

City of Glendale
Budget Study Session #2
May 9, 2017



- **FY 2017-18**
 - Study Session #1 Follow Up Items
 - Service Level Adjustments Detail
 - Citywide Fund Balances
 - Sample Salary & Benefits by Position
 - Citywide Vacancies
 - Revenue Updates
 - Departmental Dashboards
 - Strategic Goals
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FY 2017-18 Proposed Budget – General Fund Departmental Service Level Adjustments



FY 2017-18 General Fund Proposed Budget

Proposed Service Level Adjustments Recap

	Recurring Adjustments	One-Time Adjustments	Total
Administrative Services	\$ 46,000	\$ -	\$ 46,000
City Attorney	141,398	-	141,398
City Clerk	156,420	25,000	181,420
Community Development	215,554	488,833	704,387
Comm. Services & Parks	186,879	34,500	221,379
Fire	503,321	561,843	1,065,164
Human Resources	20,000	-	20,000
Innovation, Performance & Audit	552,523	-	552,523
Library, Arts & Culture	214,370	590,000	804,370
Management Services	21,781	14,200	35,981
Police	865,441	300,050	1,165,491
Public Works	71,494	213,500	284,994
Total Adjustments:	\$ 2,995,181	\$ 2,227,926	\$ 5,223,107

FY 2017-18 General Fund Proposed Budget

Proposed Service Level Adjustments (1 of 6)

Department	Description	Recurring Adjustments	One-Time Adjustments
<i>Administrative Services</i>	Reallocation of Finance Manager to Deputy Director of Finance (Three positions)	\$ 34,000	\$ -
	GEMT Reimbursement Services	12,000	-
Administrative Services Total		\$ 46,000	\$ -
<i>City Attorney</i>	Reallocation of Assistant City Attorney to Senior Assistant City Attorney	\$ 17,173	\$ -
	Overhire expenses for a Legal Fellow position	124,225	-
City Attorney Total		\$ 141,398	\$ -
<i>City Clerk</i>	Hourly Workers in Admin	\$ 12,420	\$ -
	Hourly Election Workers	44,000	-
	Elections Contract	100,000	-
	Membership & Dues	-	2,000
	Training	-	13,000
	Overtime	-	10,000
City Clerk Total		\$ 156,420	\$ 25,000

FY 2017-18 General Fund Proposed Budget

Proposed Service Level Adjustments (2 of 6)

Department	Description	Recurring Adjustments	One-Time Adjustments
<i>Community Development</i>	Reallocation of Inspector I to Inspector II (One Position)	\$ 5,554	\$ -
	Additional staffing to maintain current and backlog plan check and inspection requests (\$100K from Econ Dev. Assigned Fund Balance)	200,000	-
	Expend Microfilm fees collected in current and previous years	10,000	-
	QMATIC Permit Services Center Queuing System	-	11,800
	12 workstation remodels	-	12,471
	Community Plan & Project Outreach for South Glendale Community Plan, East & West Community plans, Streetcar Grant.	-	23,972
	Urban Design Services- Professional Services	-	50,000
	East/West Community Plan Historic Context & Resource Survey	-	137,500
	Glendale-Burbank Regional Streetcar Vision Study	-	250,000
	Driving Training (Every two years)	-	2,000
	External Scanning Services	-	1,090
	Community Development Total	\$ 215,554	\$ 488,833
<i>Community Services & Parks</i>	Open Space Maintenance	\$ 10,000	\$ -
	Hourly City Worker - Homeless Services Support	48,302	-
	One Glendale After School Youth Sports Program -Expansion to include 6th Grade League	44,000	-
	Transfer to Nutritional Meals for Senior Nutrition Program	84,577	-
	Trails & Open Space Program	-	34,500
	Community Services & Parks Total	\$ 186,879	\$ 34,500

FY 2017-18 General Fund Proposed Budget

Proposed Service Level Adjustments (3 of 6)

Department	Description	Recurring Adjustments	One-Time Adjustments
<i>Fire</i>	Fire Prevention Inspector (Addition of One Position)	\$ 95,173	\$ -
	Fire Battalion Chief for Overhire (Addition of One Position)	318,225	-
	Fire Marshal Position (Elimination of One Position)	(83,232)	-
	Emergency Services Coordinator (Elimination of One Position)	(108,261)	-
	Reallocation of Staff Assistant- Fire Fighter/Firefighter PM to Administrative Captain (Three Positions)	177,816	-
	Hourly Wages - Academy Instructors/Accreditation	103,600	-
	SCBA Program - Expiring SCBA Bottle Replacement (Year 2 of 5-years)	-	53,955
	Repairs to Equipment	-	6,000
	Small Engine Equipment	-	8,800
	SCBA Repair Program	-	30,500
	SCBA Recertification Training to qualify for Repair Program	-	7,000
	Fire Division GIS Project	-	5,560
	Arson Investigator Training	-	13,600
	Contractual Services - Dr. Blum PSA	-	29,700
	Fire Division – Equipment and Outfitting for New Ladder Truck	-	230,000
	Brush Personal Protective Equipment (PPE) Single Layer	-	58,600
	Defibrillators- Zoll Warranty	-	12,500
	3Di Software which will assist the Fire Department in maintaining accurate vegetation management/brush inspection records and provide the ability to bill and collect for inspections through Tyler Munis	-	72,000
	Three gym grade pinnacle trainer units treadmill stair master combo	-	21,000
	Response Map Book-GIS/Mapping Project Computer and Mapping Software	-	12,628
Fire Total		\$ 503,321	\$ 561,843

FY 2017-18 General Fund Proposed Budget

Proposed Service Level Adjustments (4 of 6)

Department	Description	Recurring Adjustments	One-Time Adjustments
<i>Human Resources</i>	Senior Management Training and Development Program	\$ 20,000	\$ -
Human Resources Total		\$ 20,000	\$ -
<i>Innovation, Performance & Audit</i>	New Director of IPA (Addition of one position)	\$ 268,832	\$ -
	New Project Manager (Addition of one position)	113,729	-
	New Hourly Positions	87,081	-
	M&O - Various Accounts	82,881	-
Innovation, Performance & Audit Total		\$ 552,523	\$ -
<i>Library, Arts & Culture</i>	Reallocation of Customer Service Assistant to Customer Service Library Rep.	\$ 5,370	\$ -
	Remembrance Room (Hourly and M&O)	100,000	-
	Brand Library Gallery Programming (Hourly and M&O)	109,000	-
	Library Book Budget	-	200,000
	Central Library Increased Hours (Hourly and M&O)	-	240,000
	Branch Library Increased Hours (Hourly and M&O)	-	150,000
Library, Arts & Culture Total		\$ 214,370	\$ 590,000
<i>Management Services</i>	Reallocation of Program Supervisor to Sr. Administrative Analyst	\$ 12,581	\$ -
	Annual Contract Cities Association	5,100	-
	Annual Arroyo Verdugo Sub-region - JPA	4,100	-
	Final 12 months of Contract w/ National Captioning Institute	-	14,200
Management Services Total		\$ 21,781	\$ 14,200

FY 2017-18 General Fund Proposed Budget

Proposed Service Level Adjustments (5 of 6)

Department	Description	Recurring Adjustments	One-Time Adjustments
<i>Police</i>	DNA Specialist (Addition of One Position)	\$ 105,441	\$ -
	12 Cadets (Hourly)	200,000	-
	Additional Overtime to Field Services Division	500,000	-
	Air Support Transfer to fund 602 - Replacement & Inflation cost increases for future helicopter purchases	60,000	-
	DNA Lab Software - Gene Mapper Licenses	-	10,000
	Contract for on-site document shredding	-	18,000
	Augment funding for medical services performed in the jail	-	18,000
	Replacement of department AED's (automated external defibrillators)	-	50,000
	Repair broken/unserviceable built-in chairs	-	50,000
	Specialized DNA analysis equipment on-site maintenance agreements	-	84,000
	Add-on for IA Pro Software providing additional database for use-of-force, complaint, vehicle accident and pursuit incidents	-	13,650
	Replacement of SLR Cameras/camera equipment	-	16,400
	Replace Cabinets and work surface with lockers in traffic briefing room	-	40,000
Police Total		\$ 865,441	\$ 300,050

FY 2017-18 General Fund Proposed Budget

Proposed Service Level Adjustments (6 of 6)

Department	Description	Recurring Adjustments	One-Time Adjustments
<i>Public Works</i>	Reallocation of Sr. Construction Inspector to Construction Supervisor	\$ 15,713	\$ -
	Reallocation of Engineering Aide to Public Works Assistant	7,768	-
	Reallocation of Sr. Office Services Specialist to Public Works Assistant	7,017	-
	Reallocation of Civil Engineer I to Civil Engineer II	14,157	-
	Reallocation of Administrative Assistant to PW Management Analyst (25% in GF)	1,839	-
	Request - Consultant Services for Real Property Agent CIP/Land Development	25,000	-
	Asphalt for Street Maintenance	-	10,000
	Concrete for Sidewalk Maintenance	-	10,000
	Citywide Street Tree Reforestation (Remove& Replant)	-	58,000
	Los Angeles Region Imagery Acquisition Consortium (LARIAC)	-	80,000
	Storm Drain Layer for GIS	-	40,000
	Crash Guard Sand Barrel Lifting Hoist	-	3,500
	Replacement Mikasa MVC90H Vibrating Plate Compactor	-	3,000
	New Mikasa MVC90H Vibrating Plate Compactor	-	3,000
	Chainsaws for Forestry Operation	-	6,000
Public Works Total		\$ 71,494	\$ 213,500
Total General Fund Adjustments:		\$ 2,995,181	\$ 2,227,926

Sample Salary & Benefits

Proposed 2017-18 Budget Summary

Classification	Base Salary	PERS	Employee PERS Cost-Share	Other Employer Costs*	Total Salary & Benefits
Administrative Assistant	\$ 60,792	\$ 16,154	\$ (2,432)	\$ 19,604	\$ 94,118
Electric Line Mechanic	113,124	30,059	(3,394)	30,868	170,657
Firefighter Paramedic C	119,207	53,673	(4,768)	46,608	214,720
Librarian	79,800	21,204	(3,192)	21,920	119,732
Planner	103,608	27,531	(4,144)	25,119	152,114
Police Officer	104,541	47,070	(3,659)	42,556	190,508
Police Sergeant	134,675	60,637	(4,714)	51,292	241,890
Sr. Office Services Specialist	55,476	14,741	(2,219)	19,257	87,255

* Other Employer Costs include: Vacation, Sick Leave, Workers' Compensation Insurance, Medical/Dental/Vision Insurance, Disability Insurance, Unemployment Insurance, Medicare, Life Insurance, Post Employment, and Liability Insurance

Vacancies by Department

FY 2017-18

Department	Total Full-Time Positions	%	Total Vacancies	%
Administrative Services	34.35	2.2%	1.00	0.5%
City Attorney	18.31	1.2%	1.00	0.5%
City Clerk	6.30	0.4%	1.00	0.5%
City Treasurer	5.00	0.3%	-	0.0%
Community Development	119.09	7.5%	11.00	6.1%
Community Services & Parks	100.25	6.3%	13.00	7.3%
Fire	209.00	13.2%	28.00	15.6%
GWP	328.50	20.7%	57.00	31.7%
Human Resources	23.90	1.5%	2.95	1.6%
Information Services	42.00	2.6%	3.00	1.7%
Innovation, Performance & Audit*	6.00	0.4%	3.00	1.7%
Library, Arts & Culture	47.00	3.0%	3.00	1.7%
Management Services	22.00	1.4%	-	0.0%
Police	340.60	21.4%	22.00	12.2%
Public Works	284.70	17.9%	34.05	18.9%
Total	1,587.00	100.0%	180.00	100.0%

* New department beginning FY 2017-18

Revenue Updates

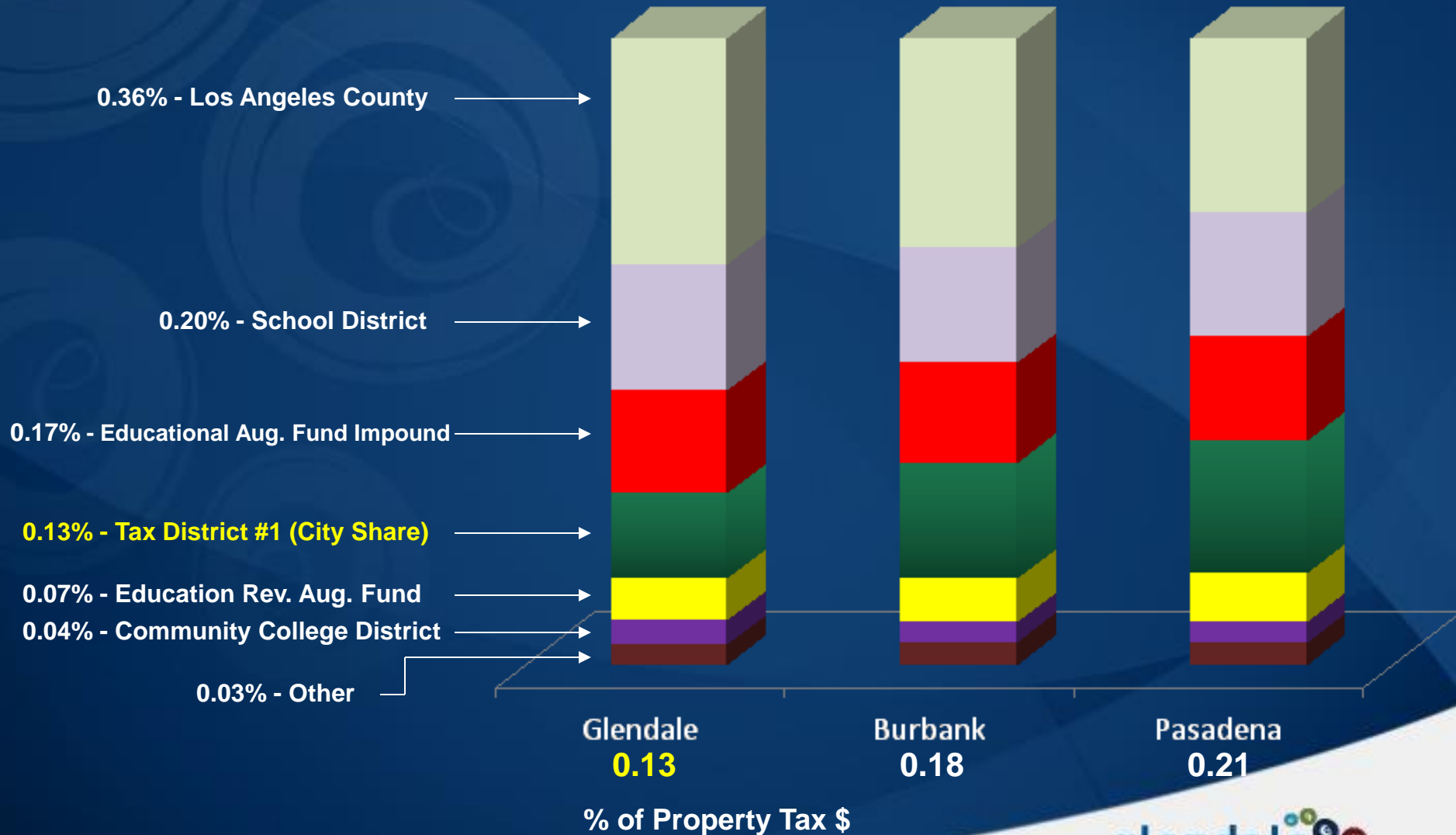


General Fund Revenues

- Approximately 72.5% of the General Fund revenues consist of five revenue sources for FY 2017-18 budget:

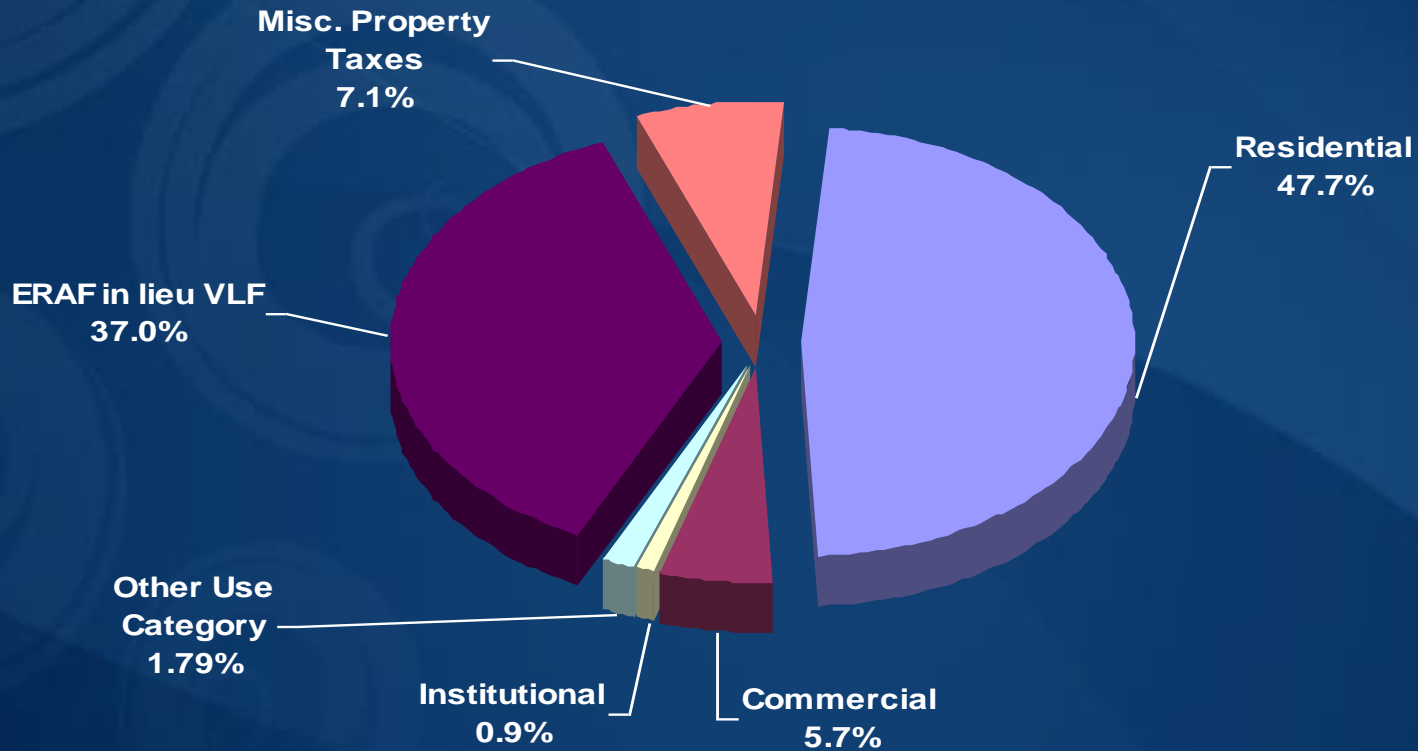
	%	\$
Property Taxes	26.2	56,229,054
Sales Taxes	19.1	41,015,140
Utility User Taxes	14.0	30,054,000
General Fund Transfer (GFT) from Electric Fund	9.4	20,160,000
Transient Occupancy Taxes	3.8	8,058,661

Tri City Comparison Property Taxes



FY 2017-18 General Fund Taxes

Property Tax Revenues of \$56.2 Million

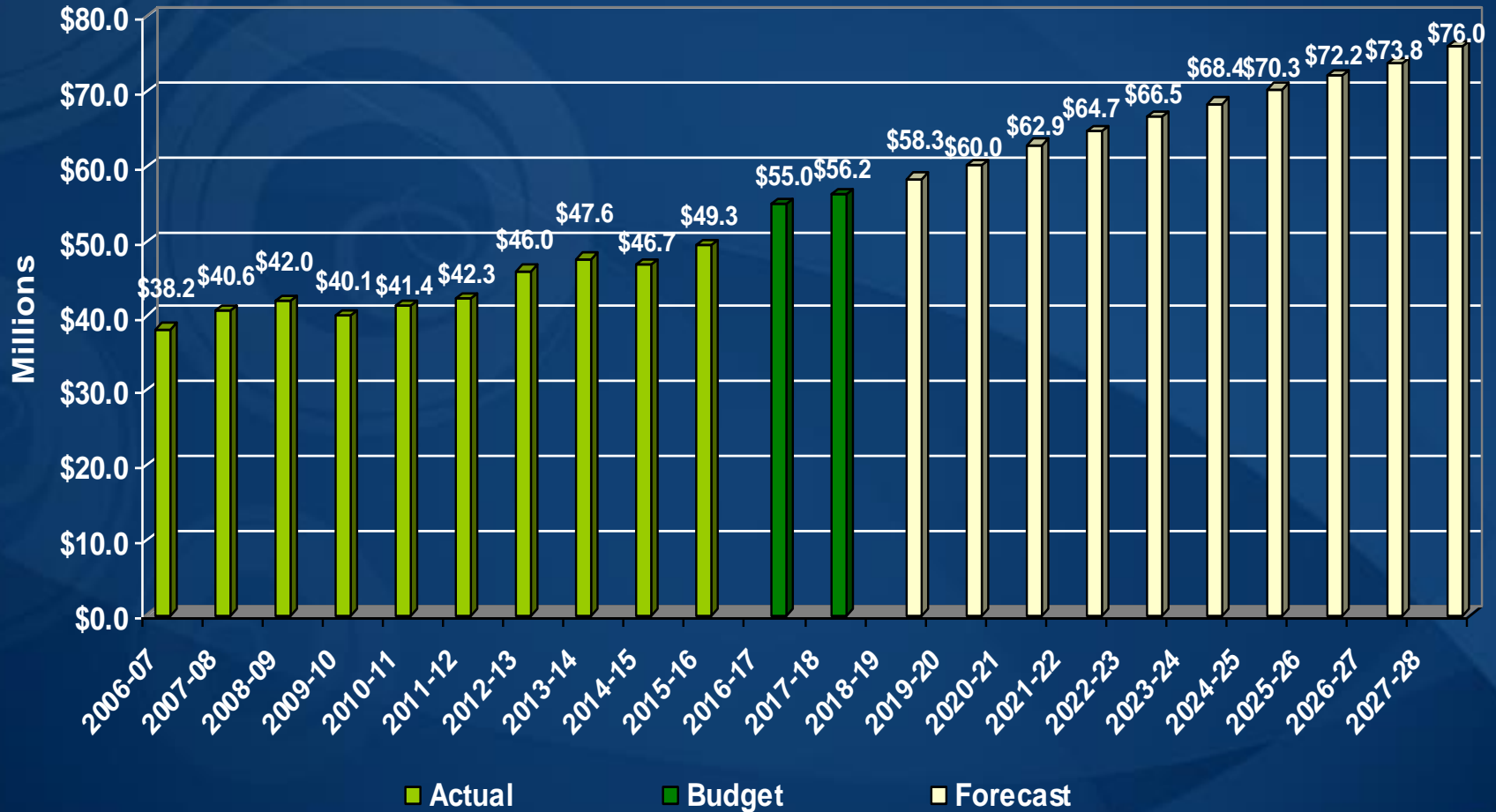


Other Use Category: Recreational, Industrial, Vacant, Unsecured Parcels

Misc. Property Taxes: Supplemental, Penalties, Delinquencies, H/O Exemptions, (AB 1x26), Admin Fees

FY 2017-18 General Fund Taxes

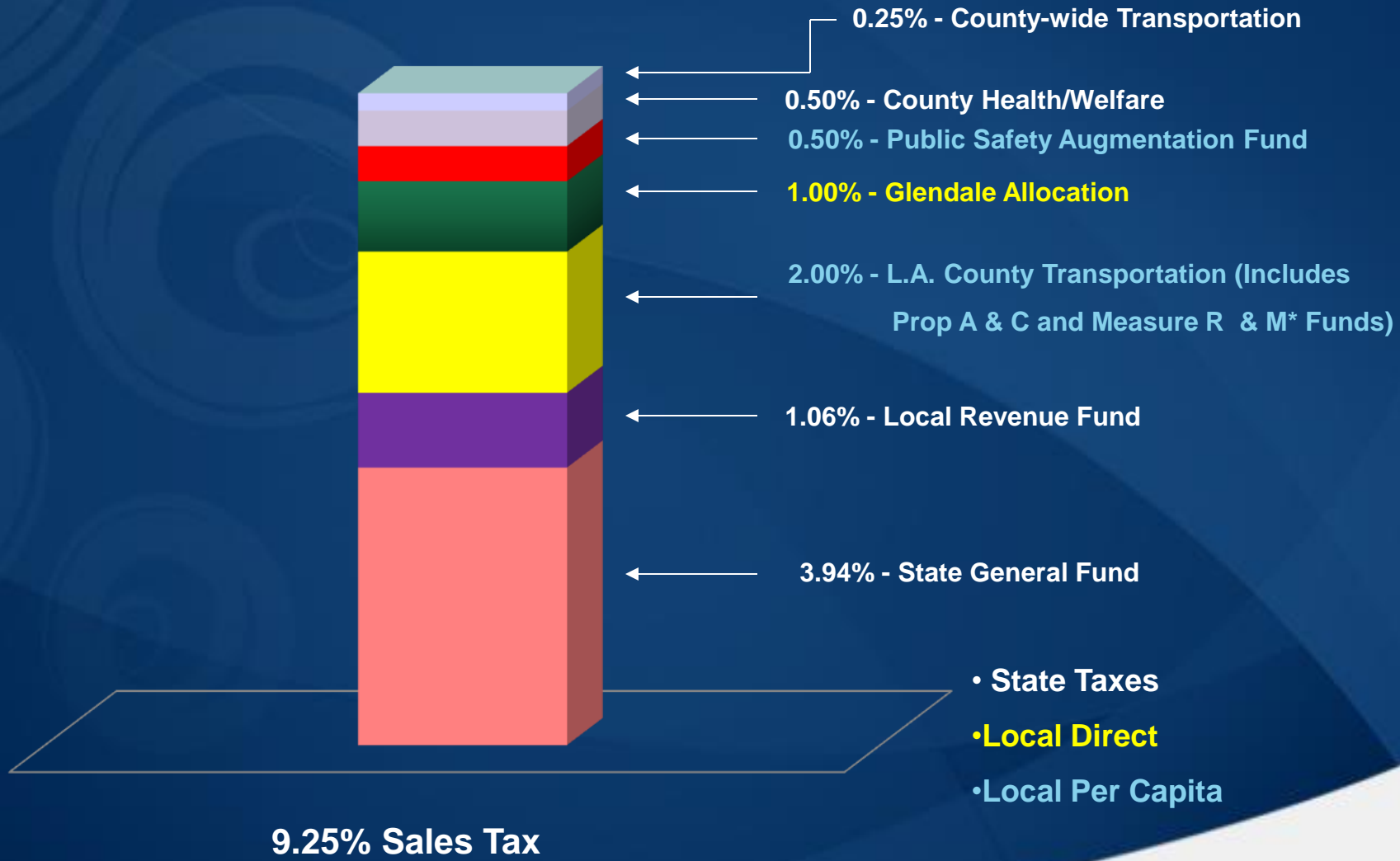
Property Tax Revenue Trend



Property taxes category assumes 3.1% average annual growth for the forecasted years

FY 2017-18 General Fund Taxes

Sales Tax Breakdown

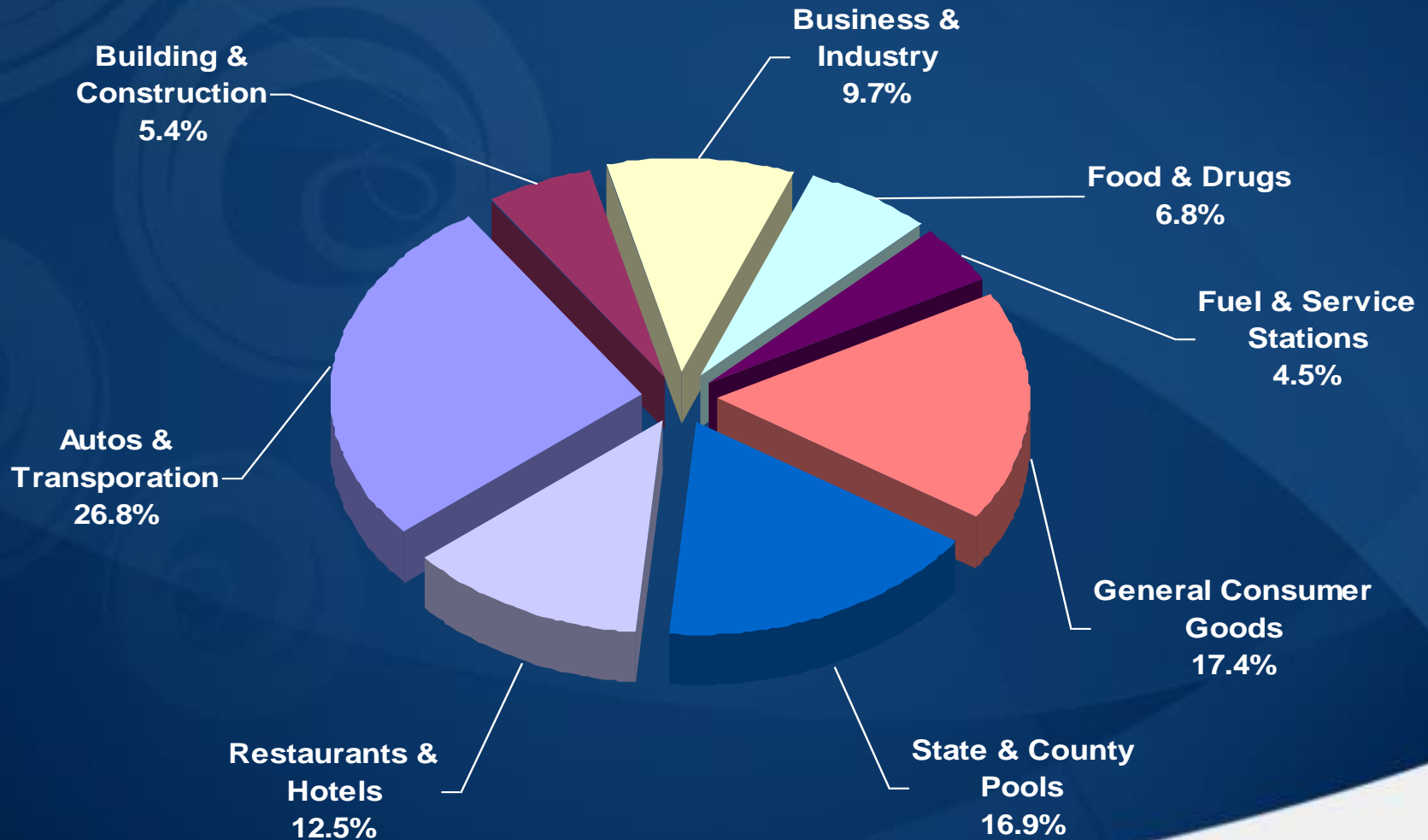


* Measure M (0.5%) becomes effective July 1, 2017.

FY 2017-18 General Fund Taxes

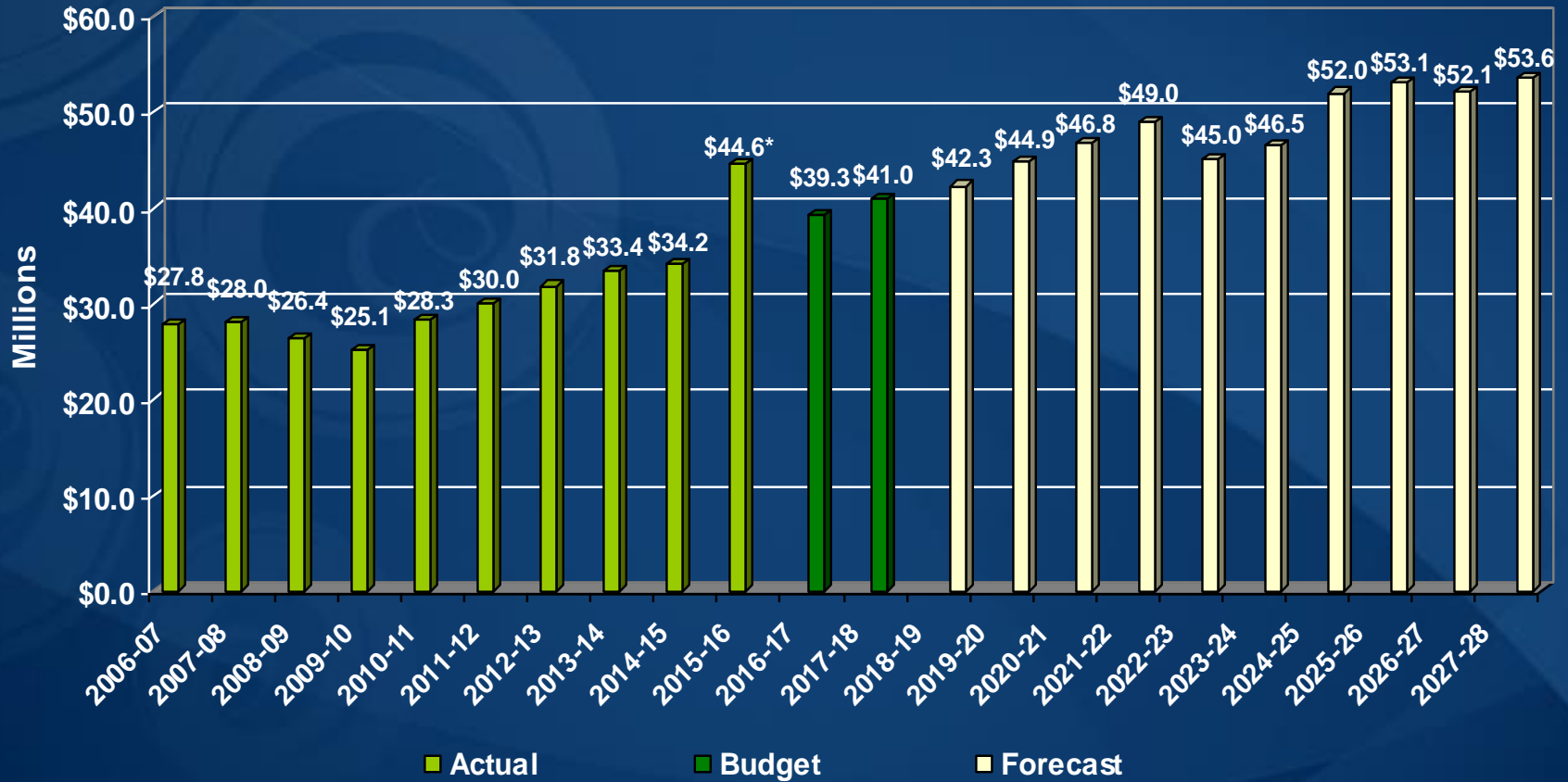
Sales Tax Revenues of \$41 Million

Major Industry Groups



FY 2017-18 General Fund Taxes

Sales Tax Revenue Trend



Sales taxes category assumes 2.8% average annual growth for the forecasted years

* FY 2015-16 increase is due to the winding down of Triple-Flip (One-time Revenue)

FY 2017-18 General Fund Taxes

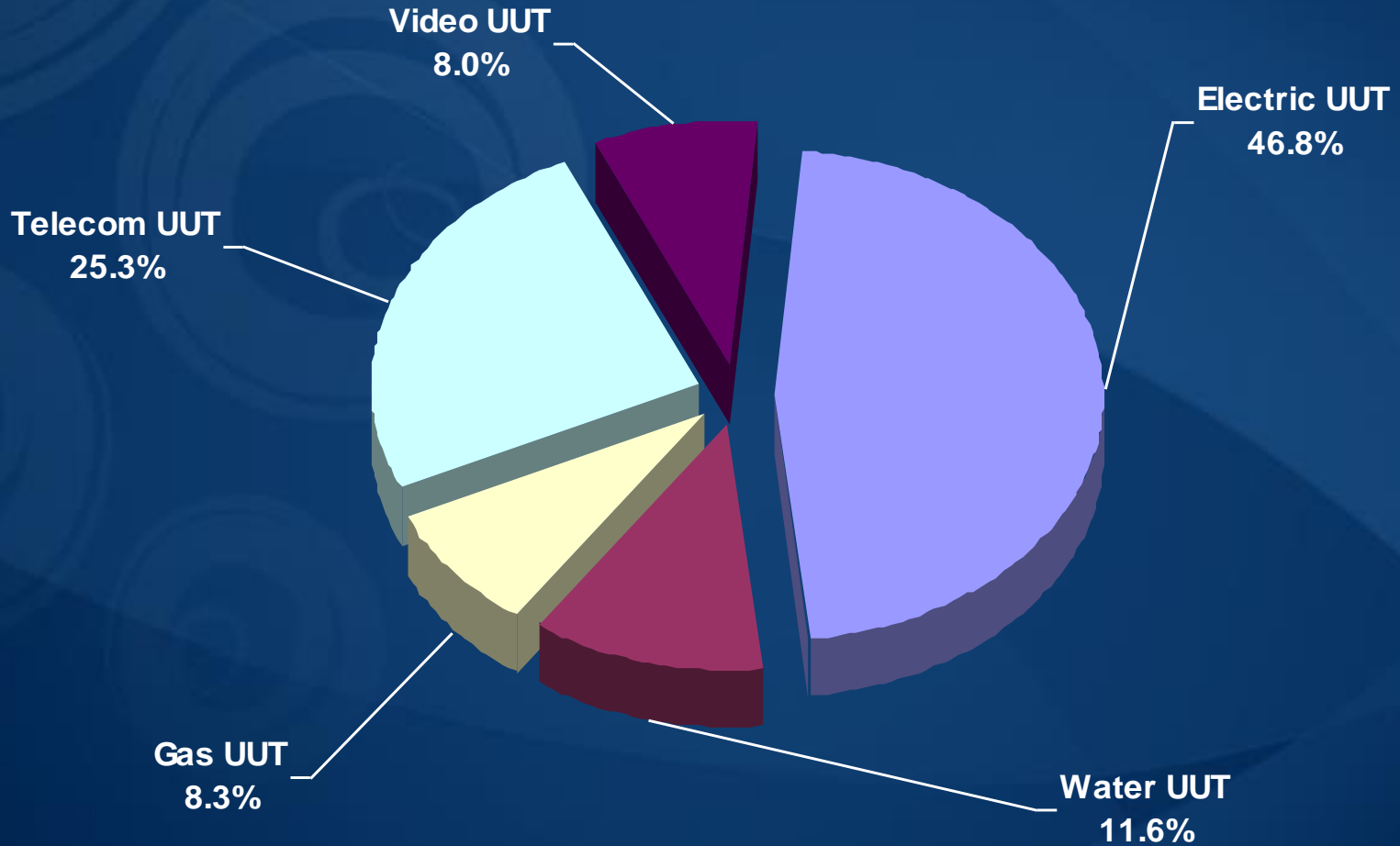
Utility Users Tax

	Glendale Tax	FY 2017-18 Proposed Rev.	% of UUT Revenues
Electricity	7.00%	\$ 14,070,000	46.8%
Water	7.00%	3,485,000	11.6%
Gas	7.00%	2,499,000	8.3%
Telecommunication	6.50%	7,600,000	25.3%
Video (Cable)	6.50%	2,400,000	8.0%
Total		\$ 30,054,000	

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

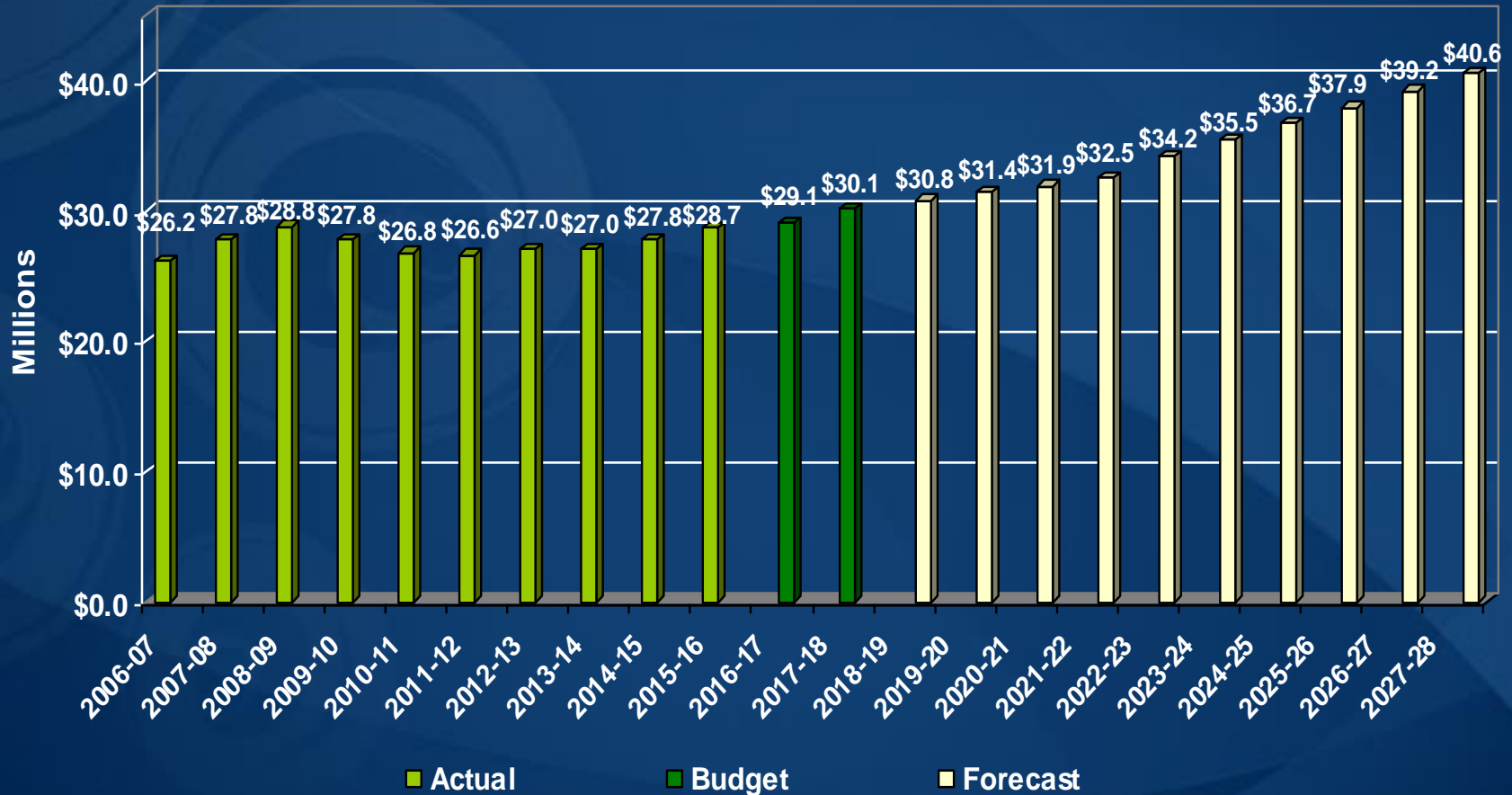
FY 2017-18 General Fund Taxes

Utility Users Tax Revenues of \$30 Million



FY 2017-18 General Fund Taxes

Utility Users Tax Revenue Trend



UUT category assumes 3.1% average annual growth for the forecasted years

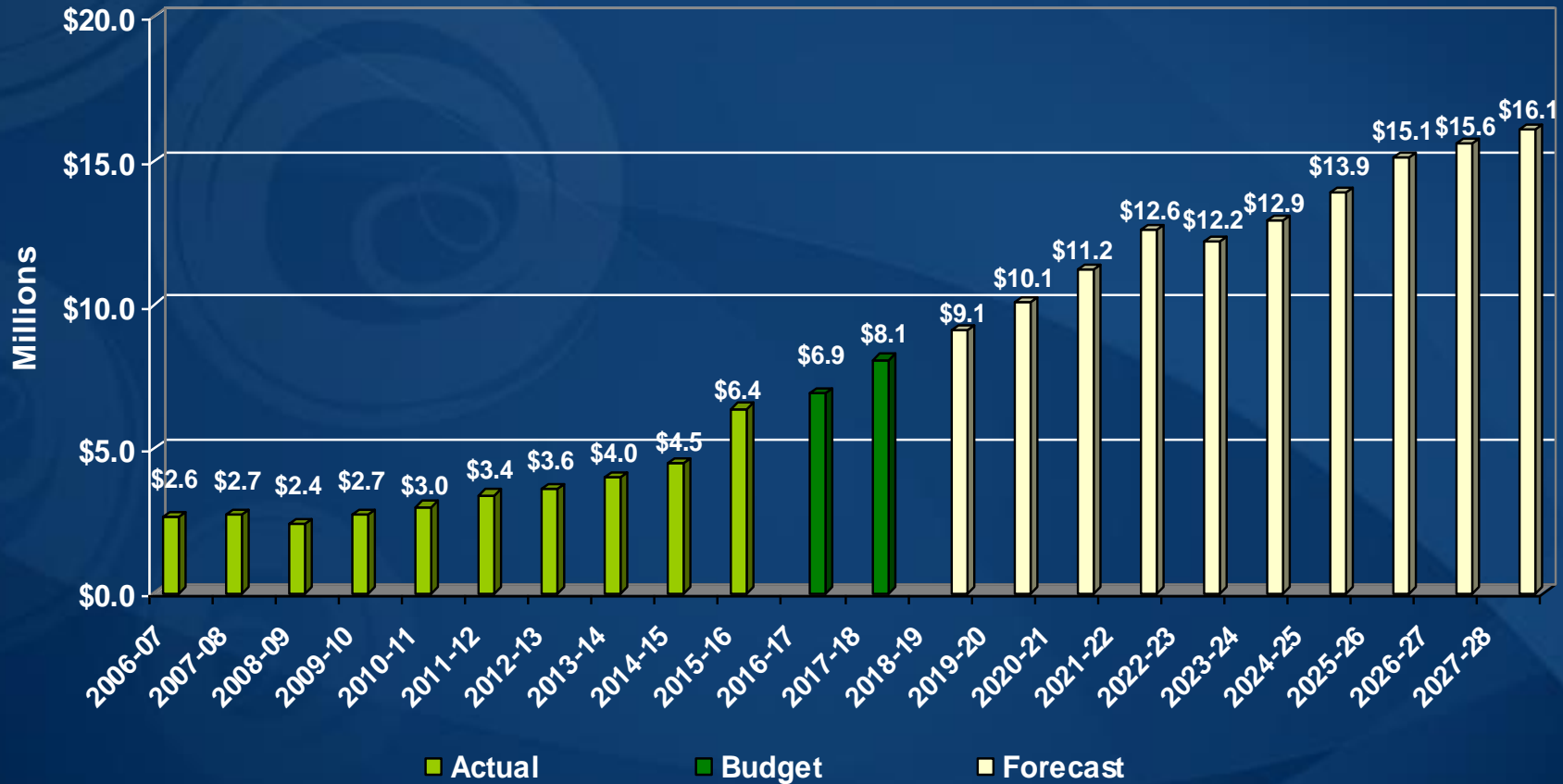
FY 2017-18 General Fund Taxes

Transient Occupancy Tax (TOT)

- The TOT is authorized under Glendale Municipal Code (GMC) Chapter 4.32
- Per GMC, hotel/motel operators in the City are required to charge the 12% TOT of the rent charged to 'Transient' guests
 - The TOT rate increase from 10% to 12% was voted on and approved by the residents of Glendale in April 2015
- 'Transient' is any person who exercises occupancy in a hotel/motel for a period of 30 consecutive calendar days or less
- The TOT is also known as a 'bed tax'
- Currently there are 25 hotels/motels in the City

FY 2017-18 General Fund Taxes

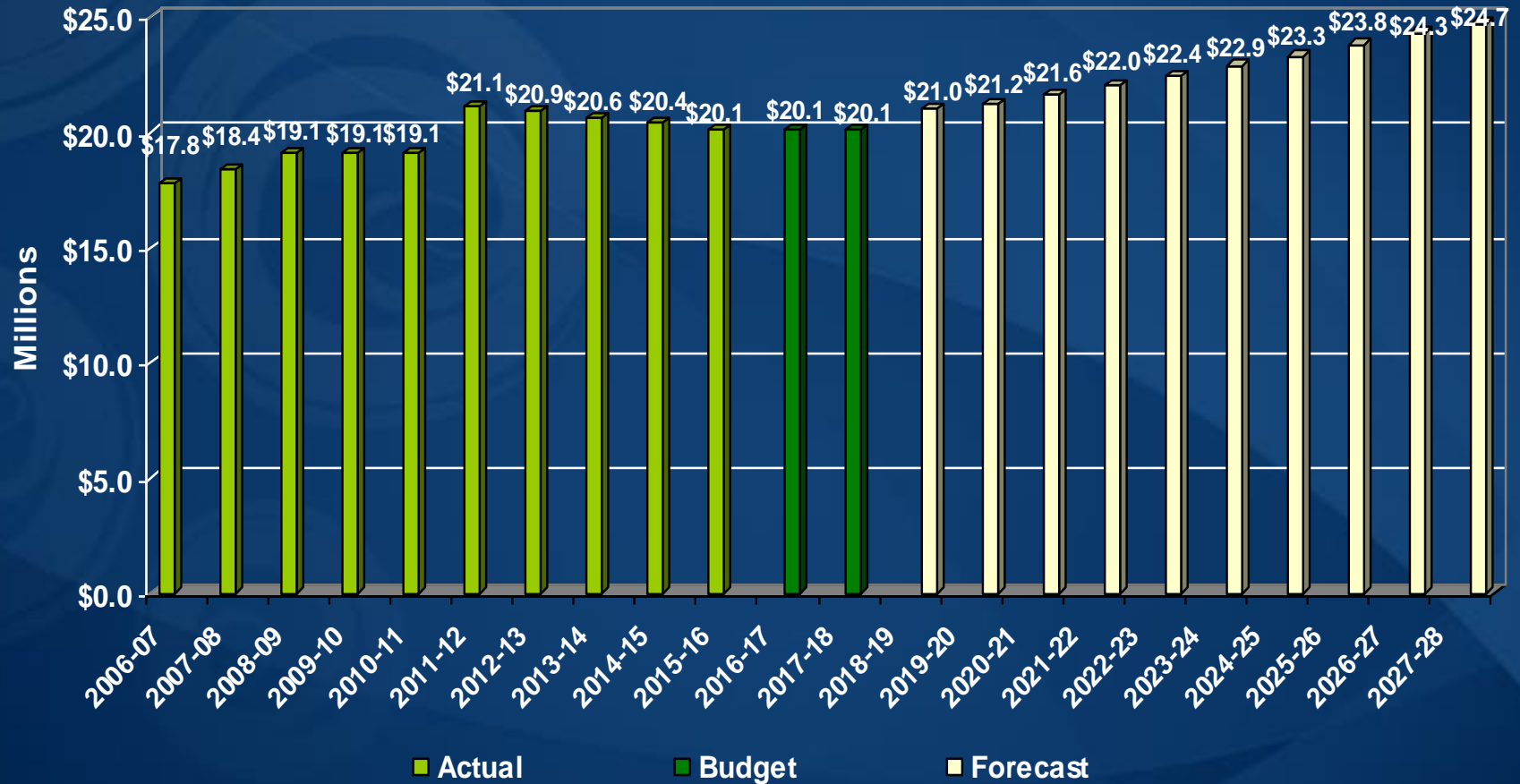
TOT Revenue Trend



TOT category assumes 8.3% average annual growth for the forecasted years

FY 2017-18 General Fund Taxes

Electric Fund Transfer Revenue Trend



Electric Fund Transfer category assumes 1.9% average annual revenue growth for the forecasted years

Tri City Property Tax Comparison

City Profile

	Glendale	Burbank	Pasadena
Area	30.58 sq. ml.	17.38 sq. ml.	23.13 sq. ml.
No. of Parcels	44,564	28,901	38,921
Net Taxable Value	\$28,721,609,072	\$21,456,853,618	\$21,939,909,931
% of Taxable Value:			
Residential	70%	55%	70%
Commercial	20%	23%	22%
Industrial	3%	9%	2%
All Other	7%	13%	6%

Tri City Revenue Comparison – General Fund

FY 2016-17 Adopted Budgets

	<u>Glendale</u>	<u>%*</u>	<u>Burbank</u>	<u>%</u>	<u>Pasadena</u>	<u>%</u>
Population:	199,182		105,110		142,250	
Property Tax	\$ 54,592,500	28%	\$ 40,550,000	25%	\$ 56,674,000	24%
Sales Tax	39,208,000	20%	32,197,000	20%	35,469,000	15%
UUT	28,745,000	15%	20,130,000	12%	30,401,000	13%
TOT	6,000,000	3%	9,529,000	6%	14,639,000	6%
Parking Tax	-		2,960,000	2%	-	
Business Tax	-		2,405,000	1%	5,875,000	2%
Licenses & Permits	8,953,000	5%	2,515,000	2%	3,487,000	1%
Other Revenues	34,052,797	18%	44,693,000	27%	71,463,000	30%
Subtotal	\$ 171,551,297		\$ 154,979,000		\$ 218,008,000	
Transfers:						
Utilities	21,306,230**	11%	9,183,000	6%	19,830,000	8%
Total Revenues	\$ 192,857,527		\$ 164,162,000		\$ 237,838,000	

* Percent of total revenues for each City

** Includes Refuse and Electric

Tri City Per Capita FY 2016-17

	<u>Glendale</u>	<u>Burbank</u>	<u>Pasadena</u>
Population:	198,182	105,110	142,250
Property Tax	\$ 274	\$ 386	\$ 398
Sales Tax	197	306	249
UUT	144	192	214
TOT	30	91	103
Parking Tax	-	28	-
Business Tax	-	23	41
Licenses & Permits	45	24	25
Other Revenues	171	425	502
Subtotal	\$ 861	\$1,474	\$1,533
Transfers:			
Utilities	107	87	139
Total	\$ 968	\$1,562	\$1,672

Tri City Revenue Comparison

Other Taxes & Assessments

	Glendale	Burbank	Pasadena
Occupancy Tax	12%	10%	12.11%
Tourism District Assessment	-	1%	2.89%
Parking Tax	-	12%	-
Business Tax:			
Flat Charges	-	\$96.95	\$157.93 - \$419.40
Per Employee Charge	-	\$9.00 - \$11.80	\$31.36 - \$209.17
No. of Businesses	9,000	12,000	15,000
No. of Employees	100,000	95,000	110,000

FY 2017-18 Departmental Dashboards



Administrative Services



Administrative Services (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 3,922,715
▪ M&O	994,996
▪ Capital Outlay	-
▪ Capital Improvement	-
Total Budget	\$ 4,917,711

Personnel		
Executive	1.00	2.9%
Management	7.80	22.3%
Non-Management	25.55	73.2%
Hourly FTE	0.56	1.6%
Total	34.91	100.0%

	Key Performance Indicator	2014-15 Actual	2015-16 Actual	1st Quarter	2nd Quarter	3rd Quarter	Projected 4th Quarter	Projected 2016-17 Actual
1	# of employees with open P-Cards citywide	211	234	243	237	244	241	241
2	Avg. P-Card purchase amount	\$224.69	\$186.26	\$203.93	\$213.89	\$222.09	\$213.03	\$213.03
3	Avg. calendar days from approved requisition to PO issued	16	15	15	17	14	15	15
4	Citywide personnel cost	\$217,712,150	\$221,667,027	\$58,269,619	\$59,727,789	\$59,727,789	\$59,241,732	\$236,966,929
5	Citywide personnel cost to total Operating cost	35%	37%	36%	37%	37%	37%	37%

Administrative Services (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 5,341,567	\$ 4,917,711	\$ (423,856)	(7.9%)

City Attorney



City Attorney (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 3,869,140
▪ M&O	7,972,850
▪ Capital Outlay	-
▪ Capital Improvement	-
Total Budget	\$ 11,841,990

Personnel		
Executive	1.00	5.1%
Management	8.00	40.5%
Non-Management	9.31	47.2%
Hourly FTE	1.42	7.2%
Total	19.73	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	# of claims received	232	131	51	57	35	48	191
2	# of claims closed	276	148	62	77	82	74	295
3	# of lawsuits received	22	11	1	5	2	3	11
4	# of lawsuits closed	19	20	11	8	1	7	27
5	# of Legal Service Requests Received	672	306	242	179	185	202	808
6	# of Legal Service Requests Closed	582	270	226	168	186	193	773

City Attorney (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 3,548,439	\$ 3,693,779	\$ 145,340	4.1%
612 - Liability Insurance Fund	8,632,422	8,148,211	(484,211)	(5.6%)
Total Budget	\$ 12,180,861	\$ 11,841,990	\$ (338,871)	(2.8%)

City Clerk



City Clerk (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 743,272
▪ M&O	682,831
▪ Capital Outlay	-
▪ Capital Improvement	-
Total Budget	\$ 1,426,103

Personnel		
Executive	1.00	9.9%
Management	1.00	9.9%
Non-Management	4.30	42.7%
Hourly FTE	3.78	37.5%
Total	10.08	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Total Public Records Requests received	410	702	157	173	188	173	691
2	Total Public Records Requests provided	409	698	156	173	188	172	689
3	# of Filming Permits issued	244	289	78	56	83	72	289
4	# of Special Event Permits issued	169	143	49	38	18	35	140
5	Total # of agenda items processed	227	363	91	87	57	78	313

City Clerk (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 1,349,630	\$ 1,426,103	\$ 76,473	5.7%

City Treasurer



City Treasurer (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 639,607
▪ M&O	111,655
▪ Capital Outlay	-
▪ Capital Improvement	-
Total Budget	\$ 751,262

Personnel		
Executive	1.00	19.4%
Management	1.00	19.4%
Non-Management	3.00	58.1%
Hourly FTE	0.16	3.1%
Total	5.16	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Median weighted avg. time for maturity of City portfolio	23.1 months	22.5 months	17.6 months	19.4 months	24.1 months	20.4 months	20.4 months
2	Total investment earnings per quarter (millions)	\$3,955,795	\$5,403,266	\$1,541,252	\$1,684,534	\$1,943,310	\$1,723,032	\$ 6,892,128
3	Rate of return on City Portfolio per quarter (%)	1.08%	1.24%	1.29%	1.37%	1.52%	1.60%	1.45%
4	# of ACH/bank wire payments processed (Incoming)	N/A	N/A	897	1,031	1,096	1,008	4,032
5	# of bank wire payments processed (Outgoing)	N/A	N/A	206	159	178	181	724
6	# of checks processed for deposit	N/A	N/A	4,992	3,857	4,683	4,511	18,043

City Treasurer (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 742,164	\$ 751,262	\$ 9,098	1.2%

Community Development



Community Development (1 of 3)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 16,526,677
▪ M&O	55,317,450
▪ Capital Outlay	1,230,000
▪ Capital Improvement	2,717,500
Total Budget	\$ 75,791,627

Personnel		
Executive	1.00	0.7%
Management	17.10	12.0%
Non-Management	100.99	71.2%
Hourly FTE	22.81	16.1%
Total	141.90	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Total # of building permits issued (all types)	2,871	3209	849	800	722	790	3,161
2	Avg. valuation per building permit	\$113,723	\$69,880	\$120,759	\$45,118	\$135,121	\$100,333	\$100,333
3	Avg. days to complete building plan check	27 days	27 days	27 days	25 days	33 days	28 days	28 days
4	# of requests for service received	14,333	15,566	2,716	2,612	1,557	2,295	9,180
5	# of code enforcement inspections completed	17,239	19,173	4,391	3,481	2,641	3,504	14,017

Community Development (2 of 3)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 14,943,660	\$ 16,236,475	\$ 1,292,815	8.7%
202 - Housing Assistance Fund	32,780,950	32,511,799	(269,151)	(0.8%)
203 - Home Grant Fund	1,196,718	958,800	(237,918)	(19.9%)
209 - Affordable Housing Trust Fund	-	20,000	20,000	N/A
212 - BEGIN Affordable Homeownership Fund	89,520	300,000	210,480	235.1%
213 – Low & Mod Income Housing Fund	370,658	1,612,257	1,241,599	335.0%
216 - Grant Fund	198,000	923,618	725,618	366.5%
217 - Filming Fund	526,212	481,604	(44,608)	(8.5%)
222 – Measure M Local Return Fund	-	1,911,100	1,911,100	N/A

Community Development (3 of 3)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
251 - Air Quality Improvement Fund	\$ 330,089	\$ 326,978	\$ (3,111)	(0.9%)
254 - Measure R Local Return Fund	2,409,800	400,904	(2,008,896)	(83.4%)
256 - Transit Prop A Local Return Fund	7,197,820	4,202,315	(2,995,505)	(41.6%)
257 - Transit Prop C Local Return Fund	3,950,256	4,005,369	55,113	1.4%
258 - Transit Utility Fund	9,604,404	9,944,008	339,604	3.5%
409 – CIP Reimbursement Fund	-	1,556,400	1,556,400	N/A
410 - San Fern. Corr. Tax Share Fund	-	400,000	400,000	N/A
Total Budget	\$73,598,087	\$ 75,791,627	\$ 2,193,540	3.0%

Community Services & Parks



Community Services & Parks (1 of 3)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 15,614,778
▪ M&O	11,655,171
▪ Capital Outlay	-
▪ Capital Improvement	3,985,563
Total Budget	\$ 31,255,512

Personnel		
Executive	1.00	0.4%
Management	18.10	7.1%
Non-Management	81.15	31.6%
Hourly FTE	156.41	60.9%
Total	256.66	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Facility Rental Revenue: Non-Sports Fields	\$1,027,667	\$1,096,787	\$254,754	\$192,166	\$262,020	\$236,313	\$945,253
2	Facility Rental Revenue: Sports Fields	\$436,700	\$707,548	\$181,876	\$158,981	\$167,995	\$169,617	\$678,469
3	Duplicated Participants : Contract classes	1,638	1,574	486	324	397	402	1,609
4	Duplicated Participants: Rec. classes	35,538	61,846	25,259	12,153	11,690	16,367	65,469
5a	Avg. starting wage of Verdugo Jobs Ctr. participants <i>before</i> training	\$13.19	\$14.52	\$12.72	\$14.02	\$13.47	\$13.40	\$13.40
5b	Avg. starting wage of Verdugo Jobs Center Participants <i>after</i> Training	\$25.64	\$30.13	\$15.60	\$40.25	\$19.02	\$24.96	\$24.96

Community Services & Parks (2 of 3)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 12,631,020	\$ 12,303,470	\$ (327,550)	(2.6%)
201 - CDBG Fund	1,643,605	1,674,621	31,016	1.9%
204 - Continuum of Care Grant Fund	2,319,804	1,524,809	(794,995)	(34.3%)
205 - Emergency Solutions Grant Fund	142,237	180,382	38,145	26.8%
206 - Workforce Innovation & Opportunity Act	5,505,000	5,822,971	317,971	5.8%
211 - Glendale Youth Alliance Fund	1,905,519	1,904,061	(1,458)	(0.1%)
270 - Nutritional Meals Grant Fund	430,827	442,712	11,885	2.8%

Community Services & Parks (3 of 3)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
401 - Capital Improvement Fund	\$ 1,400,000	\$ 3,171,771	\$ 1,771,771	126.6%
405 - Parks Mitigation Fee Fund	16,173,000	-	(16,173,000)	(100.0%)
501 - Recreation Fund	3,579,584	4,230,715	651,131	18.2%
Total Budget	\$ 45,730,596	\$ 31,255,512	\$ (14,475,084)	(31.7%)

Fire Department



Fire Department (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 52,859,972
▪ M&O	11,562,734
▪ Capital Outlay	3,240,628
▪ Capital Improvement	698,000
Total Budget	\$ 68,361,334

Personnel		
Executive	1.00	0.4%
Management	10.00	4.0%
Non-Management	198.00	78.3%
Hourly FTE	43.69	17.3%
Total	252.69	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Total calls for Fire Department service	18,798	19,574	4,798	4,900	5,004	4,901	19,603
2	Avg. return time per plan check submittal (days)	19.5	31	30	35	42	36	36
3	Avg. time to arrive on scene for EMS calls	0:03:49	0:03:51	0:03:50	0:03:54	0:03:54	0:03:53	0:03:53
4	Avg. time to arrive on scene for Fire calls	0:04:19	0:04:29	0:04:26	0:04:35	0:04:32	0:04:31	0:04:31
5	Total overtime hours worked	164,439	186,783	55,604	45,694	42,238	47,845	191,381
6	Total overtime cost	\$7,111,137	\$9,231,712	\$3,008,991	\$2,369,582	\$2,105,342	\$2,494,638	\$9,978,553



Fire Department (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 48,702,523	\$ 58,345,524	\$ 9,643,001	19.8%
265 - Fire Grant Fund	-	4,400	4,400	N/A
266 - Fire Mutual Aid Fund	250,000	300,001	50,001	20.0%
267 - Special Events Fund	5,545	23,523	17,978	324.2%
401 - Capital Improvement Fund	551,000	663,000	112,000	20.3%
510 - Hazardous Disposal Fund	1,534,266	1,640,565	106,299	6.9%
511 – EMS Fund*	5,917,304	-	(5,917,304)	(100.0%)
701 - Fire Communication Fund	4,342,264	7,384,321	3,042,057	70.1%
Total Budget	\$ 61,302,902	\$ 68,361,334	\$ 7,058,432	11.5%

* Emergency Medical Services Fund will be included in the General Fund beginning FY 2017-18

Glendale Water & Power



Glendale Water & Power (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 44,366,092
▪ M&O	255,658,179
▪ Capital Outlay	2,392,000
▪ Capital Improvement	10,367,781
▪ Transfers	20,160,000
Total Budget	\$ 332,944,052

Personnel		
Executive	1.00	0.3%
Management	24.00	7.0%
Non-Management	303.50	88.0%
Hourly FTE	16.26	4.7%
Total	344.76	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Water produced from Verdugo Basin (acre ft.)	1,104	951	188	223	234	215	859
2	Water imported from MWD (acre ft.)	17,060	13,992	4,276	3,421	2,585	3,427	13,709
3	# of unscheduled water outages	9	11	1	5	6	4	16
4	Total O&M expense per kWh sold	\$0.15	\$0.18	\$0.16	\$0.19	\$0.19	\$0.18	\$0.18
5	# of preventable electrical outages	0	2	1	4	0	2	7
6	# of transformer failures	13	19	0	3	7	3	13



Glendale Water & Power (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
291 – Elec. Public Benefit Fund*	\$ 7,711,563	\$ 8,284,181	\$ 572,618	7.4%
582 – Elec. Works Rev. Fund*	251,103,371	258,624,130	7,520,759	3.0%
583 – Elec. Depreciation Fund*	15,768,182	6,485,320	(9,282,862)	(58.9%)
585 – Elec. Customer Capt'l. Fund*	1,894,751	1,819,781	(74,970)	(4.0%)
592 - Water Works Rev. Fund*	51,977,680	53,275,960	1,298,280	2.5%
593 - Water Depreciation Fund*	4,222,618	2,983,680	(1,238,938)	(29.3%)
595 - Water Customer Capt'l. Fund*	1,469,640	1,471,000	1,360	0.1%
Total Budget	\$ 334,147,805	\$ 332,944,052	\$(1,203,753)	(0.4%)

* New Fund numbers beginning FY 2017-18

Human Resources



Human Resources (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 3,261,461
▪ M&O	48,362,908
▪ Capital Outlay	-
▪ Capital Improvement	-
Total Budget	\$ 51,624,369

Personnel		
Executive	1.00	3.9%
Management	4.00	15.6%
Non-Management	18.90	73.6%
Hourly FTE	1.77	6.9%
Total	25.67	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Citywide management percentage	14%	13%	11%	11%	11%	11%	11%
2	Total # of employment applications filed	9,615	11,328	2,538	2,120	3,361	2673	10,692
3	# of Glendale University classes offered	74	108	16	41	18	25	100
4	Total # of sick leave hours used	65,358	75,876	16,240	18,278	17,266	17,261	69,045
5	# of new workers' comp. claims	214	247	52	66	47	55	220
6	Median incurred per open workers' comp. claim	\$50,312	\$52,305	\$49,567	\$64,722	\$71,098	\$61,796	\$61,796



Human Resources (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 2,654,861	\$ 2,997,059	\$ 342,198	12.9%
610 - Unemployment Ins. Fund	78,243	75,020	(3,223)	(4.1%)
614 - Compensation Ins. Fund	12,928,223	13,513,294	585,071	4.5%
615 - Dental Ins. Fund	1,655,291	1,490,082	(165,209)	(10.0%)
616 - Medical Ins. Fund	35,101,482	25,774,990	(9,326,492)	(26.6%)
617 - Vision Ins. Fund	294,568	261,840	(32,728)	(11.1%)
640 - Compensated Absences	4,317,791	5,261,012	943,221	21.8%
641 - RHSP Benefits Fund	2,017,690	2,028,643	10,953	0.5%
642 - Post Emp. Benefits	2,220,175	222,429	(1,997,746)	(90.0%)
Total Budget	\$ 61,268,324	\$ 51,624,369	\$ (9,643,955)	(15.7%)

Information Services



Information Services (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 6,646,129
▪ M&O	15,290,915
▪ Capital Outlay	2,151,582
▪ Capital Improvement	-
Total Budget	\$ 24,088,626

Personnel		
Executive	1.00	2.2%
Management	6.00	13.1%
Non-Management	35.00	76.4%
Hourly FTE	3.78	8.3%
Total	45.78	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Percentage of staffing costs to IS department budget	28%	27%	32%	29%	28%	30%	30%
2	ISD Department budget as a % of citywide budget	3.5%	2.8%	2%	2%	2%	2%	2%
3	Avg. time to close an AIMS ticket (in minutes)	69.0	60.3	75	72	60	69	69
4	# of calls received by the Help Desk	7,270	6,565	1,679	1,474	1,373	1,509	6,035

Information Services (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
603 - ISD Infrastructure Fund	\$ 7,773,035	\$ 8,507,798	\$ 734,763	9.5%
604 - ISD Applications Fund	6,498,261	11,241,365	4,743,104	73.0%
660 - ISD Wireless Fund	3,192,028	4,339,463	1,147,435	35.9%
Total Budget	\$ 17,463,324	\$ 24,088,626	\$ 6,625,302	37.9%

Innovation, Performance & Audit



Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 1,119,353
▪ M&O	134,028
▪ Capital Outlay	-
▪ Capital Improvement	-
Total Budget	\$ 1,253,381

Personnel		
Executive	1.00	12.5%
Management	1.00	12.5%
Non-Management	4.00	50.0%
Hourly FTE	2.00	25.0%
Total	8.00	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Audits completed	11	8	0	1	1	4	3
2	Audit close-out rate	19%	21%	20%	45%	21%	29%	29%
3	Avg. # of open audit issues	39	33	24	14	11	16	16

* New department beginning FY 2017-18

Innovation, Performance & Audit (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ -	\$ 1,253,381	\$ 1,253,381	N/A*

* The budget for Internal Audit was previously under Administrative Services. The new department is effective 7/1/2017 and has a net impact of \$552K to the FY 2017-18 Proposed Budget.

Library, Arts & Culture



Library, Arts & Culture (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 6,657,950
▪ M&O	4,865,677
▪ Capital Outlay	-
▪ Capital Improvement	450,000
Total Budget	\$ 11,973,627

Personnel		
Executive	1.00	1.2%
Management	12.00	14.1%
Non-Management	34.00	40.1%
Hourly FTE	37.87	44.6%
Total	84.87	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Total circulation per capita	1.71	1.25	1.4	1.0	1.0	1.13	1.13
2	Avg. cost per operating hour	\$3,174	\$3,760	\$5,819	\$1,704	\$1,395	\$2,973	\$2,973
3	Total children's program attendance	35,164	37,075	8,505	15,706	16,015	13,409	53,635
4	Total adult program attendance	14,626	13,004	3,228	2,661	2,187	2,692	10,768
5	Total # of visits to the Library website	766,494	604,730	143,175	111,703	131,740	128,873	515,491

Library, Arts & Culture (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted		Proposed		Increase/(Decrease)		
	FY 2016-17		FY 2017-18		\$	%	
101 - General Fund	\$	9,594,695	\$	10,536,152	\$	941,457	9.8%
210 - Urban Art Fund		235,000		292,850		57,850	24.6%
275 - Library Fund		245,214		694,625		449,411	183.3%
401 - Capital Improvement Fund		350,000		200,000		(150,000)	(42.9%)
407 - Library Mitigation Fee Fund		555,000		250,000		(305,000)	(55.0%)
Total Budget	\$	10,979,909	\$	11,973,627	\$	993,718	9.1%

Management Services



Management Services (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 3,156,802
▪ M&O	1,219,321
▪ Capital Outlay	-
▪ Capital Improvement	-
Total Budget	\$ 4,376,123

Personnel		
Council	5.00	18.4%
Executive	4.00	14.7%
Management	2.00	7.4%
Non-Management	11.00	40.4%
Hourly FTE	5.21	19.1%
Total	27.21	100.0%

Key Performance Indicator	2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1 Total # of citizen service requests	340	509	184	196	207	196	783
2 % of citizen requests responded to in 10 days	99%	99%	100%	99%	98%	99%	99%
3 # of press releases distributed	122	182	51	40	50	47	188
4 # of GTV6 programs produced	124	124	38	34	28	33	133
5 Local govt. meetings broadcast (1 st run)	168	180	42	42	48	44	176

Management Services (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 4,392,282	\$ 4,376,123	\$ (16,159)	(0.4%)

Police Department



Police Department (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$69,317,826
▪ M&O	17,589,029
▪ Capital Outlay	1,640,000
▪ Capital Improvement	450,000
Total Budget	\$88,996,855

Personnel		
Executive	1.00	0.3%
Management	17.60	5.1%
Non-Management	322.00	92.2%
Hourly FTE	8.50	2.4%
Total	349.10	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	# of part 1 crimes – violent	198	210	57	57	81	65	260
2	# of part 1 crimes – property	3,212	3,617	809	846	792	816	3,263
3	Total felony arrests made	1,946	1,633	300	346	378	341	1,365
4	Total calls for service	126,894	121,157	29,227	26,777	29,586	28,530	114,120
5	Percentage of 911 calls answered within 10 seconds	98.26%	98.79%	99.51%	98.83%	98.89%	99.08%	99.08%
6	# of traffic incidents involving a pedestrian	116	113	13	24	27	21	85

Police Department (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 72,730,666	\$ 80,621,340	\$ 7,890,674	10.8%
260 - Asset Forfeiture Fund	568,473	775,200	206,727	36.4%
261 - Police Special Grants Fund	363,528	781,536	418,008	115.0%
262 - Supplemental Law Enf. Fund	397,501	436,196	38,695	9.7%
267 - Special Events Fund	301,940	457,771	155,831	51.6%
303 - Police Bldg. Project Fund	3,010,000	2,222,150	(787,850)	(26.2%)
401 - Capital Improvement Fund	-	450,000	450,000	N/A
602 - Joint Helicopter Operation	1,626,652	3,252,662	1,626,010	100.0%
Total Budget	\$ 78,998,760	\$ 88,996,855	\$ 9,998,095	12.7%

Public Works



Public Works (1 of 2)

Proposed 2017-18 Budget Summary

▪ Salaries & Benefits	\$ 28,820,752
▪ M&O	62,225,280
▪ Capital Outlay	9,665,000
▪ Capital Improvement	20,366,550
▪ Transfers	1,150,000
Total Budget	\$ 122,227,582

Personnel		
Executive	1.00	0.3%
Management	24.40	8.1%
Non-Management	259.30	85.7%
Hourly FTE	17.80	5.9%
Total	302.50	100.0%

Key Performance Indicator		2014-15 Actual	2015-16 Actual	1 st Quarter	2 nd Quarter	3 rd Quarter	Projected 4 th Quarter	Projected 2016-17 Actual
1	Total square feet of sidewalk replaced	203,171	67,003	22,881	25,000	15,793	21,225	84,899
2	% of scheduled vs. non-scheduled vehicle repairs	44%	45%	49%	48%	49%	49%	49%
3	Total square feet of potholes filled	14,553	9,923	2,219	2,596	3,074	2,630	10,519
4	Total tons of bulky and abandoned items collected	1,781	2,102	554	724	650	643	2,571

Public Works (2 of 2)

Proposed 2017-18 Budget Summary

	Adopted	Proposed	Increase/(Decrease)	
	FY 2016-17	FY 2017-18	\$	%
101 - General Fund	\$ 14,184,318	\$ 14,900,243	\$ 715,925	5.0%
253 - San Fern. Landscape Dist. Fund	89,986	91,457	1,471	1.6%
255 - Measure R Reg. Return Fund	-	1,765,000	1,765,000	N/A
401 - Capital Improvement Fund	2,479,000	2,616,100	137,100	5.5%
402 - State Gas Tax Fund	1,854,000	4,135,000	2,281,000	123.0%
409 - CIP Reimbursement Fund	-	566,550	566,550	N/A
520 - Parking Fund	8,829,655	9,853,989	1,024,334	11.6%
525 - Sewer Fund	30,480,999	32,803,047	2,322,048	7.6%
530 - Refuse Disposal Fund	24,657,570	28,721,438	4,063,868	16.5%
601 - Fleet Management Fund	16,023,658	18,228,087	2,204,429	13.8%
607 - Building Maintenance Fund	7,472,899	8,546,671	1,073,772	14.4%
Total Budget	\$ 106,072,085	\$ 122,227,582	\$ 16,155,497	15.2%

FY 2017-18 Budget Adoption Calendar

Slide 79

- May 16, Budget Study Session #3
 - Capital Improvement Program
 - Proposed New Fees & Increases
- June 6, Budget Hearing, 6:00 p.m.
- June 13, Budget Adoption, 6:00 p.m.

Questions & Comments