

FY 2016-17 Proposed Budget Booklet



NOTE:

Bold: carryover goal

Italic: stretch goal

Administrative Services

- ERP Project
 - Implement Munis HR Payroll and time keeping project by January 1, 2017 (with IS and HR).
 - Continue implementation of Munis Financial Modules for a targeted go live of July 1, 2018 (with IS).
- GASB & Governmental Compliance
 - Implement second round of subsidies for low-income retiree medical, which will take effect January 1, 2017 (with HR).
 - Continue to develop and implement Affordable Care Act reporting to the IRS (with HR).
- Finance, Budgeting & Accounting
 - Revise reallocation and over-hire process (with HR).
 - Finalize cost allocation strategy for Building Maintenance/Facilities Fund (with PW).
 - Review/reconfigure Police Building Loan/COPs by application date.
 - Assist GWP in the Grayson Repower project including COSA and bond issues.
 - Review application procedures and controls to ensure adherence to the State Controllers guidelines and compliance to AB1248 on Internal Controls.
 - Prepare white paper on vacation rental issues, including land use regulatory issues, taxation and collection (with CA and CD).
 - Implement community budgeting outreach tool (with MS).
 - Develop internal scorecards and reports for department-wide distribution to ensure line-level employees' grasp of effective budgeting, and the need for long-range financial planning and fiscal management (with GPD).
- *Develop a voter approved revenue enhancement measure (May be dependent on UUT repeal).*

City Attorney

- Risk Management
 - **In conjunction with line departments, complete system-wide evaluation for City's safety/risk prevention program.**
- Governance, Charter Reform & Special Projects
 - **Develop and implement potential Charter amendments relative to Civil Service, including modifications to the rule of three, layoff/bumping procedures, duration of eligible lists and reclassifications (with MS and HR).**
 - **Develop revised procedures for Civil Service Commission hearings (with the HR and MS).**
 - Develop a comprehensive review and revision of the sign code to incorporate recent legal developments (with CD).
 - Update the Wireless Telecommunication Ordinance to incorporate recent amendments to state law and federal regulations governing the permitting process (with CD).

- Prepare white paper on vacation rental issues, including land use regulatory issues, taxation and collection (with AS and CD).
- Implement security camera policy (with MS, GPD & PW).
- Complete DEIR process for Scholl Canyon Landfill (with PW and MS).
- Transactional Law
 - **Develop and Introduce legal and land use requirements for local hotels and motels that generate significant calls for public safety service (with CD).**
 - Update current construction specification with most recent legal developments and to ensure consistency across departments.
 - Develop a short-form Professional Services Agreement for smaller or lower risk contracts and develop guidelines for its use.
 - Develop a form general services RFP and form contract. The City has a form construction contract and form PSA but not a universal RFP and contract for general non-professional services that require a contract more extensive than a purchase order.

Community Development

- Neighborhood Services
 - **Fully implement BRC Program (with AS).**
 - Restructure the Code Compliance and Licensing Work Program, creating Commercial and Residential Enforcement Teams and improving effectiveness.
 - Rewrite Title 5 of the GMC relating to Permits and Licenses to remove barriers and speed of issuance and enforcement to gain efficiencies.
 - Reduce Inspection Backlog to a specified target.
 - Prepare white paper on vacation rental issues, including land use regulatory issues, taxation and collection (with AS and CA).
- Building & Safety
 - **Complete the implementation of the “field technology” for the inspection staff, including handheld devices to transmit inspection results, photos and/or videos to CSI and to be able to provide “robotic” inspections (with IS).**
 - Return and maintain plan check turnaround time to an average 10-weeks.
 - Develop and implement cross-training program to allow one commercial inspector (instead of four: Building, Electrical, Mechanical and Plumbing) to inspect simple TIs.
 - Develop the 1st draft of the Document Management Quality Assurance Program for plans and permits.
 - Develop and implement cross-training program for associate and assistant Permit Services Technicians allowing them to provide expanded services to customers.
- Planning
 - **Complete the South Glendale Community Plan.**
 - **Complete the Historic Commercial Property Survey.**

- **Develop and Introduce legal and land use requirements for local hotels and motels that generate significant calls for public safety service (with CA).**
- **Initiate West (and/or East) Glendale Community Plan.**
- Draft modification to Title 30 to allow for the automatic renewal or no-expiration of AUPs/CUPs for uses with little or “no activity” or calls for service.
- Develop a comprehensive review and revision of the sign code to incorporate recent legal developments (with CA).
- Initiate and complete 50% of planning and design of Wilson and Columbus soccer fields, in collaboration with GUSD (with CSP and PW).
- *Develop the Administrative Coordinator Series with the goal of updating job scope and adding quasi-technical skills to assist in primary Planning and BRC functions.*
- *Reduce Planning entitlement processing to 60 days following “Deemed Complete” on 80% of the applications.*
- **Urban Design & Mobility**
 - Update the Pedestrian Master Plan & Safety Initiative for adoption in FY 17-18 (with PW and GPD).
 - Enter design-build contract phase of Beeline bus maintenance facility project with 90% of design completion by year-end (with PW).
 - Initiate adoption hearings for Small Lot Development Standards.
 - Complete Historic Resource Database of designated and potential historic resources and integrate into Property Information Portal on City website to provide public access to information (with IS).
 - Complete the RFP process and execution of the technical studies phase of the Space 134 project (with PW and CSP).
 - Participate in and complete the feasibility study with Metro of adding mass transit service through Glendale between Bob Hope Airport and Union Station, up to and including light rail/street car service (with PW).
 - *Pursue design/construction/operational commitments from Metro for Glendale’s connection to regional mass transportation network (with PW).*
 - *Initiate comprehensive, citywide, Multi-Modal Mobility Plan.*
- **Economic Development & Asset Management**
 - **Complete Tech Initiative analysis and implementation as directed by Board.**
 - **Develop Business and funding plan related to Space 134.**
 - Develop and Conduct First Annual Tech Week.
 - Complete negotiations and commence entitlement for boutique hotel development(s) in Downtown Glendale.
 - Update the Wireless Telecommunication Ordinance to incorporate recent amendments to state law and federal regulations governing the permitting process (with CA).
 - Complete due diligence on the ENA with the Armenian American Museum and Cultural Center of California, and complete specifications for public parking at Central Park.
 - Complete Laemmle Lofts Project.

- Complete Hyatt Place Project.
- *Develop signature event in the Arts & Entertainment District focusing attraction on Maryland Avenue.*
- *Increase Social Media presence on Twitter (600+), Facebook (200+) and Instagram (1000+).*
- *Recruit 2-3 businesses that align with the 18-hour day lifestyle including bars, breweries, entertainment venues, breakfast venues and unique coffee shops.*
- Housing
 - Develop a Legislative Strategy to restore meaningful and ongoing funding for the creation and maintenance of Affordable Housing in California.
 - Achieve “High Performer” rating from HUD for Section 8 operations.
 - Conduct Section 8 Landlord Recruitment Survey and host Enrollment Forum.
 - Convert Section 8 landlords to Direct Deposit.
 - Complete negotiations with selected developer and initiate development of Fifth & Sonora.
 - Complete construction and lease-up of YMCA/Meta Housing Development.
 - *Initiate plan for an online housing service center for tenants and landlords enabling 24-hour access to housing resources and services.*

Community Services and Parks

- Administration
 - **Develop website portal for connecting community volunteers, nonprofit organizations, and centralized community calendar (with MS).**
 - **Complete/close-out upgrades of Palmer, Deukmejian and Sports Complex Projects (with PW).**
 - Complete the RFP process and execution of the technical studies phase of the Space 134 project (with PW and CSP).
 - Complete mini-master plan for Central Park and mini-master plan for Verdugo North.
 - Complete a phasing strategy for Fremont Park Master Plan and complete design development and construction documents for Phase I to include a new artificial turf soccer field with fencing and lighting (with PW).
 - Complete planning and design for Deukmejian Barn Nature Center Interior Improvements and start construction (with PW).
 - Initiate and complete 50% of planning and design of Wilson and Columbus soccer fields, in collaboration with GUSD (with CD and PW).
 - Complete execution of a ten year license agreement with St. Francis, including completion of conversion of Baseball Field 1 at Sports Complex to artificial turf, paid for by St. Francis, to accommodate soccer play for use by the community during baseball off-season.
- Recreation Services

- Expand “One Glendale” youth sports collaborative with GUSD from 4 schools (500 youth) to 8 schools (1,000 youth), and expand community engagement and healthy programming.
 - Maintain/increase enterprise facility rental income level.
 - *Eliminate operating deficit at Civic Auditorium.*
- Parks Maintenance Services
 - Complete design and conversion of ornamental turf on north Brand median to drought-tolerant plantings.
 - Complete conversion of turf areas in the parks, where practical, to drought tolerant ground covers and plantings to reduce water usage.
 - Implement a centralized, electronic irrigation control system to improve water use efficiency.
 - Complete the Integrated Pest Management Program.
- Workforce Development
 - Complete transition to new federal Workforce Innovation and Opportunities Act (WIOA) organizational and program requirements.
 - *Improve financial sustainability of Workforce Development and the VJC by bringing in \$1.5 million in additional competitive grant funding, or new sources of revenue.*
- Human Services
 - Development strategy to secure a site and seek funding for a new homeless services facility that balances needs and requirements for transitional and permanent housing.

Fire

- Operations & Facilities
 - **Develop and implement recommendations for resource reallocation in impacted districts.**
 - Evaluate efficiency and effectiveness of Verdugo Fire Communication’s current dispatching procedures.
 - Develop and distribute internally real-time monitoring/reporting for overtime usage.
 - Commence remodel of Station 29 to accommodate female firefighters (with PW).
 - Develop and implement systematic approach to decrease apparatus downtime due to mechanical maintenance and repairs (with PW).
 - Develop a mental health training program (with GPD).
- Training
 - Demolish/prep Training Center site and obtain new burn building (with PW).
 - Conduct “in-service” academies for captain and engineer ranks.
 - Implement recruit academies.
 - Develop a system to standardize and digitally store employee certificates and records.
- Emergency Medical Service
 - Complete and report evaluation of Community Paramedic Program.

- Complete and report evaluation of Alternative Delivery Program.
 - Develop revised protocols for ordering/stocking pharmaceuticals, aimed at reducing costs, redundancy and waste.
- Disaster Preparedness
 - Develop and refine workplace emergency protocols and commence training/education for all City employees (with GPD and MS).
 - Commence Community EMT training program.

Glendale Water and Power

- Administration
 - Initiate and complete the consolidation of the citywide warehouse operations.
- Electric
 - Initiate and complete the development, installation and commissioning of a 2MW battery storage pilot project.
 - Complete six (6) 4kv to 12kv electrical distribution conversions.
 - Initiate and complete a new COSA and rate structure for the Electric Division including incorporation of Distributed Energy Resources such as Net Energy Metering, Time of Use, and Electric Vehicle rate schedules.
 - Complete the installation of four (4) new electrical vehicle charging stations in the City.
- Water
 - Update and implement the Water System Master Plan's 10-year capital improvement program and proposed funding plan.
 - Initiate and complete a new COSA and rate structure for the Water Division with emphasis on tier level review, recycled water rates, drought rates and energy cost allocation.
 - Complete water storage assessment and develop operational plan/policy for future storage.
- Power Supply & Generation
 - Complete Risk Assessment & Analysis regarding risk tolerance, active hedge plan, and long term risk management oversight.
 - Commence procurement process for biogas-fueled electrical generation units at Scholl Canyon Landfill.
 - Review and recommend to Council responses to RFP – Phase I regarding the Grayson Repowering Project, and commence AQMD permitting process.

Human Resources

- ERP Project
 - Implement the HR/Payroll module of the Tier II Tyler Munis project effective January 1, 2017, including transition to bi-weekly payroll (with AS).
- Compensation and Benefit Administration

- Execute second round of compensation alignment for 2016/2017. Additionally, per the City IBEW MOU, conduct salary survey of relevant utility classifications.
- Implement second round of subsidies for low-income retiree medical, which will take effect January 1, 2017 (with AS).
- Continue to develop and implement Affordable Care Act reporting to the IRS (with AS).
- Revise reallocation and over-hire process (with AS).
- ***Revise and update background investigation protocol for specified new hires.***
- Labor Relations
 - **Implement reforms to the Charter provisions relative to Civil Service, including modifications to the rule of three, layoff/bumping procedures, duration of eligible lists and reclassifications. This effort will require engagement with the City Council, Civil Service Commission and the respective employee bargaining groups (with CA and MS).**
 - **Develop revised procedures for Civil Service Commission hearings (with the CA and MS).**
 - Complete labor negotiations with GPOA and GMA/Police Sworn & Fire Sworn groups for multi-year MOUs.
 - Begin the process of labor negotiations in Spring 2017 for GCEA and GMA bargaining groups.
- Workers' Compensation
 - Hire and fully integrate the third-party administrator for Workers' Compensation to augment in-house staff.

Information Services

- ERP Project
 - Complete the implementation of Munis HR/Payroll Module(s) and online Timekeeping (with AS and HR).
 - Initiate implementation of the Munis Financial Modules (with AS).
 - Commence migration of Oracle databases into a SQL enterprise environment.
- Infrastructure & Hardware
 - **Continue Phase II of data center upgrade project/disaster recovery environment.**
 - Continue City wide telephone system upgrades, commencing with GWP UOC telephone system upgrade.
 - Install State grant funded CENIC network to expand speed and access for members of the public. Separate the public and staff networks (with LAC).
 - Complete Historic Resource Database of designated and potential historic resources and integrate into Property Information Portal on City website to provide public access to information (with CD).
- Applications
 - Implement application virtualization, including remote access and mobile solutions.
 - Implement the upgraded Intranet web site.
 - Complete the mobile ticketing solution for the Police Department (with GPD).

- *Continue the Licensing/Permitting software implementations including online permit renewal, submittal, and mobile solutions for all affected departments.*
- Wireless & Radio
 - Complete the radio system Dynamic System Resilience disaster recovery site.
 - Complete regular radio redundancy testing throughout the year and develop a scoresheet to document and diagnose technical infrastructure failures versus user/operator errors (with GPD & PW).

Library Arts and Culture

- Facilities
 - Complete Central Library Renovation by Spring of 2017 (with PW).
 - Complete installation of RFID and Automated Materials Handling System technology to provide staffing efficiencies and improve security and self-service options.
 - Install State grant funded CENIC network to expand speed and access for members of the public. Separate the public and staff networks (with IS).
 - *Explore and propose a self-service model at Chevy Chase to expand access to services beyond 11 hours/week.*
- Programming and Outreach
 - **Develop the design and programming strategy for the Remembrance (Man's Inhumanity to Man) Room at Central Library.**
 - Develop a system-wide marketing strategy to increase patronage at all venues, with emphasis on reopening of Central Library. Transform the image of Central Library as a digital center where state of the art technology can be accessed.
 - Create a sustainable model for adult literacy services with new grant funding from the State Library.
 - Complete the Arts and Culture Commission Public Art Master Plan.

Management Services

- Administration
 - **Develop website portal for connecting community volunteers, nonprofit organizations, and centralized community calendar (with CSP).**
 - **Convene quarterly meetings of local non-profit organization leadership.**
 - **Development and implementation of potential Charter amendments relative to Civil Service, including modifications to the rule of three, layoff/bumping procedures, duration of eligible lists and reclassifications (with HR & CA).**
 - **Develop revised procedures for Civil Service Commission hearings (with the CA and HR).**
 - Implement security camera policy (with CA, GPD & PW).

- Implement 2nd phase of Exceptional Customer Service Policy.
- Prepare and submit white paper on proposed revision of Commission Appointment Process.
- Implement community budgeting outreach tool (with AS).
- Develop and refine workplace emergency protocols and commence training/education for all City employees (with GPD and GFD).
- Complete DEIR process for Scholl Canyon Landfill (with PW and CA).
- *Develop and Implement Citizen's Leadership Academy.*
- Community Information & Outreach
 - Complete the merger of Graphics & GTV6, to be known as Creative Media & Digital Innovation.
 - Create/centralize City of Glendale film office.
 - Centralize special events marketing and promotion in Management Services.
 - Formalize print-for-fee services with GUSD, identify additional partners for Graphics Unit services, and increase Graphics output by 10% among external clients.
 -

Police

- Crime Suppression
 - Procure and implement predictive policing advanced analytics to maximize the effectiveness of patrol and investigative resources to address current local and regional crime trends.
- Support Services
 - Complete regular radio redundancy testing throughout the year and develop a scoresheet to document and diagnose technical infrastructure failures versus user/operator errors (with IS & PW).
 - Develop internal scorecards and reports for department-wide distribution to ensure line-level employees' grasp of effective budgeting, and the need for long-range financial planning and fiscal management (with AS).
 - Develop and implement a minimum of three (3) updated employee training programs to assure that component courses are both interesting and cost-effective, by taking full advantage of existing GPD subject matter experts.
 - Develop a mental health training program (with GFD).
 - Implement security camera policy (with CA, MS & PW).
 - Develop and refine workplace emergency protocols and commence training/education for all City employees (with GFD and MS).
 - *Add two (2) agencies as fee-for-service clients of the Verdugo DNA Lab, while maintaining or reducing current turnaround times.*
- Community Policing
 - Complete a six and twelve-month evaluation of the new Crime Impact Team, focusing on key performance indications among the team as well as overcome community outcomes.

- *Complete not less than twenty-four (24) Community Outreach events and collect no less than two hundred (200) new contacts to accept GPD messaging and crime prevention information.*
- Traffic Safety
 - Complete the mobile ticketing solution for the Police Department (with IS).
 - Update the Pedestrian Master Plan & Safety Initiative for adoption in FY 17-18 (with PW and GPD).

Public Works

- Parking Operations
 - Complete automated parking system upgrade at City garages, including digital wayfinding signs to direct traffic to City garages.
- Sewer Maintenance
 - **Execute Chevy Chase Sewer Diversion Project at 66% of construction completion.**
 - Develop COSA for restructure and increase of current sewer rates.
 - Increase the use of recycled water for sewer cleaning to 60% of the total.
- Engineering & Traffic Engineering
 - Establish a “partial quiet zone” at the railroad crossings along San Fernando Corridor.
 - Implement the construction of the new Glendale Sub-regional Traffic Operations Center.
 - Complete the construction of the City’s first green street demonstration project.
 - Participate in and complete the feasibility study with Metro of adding mass transit service through Glendale between Bob Hope Airport and Union Station, up to and including light rail/street car service (with CD).
 - Complete the RFP process and execution of the technical studies phase of the Space 134 project (with CD and CSP).
 - Update the Pedestrian Master Plan & Safety Initiative for adoption in FY 17-18 (with GPD and CD).
 - *Pursue design/construction/operational commitments from Metro for Glendale’s connection to regional mass transportation network (with CD).*
- Project Management
 - **Complete/close-out upgrades of Palmer, Deukmejian and Sports Complex Projects (with CSP).**
 - Complete Central Library Renovation by Spring of 2017 (with LAC).
 - Demolish/prep Training Center site and obtain new burn building (with GFD).
 - Develop plan and remodel Station 29 to accommodate female firefighters (with GFD).
 - Enter design-build contract phase of Beeline bus maintenance facility project with 90% of design completion by year-end (with CD).
 - Complete the Wilson Mini-Park Restroom and Maple and Maryland Park shade structures projects (with CSP).
 - Complete a phasing strategy for Fremont Park Master Plan and complete design development and construction documents for Phase I to include a new artificial turf soccer field with fencing and lighting (with CSP).

- Complete planning and design for Deukmejian Barn Nature Center Interior Improvements and start construction (with CSP).
- Initiate and complete 50% of planning and design of Wilson and Columbus soccer fields, in collaboration with GUSD (with CD and CSP).
- Fleet Maintenance
 - Revamp Fleet Charge Program to actual monthly billing with the goal of equalizing annual, adjusted costs from departments with annual revenues.
 - Develop and implement systematic approach to decrease apparatus downtime due to mechanical maintenance and repairs (with GFD).
 - Implement full conversion of Refuse Fleet to Compressed Natural Gas.
- Integrated Waste Management
 - **Commence ENA process for anaerobic digestion pilot project at Scholl Canyon Landfill.**
 - **Complete DEIR process for Scholl Canyon Landfill (with CA and MS).**
 - Develop and present strategy for franchising commercial waste hauling sector.
 - Implement mandatory commercial recycling, restaurant food recycling and commercial waste reduction programs.
 - Evaluate the bulky/abandoned item pick up program and recommend improvements, including but not limited to outsourcing.
- Facilities Maintenance
 - Develop universal scorecard for satisfaction with maintenance/management of all City facilities.
 - Finalize cost allocation strategy for Building Maintenance/Facilities Fund (with AS).
 - Implement security camera policy (with CA, GPD & MS).
 - Complete regular radio redundancy testing throughout the year and develop a scoresheet to document and diagnose technical infrastructure failures versus user/operator errors (with IS & GPD).



Administrative Services

Key Performance Indicators

FY 2015-16

Performance Indicator	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter*	FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
								Primary	Secondary
Financial Operations									
1 Total Citywide personnel cost	\$56,606,642	\$56,756,719	\$55,458,850	\$0		\$217,712,150	\$216,208,153	FR	-
2 Citywide personnel cost to total operating cost	37.2%	37.7%	36.8%	0.0%		35.4%	34.0%	FR	-
3 Departmental personnel cost to total operating cost									
Administrative Services - General Fund	75%	75%	76%	0%		72%	70%	FR	-
City Attorney - General Fund	95%	94%	93%	0%		93%	92%	FR	-
City Attorney - All Funds	28%	23%	55%	0%		49%	48%	FR	-
City Clerk - General Fund	74%	78%	79%	0%		46%	73%	FR	-
City Treasurer - General Fund	87%	89%	88%	0%		87%	85%	FR	-
Community Services & Parks - General Fund	62%	61%	62%	0%		63%	62%	FR	-
Community Services & Parks - All Funds	60%	56%	57%	0%		57%	55%	FR	-
Community Development - General Fund	93%	92%	90%	0%		87%	93%	FR	-
Community Development - All Funds	25%	26%	27%	0%		24%	24%	FR	-
Fire - General Fund	88%	88%	88%	0%		88%	88%	FR	-
Fire - All Funds	85%	85%	83%	0%		84%	83%	FR	-
Glendale Water & Power - All Funds	16%	17%	16%	0%		15%	14%	FR	-
Human Resources - General Fund	63%	66%	70%	0%		62%	61%	FR	-
Human Resources - All Funds	4%	5%	5%	0%		4%	5%	FR	-
Information Services - All Funds	36%	34%	27%	0%		34%	42%	FR	-
Library, Arts & Culture - General Fund	69%	69%	67%	0%		69%	71%	FR	-
Library, Arts & Culture - All Funds	67%	68%	65%	0%		67%	70%	FR	-
Management Services - General Fund	75%	76%	72%	0%		77%	80%	FR	-
Police Department - General Fund	85%	84%	84%	0%		86%	85%	FR	-
Police Department - All Funds	83%	84%	82%	0%		79%	80%	FR	-
Public Works - General Fund	40%	50%	48%	0%		48%	51%	FR	-
Public Works - All Funds	38%	36%	35%	0%		32%	33%	FR	-
4 # of reports prepared and published by Finance	82	89	80	0		278	241	IEC	-
5 Citywide average operating cost per day	\$1,695,384	\$1,674,212	\$1,676,841	\$0		\$1,705,920	\$1,741,256.22	FR	-
Financial Ratios									
6 Actual operating cost, General Fund, per capita	\$237	\$229	\$228	\$0		\$923	\$873.00	FR	-
7 Actual expenditures, all funds, per capita	\$801	\$792	\$793	\$0		\$3,287	\$3,373.00	FR	-
8 Liquidity ratio (Annually)	N/A	N/A	N/A	0		N/A	N/A	FR	-
9 Debt ratio (Annually)	N/A	N/A	N/A	0%		N/A	N/A	FR	-
Accounts Payable & Purchasing									
10 Number of employees with open procurement cards citywide	243	236	237	0		211	190	FR	-
11 Average procurement card purchase amount	\$208.73	\$142.50	\$132.16	\$0.00		\$224.69	\$222.75	FR	-
12 Total dollar value of purchasing conducted with procurement cards	\$483,364	\$480,146	\$334,542	\$0		\$1,828,937	\$1,740,914.82	FR	-
13 Total number of invoices processed for payment	28,023	25,600	26,416	0		110,947	112,613	FR	-
14 Average number of invoices processed for payment	N/A	N/A	N/A	0		27,737	28,153	FR	-
15 Avg. calendar days from approved requisition to purchase order issued	21	12	10	0		16	18	ECS	-



Administrative Services Key Performance Indicators FY 2015-16

Performance Indicator						FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter*				Primary	Secondary
Budget										
16	Ratio of Gen. Fund Admin. Services budget to total Gen. Fund budget	3.0%	3.0%	3.0%	0.0%		2.7%	3.2%	FR	-
17	Ratio of General Fund budget to the overall City Budget	22.6%	19.0%	19.0%	0.0%		19.1%	20.7%	FR	-
18	Number of residents per authorized salaried positions	127	127	126	0		126	121	FR	-
19	% accuracy in budget revenue to actual in General Fund (Annually)	N/A	N/A	N/A	0%		N/A	N/A	ECS	IEC
Internal Audit										
20	Audits completed	2	0	3	0		11	16	IEC	FR
21	Audit close-out rate	28%	32%	3%	0%		19%	32%	IEC	FR
22	Average number of open audit issues	38	26	30	0		39	59	IEC	FR



City Attorney

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Number of Public Records Requests Received	192	180	176	0		434	452	IEC	-
2 Number of Public Records Requests Completed	189	179	176	0		392	441	IEC	-
3 Number of Parking Appeals Handled	58	23	15	0		228	281	SHC	-
4 Number of Insurance Certificates Handled	N/A	692	633	0		N/A	N/A	SHC	-
5 Number of Legal Service Requests Received	213	254	186	0		672	656	ECS	-
6 Number of Legal Service Requests Completed	204	283	168	0		582	543	ECS	-
7 Number of Claims Received	36	39	60	0		232	276	FR	-
8 Number of Claims Closed	66	41	52	0		276	285	FR	-
9 Avg. Cost per Claim Closed	\$1,608	\$462	\$1,281	\$0		\$1,081	\$649	FR	-
10 Number of Lawsuits Received	10	9	5	0		22	33	FR	-
11 Number of Lawsuits Closed	5	7	7	0		19	29	FR	-
12 Number of Lawsuits Resolved Through Settlement	3	2	1	0		9	19	FR	-
13 Number of Lawsuits Dismissed Through Dispositive Motion*	0	2	0	0		10	3	FR	-
14 Number of Lawsuits Tried to Verdict*	0	0	0	0		0	3	FR	-
15 Number of Lawsuits Disposed on Appeal	0	0	0	0		0	1	FR	-
16 Avg. Cost per Lawsuit Settled	\$224,899	\$2,077	\$80,035	\$0		\$29,589	\$171,437	FR	-
17 Avg. Cost per Lawsuit Tried	\$0	\$0	\$0	\$0		\$0	\$1,050	FR	-
18 Number of Code Enforcement Cases Received	525	484	241	0		1,217	848	SHC	-
19 Number of Code Enforcement Cases Closed	561	259	252	0		998	769	SHC	-

* Not all cases may have a final judgment.



City Clerk

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Total public records requests received	145	171	164	0		410	413	IEC	-
2 Total public records requests provided	144	170	163	0		409	389	IEC	-
3 Number of public records requests completed within 10 days	135	161	155	0		399	356	IEC	ECS
4 Number of public records requests completed beyond 10 days	10	10	9	0		5	22	IEC	ECS
5 Number of non-responsive public records requests	1	0	0	0		5	25	IEC	-
6 Number of Filming Permits issued	64	65	78	0		244	278	EV	-
7 Number of Special Event Permits issued	38	45	15	0		169	144	AC	IEC
8 Total number of agenda items processed	103	76	91	0		227	407	IEC	-
Percentage of time Council meeting minutes are docketed for									
9 City Council approval within three weeks of meeting date	90%	95%	95%	0%		98%	93%	IEC	ECS
10 Number of registered voters	97,293	98,032	98,032	0		98,127	97,249	IEC	-
11 Voter registration percentage	51%	51%	51%	0%		51%	51%	IEC	-
12 Ratio of provisional ballots cast vs. votes cast in person at poll location*	N/A	NA	0	0		16.4	0	IEC	-

*9.66 poll voters to every 1 provisional vote cast in the April 2, 2013 Election



City Treasurer

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Median weighted average for maturity of City portfolio assets (months)	24.0	24.4	21.8	0.0		23.1	22	FR	-
2 Total investment earnings per quarter (millions)	\$1,172,287	\$1,181,917	\$1,649,195	\$0		\$3,955,795	\$3,296,035	FR	-
3 Rate of return on the City Portfolio per quarter (%)	1.20%	1.23%	1.25%	0.00%		1.08%	0.89%	FR	-
4 Number of overages or shortages in daily cash balances	1	0	0	0		0	5	FR	-



Community Development Key Performance Indicators FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary

Housing

1	Number of active Section 8 Rental Assistance vouchers	2,972	2,965	2,996	0		3,011	3,029	BQH	-
2	Number of Section 8 Housing Quality Standard Inspections conducted	991	913	940	0		3925	4196	BQH	-
3	Number of new affordable housing units completed	0	0	0	0		9	17	BQH	-
4	Number of new affordable housing units under development	121	121	121	0		245	240	BQH	-
5	Number of affordable housing units monitored	421	410	169	0		714	773	BQH	-

Building & Safety

6	Number of building permits issued (all types)	814	848	751	0		2,871	2,814	BQH	EV
7	Building Permit Issued " Over the Counter"	564	791	532	0		2,087	N/A	BQH	EV
8	Number of trade permits issued	761	698	686	0		2,627	2,992	BQH	EV
9	Avg. valuation per building permit	\$58,800	\$51,533	\$118,970	\$0		\$113,723	\$84,223	FR	EV
10	Number of building plan checks submitted	200	101	130	0		608	\$416	EV	-
11	Number of sub-trade plan checks submitted	372	104	293	0		1,200	1,252	EV	-
12	Avg. turnaround time per building plan check (days)	35	25	30	0		27	18	ECS	-
13	Number of customers served	12,783	11,649	11,756	0		38,417	28,206	ECS	EV
14	Avg. turnaround time per sub-trade plan check (days)	13	14	14	0		21	10	ECS	-
15	Number of permit inspections completed	7,387	7,985	8,230	0		34,165	32,214	ECS	EV
16	Building and Safety fees received	\$2,410,484	\$1,695,654	\$2,248,214	\$0		\$9,269,104	\$7,795,814	FR	EV
17	Ratio of Building & Safety fees received to section's expenditures	3	1	2	0		2.43	2.63	FR	-
18	Number of complaints received	64	50	65	0		191	149	ECS	-
19	Cost per hour of operation	\$1,351	\$1,565	\$1,828	\$0		\$1,420	\$1,099	FR	-

Planning/Neighborhood Services

20	Number of development applications submitted for review by:									
	Design Review Board	17	9	8	0		34	62	BQH	EV
	Planning Commission	2	3	9	0		13	19	BQH	EV
	Historic Preservation Commission	2	1	2	0		11	2	BQH	EV
	Planning Hearing Officer	6	7	6	0		24	76	BQH	EV
21	Number of City applications initiated for:									
	General Plan Amendments	0	0	0	0		2	4	BQH	EV



Community Development

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Re-zoning	0	1	0	0		1	3	BQH	EV
Code Changes	0	3	0	0		5	2	BQH	EV
22 Number of administrative applications received by Staff									
Administrative Design Review	8	10	9	0		26	N/A	EV	BQH
Administrative Use Permits	6	8	5	0		18	N/A	EV	BQH
Design Review Board exemptions	187	178	201	0		802	781	BQH	EV
Other (i.e. COZ, COC, BRC, Home Occupation)	229	201	268	0		1003	227	ECS	-
Administrative Exceptions - up to 10% of a numerical standard	1	2	1	0		0	N/A	EV	BQH
Administrative Exceptions - up to 20% of a numerical standard	4	7	2	0		11	N/A	EV	BQH
Administrative Exceptions - Other	3	0	3	0		6	N/A	EV	BQH
Administrative Review (PEX, LLA, WTF, DB)	6	5	5	0		10	N/A	EV	BQH
23 % of development application review completed within 30 calendar days	74%	73%	74%	0%		74%	69%	ECS	EV
24 Avg. # of days from application submission to hearing	96	95	108	0		141	70	ECS	-
25 Avg. # of days from application submission to decision (AUP/ADR)	89	64	97	0		99	N/A	ECS	-
26 Avg. # of days from application completion to hearing for land use applications	48	66	36	0		68	41	FR	-
27 Avg. # of days from application completion to decision (AUP/ADR)	39	40	35	0		51	N/A	ECS	-
28 Avg. # of active applications per case planner	17	18	17	0		71	62	ECS	-
29 Number of DRB and Hearing Officer appeals	0	3	2	0		3	9	ECS	-
30 Cost per hour of operation	\$690	\$844	\$836	\$0		\$4,638	\$4,679	IEC	ECS
31 Number of requests for services received	4,154	3,912	3,924	0		14,333	10,927	IEC	ECS
32 Number of code enforcement inspections completed	5,483	3,717	4,756	0		17,239	18,880	SHC	-
33 Number of code violations issued	514	401	593	0		2,135	2,447	SHC	-
34 Number of code violation cases opened	386	315	437	0		1,445	1,528	SHC	-
35 Number of code violation cases closed	328	306	290	0		1,075	1,086	SHC	-
36 Percentage of cases cleared within 3 months	58%	62%	59%	0%		49%	46%	SHC	-
37 Percentage of cases remaining open beyond 3 months	42%	38%	41%	0%		51%	54%	SHC	-
38 Number of new cases per code enforcement officer	336	353	329	0		1,442	1,388	SHC	-
39 Sq. ft. of graffiti removed	36,268	29,314	43,271	0		149,687	172,821	SHC	-
40 Average cost per sq. ft. of graffiti removed	\$0.84	\$0.81	\$0.64	\$0.00		\$0.71	\$0.65	FR	-
41 Number of volunteer hours for neighborhood improvement activities	0	0	0	0		6,755	15,876	IEC	SHC
42 Number of dog and cat licenses issued	1,251	1,168	1,270	0		4,938	5,159	SHC	-



Community Development Key Performance Indicators FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
43 Number of (new) business license/permit applications received	787	336	395	0		1,906	1,024	EV	-
44 Number of (new/renewal) business license/permit applications issued	640	307	345	0		2,068	1,773	EV	-

Economic Development

45 General Inquiries	275	414	258	0		822	653	EV	ECS
46 Class A office vacancy rate	12.2%	11.6%	10.6%	0.0%		14.0%	19.0%	EV	-
47 Vacancy Rate: Retail (ICMA Community Attribute)	2.9%	2.5%	2.1%	0.0%		2.8%	3.8%	EV	-
48 Sales tax revenue**	\$39	\$41	\$43	\$0		\$38	\$37	EV	-
49 Number of outside businesses assisted with Glendale location needs	60	46	74	0		239	270	ECS	EV
50 Number of outside businesses assisted that came to Glendale	6	1	0	0		10	13	ECS	EV
51 Sq. footage of leases executed by businesses that came to Glendale (involving the assistance of Economic Development)	57,963	4,900	0	0		54,991	75,750	EV	-
52 Number of existing Glendale businesses assisted	123	85	127	0		299	243	ECS	EV

Urban Design and Mobility

53 Beeline "on-time" performance rate	89%	87%	88%	0%		89%	89%	ECS	-
54 Beeline Passangers per revenue hour	24	23	23	0		24	22	FR	-
55 Beeline cost per revenue hour (annual measure)	N/A	N/A	N/A	\$0		\$85	\$85	FR	-
56 Miles Between mechanical system failures	52,070	46,374	23,310	0		N/A	N/A	IM	-
57 Individuals engaged through Social Media	51,191	106,674	168,049	0		N/A	N/A	IEC	-
58 Individuals engaged through community meetings, events, and presentations	126	630	0	0		N/A	N/A	IEC	-



Community Services & Parks

Key Performance Indicators

FY 2015-16

		FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Performance Indicator										
Administration										
1	Total developed park acreage per 1,000 residents	1.44	1.44	1.44	0.00		1.46	1.49	CSF	IEC
2	Total undeveloped park acreage per 1,000 residents	25.28	25.28	25.28	0.00		25.68	26.26	CSF	IEC
3	Total number of volunteers for:									
	Community centers and human service programs	27	27	34	0		143	111	IEC	-
	Open space and trails	193	125	141	0		939	929	IEC	-
4	Total number of volunteer hours for:									
	Community centers and human service programs	2,571	1,867	1,927	0		11,158	9,885	IEC	-
	Open space and trails	469	411	422	0		2,803	2,988	IEC	-
5	Total number of participants in open space & trails programs	226	146	223	0		405	478	CSF	IEC
Park Maintenance										
6	Acres of developed parkland and community buildings maintained per FTE	4.13	4.13	4.13	0.00		4.20	4.76	CSF	IEC
7	# of hours to maintain 31.73 acres of sports fields (19 fields)	1,671	1,026	1,459	0		5,094	6,069	CSF	IEC
8	# of incidents of vandalism reported	76.00	63.00	72.00	0.00		684	180	SHC	-
9	% of time graffiti vandalism was removed within 24 hours of notification	90%	90%	90%	0%		91%	90%	SHC	-
10	# of completed special work orders	820	511	556	0		2,330	2,075	CSF	-
Park Planning & Development										
11	# of safety and security improvement projects at parks & community facilities	4	4	0	0		4	0	SHC	-
12	Park, open space & comm. facility projects developed or improved									
	# of projects developed or improved	2	1	0	0		6	10	CSF	IEC
	% of projects completed within 45 days of project completion date	100%	0%	N/A	0%		100%	100%	CSF	IEC
	% of projects completed within 5% of project cost target	50%	100%	N/A	0%		100%	100%	CSF	IEC
Recreation										
13	Number of hours the sports fields are permitted	11,145	6,544	10,858	0		41,725	41,669	CSF	IEC
	Percentage of permitted hours on lit sports fields at peak time									
14	(4pm-10pm weeknights and 8am-10pm weekends)	79%	67%	67%	0%		79%	80.75%	CSF	IEC
15	Facility rental revenue									
	Non-sports fields	\$259,014	\$210,235	\$263,107	\$0		\$1,027,667	\$958,721	FR	-
	Sports fields	\$140,043	\$155,831	\$230,541	\$0		\$436,700	\$516,957	FR	-
16	Total number of hours of use for non-revenue rentals									
	Facility Rentals	2,856	2,356	2,643	0		16,268	n/a	CSF	-
	Sport Field Rentals	7,479	3,120	5,639	0		24,604	n/a	CSF	-



Community Services & Parks

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
17 Total number of contract classes offered:									
Duplicated (total # of contract classes offered at different time/location)	54	53	50	0		191	331	CSF	IEC
Unduplicated (total # of individual contract classes offered)	17	21	21	0		75	133	CSF	IEC
18 Total number of contract classes held:									
Duplicated (total # of contract classes offered at different time/location)	46	46	33	0		116	179	CSF	IEC
Unduplicated (total # of individual contract classes held)	21	18	16	0		58	99	CSF	IEC
19 Total number of recreation classes held :									
Duplicated (total # of recreation classes held at different time/location)	188	29	25	0		368	441	CSF	IEC
Unduplicated (total # of individual recreation classes held)	29	8	9	0		81	83	CSF	IEC
20 Number of duplicated participants in:									
Contract Classes	420	422	341	0		1,638	2,120	CSF	IEC
Recreation Classes	14,899	6,539	6,440	0		35,538	36,761	CSF	IEC
21 Total contract class revenue	\$37,826	\$42,372	\$32,854	\$0		\$170,884	\$201,785	FR	-
22 Total recreational class revenue	\$280,300	\$24,777	\$12,260	\$0		\$543,652	\$504,868	FR	-
23 Number of recreation programs offered at 21 facilities: ¹									
Duplicated (total # of recreation programs offered at different time/location)	79	75	76	0		77	73	CSF	IEC
Unduplicated (total # of individual recreation programs offered)	40	38	35	0		37	33	CSF	IEC
24 Total number of teens participating in a structured recreation/fitness program	61	35	94	0		198	n/a	CSF	-
25 Number of events co-sponsored by the department	19	8	8	0		35	32	IEC	-
Number of non-profit organizations/public agencies that operate programs/services at park facilities at no cost for facility rental (unduplicated)	25	11	2	0		40	30	IEC	-

Human Services

27 # of unduplicated persons served w/ social service resources in CDBG	339	319	294	0		1,409	1,596	CSF	IEC
28 Number of meals served to seniors	14,900	14,006	13,935	0		54,178	50,988	CSF	IEC
29 Cost per meal served to seniors	\$6.15	\$6.68	\$6.72	\$0.00		\$6.78	\$7.21	FR	-
30 Number of cases for senior care management:									
Total number of new cases	31	14	19	0		111	111	CSF	IEC
Average number of open cases	76	86	83	0		102	87	CSF	IEC
Total number of closed cases	19	11	11	0		49	91	CSF	IEC
31 Total Cost per senior care management case	\$329	\$354	\$348	\$0		\$301	\$310	FR	-
32 Number of persons who exited Glendale Homeless Continuum of Care (CoC) ²	220	140	752	0		1,113	1,180	CSF	IEC
# of people who exited the program that were placed into Permanent Supportive Housing	87	44	84	0		463	516	CSF	IEC
% of people who exited the program that were placed into Permanent Supportive Housing	40%	31%	11%	0%		47%	53%	CSF	IEC
33 Number of homeless persons receiving services (duplicated) ³	627	1,130	1,453	0		4,184	6,093	CSF	IEC



Community Services & Parks

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
34 Number of contracts per FTE with non-profit organizations & City departments	8	8	8	0		9	9	CSF	IEC
Verdugo Jobs Center									
35 Number of visits to the Verdugo Jobs Center	7,932	7,037	7,827	0		30,266	45,000	FR	-
36 Number of customers receiving staff assisted services ⁴	258	263	351	0		695	692	ECS	EV
37 Cost per hour to operate VJC	\$1,397	\$1,397	\$1,397	\$0		\$1,397	\$1,397	FR	-
38 Average monthly caseload	43	44	50	0		39	31	ECS	-
39 Number of events sponsored by Workforce (i.e. workshops, recruitments, etc.)	47	54	57	0		235	n/a	EV	-
40 Number of customers placed into employment	26	29	84	0		198	435	EV	-
41 Percentage of customers placed into employment ⁵	72%	81%	71%	0%		81%	73%	EV	-
42 Percentage of customers who find employment in excess of 35 hours/week	85%	83%	81%	0%		69%	71%	EV	-
43 Average starting wage of participants									
After training services	\$40.25	\$33.20	\$25.50	\$0.00		\$25.64	n/a	EV	-
Without training services	\$14.02	\$13.85	\$14.38	\$0.00		\$13.19	n/a	EV	-
44 Percentage maintaining employment 9 months after initial placement ⁶	77%	71%	75%	0%		85%	73%	EV	-
45 VJC customer satisfaction rating	92%	94%	93%	0%		90%	88%	ECS	-
46 # of youth employed through the Glendale Youth Alliance program	195	67	74	0		466	576	EV	-

1) Programs include sports leagues; sports tournaments; drop-in programs (open-play); recreation room amenities such as ping pong, billiards, exercise; mobile recreation programs; senior mixers and holiday lunches; aquatics - recreation swim mommy-and-me, etc. Unlike contract/recreation classes these programs do not have instructors, they are programs not classes.

2) CoC defines "Exit" as graduated from the program, timed out of the program, left program voluntary, terminated due to non-compliance, and death.

3) Type of services received by the homeless population include case management services, including employment services, lifeskills, substance abuse, mental health therapy sessions, childcare services, transportation, bus-tokens, mail services, etc.

4) Clients who are enrolled for services receive a higher level of services called either "intensive" services or "training" services. Intensive services includes areas such as career counseling, assessment testing, individualized job placement assistance, case management, etc. Training services are vocational training provided by a vendor and subsidized by the VJC.

5) The percentage of applicants is based on total number of applicants who have completed the job training program and were placed into employment. This measure is calculated and provided by the state annually.

6) The data provided is employment data from 9 months previous to the current quarter.



Fire Department

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Administration									
Avg. number of Firefighters per 1,000 residents	0.78	0.77	0.75	0		0.80	0.79	SHC	-
Number of fire companies per household (per 10,000 residents)	0.60	0.60	0.60	0.00		0.62	0.63	SHC	-
Number of Paramedics per 1,000 residents	0.44	0.44	0.44	0.00		0.44	0.44	SHC	-
Fire Department General Fund Budget per capita	\$59.74	\$57.06	\$56.50	\$0.00		\$219.81	\$217.80	FR	-
Percentage of Fire Department budget that is grant funded	1.33%	0.13%	0.00%	0.00%		0.01%	0.02%	FR	-
Total overtime hours worked	56,403	42,983	42,181	0		164,439	169,795	FR	-
Total overtime cost/staffing	\$2,764,489	\$2,043,776	\$2,103,373	\$0		\$7,111,137	\$8,392,955	FR	-
Total amount of MOU related staffing overtime	\$1,793,463	\$1,638,639	\$1,693,867	\$0		\$5,233,497	\$6,427,337	FR	-
Total amount of work comp related overtime	\$166,049	\$160,488	\$158,321	\$0		\$1,091,424	\$1,309,768	FR	-
Total amount of training and other overtime	\$119,451	\$209,705	\$240,586	\$0		\$427,731	\$355,860	FR	-
Total amount of reimbursed overtime	\$685,553	\$34,944	\$10,598	\$0		\$358,485	\$299,990	FR	-
In-service fire suppression training hours	2,126	1,912	2,506	0		9,523	9,029	SHC	-
Cost per Firefighter attending the Fire Academy	\$0.00	\$0.00	\$0.00	\$0.00		N/A	N/A	FR	-
Operations									
Total calls for Fire Department services*	4,862	4,955	5,137	0		18,798	17,825	SHC	-
Number of EMS calls*	4,100	4,290	4,520	0		16,164	15,310	SHC	-
Number of fire-related calls*	518	459	445	0		1,898	1,790	SHC	-
Number of false alarms	275	235	256	0		1,001	938	SHC	-
Number of services calls*	231	196	160	0		729	725	SHC	-
Value of property lost (structure and contents)	\$351,375	\$1,182,400	\$34,050	\$0		\$2,342,050	\$6,190,980	SHC	-
% of 911 calls answered 15 seconds or less (per NFPA standard 1221)	99.00%	99.00%	99.00%	0.00%		99.05%	98.92%	SHC	ECS
Avg. time to dispatch – Emergency Medical Service (EMS)	0:00:57	0:00:58	0:00:55	0:00:00		0:00:52	0:00:54	SHC	ECS
Avg. time to dispatch – Fire	0:00:52	0:00:56	0:00:59	0:00:00		0:00:50	0:00:58	SHC	ECS
Avg. turn-out time	0:00:41	0:00:41	0:00:42	0:00:00		0:00:42	0:00:54	SHC	ECS
Avg. time to arrive on scene for EMS calls	0:03:51	0:03:48	0:03:53	0:00:00		0:03:49	0:03:42	SHC	ECS
Avg. time to arrive on scene for Fire calls	0:04:33	0:04:19	0:04:25	0:00:00		0:04:19	0:04:19	SHC	ECS
Percent of response times under 5 minutes (NFPA 1710)	65%	66%	64%	0%		67%	69%	SHC	ECS
Avg. incident duration per call category:									
Service Calls	0:21:09	0:24:31	0:24:53	0:00:00		0:25:29	0:22:30	SHC	-
Emergency Medical Calls	0:38:10	0:38:35	0:39:40	0:00:00		0:39:16	0:39:37	SHC	-
Fire Calls	0:50:24	0:34:46	0:29:25	0:00:00		0:47:36	0:52:49	SHC	-
Alarm Calls	0:17:32	0:15:56	0:15:07	0:00:00		0:17:26	0:16:55	SHC	-
Flooding Calls	0:41:07	0:51:29	0:31:44	0:00:00		0:39:11	0:38:20	SHC	-
Average number of responses per fire unit	549	581	604	0		2,212	2,061	SHC	-
Automatic aid ratio:									
Aid Provided	425	405	381	0		364	362	SHC	
Aid Received	269	204	269	0		229.25	215	SHC	-
Emergency Medical Services (EMS)									
Number of victims transported	2,707	2,772	2,829	0		10,936	10,094	SHC	-
Overall documentation compliance (goal = 90%)	91%	91%	92%	0%		94%	91%	SHC	-



Fire Department

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
28 Vital sign compliance (goal = 90%)	96%	99%	93%	0%		94%	96%	SHC	-
29 Patient pain assessment compliance (goal = 90%)	96%	90%	95%	0%		98%	99%	SHC	-
30 Number of medical cardiac arrest patients	43	60	52	0		170	137	SHC	-
31 Number of cardiac arrest patients transported	26	29	21	0		90	57	SHC	-
32 Average number of uninsured homeless person related EMS calls	33	15	6	0		72	103	SHC	-
33 Avg. STEMI response time (goal = time lapse between initial paramedic contact to opening of the artery should be within 90 minutes, 90% of the time)	100%	100%	100%	0%		99%	100%	SHC	-
34 Avg. transport "wall time"	0:21:06	0:21:49	0:24:58	0:00:00		0:21:20	0:17:13	SHC	-
35 Avg. time A/O unit assigned to incidents in a 24 hr. period	4:17:53	4:30:12	4:50:18	0:00:00		4:20:17	4:34:19	SHC	-
36 Avg. time paramedic unit assigned to incidents in a 24 hr period	2:06:55	2:18:34	2:21:49	0:00:00		2:16:38	2:43:14	SHC	-
37 Average EMS billing recovery rate	31%	21%	35%	0%		30%	31%	FR	-
38 Number of EMS calls per paramedic	94.25	98.62	103.91	0		381.45	350.2	SHC	-
Fire Prevention									
39 Number of CIP Inspections conducted	1,648	1,912	599	0		8,458	5,615	SHC	-
40 Number of Brush Inspections (Vegetation Management Program)	230	5	0	0		4,759	4,091	SHC	-
41 Number of Underground Tank Inspections completed	14	17	7	0		71	93	SHC	-
42 Number of Veg. Management Program & Fire Company Insp. Hours	957	1,505	100	0		2,941	4,421	SHC	-
43 Number of Residents Relinquishing Household Hazardous Waste	1,475	1,205	1,334	0		N/A	N/A	SHC	-
44 Number of Filming Permits Reviewd	63	66	88	0		N/A	N/A		
45 Number of Filming Safety Inspections Performed	16	8	9	0		N/A	N/A		
46 Number of plan checks submitted	459	490	475	0		1,518	1,327	SHC	-
47 Number of plan checks completed	571	521	460	0		1,931	1,764	SHC	-
48 Avg. turnaround time per plan check (days)	27	31	33	0		19.525	14.3	ECS	-
Public Education									
49 Number of students attending Junior Fire Academy program	0	0	0	0		2,280	2,084	SHC	IEC
50 Avg. cost per attendee at Junior Fire Academy program	\$0.00	\$0.00	\$0.00	\$0.00		\$0.57	\$2.25	FR	-
51 Number of CERT programs conducted	2	1	1	0		5	8	IEC	SHC
52 Avg. number of residents and businesses trained in CERT	13	18	10	0		10	22	IEC	SHC

* Previously reported KPI's #10, 11, 12, and 14 have been adjusted to reflect the inclusion of out of jurisdiction responses



Glendale Water and Power

Key Performance Indicators

FY 2015-16

Performance Indicator		FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2013-14 Actual	FY 2014-15 Actual	Council Priority	
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Water Section										
1	Water produced from Verdugo Basin (billion gallons)	0.09	0.09	0.07	0.00		0.45	0.36	IM	-
2	Avg. production per well from Verdugo Basin (billion gallons)	0.01	0.01	0.01	0.00		0.0	0.0	IM	-
3	Water imported from MWD (billion gallons)	1.18	1.08	1.04	0.00		6.61	5.56	IM	-
4	Volatile Organic Compounds (VOC) treatment at San Fernando Basin (billion of gallons of water treated)	0.66	1.04	0.51	0.00		2.29	2.28	SHC	-
5	Percent of positive water samples in the distribution system	1.15%	0.65%	0.00%	0.00%		0.43%	1.13%	SHC	-
6	Number of repeat positive samples	1.00	0.00	0.00	0.00		1	5	SHC	-
7	Number of positive e-coli samples	N/A	0.00	0.00	0.00		0	0	SHC	-
8	Number of “high chlorine” complaints by customers	5.00	2	3	0		25	39	SHC	-
9	Production from local Wells (billion gallons)	0.75	1.19	0.52	0.00		2.53	2.53	IM	-
10	Cost to treat from local wells (billion gallons)	\$925	\$1,106	\$817	\$0		\$16,653	\$15,272	FR	-
11	Percentage of backflow devices tested/maintained (total of 1,851 devices)	497	505	583	0				IM	SHC
12	Water meters repaired (large meters 3" and above)	3.00	0	0	0		30	11	IM	-
13	New service/turn-ons	9.00	15	36	0		33	60	IM	-
14	Number of main breaks	2.00	3	5	0		17	9	IM	-
15	Avg. time to repair a main break (hours)	3.33	0.33	5.17	0.00		4.28	3.25	IM	ECS
16	Total Service-Hour Interruption	891	599	1,185	0		5,393	7,725	IM	ECS
17	Water valves exercised vs. target (goal = 4,671 w/ each exercised 2x/year)	550	1,357	840	0		N/A	N/A	IM	SHC
18	Number of Fire hydrants inspected, operated and maintained vs. target (goal = 3,134)	789	802	314	0		N/A	N/A	IM	SHC
19	# of reservoirs inspected and cleaned vs. target (goal = 6 facilities/year)	0.00	0.00	0.00	0.00		11	8	IM	SHC
20	Water loss through the distribution system	3.20%	-4.90%	4.21%	0.00%		6.23%	2.53%	IM	FR
21	Chemical use per volume of water (pounds per million gallons of water)	4.16	4.43	4.02	0.00		2.62	4.76	IM	SHC
22	Electric use per acre foot of water (KwH)**	472.91	454.88	420.35	0.00		445.22	566.58	IM	FR
Electric Section										
23	Total O&M Expense per KWH Sold **	\$0.19	\$0.17	\$0.16	\$0.00		\$0.20	\$0.15	FR	-
24	Revenue per KWH									
	All Retail Customers **	\$0.17	\$0.16	\$0.18	\$0.00		\$0.16	\$0.15	FR	-
	Residential Customers **	\$0.18	\$0.16	\$0.18	\$0.00		\$0.17	\$0.16	FR	-
	Commercial Customers **	\$0.18	\$0.16	\$0.19	\$0.00		\$0.16	\$0.17	FR	-
	Industrial Customers **	\$0.16	\$0.16	\$0.17	\$0.00		\$0.14	\$0.13	FR	-
25	Distribution O&M Expense per retail customer **	\$51	\$50	\$48	\$0		\$213	\$204	FR	-
26	Distribution O&M Expense per Circuit Mile **	\$8,029	\$7,899	\$7,502	\$0		\$33,005	\$31,166	FR	-
27	Outage Indices									
	Total Number of Outages	17.00	11.00	18	0		65	46	IM	ECS
	SAIDI (System Average Interruption Duration Index)	34.02	37.20	44.56	0.00		40.785	34.2675	IM	ECS
	SAIFI (System Average Interruption Index)	0.71	0.75	0.84	0.00		1.09925	0.875	IM	ECS
	CAIDI (Customer Average Interruption Index)	43.68	48.45	53.44	0.00		37.0925	38.5325	IM	ECS
	ASAI (Average Service Availability Index)	99.99%	100.00%	100.00%	0.00%		100.00%	100.00%	IM	ECS
28	Number of preventable outages	1.00	0.00	0	0		7	0	IM	ECS
29	Percentage of overloaded transformers	2.24%	2.61%	0.59%	0.00%		0.57%	0.89%	IM	SHC
30	Number of transformer failures	7.00	4.00	1	0		10	13	IM	SHC
31	System Load Factor (average operating capacity out of 100% available)	45.58%	36.94%	33.82%	0.00%		42.68%	40.32%	IM	SHC
32	Energy Loss Percentage (i.e. loss due to theft or line loss)	7.24%	6.94%	6.97%	0.00%		11.53%	11.21%	IM	FR
33	OSHA Incidence Rate (per OSHA's formula calculation)	0.14	0.00	24.00	0.00		0.75	1.31	IM	SHC
34	Number of Accidents									



Glendale Water and Power

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2013-14 Actual	FY 2014-15 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Preventable	3.00	0.00	4	0		1	5	SHC	-
Non Preventable	N/A	0.00	0.00	0.00		2	0	SHC	-
35 Number of Vehicle Accidents									
Preventable	2.00	0.00	0	0		1	3	SHC	-
Non Preventable	N/A	0.00	0.00	0.00		4	0	SHC	-
36 Residential Energy Efficiency *									
Ratio of \$ realized in energy savings per \$ from PBC prog. funds	N/A	N/A	N/A	\$0.00		\$3.93	\$3.62	FR	-
37 Commercial Energy Efficiency *									
Ratio of \$ realized in energy savings per \$ from PBC prog. funds	N/A	N/A	N/A	\$0.00		\$14.88	\$18.10	FR	-
38 Administrative and program support costs as a % of annual revenues**	6%	7%	6%	0%		12%	6%	FR	-
39 Number of workdays lost per employee due to occupational accidents	6.33	0.00	0.04	0.00		4.92	14.75	SHC	-
40 Average Training hours per employee	2.00	2.00	2	0		3.5	2	SHC	ECS
41 Number of days for service connection (working days)	7.20	4.82	9.3	0.0		7.72	6.01	ECS	-
42 Number of NERC/WECC reportable incidents	N/A	0.00	0.00	0.00		0	0	SHC	-
Production, Services and Financial Section									
43 Debt to Total Assets Ratio**	47%	46%	49%	0%		37%	40%	FR	-
44 Debt Service Coverage (# of times revenue covers interest on debt)**	6.0x	6.0x	6.00	0.00		4.5x	4.5x	FR	-
45 Operating Ratio**	85%	73%	98%	0%		103%	63%	FR	-
46 Net Income per Revenue Dollar**	\$0.16	\$0.10	\$0.08	\$0.00		-\$0.12	\$0.02	FR	-
47 Uncollectible Accounts per Revenue Dollar	0.09%	0.09%	0.13%	0.00%		0.13%	0.13%	FR	-
48 Administrative and General Expenses per Retail Customer**	\$35.00	\$34.00	\$34.00	\$0.00		\$197.40	\$143.00	FR	-
49 Purchased Power Cost per Kwh**	\$0.06	\$0.05	\$0.06	\$0.00		\$0.06	\$0.06	FR	-
50 Total Power Supply Expense per Kwh Sold**	\$0.07	\$0.07	\$0.07	\$0.00		\$0.06	\$0.07	FR	-
51 Number of complaints received against GWP	11.00	4.00	10	0		8	29	ECS	-
52 Number of bills processed	246,128	224,096	239,955	0		898,872	923,509	FR	-
53 Percentage of bills accurately calculated (thousand bills)	99.9%	99.7%	99.9%	0.0%		99.9%	99.9%	FR	ECS
54 Number of customer service calls received	9,831	26,188	23,054	0		99,713	105,231	ECS	-
55 Number of customer service requests completed	11,898	12,030	9,160	0		42,073	46,718	ECS	-
56 Number of plan checks submitted to GWP	36.00	44.00	34	0		139	114	EV	-
57 Number of plan checks completed by GWP	36.00	44.00	34	0		139	114	EV	-
58 Avg. turnaround time to complete plan checks (working days)	9.19	9.63	8.96	0.00		8.4625	8.9425	ECS	-
59 Bill affordability ranking against comparable utilities (1=most affordable)**	2.0	2.0	2.0	0.0		3.5	2.0	FR	-
60 Bill affordability (% of income average residential customer spends on electric bill excluding taxes) **	0.7%	0.5%	70.0%	0.0%		2.3%	1.0%	FR	-
GWP cash reserves compared to City's reserve policy for GWP (goal = 100% or \$124 million)**	101%	132%	145%	0%		64%	79%	FR	-
62 Actual vs. Budget O&M expense**	31%	23%	23%	0%		101%	97%	FR	-
63 Actual vs. Budget Revenue**	32%	28%	21%	0%		102%	109%	FR	-

* Energy Efficiency savings are calculated annually at the end of the fourth quarter.

** Denotes that the current data presented is a projection and will be updated as necessary the following quarter.



Human Resources

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Recruitment and Selection									
Total number of employment applications filed	1,822	1,903	4,301	0		9,615	16,669	IEC	-
Total number of job bulletins posted	20	40	33	0		134	117	IEC	-
Total number of eligible lists established	24	22	30	0		109	96	IEC	-
Administration									
Citywide management-to-non-management employee ratio	14%	14%	14%	0%		14%	13%	FR	-
Departmental management-to-non-management ratios									
Administrative Services	30%	30%	30%	0%		30%	32%	FR	-
City Attorney	38%	38%	38%	0%		38%	37%	FR	-
City Clerk	29%	29%	29%	0%		29%	29%	FR	-
City Treasurer	40%	40%	40%	0%		40%	40%	FR	-
Community Development	24%	24%	24%	0%		24%	25%	FR	-
Community Services & Parks	23%	23%	23%	0%		23%	22%	FR	-
Fire	7%	7%	7%	0%		7%	8%	FR	-
Glendale Water & Power	16%	16%	16%	0%		16%	15%	FR	-
Human Resources	30%	30%	30%	0%		30%	29%	FR	-
Information Services	8%	8%	8%	0%		8%	8%	FR	-
Library	12%	12%	12%	0%		12%	12%	FR	-
Management Services	36%	36%	36%	0%		36%	32%	FR	-
Police	5%	5%	5%	0%		5%	5%	FR	-
Public Works	12%	12%	12%	0%		12%	11%	FR	-
Percentage of employee performance evaluations submitted on time	88%	85%	83%	0%		86%	87%	-	-
Percentage of employee turnover for full-time positions	1%	2%	1%	0%		2.5%	1.3%	-	-
Number of formal grievances filed	0	0	1	0		1	3	-	-
Total Unemployment claim costs	\$46,971	\$32,563	\$21,662	\$0		\$196,449	\$229,293	FR	-
Training and Development									
Number of Glendale University classes offered	32	28	16	0		74	86	IEC	-



Human Resources

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
11 Average number of participants per class	49	18	10	0		19	18	-	-
12 Average cost per participant	\$15	\$28	\$20	\$0		\$33	\$38	FR	-
13 Total amount of tuition reimbursement paid	\$32,301	\$36,268	\$21,088	\$0		\$101,070	\$150,922	FR	-
14 Number of employees participating in tuition reimbursement	27	38	37	0		81	94	FR	-
Employee Health/Wellness									
15 Number of ADA interactive processes	1	3	3	0		18	12	ECS	-
16 Total number of sick leave hours used	15,661	20,760	21,372	0		65,358	70,302	FR	-
17 Number of EHS Safety/Wellness events conducted	4	1	1	0		8	14	SHC	-
18 Average number of participants per Safety/Wellness event	14	30	21	0		18	19	SHC	-
Worker's Compensation									
19 Number of new workers compensation claims	63	58	60	0		214	246	FR	-
20 Number of active workers compensation claims	767	767	787	0		784	788	FR	-
21 Median incurred per open workers compensation claim	\$54,071	\$54,073	\$51,506	\$0		\$50,312	\$43,182	FR	-
22 Average incurred for open workers compensation claims per FTE	\$51,174	\$47,632	\$48,461	\$0		\$48,055	\$44,291	FR	-
23 Percentage of FTE's without any on the job injury in this quarter	84%	86%	88%	0%		86%	86%	SHC	-
Investigations									
24 Average number of investigations active	7	8	13	0		8	8	IEC	FR
25 Number of investigations completed	5	1	4	0		22	31	IEC	FR
26 Average length of time per investigation (in months)	7	5	4	0		39	4.1	IEC	ECS



Information Services

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Number of Enterprise Software Licenses per support staff	9,724	9,670	9,730	0		9,650	9,345	FR	-
2 Number of radios per support staff	526	526	600	0		523	334	IM	-
3 Percentage of staffing costs to Information Services Department budget	38%	26%	21%	0%		28%	35%	FR	-
4 Department budget as a percentage of Citywide operating budget	2.0%	3.0%	3.0%	0.0%		3.5%	3.3%	FR	-
5 Percentage of ISD FTE to Citywide FTE	2.7%	2.7%	2.4%	0.0%		2.7%	3.1%	FR	ECS
6 Number of PCs supported to number of PC Specialists	463	387	282	0		459	313	IM	ECS
7 Number of calls received by the Help Desk	1,727	1,522	1,419	0		7,270	7,728	IM	ECS
8 Percentage of calls resolved as a:									
Level 1 - Help Desk	31%	32%	37%	0%		30%	27%	ECS	-
Level 2 - Incidents escalated and resolved in ISD	69%	68%	63%	0%		70%	73%	ECS	-
Level 3 - Incidents escalated and closed outside ISD	0%	0%	0%	0%		0%	0%	ECS	-
9 Average time to close an AIMS Ticket (in minutes)	64.8	63.2	58.3	0.0		69.0	64.1	ECS	-
10 Overall satisfaction rating by internal users (1=Low, 5=High)	4.96	4.97	4.98	0.00		4.96	4.96	ECS	-
11 Percentage of unplanned network downtime during Prime-Time	5%	5%	5%	0%		5%	5%	IM	ECS
12 Percentage of unplanned network downtime during non Prime-Time	7%	5%	5%	0%		6%	5%	IM	ECS
13 Number of phone lines per technician	1,488	1,182	1,495	0		954	466	IM	-
14 Percentage of unplanned radio system downtime (24x7x365)	1.0%	0.0%	0.0%	0.0%		0.21%	0.33%	IM	SHC
15 Percentage of maintenance tasks to total number of radios in service	48%	42%	30%	0%		55%	41%	IM	-



Library, Arts, & Culture

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Total circulation per capita*	1.301	1.184	1.243	0.000		1.712	1.4315	IEC	AC
2 Total circulation by material checked out	259,100	235,761	0	0		1,326,955	1,115,326	IEC	AC
International Languages*	10,959	10,131	10,256	0		48,581	50,204	IEC	AC
Children's Materials*	101,331	98,095	104,437	0		373,305	394,646	IEC	AC
e-Books*	23,964	22,996	24,221	0		86,698	59,868	IEC	AC
Audio-visual materials*	60,787	52,185	55,166	0		266,012	271,639	IEC	AC
other*	65,059	52,354	53,555	0		552,359	338,969	IEC	AC
3 Number of annual library visits by site:	168,217	138,502	0	0		734,879	732,308	IEC	AC
Central Library	89,280	57,908	59,024	0		402,818	432,939	IEC	AC
Brand Library & Art Center	12,652	11,981	11,287	0		37,163	5,811	IEC	AC
Library Connections @ Adams Square	6,500	6,500	11,614	0		44,000	44,000	IEC	AC
Pacific Park Branch Library	17,000	17,000	17,992	0		69,956	82,421	IEC	AC
Casa Verdugo Branch Library	10,000	17,202	18,133	0		42,300	43,300	IEC	AC
Grandview Branch Library	16,000	12,000	10,000	0		57,000	36,180	IEC	AC
Chevy Chase Branch Library	1,028	776	1,238	0		3,819	3,561	IEC	AC
Montrose Branch Library	15,757	14,685	17,033	0		77,823	84,096	IEC	AC
4 Average number of annual visits per open hour by site:	357	289	0	0		336	364	IEC	AC
Central Library	149	97	98	0		134	179	IEC	AC
Brand Library & Art Center	24	27	25	0		82	13	IEC	AC
Library Connections @ Adams Square	10	10	19	0		25	25	IEC	AC
Pacific Park Branch Library	44	44	46	0		45	54	IEC	AC
Casa Verdugo Branch Library	14	25	26	0		25	26	IEC	AC
Grandview Branch Library	64	48	40	0		36	23	IEC	AC
Chevy Chase Branch Library	6	6	9	0		7	6	IEC	AC
Montrose Branch Library	46	34	39	0		44	48	IEC	AC
5 Total circulation by site:	259,100	235,761	0	0		1,326,955	1,113,922	IEC	AC
Central Library*	166,303	138,959	146,075	0		865,357	799,304	IEC	AC
Brand Library & Art Center*	17,629	15,282	16,466	0		83,354	16,861	IEC	AC
Library Connections @ Adams Square*	7,578	11,282	10,248	0		58,761	47,766	IEC	AC
Pacific Park Branch Library*	17,555	20,346	20,029	0		95,679	73,880	IEC	AC
Casa Verdugo Branch Library*	16,289	19,367	21,833	0		56,439	46,989	IEC	AC
Grandview Branch Library*	11,088	9,988	11,069	0		54,313	42,678	IEC	AC
Chevy Chase Branch Library*	1,896	2,066	1,761	0		10,670	7,707	IEC	AC
Montrose Branch Library*	20,762	18,471	20,154	0		102,382	78,737	IEC	AC



Library, Arts, & Culture

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
6 Average circulation per open hour by site:	502	461	0	0		574	458	IEC	AC
Central Library*	277	232	243	0		289	260	IEC	AC
Brand Library & Art Center *	39	34	37	0		46	37	IEC	AC
Library Connections @ Adams Square*	12	18	16	0		34	27	IEC	AC
Pacific Park Branch Library*	45	52	52	0		62	48	IEC	AC
Casa Verdugo Branch Library*	23	28	31	0		33	28	IEC	AC
Grandview Branch Library*	44	40	44	0		34	27	IEC	AC
Chevy Chase Branch Library*	14	15	13	0		19	14	IEC	AC
Montrose Branch Library*	47	42	46	0		59	45	IEC	AC
7 Total operating hours	3,589	3,589	0	0		13,708	9,415	IEC	AC
Central Library	600	600	600	0		3,000	2,512	IEC	AC
Brand Library & Art Center	450	450	450	0		1,800	37	IEC	AC
Library Connections @ Adams Square	625	625	625	0		1,752	1,341	IEC	AC
Pacific Park Branch Library	388	388	388	0		1,552	1,208	IEC	AC
Casa Verdugo Branch Library	700	700	700	0		1,700	1,303	IEC	AC
Grandview Branch Library	250	250	250	0		1,600	1,225	IEC	AC
Chevy Chase Branch Library	138	138	138	0		552	428	IEC	AC
Montrose Branch Library	438	438	438	0		1,752	1,361	IEC	AC
8 Average cost per operating hour by sites	\$3,554	\$3,695	\$0	\$0		\$3,174	\$3,003	FR	-
Central Library	\$2,321	\$2,204	\$2,302	\$0		\$1,977	\$1,966	FR	-
Brand Library & Art Center	\$331	\$457	\$477	\$0		\$274	\$227	FR	-
Library Connections @ Adams Square	\$136	\$198	\$154	\$0		\$169	\$188	FR	-
Pacific Park Branch Library	\$172	\$178	\$204	\$0		\$156	\$167	FR	-
Casa Verdugo Branch Library	\$108	\$119	\$125	\$0		\$159	\$158	FR	-
Grandview Branch Library	\$188	\$223	\$247	\$0		\$135	\$169	FR	-
Chevy Chase Branch Library	\$103	\$108	\$113	\$0		\$102	\$97	FR	-
Montrose Branch Library	\$196	\$209	\$225	\$0		\$203	\$202	FR	-
9 Total collection expenditure per capita	\$1	\$1	\$2	\$0		\$3	\$4	FR	-
10 Total volumes	526,213	534,772	542,978	0		549,630	593,095	IEC	AC
11 Total volumes per capita	3	3	3	0		3	3	IEC	AC
12 FTE volunteer hours average	3	2	4	0		4	4	IEC	FR
13 Total # of children's programs	459	492	605	0		1,713	1,288	IEC	CSF
14 Total # of adult programs	269	332	94	0		720	1,153	IEC	CSF
15 Total children's program attendance	9,199	8,246	9,874	0		35,164	37,783	IEC	CSF



Library, Arts, & Culture

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
16 Total adult program attendance	3,037	3,173	2,147	0		14,626	18,019	IEC	CSF
17 # of public computers	115	115	115	0		115	110	IEC	CSF
18 Number of Internet computer users per site	23,848	22,179	0	0		116,012	126,191	IEC	CSF
Central Library	14,596	12,455	10,837	0		83,145	93,405	IEC	CSF
Brand Library & Art Center	1,308	1,211	955	0		4,204	679	IEC	CSF
Library Connections @ Adams Square	1,079	1,156	1,201	0		3,143	4,032	IEC	CSF
Pacific Park Branch Library	1,754	2,001	1,615	0		7,099	7,458	IEC	CSF
Casa Verdugo Branch Library	1,907	2,616	2,968	0		5,975	5,891	IEC	CSF
Grandview Branch Library	882	800	696	0		4,580	7,635	IEC	CSF
Montrose Branch Library	2,322	1,940	1,788	0		7,866	7,091	IEC	CSF
19 Number of visits to library website	172,564	140,511	144,666	0		766,496	463,450	IEC	-
20 Number of LITS HELP Requests (Public & Staff)	1,066	868	869	0		4,259	3,056	ECS	IM
21 Overall LITS Satisfaction Rating	4.97	5	5	0		5	5	ECS	
22 Number of Help Requests closed within:	502	390	505	0		2,024	1,252		
Less than 1 day	349	285	395	0		1,474	784	ECS	IM
3 Days	45	30	25	0		200	150	ECS	IM
1 Week	45	30	35	0		164	135	ECS	IM
More than 1 Week	63	45	50	0		186	183	ECS	IM
23 Ratio of Library sources of City funds to outside sources	98.0%	98.0%	98.0%	0.0%		97.8%	98.7%	FR	-
24 Grant dollars received	\$1,788	\$57,000	\$4,791	\$0		\$23,129	\$9,500	FR	-
25 Number of interlibrary loans (materials) loaned	14,000	14,000	11,067	0		53,442	57,531	FR	-
26 Number of interlibrary loans (materials) borrowed	10,000	10,000	10,849	0		42,130	41,615	FR	-
27 Facility rental revenue	\$12,040	\$9,795	\$8,017	\$0		\$34,926	\$35,413	CSF	FR
28 Number of reference questions	25,994	23,978	19,377	0		72,038	77,224	IEC	-



Management Services

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
<u>City Manager's Office</u>									
1 Total number of citizen service requests	52	109	147	0		340	433	ECS	-
2 Percentage of citizen service requests responded to within 10 days	99%	100%	99%	0%		99%	99%	ECS	-
3 Number of press releases distributed	30	33	58	0		122	221	IEC	-
4 Number of GTV6 programs produced	33	27	23	0		124	132	IEC	-
5 Number of local government meetings broadcast (first run)	43	42	42	0		168	218	IEC	-
6 Number of website visitors	1,368,685	1,160,946	1,299,742	0		4,976,115	2,743,748	IEC	-

* The City recently concluded its Citizen Satisfaction Survey. When asked how they would rank Glendale as a community on a scale of one to ten (with ten as the highest rating), nearly three-fourths (73%) of those surveyed rated Glendale as a community with an eight or higher.

**Sales tax revenue data has a 2 quarters delay in reporting since the data does not become available until immediately.



Police Department

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
1 Police Department budget per capita	\$353	\$353	\$353	\$0		\$343	\$349	FR	SHC
2 Police Department budget per household	\$0	\$922	\$922	\$0		\$885	\$925	FR	SHC
3 Sworn police officers per 1,000 residents	1.23	1.23	1.23	0.00		1.23	1.32	SHC	-
4 Number of volunteers working at GPD	32	38	37	0		33	32	FR	IEC
5 Total number of hours volunteered	1,738	2,877	2,692	0		6,932	7,877	IEC	FR
6 Value of volunteer hours contributed	\$75,772	\$125,486	\$117,378	\$0		\$302,263	\$343,517	FR	IEC
7 Number of Reserve Officer hours volunteered	1,322	954	816	0		4,662	4,601	IEC	FR
8 Value of Reserve Officer volunteer hours contributed	\$120,765	\$87,148	\$74,542	\$0		\$425,827	\$420,357	FR	IEC
9 Total overtime hours worked	26,595	25,543	17,585	0		86,529	84,511	FR	-
10 Total overtime cost	\$1,849,361	\$1,806,288	\$1,201,671	\$0		\$5,950,813	\$5,997,967		
Total overtime cost - MOU Entitled	\$1,494,994	\$1,433,547	\$988,559	\$0		\$4,900,797	\$4,848,775	FR	-
Total overtime cost - Reimbursed (Grant, Movie)	\$246,633	\$313,381	\$162,706	\$0		\$792,547	\$845,174	FR	-
Total overtime cost - Training	\$107,734	\$59,360	\$50,406	\$0		\$257,469	\$304,018	FR	-
11 Number of Neighborhood Watch Groups	323	327	327	0		309	214	IEC	SHC
12 Total number of Neighborhood Watch / Town Hall Meetings	68	41	48	0		218	294	IEC	SHC
13 Number of complaints against Police Department received	11	8	4	0		75	77	ECS	-
14 Number of complaints against Police Department sustained	3	1	1	0		10	5	ECS	-
15 Number of Part I crimes – total	943	938	1,031	0		3,410	3,426	SHC	-
16 Number of Part I crimes – violent	49	47	52	0		198	180	SHC	-
17 Number of Part I crimes – property	894	926	979	0		3,212	3,245	SHC	-
18 Total Part I crimes per 1,000 residents	4.73	4.64	5.18	0		17.33	17.87	SHC	-
19 Number of Part II crimes – total	2,193	1,944	2,213	0		7,873	7,579	SHC	-
20 Total arrests made	2,577	2,286	2,458	0		9,279	8,735	SHC	-
21 Total felony arrests made	409	399	417	0		1,946	2,631	SHC	-
22 Total DUI arrests made	178	132	124	0		690	728	SHC	-
23 Total drug-related cases investigated	355	290	343	0		1,053	939	SHC	-
24 Total fraud/financial crime cases investigated	306	325	409	0		1,081	906	SHC	-
25 Average number of arrests made per sworn officer	14.73	13.06	14.05	0		53.17	51.81	SHC	-
26 Average number of arrests made per patrol officer	27.71	25.69	28.25	0		111.65	103.71	SHC	-
27 Number of reports generated	7,852	7,489	8,189	0		29,920	30,021	SHC	-
28 Patrol officer initiated observations	19,022	16,781	17,349	0		77,920	81,098	SHC	-
29 Air support productivity - flight hours	409	428	427	0		1,631	1,516	SHC	-
30 Air support productivity - calls for service - observations	3,742	3,330	3,155	0		14,278	14,431	SHC	-



Police Department

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
31 Total calls for service	32,065	29,613	30,359	0		126,894	130,697	SHC	-
32 Percentage of 911 calls answered within 10 seconds	98.27%	98.61%	99.75%	0.00%		98.26%	98.41%	SHC	ECS
33 Priority E calls – avg. response time (minutes)	0:05:12	0:05:33	0:05:22	0:00:00		0:05:07	0:04:56	SHC	ECS
34 Priority E calls – actual	195	210	209	0		801	779	SHC	ECS
35 Priority 1 calls – avg. response time	0:05:04	0:04:46	0:04:50	0:00:00		0:04:49	0:04:57	SHC	ECS
36 Priority 1 calls – actual	7,909	6,877	7,550	0		35,485	36,418	SHC	ECS
37 Priority 2 calls – avg. response time	0:29:35	0:26:15	0:29:50	0:00:00		0:18:04	0:21:46	SHC	ECS
38 Priority 2 calls – actual	7,798	7,599	7,603	0		30,048	30,251	SHC	ECS
39 Priority 3 calls – avg. response time	0:58:27	0:44:23	0:42:58	0:00:00		0:41:32	0:37:00	SHC	ECS
40 Priority 3 calls – actual	16,163	14,927	14,997	0		60,560	63,250	SHC	ECS
41 Average time spent on service call	0:37:37	0:43:31	0:42:02	0:00:00		0:37:02	0:39:44	SHC	-
42 Investigative cases opened	4,277	4,331	4,566	0		16,389	16,003	SHC	-
43 Avg. number of cases per investigator	122	124	134	0		468	466	SHC	-
44 Moving citations issued - patrol	1,302	973	1,024	0		7,050	9,241	SHC	-
45 Avg. number of citations issued per patrol officer	14.00	10.93	11.77	0.00		85.05	109.47	SHC	-
46 Moving citations issued - motors	1,479	1,156	1,954	0		4,078	7,196	SHC	-
47 Avg. number of citations issued per motor officer	113.77	88.92	162.83	0.00		305.25	557.65	SHC	-
48 Parking citations issued	15,740	15,028	15,943	0		52,385	71,584	SHC	-
49 Avg. number of citations issued per parking enforcement officer	1,968	2,505	1,993	0		6,305	8,949	SHC	-
50 Traffic Enforcement Index	18.06	11.39	19.99	0.00		18.47	24.24	SHC	-
51 Number of injury traffic incidents	152	187	149	0		631	651	SHC	-
52 Number of fatal traffic incidents	2	0	1	0		3	5	SHC	-
53 Number of traffic incidents involving a pedestrian	28	44	21	0		116	125	SHC	-



Public Works

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary

Administration Division

1	Occupancy rate for City-owned parking structures	90%	92%	79%	0%		91%	80%	IM	-
2	Occupancy rate for Brand Blvd. parking meters (85% is goal)	97%	97%	96%	0%		98%	97%	IM	-
3	Number of Industrial Off Duty (IOD) days	5	0	0	0		18	N/A	SHC	-

Engineering Division

4	Percentage of CIP projects completed on-time and on-budget	100%	100%	100%	0%		100%	100%	FR	-
5	Total lane miles of street resurfaced	1.52	0.00	0.86	0.00		19.99	8.96	IM	-
6	Total lane miles of street slurry sealed	1.62	3.40	1.30	0.00		15.17	24.60	IM	-
7	Total square feet of sidewalks replaced	34,141	130,399	5,372	0		203,171	283,367	IM	-
8	Total linear feet of sewer mains replaced	51	2,212	2,152	0		3,137	2,384	IM	-
9	Million gallons of sewage treated per day (<i>annual measure</i>)	N/A	N/A	N/A	0		15	15	IM	S
10	Number of Land Development applications received	327	282	335	0		N/A	N/A	-	-
11	Number of Land Development applications completed	335	307	331	0		N/A	N/A	-	-
12	Number of Right of Way Permit Applications Received	145	71	80	0		N/A	N/A	-	-
13	Number of Right of Way Permit Applications Completed	93	46	35	0		N/A	N/A	-	-
14	Traffic system failures	125	144	175	0		780	963	SHC	IM
15	Traffic plan reviews for developments	2	5	3	0		25	20	IM	-
16	Street Occupancy and Oversized Load Travel Permit Issued	215	229	196	0		N/A	N/A	-	-
17	Traffic related Customer Service Request Received	143	173	94	0		N/A	N/A	-	-
18	Traffic related Customer Service Request Completed	53	72	25	0		N/A	N/A	-	-
19	Traffic Signal Construction Completed	2	10	0	0		N/A	N/A	-	-
20	Number of Industrial Off Duty (IOD) days	0.94	1.00	0.22	0.00		34	N/A	SHC	-

Facilities Management Division

21	Cost per square foot - Building Maintenance	\$0.50	\$0.46	\$0.48	\$0.00		N/A	N/A	ECS	-
22	Cost per square foot - Custodial Services	\$0.44	\$0.48	\$0.48	\$0.00		N/A	N/A	ECS	-
23	Number of facilities service requests received	1,925	2,003	1,923	0		N/A	N/A	ECS	-
24	Number of facilities service requests completed	1,948	1,551	1,504	0		N/A	N/A	ECS	-
25	Number of Industrial Off Duty (IOD) days	64	40	3	0		N/A	N/A	ECS	-

Fleet Services Division

26	Number of vehicles maintained	962	978	978	0		988	1,007	IM	-
27	Cost of preventative maintenance by Fleet Services per shop per vehicle:									



Public Works

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Mechanical Maintenance	\$443	\$425	\$453	\$0		\$1,649	\$1,615	FR	IM
Glendale Water & Power	\$393	\$392	\$368	\$0		\$1,339	\$1,223	FR	IM
Civic Center	\$263	\$332	\$435	\$0		\$1,003	\$938	FR	IM
Fire	\$953	\$1,391	\$2,596	\$0		\$7,201	\$6,289	FR	IM
28 Cost of repairs performed by fleet maintenance per shop per vehicle:									
Mechanical Maintenance	\$2,661	\$2,886	\$31,196	\$0		\$11,682	\$11,080	FR	IM
Glendale Water & Power	\$1,302	\$1,059	\$1,364	\$0		\$4,145	\$3,915	FR	IM
Civic Center	\$1,040	\$1,033	\$1,067	\$0		\$3,174	\$2,024	FR	IM
Fire	\$3,637	\$3,908	\$6,238	\$0		\$21,181	\$14,872	FR	IM
29 Average number of days vehicles are held per shop:									
Mechanical Maintenance	1.80	1.72	1.31	0.00		2.32	7.45	ECS	IM
Glendale Water & Power	2.40	1.47	1.19	0.00		1.63	3.50	ECS	IM
Civic Center	1.30	0.48	0.70	0.00		1.52	4.55	ECS	IM
Fire	9.00	4.19	12.42	0.00		9.16	13.85	ECS	IM
30 Number of vehicle and equipment breakdowns by shop:									
Mechanical Maintenance	33	22	21	0		201	161	IM	-
Glendale Water & Power	6	2	3	0		45	82	IM	-
Civic Center	3	4	0	0		6	9	IM	-
Fire	1	1	1	0		11	14	IM	-
31 Total fuel consumption in gallons:									
Unleaded	105,578	94,962	95,921	0		375,757	402,588	S	IM
Diesel	27,712	27,455	30,560	0		100,612	112,309	S	IM
CNG	68,672	68,726	67,508	0		279,371	278,578	S	IM
32 Percentage of vehicles and equipment exceeding replacement criteria	45%	45%	45%	0%		58%	49%	IM	-
33 Percentage of scheduled vs. non-scheduled repairs	44%	44%	45%	0%		44%	55%	IM	-
34 Number of Industrial Off Duty (IOD) days	69	71	202	0		51	109	SHC	-
35 Percentage of equipment available by shop:									
Mechanical Maintenance	96%	96%	97%	0%		97%	93%	IM	ECS
Glendale Water & Power	94%	97%	97%	0%		96%	96%	IM	ECS
Civic Center	96%	97%	98%	0%		96%	96%	IM	ECS
Fire	90%	94%	87%	0%		89%	92%	IM	ECS
36 Percentage of direct labor hours by shop:									
Mechanical Maintenance	72%	77%	83%	0%		83%	69%	IM	FR
Glendale Water & Power	74%	65%	67%	0%		95%	70%	IM	FR
Civic Center	77%	87%	95%	0%		83%	55%	IM	FR



Public Works

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
Fire	99%	74%	81%	0%		68%	59%	IM	FR

Integrated Waste Division

37	Annual percentage of waste diverted from Scholl landfill (<i>annual measure</i>)	N/A	N/A	N/A	\$ -		66%	N/A	S	-
38	Total tons of residential refuse collected	8,985	9,508	8,977	0		36,120	35,247	S	IM
39	Total tons of commercial refuse collected	9,046	8,596	9,150	0		34,899	33,270	S	IM
40	Total tons of all refuse collected	18,031	18,104	18,127	0		71,019	68,517	S	IM
41	Total tons of green waste collected	3,818	4,772	3,852	0		15,213	17,272	S	IM
42	Total tons of recyclables collected	2,803	2,841	2,786	0		11,083	10,847	S	IM
43	Total tons of street sweeping refuse collected	275	345	318	0		1,652	1,965	S	IM
44	Total tons of e-waste collected	25	25	24	0		78	65	S	IM
45	Total tons of bulky and abandoned items collected	453	382	507	0		1,781	1,210	ECS	S
46	Total tons of recyclables collected through buy-back facility	2,138	3,108	2,044	0		10,754	9,149	S	-
47	Cost per ton of waste diverted	\$203	\$202	\$207	\$0		\$204	\$198	FR	-
48	Total number of bulky item stops	5,731	4,087	4,417	0		14,902	12,174	ECS	-
49	Total number of abandoned items stops	1,207	827	1,241	0		3,419	5,011	ECS	-
50	Number of refuse collection service calls	14,598	14,415	14,888	0		44,965	38,742	ECS	-
51	Cost per ton of waste collected	\$164	\$175	\$181	\$0		\$184	\$199	FR	-
52	Revenue per ton of waste collected	\$205	\$207	\$214	\$0		\$195	\$197	FR	-
53	Curb miles of streets swept	7,113	8,152	7,130	0		33,275	37,567	IM	SHC
54	Cost per curb mile of streets swept	\$43	\$51	\$59	\$0		\$35	\$33	FR	-
55	Number of Industrial Off Duty (IOD) days	496	438	391	0		1,322	842	SHC	-

Maintenance Services Division

56	Total square feet of potholes filled	1,958	2,359	3,180	0		14,553	10,909	IM	SHC
57	Total square feet of sidewalks repaired	8,339	6,416	6,862	0		30,998	45,807	IM	SHC
58	Street trees trimmed	832	3,314	2,285	0		9,286	12,582	IM	SHC
59	Street trees planted	2	145	8	0		326	795	S	IM
60	Number of storm drain catch basins cleaned	1,357	364	531	0		2,963	1,685	IM	SHC
61	Storm drain catch basin inspections completed	435	567	683	0		3,942	1,488	IM	SHC
62	Linear feet of sanitary sewer inspected (CCTV)	61,959	57,049	59,934	0		272,424	317,919	IM	SHC
63	Linear feet of sanitary sewer cleaned	382,925	344,797	421,406	0		1,430,391	1,561,214	IM	SHC
64	Illicit discharge violations into storm drain or sewer system	3	4	3	0		3	14	S	-
65	Number of service requests received	782	758	701	0		9,230	8,132	ECS	-
66	Number of service requests completed	773	727	705	0		8,032	7,821	ECS	-



Public Works

Key Performance Indicators

FY 2015-16

Performance Indicator	FY 2015-16 Quarterly Results				FY 2015-16 Actual	FY 2014-15 Actual	FY 2013-14 Actual	Council Priority	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter				Primary	Secondary
67 Number of Industrial Off Duty (IOD) days	117	123	118	0		642	437	SHC	-
68 Linear feet of painted traffic curbs and/or street striping	190,095	22,580	18,766	0		145,160	355,583	SHC	-
69 Number of traffic signs installed and/or repaired	176	411	718	0		1,248	1,934	IM	SHC
70 Number of parking meters repaired	6,781	4,527	4,889	0		24,482	20,581	IM	-

Department Dashboards

Administrative Services

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 4,301,791
M&O	1,039,776
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 5,341,567

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	9.80	26%	43%
Supervisor	4.35	12%	11%
Tech./Professional	9.32	25%	24%
General	13.80	37%	22%
Total	37.27	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101)	\$ 5,341,567
Total Budget	\$ 5,341,567

Department Dashboards

City Attorney

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 3,736,076
M&O	8,444,785
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 12,180,861

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	8.00	44%	58%
Supervisor	1.00	5%	3%
Tech./Professional	5.31	29%	28%
General	4.00	22%	10%
Total	18.31	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101)	\$ 3,548,439
Liability Insurance Fund (612)	\$ 8,632,422
Total Budget	\$ 12,180,861

Department Dashboards

City Clerk

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	<u>Proposed 2016-17</u>
Salaries & Benefits	\$ 683,206
M&O	666,424
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 1,349,630

Personnel			
	<u>Proposed 2016-17</u>	<u>% of Total</u>	<u>Salary %</u>
Manager	2.00	32%	46%
Supervisor	-	-	-
Tech./Professional	1.00	16%	18%
General	3.30	52%	36%
Total	6.30	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
<u>Fund Name</u>	<u>Proposed 2016-17</u>
General Fund (101)	\$ 1,349,630
Total Budget	\$ 1,349,630

Department Dashboards

City Treasurer

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 635,333
M&O	106,831
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 742,164

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	2.00	40%	61%
Supervisor	-	-	-
Tech./Professional	-	-	-
General	3.00	60%	39%
Total	5.00	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101)	\$ 742,164
Total Budget	\$ 742,164

Department Dashboards

Community Development

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 15,971,508
M&O	51,642,579
Capital Outlay	35,000
Capital Improvement	5,949,000
Total Budget	\$ 73,598,087

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	19.10	16%	25%
Supervisor	3.30	3%	3%
Tech./Professional	32.29	27%	33%
General	63.40	54%	39%
Total	118.09	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101)	\$ 14,943,660
Housing Assistance (202)	32,780,950
Home Grant Fund (203)	1,196,718
BEGIN Affordable Homeownership Fund (212)	89,520
Low & Mod Income Housing Asset Fund (213)	370,658
Grant Fund (216)	198,000
Filming Fund (217)	526,212
Air Quality Improvement (251)	330,089
Measure R Local Return Fund (254)	2,409,800
Transit Prop A Local Return Fund (256)	7,197,820
Transit Prop C Local Return Fund (257)	3,950,256
Transit Utility Fund (258)	9,604,404
Total Budget	\$ 73,598,087

Department Dashboards

Community Services & Parks

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 15,654,085
M&O	12,178,780
Capital Outlay	-
Capital Improvement	17,897,731
Total Budget	\$ 45,730,596

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	20.10	20%	33%
Supervisor	4.35	4%	5%
Tech./Professional	9.83	10%	11%
General	65.05	65%	51%
Total	99.33	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101)	\$ 12,631,020
CDBG Fund (201)	1,643,605
Continuum of Care Grant (204)	2,319,804
Emergency Solutions Grant Fund (205)	142,237
Workforce Investment Act Fund (206)	5,505,000
Glendale Youth Alliance (211)	1,905,519
Nutritional Meals Grant Fund (270)	430,827
Recreation Fund (501)	3,579,584
Capital Improvement Fund (401)	1,400,000
Parks Mitigation Fee Fund (405)	16,173,000
Total Budget	\$ 45,730,596

Department Dashboards

Fire

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	<u>Proposed 2016-17</u>
Salaries & Benefits	\$ 49,055,711
M&O	12,072,191
Capital Outlay	-
Capital Improvement	<u>175,000</u>
Total Budget	\$ 61,302,902

Personnel			
	<u>Proposed 2016-17</u>	<u>% of Total</u>	<u>Salary %</u>
Manager	12.00	6%	8%
Supervisor	43.00	21%	25%
Tech./Professional	12.00	6%	5%
General	<u>142.00</u>	<u>68%</u>	<u>63%</u>
Total	209.00	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
<u>Fund Name</u>	<u>Proposed 2016-17</u>
General Fund (101)	\$ 48,702,523
Fire Mutual Aid Fund (266)	250,000
Special Events Fund (267)	5,545
Hazardous Disposal Fund (510)	1,534,266
Emergency Medical Services Fund (511)	5,917,304
Capital Improvement Fund (401)	551,000
Fire Communications Fund (701)	<u>4,342,264</u>
Total Budget	\$ 61,302,902

Department Dashboards

Glendale Water and Power

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 31,544,890
M&O	278,111,724
Capital Outlay	1,136,000
Capital Improvement	23,355,191
Total Budget	\$ 334,147,805

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	24.00	7%	13%
Supervisor	49.00	15%	18%
Tech./Professional	41.50	13%	15%
General	213.00	65%	55%
Total	327.50	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
Electric Public Benefit Fund (290)	\$ 7,711,563
Electric Works Revenue Fund (552)	251,103,371
Electric Depreciation Fund (553)	15,768,182
Electric Customer Paid Capital Fund (555)	1,894,751
Water Works Revenue Fund (572)	51,977,680
Water Depreciation Fund (573)	4,222,618
Water Customer Paid Capital Fund (575)	1,469,640
Total Budget	\$ 334,147,805

Department Dashboards

Human Resources

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 3,019,866
M&O	58,248,458
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 61,268,324

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	5.00	21%	34%
Supervisor	-	-	-
Tech./Professional	7.95	33%	35%
General	10.95	46%	31%
Total	23.90	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101)	\$ 2,654,861
Unemployment Fund (610)	78,243
Compensation Insurance Fund (614)	12,928,223
Dental Insurance Fund (615)	1,655,291
Medical Insurance Fund (616)	35,101,482
Vision Insurance Fund (617)	294,568
Employee Benefits Fund (640)	4,317,791
RHSP Benefits Fund (641)	2,017,690
Post Employment Benefits Fund (642)	2,220,175
Total Budget	\$ 61,268,324

Department Dashboards

Information Services

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 6,266,542
M&O	9,937,462
Capital Outlay	1,259,320
Capital Improvement	-
Total Budget	\$ 17,463,324

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	6.00	14%	22%
Supervisor	2.00	5%	4%
Tech./Professional	17.00	40%	42%
General	17.00	40%	32%
Total	42.00	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
ISD Infrastructure Fund (603)	\$ 7,773,035
ISD Applications Fund (604)	6,498,261
ISD Wireless Fund (660)	3,192,028
Total Budget	\$ 17,463,324

Department Dashboards

Library, Arts & Culture

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 6,265,196
M&O	3,809,713
Capital Outlay	-
Capital Improvement	905,000
Total Budget	\$ 10,979,909

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	14.00	30%	40%
Supervisor	1.00	2%	2%
Tech./Professional	17.00	36%	36%
General	15.00	32%	23%
Total	47.00	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101)	\$ 9,594,695
Urban Art Fund (210)	235,000
Library Fund (275)	245,214
Capital Improvement Fund (401)	350,000
Library Mitigation Fee Fund (407)	555,000
Total Budget	\$ 10,979,909

Department Dashboards

Management Services

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	<u>Proposed 2016-17</u>
Salaries & Benefits	\$ 3,090,438
M&O	1,301,844
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 4,392,282

Personnel			
	<u>Proposed 2016-17</u>	<u>% of Total</u>	<u>Salary %</u>
Manager	10.00	45%	58%
Supervisor	2.00	9%	9%
Tech./Professional	1.00	5%	5%
General	9.00	41%	27%
Total	22.00	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
<u>Fund Name</u>	<u>Proposed 2016-17</u>
General Fund (101)	\$ 4,392,282
Total Budget	\$ 4,392,282

Department Dashboards

Police

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	<u>Proposed 2016-17</u>
Salaries & Benefits	\$ 62,280,033
M&O	16,718,727
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 78,998,760

Personnel			
	<u>Proposed 2016-17</u>	<u>% of Total</u>	<u>Salary %</u>
Manager	18.60	5%	9%
Supervisor	49.50	15%	18%
Tech./Professional	10.00	3%	2%
General	<u>261.50</u>	<u>77%</u>	<u>71%</u>
Total	339.60	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
<u>Fund Name</u>	<u>Proposed 2016-17</u>
General Fund (101)	\$ 72,730,666
Asset Forfeiture Fund (260)	568,473
Police Special Grants Fund (261)	363,528
Supplemental Law Enforcement Fund (262)	397,501
Special Events Fund (267)	301,940
Police Building Project Fund (303)	3,010,000
Joint Helicopter Operation Fund (602)	1,626,652
Total Budget	\$ 78,998,760

Department Dashboards

Public Works

FY 2016-17 Proposed Budget Summary

Total Department Budget	
	<u>Proposed 2016-17</u>
Salaries & Benefits	\$ 28,876,607
M&O	57,575,518
Capital Outlay	6,096,960
Capital Improvement	<u>13,523,000</u>
Total Budget	\$ 106,072,085

Personnel			
	<u>Proposed 2016-17</u>	<u>% of Total</u>	<u>Salary %</u>
Manager	23.40	8%	15%
Supervisor	19.50	7%	8%
Tech./Professional	28.80	10%	15%
General	<u>212.00</u>	<u>75%</u>	<u>62%</u>
Total	283.70	100%	100%

FY 2016-17 Proposed Appropriation by Fund	
<u>Fund Name</u>	<u>Proposed 2016-17</u>
General Fund (101)	\$ 14,184,318
San Fernando Landscape District Fund (253)	89,986
Capital Improvement Fund (401)	2,479,000
State Gas Tax Fund (402)	1,854,000
Parking Fund (520)	8,829,655
Sewer Fund (525)	30,480,999
Refuse Disposal Fund (530)	24,657,570
Fleet Management Fund (601)	16,023,658
Building Maintenance Fund (607)	<u>7,472,899</u>
Total Budget	\$ 106,072,085

Department Dashboards

Non-Departmental

FY 2016-17 Proposed Budget Summary

Total Non-Departmental Budget	
	Proposed 2016-17
Salaries & Benefits	\$ 897,511
M&O	5,067,327
Capital Outlay	-
Capital Improvement	-
Total Budget	\$ 5,964,838

Personnel			
	Proposed 2016-17	% of Total	Salary %
Manager	-	-	-
Supervisor	-	-	-
Tech./Professional	-	-	-
General	-	-	-
Total	-	-	-

FY 2016-17 Proposed Appropriation by Fund	
Fund Name	Proposed 2016-17
General Fund (101) Retirement Incentive	\$ 897,511
General Fund (101) Transfers	3,067,327
Capital Improvement Fund (401) Scholl Canyon Transfer	2,000,000
Total Budget	\$ 5,964,838

City of Glendale
Budget Study Session #1
May 3, 2016

Agenda

- FY 2015-16
 - 3rd Quarter Update
 - Year-End Projection
 - General Fund Forecast
- FY 2016-17
 - Proposed General Fund Budget
 - General Fund Forecast
 - Organizational Profile
 - Budget Calendar
- Questions & Comments

FY 2015-16 Third Quarter Update
March 31, 2016

FY 2015-16 3rd Quarter Update

General Fund Expenditures

- Department expenditures are tracking as expected
 - As reported at the first quarter and mid-year, departments are on track to meet their budget; this remains unchanged at the third quarter
 - General Fund Expenditures are \$136.6 million, 72.6% expended versus 73.5% last year

All Non-Public Safety Departments are forecasted to either meet or come in under budget by year-end barring any unforeseen expenditures

Public Safety Departments are forecasted to be slightly over budget due to challenges in managing overtime costs

General Fund Resources

March 31, 2016 (In Thousands)

Slide 5

	Adopted 15-16	Adjustments 15-16	Revised Resources	Actual Receipts	% Received
Property Taxes	\$ 49,740	\$ -	\$ 49,740	\$ 26,937	54.2%
Sales Tax	37,700	-	37,700	19,039	50.5%
Utility Users Tax	28,250	-	28,250	19,929	70.5%
Occupancy & Other Taxes	11,000	150	11,150	6,226	55.8%
Licenses And Permits	8,105	250	8,355	7,369	88.2%
Revenue From Other Agencies	350	245	595	662	111.3%
Charges For Services	2,781	582	3,363	2,867	85.3%
Cost Allocation	15,091	(150)	14,941	11,214	75.1%
Fines & Forfeitures	2,850	(50)	2,800	1,852	66.1%
Interest/Use Of Money	3,220	200	3,420	2,766	80.9%
Misc & Non-Operating	1,402	250	1,652	1,479	89.5%
Transfers	21,257	-	21,257	862	4.1%
GSA Reimbursement	3,921	-	3,921	-	0.0%
Subtotal:	\$ 185,667	\$ 1,477	\$ 187,144	\$ 101,202	54.1%
Use of Fund Balance	-	1,088	1,088	-	N/A
Total Resources:	\$ 185,667	\$ 2,565	\$ 188,232	\$ 101,202	53.8%

General Fund Expenditures

March 31, 2016 (In Thousands)

Slide 6

	Adopted 15-16	Adjustments* 15-16	Revised Budget	Actual Expended	% Expended
Administrative Services	\$ 5,501	\$ 182	\$ 5,683	\$ 3,796	66.8%
City Attorney	3,190	87	3,277	2,360	72.0%
City Clerk	1,054	396	1,450	543	37.4%
City Treasurer	665	26	691	492	71.2%
Community Development	9,846	448	10,294	7,162	69.6%
Comm. Services & Parks	10,500	496	10,996	7,811	71.0%
Fire	45,027	368	45,395	34,768	76.6%
Human Resources	2,661	56	2,717	1,670	61.5%
Library, Arts & Culture	8,489	1,262	9,751	5,917	60.7%
Management Services	3,869	426	4,295	2,773	64.6%
Police	70,301	220	70,521	53,804	76.3%
Public Works	17,965	1,374	19,339	13,795	71.3%
Transfers	2,125	-	2,125	1,006	47.3%
Retirement Incentive	898	-	898	673	74.9%
OPEB/RHSP	800	-	800		0.0%
Total Expenditures:	\$ 182,891	\$ 5,341	\$ 188,232	\$ 136,570	72.6%
<i>Proposed 3rd Qtr Adjustments</i>	-	-	-	-	-
Total Expenditures:	\$ 182,891	\$ 5,341	\$ 188,232	\$ 136,570	72.6%

* Includes Carryovers & Adjustments

FY 2015-16 General Fund Projected Fund Balance

As of June 30, 2016 (In Thousands)

Slide 7

	FY 2015-16 Projected Results	Unassigned & Charter Reserve	% of Budget
Unassigned & Charter Reserve, 7/1/2015		\$ 66,052	36.1%
Revenues:			
Adopted Revenue	185,667		
Adjustments as of March 31, 2016	1,477		
Total Revenue as of March 31, 2016	\$ 187,144		
Appropriations:			
Adopted Appropriation	(182,891)		
Adjustments as of March 31, 2016	(2,214)		
Total Appropriation as of March 31, 2016	\$ (185,105)		
Projected Surplus for FY 2015-16		\$ 2,039	
Projected Additional FY 2015-16 Savings		\$ 364	
Unassigned & Charter Reserve, 3/31/2016		\$ 68,455	37.4%
Less: Carryover Appropriation from FY 2014-15		\$ (3,127)	
Projected Ending Unassigned & Charter Reserve, 6/30/2016		\$ 65,328	35.7%

*Based on FY 2015-16 adopted recurring appropriation of \$182.9 million. Current policy is a floor of 30% with a target of 35%

FY 2015-16 General Fund Forecast

Slide 8

	Adopted FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Resources:	\$ 185.7	\$ 192.9	\$ 200.5	\$ 206.6	\$ 212.3	\$ 217.6	\$ 223.2
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Projected Resources:	\$ 185.7	\$ 193.8	\$ 201.2	\$ 207.3	\$ 212.3	\$ 217.6	\$ 223.2
Appropriations:							
Base Line	\$ 122.8	\$ 124.7	\$ 127.1	\$ 128.4	\$ 129.3	\$ 130.3	\$ 131.0
PERS	25.9	28.7	31.5	34.0	36.6	37.3	38.3
PERS Cost Share	(2.8)	(3.3)	(3.3)	(3.3)	(3.4)	(3.4)	(3.4)
PERS Net of Cost Share:	\$ 23.1	\$ 25.4	\$ 28.2	\$ 30.7	\$ 33.2	\$ 33.9	\$ 34.9
CIP	0.5	1.6	0.7	0.9	1.9	3.0	3.5
ISF's	36.0	41.5	43.5	44.9	46.5	47.5	48.4
COP's	0.5	0.8	0.8	1.0	1.0	1.0	1.0
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Appropriations	\$ 182.9	\$ 194.9	\$ 201.0	\$ 206.6	\$ 211.9	\$ 215.7	\$ 218.8
Net Surplus/(Deficit)	\$ 2.8	\$ (1.1)	\$ 0.2	\$ 0.7	\$ 0.4	\$ 1.9	\$ 4.4
Budget Adjustments as of 3/31/16	(2.2)	-	-	-	-	-	-
Revenue Adjustments as of 3/31/16	1.5	-	-	-	-	-	-
Est. Savings	0.3	-	-	-	-	-	-
Net Surplus/(Deficit)	\$ 2.4	\$ (1.1)	\$ 0.2	\$ 0.7	\$ 0.4	\$ 1.9	\$ 4.4

* Excludes Carryovers

Cash Balances – All Funds

March 31, 2016 (In Thousands)

Slide 9

Major Funds:

General Fund		\$ 62,764
Housing Assistance Fund		2,575
Capital Improvement Fund		9,159
Sewer Fund		58,750
Electric Fund		215,560
Operating Cash	\$ 108,673	
Transfer Reserve	15,080	
Restricted Cash	12,087	
Operating Reserve	41,900	
Bond Cash	37,820	
Water Fund		\$ 16,193
Operating Cash	\$ (550)	
Restricted Cash	5,131	
Bond Cash	11,612	
Major Funds Total:		\$ 365,001

Other Funds:

Capital Projects Funds	\$ 56,128
Debt Service Funds	21,840
Special Revenue Funds	65,813
Nonmajor Enterprise Funds	35,898
Internal Service Funds	109,530
Other Funds Total:	\$ 289,209

Grand Total: \$ 654,210

FY 2016-17 General Fund
Proposed Budget

FY 2016-17 General Fund Proposed Budget

Proposed Resources

Slide 11

Starting Revenue Estimate: \$ 187,143,560

Adjustments:

Property Tax/VLF Backfill	\$ 4,852,500	
Sales Tax	1,508,000	
Utility Users Tax	495,000	
Occupancy/Franchise	750,000	
Building Permits & Licenses	598,000	
Cost Allocation	(755,780)	
GRA Loan Repayment*	(920,953)	
All Other Revenues (net)	(812,800)	\$ 5,713,967

FY 2016-17 Revenue Estimate: \$ 192,857,527

Use of Assigned Econ Dev Fund Balance \$ 920,013

FY 2016-17 Proposed Resources: \$ 193,777,540

*Depending on CA Department of Finance payment

FY 2016-17 General Fund Proposed Budget

Revenue Changes

Slide 12

- Property Tax forecasted to increase 9.8%
- Sales Tax forecasted to increase 4.0%
- Occupancy Tax will increase approximately 12.1% due to the increase of the TOT rate from 10.0% to 12.0% and the continued economic recovery
- Overall General Fund revenues expected to grow at 3.1%
 - Other increases include Utility Users' Tax 1.8%, Franchise Tax 3.4%, Licenses and Permits 10.4%
 - Some of the increases are offset by the decreases in Cost Allocation revenue, Fines & Forfeitures and Revenues from Other Agencies
 - Electric Fund Transfer to General Fund is now equal to 10.0% starting in FY 2016-17

FY 2016-17 General Fund Proposed Budget

Proposed Appropriations

Slide 13

Starting Budget		\$ 182,890,934
Salaries & Benefits Increase		
Salaries	\$ 1,730,038	
PERS, Net of Cost Share	2,327,775	
Hourly Wages-Less Econ Dev	546,439	
Overtime	112,896	
All Other Benefits (Medical, Dental, Vision, Work' Comp, etc.)	120,488	
Total Salaries & Benefits Increase		\$ 4,837,636
Use of Assigned Econ Dev Fund Balance-Hourly Wages & Benefits	\$ 723,960	\$ 5,561,596
Maintenance & Operation Increase / (Decrease)		
Liability Insurance	(605,541)	
Fleet/Equipment Rental Charge	(140,904)	
ISD Service Charge	825,579	
All Other M&O	5,291,326	
Total Maintenance & Operations Increase		\$ 5,370,460
Use of Assigned Econ Dev Fund Balance-Contractual Services	\$ 196,053	\$ 5,566,513
Transfers Out/Capital Outlay		\$ 906,886
Proposed FY 2016-17 General Fund Budget		\$ 194,005,916
Use of Assigned Econ Dev Fund Balance		\$ 920,013
Total Proposed FY 2016-17 General Fund Budget		\$ 194,925,929

FY 2016-17 General Fund Proposed Budget

Salary & Benefit Changes

Slide 14

- Salaries & Benefits total increase of \$5.5 million compared to \$5.2 million last year
 - Cost of Living Adjustments for GMA (3%), GCEA (3%) and Hourly Employees (1%)
 - Offset by an increase of 1% in PERS cost share
 - Net PERS increase of \$2.3 million compared to \$3.0 million last year
 - Workers' Comp increase of \$270 thousand
 - Fund Balance deficit is \$14.4 million as of June 30, 2015
 - Will be amortized over next 5 years
 - \$1.7 million in increase for program restoration in personnel costs
 - \$724 thousand is for Economic Development Hourly Wages and Benefits using Assigned Fund Balance

FY 2016-17 General Fund Proposed Budget

Maintenance & Operation Changes

Slide 15

- Maintenance & Operation increase by \$5.5 million
 - \$749 thousand increase in Program Restoration
 - \$825 thousand increase in ISD Service Charge
 - \$1.1 million increase in Economic Development Shifting to the General Fund
 - \$2.5 million increase due to Building Maintenance costs shifting to Maintenance & Operation offset by Salaries and Benefits decreases
 - \$179 thousand increase due to adjustments in the Elections budget
 - \$100 thousand increase due to Maintenance of Graphics Printers

FY 2016-17 General Fund Proposed Budget

Transfers Out/Capital Outlay

Slide 16

- Transfers and Capital Outlay increase by \$907 thousand primarily due to the following:
 - \$300 thousand increase in transfer for Certificates of Participation (COP's)
 - \$1.1 million increase to Capital Improvement primarily for Street Improvement Projects
 - \$300 thousand decrease in transfer to Economic Development
 - \$184 thousand decrease to Low & Moderate Income Housing Fund for the 20% of the GSA Loan Repayment
 - \$14 thousand increase for Nutritional Meals
 - \$35 thousand decrease in Capital Outlay

FY 2016-17 General Fund Proposed Budget

Program Restoration (1 of 2)

Slide 17

- Total Proposed Additions \$2,537,205
 - Personnel \$1,703,353
 - 1 Additional Position in Community Services & Parks
 - Community Services Specialist for One-Glendale After School Sports Program \$60,227
 - Reallocating 26 positions throughout various Departments \$206,218
 - Hourly Wages \$266,206
 - Personnel Shifts \$932,733
 - Code Enforcement Staff from CDBG Fund to General Fund \$402,392
 - Fire Paramedic from Emergency Medical Services Fund to General Fund \$161,288
 - Police Officers Shifting from Police Grant Fund to General Fund \$255,570
 - Principal, Library, Arts & Culture Administrator shifting to General Fund \$34,231
 - CDD Positions shifting between General Fund and Successor Agency Fund \$79,252
 - Salary Surveys, Incentive Programs, Overtime, and Other Benefits \$237,969
 - Public Works Technician Certification Program \$149,400
 - Salary surveys \$53,419
 - MOU driven overtime \$14,450
 - Auto allowance \$20,700

FY 2016-17 General Fund Proposed Budget

Program Restoration (2 of 2)

Slide 18

- Maintenance & Operation, and Transfers-Out \$833,852
 - Community Development Department
 - Revised Code Books \$20,000
 - Community Services & Parks
 - Students as Role Models Program (STAR) After School Program \$3,000
 - Transfer to Nutritional Meals Fund \$84,577
 - One-Glendale After School Sports Program \$157,131
 - Fire
 - Inspection Code Books \$20,000
 - SCBA Bottle Replacement Program \$53,955
 - Verdugo Dispatch Services \$121,105
 - Hose, Valves, Thermal Imagers for Two Fire Engines \$260,084
 - Emergency Supply Kit Replacement \$59,000
 - Public Works
 - Fairmont Bridge Crash Cushion Repair & Maintenance \$15,000
 - Traffic Safety Control Paint \$40,000

FY 2016-17 General Fund Proposed Budget

Slide 19

Revenues: \$ 193,777,540

Appropriations: 194,925,929

Surplus/(Deficit): \$ (1,148,389)

FY 2016-17 General Fund Proposed Budget

Fund Balance Projection

Slide 20

	<u>Unassigned & Charter Reserve</u>
Projected Beginning Balance, 7/1/2016	\$ 65,328,000
Projected Net Surplus/(Deficit)	<u>(1,148,389)</u>
Projected Ending Fund Balance, 6/30/2017	\$ 64,179,611
Projected Reserve Percentage*	33.1%

* Based on proposed recurring appropriation of \$194.0 million.
Current policy is floor of 30% with a target of 35%.

FY 2016-17 General Fund Forecast

Slide 21

	Adopted FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Resources:	\$ 185.7	\$ 192.9	\$ 200.5	\$ 206.6	\$ 212.3	\$ 217.6	\$ 223.2
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Projected Resources:	\$ 185.7	\$ 193.8	\$ 201.2	\$ 207.3	\$ 212.3	\$ 217.6	\$ 223.2
Appropriations:							
Base Line	\$ 122.8	\$ 124.7	\$ 127.1	\$ 128.4	\$ 129.3	\$ 130.3	\$ 131.0
PERS	25.9	28.7	31.5	34.0	36.6	37.3	38.3
PERS Cost Share	(2.8)	(3.3)	(3.3)	(3.3)	(3.4)	(3.4)	(3.4)
PERS Net of Cost Share:	\$ 23.1	\$ 25.4	\$ 28.2	\$ 30.7	\$ 33.2	\$ 33.9	\$ 34.9
CIP	0.5	1.6	0.7	0.9	1.9	3.0	3.5
ISF's	36.0	41.5	43.5	44.9	46.5	47.5	48.4
COP's	0.5	0.8	0.8	1.0	1.0	1.0	1.0
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Appropriations	\$ 182.9	\$ 194.9	\$ 201.0	\$ 206.6	\$ 211.9	\$ 215.7	\$ 218.8
Net Surplus/(Deficit)	\$ 2.8	\$ (1.1)	\$ 0.2	\$ 0.7	\$ 0.4	\$ 1.9	\$ 4.4
Budget Adjustments as of 3/31/16	(2.2)	-	-	-	-	-	-
Revenue Adjustments as of 3/31/16	1.5	-	-	-	-	-	-
Est. Savings	0.3	-	-	-	-	-	-
Net Surplus/(Deficit)	\$ 2.4	\$ (1.1)	\$ 0.2	\$ 0.7	\$ 0.4	\$ 1.9	\$ 4.4

* Excludes Carryovers

FY 2016-17
Organizational Profile

FY 2016-17 Citywide Organizational Profile

Slide 23

	Adopted FY 2015-16	Proposed FY 2016-17
▪ Total Population	199,182	201,668
▪ Total City Employees (FTE) Budgeted	1,566	1,579
▪ Total General Fund FTE	882	866
▪ Total Adopted Budget	\$ 797,829,593	\$ 819,987,400
▪ Total General Fund Adopted Budget	\$ 182,890,934	\$ 194,925,929
▪ Residents served per FTE	127	128
▪ Residents served per FTE (General Fund)	226	233
▪ Total Budget per capita	\$4,006	\$4,066
▪ General Fund Budget per capita	\$918	\$967

FY 2016-17 Citywide Organizational Profile

Slide 24

Per Capita Tri-City Comparison – General Fund

Property Tax

	Adopted FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14	Adopted FY 2014-15	Adopted FY 2015-16
Glendale	\$ 221	\$ 229	\$ 232	\$ 235	\$ 250
Burbank	\$ 253	\$ 304	\$ 301	\$ 323	\$ 336
Pasadena	\$ 285	\$ 285	\$ 291	\$ 313	\$ 371

Population

Glendale	191,719	193,111	194,478	196,021	199,182
Burbank	104,304	104,427	104,982	105,543	106,084
Pasadena	137,122	139,222	140,020	140,879	141,510

FY 2016-17 Citywide Organizational Profile

Per Capita Tri-City Comparison – General Fund

Slide 25

Sales Tax

	Adopted FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14	Adopted FY 2014-15	Adopted FY 2015-16
Glendale	\$ 149	\$ 161	\$ 169	\$ 174	\$ 189
Burbank	\$ 275	\$ 282	\$ 281	\$ 280	\$ 299
Pasadena	\$ 228	\$ 224	\$ 226	\$ 235	\$ 240

Population

Glendale	191,719	193,111	194,478	196,021	199,182
Burbank	104,304	104,427	104,982	105,543	106,084
Pasadena	137,122	139,222	140,020	140,879	141,510

FY 2016-17 Citywide Organizational Profile

Slide 26

Per Capita Tri-City Comparison – General Fund

Utility Users Tax

	Adopted FY 2011-12	Adopted FY 2012-13	Adopted FY 2013-14	Adopted FY 2014-15	Adopted FY 2015-16
Glendale	\$ 149	\$ 140	\$ 142	\$ 139	\$ 142
Burbank	\$ 195	\$ 200	\$ 199	\$ 194	\$ 193
Pasadena	\$ 238	\$ 218	\$ 224	\$ 217	\$ 214

Population

Glendale	191,719	193,111	194,478	196,021	199,182
Burbank	104,304	104,427	104,982	105,543	106,084
Pasadena	137,122	139,222	140,020	140,879	141,510

FY 2016-17 Citywide Organizational Profile

Slide 27

	Adopted FY 2015-16		Proposed FY 2016-17		% Change from 15-16
Public Safety	\$ 133,161,030	17.4%	\$ 140,446,928	17.7%	5.5%
Public Works & Utilities	420,507,037	54.8%	418,643,090	52.8%	(0.4%)
Community Development & Transit	67,746,406	8.8%	70,116,501	8.8%	3.5%
Quality of Life	42,133,878	5.5%	56,819,505	7.2%	34.9%
Administration & Internal Service	103,258,801	13.5%	107,117,249	13.5%	3.7%
Total Operational Expenditures*	\$ 766,807,152	100.0%	\$ 793,143,273	100.0%	3.4%

*Data excludes transfers

FY 2016-17 Citywide Organizational Profile

Slide 28

Total Personnel Appropriation - All Funds Four-Year Comparison (in millions)

	Adopted FY 2013-14*	Adopted FY 2014-15	Adopted FY 2015-16	Proposed FY 2016-17	% Change from 15-16
Salaries & Benefits	\$ 216.8	\$ 222.3	\$ 230.4	\$ 241.6	4.9%
Operating Costs **	\$ 651.4	\$ 668.1	\$ 695.5	\$ 732.0	5.2%

Personnel v. Operating Costs	33.3%	33.2%	33.1%	33.0%	(0.3%)
Employee Count	1,588	1,584	1,566	1,579	0.8%

* Does not include Separation/Retirement Incentive

** Operating Cost does not include transfers & capital improvement

*** Meets target of 35%

FY 2016-17 Citywide Organizational Profile

Slide 29

Total Personnel Appropriation - General Fund Four-Year Comparison (in millions)

	Adopted FY 2013-14	Adopted FY 2014-15**	Adopted FY 2015-16	Proposed FY 2016-17	% Change from 15-16
Salaries & Benefits	\$ 134.2	\$ 136.9	\$ 142.2	\$ 147.7	3.9%
Maintenance & Operation / ISF Charges	35.8	38.9	38.6	44.1	14.2%
Capital Outlay	0.3	0.2	0.04	-	(100.0%)
Cost Savings Target	-	-	-	-	-
Annual Appropriations (not including transfers)	\$ 170.3	\$ 176.0	\$ 180.8	\$ 191.8	6.1%
Personnel v. M&O	78.8%	77.8%	78.7%	^{***} 77.0%	(2.1%)
Employee Count	905	890	882	866	(1.8%)

* Includes General Fund Balancing Strategies

** Does not include Separation/Retirement Incentive

*** Does not meet target of 75%

FY 2016-17 Citywide Organizational Profile

Slide 30

Total Personnel - All Funds Management v. Non-Management

	Employee Count	Employee Count %	Salary %
Management	174	11.0%	16.9%*
Supervisor	179	11.4%	14.2%
Technical/Professional	193	12.2%	13.2%
General	1,033	65.4%	55.7%
Total	1,579	100.0%	100.0%

*Meets target of 25%

Conclusion

FY 2016-17 Budget Themes

- Maintain Structural Balance
 - Consistently apply the lens of long-term sustainability
 - Closely monitor cost-drivers and adapt to changes; be nimble
- Programs, Infrastructure and Service
 - Do NOT revert to traditional patterns and work flows: Problem Solvers
 - Restore what can be restored, build and maintain
 - Aggressively pursue Exceptional Customer Service
- Field the Best Team
 - Invest in people
 - Balance value propositions – public demands highest level of service; employees working harder than ever
 - Big Ideas, Moon Shots and Reasons for Optimism

City of Glendale
Budget Study Session #2
May 10, 2016

FY 2016-17 Proposed Budget Agenda

- Summary of Appropriations
- Capital Improvement Program
- Proposed Citywide Fee Schedule Changes
- Budget Calendar
- Questions & Comments

FY 2016-17 Proposed Budget Summary of Appropriations

Summary of Appropriations

All Funds

Slide 4

Fund Type	Adopted FY 2015-16	Proposed FY 2016-17	Increase/ (Decrease)	% Change
General Fund	\$ 182,890,934	\$ 194,925,929	\$ 12,034,995	6.6%
Special Revenue Funds	103,702,342	100,630,978	(3,071,364)	(3.0%)
Debt Service Funds	3,025,000	3,010,000	(15,000)	(0.5%)
Capital Improvement Funds	13,755,000	25,362,000	11,607,000	84.4%
Enterprise Funds	390,966,533	385,917,075	(5,049,458)	(1.3%)
Internal Service Funds	103,489,784	109,832,418	6,342,634	6.1%
<hr/>				
All Funds – Grand Total	\$ 797,829,593	\$ 819,678,400	\$ 21,848,807	2.7%

Authorized Full-Time Positions

Fiscal Year	Authorized Positions
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	1,520
2015-16	1,575
2016-17 Proposed	1,579

*Includes General Fund & GWP Balancing Strategies

Salaries & Benefits Summary

Citywide (In Thousands)

Slide 6

	Actuals FY 07-08	Actuals FY 08-09	Actuals FY 09-10	Actuals FY 10-11	Actuals FY 11-12	Actuals FY 12-13	Actuals FY 13-14	Actuals FY 14-15	<i>Est. Actuals FY15-16*</i>	<i>Proposed Budget FY16-17</i>
Authorized Full-Time Positions	1,986	1,942	1,904	1,899	1,873	1,605	1,588	1,520	1,575	1,579
% Change		(2.2)%	(2.0)%	(0.3)%	(1.4)%	(14.3)%	(1.1)%	(4.3)%	3.6%	0.3%
Filled Positions	1,772	1,783	1,764	1,722	1,673	1,488	1,504	1,429	1,436	1,436
% Change	-	0.6%	(1.1)%	(2.4)%	(2.8)%	(11.1)%	1.1%	(5.0)%	0.5%	-
Salaries and Benefits (Actuals)										
Total Salaries	\$ 164,926	\$ 169,820	\$ 172,333	\$ 171,953	\$ 166,739	\$ 152,752	\$ 153,241	\$ 152,495	\$ 155,022	\$ 164,212
PERS Retirement	20,820	22,751	22,641	23,024	30,402	28,413	28,598	30,015	34,728	42,863
PERS Cost-share	-	-	-	-	(3,229)	(3,056)	(3,442)	(2,586)	(2,794)	(5,552)
PERS Net Cost	\$ 20,820	\$ 22,751	\$ 22,641	\$ 23,024	\$ 27,173	\$ 25,357	\$ 25,156	\$ 27,429	\$ 31,934	\$ 37,311
All Other Benefits	42,765	32,153	36,067	36,545	42,329	38,387	37,886	40,489	41,939	40,211
Total Benefits	\$ 63,585	\$ 54,904	\$ 58,708	\$ 59,569	\$ 69,502	\$ 63,744	\$ 63,042	\$ 67,918	\$ 73,873	\$ 77,522
Total Salaries & Ben.	\$ 228,511	\$ 224,724	\$ 231,041	\$ 231,522	\$ 236,241	\$ 216,496	\$ 216,283	\$ 220,413	\$ 228,895	\$ 241,734
% Change	-	(1.7)%	2.8%	0.2%	2.0%	(8.4)%	(0.1)%	1.9%	3.8%	5.6%

* FY 15-16 amounts reflect estimated actuals as of June 30, 2016

Summary of Appropriations

General Fund (1 of 2)

Slide 7

Department	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Administrative Services	\$ 5,501,035	\$ 5,341,567	\$ (159,468)	(2.9%)
City Attorney	3,190,013	3,548,439	358,426	11.2%
City Clerk	1,054,463	1,349,630	295,167	28.0%
City Treasurer	665,123	742,164	77,041	11.6%
Community Development	9,845,834	14,943,660	5,097,826	51.8%
Community Services & Parks	10,499,841	12,631,020	2,131,179	20.3%
Fire	45,027,061	48,847,789	3,820,728	8.5%
Human Resources	2,660,726	2,654,861	(5,865)	(0.2%)
Library, Arts & Culture	8,488,883	9,594,695	1,105,812	13.0%

Summary of Appropriations

General Fund (2 of 2)

Slide 8

Department	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Management Services	\$ 3,869,062	\$ 4,392,282	\$ 523,220	13.5%
Police	70,301,071	72,730,666	2,429,595	3.5%
Public Works	17,964,870	14,184,318	(3,780,552)	(21.0%)
Transfers	2,125,441	3,067,327	941,886	44.3%
Retirement Incentive	897,511	897,511	-	-
Non-Departmental	800,000	-	(800,000)	(100.0%)
General Fund Total	\$ 182,890,934	\$ 194,925,929	\$ 12,034,995	6.6%

Summary of Appropriations

Special Revenue Funds (1 of 3)

Slide 9

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
201-CDBG Fund	\$ 1,580,061	\$ 1,643,605	\$ 63,544	4.0%
202-Housing Assistance Fund	30,442,939	32,780,950	2,338,011	7.7%
203-Home Grant Fund	1,140,638	1,196,718	56,080	4.9%
204-Supportive Housing Grant Fund	2,345,059	2,319,804	(25,255)	(1.1%)
205-Emergency Solutions Grant Fund	161,426	142,237	(19,189)	(11.9%)
206-Workforce Investment Act Fund	5,217,216	5,505,000	287,784	5.5%
210-Urban Art Fund	248,309	235,000	(13,309)	(5.4%)
211-Glendale Youth Alliance Fund	1,537,696	1,905,519	367,823	23.9%
212-BEGIN Homeownership Fund	88,800	89,520	720	0.8%
213-Low&Mod Income Hsg Asset Fund	402,059	370,658	(31,401)	(7.8%)

*Funds 501,510 & 520 moved to Special Revenue Funds from Enterprise Funds in FY 15/16

Summary of Appropriations

Special Revenue Funds (2 of 3)

Slide 10

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
215-Economic Development Fund	\$ 2,470,705	\$ -	\$(2,470,705)	(100%)
216-Miscellaneous Grant Fund	5,540,000	198,000	(5,342,000)	(96.4%)
217-Filming Fund	500,852	526,212	25,360	5.1%
251-Air Quality Improvement Fund	307,207	330,089	22,882	7.4%
252-PW Special Grants Fund	23,862	-	(23,862)	(100%)
253-San Fernando Landscape Fund	81,124	89,986	8,862	10.9%
254-Measure R Local Return Fund	1,915,000	2,409,800	494,800	25.8%
256-Transit Prop A Local Return Fund	3,940,780	7,197,820	3,257,040	82.6%
257-Transit Prop C Local Return Fund	4,224,488	3,950,256	(274,232)	(6.5%)
258-Transit Utility Fund	9,528,661	9,604,404	75,743	0.8%
260-Asset Forfeiture Fund	570,092	568,473	(1,619)	(0.3%)

*Funds 501,510 & 520 moved to Special Revenue Funds from Enterprise Funds in FY 15/16

Summary of Appropriations

Special Revenue Funds (3 of 3)

Slide 11

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
261-Police Special Grants Fund	\$ 934,125	\$ 363,528	\$ (570,597)	(61.1%)
262-Supplemental Law Enforcement	405,801	397,501	(8,300)	(2.0%)
266-Fire Mutual Aid Fund	199,967	250,000	50,033	25.0%
267-Special Events Fund	370,222	307,485	(62,737)	(16.9%)
270-Nutritional Meals Grant Fund	429,740	430,827	1,087	0.3%
275-Library Fund	322,226	245,214	(77,012)	(23.9%)
290-Electric Public Benefit Fund	6,420,598	7,711,563	1,290,965	20.1%
501-Recreation Fund*	5,148,421	3,579,584	(1,568,837)	(30.5%)
510-Hazardous Disposal Fund*	1,529,863	1,534,266	4,403	0.3%
511-Emergency Medical Services Fund	5,464,093	5,917,304	453,211	8.3%
520-Parking Fund*	10,210,312	8,829,655	(1,380,657)	(13.5%)
Special Revenue Total	\$103,702,342	\$100,630,978	\$(3,071,364)	(3.0%)

*Funds 501,510 & 520 moved to Special Revenue Funds from Enterprise Funds in FY 15/16

Summary of Appropriations

Debt Service Funds

Slide 12

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
303-Police Building Project Fund	\$ 3,025,000	\$ 3,010,000	\$ (15,000)	(0.5%)
Debt Service Total	\$ 3,025,000	\$ 3,010,000	\$ (15,000)	(0.5%)

Summary of Appropriations

Capital Improvement Funds

Slide 13

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Fund 401 Capital Improvement (GF)				
Community Services & Parks	\$ 1,575,000	\$ 1,400,000	\$ (175,000)	(11.1%)
Fire	35,000	551,000	516,000	1,474.3%
Library, Arts & Culture	950,000	350,000	(600,000)	(63.2%)
Public Works	815,000	2,479,000	1,664,000	204.2%
Transfers (Scholl Canyon)	2,000,000	2,000,000	-	-
Total Fund 401 Capital Improvement	\$ 5,375,000	\$ 6,780,000	\$ 1,405,000	26.1%
402-State Gas Tax Fund	4,380,000	1,854,000	(2,526,000)	(57.7%)
405-Parks Mitigation Fee Fund	4,000,000	16,173,000	12,173,000	304.3%
407-Library Mitigation Fee Fund	-	555,000	555,000	100%
Total Capital Improvement Funds	\$ 13,755,000	\$ 25,362,000	\$ 11,607,000	84.4%

Summary of Appropriations

Enterprise Funds

Slide 14

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
525-Sewer Fund	\$ 34,059,747	\$ 30,480,999	\$ (3,578,748)	(10.5%)
530-Refuse Disposal Fund	25,706,964	24,657,570	(1,049,394)	(4.1%)
552-Electric Works Revenue Fund	233,543,262	251,103,371	17,560,109	7.5%
553-Electric Depreciation Fund	28,565,238	15,768,182	(12,797,056)	(44.8%)
555-Electric Customer Paid Fund	2,854,422	1,894,751	(959,671)	(33.6%)
572-Water Works Revenue Fund	49,350,121	51,977,680	2,627,559	5.3%
573-Water Depreciation Fund	11,452,736	4,222,618	(7,230,118)	(63.1%)
575-Water Customer Paid Fund	1,610,567	1,469,640	(140,927)	(8.8%)
701-Fire Communication Fund	3,823,476	4,342,264	518,788	13.6%
Enterprise Total	\$ 390,966,533	\$ 385,917,075	\$ (5,049,458)	(1.3%)

Summary of Appropriations

Internal Service Funds (1 of 2)

Slide 15

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
601-Fleet / Equipment Mgmt Fund	\$ 14,725,214	\$ 16,023,658	\$ 1,298,444	8.8%
602-Joint Helicopter Operation Fund	1,475,259	1,626,652	151,393	10.3%
603-ISD Infrastructure Fund	8,236,590	7,773,035	(463,555)	(5.6%)
604-ISD Applications Fund	12,558,297	6,498,261	(6,060,036)	(48.3%)
607-Building Maintenance Fund	-	7,472,899	7,472,899	100%
610-Unemployment Insurance Fund	314,790	78,243	(236,547)	(75.1%)
612-Liability Insurance Fund	7,961,959	8,632,422	670,463	8.4%
614-Compensation Insurance Fund	12,220,632	12,928,223	707,591	5.8%
615-Dental Insurance Fund	1,571,908	1,655,291	83,383	5.3%

Summary of Appropriations

Internal Service Funds (2 of 2)

Slide 16

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
616-Medical Insurance Fund	\$ 27,364,869	\$ 35,101,482	\$ 7,736,613	28.3%
617-Vision Insurance Fund	276,736	294,568	17,832	6.4%
640-Employee Benefits Fund	3,390,800	4,317,791	926,991	27.3%
641-RHSP Benefits Fund	1,723,039	2,017,690	294,651	17.1%
642-Post Employment Benefits Fund	7,850,310	2,220,175	(5,630,135)	(71.7%)
660-ISD Wireless Fund	3,819,381	3,192,028	(627,353)	(16.4%)
Internal Service Total	\$ 103,489,784	\$ 109,832,418	\$ 6,342,634	6.1%

Capital Improvement Program (CIP)

Capital Improvement Program

- CIP General Fund (401)
 - Sales Tax Funding
 - FY 2016-17 Proposed Budget & Budget Summary
 - Project Summary
- CIP Other Funds
 - Community Services & Parks, Library, Arts & Culture, Community Development, Public Works, Information Services Department, and Glendale Water & Power
- CIP Recap

Capital Improvement Program

General Fund

Fund 401

CIP General Fund (Fund 401)

Sales Tax Funding

(In Millions)

Slide 20

Fiscal Year	CIP Fund 401	% of Sales Tax	Fiscal Year	CIP Fund 401	% of Sales Tax
FY 2007-08	3.3	14.00%	FY 2016-17 Est	0.6	1.50%
FY 2008-09	3.0	14.00%	FY 2017-18 Est	0.7	1.75%
FY 2009-10	0.9	4.00%	FY 2018-19 Est	0.9	2.00%
FY 2010-11	-	-	FY 2019-20 Est	0.9	2.00%
FY 2011-12	-	-	FY 2020-21 Est	0.9	2.00%
FY 2012-13	0.3	1.00%	FY 2021-22 Est	1.0	2.00%
FY 2013-14	0.3	1.00%	FY 2022-23 Est	1.2	2.50%
FY 2014-15	0.3	1.00%			
FY 2015-16	0.5	1.25%			

CIP General Fund (Fund 401)

FY 2016-17 Proposed Budget

(In Thousands)

Slide 21

	Proposed FY 2016-17
Projected Resources	
Scholl Canyon Tipping Fee	\$ 3,995
Transfer in – GF (Sales Tax)	582
Transfer in – GF (Street Improvement Projects)	1,000
Total Resources	\$ 5,577
Projected Appropriation	
Proposed FY 2016-17 Budget	\$ (4,780)
Transfer to Fund 403 (Landfill)	(2,000)
Total Appropriation	\$ (6,780)
Reprogrammed Appropriation	\$ 2,703
Net Surplus / (Use of Fund Balance)	\$ 1,500

CIP General Fund (Fund 401)

FY 2016-17 Budget Summary

(In Thousands)

Slide 22

Projected Resources	\$ 5,577
Less FY 2016-17 New Appropriation	(6,780)
Reprogrammed Appropriation	2,703
FY 2016-17 Net Surplus / (Use of Fund Balance)	<hr/> \$ 1,500
Beginning Fund Balance (Est) @ 7/1/2016	<hr/> (2,358)
Ending Fund Balance (Est) @ 6/30/2017	\$ (858)
Reserved for PEG Capital	<hr/> (24)
Available Ending Fund Balance (Est) @ 6/30/2017	\$ (882)

CIP General Fund (Fund 401)

Project Summary (1 of 2)

(In Thousands)

Slide 23

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
Fire			
Fire Station 26 Reconstruction	\$ 63	\$ 22	\$ 175
Training Center Burn Bldg Reconstruction	80	19	376
Subtotal	\$ 143	\$ 41	\$ 551
Public Works			
Signal Power Backup System	\$ 519	\$ 445	\$ 179
ADA Facility Modification	785	150	125
Project Management Staff	154	10	100
Police Building Access Control	-	-	175
Illuminated Street Sign Replacement	-	-	600
Street Improvements	-	-	1,300
Subtotal	\$ 1,458	\$ 605	\$ 2,479

CIP General Fund (Fund 401)

Project Summary (2 of 2)

(In Thousands)

Slide 24

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
Community Services & Parks			
Rockhaven Rehabilitation	\$ 956	\$ 51	\$ 50
Parks Unanticipated Repairs	850	65	150
Glorietta Park Lighting & Irrigation	200	-	450
Deukmejian Nature Ed. Center	-	-	500
Citywide Playground Equipment	-	-	250
Subtotal	\$ 2,006	\$ 116	\$ 1,400
Library, Arts & Culture			
Central Library Renovation	7,527	1,023	250
Branch Libraries	674	314	100
Subtotal	\$ 8,201	\$ 1,337	\$ 350
Non-Departmental			
Transfer to Fund 403-Landfill Post Closure Fund	\$ -	\$ -	\$ 2,000
CIP General Fund - Total	\$ 11,808	\$ 2,099	\$ 6,780

Capital Improvement Program Other Funds

Community Services & Parks

Project Summary

(In Thousands)

Slide 26

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
Parks Mitigation Fee Fund 405			
Fremont Park Renovation Design	\$ 2,150	\$ 2,113	\$ 2,000
Central Park Plaza	150	150	2,000
Verdugo Park-North Community Building	500	500	1,500
Planning and Design Studies	300	105	100
Carr Park Outdoor Fitness Center	-	-	65
Soccer Field at Columbus Elementary	-	-	3,450
Soccer Field at Wilson	-	-	5,050
Verdugo Park All Inclusive Playground	-	-	825
Maple Park All Inclusive Playground	-	-	825
Maple Park Shade Structure	-	-	174
Maryland Avenue Park Shade Structure	-	-	151
Pacific Park Lighting Improvements	-	-	33
Total Community Services & Parks	\$ 3,100	\$ 2,868	\$ 16,173

Library, Arts & Culture

Project Summary

(In Thousands)

Slide 27

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
Library Mitigation Fee Fund 407			
Central Library Renovation	\$ 826	\$ 815	\$ 555
Total Library, Arts & Culture	\$ 826	\$ 815	\$ 555

Community Development Project Summary

(In Thousands)

Slide 28

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
<hr/>			
Grant Fund 216			
Citywide Pedestrian Plan	\$ 401	\$ 401	\$ 99
Citywide Safety Education Initiative	401	124	99
Subtotal	\$ 802	\$ 525	\$ 198
<hr/>			
Measure R Local Return Fund 254			
Beeline Facility	\$ 6,650	\$ 6,434	\$ 2,375
Transportation Model	277	49	35
Subtotal	\$ 6,927	\$ 6,483	\$ 2,410
<hr/>			
Transit Prop A Local Return Fund 256			
Beeline Facility	-	-	3,376
Subtotal	\$ -	\$ -	\$ 3,376
<hr/>			
Total Community Development	\$ 7,729	\$ 7,008	\$ 5,984
<hr/>			

Public Works

Project Summary (1 of 2)

(In Thousands)

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
<hr/>			
State Gas Tax Fund 402			
Street Resurfacing Program	\$ 21,653	\$ 532	\$ 740
Street Tree Maintenance	1,610	36	610
Sidewalk Maintenance Program	3,000	480	250
Traffic Signal Installation & Modification	-	-	254
	<hr/>		
Subtotal	\$ 26,263	\$ 1,048	\$ 1,854
 Parking Fund 520			
Downtown Parking Improvements	-	-	200
Parking Structure Improvements	-	-	300
	<hr/>		
Subtotal	\$ -	\$ -	\$ 500

Public Works

Project Summary (2 of 2)

(In Thousands)

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
<hr/>			
Sewer Fund 525			
CMP Replacement	\$ 762	\$ 367	\$ 100
Sewer Reconstruction Program	6,615	685	300
Wastewater Capacity Improvement	5,517	1,660	400
Hyperion Wastewater System	19,753	5,571	4,000
LA-Glendale Water Reclaim. Plant	32,000	16,215	5,500
Wastewater Shop Tennant Improvements	-	-	50
Subtotal	\$ 64,647	\$ 24,498	\$ 10,350
<hr/>			
Refuse Disposal Fund 530			
Automated Container & Refuse Bin Repl.	\$ -	\$ -	\$ 350
Annual CalRecycle Grant	-	-	52
Subtotal	\$ -	\$ -	\$ 402
<hr/>			
Total Public Works	\$ 90,910	\$ 25,546	\$ 13,106
<hr/>			

Glendale Water & Power

Project Summary – Electric (1 of 3)

(In Thousands)

Slide 31

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
<hr/>			
Electric Depreciation Fund 553			
Power Management:			
Unit 9 Modifications	\$ -	\$ -	\$ 1,486
Emergency Repairs	1,195	1,195	750
General Plant Capital Outlay	629	475	463
Distribution:			
General Plant Allocation	2,233	670	1,459
AMI Modernization IT Support *	561	255	22
Grandview Getaways	2,265	631	117
Grandview Substation	16,242	2,540	43
General Plant Capital Outlay	455	278	533
Streetlight Electric Services	109	84	116
Feeder Conversion at Bel Aire	345	186	162

* Reflects estimated project budget reductions at the end of FY 15-16 to fund proposed FY 16-17 projects

Glendale Water & Power

Project Summary – Electric (2 of 3)

(In Thousands)

Slide 32

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
Electric Depreciation Fund 553 (Continued)			
Distribution (continued):			
Meter Purchases	150	81	150
Transformer Purchases	200	123	150
Deteriorated Pole Replacements	505	-	555
Elec Vault Replacements	234	101	450
Cable Replacements	568	61	676
Emergency System Improvement *	-	-	523
Glen/Grandview South Reconstruction	-	-	343
Fiber Plan Implementation	-	-	1,710
Capacity Bank Conversion	-	-	1,387
ICCP & SCADA Monitoring	-	-	294

* Reflects estimated project budget reductions at the end of FY 15-16 to fund proposed FY 16-17 projects

Glendale Water & Power

Project Summary – Electric (3 of 3)

(In Thousands)

Slide 33

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
Electric Depreciation Fund 553 (Continued)			
Distribution (continued):			
ICON (SCADA Communication)	\$ -	\$ -	\$ 297
Feeder Conversion at Tropico Substation	-	-	1,946
Subtotal	\$ 25,691	\$ 6,680	\$ 13,632
Electric Customer Paid Capital Fund 555	\$ 6,220	\$ 6,179	\$ 1,895
Electric Utility Totals	\$ 31,911	\$ 12,859	\$ 15,527

Glendale Water & Power

Project Summary - Water (1 of 2)

(In Thousands)

Slide 34

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
<hr/>			
Water Depreciation Fund 573			
General Plant Allocation	\$ 1,072	\$ 335	\$ 786
Slope Repair Verdugo	112	110	249
Valve Replacement *	868	173	200
Valve Installation *	450	150	100
General Plant Capital Outlay	70	42	140
Recycled Services/Meters	27	27	26
Potable Service & Meters	54	33	52
Potable Hydrants	16	-	150
Slope Repairs at Various	205	203	499
Cap Recycled Hydrants	27	27	26
Rez Roof Replacement	-	-	75
Pump Replacement Program	-	-	50

* Reflects estimated project budget reductions at the end of FY 15-16 to fund proposed FY 16-17 projects

Glendale Water & Power

Project Summary - Water (2 of 2)

(In Thousands)

Slide 35

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
<hr/>			
Water Depreciation Fund 573 (Continued)			
Sample Station Installation	\$ -	\$ -	\$ 147
Sodium Hypochlorite Feed Station	-	-	460
Potable Water Tank Rehab Program	-	-	199
Surge Tank Rehab Program	-	-	354
Pipeline Management Program	-	-	100
Subtotal	\$ 2,901	\$ 1,100	\$ 3,613
<hr/>			
Water Customer Paid Capital Fund 575	\$ 3,551	\$ 2,489	\$ 1,470
<hr/>			
Water Utility Totals	\$ 6,452	\$ 3,589	\$ 5,083
<hr/>			
Glendale Water & Power Total	\$ 38,363	\$ 16,448	\$ 20,610
<hr/>			

Information Services Dept. (ISD)

Project Summary

(In Thousands)

Slide 36

	Life To Date Project Budget	Remaining Budget 3/31/16	Proposed FY 2016-17
ISD Infrastructure Fund 603			
Veeam Availability Suite Enterprise	\$ -	\$ -	\$ 59
Palo Alto PA-3060 Firewall	-	-	53
NEC PBX, Licenses and Phones	-	-	105
ExeGrid Deduplication Backup	-	-	221
Copper and Fiber Optic Cabling	-	-	13
Total ISD	\$ -	\$ -	\$ 451

Capital Improvement Program Recap

(In Thousands)

Slide 37

	Proposed FY 2016-17
General Fund (401)	
Management Services	\$ -
Fire	551
Public Works	2,479
Community Services & Parks	1,400
Library, Arts & Culture	350
Transfer to Fund 403 (Landfill)	2,000
General Fund Subtotal	\$ 6,780
Other Funds	
Community Services & Parks	\$ 16,173
Library, Arts & Culture	555
Community Development	5,984
Public Works	13,106
Glendale Water & Power	20,610
Information Services Department	451
Other Funds Subtotal	\$ 56,879
Grand Total	\$ 63,659

FY 2016-17 Citywide Fee Schedule Changes

Citywide User Fees, Fines, Rates & Charges Agenda

Slide 39

- Fee Setting Guidance
- Fee Study Overview
- Proposed Fee Changes
- Questions & Comments

Citywide User Fees, Fines, Rates & Charges

Fee Setting Guidance

- Proposition 218 Section 6(b)(2)
 - “Revenues derived from the fee or charge shall not be used for any purpose other than that for which the fee or charge was imposed”
 - Must Pair Revenues to Costs
- CA Government Code §66014(a)
 - “Those fees may not exceed the estimated reasonable cost of providing the service for which the fee is charged”
- Proposition 26
 - Passed in 2010, provided new definition of the term “Tax”, which means, all Fees are Taxes with seven exceptions.
- Purpose of the study is to be in compliance with above mentioned propositions

Citywide User Fees, Fines, Rates & Charges

Fee Study Overview

Slide 41

- User Fees:

- A fee or rate charged to an individual or group that receives a *Private Benefit* from services provided by the City

- Not a Tax:

- The service is usually a discretionary activity requested by the payer
- If a User Fee does not cover the City's full cost for the services, taxes (General Fund) pay for the remainder

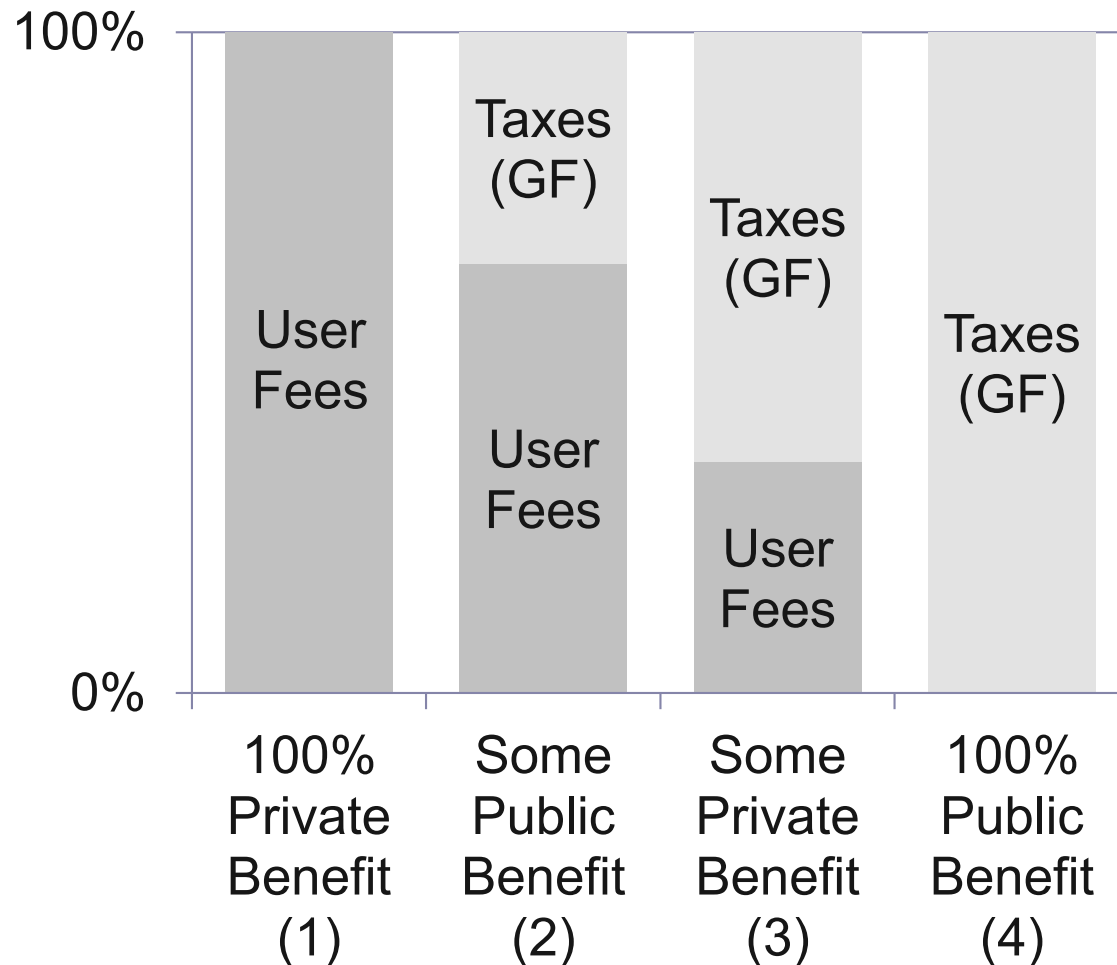
Citywide User Fees, Fines, Rates & Charges

Fee Study Overview

Slide 42

Fee vs. Tax

Source of Service Funding



Examples:

- (1) Building Permits;
Some Rec. Programs
- (2) Youth Programs
- (3) Historic Preservation
- (4) Police Patrol

Citywide User Fees, Fines, Rates & Charges

Cost Study Approach & Methodology

Cost of Service Analysis

Full Cost of Service Recoverable in Fees

**Fully-Burdened
Hourly Rates** for
All Personnel
Directly Involved in
Service

X

Estimated Time to
Provide Individual
Service

+

Other Materials or
Supplies

Outcome

Maximum Fee Amount

Citywide User Fees, Fines, Rates & Charges

Proposed Fee Changes

- **Total Number of Fees for City Services – 2,421**
- No Changes – 1,674
- Fee Deletion – 77
- Decreases to Existing Fees – 72
- Increase to Existing Fees – 243
- CPI Increases to Existing Fees – 302
- New Fees – 53

Citywide User Fees, Rates and Charges

Fee Deletions

Slide 45

Fee #	Page #	Fee Title	Dept/Div	FY 2015-16 Fee
-	-	Technology Surcharge	Citywide	18.38%
4	31	Maintenance Fee	Library	\$37.00
5	31	Reception Fee (When food is served at event and/or for use of kitchen)	Library	\$50.00
10	43	Records Fees; Permit Search	Building	Hourly Rate
6	64	Cassette Reproduction	Planning	\$28.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – PW/Engineering (1 of 3)

Slide 46

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	41	8	Construction - Encroachment Permit	\$1,733.30	\$1,452.00	\$1,733.00
Cost Study	54	9	Construction – Right of Way Improvements – Permit & Inspection Application Fees	\$614.73	\$533.00	\$614.00
Cost Study	86	11	Street Use Permit (temporary Use of Streets, Sidewalk Parkway, Parking Lot or Alleys- one time plus daily) Flat Fee	\$331.23	\$222.00	\$331.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – PW/Parking (2 of 3)

Slide 47

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Market Research	3	26	Market Place Parking (120 S. Maryland Ave) Transient Parking Rate Maximum Fee	N/A	\$6.00	\$9.00
Market Research	15	26	Exchange Parking (115 N. Maryland Ave) Transient Parking Rate Maximum Fee	N/A	\$6.00	\$9.00
Market Research	21	27	The Orange Street Parking Structure (222 N. Orange St.) Transient Parking Rate Maximum Fee	N/A	\$6.00	\$9.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – PW/Parking (3 of 3)

Slide 48

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Market Research	22	27	The Orange Street Parking Structure (222 N. Orange St.) Monthly Parking	N/A	\$40.00	\$50.00
Market Research	27	27	Brand Blvd. Parking Meter Rates in Downtown	N/A	\$1.00	\$1.50
Market Research	28	27	Off-Street Parking Meter Rates in Downtown	N/A	\$0.75	\$1.00
Market Research	45	28	Reserved Parking Fee	N/A	\$1.00	\$1.50

Citywide User Fees, Rates and Charges

Increases to Existing Fees – Library

Slide 49

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Market Research	12	31	Central Library Auditorium Fees Glendale Individual and Commercial 3 Hours minimum Standard/Private (includes \$50 Non-Refundable booking fee) Per Hour	N/A	\$220.00	\$100.00 Per Hour (Min. 3 Hours)
Market Research	16	32	Central Library Auditorium Fees Non-Glendale Individual and Commercial 3 Hours minimum (includes \$50 Non-Refundable booking fee) Per Hour	N/A	\$290.00	\$150.00 Per Hour (Min. 3 Hours)

Citywide User Fees, Rates and Charges

Increases to Existing Fees – CDD/Building (1 of 6)

Slide 50

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	1	43	Administrative Processing Fees Changes to Permits (Owner, contractor, etc.)	\$89.52	\$35.00	\$62.00
Cost Study	2	43	Administrative Processing Fees Minimum Fee Retained for Refunds	\$137.11	\$35.00	\$65.00
Cost Study	46	46	Use of Land Permit for Parking Lots	\$562.33	\$100.00	\$281.00
Cost Study	51	46	Special Fees for Single Family Properties Wood, wrought iron, or chain link fences	\$551.44	\$167.00	\$300.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – CDD/Building (2 of 6)

Slide 51

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	55	47	Special Fees for Single Family Properties Replacement of windows	\$603.93	\$143.00 (Plus \$25 per window)	\$150.00 (Plus \$25 per window)
Cost Study	130	54	Electrical Permit Fees Electrical Permit Fees Minimum Inspection Fee (If the total inspection fees equal less than \$38.00, the minimum inspection fee shall apply)	\$180.59	\$38.00	\$75.00
Cost Study	132	54	Electrical Permit Fees Single Family Homes Electrical Services 101 to 200 amps	\$255.61	\$75.00	\$100.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – CDD/Planning (3 of 6)

Slide 52

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	1	64	Administration Exception Single Family Projects (Per Project)	\$1,283.55	\$750.00	\$780.00
Cost Study	54	66	Historic Preservation Commission review of single family dwelling modification or demolition	\$4,939.92	\$4,500.00	\$4,707.00
Cost Study	55	66	Historic Preservation Commission review of modification or demolition of buildings/structures/features other than single family dwellings	\$4,939.92	\$4,881.00	\$4,939.00
Cost Study	56	66	Historic Preservation Process a Mills Act Request	\$7,681.08	\$1,250.00	\$1,300.00
Cost Study	62	67	Parking Reduction Permit	\$6,221.31	\$5,403.00	\$6,221.00
Cost Study	109	69	Business Registration Certificate Fee	\$240.23	\$198.00	\$240.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – CDD/NS (4 of 6)

Slide 53

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	3	71	Inspection Fee: Inspection of any violation	\$352.95	\$293.00	\$352.00
Cost Study	12	71	News Racks Abatement Fee	\$188.49	\$40.00	\$188.00
Cost Study	20	71	Smoking Permitted Area - Initial	\$450.69	\$209.00	\$450.00
Cost Study	21	71	Smoking Permitted Area - Renewal	\$447.84	\$207.00	\$447.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – CDD/NS/Licenses (5 of 6)

Slide 54

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	2	74	Animal License Dog License-Unaltered (Annual)	\$61.69	\$33.00	\$45.00
Cost Study	3	74	Animal License Dog License-Unaltered/Senior (Per GMC, Senior applicants receive a 50% discount from the applicable license fee)	\$61.69	\$21.00	\$22.50
Cost Study	4	74	Animal License Dog License-Altered	\$62.13	\$21.00	\$30.00
Cost Study	6	74	Animal License 3 Year - Dog License/Unaltered	\$61.69	\$52.00	\$61.00
Cost Study	8	74	3 Year - Dog License/Altered	\$62.13	\$40.00	\$50.00
Cost Study	11	74	Animal License Dog License Replacement Tag (Permanent)	\$9.90	\$5.00	\$9.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – CDD/NS/Licenses (6 of 6)

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	13	74	Amusement Machine (Coin Operated) Application (Per Application Per Site)	\$338.69	\$146.00	\$338.00
Cost Study	16	74	Arcade Devices Application (Per Application)	\$338.69	\$146.00	\$338.00
Cost Study	22	75	Billiard Room - Application & License / Permit (Annual)	\$887.27	\$500.00	\$600.00
Cost Study	28	75	Dance Academy (Annual)	\$812.43	\$128.00	\$250.00
Cost Study	37	75	Gasoline Dealers (Annual)	\$507.41	\$204.00	\$507.00
Cost Study	45	75	Kennel Permit License - 1 Year (Annual - Per Kennel)	\$190.89	\$132.00	\$190.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – Police

Slide 56

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	1	143	Alarm Permit Fee – Residential (No Permit renewal fee charged if no false alarms in prior permit year)	\$245.00	\$100.00	\$105.00
Cost Study	2	143	Alarm Permit Fee – Commercial (No Permit renewal fee charged if no false alarms in prior permit year)	\$732.81	\$150.00	\$155.00
Cost Study	20	143	Permit for the retail Sales of Weapons	\$425.74	\$250.00	\$260.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – Fire (1 of 2)

Slide 57

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	24	151	Fire Alarm System: Permit and Inspection Base fee for Installation of new system	\$489.38	\$485.00	\$489.00
Cost Study	42	152	Fire Sprinkler system: Inspection Additional fee per inlet and/or outlet for Fire Sprinkler, standpipe or combined system	\$23.86	\$6.00	\$23.00
Cost Study	43	152	Fire Sprinkler system: Inspection Additional fee per head for Fire Sprinkler, standpipe or combined system	\$4.72	\$2.00	\$4.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – Fire (2 of 2)

Slide 58

Review	Fee #	Page #	Fee Title	Full Cost	Current Fee	Proposed Fee
Cost Study	80	155	FLS annual inspection not otherwise covered by CIP (conducted as incremental adjunct to CUPA inspection)	\$58.25	\$5.00	\$14.00
Cost Study	84	155	FLS annual inspection not otherwise covered by CIP (FPB inspection not otherwise covered)	\$58.25	\$5.00	\$14.00
Cost Study	127	159	Industrial Waste: Permit and Inspection to install Industrial Waste equipment	\$225.80	\$19.00	\$56.00
Cost Study	130	159	Industrial Waste: Plan Check to install Industrial Waste equipment	\$184.23	\$15.00	\$46.00
Cost Study	168	162	Underground storage tank: Permit and Inspection for Re-piping of Underground storage tank	\$880.36	\$73.00	\$220.00

Citywide User Fees, Rates and Charges

Increases to Existing Fees – GWP

Slide 59

Review	Fee #	Page #	Fee Title	Current Fee	Proposed Fee
Dept. Fee Review	1	168	Water Service Installations, 1" Water Meter and Service, 10' or less in length	\$5,700.00	\$6,420.00
Dept. Fee Review	2	168	Water Service Installations, 1" Water Meter and Service, 10' and 20' in length	\$7,400.00	\$7,900.00
Dept. Fee Review	13	169	Fire Line Protection Service Installations; 4" Fire Line; 10' or less in length	\$11,400.00	\$13,600.00
Dept. Fee Review	15	169	Fire Line Protection Service Installations; 6" Fire Line; 10' or less in length	\$11,600.00	\$13,850.00

Other Staff Recommendations

CPI Adjustments

Department	CPI Adjustment
City Clerk	3.1%
Filming	3.1%
CDD	3.1%
Fire	3.1%
Library, Arts & Culture	3.1%
Police	3.1%
Public Works	3.1%

Note: CPI adjustment of 3.1% (Issued by the Bureau of Labor Statistics -- for the year ending January 2016) applies to various departments/divisions as indicated in the FY 2016-17 Proposed Citywide Fee Schedule

Citywide User Fees, Rates and Charges

New Proposed Fees (1 of 2)

Slide 61

Fee #	Page #	Fee Title	Dept/Div	Proposed Fee
10	3	Citywide Credit Card Service Fee Recovery	Citywide	2.5%
79	23	Private Hauler Permit (Integrated Waster Management) for New and Renewal	P.W./ Integrated Waste	\$1,289
47	28	Appeal of Preferential Parking Decision by Transportation and Parking Commission to the City Council	PW/ Parking	\$306.31
218	62	Electrical permit fees; Alternative fee for Office Tenant Improvement including low voltage – Per Square Foot [The Cost analysis is based upon 1,500 sf. Single SF charge will based upon dividing the final cost by 1,500]	CDD/Building	\$0.17 Per Square Foot
219	62	Covenant and Agreement Fee	CDD/Building	\$2,300

Citywide User Fees, Rates and Charges

New Proposed Fees (2 of 2)

Slide 62

Fee #	Page #	Fee Title	Dept/Div	Proposed Fee
120	69	Variance – Use /Single Family Zone - Projects Approved Prior to Adoption of Ordinance #5644	CDD/ Planning	\$1,225
72	77	Appeal (e.g. License/Permit Denial, Citations)	CDD/ N.S. / Licenses	\$145
123	84	Storm water pollutant discharge – control of storm water discharge from construction site required	CDD/ Admin Citations	\$100 \$200 \$500
2	98	Density Bonus Review of Density Bonus Housing Plan – Housing Fee	CDD/ Housing	\$8,811
44	145	Alarm Company – Failure to report new install	Police	\$50
197	165	Express plan check fee: Fee to expedite the initial plan review process to eliminate “backlog time” on an as available, overtime basis. In addition to regular plan check fees	Fire	150% of the regular plan check fees

Citywide User Fees, Fines, Rates & Charges

Proposed Fee Changes

- **Total Number of Fees for City Services – 2,421**
- No Changes – 1,674
- Fee Deletion – 77
- Decreases to Existing Fees – 72
- Increase to Existing Fees – 243
- CPI Increases to Existing Fees – 302
- New Fees – 53

City of Glendale
Budget Study Session #3
May 17, 2016

FY 2016-17 Proposed Budget

Study Session #3 Agenda

- City Council Priorities
 - Principles of Compensation Management
- Salaries & Benefit History & General Fund Forecast
- Summary of Appropriations
 - General Fund by Department
 - All Funds
- Citywide Fee Schedule
- Alternative Budget Scenarios
 - Background
 - General Fund Reduction Options
 - Revenue / Resources Options
- Budget Calendar
- Questions & Comments

FY 2016-17 City Council Priorities

City of Glendale

- I. Fiscal Responsibility – *We must achieve structural balance, be realistic in our assumptions and prudent in our expenditures*
- II. Exceptional Customer Service – *We must be empathetic problem-solvers, exhibiting respect and a sincere desire to aid our residents and customers*
- III. Economic Vibrancy – *This is our business plan, to attract investment and grow new revenue and opportunities for Glendale*
- IV. Informed & Engaged Community – *An informed public makes better policy. We will combat cynicism with knowledge and we will combat apathy with a genuine desire to listen*

FY 2016-17 City Council Priorities

City of Glendale

- V. Safe & Healthy Community – *Protection of life and property is a foundational mission for this organization. We will offer assistance to anyone in need, and do so offering respect and dignity*
- VI. Balanced, Quality Housing – *Ensuring safe, sanitary and descent housing is elemental to building an engaged citizenry. At the same time, we will ensure that neighborhoods are protected and their quality of life is unimpeded*
- VII. Community Services & Facilities – *Offering safe, clean and interesting opportunities for our residents to recreate and relax is important to their health and wellbeing*

FY 2016-17 City Council Priorities

City of Glendale

- VIII. Infrastructure & Mobility – *Public infrastructure in all its forms is part of our legacy and part of the public trust; we must find ways to improve it for Glendale's next generation of leaders*
- IX. Arts & Culture – *We value the whole person, and we hope to inspire our residents and businesses with thoughtful investments in the arts and cultural efforts*
- X. Sustainability – *Preserving natural resources may be a global endeavor, but Glendale will act locally to adopt progressive yet practical policies to protect our planet*

Principles of Compensation Management

- I. The City shall seek to balance the Council priorities of Fiscal Responsibility and Exceptional Customer Service by attracting and employing quality city personnel within a sustainable financial structure.
- II. All elements of employee compensation must be funded and secured, and based on the City's ability to pay.
- III. The City shall periodically endeavor to calibrate compensation for classifications at the average of comparable cities in the defined market. However, the City may establish select compensation classifications more competitively within the market, based on department mission, program priority, and market forces.
 - The City shall pay average market salary and expect exceptional execution and performance
- IV. In addition to consideration of market comparisons, the City shall also endeavor to analyze internal organizational equity within comparable job classifications and amongst the respective bargaining units.

Principles of Compensation Management (cont'd)

- V. Merit compensation increases and/or bonus consideration shall be based solely on employee performance and on the City's ability to pay in a non-discriminatory fashion.
- VI. In order to sustain the defined-benefit model, employees shall participate in funding retirement costs to the maximum extent possible.
- VII. The City's PERS program participation will reflect sustainable actuarial horizons.
- VIII. The City's total General Fund workforce costs should not exceed 75% of net operating expenses on an annual basis; Citywide workforce costs should not exceed 35% of net operating expenses on an annual basis
- IX. The City's total management costs should not exceed 25% of its total personnel costs, ensuring a trim and efficient organizational structure.
- X. Employee time accruals will be monitored and utilized to ensure that separating employees' payouts are minimized.

Citywide Salaries & Benefit History & General Fund Forecast

Salaries & Benefits History

Citywide (In Thousands)

Slide 9

	Actuals FY 07-08	Actuals FY 08-09	Actuals FY 09-10	Actuals FY 10-11	Actuals FY 11-12	Actuals FY 12-13	Actuals FY 13-14	Actuals FY 14-15	<i>Est. Actuals FY15-16*</i>	<i>Proposed Budget FY16-17</i>
Authorized Full-Time Positions	1,986	1,942	1,904	1,899	1,873	1,605	1,588	1,520	1,575	1,579
% Change		(2.2%)	(2.0%)	(0.3%)	(1.4%)	(14.3%)	(1.1%)	(4.3%)	3.6%	0.3%
Filled Positions	1,772	1,783	1,764	1,722	1,673	1,488	1,504	1,429	1,436	1,436
% Change	-	0.6%	(1.1%)	(2.4%)	(2.8%)	(11.1%)	1.1%	(5.0%)	0.5%	-
Salaries and Benefits (Actuals)										
Total Salaries	\$ 164,926	\$ 169,820	\$ 172,333	\$ 171,953	\$ 166,739	\$ 152,752	\$ 153,241	\$ 152,495	\$ 155,022	\$ 164,212
PERS Retirement	20,820	22,751	22,641	23,024	30,402	28,413	28,598	30,015	34,728	42,863
PERS Cost-share	-	-	-	-	(3,229)	(3,056)	(3,442)	(2,586)	(2,794)	(5,552)
PERS Net Cost	\$ 20,820	\$ 22,751	\$ 22,641	\$ 23,024	\$ 27,173	\$ 25,357	\$ 25,156	\$ 27,429	\$ 31,934	\$ 37,311
All Other Benefits	42,765	32,153	36,067	36,545	42,329	38,387	37,886	40,489	41,939	40,211
Total Benefits	\$ 63,585	\$ 54,904	\$ 58,708	\$ 59,569	\$ 69,502	\$ 63,744	\$ 63,042	\$ 67,918	\$ 73,873	\$ 77,522
Total Salaries & Ben	\$ 228,511	\$ 224,724	\$ 231,041	\$ 231,522	\$ 236,241	\$ 216,496	\$ 216,283	\$ 220,413	\$ 228,895	\$ 241,734
% Change	-	(1.7%)	2.8%	0.2%	2.0%	(8.4%)	(0.1%)	1.9%	3.8%	5.6%

* FY 15-16 amounts reflect estimated actuals as of June 30, 2016

General Fund Forecast

Slide 10

(In thousands)	Adopted FY 15-16	Proposed FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Resources:	\$ 185.7	\$ 192.9	\$ 200.5	\$ 206.6	\$ 212.3	\$ 217.6	\$ 223.2
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Projected Resources:	\$ 185.7	\$ 193.8	\$ 201.2	\$ 207.3	\$ 212.3	\$ 217.6	\$ 223.2
Appropriations:							
Base Line	\$ 122.8	\$ 124.7	\$ 127.1	\$ 128.4	\$ 129.3	\$ 130.3	\$ 131.0
PERS	25.9	28.7	31.5	34.0	36.6	37.3	38.3
PERS Cost Share	(2.8)	(3.3)	(3.3)	(3.3)	(3.4)	(3.4)	(3.4)
PERS Net of Cost Share:	\$ 23.1	\$ 25.4	\$ 28.2	\$ 30.7	\$ 33.2	\$ 33.9	\$ 34.9
CIP	0.5	1.6	0.7	0.9	1.9	3.0	3.5
ISF's	36.0	41.5	43.5	44.9	46.5	47.5	48.4
COP's	0.5	0.8	0.8	1.0	1.0	1.0	1.0
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Appropriations	\$ 182.9	\$ 194.9	\$ 201.0	\$ 206.6	\$ 211.9	\$ 215.7	\$ 218.8
Net Surplus/(Deficit)	\$ 2.8	\$ (1.1)	\$ 0.2	\$ 0.7	\$ 0.4	\$ 1.9	\$ 4.4
Budget Adjustments as of 3/31/16	(2.2)	-	-	-	-	-	-
Revenue Adjustments as of 3/31/16	1.5	-	-	-	-	-	-
Est. Savings	0.3	-	-	-	-	-	-
Net Surplus/(Deficit)	\$ 2.4	\$ (1.1)	\$ 0.2	\$ 0.7	\$ 0.4	\$ 1.9	\$ 4.4

Summary of Appropriations

Summary of Appropriations

General Fund (1 of 2)

Department	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Administrative Services	\$ 5,501,035	\$ 5,341,567	\$ (159,468)	(2.9%)
City Attorney	3,190,013	3,548,439	358,426	11.2%
City Clerk	1,054,463	1,349,630	295,167	28.0%
City Treasurer	665,123	742,164	77,041	11.6%
Community Development	9,845,834	14,943,660	5,097,826	51.8%
Community Services & Parks	10,499,841	12,631,020	2,131,179	20.3%
Fire	45,027,061	48,847,789	3,820,728	8.5%
Human Resources	2,660,726	2,654,861	(5,865)	(0.2%)
Library, Arts & Culture	8,488,883	9,594,695	1,105,812	13.0%

Summary of Appropriations

General Fund (2 of 2)

Department	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Management Services	\$ 3,869,062	\$ 4,392,282	\$ 523,220	13.5%
Police	70,301,071	72,730,666	2,429,595	3.5%
Public Works	17,964,870	14,184,318	(3,780,552)	(21.0%)
Transfers	2,125,441	3,067,327	941,886	44.3%
Retirement Incentive	897,511	897,511	-	-
Non-Departmental	800,000	-	(800,000)	(100.0%)
General Fund Total	\$ 182,890,934	\$ 194,925,929	\$ 12,034,995	6.6%

Summary of Appropriations

All Funds

Fund Type	Adopted FY 2015-16	Proposed FY 2016-17	Increase/ (Decrease)	% Change
General Fund	\$ 182,890,934	\$ 194,925,929	\$ 12,034,995	6.6%
Special Revenue Funds	103,702,342	100,630,978	(3,071,364)	(3.0%)
Debt Service Funds	3,025,000	3,010,000	(15,000)	(0.5%)
Capital Improvement Funds	13,755,000	25,362,000	11,607,000	84.4%
Enterprise Funds	390,966,533	385,917,075	(5,049,458)	(1.3%)
Internal Service Funds	103,489,784	109,832,418	6,342,634	6.1%
All Funds – Grand Total	\$ 797,829,593	\$ 819,678,400	\$ 21,848,807	2.7%

Citywide Fee Schedule

Fee Options for Council Consideration

Credit Card Fees

Fee Title	Current Fee	FY 2016-17 Fee
Citywide Credit Card Service Fee Recovery	-	2.5%

Fee Options for Council Consideration

PW - Parking Fees

- Increase Daily Maximum Rate at all garages from \$6 to \$9
 - Facilitates a better value for longer-term parking
 - The Daily maximum at the City Garages is far below comparable private garages
 - This increase would move the City closer to the market rate but still below the average
- Increase Brand Meter Rates from \$1 to \$1.50 per hour
 - Based on occupancy levels & Parking Program Goals
 - Incremental approach to encourage more turnover of on-street parking
 - Perhaps one/two more incremental increases in coming years
- Increase Off-Street Meter Rates from \$0.75 to \$1 per hour
 - Same rationale as above; marginally lower cost than Brand Boulevard stalls

- Page 26 Fee #3 & #15, Page 27 Fee #21, #33, #27, #28 and Page 28 Fee #45

Fee Options for Council Consideration

PW - Parking Fees

- Increase Monthly Parking at Orange Street from \$40 to \$50
 - Based on Market Rate Study
 - To bring Orange St. monthly rates closer to other City Garage Rates of \$60
- Increase Reserved Parking Fee from \$1 to \$1.50
 - This would set the rate consistent with the highest metered rate in the City
- Ultimately, parking rates will reflect priority of Brand Boulevard, then side streets and surface lots, then public garages
- Ongoing public-private comparison to ensure affordability

- Page 26 Fee #3 & #15, Page 27 Fee #21, #33, #27, #28 and Page 28 Fee #45

Fee Options for Council Consideration

CDD - Building & Safety Fees

Fee Title	Total Current Fee*	Full Cost	Revised Proposed Fee
Electrical Permit Fees Other Electrical Items: Commercial Services 600 volts or less; Over 200 amperes and including 600 amperes	\$118.38	\$360.44	\$200.00

- Page 57, Fee #165, (To be consistent with the related fees #133/#134 and #142/#143)

* Total Current Fee includes Technology Surcharge for 2015-16

Fee Options for Council Consideration

CDD - Planning Fees

Fee Title	Total Current Fee*	FY 2016-17 Fee Options	Cost Recovery Rate
Historic Preservation Process a Mills Act Request	\$1,479.75	\$7,681.08	100%
		\$5,760.81	75%
		\$3,840.54	50%
		\$1,920.27	25%

- Owners' average tax savings per property per year: \$8,000
- City's average tax loss revenues per property per year: \$1,000
- City's total tax loss revenues per year: \$75,000

- Page 66, Fee #56

* Total Current Fee includes Technology Surcharge for 2015-16

Fee Options for Council Consideration

CDD - Planning Fees

Fee Title	Total Current Fee*	FY 2016-17 Fee Options	Cost Recovery Rate
Subdivision Condominium or Condominium Conversion	\$11,838.00	\$11,550.21	100%
		\$8,662.66	75%
		\$5,775.11	50%
		\$2,887.55	25%

- Page 67, Fee #76
- Total Current Fee includes Technology Surcharge for 2015-16

Fee Options for Council Consideration

CDD - NS / Licenses & Permits

Fee Title	Total Current Fee*	FY 2016-17 Fee Options	Cost Recovery Rate
Animal License Dog License-Unaltered (Annual)	\$39.07	\$61.69	100%
		\$46.27	75%
		\$30.85	50%
		\$15.42	25%
Animal License Dog License-Altered	\$24.86	\$62.13	100%
		\$46.60	75%
		\$31.07	50%
		\$15.53	25%

- Page 74, Fee #2 – 11 (Per GMC Section 6.08.080(A), qualified Senior Applicants receive a 50% discount from the applicable license fee)

* Total Current fees include the Technology Surcharge for FY 2015-16

Fee Options for Council Consideration

CDD - NS / Licenses & Permits

Fee Title	Total Current Fee*	FY 2016-17 Fee Options	Cost Recovery Rate
Animal License 3 Year - Dog License/Unaltered	\$61.56	\$61.69	100%
		\$46.27	75%
		\$30.85	50%
		\$15.42	25%
Animal License 3 Year - Dog License/Altered	\$47.35	\$62.13	100%
		\$46.60	75%
		\$31.07	50%
		\$15.53	25%
Animal License Dog License Replacement Tag (Permanent)	\$5.92	\$9.90	100%
		\$7.43	75%
		\$4.95	50%
		\$2.48	25%

- Page 74, Fee #2 – 11 (Per GMC Section 6.08.080(A), qualified Senior Applicants receive a 50% discount from the applicable license fee)

* Total Current fees include the Technology Surcharge for FY 2015-16

Fee Options for Council Consideration

CDD - NS / Licenses & Permits

Fee Title	Total Current Fee*	Revised Proposed Fee	Cost Recovery Rate
Billiard Room - Application & License / Permit (Annual)	\$591.90	\$300.00	34%
Arcade / Billiard Establishment (Annual)	\$628.60	\$545.00	100%

- A Billiard Room License is required for businesses with 1 or 2 billiard tables
- A Billiard Establishment License is required for businesses with 3 or more billiard tables

- Page 75, Fee #22

- Page 74, Fee #19

* Total Current fee includes the Technology Surcharge for FY 2015-16

Fee Options for Council Consideration

CDD - NS / Licenses & Permits

Fee Title	Total Current Fee*	Full Cost	Revised Proposed Fee
Kennel Application – Initial	\$114.83	\$104.80	\$104.00
Kennel Permit (Annual – Per Kennel)	\$156.26	\$190.89	\$132.00
Kennel Permit – 3 Years	\$192.96	\$163.01	\$163.00

- Council may consider a 50% discount for qualified seniors, same as Animal Licenses

- Page 75, Fee #44-45 and Page 76, Fee #66

* Total Current Fee includes Technology Surcharge for 2015-16

Measure N

Utility Users Tax Repeal

Alternative Budget Scenarios

UUT Rate Comparison

	Glendale	Burbank	Pasadena	Los Angeles
Electricity	7.00%	7.00%	7.67%	10.00%
Water	7.00%	-	7.67%	-
Gas	7.00%	7.00%	7.90%	10.00%
Communications	6.50%	7.00%	8.28% - 9.40%	9.00%

- In 2009 Glendale voters approved a rate reduction for Telecommunications and Video (reduced from 7% to 6.5%)

Per Capita Tri-City Comparison – Utility Users Tax

Population

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Glendale	191,719	193,111	194,478	196,021	199,182
Burbank	104,304	104,427	104,982	105,543	106,084
Pasadena	137,122	139,222	140,020	140,879	141,510

UUT Revenues

Glendale	\$28,515,000	\$27,000,000	\$27,600,000	\$27,746,000	\$28,250,000
Burbank	\$20,292,313	\$20,860,498	20,860,498	\$20,430,498	\$20,431,108
Pasadena	\$32,620,851	\$30,342,000	\$31,302,000	\$30,602,000	\$30,352,000

Per Capita

Glendale	\$ 149	\$ 140	\$ 142	\$ 139	\$ 142
Burbank	\$ 195	\$ 200	\$ 199	\$ 194	\$ 193
Pasadena	\$ 238	\$ 218	\$ 224	\$ 217	\$ 214

- The above data is based on Adopted Budgets for Glendale, Burbank & Pasadena

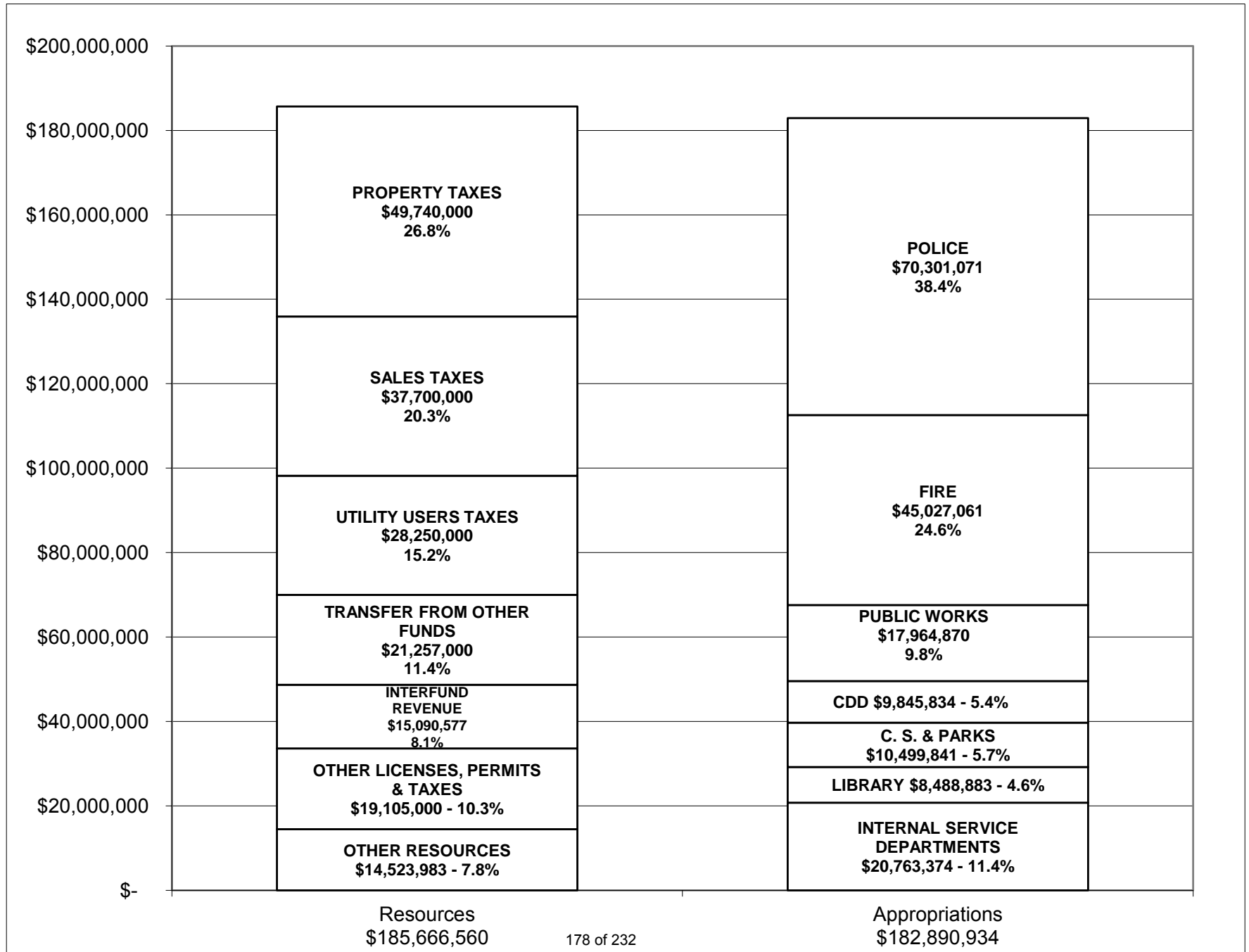
Average UUT Cost per Residence

UUT Category	Budget	Population*	Annual Per Capita	Monthly Per Capita	Weekly Per Capita
Electricity	\$12,000,000	199,182	\$60.25	\$5.02	\$1.16
Water	2,950,000	199,182	\$14.81	\$1.23	\$0.28
Gas	2,550,000	199,182	\$12.80	\$1.07	\$0.25
Potential Loss:	\$17,500,000		\$87.86	\$7.32	\$1.69
Communication	10,750,000	199,182	\$53.97	\$4.49	\$1.04
Total UUT	\$28,250,000		\$141.83	\$11.81	\$2.73

* Population is based on Department of Finance estimates

FY 2015-16 General Fund Resources vs Appropriations

Slide 30



Alternative Scenarios Options for General Fund Reductions

Options for General Fund Reductions

- Option 1: Police and Fire Departments
 - Significant reductions to Police & Fire Departments
 - Elimination of many full-time positions (as many as 90), programs and services
 - Longer response times
 - Loss of proactive police services
 - Higher property insurance & loss of real estate value

OR

- Contract out services to LA County AND reduce staffing
 - Cost of services are equal to or higher than Glendale
 - “Purchase” reduced services from Sheriffs and County Fire
 - Loss of local control and priorities
- Option 2: Parks and Library Departments
 - Eliminate both departments in their entirety
 - Loss of community services for residents, seniors and youth
 - Termination of public operation of parks, pool, ballfields, recreation centers and libraries

Options for General Fund Reductions

Slide 33

- Option 3: Combination of reductions in all 4 departments offset by deficit spending
 - Police
 - Reduction of 6 vacant full-time sworn positions
 - Loss of some programs and services; increased response times
 - Fire
 - Reduction of 14 vacant full-time sworn positions
 - Loss of some programs and services; “brown-outs”; increased response times
 - Community Services & Parks
 - Closure of 5 park facilities and reduced hours at all others
 - Less frequent park and facility maintenance; loss of programs and services
 - Library, Arts & Culture
 - Closure of all 6 neighborhood libraries; loss of programs and services
 - Use of General Fund Reserves to make-up difference

General Fund Reductions

Option 3 Details

Department	Proposed 2016-17 GF Budget (millions)	2016-17 Reduction Amount (millions)	Reduction % of Dept GF Budget
Police Department	\$ 72.7	\$ 1.8	2.5%
Fire Department	48.8	3.9	8.0%
Community Svs & Parks Department	12.6	5.5	44.0%
Library, Arts & Culture Department	9.6	2.4	25.0%
Use of General Fund Reserves		3.9	
Total		\$17.5	

General Fund Reductions

Option 3: Police Department Details

Department	Proposed 2016-17 GF Budget (millions)	2016-17 Reduction Amount (millions)	Reduction % of Dept GF Budget
Police Department	\$ 72.7	\$ 1.8	2.5%
Fire Department	48.8	3.9	8.0%
Community Svs & Parks Department	12.6	5.5	44.0%
Library, Arts & Culture Department	9.6	2.4	25.0%
Use of General Fund Reserves		3.9	
Total		\$17.5	

2.5% Budget Reduction or \$1.8 million

- Elimination of 6 full-time vacant sworn officer positions
- Longer response times
- Programs eliminated all or in part

General Fund Reductions

Option 3: Police Department Details

■ Service Level Reductions

- Longer emergency response times
- Respond only to home alarms with verified crime
- Respond to injury-only traffic collisions vs all traffic collisions
- Narcotics arrest processed as misdemeanors vs booked in jail
- Document only for fraud & identify theft cases vs investigate
- Reduction in service level ratio to 1.18 sworn personnel/1,000 residents

■ Program Eliminations (all or partial)

- Crime fighting units, such as:
 - Special Enforcement Detail
 - AB 109 Taskforce
 - Community Oriented Policing Unit
 - COPPS
- DNA Crime Lab
- Downtown Policing Unit
- Youth Development Leadership & Diversion Programs
 - Explorer Program
 - STAR
 - PAL Boxing
 - Youth & Law Minor Offense Juvenile Division Program

General Fund Reductions

Option 3: Fire Department Details

Department	Proposed 2016-17 GF Budget (millions)	2016-17 Reduction Amount (millions)	Reduction % of Dept GF Budget
Police Department	\$ 72.7	\$ 1.8	2.5%
Fire Department	48.8	3.9	8.0%
Community Svs & Parks Department	12.6	5.5	44.0%
Library, Arts & Culture Department	9.6	2.4	25.0%
Use of General Fund Reserves		3.9	
Totals		\$17.5	

8.0% Budget Reduction or \$3.9 million

- Elimination of 14 vacant full-time sworn positions
- Longer response times
- Loss of Class 1 ISO rating

General Fund Reductions

Option 3: Fire Department Details

▪ Service Level Reductions

- Longer emergency response times
- Less statewide mutual aid
- Fire station brown-outs
- Fewer available paramedics
- Loss of Class 1 ISO rating; higher property insurance rates
- Reduction in service level ratio to 0.75 sworn personnel / 1,000 residents

▪ Program Eliminations (all or partial)

- Emergency Services, such as:
 - Arson investigator position
 - Urban Search & Rescue Unit
 - Hazardous Materials Unit
 - Staff Assistants
- EMS programs
 - Community Paramedic Program
 - Alternate Transportation Program
 - Community EMT programs
- Resident Education Programs
 - CERT Program
 - Junior Fire Program

General Fund Reductions

Option 3: Community Services & Parks Department Details

Department	Proposed 2016-17 GF Budget (millions)	2016-17 Reduction Amount (millions)	Reduction % of Dept GF Budget
Police Department	\$ 72.7	\$ 1.8	2.5%
Fire Department	48.8	3.9	8.0%
Community Svs & Parks Department	12.6	5.5	44.0%
Library, Arts & Culture Department	9.6	2.4	25.0%
Use of General Fund Reserves		3.9	
Totals		\$17.5	

44% Budget Reduction or \$5.5 million

- Elimination of 21 full-time & 52 FTE hourly positions (GF & Rec Fund)
- Closure of 5 facilities & reduced hours at others
- Reduction in park maintenance & Elimination of programs
- Determination of remaining DIF funds

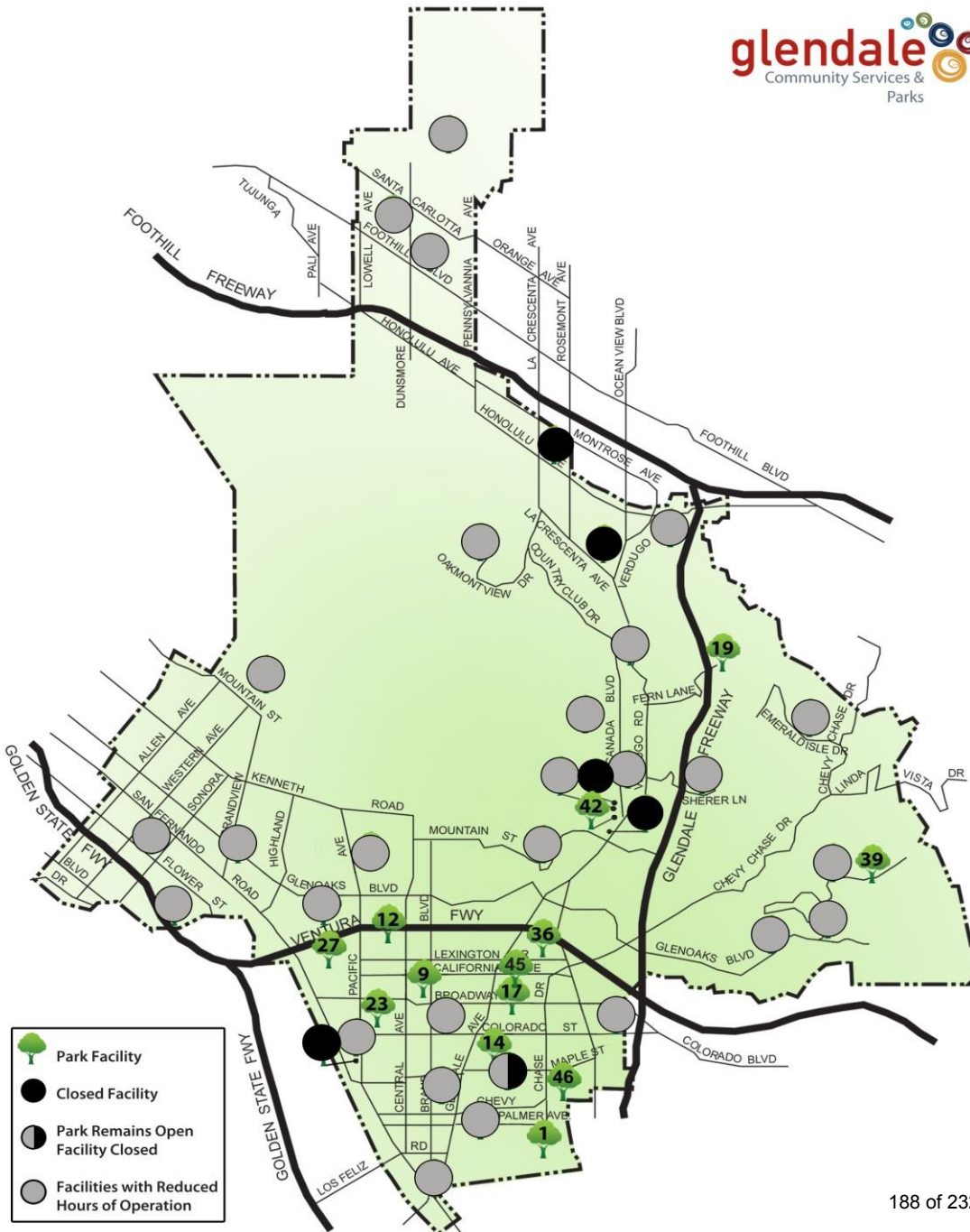
General Fund Reductions

Slide 40

Option 3: Community Services & Parks Department Details



- Closed Facilities
 - Maple Park Community Center
 - Sparr Heights Community Center
 - Skate Park
 - Pacific Pool
 - Civic Auditorium
- Reduced Hours
 - Pacific Community Center
 - Adult Recreation Center
 - 28 Parks with gates, restrooms and/or tennis courts



General Fund Reductions

Option 3: Community Services & Parks Department Details

■ Park Maintenance Reductions

- Reduction in the frequency of activity, for example:
 - Daily general park maintenance to 3x per week
 - Daily restroom maintenance to 2x per week
 - Weekly shrub maintenance to monthly
 - Weekly park turf to monthly
 - Daily ballfield maintenance to Little Leagues performing maintenance unless rented
 - 24 hour response pushed to 72 hours for clean up of vandalism/graffiti
 - Ballfield lights from being on nightly to only for paid rentals

■ Program Eliminations

- All or partial programs eliminated, for example:
 - All youth programs
 - All Aquatics programs
 - Senior case management & recreation programming
 - All Special events (e.g. Cruise Night, Easter Eggstravaganza, Montrose Christmas Parade, CV Fireworks)
 - All day camps except at Pacific park
 - Contract classes

General Fund Reductions

Option 3: Library, Arts & Culture Department Details

Department	Proposed 2016-17 GF Budget (millions)	2016-17 Reduction Amount (millions)	Reduction % of Dept GF Budget
Police Department	\$ 72.7	\$ 1.8	2.5%
Fire Department	48.8	3.9	8.0%
Community Svs & Parks Department	12.6	5.5	44.0%
Library, Arts & Culture Department	9.6	2.4	25.0%
Use of General Fund Reserves		3.9	
Totals		\$17.5	

25% Budget Reduction or \$2.4 million

- Elimination of 9 full-time & 9 FTE hourly positions
- Closure of 6 neighborhood libraries
- Loss of access to community meeting spaces
- Determination of remaining DIF funds

General Fund Reductions

Option 3: Library, Arts & Culture Department Details

■ Closed Facilities

- Library Connection @ Adams Square
- Casa Verdugo Library
- Chevy Chase Library
- Grandview Library
- Montrose Library
- Pacific Park Library

■ Overall loss of service

- Convenient access to library services and community spaces
- Children, teen and adult programming
- Free access to computers and wi-fi
- Literacy, ESL and tutoring support
- School partnerships; after-school and summer programming
- Global language materials; multi-lingual staff
- Meeting rooms; Small business work spaces

General Fund Reductions

Option 3: Summary

Department	Proposed 2016-17 GF Budget (millions)	2016-17 Reduction Amount (millions)	Reduction % of Dept GF Budget
Police Department	\$ 72.7	\$ 1.8	2.5%
Fire Department	48.8	3.9	8.0%
Community Svs & Parks Department	12.6	5.5	44.0%
Library, Arts & Culture Department	9.6	2.4	25.0%
Use of General Fund Reserves		3.9	
Totals		\$17.5	

Total of \$17.5 million

- Elimination of 50 full-time positions & 61 FTE hourly positions
- Loss of proactive policing
- Fire station brown-outs
- Longer safety response times
- Closure of 6 libraries & 5 park facilities with reduced hours at others
- Loss of many senior & youth programs

General Fund Forecast

Option 3 Results

Slide 45

	Adopted FY 15-16	Proposed FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Net Surplus/(Deficit)	\$ 2.4	\$ (1.1)	\$ 0.2	\$ 0.7	\$ 0.4	\$ 1.9	\$ 4.4
Loss of UUT Revenues		(17.5)	(18.2)	(19.0)	(19.4)	(19.7)	(20.0)
Positions, programs/service reductions							
Police - 6 FT vacant positions		1.8	1.8	1.8	1.9	1.9	1.9
Fire - 14 FT vacant positions		3.9	3.9	4.0	4.1	4.1	4.2
CSP – 21 FT positions; 52 FTE hourly; programs & services		5.5	5.6	5.7	5.8	5.8	5.9
Library – 9 FT positions; 9 FTE hourly; programs & services		2.4	2.4	2.5	2.5	2.5	2.6
Use of Fund Balance – Option 3		\$ (3.9)	\$ (4.5)	\$ (5.0)	\$ (5.1)	\$ (5.4)	\$ (5.4)
TOTAL Use of Fund Balance		\$ (5.0)	\$ (4.3)	\$ (4.3)	\$ (4.7)	\$ (3.5)	\$ (1.0)
Projected GF Fund Balance at June 30	\$ 65.3	\$ 60.3	\$ 56.0	\$ 51.7	\$ 47.0	\$ 43.5	\$ 42.5
Projected Reserve Percentage	35.7%	33.3%	29.9%	26.8%	23.7%	21.7%	20.9%

Total of \$17.5 million

- Elimination of 50 full-time positions & 61 FTE hourly positions
- Loss of proactive policing
- Fire station brown-outs
- Longer safety response times
- Closure of 6 libraries & 5 park facilities with reduced hours at others
- Loss of many senior & youth programs

Potential UUT Impacts Revenue / Resource Options

Potential UUT Impacts

Revenue / Resource Options

Slide 47

- Use of General Fund Reserves
- New Taxes
 - General Taxes – requires majority vote
 - Business License Tax
 - Local Sales Tax
 - Special Taxes – requires 2/3's vote
 - Parcel Tax
 - Assessment Districts
- Increase in Electric Utility transfer
 - Charter mandates 25% unless City Council reduces amount
 - Currently at 10% of electric revenues

City of Glendale
Budget Hearing
May 24, 2016

FY 2016-17 Proposed Budget Agenda

- General Fund Proposed Budget
- Summary of All Funds
- Citywide Organizational Profile
- Fee Discussion
- Questions & Comments

FY 2016-17 General Fund
Proposed Budget

FY 2016-17 General Fund Proposed Budget

Proposed Resources

Slide 4

Starting Revenue Estimate: \$ 187,143,560

Adjustments:

Property Tax/VLF Backfill	\$ 4,852,500	
Sales Tax	1,508,000	
Utility Users Tax	495,000	
Occupancy/Franchise	750,000	
Building Permits & Licenses	598,000	
Cost Allocation	(755,780)	
GRA Loan Repayment*	(920,953)	
All Other Revenues (net)	(812,800)	\$ 5,713,967

FY 2016-17 Revenue Estimate: \$ 192,857,527

Use of Assigned Econ Dev Fund Balance \$ 920,013

Use of Unassigned General Fund- Fund Balance \$ 1,003,123

FY 2016-17 Proposed Resources: \$ 194,780,663

*Depending on CA Department of Finance payment

FY 2016-17 General Fund Proposed Budget

Proposed Appropriations

Slide 5

Starting Budget		\$ 182,890,934
Salaries & Benefits Increase		
Salaries	\$ 1,730,038	
PERS, Net of Cost Share	2,327,775	
Hourly Wages-Less Econ Dev	546,439	
Overtime	112,896	
All Other Benefits (Medical, Dental, Vision, Work' Comp, etc.)	120,488	
Total Salaries & Benefits Increase		\$ 4,837,636
Use of Assigned Econ Dev Fund Balance-Hourly Wages & Benefits	\$ 723,960	\$ 5,561,596
Maintenance & Operation Increase / (Decrease)		
Liability Insurance	(605,541)	
Fleet/Equipment Rental Charge	(140,904)	
ISD Service Charge	825,579	
All Other M&O	5,146,060	
Total Maintenance & Operations Increase		\$ 5,225,194
Use of Assigned Econ Dev Fund Balance-Contractual Services	\$ 196,053	\$ 5,421,247
Transfers Out/Capital Outlay		\$ 906,886
Proposed FY 2016-17 General Fund Budget		\$ 193,860,650
Use of Assigned Econ Dev Fund Balance		\$ 920,013
Total Proposed FY 2016-17 General Fund Budget		\$ 194,780,663

FY 2016-17 General Fund Proposed Budget

Salaries & Benefit Changes

Slide 6

- Salaries & Benefits total increase of \$5.6 million compared to \$5.2 million last year
 - \$700 thousand net cost for Cost of Living Adjustments for GMA (3%), GCEA (3%)
 - Offset by an increase of 1% in PERS cost share
 - Net PERS increase of \$2.3 million compared to \$3.0 million last year
 - Workers' Comp increase of \$270 thousand
 - Fund Balance deficit is \$14.4 million as of June 30, 2015
 - Will be amortized over next 5 years
 - \$1.7 million in increase for program restoration in personnel costs
 - \$724 thousand is for Economic Development Hourly Wages and Benefits using Assigned Fund Balance

FY 2016-17 General Fund Proposed Budget

Maintenance & Operation Changes

Slide 7

- Maintenance & Operation increase by \$5.4 million
 - \$2.5 million increase due to Building Maintenance costs shifting to Maintenance & Operation offset by Salaries and Benefits decreases
 - \$1.1 million increase in Economic Development Shifting to the General Fund
 - \$825 thousand increase in ISD Service Charge
 - \$711 thousand increase in Program Restoration
 - \$179 thousand increase due to adjustments in the Elections budget
 - \$100 thousand increase due to Maintenance of Graphics Printers

FY 2016-17 General Fund Proposed Budget

Transfers Out/Capital Outlay

Slide 8

- Transfers and Capital Outlay increase by \$907 thousand primarily due to the following:
 - \$1.1 million increase to Capital Improvement primarily for Street Improvement Projects
 - \$300 thousand increase in transfer for Certificates of Participation (COP's)
 - \$300 thousand decrease in transfer to Economic Development
 - \$184 thousand decrease to Low & Moderate Income Housing Fund for the 20% of the GSA Loan Repayment
 - \$35 thousand decrease in Capital Outlay
 - \$14 thousand increase for Nutritional Meals

FY 2016-17 General Fund Proposed Budget

Program Restoration & Shifting of Positions (1 of 2)

Slide 9

- Total Proposed Additions \$2,499,240
 - Personnel \$1,703,353
 - 1 Additional Position in Community Services & Parks
 - Community Services Specialist for One-Glendale After School Sports Program \$60,227
 - Reallocating 26 positions throughout various Departments \$206,218
 - Hourly Wages \$266,206
 - Personnel Shifts \$932,733
 - Code Enforcement Staff from CDBG Fund to General Fund \$402,392
 - Fire Paramedic from Emergency Medical Services Fund to General Fund \$161,288
 - Police Officers Shifting from Police Grant Fund to General Fund \$255,570
 - Principal, Library, Arts & Culture Administrator shifting to General Fund \$34,231
 - CDD Positions shifting between General Fund and Successor Agency Fund \$79,252
 - Salary Surveys, Incentive Programs, Overtime, and Other Benefits \$237,969
 - Public Works Technician Certification Program \$149,400
 - Salary surveys \$53,419
 - MOU driven overtime \$14,450
 - Auto allowance \$20,700

FY 2016-17 General Fund Proposed Budget

Program Restoration & Shifting of Positions (2 of 2)

Slide 10

- Maintenance & Operation, and Transfers-Out \$795,887
 - Community Development Department
 - Revised Code Books \$20,000
 - Community Services & Parks
 - Students as Role Models Program (STAR) After School Program \$3,000
 - Transfer to Nutritional Meals Fund \$84,577
 - One-Glendale After School Sports Program \$157,131
 - Fire
 - Inspection Code Books \$20,000
 - SCBA Bottle Replacement Program \$53,955
 - Verdugo Dispatch Services \$83,140
 - Hose, Valves, Thermal Imagers for Two Fire Engines \$260,084
 - Emergency Supply Kit Replacement \$59,000
 - Public Works
 - Fairmont Bridge Crash Cushion Repair & Maintenance \$15,000
 - Traffic Safety Control Paint \$40,000

FY 2016-17 General Fund Proposed Budget

Revenues & Use of Assigned Fund Balance:	\$	193,777,540
Appropriations:		194,780,663
		<hr/>
Surplus/(Deficit):	\$	(1,003,123)

FY 2016-17 General Fund Proposed Budget

Unassigned Fund Balance Projection

Slide 12

	<u>Unassigned & Charter Reserve</u>
Projected Beginning Balance, 7/1/2016	\$ 65,328,000
Projected Net Surplus/(Deficit)	<u>(1,003,123)</u>
Projected Ending Fund Balance, 6/30/2017	\$ 64,324,877
Projected Reserve Percentage*	33.2%

* Based on proposed recurring appropriation of \$193.9 million.
Current policy is floor of 30% with a target of 35%.

FY 2016-17 General Fund Forecast

Slide 13

	Adopted FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Resources:	\$ 185.7	\$ 192.9	\$ 200.5	\$ 206.6	\$ 212.3	\$ 217.6	\$ 223.2
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Projected Resources:	\$ 185.7	\$ 193.8	\$ 201.2	\$ 207.3	\$ 212.3	\$ 217.6	\$ 223.2
Appropriations:							
Base Line	\$ 122.8	\$ 124.6	\$ 126.9	\$ 128.3	\$ 129.2	\$ 130.2	\$ 130.9
PERS	25.9	28.7	31.5	34.0	36.6	37.3	38.3
PERS Cost Share	(2.8)	(3.3)	(3.3)	(3.3)	(3.4)	(3.4)	(3.4)
PERS Net of Cost Share:	\$ 23.1	\$ 25.4	\$ 28.2	\$ 30.7	\$ 33.2	\$ 33.9	\$ 34.9
CIP	0.5	1.6	0.7	0.9	1.9	3.0	3.5
ISF's	36.0	41.5	43.5	44.9	46.5	47.5	48.4
COP's	0.5	0.8	0.8	1.0	1.0	1.0	1.0
Assigned Fund Balance – Econ Dev	-	0.9	0.7	0.7	-	-	-
Total Appropriations	\$ 182.9	\$ 194.8	\$ 200.8	\$ 206.5	\$ 211.8	\$ 215.6	\$ 218.7
Net Surplus/(Deficit)	\$ 2.8	\$ (1.0)	\$ 0.4	\$ 0.8	\$ 0.5	\$ 2.0	\$ 4.5
Budget Adjustments as of 3/31/16	(2.2)	-	-	-	-	-	-
Revenue Adjustments as of 3/31/16	1.5	-	-	-	-	-	-
Est. Savings	0.3	-	-	-	-	-	-
Net Surplus/(Deficit)	\$ 2.4	\$ (1.0)	\$ 0.4	\$ 0.8	\$ 0.5	\$ 2.0	\$ 4.5

FY 2016-17 Proposed Budget
Summary of All Funds

Summary of Appropriations

All Funds

Slide 15

Fund Type	Adopted FY 2015-16	Proposed FY 2016-17	Increase/ (Decrease)	% Change
General Fund	\$ 182,890,934	\$ 194,780,663	\$ 11,889,729	6.5%
Special Revenue Funds	103,702,342	100,630,978	(3,071,364)	(3.0%)
Debt Service Funds	3,025,000	3,010,000	(15,000)	(0.5%)
Capital Improvement Funds	13,755,000	25,362,000	11,607,000	84.4%
Enterprise Funds	390,966,533	385,917,075	(5,049,458)	(1.3%)
Internal Service Funds	103,489,784	109,832,418	6,342,634	6.1%
All Funds – Grand Total	\$ 797,829,593	\$ 819,533,134	\$ 21,703,541	2.7%

Summary of Appropriations

General Fund (1 of 2)

Slide 16

Department	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Administrative Services	\$ 5,501,035	\$ 5,341,567	\$ (159,468)	(2.9%)
City Attorney	3,190,013	3,548,439	358,426	11.2%
City Clerk	1,054,463	1,349,630	295,167	28.0%
City Treasurer	665,123	742,164	77,041	11.6%
Community Development	9,845,834	14,943,660	5,097,826	51.8%
Community Services & Parks	10,499,841	12,631,020	2,131,179	20.3%
Fire	45,027,061	48,702,523	3,675,462	8.16%
Human Resources	2,660,726	2,654,861	(5,865)	(0.2%)
Library, Arts & Culture	8,488,883	9,594,695	1,105,812	13.0%

Summary of Appropriations

General Fund (2 of 2)

Slide 17

Department	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Management Services	\$ 3,869,062	\$ 4,392,282	\$ 523,220	13.5%
Police	70,301,071	72,730,666	2,429,595	3.5%
Public Works	17,964,870	14,184,318	(3,780,552)	(21.0%)
Transfers	2,125,441	3,067,327	941,886	44.3%
Retirement Incentive	897,511	897,511	-	-
Non-Departmental	800,000	-	(800,000)	(100.0%)
General Fund Total	\$ 182,890,934	\$ 194,780,663	\$ 11,889,729	6.5%

Summary of Appropriations

Special Revenue Funds (1 of 3)

Slide 18

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
201-CDBG Fund	\$ 1,580,061	\$ 1,643,605	\$ 63,544	4.0%
202-Housing Assistance Fund	30,442,939	32,780,950	2,338,011	7.7%
203-Home Grant Fund	1,140,638	1,196,718	56,080	4.9%
204-Continuum of Care Grant Fund	2,345,059	2,319,804	(25,255)	(1.1%)
205-Emergency Solutions Grant Fund	161,426	142,237	(19,189)	(11.9%)
206-Workforce Investment Act Fund	5,217,216	5,505,000	287,784	5.5%
210-Urban Art Fund	248,309	235,000	(13,309)	(5.4%)
211-Glendale Youth Alliance Fund	1,537,696	1,905,519	367,823	23.9%
212-BEGIN Homeownership Fund	88,800	89,520	720	0.8%
213-Low&Mod Income Hsg Asset Fund	402,059	370,658	(31,401)	(7.8%)

*Funds 501,510 & 520 moved to Special Revenue Funds from Enterprise Funds in FY 15/16

Summary of Appropriations

Special Revenue Funds (2 of 3)

Slide 19

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
215-Economic Development Fund	\$ 2,470,705	\$ -	\$(2,470,705)	(100%)
216-Miscellaneous Grant Fund	5,540,000	198,000	(5,342,000)	(96.4%)
217-Filming Fund	500,852	526,212	25,360	5.1%
251-Air Quality Improvement Fund	307,207	330,089	22,882	7.4%
252-PW Special Grants Fund	23,862	-	(23,862)	(100%)
253-San Fernando Landscape Fund	81,124	89,986	8,862	10.9%
254-Measure R Local Return Fund	1,915,000	2,409,800	494,800	25.8%
256-Transit Prop A Local Return Fund	3,940,780	7,197,820	3,257,040	82.6%
257-Transit Prop C Local Return Fund	4,224,488	3,950,256	(274,232)	(6.5%)
258-Transit Utility Fund	9,528,661	9,604,404	75,743	0.8%
260-Asset Forfeiture Fund	570,092	568,473	(1,619)	(0.3%)

*Funds 501,510 & 520 moved to Special Revenue Funds from Enterprise Funds in FY 15/16

Summary of Appropriations

Special Revenue Funds (3 of 3)

Slide 20

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
261-Police Special Grants Fund	\$ 934,125	\$ 363,528	\$ (570,597)	(61.1%)
262-Supplemental Law Enforcement	405,801	397,501	(8,300)	(2.0%)
266-Fire Mutual Aid Fund	199,967	250,000	50,033	25.0%
267-Special Events Fund	370,222	307,485	(62,737)	(16.9%)
270-Nutritional Meals Grant Fund	429,740	430,827	1,087	0.3%
275-Library Fund	322,226	245,214	(77,012)	(23.9%)
290-Electric Public Benefit Fund	6,420,598	7,711,563	1,290,965	20.1%
501-Recreation Fund*	5,148,421	3,579,584	(1,568,837)	(30.5%)
510-Hazardous Disposal Fund*	1,529,863	1,534,266	4,403	0.3%
511-Emergency Medical Services Fund	5,464,093	5,917,304	453,211	8.3%
520-Parking Fund*	10,210,312	8,829,655	(1,380,657)	(13.5%)
Special Revenue Total	\$103,702,342	\$100,630,978	\$(3,071,364)	(3.0%)

*Funds 501,510 & 520 moved to Special Revenue Funds from Enterprise Funds in FY 15/16

Summary of Appropriations

Debt Service Funds

Slide 21

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
303-Police Building Project Fund	\$ 3,025,000	\$ 3,010,000	\$ (15,000)	(0.5%)
Debt Service Total	\$ 3,025,000	\$ 3,010,000	\$ (15,000)	(0.5%)

Summary of Appropriations

Capital Improvement Funds

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
Fund 401 Capital Improvement (GF)				
Community Services & Parks	\$ 1,575,000	\$ 1,400,000	\$ (175,000)	(11.1%)
Fire	35,000	551,000	516,000	1,474.3%
Library, Arts & Culture	950,000	350,000	(600,000)	(63.2%)
Public Works	815,000	2,479,000	1,664,000	204.2%
Transfers (Scholl Canyon)	2,000,000	2,000,000	-	-
Total Fund 401 Capital Improvement	\$ 5,375,000	\$ 6,780,000	\$ 1,405,000	26.1%
402-State Gas Tax Fund	4,380,000	1,854,000	(2,526,000)	(57.7%)
405-Parks Mitigation Fee Fund	4,000,000	16,173,000	12,173,000	304.3%
407-Library Mitigation Fee Fund	-	555,000	555,000	100%
Total Capital Improvement Funds	\$ 13,755,000	\$ 25,362,000	\$ 11,607,000	84.4%

Summary of Appropriations

Enterprise Funds

Slide 23

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
525-Sewer Fund	\$ 34,059,747	\$ 30,480,999	\$ (3,578,748)	(10.5%)
530-Refuse Disposal Fund	25,706,964	24,657,570	(1,049,394)	(4.1%)
552-Electric Works Revenue Fund	233,543,262	251,103,371	17,560,109	7.5%
553-Electric Depreciation Fund	28,565,238	15,768,182	(12,797,056)	(44.8%)
555-Electric Customer Paid Fund	2,854,422	1,894,751	(959,671)	(33.6%)
572-Water Works Revenue Fund	49,350,121	51,977,680	2,627,559	5.3%
573-Water Depreciation Fund	11,452,736	4,222,618	(7,230,118)	(63.1%)
575-Water Customer Paid Fund	1,610,567	1,469,640	(140,927)	(8.8%)
701-Fire Communication Fund	3,823,476	4,342,264	518,788	13.6%
Enterprise Total	\$ 390,966,533	\$ 385,917,075	\$ (5,049,458)	(1.3%)

Summary of Appropriations

Internal Service Funds (1 of 2)

Slide 24

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
601-Fleet / Equipment Mgmt Fund	\$ 14,725,214	\$ 16,023,658	\$ 1,298,444	8.8%
602-Joint Helicopter Operation Fund	1,475,259	1,626,652	151,393	10.3%
603-ISD Infrastructure Fund	8,236,590	7,773,035	(463,555)	(5.6%)
604-ISD Applications Fund	12,558,297	6,498,261	(6,060,036)	(48.3%)
607-Building Maintenance Fund	-	7,472,899	7,472,899	100%
610-Unemployment Insurance Fund	314,790	78,243	(236,547)	(75.1%)
612-Liability Insurance Fund	7,961,959	8,632,422	670,463	8.4%
614-Compensation Insurance Fund	12,220,632	12,928,223	707,591	5.8%
615-Dental Insurance Fund	1,571,908	1,655,291	83,383	5.3%

Summary of Appropriations

Internal Service Funds (2 of 2)

Slide 25

Fund	Adopted FY 2015-16	Proposed FY 2016-17	Increase / (Decrease)	% Change
616-Medical Insurance Fund	\$ 27,364,869	\$ 35,101,482	\$ 7,736,613	28.3%
617-Vision Insurance Fund	276,736	294,568	17,832	6.4%
640-Employee Benefits Fund	3,390,800	4,317,791	926,991	27.3%
641-RHSP Benefits Fund	1,723,039	2,017,690	294,651	17.1%
642-Post Employment Benefits Fund	7,850,310	2,220,175	(5,630,135)	(71.7%)
660-ISD Wireless Fund	3,819,381	3,192,028	(627,353)	(16.4%)
Internal Service Total	\$ 103,489,784	\$ 109,832,418	\$ 6,342,634	6.1%

Summary of Appropriations-Recap

All Funds

Slide 26

Fund Type	Adopted FY 2015-16	Proposed FY 2016-17	Increase/ (Decrease)	% Change
General Fund	\$ 182,890,934	\$ 194,780,663	\$ 11,889,729	6.5%
Special Revenue Funds	103,702,342	100,630,978	(3,071,364)	(3.0%)
Debt Service Funds	3,025,000	3,010,000	(15,000)	(0.5%)
Capital Improvement Funds	13,755,000	25,362,000	11,607,000	84.4%
Enterprise Funds	390,966,533	385,917,075	(5,049,458)	(1.3%)
Internal Service Funds	103,489,784	109,832,418	6,342,634	6.1%
All Funds – Grand Total	\$ 797,829,593	\$ 819,533,134	\$ 21,703,541	2.7%

Authorized Full-Time Positions

Fiscal Year	Authorized Positions
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	1,520
2015-16	1,575
2016-17 Proposed	1,579

*Includes General Fund & GWP Balancing Strategies

Salaries & Benefits Summary

Position Reductions

Citywide (In Thousands)

	Actuals FY 11-12	Actuals FY 12-13	Actuals FY 13-14	Actuals FY 14-15	Est. Actuals FY15-16*	Proposed Budget FY16-17
Authorized Full-Time Positions	1,873	1,605	1,588	1,520	1,575	1,579
% Change	(1.4)%	(14.3)%	(1.1)%	(4.3)%	3.6%	0.3%
Filled Positions	1,673	1,488	1,504	1,429	1,436	1,436
% Change	(2.8)%	(11.1)%	1.1%	(5.0)%	0.5%	-
Salaries and Benefits (Actuals)						
Total Salaries	\$ 166,739	\$ 152,752	\$ 153,241	\$ 152,495	\$ 155,022	\$ 164,212
PERS Retirement	30,402	28,413	28,598	30,015	34,728	42,863
PERS Cost-share	(3,229)	(3,056)	(3,442)	(2,586)	(2,794)	(5,552)
PERS Net Cost	\$ 27,173	\$ 25,357	\$ 25,156	\$ 27,429	\$ 31,934	\$ 37,311
All Other Benefits	42,329	38,387	37,886	40,489	41,939	40,211
Total Benefits	\$ 69,502	\$ 63,744	\$ 63,042	\$ 67,918	\$ 73,873	\$ 77,522
Total Salaries & Ben.	\$ 236,241	\$ 216,496	\$ 216,283	\$ 220,413	\$ 228,895	\$ 241,734
% Change	2.0%	(8.4)%	(0.1)%	1.9%	3.8%	5.6%

Position Reductions in Incentive Years	
FY 12-13 PARS Retirement Incentive	150
FY 14-15 Separation/Retirement Incentive	86
Position Eliminations & Layoffs	140
Total Position Reductions in Incentive Years:	376

Estimated Incentives Cost & Savings	
5-Year Est. Cost:	\$ (14,200)
5-Year Est. Savings:	65,223
Est. Net Savings of Incentives:	\$ 51,023

* FY 15-16 amounts reflect estimated actuals as of June 30, 2016

FY 2016-17 Citywide Organizational Profile

Slide 29

Total Personnel - All Funds Management v. Non-Management

All Funds	Employee Count	Employee Count %	Salary %
Management	174	11.0%	16.9%*
Supervisor	179	11.4%	14.2%
Technical/Professional	193	12.2%	13.2%
General	1,033	65.4%	55.7%
Total	1,579	100%	100%

*Meets target of 25%

FY 2016-17 Citywide Organizational Profile

Slide 30

Total Personnel –General Fund Management v. Non-Management

General Fund	Employee Count	Employee Count %	Salary %
Management	104.8	12.1%	17.6%
Supervisor	109.9	12.7%	15.7%
Technical/Professional	91.5	10.6%	10.6%
General	559.9	64.6%	56.1%
Total	866.1	100%	100%

FY 2016-17 Citywide Organizational Profile

Slide 31

Total Personnel – Non-General Fund Management v. Non-Management

Non-General Fund	Employee Count	Employee Count %	Salary %
Management	69.2	9.7%	16.0%
Supervisor	69.1	9.7%	12.0%
Technical/Professional	101.5	14.2%	17.0%
General	473.1	66.4%	55.0%
Total	712.9	100%	100%

FY 2016-17 Citywide Organizational Profile

Slide 32

Total Personnel Appropriation - All Funds Four-Year Comparison (in millions)

	Adopted FY 2011-12	Adopted FY 2012-13*	Adopted FY 2013-14	Adopted FY 2014-15**	Adopted FY 2015-16	Proposed FY 2016- 17	% Change from 15-16
Salaries & Benefits	\$ 240.3	\$ 218.7	\$ 216.8	\$ 222.3	\$ 230.4	\$ 241.6	4.9%
Operating Costs***	\$ 678.0	\$ 630.9	\$ 651.4	\$ 668.1	\$ 695.5	\$ 732.0	5.2%
Personnel v. Operating Costs	35.4%	34.7%	33.3%	33.2%	33.1%	33.0% ****	(0.3%)
Employee Count	1,873	1,605	1,588	1,584	1,566	1,579	0.8%

* Includes General Fund & GWP Balancing Strategies

** Does not include Separation/Retirement Incentive

*** Operating Cost does not include transfers & capital improvement

**** Meets target of 35%

FY 2016-17 Citywide Organizational Profile

Slide 33

Total Personnel Appropriation - General Fund Four-Year Comparison (in millions)

	Adopted FY 2011-12	Adopted FY 2012-13*	Adopted FY 2013-14	Adopted FY 2014-15**	Adopted FY 2015-16	Proposed FY 2016-17	% Change from 15-16
Salaries & Benefits	\$ 142.2	\$ 131.4	\$ 134.2	\$ 136.9	\$ 142.2	\$ 147.7	3.9%
Maintenance & Operation / ISF Charges	32.7	33.4	35.8	38.9	38.6	44.1	14.2%
Capital Outlay	0.1	0.2	0.3	0.2	0.04	-	(100.0%)
Cost Savings Target	(7.7)	(0.6)	-	-	-	-	-
Annual Appropriations (not including transfers)	\$ 167.2	\$ 164.4	\$ 170.3	\$ 176.0	\$ 180.8	\$ 191.8	6.1%
Personnel v. M&O	85.0%	79.9%	78.8%	77.8%	78.7%	77.0% ***	(2.1%)
Employee Count	998	896	905	890	882	866	(1.8%)

* Includes General Fund & GWP Balancing Strategies

** Does not include Separation/Retirement Incentive

*** Does not meet target of 75%

FY 2016-17 Proposed Budget
Fee Discussion

FY 2016-17 Citywide Fee Schedule

Proposed Fee Changes

- **Total Number of Fees for City Services – 2,420**
- No Changes – 1,676
- Fee Deletion – 77
- Decreases to Existing Fees – 75
- Increase to Existing Fees – 238
- CPI Increases to Existing Fees – 302
- New Fees – 52

Fee Options for Council Consideration

CDD - Planning Fees

Fee Title	Total Current Fee*	FY 2016-17 Fee Options	Cost Recovery Rate	Revised Proposed Fee**
Historic Preservation Process a Mills Act Request	\$1,479.75	\$7,681.08	100%	\$7,000.00
		\$5,760.81	75%	
		\$3,840.54	50%	
		\$1,920.27	25%	

- Owners' Average tax savings per property per year: \$7,382
- Owners' Median tax savings: \$6,776
- City's average tax loss revenues per property per year: \$1,010
- Average Percent of Tax Break: 54%
- Median Percent of Tax Break: 58%

- Page 60, Fee #56

* Total Current Fee includes Technology Surcharge for 2015-16,
also zoning surcharge applies

** The original proposed fee was \$1,300

Comparison with Nearby Jurisdictions

Mills Act Fees

City	SFR	MR/Comm. /Ind.	Fee Basis
Los Angeles (i)	\$250.00	\$1,142.00	Designation fully subsidized; Mills Act partially subsidized (though actual cost to owner may increase per note below)
Pasadena (ii)	\$1,072.50	\$2,145.00	Designation fully subsidized; Mills Act appears partially subsidized (info pending)
South Pasadena	\$1,115.00	\$1,115.00	For Mills Act, figure reflects staff time recapture (per So. Pas. Staff, preservation commission does most of work). Plus \$615 Designation fee.
West Hollywood	\$798.00	\$798.00	Designation fully subsidized; Mills Act partially subsidized
Santa Monica (iii)	N/A	N/A	No Fee
Long Beach	Varies: \$1,103.93 per unit	Varies: \$1,103.93 per unit	Fees are partially subsidized per city staff; Plus \$83.07 pre-app. Fee, \$218.60 annual inspection fee & \$912.66 Designation fee.

i - LA Mills Act cost increases for properties priced over the City's \$1.5 million valuation threshold, which also required submission of a costly Historic Structure Report.

ii -Pasadena subsidizes designation by waiving the fee; the full cost recovery value for designation is calculated at \$3,558

iii - No Fee