Pension Review Committee*	\$59,122	-	\$67,000	\$126,122
4.	Building & Fire Board of Appeals	\$13,980	-	-	\$13,980
5.	CDBG Advisory Committee	\$38,001	-	-	\$38,001
6.	Civil Service Commission	\$240,625	-	-	\$240,625
7.	Commission on the Status of Women	\$92,453	\$62,032	-	\$154,485
8.	Design Review Board	\$46,032	-	-	\$46,032
9.	Glendale Water & Power Commission	\$167,822	-	-	\$167,822
10.	Historic Preservation Commission	\$20,153	-	-	\$20,153

*Recently Dissolved Commission as of June 30, 2023



Commission Costs

3. Each Commission's estimated staffing and operating costs (2 of 2)

Commission	Indirect S&B Costs	Direct S&B Costs	Contractual Cost	Total Cost
11. Landlord/Tenant Ad-Hoc Committee	\$15,797	\$1,217	-	\$17,014
12. Metropolitan Water District	\$6,463	-	-	\$6,463
13. Parks, Recreation and Community Services Commission	\$108,110	\$700	-	\$108,810
14. Planning Commission	\$32,488	-	-	\$32,488
15. Planning Hearing Officer	\$15,906	-	-	\$15,906
16. Senior Services Committee	\$32,919	-	-	\$32,919
17. Sustainability Commission	\$98,215	-	-	\$98,215
18. Transportation & Parking Commission	\$82,765	\$576	-	\$83,341
Grand Total	\$1,145,463	\$66,315	\$67,000	\$1,278,778





Police Department

4. Police staffing benchmark comparison to other jurisdictions

	Glendale (Excludes Wireless Fund)	Burbank	Pasadena
Population	191,284	104,535	136,988
Total Budget	\$125,489,222	\$65,894,240	\$105,404,918
Cost per Capita	\$656	\$630	\$769
# of Sworn Personnel	248	160	240
Sworn Personnel per 1,000 Residents	1.30	1.53	1.75
City Square Miles	30.6	17.4	23.0
Sworn Personnel per Square Mile	8.10	9.20	10.44
All Personnel	350	265	376
All Personnel per 1,000 Residents	1.83	2.53	2.75

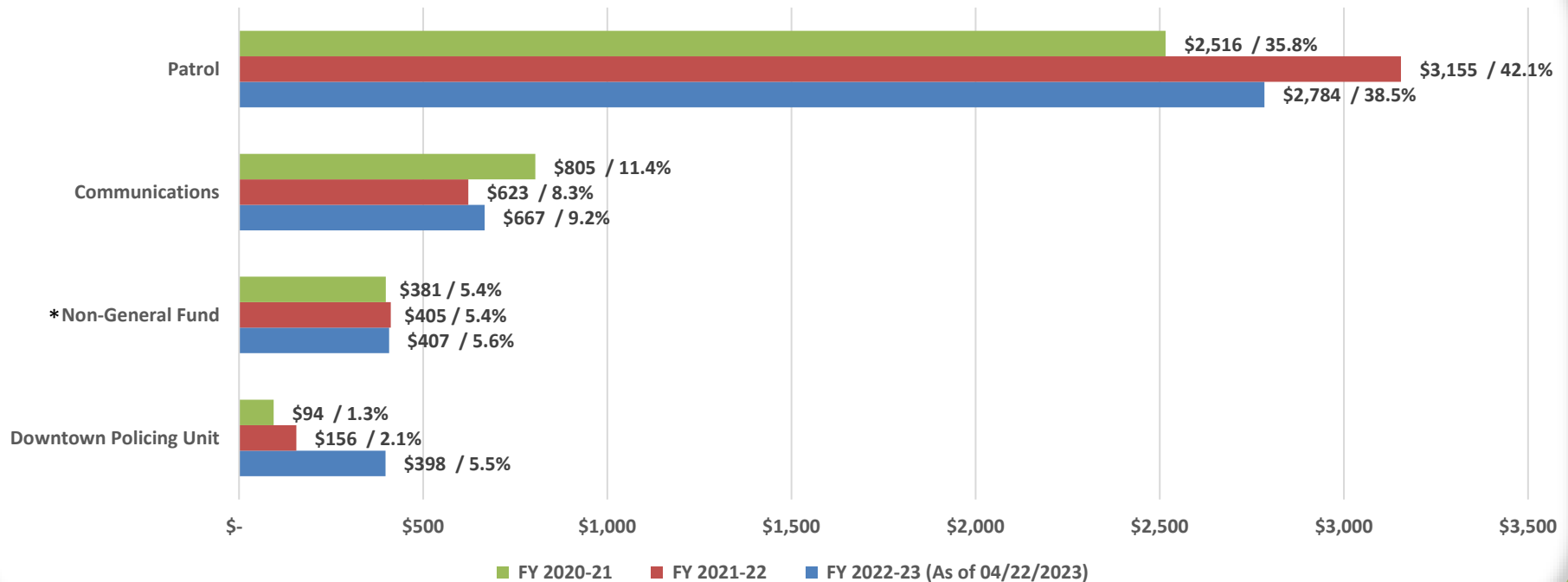




Police Department

5. Police Overtime usage analysis by program

3-Year Overtime Analysis (in thousands)



* Includes Grants and Task Forces

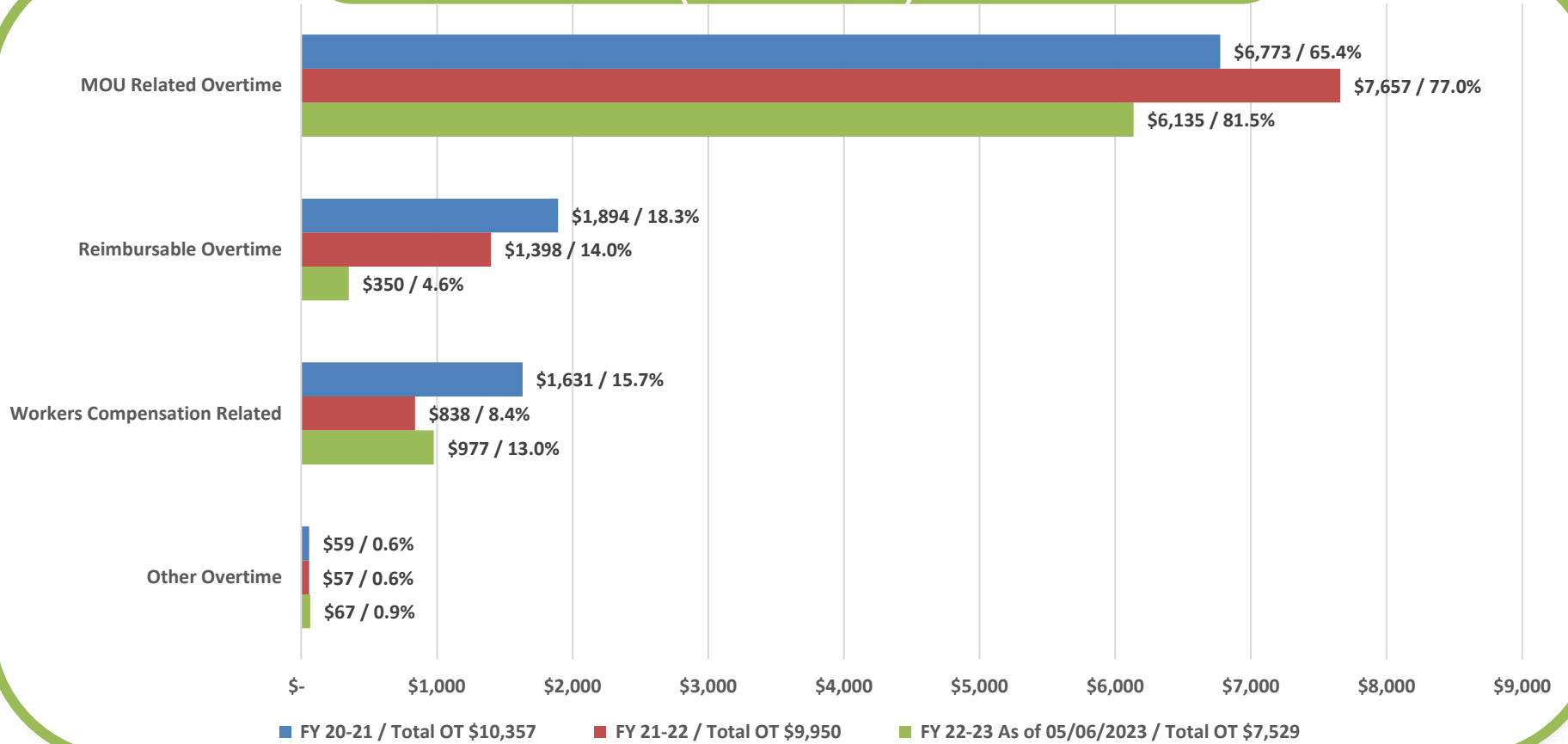




Fire Department

6. Fire Overtime usage analysis

3-Year Overtime Analysis (in thousands)





Fire Department

7. Paramedic tuition for Ambulance Operators

- Cost at the UCLA Center for Prehospital Care Paramedic Program is currently \$13,312.
 - If offered to 5 applicants = \$66,560/annually

8. Females in GFD Fire Academy

- 2014-Present:
 - Three females have begun and successfully completed the Fire Academy.





Fire Department

9. Fire staffing benchmark comparison to other jurisdictions

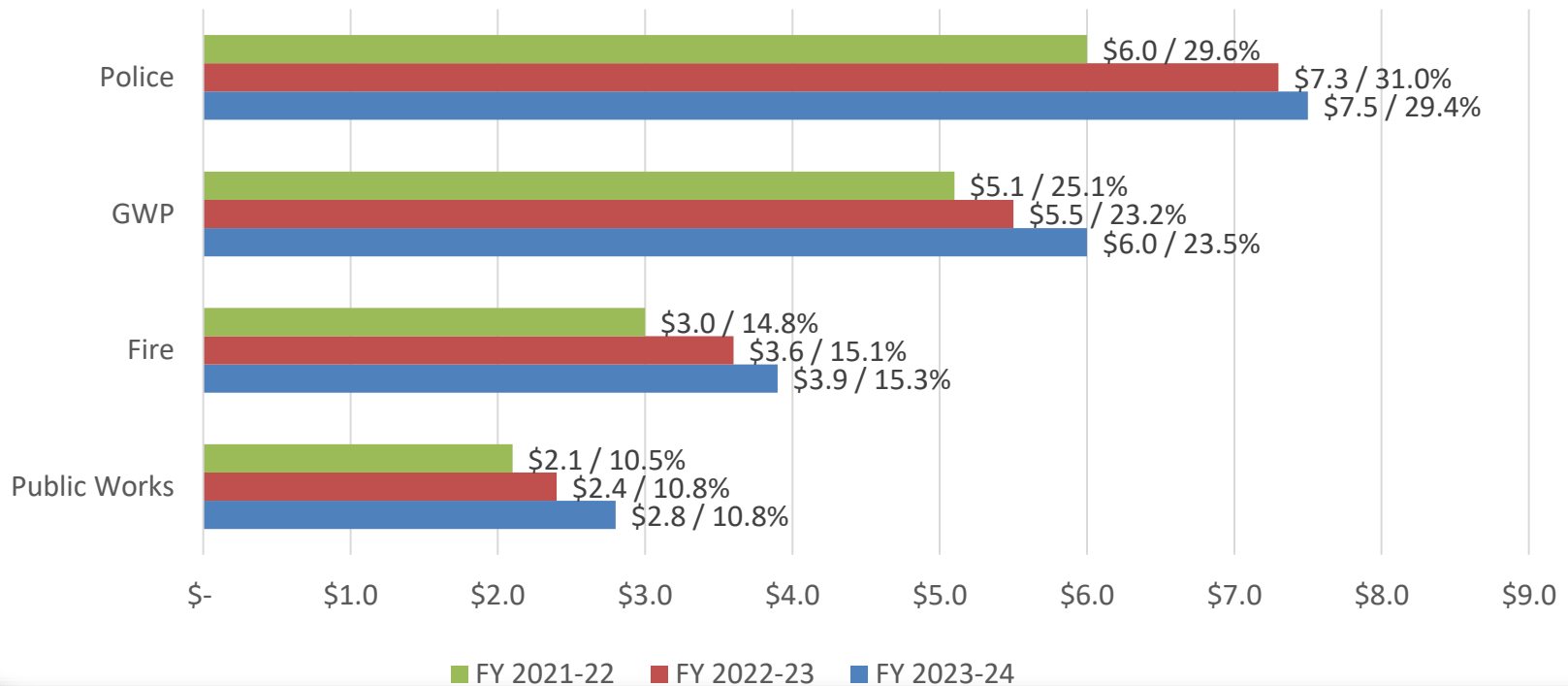
FY 23-24	Glendale	Burbank	Pasadena
Population	191,284	104,535	136,988
Total Budget	\$90,245,091	\$46,960,768	\$65,868,191
# of Firefighters including new asks	168	120	179
Cost per Capita	\$471.79	\$449.23	\$480.83
Sworn per 1,000 Residents	0.88	1.15	1.31
Incidents CY 2022 in the City	20,834	11,940	19,763



Information Technology

10. Comparison of departmental utilization of ITD services

3-Year Departmental Utilization (in millions)



Management Services

11. Staffing for City Council

- Glendale fully-loaded estimated cost – Assistant to City Council (\$82K-\$115K), Sr. Assistant to City Council (\$90K-\$127K), Executive Assistant to City Council (\$110K-150K)

	Pasadena		San Jose	Chino	Irvine
Title	Executive Assistant to the Mayor/City Council, City of Pasadena	City Council District Liaison	Council Community Relations - Customer Service Specialist/Manager	Council Liaison	Chief of Staff for Councilmember
Salary Range*	\$111K – \$139K	\$101K – \$127K	\$88K - \$165K	\$117K – \$153K	\$129K - \$202K
Reports to	Mayor	(An at-will position) Mayor or one of seven City Council Members	Mayor	City Manager	A Specific Councilmember
Quantity	1-2 Positions	1-7 Positions	1 Position	1 Position	1 per Councilmember Up to 5 Positions

* Includes an estimated 50% benefit load

12. Budget for community outreach and communication

- Staff will come back to Council with a workplan



Library Department

13. Library Branch Usage

FY22-23 Actuals To Date

Location	Weekly Hours Open	Visits	Visits Rank	Physical Circulation	Physical Circulation Rank
Central	71	126,884	1	375,765	1
Brand	41	72,106	2	73,412	3
Casa Verdugo	41	17,978	6	29,302	5
Montrose	37	50,460	3	74,246	2
Adams Square	32	15,645	7	17,806	7
Pacific Park	31.5	23,981	5	65,524	4
Grandview	22.5	33,817	4	19,964	6
Chevy Chase	11 (29 CCCH*)	3,936	8	6,008	8

* Chevy Chase Choice Hours



Library Department

14. Arts & Culture Funding

Arts & Culture Comparison

City	Population	FY22-23 Budget	Art/Cultural FTE	Residents Per Employee	Budget Per Resident
Glendale	191,284	\$1,920,019	1.75	109,305	\$10.04
Santa Clarita	230,659	\$4,058,702	15	15,377	\$17.60
Pasadena	136,988	\$1,567,000	6	22,831	\$11.44
Burbank	104,535	\$655,475	n/a	n/a	\$6.27
West Hollywood	34,793	\$1,750,477	6	5,799	\$50.31



Public Works

15. Colorado/Wilson Street Pedestrian Safety cost breakdown

Colorado Blvd. Project Cost Breakdown – Total Budget - \$5.0M	
Pavement Rehabilitation	\$2.66M
Pedestrian Safety Improvements	\$2.34M
ADA Improvements	\$990K
Upgrade to HAWK @ Kenwood, Fischer, Lafayette	\$750K
Intersection Upgrades @ Louise, Brand, Adams, Chevy Chase, Verdugo, Campus	\$450K
Bus Stop Improvements	\$150K

Wilson Ave. Project Cost Breakdown – Total Budget - \$4.0M	
Pavement Rehabilitation	\$2.05M
Pedestrian Safety Improvements	\$1.95M
ADA Improvements	\$950K
Intersection Upgrades @ Central, Orange, Brand, Artsakh, Louise, Kenwood, Jackson, Isabel, Adams	\$675K
Upgrade to HAWK @ Cedar	\$250K
Bus Stop Improvements	\$75K



Public Works

16. Beeline Ridership data – Financial Standing

TRANSIT BUDGET (in Thousands)

Revenues	Actuals FY 18-19	Actuals FY 19-20	Actuals FY 20-21	Actuals FY 21-22	YTD Actuals FY 22-23	Proposed FY 23-24
Transit fares	\$ 1,012	\$ 635	\$ 2	\$ 253	\$ 402	\$ 239
Local Return Subsidy (Prop A, Prop C, Measure R)	4,988	5,854	7,074	7,426	*-	13,847
Miscellaneous Revenues	2,428	2,218	3,097	3,345	3,722	2,373
Totals	\$ 8,428	\$ 8,707	\$ 10,174	\$ 11,024	\$ 4,124	\$ 16,459
Expenditures						
Operational Costs (Beeline & Dial-A-Ride)	\$ 7,843	\$ 7,954	\$ 9,448	\$ 10,225	\$ 8,431	\$ 15,358
Salaries and Benefits	482	627	622	609	561	811
Other Expenses	103	126	104	189	159	290
Totals	\$ 8,428	\$ 8,707	\$ 10,174	\$ 11,024	\$ 9,151	\$ 16,459
Ridership Data						
Totals	1,411	1,040	358	517	**587	-

* Local Return Subsidy is added at the end of the fiscal year

** Through April 2023



City of Glendale

Public works

Fleet Services



Background

- 35 FTE's working at four garages facilities
- Staff responsible for:
 - Preparing specifications for procurement of individual units
 - Performing maintenance and repair
 - Maintaining fueling and underground storage tank infrastructure for regulatory compliance
- Fleet size in FY 2015 consisted of 1,200 individual units
- Current citywide fleet consists of 965 units
- Total fleet size reduced by over 20% since then



Background

- Fleet Reduction strategies:
 - Interdepartmental equipment sharing policy
 - Replacement of assigned vehicle with an auto allowance
 - Deferral of vehicle replacements beyond depreciation and best-practice replacement cycles
 - Revision to Fleet Replacement Policy:
 - Downsizing class of vehicles
 - Policy revision requiring procurement of alternative fuel, hybrids or electric vehicles during replacements
- Vehicle leasing alternative analyzed:
 - Leasing programs mostly available for inexpensive vehicle classes
 - Leased vehicle classes range from sedans to 2.5-ton work trucks
 - Large and/or specialized vehicles such as refuse trucks and police patrol vehicles not available



Fleet Composition

- Fleet Services manages 69 different classes represented in the following examples:

Asset Class Description	Number of Active Units	Replacement Cycle in Months	Budgeted Replacement Amount Per Unit FY 23-24
Mid-Size Sedan	11	84	\$60,000
Compact Pickup	62	84	\$70,000
Standard Cargo Van	25	96	\$75,000
Refuse Trucks, Side Loader	42	96	\$450,000
Patrol Cars	107	48	\$75,000
Emergency Response Fire Engine	19	240	\$1,300,000
Backhoe/Loaders	13	120	\$300,000
Forklift	11	120	\$35,000



Fleet Management Fund Status

- Fleet Fund set up as internal service fund
 - Departments pay an annual chargeback for fleet services
- Amount of the chargeback determined by two years in arrears
- Since FY 2017-18:
 - General Fund portion of fleet expenses regularly reduced to balance the Citywide General Fund budget
 - Resulted in reduction of \$20.4M in Fleet Fund's cash reserves
 - Reserve reduced to \$1.6M
 - Presently experiencing negative fund balance
 - Results in undue burden onto Citywide GF Reserves to cover shortfall
 - Fleet Fund needs to be replenished to cover equipment replacement backlog



FY 2023-24 Fleet Fund – 5 Year Forecast (Status Quo)

\$ In Millions	Projected					
	Actuals 22-23	Projected 23-24	Projected 24-25	Projected 25-26	Projected 26-27	Projected 27-28
Revenue	\$14.0	\$13.7	\$14.3	\$13.8	\$14.4	\$15.3
General Fund Transfer	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total Resources	\$14.0	\$13.7	\$14.3	\$13.8	\$14.4	\$15.3
Salaries & Benefits & Operating Expenditures	\$10.8	\$10.0	\$10.1	\$10.2	\$10.3	\$10.4
Capital Outlay	<u>5.9</u>	<u>12.1</u>	<u>7.2</u>	<u>5.2</u>	<u>6.3</u>	<u>7.1</u>
Total Appropriations	\$16.7	\$22.1	\$17.3	\$15.4	\$16.6	\$17.5
Net Surplus/(Use)	(\$2.7)	(\$8.4)	(\$3.0)	(\$1.6)	(\$2.2)	(\$2.2)
Unrestricted Fund Balance	(\$1.1)	(\$9.5)	(\$12.5)	(\$14.1)	(\$16.3)	(\$18.5)



FY 2023-24 Fleet Fund – 5 Year Forecast (As Proposed)

\$ In Millions	Projected					
	Actuals 22-23	Projected 23-24	Projected 24-25	Projected 25-26	Projected 26-27	Projected 27-28
Revenue	\$14.0	\$13.7	\$14.3	\$13.8	\$14.4	\$15.3
General Fund Transfer	<u>7.8</u>	<u>4.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Total Resources	\$21.8	\$17.7	\$16.3	\$15.8	\$16.4	\$17.3
Salaries & Benefits & Operating Expenditures	\$10.8	\$10.0	\$10.1	\$10.2	\$10.3	\$10.4
Capital Outlay	<u>5.9</u>	<u>12.1</u>	<u>7.2</u>	<u>5.2</u>	<u>6.3</u>	<u>7.1</u>
Total Appropriations	\$16.7	\$22.1	\$17.3	\$15.4	\$16.6	\$17.5
Net Surplus/(Use)	\$5.1	(\$4.4)	(\$1.0)	\$0.4	(\$0.2)	(\$0.2)
Unrestricted Fund Balance	\$6.7	\$2.3	\$1.3	\$1.7	\$1.5	\$1.3



Fleet Electrification Costs

- Citywide fleet electrification expenses not included in present chargeback model:
 - GWP Utility Upgrades: \$21,875,000
 - Charging Equipment (design and installation): \$49,076,341
 - Difference in cost between “Like to Like” replacement for existing vehicles and equipment versus replacing with EV: \$52,949,896
- Staff will engage a consultant to develop long term cost recovery model.
- Anticipated future costs in excess of \$124 million will place greater pressure on Fleet Fund



City of Glendale

General Fund

Five-Year Forecast



General Fund Five-Year Forecast

\$ In Millions	23-24	24-25	25-26	26-27	27-28
Revenue	\$265.7	\$273.5	\$271.9	\$278.9	\$286.5
ARPA	20.4	0.0	0.0	0.0	0.0
Measure S	<u>18.5</u>	<u>14.2</u>	<u>14.3</u>	<u>14.5</u>	<u>14.6</u>
Total Resources	\$304.6	\$287.7	\$286.2	\$293.4	\$301.1
Appropriations	<u>\$300.0</u>	<u>\$297.8</u>	<u>\$300.2</u>	<u>\$304.4</u>	<u>\$307.9</u>
Internal Service Funds	(\$5.8)	(\$2.8)	(\$2.8)	(\$2.8)	(\$2.8)
Additional Labor Costs	0.0	(10.8)	(17.1)	(23.6)	(23.7)
Capital Improvement	(8.6)	(10.0)	(10.0)	(10.0)	(10.0)
Additional Measure S	31.7	20.9	21.5	22.0	22.6
Section 115 Trust	0.0	0.0	5.0	5.0	5.0
Net Change	\$21.9	(\$12.8)	(\$17.4)	(\$20.4)	(\$15.7)
Ending Reserve*	\$114.6 36.5%	\$101.8 31.7%	\$84.4 25.6%	\$64.0 18.8%	\$48.3 14.0%



*Council Reserve Policy is a floor of 25% with a target of 35%

Potential Budget Balancing Strategies

1. Increased GWP Electric Transfer to the General Fund
2. Utilization of Section 115 Trust funds
3. Explore refinancing pension obligations via bond issue
4. Potential Fiber Optic revenue
5. Internal borrowing from other City funds
6. New Taxes
 - Business License Tax; Parking Tax; Mansion Tax; Parcel Tax
7. Increase Transient Occupancy Tax
8. Increased revenue via Citywide User Fee Study
9. Digital Billboards and Advertising
10. Landfill Post-Closure funding obligation
11. Potential new paramedic reimbursement program
12. Reduce 90-minute free parking
13. Consider development and ground leases of City owned parcels



FY 2023-24 Budget Adoption Calendar

Tuesday, June 13 - Budget Hearing & Adoption



Questions & Comments

