

City of Glendora

California



FISCAL YEAR
ADOPTED BUDGET **2016-2017**

Cover Art Credit

The Budget Cover was designed by graphic designer and City employee Greg Morton. The main image background highlights a beautiful Pink Trumpet tree that welcomes visitors to the south entrance of the Glendora Public Library, as the iconic Library Clock Tower stands guard.

The Glendora community has supported public libraries for over a century. It was 1903 when a group of 19 young women met to organize a club, calling themselves the Athena Club. The formation of a library was a main goal for the group. Less than a decade later, in 1912, the Glendora Woman's Club turned their own Library over to the City of Glendora for its financial support, and the Library was formally adopted as a City department.

After having outgrown several locations, the current Library location was built on Glendora Avenue between City Hall and the Police Department in 1971. The doors were opened to the public on February 28, 1972.

Photos throughout the budget document were taken by City employees, Craig Gill and Greg Morton. Photos represent drought tolerant landscaping and other iconic Glendora locations.

CITY of GLENDORA

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INTRODUCTION

USER GUIDE TO THE BUDGET

A local government budget is a plan to match existing resources with the needs of the community. The functions of local government stem from three levels of policy direction: federal, state and local. Within this intergovernmental system, local government has the responsibility to provide basic public services such as maintaining streets and roadways, providing traffic management systems, maintaining parks, providing water utility, providing community services, and ensuring public safety. Local government must also fulfill certain state and national policy objectives such as transportation and environmental protection while implementing the expectations and values of its citizens. This guide is designed to assist readers in understanding the information provided in the FY 2016-17 Budget, as well as how the document is organized.

INTRODUCTION

Provides a list of the City of Glendora elected and appointed officials, a description of the budget document, citywide organizational chart and information about the Glendora Community and the Government Finance Officers Association Distinguished Budget Presentation Award.

CITY MANAGER'S BUDGET MESSAGE

Provides an overview of the budget including a summary of critical economic issues. It includes information on core values and the strategic plan.

BUDGET GUIDE AND FINANCIAL POLICIES

Provides the budget guidelines and the basis for the budget document. Describes the City's financial management policies. Includes a budget calendar, debt limits, GANN Limit, resolutions, and other information.

FINANCIAL SUMMARIES

Provides a summary of the fund balance projections by fund, a comprehensive overview of revenues and expenditures for all funds, including a General Fund revenue overview, description of revenue assumptions and methodology used to develop revenue estimates, revenue summary by category, and historical trends and General Fund Five-Year budget projection.

CAPITAL IMPROVEMENT PROGRAM

Provides overview of the City's Capital Improvement Program (CIP). This section also includes a project description and cost, funding source and impacts on operations and maintenance costs.

DEPARTMENTAL SECTIONS

Presents summary information on the City's operating departments. Each section includes the department organizational chart, staffing, program descriptions, performance measurements, goals and objectives, major program expenditures.

- Legislative
- City Clerk
- City Manager
- Human Resources/Risk Management
- Finance
- Police
- Planning
- Public Works
- Library
- Community Services

PERSONNEL AND STAFFING

Presents a summary of funded personnel and a listing of full-time personnel classifications and part time staffing classifications with the position salary range.

APPENDIX

Provides demographic and statistical information on the City of Glendora and the glossary.

CITY of GLENDORA

INTRODUCTION

GFOA BUDGET AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendora, California, for its annual budget for FY 2015-16 beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.

CITY of GLENDORA

INTRODUCTION

ELECTED AND APPOINTED OFFICIALS



Gene Murabito
MAYOR



Gary Boyer
MAYOR PRO TEM



Judy Nelson
COUNCIL MEMBER



Mendell Thompson
COUNCIL MEMBER



Karen K. Davis
COUNCIL MEMBER

ADVISORY BODIES

- Community Services Commission
- Investment Advisory Committee
- Planning Commission
- Board of Library Trustees
- Water Commission

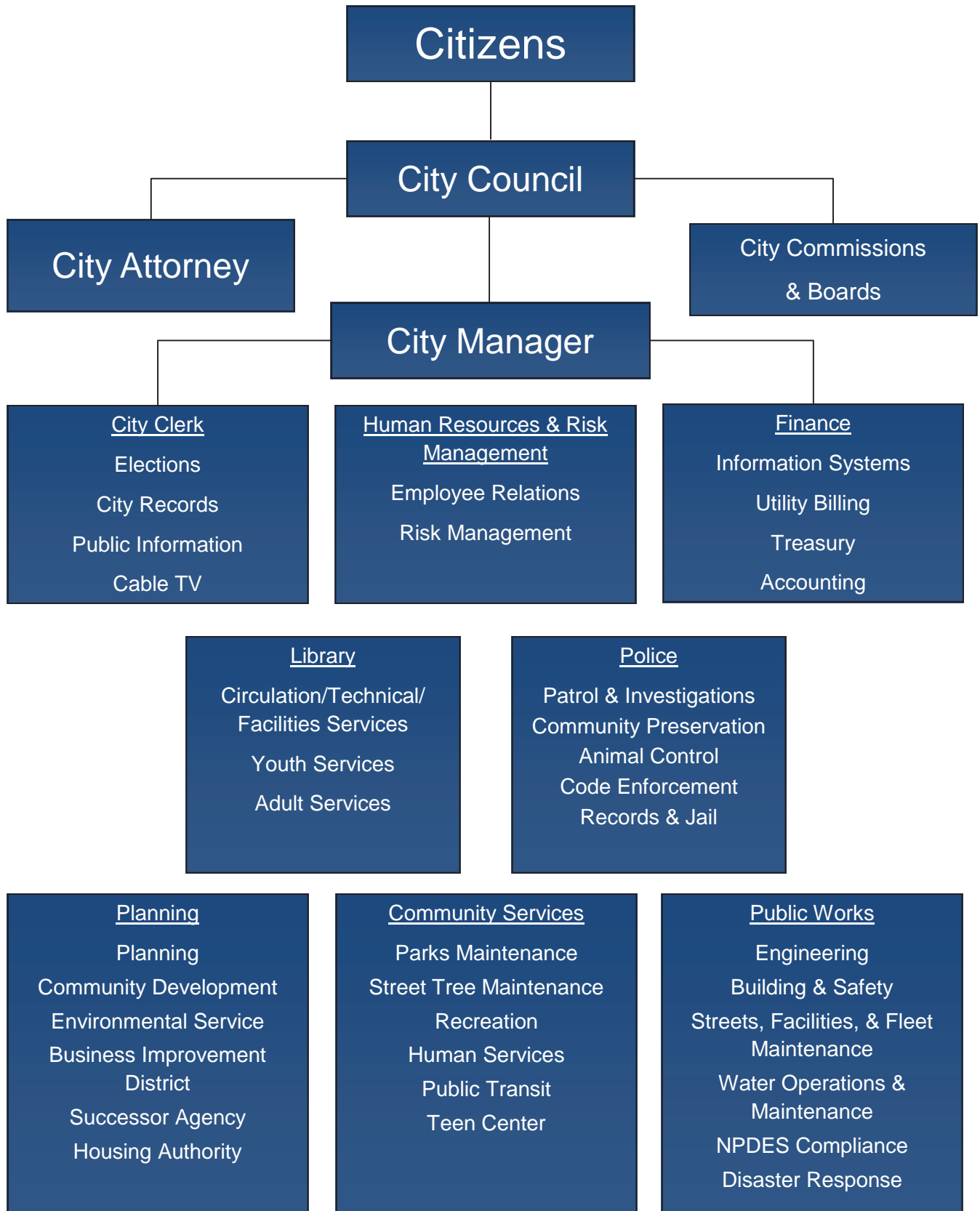
APPOINTED OFFICIALS & DEPARTMENT HEADS

Chris Jeffers.....	City Manager
Kathleen R. Sessman.....	City Clerk
Victoria Cross.....	Human Resources/Risk Management Director
June Overholt.....	Finance Director/City Treasurer
Tim Staab.....	Police Chief
Jeff Kugel.....	Planning Director
David Davies.....	Public Works Director
Janet Stone.....	Library Director
La Shawn Butler.....	Community Services Director

CITY of GLENDORA

INTRODUCTION

CITY-WIDE ORGANIZATIONAL CHART



CITY of GLENDORA

INTRODUCTION

GLENDORA, THE COMMUNITY

The City of Glendora is located in the eastern portion of the Los Angeles County metropolitan area, approximately 27 miles from downtown Los Angeles, and is accessible from all parts of Southern California by way of the Foothill (210) and Orange (57) freeways. Founded in 1887 and incorporated as a City in 1911, Glendora is known as the *Pride of the Foothills*.



Glendora was principally a citrus producing community with a population of 4,000 people until 1950. With the general population migration to California in the late 1950s, the citrus industry gave way to large scale residential development. Today, over 52,000 residents enjoy excellent public and private schools, lush parks, comprehensive community services, two modern hospitals, Citrus Community College, and one of the lowest crime rates in the nation.

The diversified business community of Glendora includes village-like neighborhood shopping districts, professional business centers, and corporate headquarters for major U.S. firms such as the California Portland Cement Company, Ormco Dental Specialties, and the National Hot Rod Association (NHRA). A major 100 acre retail commercial complex is located adjacent to the intersection of the two freeways serving Glendora in the southeast corner of the City. Major tenants include Wal-Mart, Home Depot, Barnes and Noble, Best Buy, Sam's Club, a five dealer auto center, numerous other shops and services, and a brand new AMC theater complex. Adjacent to this retail complex, the City recently completed an \$11 million renovation of the 26

acre Louie Pompei Sports Park with a multiple array of lighted baseball, soccer, and football sports fields.



Glendora is one of Southern California's most attractive residential communities, with a unique diversity of homes spanning a variety of income levels, from cozy turn-of-the-century craftsman style

cottages to prestigious executive estates. Glendora is truly a "community," fostered by superior educational, youth, family, and senior programs, active service organizations, and cultural resources. There is a strong, team-oriented relationship between business and municipal government, with accessible City leadership encouraging successful business development.

CITY of GLENDORA

INTRODUCTION

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CITY of GLENDORA

BUDGET MESSAGE

May 20, 2016



Honorable Mayor and City Council,

The Budget for Fiscal Year 2016-17 was developed adhering to Council's priorities by providing: mandated services; contract obligations; revenue-generating programs; limiting liability exposure; public safety; quality of life services; and community engagement. Wherever possible, we continue to reinvent how we do municipal government. The City was recognized as the Best Friendly City and the Best Downtown for 5 years (2012, 2013, 2014, 2015, and 2016) in the San Gabriel Valley, a Playful City USA for 5 years, Most Business Friendly City in Los Angeles County (population under 65,000) in 2014 (next time we are eligible to apply is in 2019 due to mandatory 5 year sit out period) and Tree City USA for 23 consecutive years. Other acknowledgements and awards are noted in the accomplishment section of the department/division pages. Our success is seen through residents who are very happy with Glendora's municipal services and the Glendora high quality of life. We hold true to our City motto as the *Pride of the Foothills*.

Glendora is a \$65 million public corporation of multiple funds and entities, including the Glendora Successor Agency and Glendora Housing Authority. Through fiscal prudence and sound financial planning, our municipal services continue to be exceptional in all areas of operations. This is possible with the wise guidance of the City Council, the proud support of the community and volunteers, and the daily efforts of our dedicated staff.

The budget provides valuable information in the budget message, financial summaries section and throughout. Each section is designed to provide information in multiple ways to assist the readers in understanding the complex operations that make up the City of Glendora government.

STRATEGIC PLAN

For the last six years, the City Council and the Executive Team have been engaged in Strategic Planning to guide the organizational endeavors within a long-range perspective to meet Glendora's needs both now and into the future. The following elements guide the City when making decisions:

Vision Statement

By 2018, Glendora will be a cohesive community with a high quality of life for current and future generations.

Mission Statement

The City of Glendora's mission is to provide the citizens and the business community effective municipal services while maintaining our historical sense of community values.

Core Values

**Fiscal Responsibility • Honesty and Integrity • Exemplary Customer Service
Open and Accessible Government • Accountability • Community Involvement**

Equipped with the Vision Statement, Mission Statement, and Core Values, the group periodically develops a set of Three-Year Goals that define annual work plans for each department. Individual Six-Month Objectives are established in support of each Three-Year Goal.

The 2016-2018 three-year goals (*not in priority order*) are:

**Enhance economic development with community involvement • Maintain financial stability
Maintain and improve the City's infrastructure and facilities • Enhance services to support the evolving community in a changing environment • Enhance internal and external communication**

The objectives determine the specific activities that will be accomplished by departments in meeting the Three-Year Goals. More information on the specific activities is presented in the department section of the budget.

CITY of GLENDORA

BUDGET MESSAGE

BUDGET DOCUMENT HIGHLIGHTS

The budget document has been updated in format and organization. Key changes and highlights include:

- Update to the overall look of the document – Contemporary, Arial font, increased font size for readability.
- Consolidation of single line item Divisions:
 - ◊ Emergency Preparedness moved under Police Administration.
 - ◊ Animal Control moved under Community Preservation.
 - ◊ Louis Pompei Memorial Sports Park moved under Parks.
- Consolidation of account numbers that were similar in nature – examples include:
 - ◊ Travel and meetings combined with Training and Education.
 - ◊ Office equipment combined with Office Supplies.
- Expenditure Explanations within each department provide more details.

Where consolidations of divisions and account numbers occurred, the prior year information was consolidated for consistency and reporting purposes. All historical data was preserved and is incorporated into the budget document.

Each year the budget is presented, it is updated with the goal that the format and content achieve transparency, ease of use, and understanding. Many of the content changes are recommended by the Government Finance Officers Association (GFOA) in an effort to continuously improve and raise the standard of the quality of the budget document.

GENERAL FUND HIGHLIGHTS

The General Fund is structurally balanced. Revenues exceed expenditures. The budgetary surplus /contingency of \$ 222,501 is 1% of the operating budget (less debt service). This is within the Budget surplus goal policy of 1% to 2%.

General Fund Revenues: \$27.8 million

The General Fund revenues are projected at \$27.8 million. Revenue projections are based on a number of factors that include trend analysis, professional judgement, and projections by the City's sales and property tax consultants. These estimates reflect the City's best estimate of available operating resources for the upcoming fiscal year. Economic improvements and expectations have been incorporated. Property tax revenues reflect the improvement in assessed values from the economy and developments. Several revenues show a decline, including Sales Tax estimates, which are based on in-depth analysis from our consultants. Permits, building and planning still show growth due to the existing developments in progress. Overall, Fiscal Year 2017 revenues show a net increase of 3% from the Fiscal Year 2016 midyear projects. Additional information and key highlights regarding the revenues are discussed in more detail in the Financial Summaries section of the budget document.

General Fund Expenditures: \$27.5 million

General Fund expenditures (including transfers out) are projected at \$27.5 million. The budget maintains the existing levels of service with some additions for staffing and operations as described below. Each year the departments evaluate and submit their departmental budgets and new requests. These requests are considered "Policy Issues" and represent new initiatives, service expansions, workload efficiencies, and/ or mandated funding requirements. The following operational requests were approved by the City Manager for inclusion in the General Fund budget.

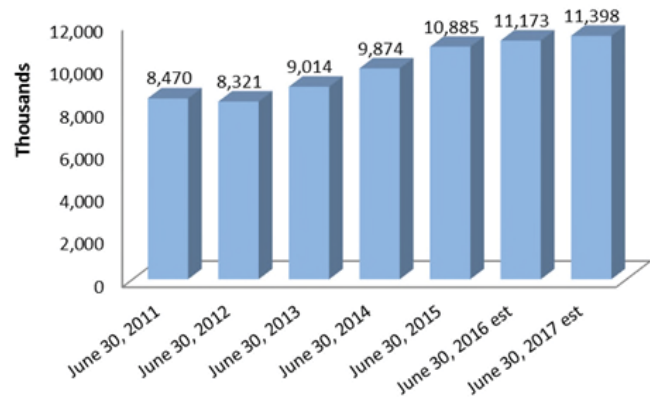
Increase in tree trimming costs due to State legislation regarding prevailing wages	\$ 95,084
Engineering consulting services for NPDES and the Gold Line	60,000
Overtime across various departments	4,200
Set aside for negotiations for various groups	223,400
Full time and Part time staffing in Planning, Police, Library, and Community Services.	39,600

CITY of GLENDORA

BUDGET MESSAGE

General Fund Reserves

The reserve policy was updated June 2015 to provide a range for the Emergency Contingency. The minimum was established at 30% and the maximum was set at 45%. By establishing a minimum to the policy, it acknowledges that there are circumstances like the Great Recession that may require use of reserves temporarily; however, immediate actions would be required to stop further use of the reserves to avoid going below the minimum. In addition, whenever the maximum goal is met, any excess amounts are designated for capital projects, storm water projects and addressing any internal service fund deficits. The full policy is provided in the budget guide section of this budget document.



General Fund Reserves	
Beginning available balance @ July 1, 2016 est.	\$ 11,173,279
Estimated Revenues	27,896,738
Estimated Expenditures	27,674,237
Budget surplus subtotal	222,501
Projected available reserves @ June 30, 2017	\$ 11,395,780

Reserves have been and continue to be a critical component in the fiscal stability of the City of Glendora. Reserves are relied upon to provide cash flow stability during the months when revenues are not available, such as, property tax revenues, which are received in the last seven months of the fiscal year. Reserves have been relied upon to minimize service cuts to the community due to the effects of the Great Recession and the elimination of redevelopment in California. Even so, as seen in the graph, the reserves have steadily grown since Fiscal Year 2011-12.

The General Fund reserves are estimated at \$11.4 million for Fiscal Year 2016-17, excluding the PERS reserve of \$1.1M and the Gold Line reserve of \$513,363. The budgeted reserves are projected at 44%.

The actual available reserves are always determined through the year-end closing and audit process. At that time, the Reserve policies are analyzed, applied where necessary and reported in the audited financial statements.

General Fund – Multi Year Projection

A five year forecast projection has been prepared and is included in the Financial Summaries section of the budget document. The forecast assists the policy makers and public to better appreciate the long-term impacts that policies and other factors outside the control of the City may have upon the financial resources. While forecasts are fluid, they do include the best available information from leading institutions and other independent sources to provide the most accurate picture possible.

OTHER FUND HIGHLIGHTS

Special Revenue Funds

Special Revenue Funds include budgets from revenue sources that are restricted in their use. Typically this includes grants and other dedicated sources used to pay for specialized operations, such as police services (Asset Forfeiture and grant funds), street operations and projects (Gas Tax, Measure R) and transit funding (Prop A and C), to name a few. The budgets in this category are typically self-balancing. Some of the funds may have a structural deficit in the proposed budgets due to utilizing funds received in a prior year. Grants that are awarded during the fiscal year are typically budgeted at the time the grant is awarded.

CITY of GLENDORA

BUDGET MESSAGE

Like the General Fund multi-year projections, we prepare internal projections for our key special revenue funds that are on-going in nature, such as, Gas Tax; Prop A & C (Transit) and Measure R. These funds provide critical resources for operations like street maintenance, transit operations and major street capital projects. Below are some observations highlighting these key Special Revenue Funds.

Streetlight and Landscape Assessment District Funding – In 2010, there was an effort to increase consumer levies by an average of \$12 per year for the Streetlight Assessment District that was defeated by the property owners. Since then, fund deficits in Fiscal Years 2010-11 and 2011-12 were avoided because of General Fund transferred \$78,000 and \$42,303, respectively. Reductions in service and delays in the implementation of Edison rate increases have allowed for a structurally balanced budget. For both districts, the increase in Edison rates will lead to a deficit budget. There are sufficient funds in reserves for the short term. However, the General Fund will be the funding source for future operations in the event service levels remain the same and costs continue to escalate unless there is an acceptance by benefiting property owners to fully carry the financial burden associated with these programs. During this budget cycle, staff will study both districts for the possibility of a new ballot effort.

Gas Tax Fund – The Gas Tax fund covers operations and capital projects related to street maintenance. The majority of the funds are used for maintenance with some annual allocations for capital projects. The State has taken action to reduce the allocation to Cities since FY14. Since that time, the revenues have dropped by \$600,000 leaving \$1 million available for operations and capital projects. There is a possibility that the City might get an additional \$272,964 assuming the Governors proposal is adopted. Because of the uncertainty, these extra funds were not included in the budget.

Asset Forfeiture Fund – Asset Forfeiture funds are currently being used for eligible overtime costs, supplies and equipment for the Police Department. Use of Asset Forfeiture Funds provides some relief to the General Fund. However, the revenue in this fund fluctuates from year to year due to the nature of cases and court proceedings. Federal action during the Fall of 2016 put this funding source at risk. The Federal government ultimately released the funds and the program appears to be back on track. Due to the successful efforts of the Police Department actively participating in cases resulting in asset forfeiture funds becoming available to the City of Glendora and as long as the Federal government does not end the program, the City should continue to benefit and receive this revenue.

Prop A & C (transit) – Funds from these Propositions that were passed by the voters in Los Angeles County are dedicated to fund transit costs associated with developing and/or improving local public transit, paratransit, and related transportation infrastructure, as well as, transit service and/or equipment purchases. The funds are the backbone that sustains the transit system in the City of Glendora. Without these funds, there would not be a transit system. Both funds show an operational deficit as a result of infrastructure investment. Capital projects being proposed for FY17 are described in the Capital Improvement Program section of the budget.

Measure R – Measure R increased the county sales tax from 8.25% to 8.75% (a half-cent increase) to fund transportation projects. Measure R funds are currently used for operational costs with staffing costs maintaining City streets. There is the possibility that the voters will have an opportunity to extend Measure R during the November 2016 elections. If approved, this could result in additional funding of up to \$1 million for streets and transportation projects.

Capital Project Funds

Capital Projects – Funding comes primarily from surplus revenues in the General Fund per the reserve policy. There is estimated available balance of \$2.7 million. Capital projects totaling \$539,600 are proposed for FY17 and are described in detail in the Capital Improvement Program section of the budget. The projects include facility projects (\$157,000), facility furniture (\$17,600), park projects (\$125,000) and street projects (\$240,000).



CITY of GLENDORA

BUDGET MESSAGE

Energy Efficient Project – The budget represents debt service payments on the financing obtained to do the project. The funding for the payment comes from a transfer from the General Fund and Water Fund.

Enterprise Funds

There are three enterprises in Glendora; the Water operations, the Transit System (previously discussed), and the La Fetra Senior Center. An Enterprise Fund is intended to function similar to a business where operations are funded through fees.

Water Operations and Capital Projects – The City of Glendora has approximately 13,300 water connections. The proposed budget includes a conservative revenue estimate that reflects the impact of lost revenues as a result of water conservation efforts. The Governor issued a new executive order on May 9th, 2016 extending the water conservation mandates through January 2017. As a result, the rebate program and some of the temporary staffing for the water conservations efforts have been extended through January 2017 (approximately \$275,000).

Internal Service Funds

The Internal Service funds include Worker's Compensation, Liability Insurance, Technology and Vehicles. The revenues in these funds come from charges to the departments/funds that receive these services. The Worker's Compensation fund has a structural budget deficit. Although the allocation to the departments was increased again by 10%, the increase was insufficient to cover the deficit. The goal is that by FY18, the allocations will be increased sufficiently to address the structural deficit. The Vehicle fund shows a deficit. However, the deficit represents the purchase of vehicles and equipment funded from the reserves. During FY17, a fleet study is recommended to provide best practices for vehicle and equipment replacements, department allocation methodologies and appropriate reserve levels. Similarly, a Technology study is recommended to provide strategies for addressing demands for advances in the use of technology to meet the needs of the community. An area that will be addressed is a strategy for managing the Geographic Information System across all the departments.

Glendora Housing Authority

The Authority receives rental revenues and funds personnel costs associated with managing the remaining program. The Assets are from the former RDA Housing Program.

Glendora Successor Agency

The Agency receives revenues from property taxes related to the dissolved Redevelopment Agency. These funds are used to pay the debt service obligations of the Redevelopment Agency bonds, costs of the wind down process and the administrative costs. All remaining bond proceeds were committed to projects in FY16. The budget in this document has met the requirements of the Department of Finance (DOF) of the State of California by being presented to the Oversight Board in January 2016 and then submitted to the DOF by February 1st, 2016. The DOF has approved the budget.

CAPITAL PROJECTS

Capital Improvement Program (CIP) are projects that address the building, upgrading or replacement of the City's infrastructure. Maintaining and improving the infrastructure is a key component of the Strategic Plan. The Public Works Department manages the majority of capital projects in the City with parks projects managed directly by the Community Services Department.

The City has an active CIP program. A listing of completed projects (in the CIP section of the budget document) totaling over \$14 million shows small and major projects that were completed in during Fiscal Year 2016. Many of the projects started in prior budget years. Capital projects often cross fiscal years due to the timing of design, bids, award, and construction. A listing of ongoing projects that total over \$19 million is also



CITY of GLENDORA

BUDGET MESSAGE

included in the CIP section. Many of the ongoing projects have had recent Council award of the construction contracts. Some projects have been delayed due to staffing changes throughout the year.

The proposed capital projects program for Fiscal Year 2016-17 totals \$5,122,000. The majority of the capital projects (\$3,310,000) are within the Water system. A detailed listing of the projects can be found in the Capital Improvement Program section of this budget document.

STAFFING

Glendora has historically put a priority on technology investments and other efficiencies in service delivery in order to create a streamlined organization. Even so, municipal government remains primarily a human service provider.

Proposed staffing for Fiscal Year 2016-17 includes 205 full-time and 44.31 part-time equivalent employees for a total of 249.31 full time equivalents (FTE). This is an overall net decrease from the prior year of .19 FTEs. The Staffing section of the budget document provides a summary of the budgeted positions by department, a detailed schedule of staffing trends by year and a reconciliation of the changes made to the authorized positions. Also included in this section are the Salary Schedules for all authorized positions.

The following proposed changes have been incorporated into the budget document and authorized position list.

- Police - With the notification of the end of the COPS grant funding, the Sr. community Services Officer position is being eliminated. A Community Preservation Officer is being added to the General Fund budget to share the responsibility for the compliance of municipal code throughout the City.
- Planning - A Management Analyst position was added to handle grants, environmental compliance and reporting, and housing reporting. The cost of the position is being offset by eliminating some part time funding, a consultant contract, and using resources within the housing funds and no General Fund allocation.
- Public Works - Three of the six temporary positions that were added to address water conservation mandates have been eliminated. Three positions have remained in the budget to continue water conservation efforts as the governor has extended the conservation mandates through October 2016.
- Part time positions - Police, Planning, Public Works, Library and Community Services adjusted part time hours for a net full time equivalent increase of 1.81. The changes reflect the dynamic nature of managing the programs and resources within each department. Included in the reconciliation is the recent Council action to add part time positions to care for the Big Dalton property.

FUTURE OUTLOOK

One of the outcomes of the Great Recession is that cities face a 'new normal'. The models for economic recovery in the past no longer apply. Challenges and uncertainty are often the norm of the 'new normal'.

Areas that provide consistent uncertainty include:

- The economy in general. International, national and state economic condition can change rapidly.
- Local economy. City revenue growth is constrained due to employment, housing factors and the well-being of the local businesses, including the retail establishments that generate sales tax.
- Natural disasters. The Colby Fire and subsequent Winter Storms are the most recent local examples.

Known Regulatory challenges on the horizon include:

- State Unfunded Mandates:
 - ◇ Minimum wage increases are mandated by AB10 (State of California Minimum Wage Law) to increase to \$15 per hour by 2020 effective January of each year. The fiscal impact for FY17 is approximately \$12,000. However, a study will be conducted during FY17 to address the impact of the wages increases on operations.
 - ◇ AB1522 – California's new paid sick leave law took effect July 1, 2015. Impact for Glendora is with part time, temporary, and seasonal employees. Fiscal impact is still being quantified.

CITY of GLENDORA

BUDGET MESSAGE

- ◇ Public Safety Realignment (AB 109) – Through AB109, the State reduced the State’s prison population by 30,000 to 40,000 in 2013 by transferring “low risk” inmates to county facilities and expanding the use of parole and probation services. The City participates in a local task force to address the impacts of AB109. The State has reduced the amount provided to \$85,000, which is a loss of \$20,000 annually. This has created an operating deficit. There are sufficient reserves to cover an operating deficit for a couple of years. Soon this will become a burden on the General Fund.
- ◇ MS4-Storm Water Permit – The MS4 Storm Water Permit governs cities and counties in Los Angeles County consistent with the latest National Pollutant Discharge Elimination System (NPDES) standards. Compliance with the standards is in the millions. The only known funding source of funding for this legal requirement is the General Fund. The FY17 budget includes \$321,000 for monitoring and compliance reporting. In FY15, per the reserve policy, a General Fund transfer of \$587,093 was designated for future capital projects. Then in FY16, a transfer of \$310,000 from the General Fund to the Capital Projects Fund was made and designated for future capital projects. Specific capital projects or other watershed measures have not been included in the FY17 budget or the budget projection. The State Water Resources Control Board has approved the LA MS4 permit. Estimated costs to implement the EWMP capital improvements may be as high as \$95 million.
- Federal Unfunded Mandates:
 - ◇ Implementing the Affordable Care Act – In March 2010, President Obama signed the Affordable Care Act (ACA), a law designed to provide affordable health insurance coverage to all American workers. The cost of complying with and implementing the Federal Law is largely borne by employers. Implementation has been incremental with the most recent component requiring employers to provide affordable healthcare coverage to all employees who work more than 30 hours per week. The costs for complying are not completely clear since new guidelines are being created monthly. However, it is clear that there will be costs implementing the Safe Harbor provisions that take effect January 2017. These costs are being evaluated and incorporated into pending MOUs. Some costs are included in the General Fund projections. Others are unknown at this time and not included in the projection.

Other challenges on the horizon include:

- Employee Compensation – Labor agreements with General employees (GMEA) and Mid-Managers (GMA) are being negotiated. Police Officers Association (POA) expires June 2017 and Police Managers’ (PMA) expire June 2018. After four years of labor concessions by the City’s employees during the Great Recession, including unpaid furloughs in Fiscal Year 2013-14, adjustments at some level are expected over the next three to five years to keep the City’s salary structure within the City’s ability to pay.
- Escalating Retirement Costs – The City has made efforts to contain costs. Effective Fiscal Year 2014-15, all employees now pay 100% of the employee’s share of the PERS contribution. The City also implemented a second tier of benefits for both the Miscellaneous and Safety plans (second tiers at “2%@60” and “2%@50” formulas, respectively) along with the tiers required by PEPRA. Due to significant changes by CalPERS to their actuarial assumptions, rates continue to increase. We have factored these known increases and estimates into our multi-year forecasting model for the General Fund.
- Infrastructure Improvements – There is a challenge in bringing together adequate financial resources to maintain and restore streets, roads, alleys, water infrastructure, etc. The useful life of much of our infrastructure – largely established during the mid-20th Century – is coming to an end. The City continues to seek grants, development fees and other funding sources to



CITY of GLENDORA

BUDGET MESSAGE

systemically address the needs. More information for the FY17 projects is included in the Capital Improvement Program section of the budget.

- La Fetra Senior Center and Crowther Family & Teen Center Maintenance Costs – Los Angeles County voter approved bond funding used for the renovation and maintenance of the La Fetra Senior Center expired Fiscal Year 2013-14. The annual costs to operate the Center are approximately \$50,000. The fund has a structural budget deficit. The deficit is currently being funded from available reserves. In the near future, the General Fund will be responsible for funding the deficit operations. In addition, the Crowther Teen Center is currently funded from Prop A Operations (F217). The annual costs to operate the Center are approximately \$80,000. The fund has a structural budget deficit. The deficit is currently being funded from available reserves. By Fiscal Year 2018-19, the General Fund will be responsible for funding the entire operation.

CONCLUSION

In closing, I want to recognize the strong commitment and professionalism of the many City staff that make this City a better place through their efforts every day. I also want to thank the many community members that step forward to volunteer by filling in the gaps and helping us maintain critical services. Without their help we would not be able to maintain all the services provided to the community each year.

This document and the success of our financial achievements are possible due to the tireless work of so many individuals in every department in putting the budget forward and adhering to it once adopted. Special thanks go to our Finance Director, June Overholt, Marie Ricci, Assistant Finance Director and the team. To both staff and community volunteers, you contribute greatly to A Smaller, More Efficient Organization and keeping Glendora the *Pride of the Foothills*.

Respectfully Submitted,



Chris Jeffers
City Manager

CITY of GLENDORA

BUDGET GUIDE

The Budget Document provides comprehensive budgetary information on the City of Glendora. Hard copies of the Budget Document may be viewed at the City's Clerk's office, Library, or accessed through the City's website at www.ci.glendora.ca.us.

BUDGET BASIS AND PROCEDURES

The City of Glendora Municipal Code Section 2.08.070 subsection (8) establishes that the City Manager's duty is "to prepare and submit the proposed annual budget and the proposed annual salary plan to the City Council for its approval."

The City of Glendora operates on a fiscal year basis, starting July 1 and ending June 30. The budget is prepared by the Finance Department with the collaboration of all the departments under the supervision of the City Manager. The proposed budget is transmitted to the City Council for review, public input, deliberation and adoption prior to the beginning of each new fiscal year (July 1). The budget is adopted by the City Council prior to June 30 at either a regular or special City Council meeting.

The City Council approves the total estimated revenues, budgeted appropriations, corresponding salary plan, and any amendments to appropriations throughout the fiscal year. The City Manager is authorized to transfer budgeted appropriations within the control accounts provided no change is made to the total amount provided for any one fund. Actual expenditures may not exceed budgeted appropriations at the fund level. The budget is not a static guideline for city spending, but rather a dynamic document subject to constant scrutiny, revision, and adjustment.

As the financial plan of action for the City government, the annual budget is an important document, and the process of preparing that plan of action is one of the most significant jobs performed by City personnel during the year. The budget is more than just the financial plan for raising and spending money to operate the city government. It defines the services to be rendered by the departments, the level of these services and capital outlays and projects for the upcoming fiscal year.

BASIS OF BUDGETING

The City of Glendora prepares its budget using the modified accrual basis of accounting whereby revenues are recognized when they become measurable and available. Likewise, expenditures are recognized when an event or transaction is expected to draw upon current spendable resources.

The City's budget document is organized and based upon the principle of cost centers (i.e., funds, departments, divisions, and service activity areas). The City prepares its budget based upon discrete service centers or divisions, which represent the many divisions through which services are delivered. This allows the City Council to determine what the true cost of delivering a service is and what impacts either increasing or decreasing appropriations will have on a particular service. This method is consistent with generally accepted accounting principles. Estimates are reached by analyzing revenue history; national and local economic trends and indices; and development patterns in our local economy. Revenue projections used in the context of the annual budget are based on conservative assumptions to assure the City has adequate financial resources to meet its obligations and complete all programs approved by the City Council within the course of the fiscal year. When appropriate, these assumptions and specific program allocations are adjusted during the fiscal year.

Departmental management responsibility is identified for each department or division. Each division has within it elements of the major policy initiatives determined by the City Council through its strategic plan, where appropriate. In addition, performance standards and measurements are stated. This allows the City Council and management to evaluate how expenditures are achieving stated objectives and performance expectations.

CITY of GLENDORA

BUDGET GUIDE

BUDGET APPROACH

Each year, departments develop an annual work plan and a budget to accomplish the work plan. The budget is developed according to the following priorities and criteria. The proposed budget is compiled from detailed information furnished by the various departments and includes estimates of revenues and expenditures for the ensuing year.

Balanced Budget – Consistent with the City Council adopted Financial Policies, staff develops and proposes a balanced budget for the City Council to consider each year. Proposed expenditures are entirely financed by the anticipated operating and grant revenues that will be received during the next fiscal year. Additionally, the long-term implication of each year's budget proposal is analyzed for its ongoing sustainability in the Five-Year Financial Projection before being proposed for Council's consideration.

Mandated Services – When prioritizing expenditures, the first services that are provided are for services that the City is mandated to provide under state law. The first, and arguably most important, is public safety and our Police Department has consistently remained an excellent operation through adequate funding and staffing.

Contractual Obligations – Next, staff provides adequate funding in the budget proposal for contractual obligations that are legally binding. These include continuing capital projects, health insurance and a variety of contract services such as an external financial audit, and banking/investment services.

Revenue Generated – Programs that generate revenue (i.e. self-funded) such as recreation programs and programs that are entirely grant funded are given a priority as these programs can provide services to the community, but do not consume limited financial resources.

Public Safety –The residents and businesses in Glendora expect a high level of public safety services. This is accomplished by providing programs that make our public safety services world class. We have utilized technology to provide exceptional service to the community and maintained exceptionally low crime rates and fast response times.

Quality of Life – Glendorans enjoy and have come to expect a high level of services from the City adding to the strong sense of community and pride. We continue to provide programs that strengthen the quality of life for the community each year. Glendora's high quality of life includes a clean and safe city, excellent streets and roads, reliable and clean water delivery, excellent shopping and restaurants, several community festivals, and recreation opportunities.

Community Survey – Consistent with the priorities and desires communicated by residents in the Community Satisfaction Survey conducted several years ago, we have continued to focus on the services that the community wants from us, such as a robust website and social media communications, a high level of public service, ample parks and recreations services, and a strong and vibrant Library.



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BUDGET GUIDE

BUDGET DEVELOPMENT

Budget Preparation includes determining the objectives and needs of the organization, evaluating courses of action, and determining the means of attaining these objectives. It identifies the key work activities and projects to be done in the ensuing year and the funds to be made available for said year. It includes determining goals, major projects, services provided, and proposed program changes. It then requires estimating the resources required to achieve the various activities identified for the upcoming year.

BUDGET CALENDAR FOR FISCAL YEAR 2016-2017

February 2016	Budget instructions distributed to departments
February 28, 2016	City Council review of Midyear budget and the General Fund Financial Forecast
March 11, 2016	1 st Budget Document Deadline (requested budget, policy issues, capital outlay and capital improvement projects)
March 25, 2016	2 nd Budget Document Deadline (goals, objectives and performance measures)
April 2016	City Manager review of operating and capital improvement budgets and policy issues with departments
May 2016	Finance publishes the proposed budget document
May 24, 2016	City Council – Budget Overview Presentation
June 28, 2016	City Council – Special Budget Study Session
June 28, 2016	Public Hearing with City Council /Adoption of Proposed Budget and Capital Improvement Program (CIP) for Fiscal Year 2016-17
August 1, 2016	Adopted budget document published

The process of developing the budget furnishes Department Heads and the City Manager with an opportunity to review departmental work programs, to propose changes in services, to recommend revisions in organization structure, to hear and discuss budget requests, and provide feedback regarding City operations.

CALIFORNIA BALLOT INITIATIVES INFLUENCING LOCAL GOVERNMENT FINANCES

There have been a long series of voter-initiated ballot propositions that markedly changed the landscape of local government finance.

- Proposition 13 (1978) establishes the constitutional maximum property tax rate of 1% of assessed value. Prop 13 restricts the annual increase in inflationary value to 2%. Sales and transfers of ownership trigger re-assessment to full market value.
- Proposition 4 (1979) limits the growth in government spending each year to population and inflationary factors.
- Proposition 62 (1986) requires majority vote for general taxes and “supermajority” two-thirds vote for special taxes.
- Proposition 218 (1996) increases the stringency of Proposition 62, requiring voter approval for imposition of taxes and assessments. Property-related fees (judicially extended to water and sewer fees) are also subject to voter approval. Prop 218 also permits the initiative process to repeal or reduce existing taxes.
- Proposition 58 (2004) requires the State of California to adopt a balanced budget and to establish reserves. It also restricts the State’s ability to borrow funds to cover budget deficits.

CITY of GLENDORA

BUDGET GUIDE

- Proposition 1A (2004) prohibits the State of California from taking local government revenues unless “severe financial hardship” is declared by the Governor and approved by two-thirds of the Legislature. In addition, it requires repayment of revenues taken before hardship can again be declared, and limits declaration of hardship to twice every ten years.
- Proposition 1A (2006) was designed to protect funding for traffic congestion relief projects, safety improvements, and local streets and roads by prohibiting money collected from taxes on motor vehicle fuels to go to anything other than transportation improvements. Like Prop 1A (2004), however, the state can extract loans from these sources, repayable in three years, during times of “financial hardship.”
- Proposition 22 (2010) the “Local Taxpayer, Public Safety and Transportation Act” closes some very important gaps in existing State law originally adopted by voters (Proposition 1A of 2006) that were intended to protect local government. Loopholes pertaining to State shifting, borrowing or taking of local funds have been eliminated. It also prohibits the State from delaying the distribution of tax revenues even when the Governor declares severe State fiscal hardship.
- Proposition 26 (2010) the “Stop Hidden Taxes Initiative” may require new fees, or existing fees that are extended or increased, to be classified as special taxes requiring approval by two-thirds vote of local voters. However, the Prop 26 provisions applicable to local government contain seven categories of exceptions to this voter-approval requirement. At the end of the day, Prop 26 was aimed at a particular class of fees imposed by state and local governments commonly referred to as “regulatory fees.” Regulatory fees are placed on a particular class of persons or businesses from which the revenues are used to provide a benefit to the public as well as the fee payer. These regulatory fees are typically intended to mitigate the societal and environmental impacts of a business’ or person’s activities.

BASIS OF ACCOUNTING

ACCOUNTING SYSTEM

Basis of accounting refers to the timing of revenue and expenditure recognition for budgeting and financial reporting. The City of Glendora’s accounting records are maintained in full accordance with all the requirements of Generally Accepted Accounting Principles (GAAP) as established by the Government Accounting Standards Board (GASB). The governmental fund financial statements and the budget are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. However, the proprietary fund financial statements and the budget are reported using the *economic resources measurement focus* and the *accrual basis of accounting*.

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operation of each fund is accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, expenditures or expenses as appropriate. The basic financial statements are presented on an “economic resources” measurement focus, utilizing the accrual basis of accounting. Under the accrual basis of accounting, revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the providers have been met. The Comprehensive Annual Financial Report (CAFR) is prepared on the accrual basis. An independent, certified public accounting firm annually reviews the City’s financial accounting processes, practices and records.

CITY of GLENDORA

BUDGET GUIDE

FUND STRUCTURE AND TYPES

The City of Glendora's budget consists of the following Fund types:

The **General Fund** is the primary fund of the City. The General Fund provides City services that the general public typically associates with local government, which in Glendora includes parks, the library, police services, public works, and general administrative support. The General Fund collects all general revenues not specifically levied or collected for other City funds or expenditures.

The **Special Revenue Funds** consist of those "restricted receipts" which may not be used for general municipal purposes. They are restricted to be used for specific purposes by Local Ordinance, State or Federal Statute. These groups of funds represent services funded primarily by other levels of government and not "traditionally" provided by local government. Should the funding for most of these programs be eliminated, it is likely that the services would also be eliminated.

The **Capital Project Fund** is funded through transfers from the General Fund. By Council policy, at year end, any excess General Funds are transferred to the Capital Project Fund. The Capital Project fund includes funding for a variety of City projects for parks, library, and facility modifications, and other various street and infrastructure-improvement projects. The Capital Improvement Program is funded by a wide range of funding sources. Details are provided in the Capital Improvement Program section of the budget document. The Energy Efficient Project activity in this fund relates to debt service payments on the financing.

Enterprise Funds' primary sources of revenues are charges for services, and reflect characteristics that are more commonly associated with businesses. Enterprise Funds are considered self-supporting and rely on their income sources to fund their operation. The City's largest Enterprise Fund is the Water Fund. Other Enterprise funds include the Transit System and La Fetra Senior Center.

The **Internal Service Funds** serve only the City of Glendora. These funds consist of the Workers' Compensation Fund, Liability Insurance Fund, Technology Fund and Vehicles (Fleet/Equipment Management) Fund. Charges are allocated to each division based on the allocated benefit or cost related to that division. For example, allocations for vehicle maintenance and purchases will vary between departments based on the cost of maintenance, fuel used and the vehicle purchases being recommended.

The **Housing Authority** was established on January 10, 2012, when the City was designated authority to retain the housing functions previously performed by the Glendora Redevelopment Agency. These functions consist of monitoring affordable housing agreements for the Heritage Oaks and Elwood Apartments and managing the portfolio of housing rehabilitation and first-time homebuyer loans by the former Glendora Redevelopment Agency.



Successor Agency Funds - Pursuant to ABX1 26, Chapter 5, Statutes of 2011, (Dissolution Act) redevelopment agencies (RDAs) throughout California were dissolved February 1, 2012, and replaced with Successor Agencies. On March 27, 2012, City Council adopted a Resolution as Successor Agency to the Glendora Community Redevelopment Agency and appointed two members to the Oversight Board representing the Successor Agency's interest. The Oversight Board approves the budget for the activities of the Successor Agency and the wind down of the dissolved redevelopment agency's affairs. It has fiduciary responsibility to holders of Enforceable Obligations and taxing entities that benefitted from the distributions of tax increment and other revenues of the Successor Agency.

CITY of GLENDORA

BUDGET GUIDE

MASTER SCHEDULE OF FEES FOR SERVICE

The Fee Schedule establishes fees and charges at a level that recovers all the direct and indirect activity costs and all overhead costs for most services unique to the City of Glendora. For all services offered in a competitive, market-based economy or for services having partial cost recovery objectives, cost recovery ratios may vary according to policy objectives. Each year the departments evaluate the Fee Schedule to determine if the personnel and overhead cost calculation basis and/ or new fees not previously considered in the original 2008 publication should be included. The Master Schedule of Fees for Service is presented for Council consideration and approval separately from the budget document.

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

TRANSPARENCY

The City believes that the taxpayers need and deserve to understand how their money is spent and accounted for. The City will strive to make that understanding as simple as possible by trying to use clear and concise language, post information that is timely on various media formats, and fully comply with the Public Records Act when members of the public make such requests. At the same time, transparency is only effective when the public is engaged and avails itself of the information in a timely fashion.

BUDGETARY POLICY

APPROPRIATIONS AND BUDGETARY CONTROL

The City Council adopts the City's annual budget after public hearing(s). The City Council may modify appropriations at any time with majority approval. Changes in appropriations at the fund level during the year must be submitted by the City Manager to the City Council for review and approval, and must be accompanied by appropriate fiscal impact analysis. The level of expenditures is controlled at the fund level. The City Manager is authorized to transfer budgeted appropriations within the control accounts, including capital projects, provided no change is made to the total amount provided for any one fund. At year end, all unencumbered budgeted amounts lapse, subject to requests for continuing appropriations. Outstanding encumbrances will be carried forward into the new fiscal year with City Manager approval.



BALANCED BUDGET

The City will maintain a balanced operating budget for the General Fund and any other fund (i.e., Proposition A/C Transit; Asset Forfeiture; and Gas Tax) which is used to fund Operations and Maintenance functions within the City, with total recurring revenues equal to or greater than recurring expenditures. Appropriations of available fund balance for anything other than "one-time" non-recurring expenditures are discouraged.

GENERAL FUND BUDGETING

The City will strive to budget a 1% to 2% positive variance between revenues and expenditures each year. This budget contingency shall protect against economic and performance fluctuations that might otherwise create imbalanced General Fund outcomes at year end.

FINANCIAL PLANNING

The City will maintain a long-range fiscal perspective through the use of an annual operating budget, multi-year capital improvement plans, and multi-year financial forecasting.

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

FUND BALANCE RESERVE POLICIES

GENERAL FUND RESERVE

Fund Balance Policy for General Fund (GASB 54 compliant)

This Fund Balance Policy establishes the procedures for reporting unrestricted fund balance in the General Fund financial statements. Certain commitment and assignments of fund balance will help ensure that there will be adequate financial resources to protect the City against unforeseen circumstances and events such as revenue shortfalls and unanticipated expenditures. The policy also authorizes and directs the Finance Director to prepare financial reports which accurately categorize fund balance as per Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions.

Procedures

Fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. There are five separate components of fund balance, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

- Non-spendable fund balance (*inherently non-spendable*)
- Restricted fund balance (*externally enforceable limitations on use*)
- Committed fund balance (*self-imposed limitations on use*)
- Assigned fund balance (*limitation resulting from intended use*)
- Unassigned fund balance (*residual net resources*)

The first two components listed above are not addressed in this policy due to the nature of their restrictions. An example of non-spendable fund balance is inventory. Restricted fund balance is either imposed by law or constrained by grantors, contributors, or laws or regulations of other governments. This policy is focused on financial reporting of unrestricted fund balance, or the last three components listed above. These three components are further defined below.

Committed Fund Balance

The City Council, as the City's highest level of decision-making authority, may commit fund balance for specific purposes pursuant to constraints imposed by formal actions taken, such as an ordinance or resolution. These committed amounts cannot be used for any other purpose unless the City Council removes or changes the specified use through the same type of formal action taken to establish the commitment. City Council action to commit fund balance needs to occur within the fiscal reporting period; however, the amount can be determined subsequently.

Contingency Reserve

The City's General fund balance committed for emergency contingencies is established at a maximum of 45% of the operating expense. The minimum of 30% is established as a baseline needed for funding three months' operations in the event of an emergency. The contingency reserve will be calculated based on the operating expense incurred in the prior fiscal year reduced by unusual, non-recurring expenditures and reimbursable grant program expenditures expended during the prior fiscal year. The Emergency Contingency is reserved for economic uncertainties, local disasters, recession or other financial hardships; to subsidize unforeseen operating or capital needs, and for cash flow requirements.

Assigned Fund Balance

Amounts that are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. This policy hereby delegates the authority to assign amounts to be used for specific purposes to the Finance Director for the purpose of reporting these amounts in the annual financial statements. A few examples of assigned fund balance follow.

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

Continuing Appropriations

Fund balance levels must be sufficient to meet funding requirements for projects approved in prior years and which must be carried forward into the new fiscal year.

Debt Service

Established to provide for future debt service obligations.

Unassigned Fund Balance

These are residual positive net resources of the general fund in excess of what can properly be classified in one of the other four categories.

The City also recognizes the need for providing adequate funding for capital and maintenance improvements and has established that after funding is met for the Committed Fund Balance: Contingency Reserve, any unassigned, undesignated, unencumbered or other unrestricted fund balance at the end of the fiscal year shall be transferred from the General Fund using the following priority:

- 50% of all excess would go to Capital Projects Fund not related to Stormwater
- The next 30% would go to Stormwater Fund Projects
- If needed, the final 20% would go to reduce any Deficit Funds. In the event Deficit Funds do not need anything, then that money would be assigned for Stormwater Fund Projects

Fund Balance Classification

The accounting policies of the City consider restricted fund balance to have been spent first when expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available. Similarly, when an expenditure is incurred for purposes for which amounts in any of the unrestricted classifications of fund balance could be used, the City considers committed amounts to be reduced first, followed by assigned amounts and then unassigned amounts.

This policy is in place to provide a measure of protection for the City against unforeseen circumstances and to comply with GASB Statement No. 54. No other policy or procedure supersedes the authority and provisions of this policy.

WATER FUND RESERVES

The City recognizes the need for ensuring sound financial management within the City's Water Operations by establishing a Water Operations Reserve. The Water Operations Working Capital and Catastrophic Reserve (adopted by Resolution No. 2010-49) shall be in an amount equal to the cost to fund operations for a six-month period in the event of a catastrophic event. The Reserve may be used to cover operational expenses, upon authorization by the City Council, for unforeseen expenses and claims against the City's water enterprise during the fiscal year.

The City also recognizes the need for providing adequate funding for capital and maintenance improvements and has established that after funding is met for the Water Operations Reserve, any unencumbered funds at the end of the fiscal year shall be transferred from the Water Operations Fund to the Water Capital Projects Fund.

INTERNAL SERVICE FUNDS

The City will require that each internal service fund have revenues (City department allocations, interest income, and all other income) sufficient to meet all operating expenses, depreciation and cash reserve policy objectives. The City will maintain adequate cash, not less than the operating budget, in each self-insurance Internal Service Fund (Workers' Compensation and General Liability Funds). The City will maintain appropriate operating reserves that will support operations during times of financial emergency or "dry periods."

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

ENTERPRISE FUNDS

The City will require that the enterprise funds be self-supporting, recovering all costs of operations, capital improvements, capital equipment, depreciation, and cash-reserve policy objectives from recurring revenues (customer user fees, interest income, and all other income). The City will maintain appropriate operating reserves that will support operations during times of financial emergency or “dry periods.”

ACCOUNTING FINANCIAL REPORTING POLICIES

ACCOUNTING

The City will continue to comply with all the requirements of Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) statements.

ACCOUNTING AND REPORTING STANDARDS

The City will comply with all requirements of generally accepted accounting principles. The City will prepare a Comprehensive Annual Financial Report (CAFR) to demonstrate that compliance.

FINANCIAL REPORTING

The Finance Department shall prepare and present to the City Council in sufficient detail to show the exact financial condition of the City, the following reports: (1) A quarterly, or more frequently as may be desired, statement of all receipts, disbursements and balances of the City; (2) An annual statement or report of the financial condition of the City; and (3) Such other financial reports as may be required.

TREASURY MANAGEMENT

TREASURY MANAGEMENT

The City will invest cash balances in conformance with the California Government Code and the three main investment objectives of safety, liquidity and yield. The City will adhere to the prudent investor standard and best practices in Treasury Management. The City will maintain a Statement of Investment Policy and maintain certification of that policy with the Association of Public Treasurers of the United States and Canada.

COST RECOVERY AND FEES FOR SERVICE

COST RECOVERY AND FEES FOR SERVICE

The City will establish and maintain a master schedule of fees for service for market-based transactions, with fees and charges set at a level that recovers the complete cost of all direct and indirect activity costs and all overhead costs, for most services unique to the City of Glendora. For all services offered in a competitive, market-based economy or for services having partial cost recovery objectives, cost recovery ratios may vary according to policy objectives.

CAPITAL IMPROVEMENT, DEBT AND ASSET POLICIES

INFRASTRUCTURE

The City will maintain a long-range fiscal perspective through the use of a Capital Improvement Program to maintain the quality of City infrastructure, including streets, sidewalks, sewers, drains, lighting, buildings, parks, and trees.

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

FINANCING METHODS AND INDEBTEDNESS

The City will use long-range financing methods or cash accumulated according to policy requirements for major capital improvements and acquisitions. The City will issue bonds or incur other forms of indebtedness only for appropriate purposes and only if the debt service requirements do not negatively impact the City's ability to meet future operating, capital, and cash reserve policy requirements. The City will not use debt to finance current operations. The City may use short-term financing to support current operations if used to meet temporary cash flow requirements. The City will not leverage borrowed money for purposes of increased investment return nor to increase its borrowing capacity.

FIXED ASSETS AND INFRASTRUCTURE ASSETS

The City will capitalize all assets with a cost equal to or greater than \$5,000 and a useful life of more than one year. Repairs and maintenance of infrastructure assets will generally not be subject to capitalization unless the repair extends the useful life of the asset. Depreciation of assets shall be recorded on a straight-line basis over estimated useful lives of assets.

EMPLOYEE COMPENSATION

EMPLOYEE COMPENSATION

The City will strive to pay competitive compensation to our employees yet understand that the City needs to live within its financial means.



CITY of GLENDORA

EMPLOYEE COMPENSATION

The City maintains memorandums of understanding (MOUs) for four labor bargaining groups: Glendora Municipal Employees Association; Glendora Management Association; Police Officers Association; and the Police Management Association. The City Manager and the City's department directors are not represented by an organized bargaining unit; the terms and conditions of their employment are captured in individual employment contracts adopted by the City Council. Copies of the current agreements are available on the City website.

During the recession, employee groups participated in several forms of compensation reductions, such as furloughs, and reductions in leave accruals. The most significant change was that all employees now contribute 100% of the pension employee rate.

- The Glendora Municipal Employees Association (GMEA) is currently in negotiations with the City for a successor MOU. The previous contract was from July 1, 2013 to January 31, 2015.
- The MOU with the Glendora Management Association (GMA) was adopted on June 28, 2016 and expires June 30, 2019. The MOU includes salary increases as follows: 2% in July 2016, 1.5% in July 2017, and 2% in July 2018.
- The current MOU with the Police Officers Association (POA) commenced on July 1, 2014 and expires on June 30, 2017. The MOU includes salary increases as follows: 2% in July 2014, 1% in July 2015, 1% in January 2016 and 1.25% in July 2016.
- The MOU with the Police Management Association (PMA) commenced on July 1, 2015 and expires on June 30, 2018. The MOU includes salary increases as follows: 2.25% in July 2015, 2% in July 2016, 1% in July 2017.
- Salary increases for City Department Directors and Executive Management Contract Employees were approved on June 28, 2016. The Resolution allows for salary increases as follows: 2% in July 2016, 1.5% in July 2017, and 2% in July 2018.
- The employment agreement between the City and the City Manager was extended effective on July 11, 2014 through July 31, 2018.

EMPLOYEE RETIREMENT

The City provides defined benefit retirement plans through the California Public Employees Retirement System (CalPERS) for its Safety and Miscellaneous employees. Until April of 2012, the City maintained a "2.5%@55" plan for Miscellaneous employees. Under the plan, Miscellaneous employees receive retirement benefits equal to 2.5% of their salary per year of service and are eligible to retire at age 55. The plan was amended April 2012 to the "2%@60" plan creating a second tier of pension coverage for new hires. A similar change was made for Safety employees for a second tier for new hires from "3%@50" to "2%@50." The new plans were applicable to employees hired before January 1, 2013, when the new State Pension Reform Law took effect, and were a valuable tool in taking steps to lessen the City's pension contribution costs, albeit only after a 10 to 12 year period.

Effective in Fiscal Year 2014-15, all employees pay their full share of the required employee contribution, which ranges from 6.25% to 8% for Miscellaneous employees and 9% to 12.25% for Safety employees. These concessions agreed to by the labor groups resulted in immediate savings to the City by lowering the City's contributions to CalPERS every year, saving \$1.24 million annually.

While the City was proactive in achieving pension reform by transferring all allocable current and future costs to the benefitted employee, the State went a step further, enacting the Public Employees' Pension Reform Act of 2013 (PEPRA), which took effect on January 1, 2013. PEPRA limits pension benefits for new employees even further to a "2%@62" formula for Miscellaneous employees and "2.7%@57" for Safety employees, and increases cost sharing between employers and employees. Like the City's second tier, savings associated with PEPRA pension reform will take many years to realize, since the new law only affects new employees who are not already enrolled in the CalPERS system.

The Financial Policies of the City of Glendora allow the City to incur debt for major capital improvements and acquisitions. The following information provides the Debt Limit Margin in compliance with State laws and a listing of the City's current debt obligations.

LEGAL DEBT LIMIT MARGIN

Under state law, the City has a legal debt limitation not to exceed 15% of the total adjusted assessed valuation of taxable property within City boundaries. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to that legal debt limit. The City has no outstanding general obligation bonds. The table below summarizes the City's debt limit margin over a three-year period:

Computation of Legal Bonded Debt Limit Margin

Years ended 2014-2016

(in thousands of dollars)

	2014	2015	2016
Assessed Valuation	\$ 4,942,628	\$ 5,334,243	\$ 5,658,225
Debt Limit Percentage	15%	15%	15%
Debt Limit	\$ 741,394	\$ 800,136	\$ 848,734
Total Net Debt Applicable to the Limit:			
General Obligation Bonds	-	-	-
Legal Debt Margin	\$ 741,394	\$ 800,136	\$ 848,734

CURRENT DEBT OBLIGATIONS

SUCCESSOR AGENCY DEBT (PREVIOUSLY THE REDEVELOPMENT AGENCY)

The debt service payments are funded through an allocation from the County of Los Angeles' Redevelopment Property Tax Trust Fund (RPTTF). All obligations of the Successor Agency, including debt service, are reviewed and approved by the local Oversight Board to the Glendora Successor Agency, comprised of County and school district appointees as well as City staff, and the State Department of Finance before any RPTTF allocations are released to the Agency.

2006 REVENUE BONDS, SERIES A

On March 29, 2006, the Redevelopment Agency issued \$6,945,000 in Series A Revenue Tax Allocation Bonds. The proceeds of the bonds were used to fund the completion of the infrastructure improvements related to the Diamond Ridge and Pompei Park projects within Redevelopment Project No. 1 boundaries. The annual debt service requirements to amortize the outstanding bond, including interest, are as follows:

2006 Revenue Tax Allocation Bonds,		
Series A		
	Principal	Interest
2017	290,000	210,588
2018	305,000	198,869
2019	315,000	186,469
2020	325,000	173,466
2021	340,000	159,538
2022-2026	3,425,000	525,006
	5,000,000	1,453,936

2003 TAX ALLOCATION BONDS, NONTAXABLE SERIES A AND B

On September 1, 2003, the Public Financing Authority issued on behalf of the Redevelopment Agency \$11,255,000 in Series A Nontaxable Tax Allocation Bonds and \$4,815,000 in Series B Taxable Tax Allocation Bonds. The proceeds of the Series A bonds were used to redeem 1993 Revenue and Tax Allocation Bonds relating to Project Area No. 1 in the amount of \$3,215,000, which financed redevelopment activities within the Project Area. The annual requirements to amortize the outstanding bond indebtedness, including interest, are as follows:

2003 Revenue Tax Allocation Bonds, Series A		
	Principal	Interest
2017	365,000	416,678
2018	380,000	401,215
2019	395,000	384,743
2020	695,000	358,875
2021	1,235,000	310,625
2022-2025	5,595,000	576,125
	8,665,000	2,448,261

2003 Revenue Tax Allocation Bonds, Series B		
	Principal	Interest
2017	410,000	88,234
2018	430,000	64,630
2019	455,000	39,762
2020	480,000	13,488
	1,775,000	206,114

1998 SERIES A REVENUE TAX ALLOCATION BONDS

On October 1, 1998, the Glendora Public Financing Authority issued on behalf of the Redevelopment Agency \$7,570,000 in Series A Refunding Revenue Bonds. Bond proceeds were used to refund 1990 Series A Revenue Bonds incurred for Project Area No. 1 and Project Area No. 3, which refinanced redevelopment activities within Project Areas No. 1 and No. 3. The annual requirements to amortize the outstanding bond indebtedness, including interest, are as follows:

1998 Revenue Tax Allocation Bonds, Series A (Refunding Loans)		
	Principal	Interest
2017	240,000	28,105
2018	250,000	17,263
2019	260,000	5,850
	750,000	51,218

WATER UTILITY DEBT

The Water Fund debt service is supported by the Water Enterprise funds through charges to water customers for water service.

2006 SERIES A CSCDA WATER AND WASTEWATER POOLED REVENUE BONDS

The California Statewide Communities Development Authority (CSCDA) issued a Water Revenue Bond dated May 18, 2006, of which \$12,420,000 was owed by the City of Glendora. The bonds were issued to finance public capital infrastructure improvements of water utility facilities. January 2016, the bonds were advance refunded in the amount of \$9,555,000 and the economic gain was \$1,780,404.

2012 SERIES A CSCDA WATER AND WASTEWATER POOLED REVENUE BONDS

The California Statewide Communities Development Authority (CSCDA) issued a Water Revenue Bond dated May 30, 2012, of which \$14,785,000 was owed by the City of Glendora. The purpose of the bonds was to advance refund portions of the 2003 Series A and 2004 Series C CSCDA Water and Wastewater Pooled Revenue Bonds, in effect reducing the aggregate debt service payments by almost \$0.44 million over the next 14 years and obtaining an economic gain (difference between the present values of the old and new debt service payments of \$0.16 million). The annual debt service requirements for amortize the outstanding bonds are as follows:

2012 CSCDA Water Revenue Bonds, Series A		
	Principal	Interest
2017	770,000	498,763
2018	805,000	467,263
2019	830,000	434,563
2020	865,000	400,663
2021	905,000	365,263
2022-2026	5,050,000	1,273,539
2027-2030	4,085,000	293,042
	13,310,000	3,733,096

2016 SERIES WATER REVENUE BONDS

On January 26, 2016, the City issued \$8,395,000 in water revenue refunding bonds. The purpose of the bonds was to advance refund the 2006 Series A, CSCDA Water and Wastewater Pooled Revenue Bonds, in effect reducing debt service payments by \$1,780,404 through the maturity of the bond in fiscal year 2033. The annual debt service requirements are as follows:

2016 Water Revenue Refunding Bonds, Series A		
	Principal	Interest
2017	475,000	384,700
2018	350,000	374,700
2019	355,000	362,350
2020	370,000	346,000
2021	390,000	327,000
2022-2026	2,245,000	1,317,375
2027-2031	2,865,000	699,125
2032-2033	1,345,000	68,125
	8,395,000	3,879,375

CITY DEBT

2009 TAXABLE PENSION OBLIGATION BONDS, SERIES A

In June 2009, the City issued \$5,890,000 in pension obligation bonds to retire the City's Police "side fund" actuarial accrued liability. The bonds, underwritten by Bank of America via private placement, bear interest at 5.95%. The annual principal requirements to amortize the bonds outstanding are as follows:

2009 Taxable Pension Obligation Bonds, Series A		
	Principal	Interest
2017	550,000	189,284
2018	610,000	155,221
2019	670,000	117,587
2020	740,000	76,234
2021	815,000	30,568
	3,385,000	568,894

2013 PINNACLE PUBLIC FINANCE - CAPITAL LEASE

In June 2013, the City entered into a lease agreement for the Energy Efficiency Performance Project with Pinnacle Finance Inc. Future minimum lease payments under the lease are as follows:

Pinnacle Public Finance - Capital Lease		
	Principal	Interest
2017	47,280	22,895
2018	51,934	21,660
2019	56,896	20,304
2020	62,186	18,819
2021	67,821	17,198
2022-2026	437,409	56,209
2027-2028	186,050	5,225
	909,576	162,309

CITY of GLENDORA

DEBT

OUTSTANDING BONDED DEBT SERVICE REQUIREMENTS

Issue Date	Description	Average Interest Rate	Final Maturity Date	FY 2016-17			FY 2016-17		
				Principal \$	Interest \$	Total \$	Total Outstanding Principal	Total Outstanding Interest	Total Outstanding
Governmental Fund Type:									
General Fund									
Pension Obligation Bonds									
6/10/2009	2009 - Series A Taxable Pension Obligation Bonds CalPERS Side-Fund Refinance	5.95%	6/1/2021	550,000	189,284	739,284	2,835,000	379,610	3,214,610
Energy Efficiency Fund:									
Capital Lease									
6/2/2013	Pinnacle Public Finance Energy Efficiency Perf. Project	2.55%	1/2/2028	47,281	22,895	70,176	862,295	139,415	1,001,710
Total Governmental Fund				597,281	212,179	809,460	3,697,295	519,025	4,216,320
Business-Type Activities:									
Water Enterprise Fund									
5/18/2006	CSCDA Water & Wastewater Revenue Bonds - 2006 Series A Fund water capital projects	3.5% to 5.0%	4/1/2033	-	-	-	-	-	-
5/30/2012	CSCDA Water & Wastewater Pooled Revenue Bonds - 2012 Series A Fund water capital projects	1.0% to 5.0%	10/1/2029	770,000	498,762	1,268,762	12,540,000	3,234,334	15,774,334
1/26/2016	City of Glendora Water Revenue Refunding Bonds Series 2016A	2.0% to 5.0%	10/1/2032	475,000	384,700	859,700	7,920,000	3,494,675	11,414,675
Total Business-Type Activities				1,245,000	883,462	2,128,462	20,460,000	6,729,009	27,189,009
Fiduciary Activities:									
Glendora Successor Agency Trust for Former Redevelopment Agency									
6/26/2012	Loan from City of Glendora Resolution No. 2012-09			-	-	-	6,616,604	-	6,616,604
10/1/1998	Project Area 1 1998 Series A Tax Allocation Refunding Bonds	3.15% to 4.50%	9/1/2018	240,000	28,105	268,105	510,000	23,113	533,113
9/1/2003	Project Area 1 Nontaxable - 2003, Series A Tax Allocation Refunding Bonds For capital improvements	2.00% to 5.00%	3/1/2025	365,000	416,678	781,678	8,300,000	2,031,583	10,331,583
9/1/2003	Project Area 1 Taxable - 2003, Series B Tax Allocation Refunding Bonds For capital improvements - Pompei Park	3.79% to 5.62%	3/1/2020	410,000	88,234	498,234	1,365,000	117,880	1,482,880
3/29/2006	Project Area 1 2006 Revenue Bonds, Series B - Diamond Ridge improvements	3.25% to 4.50%	3/1/2026	290,000	210,588	500,588	4,710,000	1,243,348	5,953,348
Total Fiduciary Funds				1,305,000	743,605	2,048,605	21,501,604	3,415,923	24,917,527

CITY of GLENDDORA

GANN APPROPRIATIONS LIMIT

GANN SPENDING LIMITS

In November 1979, voters passed Proposition 4, also known as the Gann Initiative. Proposition 4 Article XIII (B) of the California Constitution provides that the City's annual appropriations be subject to certain State limitations. This appropriation limit is referred to as the Gann Spending Limitation or GANN Appropriations Limit. The calculation limits the increase in annual appropriations to a factor which is based on a combination of population growth, State per capita income change, and the change in assessment value for non-residential property. Appropriations for proprietary related activities such as water, wastewater, airport, etc., and Redevelopment functions are not subject to the limit. When the limit is exceeded, Proposition 4 requires the surplus to be returned to the taxpayers within two years. Appropriations in the two year period can be averaged before becoming subject to the excess revenue provisions of the Gann limit.

The City of Glendora calculated the Gann Limit of \$120,559,318 for Fiscal Year 2016-17 using the prior year's limitation of \$113,450,888 multiplied by the 5.37% (1.0537) increase in per capita income multiplied by the 0.85% (1.0085) increased population growth in L.A. County. The City's appropriations that are subject to the limit is \$22,185,611. The City has never exceeded the limit. Total General Fund appropriations are only 18.4% of the limit.

APPROPRIATIONS LIMIT CALCULATION FOR FISCAL YEAR 2016-17

I Appropriations Limit

Prior Year, 2015-16 Adopted Limit			\$ 113,450,888
Change Factors:			
Change in LA County Population (Note 1)	1.0085		
Change in Per Capita Income (Note 2)	1.0537	1.0627	
Current Year, 2016-17 Appropriations Limit			\$ 120,559,318

II Appropriations Subject to Limit

Projected 2016-17 Revenues, General Fund	22,185,611
--	------------

III Amount Over/(Under) Limit (I - II)

(98,373,707)

IV Total City Appropriations as a % of Limit

18.40%

Note 1: Change in LA County population growth, 0.85%, exceeded City of Glendora's 0.58% growth. Total City population as of January 1, 2016 is 52,362.

Note 2: Change in California per capita income, 5.37% provided by the State of California.

RESOLUTION CC 2016 - 25

A RESOLUTION OF THE CITY OF GLENDORA, CALIFORNIA, DETERMINING AND ESTABLISHING AN APPROPRIATIONS LIMIT FOR FISCAL YEAR 2016-17 IN ACCORDANCE WITH ARTICLE XIII B OF THE CALIFORNIA CONSTITUTION AND GOVERNMENT CODE SECTION 7910

**THE CITY COUNCIL
City of Glendora, California**

THE CITY COUNCIL OF THE CITY OF GLENDORA DOES HEREBY RESOLVE AS FOLLOWS:

WHEREAS, Article XIII B was added to the California Constitution at the special State-wide election held November 6, 1979 (commonly known as Proposition 4 or the Gann Limit); and

WHEREAS, Government Code Section 7910 was added to Chapter 12.05 by Statute at the Regular Session of the California Legislature; and

WHEREAS, Proposition 111, which, among other things, provides new annual adjustment formulas for the Appropriations Limit, was approved by the voters in June, 1990; and

WHEREAS, The League of California Cities and the State of California Department of Finance have published population and per capita income growth indexes, as well as guidelines for the uniform application of Proposition 111; and

WHEREAS, Government Code Section 7910 requires the governing body of each local jurisdiction to adopt, by resolution, its appropriation limit; and

WHEREAS, said appropriations limit must be adhered to in preparing and adopting this City's annual budget.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENDORA, CALIFORNIA, DOES HEREBY RESOLVES AS FOLLOWS:

SECTION 1: In compliance with Article XIII B of the Constitution of the State of California, and Section 7910 of the Government Code, the City hereby establishes the City's Appropriation Limit for the 2016-17 Fiscal Year to be \$120,559,318 as shown in Exhibit A.

SECTION 2: Said Appropriation Limit shall be adhered to in the City of Glendora's budget for the 2016-17 fiscal year.

SECTION 3: This resolution shall become effective immediately upon its adoption.

APPROVED and **PASSED** this 28th day of June, 2016.

City Council of Glendora, California

BY: 

GENE MURABITO, Mayor

APPROVED AS TO FORM:



D. WAYNE LEECH, City Attorney

I, Kathleen R. Sessman, City Clerk of the City of Glendora, do hereby certify that the foregoing Resolution was duly adopted by the City Council of the City of Glendora at a regular meeting held on the 28th day of June, 2016, by the following vote:

AYES:	COUNCIL MEMBERS:	Davis, Nelson, Thompson, Boyer, and Murabito
NOES:	COUNCIL MEMBERS:	None
ABSENT:	COUNCIL MEMBERS:	None
ABSTAIN:	COUNCIL MEMBERS:	None

Dated: July 1, 2016



KATHLEEN R. SESSMAN, City Clerk

RESOLUTION CC 2016-27

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENDORA, CALIFORNIA, ADOPTING THE ANNUAL BUDGET FOR THE CITY OF GLENDORA FOR THE 2016-17 FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017.

**THE CITY COUNCIL
City of Glendora, California**

THE CITY COUNCIL OF THE CITY OF GLENDORA DOES HEREBY RESOLVE AS FOLLOWS:

WHEREAS, in accordance with Glendora Municipal Code Section 2.08.070, it is the City's Manager's duty to prepare and submit a proposed annual budget and salary plan to the Glendora City Council; and

WHEREAS, the City Manager HAS submitted a proposed budget to the Glendora City Council for Fiscal Year 2016-2017 commencing July 1, 2016; and

WHEREAS, after due consideration and review, the Glendora City Council find it is in the interest of the health, welfare and safety of the City, its citizens and businesspersons, to adopt the financial plan within the budget for the receipt and expenditure of public monies in fiscal year 2016-2017; and

WHEREAS, the City of Glendora, as Successor Agency to the Glendora Community Redevelopment Agency, is desirous of adopting a revenue and expenditure budget applicable to the Successor Agency, on the express condition that said budget be published the same as a separate component of the City of Glendora's budget, and further conditioned on the City of Glendora, its General Fund and all its various other accounting funds are NOT obligated to finance or fulfill any Successor Agency obligations; and

WHEREAS, the City Council amended the Fund Balance Reserve Policy on June 23, 2015 in conformance with Government Accounting Standards Board (GASB) Statement No. 54; and

WHEREAS, the Fiscal and Budgetary Policies have been updated to include the GASB 54 requirements and have been amended to reflect current Council reserve goals.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENDORA, CALIFORNIA, DOES HEREBY RESOLVES AS FOLLOWS:

SECTION 1. The City Council does hereby adopt its budget incorporated herein by reference for the City of Glendora for the fiscal year beginning July 1, 2016 and ending June 30, 2017.

SECTION 2. The City Council, as Successor Agency to the Glendora Community Redevelopment Agency, does hereby adopt the proposed budget as incorporated hereinto by this reference for the City of Glendora, as Successor Agency to the Glendora Community Redevelopment Agency, for the fiscal year beginning July 1, 2016 and ending June 30, 2017. The City Council, as Successor Agency to the Glendora Community Redevelopment Agency, is the same as a separate component of the city of Glendora's Budget. The City Council hereby determines and declares that the City of Glendora, its General Fund and all of its other accounting funds shall NOT be obligated to finance or fulfill any Successor Agency obligations in any manner.

SECTION 3. The City Council recognizes the value of establishing citywide financial policies and has done so previously. The Fiscal and Budgetary Policies as incorporated in the budget document are hereby approved and adopted, which restates and replaces any and all pre-existing resolutions related to the General Fund reserves.

SECTION 4. The Authorized Positions as amended and incorporated in the budget document are hereby approved and adopted.

SECTION 5. Per the City of Glendora adopted Financial Policies, the City Manager is authorized to transfer appropriations between departments or functions, provided that no change is made in the total amount of the annual budget of any single fund.

SECTION 6. The Mayor Shall sign and the City Clerk shall certify to the passage and adoption of this resolution shall enter the same in the Book of Original Resolutions and that this resolution shall take effect and be in force on this date.

SECTION 7. The City Clerk is hereby directed to forward a copy of this resolution to the Finance Director.

APPROVED and PASSED this 28th day of June, 2016.

City Council of Glendora, California

BY: 

GENE MURABITO, Mayor

APPROVED AS TO FORM:

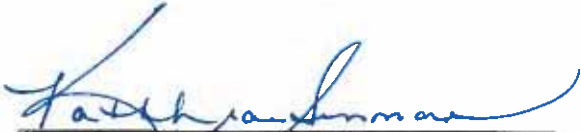


D. WAYNE LEECH, City Attorney

I, Kathleen R. Sessman, City Clerk of the City of Glendora, do hereby certify that the foregoing Resolution was duly adopted by the City Council of the City of Glendora at a regular meeting held on the 28th day of June, 2016, by the following vote:

AYES:	COUNCIL MEMBERS:	Davis, Nelson, Thompson, Boyer, and Murabito
NOES:	COUNCIL MEMBERS:	None
ABSENT:	COUNCIL MEMBERS:	None
ABSTAIN:	COUNCIL MEMBERS:	None

Dated: July 1, 2016



KATHLEEN R. SESSMAN, City Clerk

CITY of GLENDORA
GANN APPROPRIATIONS LIMIT

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CITY of GLENDORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY

Fund	Estimated Available Balance	FY 2017 Estimated Revenue	FY 2017 Estimated Expenses	Estimated Contingency	Projected Available Balance
001 - General Fund	11,173,279	27,896,738	27,674,237	222,501	11,395,780
Special Revenue Funds					
202 - Street Lighting Assessment	20,555	364,200	358,750	5,450	26,005
202A - Street Improve Assessment	27,542	100	-	100	27,642
202B - Landscape Assessment	12,093	46,442	48,473	(2,031)	10,062
203 - TDA/Bikeway	-	90,206	90,206	-	-
205 - Gas Tax	267,709	1,061,335	1,127,700	(66,365)	201,344
206 - Parks Development	26,750	702,500	167,500	535,000	561,750
207 - Grants	(126,500)	128,000	1,500	125,600	-
208 - Asset Forfeiture	574,814	457,500	827,400	(369,900)	204,914
209 - Prop A Transit	97,537	950,920	1,010,920	(60,000)	37,537
210 - COPS	21,362	92,064	91,600	464	21,826
211 - Prop C Transit	431,141	789,627	937,880	(148,253)	282,888
212 - CDBG	251	311,468	311,575	(107)	144
213 - HOME State Grant	39,145	200	-	200	39,345
214 - Used Oil	16,384	14,350	16,799	(2,449)	13,935
215 - AQMD	14,439	64,700	30,500	34,200	48,639
217 - Prop A Operations	82,118	39,800	86,100	(46,300)	35,818
218 - Cal Home Housing	43,561	200	-	200	43,761
219 - Local Streets/Roads	635	-	-	-	635
221 - STPL Street Construction	260,592	1,000	-	1,000	261,592
222 - Measure R	516,059	587,772	651,700	(63,928)	452,131
228 - Container Recycling Grant	40,135	13,500	13,410	90	40,225
229 - Library Grants	2,767	138,000	137,300	700	3,467
230 - PEG	504,387	101,750	386,400	(284,650)	219,737
231 - BID	63,276	100,050	109,000	(8,950)	54,326
244 - AB 109 Realignment	101,464	85,800	125,200	(39,400)	62,064
254 - OTS Grants	(71,675)	110,000	38,325	71,675	-
285 - Affordable Housing	2,032,445	10,000	172,300	(162,300)	1,870,145
Special Revenue Fund Subtotal	4,998,986	6,261,484	6,740,538	(479,054)	4,519,932

CITY of GLENDORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY (continued)

Fund	Estimated Available Balance	FY 2017 Estimated Revenue	FY 2017 Estimated Expenses	Estimated Contingency	Projected Available Balance
Capital Projects					
321 - Capital Projects	2,734,852	-	539,600	(539,600)	2,195,252
405 - Energy Efficient	-	70,175	70,175	-	-
Capital Projects Subtotal	2,734,852	70,175	609,775	(539,600)	2,195,252
Enterprise Funds					
530 - Water Capital Projects	1,713,077	3,050,000	3,386,400	(336,400)	1,376,677
531 - Water Operations	4,596,338	16,779,900	15,834,485	945,415	5,541,753
533 - Transit System	-	1,406,800	1,406,800	-	-
534 - La Fetra Center	44,860	25,500	48,300	(22,800)	22,060
Enterprise Funds Subtotal	6,354,275	21,262,200	20,675,985	586,215	6,940,490
Internal Service Funds					
541 - Worker's Comp	1,516,486	762,995	960,900	(197,905)	1,318,581
542 - Liability Insurance	1,519,950	1,683,200	1,682,500	700	1,520,650
548 - Technology	614,151	1,417,400	1,416,600	800	614,951
549 - Vehicles	3,222,693	1,121,000	1,680,600	(559,600)	2,663,093
Internal Service Subtotal	6,873,280	4,984,595	5,740,600	(765,005)	6,117,275
TOTAL CITY FUNDS	32,134,672	60,521,697	61,441,135	(919,438)	31,215,234
Glendora Housing Authority					
290 - Housing Authority	1,083,795	20,375	141,200	(120,825)	962,970
Successor Agency					
400 - Redev Oblig Retirement (RORF)	2,012,376	2,503,092	2,409,676	93,416	2,105,792
491 - Debt Service	-	2,048,604	2,048,604	-	-
Successor Agency Subtotal	2,012,376	4,551,696	4,458,280	93,416	2,105,792
Total All Funds	35,230,843	65,093,768	66,040,615	(946,847)	34,283,996

CITY of GLENDORA

BUDGET SUMMARY - OVERVIEW

OVERVIEW OF RESOURCES (REVENUE)

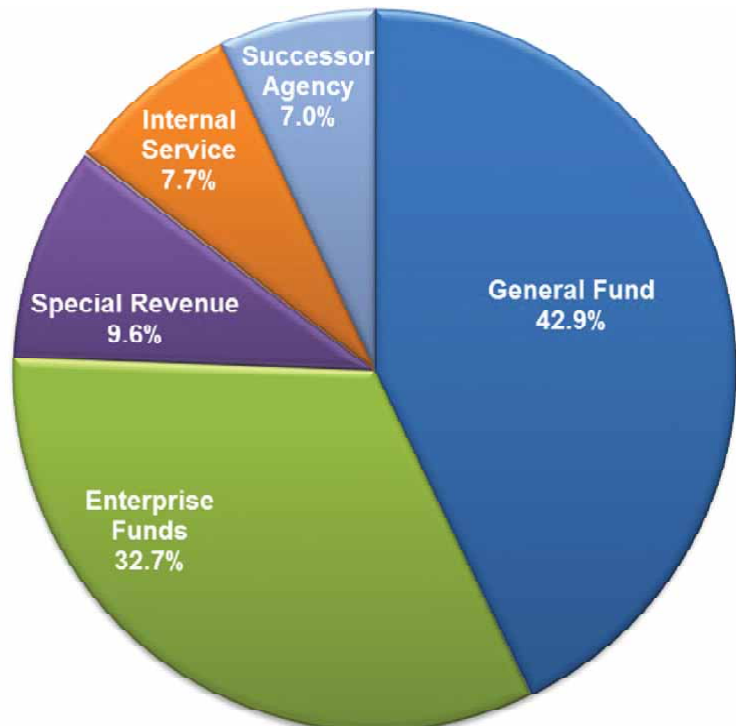
The Proposed budget for Fiscal Year (FY) 2016-17 reflects a conservative and consistent approach to forecasting revenues in the budget. Revenue forecasting is challenging when preparing the budget since all other aspects of the budget depend on whether there are sufficient revenues and resources for the proposed expenditures, programs and capital projects. Trend analysis, economic indicators, and professional judgement are used to arrive at the revenue estimates. The following section provides the an overview of the revenues for all City funds.

The Summary of Revenues provides a perspective of all revenues grouped by the fund types. The fund types are described in the Budget Guide section of this budget document.

SUMMARY OF REVENUES BY FUND TYPE

Fund Type	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
General Fund	25,270,397	27,825,346	27,055,348	27,055,348	27,896,738
Special Revenue	8,279,602	10,855,354	7,342,507	7,342,507	6,261,484
Capital Project	482,502	2,975,355	1,388,598	1,388,598	70,175
Enterprise Funds	29,531,176	28,966,256	20,658,668	20,658,668	21,262,200
Internal Service	5,164,357	5,470,008	4,714,590	4,714,590	4,984,595
Housing Authority	115,495	786,803	107,500	107,500	20,375
Successor Agency	4,755,938	4,663,375	4,578,045	4,578,045	4,551,696
Grand Total	73,599,467	81,542,496	65,845,256	65,845,256	65,047,263

As total estimated revenues for all Fund Types for Fiscal Year 2016-17 is \$65,047,263. General Fund revenues are \$27,896,738, comprising 43% of total City-wide revenues. The chart to the right illustrates revenues as a percent of total revenues. Capital Projects and Housing Authority are not visible because of its small contribution for FY 2017. The General Fund is typically the largest fund receiving revenues from property and sales taxes and many other sources the City depends on to provide services to the residents.



CITY of GLENDORA

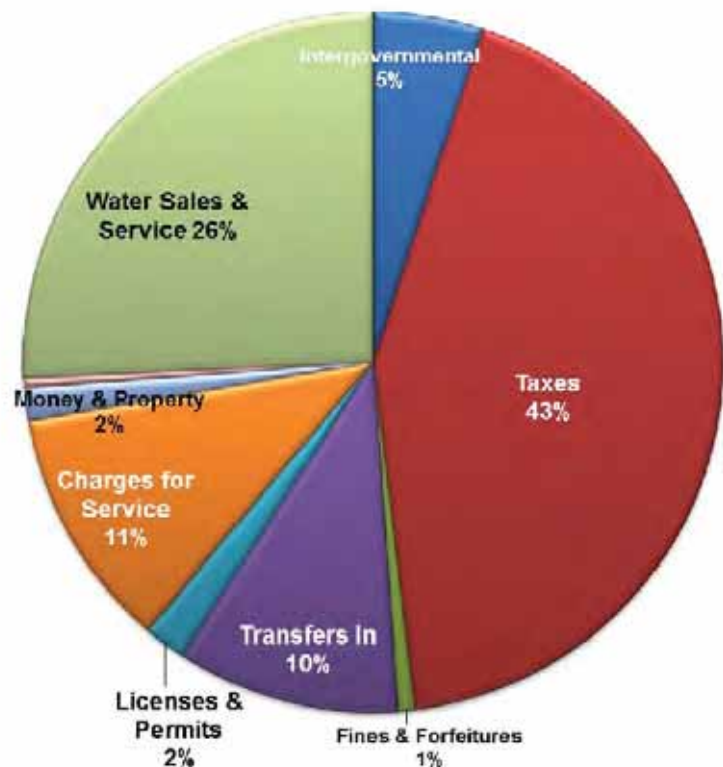
BUDGET SUMMARY - OVERVIEW

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Taxes	25,163,347	26,263,554	27,757,802	27,757,802	27,995,609
Licenses & Permits	1,199,102	1,251,459	946,300	946,300	1,270,050
Fines & Forfeitures	675,394	607,617	566,100	566,100	530,300
Money & Property	1,067,456	1,870,079	1,086,342	1,086,342	1,013,800
Intergovernmental	5,348,534	7,195,085	4,406,741	4,406,741	3,305,470
Charges for Service	7,600,633	7,540,179	7,513,300	7,513,300	7,198,455
Water Sales & Service	17,746,030	16,350,527	15,622,360	15,622,360	16,737,400
Miscellaneous	867,828	(380,947)	366,450	366,450	304,100
Transfers In	13,931,142	20,844,944	7,579,861	7,579,861	6,692,079
Grand Total	73,599,467	81,542,496	65,845,256	65,845,256	65,047,263

SUMMARY OF REVENUES BY CATEGORY

Taxes are the major funding source for services provided by the City. Taxes included property, sales, and business taxes. Water Sales and Service revenues are restricted for water related services only. Licenses and permits vary upon the amount of development occurring in the City for the year. Money and Property consists of interest earnings and rental income generated from rental of City facilities for special events by a third party. Charges for service are made up of services provided by the Departments such as Police, Planning, Public Works, Library and Community Services.

Additional detailed reports are available in this section: Summary of Revenues by Fund and Revenues by Line Item.



CITY of GLENDORA BUDGET SUMMARY - OVERVIEW

OVERVIEW OF APPROPRIATIONS (EXPENDITURES)

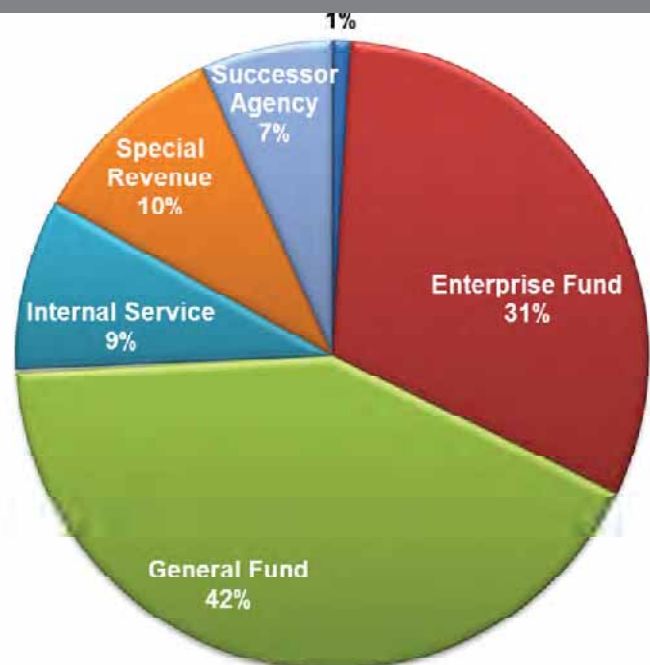
The Proposed budget for Fiscal Year (FY) 2016-17 also reflects a conservative and consistent approach to forecasting expenditures in the budget. More information is available in the Budget Guide section of the budget document regarding the *Basis of Budgeting* and the *Budget Approach* when preparing the budget. Expenditure budgets include a review of the programs, activities and functions of each department, then a review of the cost of the staffing and other resources needed to accomplish those activities. The following section provides an overview of the expenditures for all City funds.

The following table of Expenditure Summary – All Fund Types provides a perspective of all expenditures grouped by the fund types. The fund types are described in the Budget Guide section of this budget document.

SUMMARY OF EXPENDITURES BY FUND TYPE

Fund Type	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
General Fund	24,413,624	26,792,500	26,786,895	26,786,895	27,674,237
Special Revenue	9,214,749	7,032,953	5,509,870	5,509,870	6,740,538
Capital Project	1,213,192	1,560,987	896,076	896,076	609,775
Enterprise Funds	23,829,749	26,459,977	20,172,621	20,172,621	20,675,985
Internal Service	4,693,215	5,775,164	6,215,952	6,215,952	5,740,600
Housing Authority	69,640	1,730,768	232,126	232,126	141,200
Successor Agency	3,270,181	5,631,929	5,557,104	5,557,104	4,458,280
Grand Total	66,704,350	74,984,278	65,370,644	65,370,644	66,040,615

Total estimated expenditures for all Fund Types for Fiscal Year 2016-17 is \$66,040,615. General Fund expenditures are \$27,674,237, comprising 42% of the City-wide total. The chart to the right illustrates expenditures as a percent of the City-wide total. Housing Authority is not visible because of its small expense for FY 2017. General Fund typically has the largest expenditures because it covers the costs of providing the majority of City Services.



CITY of GLENDORA

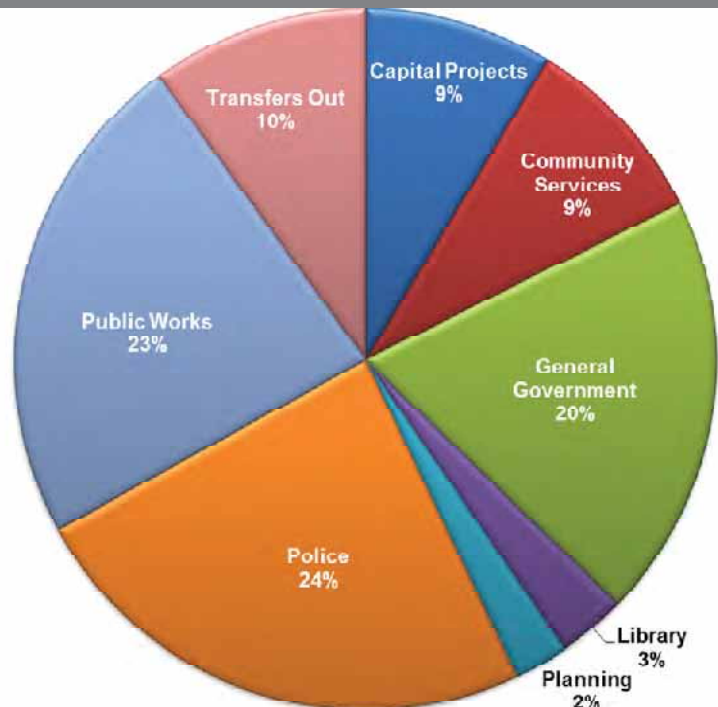
BUDGET SUMMARY - OVERVIEW

SUMMARY OF EXPENDITURES BY FUNCTIONAL DEPARTMENT

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
General Government	6,225,879	7,408,263	7,033,021	7,033,021	7,991,450
Police	16,384,489	14,877,134	15,777,574	15,777,574	15,836,575
Planning	1,597,171	2,407,907	2,395,724	2,395,724	1,639,856
Public Works	16,628,160	16,460,979	17,335,838	17,335,838	15,153,850
Library	1,876,688	1,866,179	2,022,476	2,022,476	2,083,300
Community Services	5,194,516	5,403,122	6,107,772	6,107,772	5,933,973
Capital Projects	2,259,341	3,035,766	2,067,122	2,067,122	5,723,006
Debt Service	2,606,963	2,679,983	4,912,670	4,912,670	4,986,526
Transfers Out	13,931,142	20,844,945	7,718,447	7,718,447	6,692,079
Grand Total	66,704,350	74,984,278	65,365,144	65,365,144	66,040,615

Police services typically make up the highest expenditure in the City because of the high importance of safety. The majority of Public Works is responsible for maintaining the City's infrastructure such as roadways and the water system, as well as managing capital projects. General Government includes the administrative Departments such as the City Council, City Clerk, City Manager, Human Resources, and Finance.

This overview provides a big picture of City-wide finances, however, it is important to understand that there are restricted uses for most funds except for the General Fund. If the City is no longer able to receive special revenue from other government entities, then the General Fund would be responsible for those services.



Additional detailed reports are available in this section: Summary of Expenditures by Fund and Fund Expenditures by Division. Within each departmental section of the budget, more narratives and explanations are provided.

CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

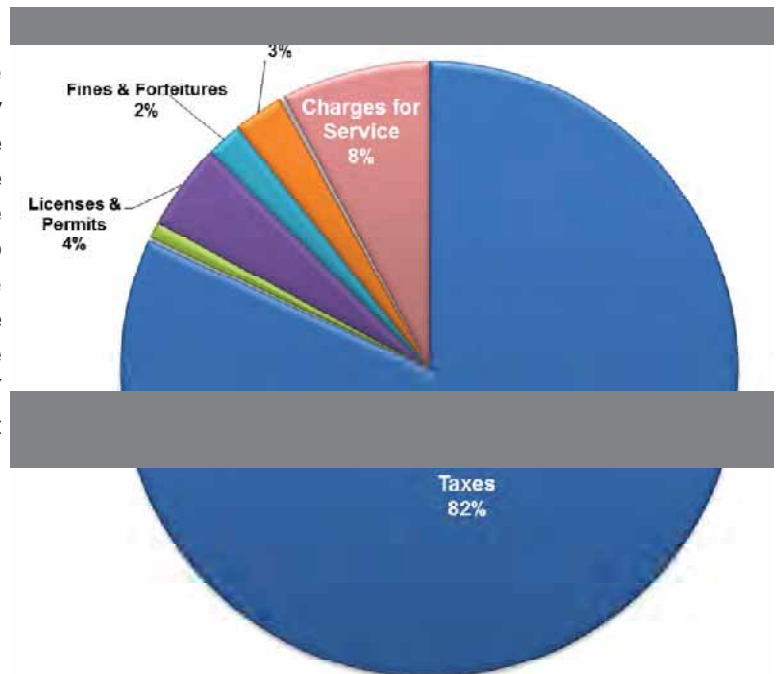
GENERAL FUND REVENUES (RESOURCES)

The General Fund revenue budget for Fiscal Year (FY) 2016-17 is projected to be \$27.9 million. The General Fund provides the majority of ongoing governmental services that are not funded through restricted special revenue funds. These services include Police, Library, Community Service, Planning, Public Works, and general government administrative departments. This fund is supported by general taxes including property and sales tax, and other revenue sources, such as charges for services, licenses, permits, and fines.

GENERAL FUND REVENUES BY CATEGORY

Fund Type	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Taxes	20,219,331	21,705,742	22,225,415	22,225,415	22,840,228
Licenses & Permits	1,199,102	1,251,459	946,300	946,300	1,270,050
Fines & Forfeitures	675,394	607,617	566,100	566,100	530,300
Money & Property	713,697	749,156	697,500	697,500	735,200
Intergovernmental	93,621	437,257	136,000	136,000	69,000
Charges for Service	1,976,070	2,655,772	2,198,940	2,198,940	2,169,860
Miscellaneous	54,174	49,038	34,950	34,950	32,100
Transfers In	339,008	369,305	250,143	250,143	250,000
Grand Total	25,270,397	27,825,346	27,055,348	27,055,348	27,896,738

The Revenue Summary by Category table provides a four-year perspective that currently highlights the steady growth in revenues for the General Fund. During the recession that became evident in 2008 and the dissolution of the Redevelopment Agency in 2011, the City had to navigate uncertain times and significant revenue losses. The improved revenues have allowed the City to strengthen its financial position while meeting the needs of the community. For FY 2017, proposed revenues are anticipated at \$27,896,738.



CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

The following table focuses on the top five revenue categories, which make up 91.2% of all General Fund revenues projected for FY17.

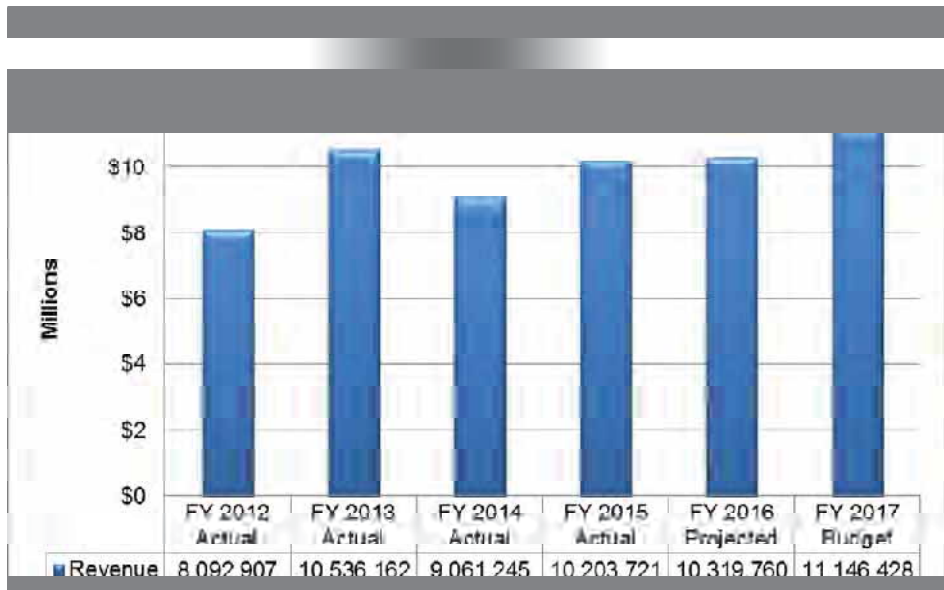
GENERAL FUND TOP 5 LEADING REVENUES

Fund Type	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Property Taxes	9,061,245	10,203,721	10,319,760	10,319,760	11,146,428
Sales Tax	8,411,488	8,485,243	9,004,100	9,004,100	8,792,300
Franchise Tax	1,898,194	2,118,665	2,034,055	2,034,055	2,076,500
Charges for Service	1,976,070	2,655,772	2,198,940	2,198,940	2,169,860
Licenses & Permits	1,199,102	1,251,459	946,300	946,300	1,270,050
Grand Total	22,546,099	24,714,859	24,503,155	24,503,155	25,455,138

Property Taxes are imposed on real (secured) and personal (unsecured) property. The tax is constitutionally limited to 1% of assessed value by Proposition 13. Assessed valuation adjustments, when made, are limited to the lesser of a 2% annual increase or the growth in the California index of the CPI. Property transfers resulting from sales transactions and new construction trigger new appraisals with the new assessed value being the current market price, resulting in some assessments that exceed the 2% cap. It is important to note that the City's share of the base property tax amounts to approximately 10% of the Proposition 13 1% levy limitation. So, for a home with an assessed value of \$500,000, the base 1% property tax is \$5,000 and the City will receive \$500 as its share.

Property taxes continue to be the largest category of income to the City, comprising 40% General Fund revenues.

In the years leading up to Fiscal Year 2008-09, strong growth in property taxes was created by robust property sales, which lead to higher home prices (and therefore, assessed values), and by new retail development in the community. The impact of the Great Recession on Glendora property taxes with substantial through Fiscal Year 2011-12. By the end of Fiscal Year 2012-13,



property taxes finally recaptured some of the losses. In addition, that year included a one-time distribution from the Redevelopment Property Tax Trust Fund (RPTTF) of \$1.8 million. The one-time distribution resulted from funds that were previously with the Glendora Redevelopment Agency being sent back to the County and then redistributed to all taxing agencies of which the Glendora General Fund benefited. The General Fund is currently receiving approximately \$300,000 annually as its share among the taxing agencies benefiting from the dissolution of the Redevelopment Agency. The remaining growth in Property Taxes is a reflection of the increases in assessed property tax values resulting in higher property taxes being paid.

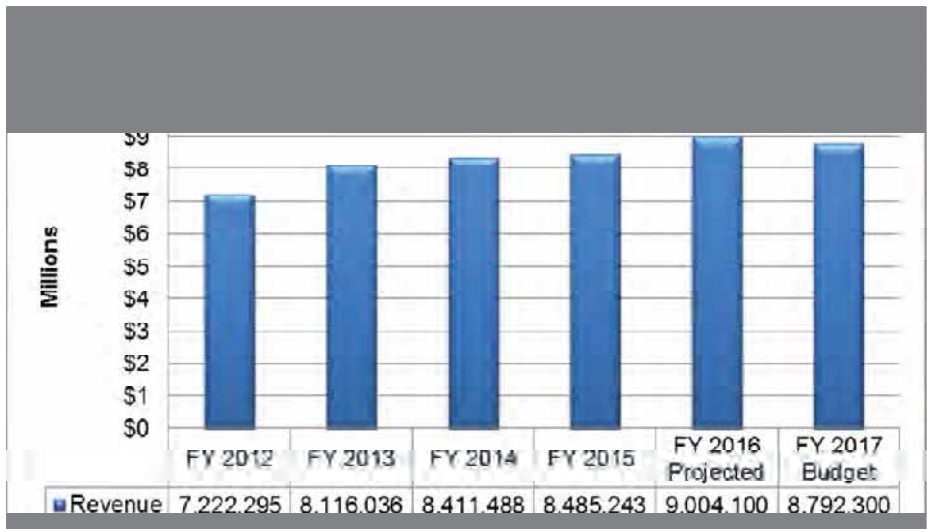
CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

Sales Tax is levied at the point-of-sale. The sales tax rate in Glendora is set and imposed at the County level. The levy in Los Angeles County is 9.75%. The total levy of 9.75% is divided as follows:

- 6.25% State of California
- 0.75% City of Glendora
- 1.00% Regional transit rate ,Prop A and Prop C
- 0.75% County of Los Angeles
- 0.50% Public safety augmentation fund
- 0.50% Measure R transportation rate

Glendora's sales tax revenues were hit hard by the recession. After achieving a high in Fiscal Year 2007-08 following the opening of new retail establishments at the Diamond Ridge Center, collections dropped by 18.5% over a two-year period, bottoming out to \$6.35 million in Fiscal Year 2009-10. The growth since Fiscal Year 2010-11 has been driven largely by vehicle, gasoline and retail sales. However, with the recent announcements of businesses filing for bankruptcies, such as Sport Chalet and Sports Authority, and a decline in auto



sales, sales tax projections were decreased. Consumer behavior is moving towards online purchases which is taking away from the traditional brick and mortar stores. There are currently 10 businesses, all located within the commercial corridor created by the Glendora redevelopment efforts known as MarketPlace/Auto Centre, that generate over 50% of sales tax revenues. As a precaution, revenue projections were kept conservative because it is unknown if there will be another retailer to fill those two locations.

Top Sales Tax Producers

(In Alphabetical Order)

Albertsons	Colley Ford	Petsmart
Alosta Shell	Glendora Arco	Sam's Club
Arco	Glendora Chrysler/ Jeep Dodge	Staples
Arco AM/PM	Glendora Hyundai	Toyota of Glendora
ASB Citrus Junior College	Home Depot	Ulta
Barnes & Noble	Home Goods	Union 76
Bed Bath & Beyond	In-N-Out Burgers	Verizon
Best Buy	Kohl's	Vons
Chevrolet of Glendora	My Goods Market	Walmart

Source: HdL Coren & Cone

The Sales tax in-lieu ended in FY16. The sales tax revenues previously held back by the State (Triple Flip legislation) until January and June of each year will now be distributed with the normal collections each month.

CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

Franchise Fees are collected from local utilities for extraordinary use of the public right-of-way. Southern California Edison, Frontier, Verizon, and Athens are among the utilities that pay a Franchise Fee to the City. The amount that is paid to the City is governed by an agreement with each entity.

Licenses & Permits includes Building permits and all other types of permits collected by the City departments (i.e. animal licenses, swap meet vendor permits, etc). A majority of this revenue consists of building permits. Over the last two years, the City has experienced a significant amount of development including Avalon Bay. For FY 2017, there is a possibility of 250 residential/multi-family units being built, generating over \$800,000 in revenue. Many of these developments are currently being processed and reviewed by Planning and Building. Developments included in the FY 2017 revenue projections include:

- Motif at 422 E. Route 66, 20 homes and 106 condos
- Foothill Collection at 533 W. Foothill Blvd, 144 condos
- Monrovia Nursery at Sierra Madre 121 homes
- Bonnie Cove, 33 condos
- 255 S. Vermont Avenue, 40 condos

Fines & Forfeitures consists of Municipal Code Violations, Parking Citations, and Vehicle Code Fines. This revenue is somewhat unpredictable but appears to be consistent in generating \$500k. Over the years, the amount of money generated from vehicle code violates has decreased as a result of the change in distribution methodology from the State of California. Unfortunately, the City has contested the methodology to no avail, thus resulting in a permanent reduction in this source of revenue.

Money & Property includes interest income and rental income. Interest income is often a minor component in this revenue category due to the State restrictions on investments and the short-term nature of the investments (within five years). Increased diversification of the investment portfolio has made a difference in interest income. However, revenue in this category comes primarily from rental income from parks and facilities.

The dissolution of Redevelopment had a significant impact in this category of revenue. Beginning in FY13, the City no longer received interest income of approximately \$580,000 on General Fund loans to the Agency. Legislation in 2013 clarified that the General Fund will eventually be able to recover the outstanding principal and interest, albeit only over a prolonged period of time. Another loss was \$341,000 in rental income from the Agency for use of office space in a City building.

Intergovernmental are those revenues collected by other government agencies and then distributed to the cities. Through various forms of legislation and in an effort to balance the State budget, these revenues have been eroded significantly throughout the years. For FY17 this category includes estimated revenues of \$21,000 for Motor Vehicle in Lieu, \$25,000 for SB90 State Mandate reimbursements and \$13,000 for reimbursements from Irwindale for use of the City's jail.

Charges for Service reflects cost recovery for services provided to external customers. These services span a wide range of customer choice: plan checking; duplication of materials; recreational classes and tours; engineering inspections; and Library fees. The largest components of this revenue includes the Environmental Administrative Fee revenues from Athens services, plan checking, inspection fees, and recreation classes.



CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

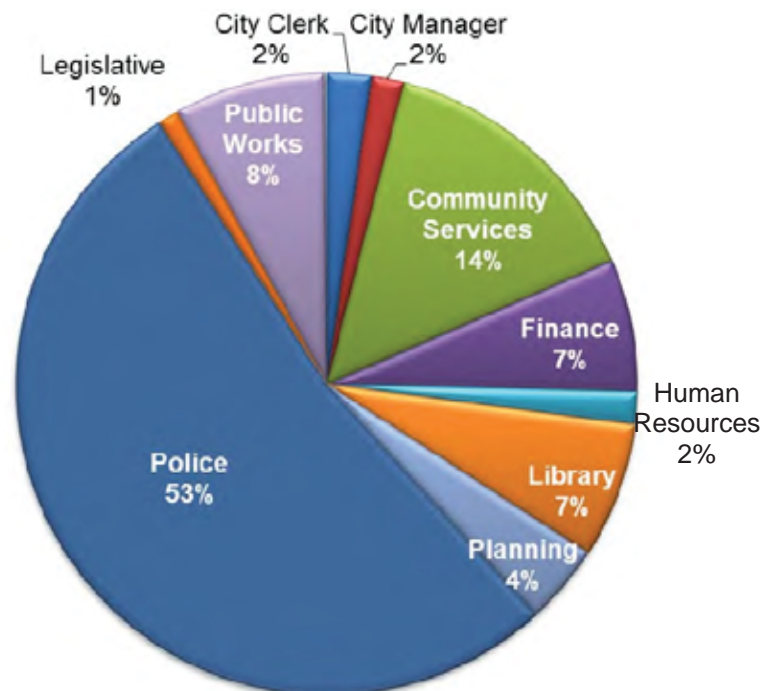
GENERAL FUND EXPENDITURES (APPROPRIATIONS)

The General Fund budget for FY 2017 is \$27,674,237, which maintains the current level of services with some enhancements as described in the policy issues in the City Manager’s message. Estimated General Fund revenues of \$27.9 million are sufficient to cover the proposed expenditures. The table below provides an overview of General Fund expenses by Department.

GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Legislative	236,848	254,043	290,931	290,931	294,900
City Clerk	422,473	557,401	478,290	478,290	638,500
City Manager	461,554	444,349	471,928	471,928	467,600
Human Resources	440,094	398,743	419,370	419,370	446,000
Finance	1,479,127	1,509,748	1,643,535	1,643,535	1,998,535
Police	12,606,512	12,817,585	13,892,464	13,892,464	14,542,750
Planning	1,049,005	1,009,762	1,172,935	1,172,935	1,147,200
Public Works	1,747,405	2,127,492	2,186,852	2,186,852	2,130,800
Library	1,754,738	1,738,903	1,862,037	1,862,037	1,946,000
Community Services	3,584,208	3,715,334	3,719,397	3,719,397	4,020,900
Transfers	631,683	2,219,140	649,156	649,156	41,052
Grand Total	24,413,647	26,792,500	26,786,895	26,786,895	27,674,237

Police and Community Services are the largest departments within the General Fund. Community Services is responsible for maintenance of all the City trees, medians, parks as well as providing recreational activities for residents of all ages. Finance has seen an increase due to the non-departmental costs that include setting aside funds for the pending negotiations with various employee groups.



CITY of GLENDORA

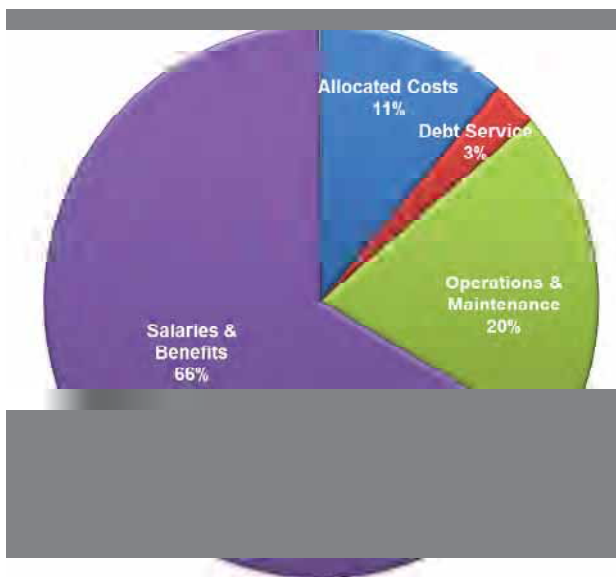
BUDGET SUMMARY - GENERAL FUND

GENERAL FUND EXPENDITURES BY CATEGORY

General Fund expenses are categorized into salaries & benefits, operations & maintenance, allocated costs, and debt service. Below are more detailed explanations of each of the categories.

GENERAL FUND EXPENSES BY CATEGORY

Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Salaries & Benefits	15,923,306	16,319,858	17,747,490	17,747,490	18,419,700
Operations & Maintenance	4,206,065	4,558,674	5,003,546	5,003,546	5,426,900
Allocated Costs	2,657,734	3,002,605	2,676,925	2,676,925	3,047,300
Debt Service	666,841	692,223	709,778	709,778	739,285
Transfers	631,683	2,219,140	649,156	649,156	41,052
Grand Total	24,413,647	26,792,500	26,786,895	26,786,895	27,674,237



Salaries and Benefits: The salaries and benefits budget includes all known increases to salaries for approved MOU, CalPERS retirement and medical benefits for next fiscal year. Total salaries and benefits for the General Fund for Fiscal Year 2017 are \$18,419,700, an overall increase of 3.4%. This includes PERS rate increases, pending negotiation estimates, minimum wage increases, and an increase of 20% increase in the workers' compensation allocation that was implemented City-wide in order to help get closer to a structurally balanced budget for that fund. This category of expense makes up 66% of total General Fund expenditures.

Operation & Maintenance: The Maintenance and Operations expense category includes costs such as office supplies, contract services, and utility costs, etc. The budget for General Fund maintenance and operations expense is \$5.5 million. Costs increased from last year are a result of minimum wage requirements. For example, the tree trimming and landscape contracts were increased over

\$100,000 due to prevailing wage requirements. The Animal Control contract is currently under negotiations, and the City is anticipating a 20% increase.

Allocated Costs: Allocated costs are charges from the City's Internal Service Funds for centralized technology and vehicle services as well as general liability and property insurance. Allocated costs for the General Fund for next year total \$3 million. Compared to FY16, this is an 15.3% increase. The primary reason for the increase is due to the increase in general liability costs.

Debt Service: The General Fund has a debt issue for a pension obligation bond that was issued to retire a Police retirement liability account with CalPERS. The debt service payment on the bond grows slightly each year according to the debt service requirement under the bond covenants. Debt service for FY17 increased by 4%.

Transfers: Within the FY17 budget, there is one transfer out for the debt service on the energy efficiency project financing (\$41,052).

CITY of GLENDORA BUDGET SUMMARY - GENERAL FUND

GENERAL FUND FIVE-YEAR FINANCIAL FORECAST

The Multi-Year Budget Projection provides a long-range financial projection that assists in planning and decision-making in connection with the financial operations of the General Fund. The forecast is updated a minimum of two times each year, during the budget development and at mid-year. This tool was critical throughout the Great Recession.

The Budget Projection provides Actual activity for FY15, the amended midyear budget for FY16 and the proposed budget for FY17. The projection includes several footnotes that provide additional explanations for specific lines items. Below are additional observations about the forecast:

Revenues FY18 through FY21 -

- Overall revenues are conservatively forecasted with average increases of 2.2%. It is expected that some revenues will increase and others will decrease.
 - Property and sales taxes are showing growth.
 - Revenues related to development show low or no growth.
- Overall expenditures are conservatively forecasted with average increases of 2.7%. Although there are future years that show operating deficits, the budget policy requires a balanced budget. Whatever actions are necessary to provide a balanced budget will be taken before presentation to Council for adoption.
 - Impacts of active negotiations have been added. Negotiations impacts of MOUs that expire in future budget years have not been included.
 - Disaster Response has been added with an ongoing budget of \$60,000. If there be no events requiring use of this budget, there will be budget savings or if needed an additional Council appropriation will be requested.
 - Impacts of implementation of the Affordable Care Act (ACA) have not been assumed and included in the forecast. The guidelines of the ACA are continuously changing. As more information becomes available, the forecast will be updated. Areas that are likely to impact the City are the Rate of Pay Safe Harbor calculation and the "Cadillac tax".
 - Impacts of the minimum wage increases are being evaluated through a study during FY17. Once the results are provided, there will likely be an increase to expenditures since the law requires that the minimum wage increase to \$15 per hour by 2020.
 - Increase of 20% worker's compensation allocation has been added to FY17. An additional \$100k has been added to FY18 to catch up the allocation to the actual operating costs of the worker's compensation fund.
 - Election costs are assumed to continue under the City control. However, it is possible that based on legislation requiring consolidation of elections, the FY20 year could be the transition year to consolidation with the County.
 - Impacts of the Storm Water capital projects mandates have not been assumed in the forecast. Whenever possible, street and water projects include components to address storm water runoff, grants are pursued, and additional clarity on the mandates is pursued.
 - Beginning FY22, the debt service payments for the pension obligation bonds will cease.

Because the budget is a dynamic document, the projection should be seen as a dynamic tool also. Problems with the world or local economy could dramatically change the projections provided. As indicated in an earlier budget document, revenue forecasting is challenging when preparing the budget since all other aspects of the budget depend on whether there are sufficient revenues and resources for the proposed expenditures, programs and capital projects. Trend analysis, economic indicators, and professional judgement are used to arrive at the revenue estimates.

**GENERAL FUND MULTI-YEAR BUDGET PROJECTION
FISCAL YEAR ENDING JUNE 30, 2017 through 2021**

	Actual FY 14-15	Amended FY 15-16	Budget FY 16-17	ESTIMATE FY 17-18	ESTIMATE FY 18-19	ESTIMATE FY 19-20	ESTIMATE FY 20-21
Revenue							
1 Prop Tax - Secured, Unsecured, suppl	\$ 5,402,496	\$ 5,140,315	\$ 5,700,000	\$ 5,899,500	\$ 6,106,000	\$ 6,106,000	\$ 6,319,700
2 (1) Prop Tax - Redistributed RPTTF	269,081	348,000	300,000	306,000	312,100	312,100	318,300
3 Property Tax In-Lieu of VLF	4,532,144	4,831,445	5,018,428	5,169,000	5,324,100	5,324,100	5,483,800
4 Sales Tax	8,055,719	8,562,000	8,345,300	8,692,830	9,004,900	9,328,200	9,514,800
5 Sales Tax - Prop 172	429,524	442,100	447,000	452,000	457,000	457,000	462,100
6 Franchise Fees	2,118,665	2,034,055	2,076,500	2,119,800	2,164,000	2,164,000	2,209,200
7 Business License Tax	444,110	466,600	415,000	423,300	431,800	431,800	440,400
8 Real Property Transfer	316,758	265,900	270,000	274,200	278,400	278,400	282,700
9 Transient Occupancy Tax	137,245	129,800	140,000	141,400	142,800	142,800	144,200
10 Licenses & Permits	1,542,685	1,087,900	1,270,050	1,276,400	1,282,800	1,282,800	1,289,200
11 Fines & Forfeitures	607,617	566,100	530,300	533,000	535,700	535,700	538,400
12 Rents & Interest	749,156	696,500	717,500	721,100	724,700	724,700	728,300
13 (2) Plan, Bldg & Eng	1,427,100	829,880	900,900	900,900	900,900	900,900	900,900
14 (3) Admin, Recreation & Library	937,445	1,005,760	1,045,560	1,056,000	1,066,600	1,066,600	1,077,300
15 All Other	760,523	648,993	720,200	727,400	734,700	734,700	742,000
Total Revenues	27,730,270	27,055,348	27,896,738	28,692,830	29,466,500	29,789,800	30,451,300
Expenditures							
16 (4) Salaries	11,611,850	12,229,696	12,552,000	12,590,100	12,728,600	12,868,600	13,010,200
pending negotiations		223,400		388,900	509,400	515,000	515,000
17 (5) Retirement	2,473,670	3,079,148	3,336,000	3,781,964	4,126,908	4,469,589	4,504,589
18 (6) MISC PERS RATES AS A % OF PAY	16.82%	18.56%	20.99%	23.10%	25.30%	27.40%	27.40%
19 SAFETY PERS RATES AS A % OF PAY	29.56%	35.13%	39.25%	42.70%	46.18%	49.65%	49.65%
20 Other Benefits	2,172,267	2,438,689	2,531,700	2,729,549	2,804,574	2,804,574	2,880,424
21 Maintenance & Operations	4,510,239	4,988,044	5,043,600	5,036,972	5,137,711	5,137,711	5,240,466
22 (7) Prop A - operational funds / Parks					80,000	80,000	80,000
23 Allocated Costs - Internal Svc Funds	2,085,285	1,800,658	1,922,200	2,074,088	2,157,052	2,157,052	2,243,334
24 Allocated Costs - Insurance	917,320	876,267	1,125,100	1,170,104	1,216,908	1,216,908	1,265,584
25 Elections	110,491		159,900		160,000		160,000
26 (8) Debt Service	692,223	709,778	739,285	765,221	787,587	816,234	845,569
27 (9),(10) Transfers Out	2,219,139	649,156	41,052	41,052	41,052	41,052	41,052
Total Expense	26,792,485	26,771,436	27,674,237	28,577,950	29,749,792	30,106,720	30,786,218
Operating Surplus or (Deficit)	\$ 937,786	\$ 283,912	\$ 222,501	\$ 114,880	\$ (283,292)	\$ (316,920)	\$ (334,918)
32 (11) Budget Surplus goal = 1.5% of Exp.		358,217	381,188	403,409	416,575	433,817	438,742
33 Net Surplus/(Deficit)		(74,305)	(158,687)	(288,528)	(699,867)	(750,737)	(773,659)
34 Beginning Available Fund Balance			11,173,279	11,395,780	11,510,660	11,227,368	10,910,449
35 Ending Available Fund Balance		11,173,279	11,395,780	11,510,660	11,227,368	10,910,449	10,575,531
36 Working Cap. Reserve (45% of exp.)		11,058,005	11,755,026	12,434,933	12,841,604	13,368,933	13,529,551
37 <i>Above/(Below) Maximum Reserve goal</i>		115,274	(359,246)	(924,273)	(1,614,236)	(2,458,484)	(2,954,020)

NOTES:

- (1) The General Fund is now receiving its share in the allocation as a result of the dissolution of the RDA
- (2) Revenues from permits and fees are subject to development activity
- (3) Includes Athens Environmental Fee.
- (4) Forecast includes impact of increases in existing MOU agmts. No costs included for future MOUs that have not yet been ratified.
- (5) Category includes PERS, PARS & rate impacts for recent actuarial changes. The estimate includes a discount for prepaying the Plan's amortization Bases Contribution.
- (6) PERS rates are per the October 2015 valuation which now include the modified PEPRAs rates.
- (7) State Proposition A Parks Bond funds, used for operations & maintenance of the Teen Center are ending in FY19. Costs will be borne by General Fund as revenue phases out.
- (8) Debt service includes public safety pension obligation bond pmts (expires in June 2021)
- (9) FY16 includes \$300k to Workers Comp fund, \$310k to Capital Projects Fund for MSA permit projects and and lease pmts on the energy efficiency projects.
- (10) FY17 includes lease pmts on the energy efficiency projects.

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

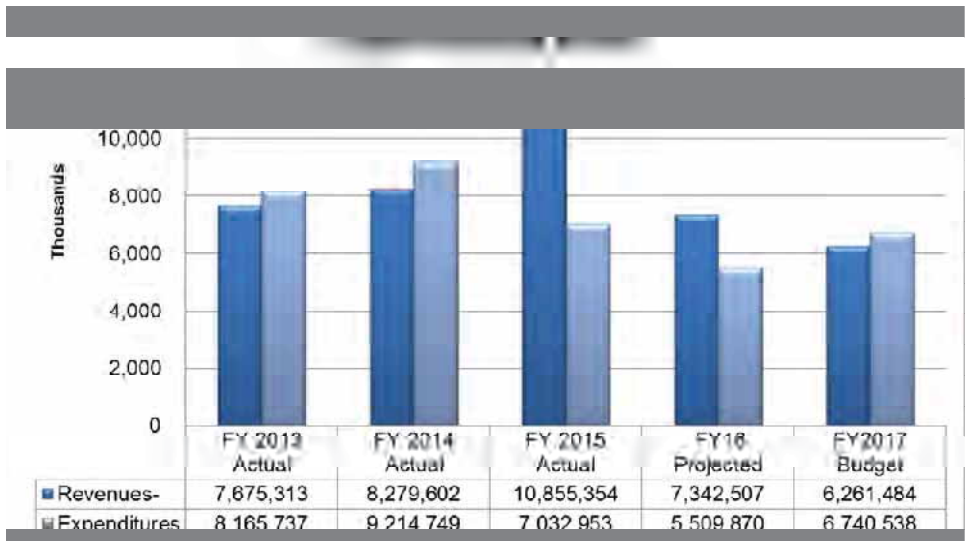
SPECIAL REVENUE FUNDS

Special Revenue Funds consist of those "restricted receipts" which may not be used for general municipal purposes. They are restricted for specific purposes by Local Ordinance, State or Federal Statute. For FY 2017, Special Revenue funds are expected to generate \$6.26 million in revenue by the following categories:

Streets & Transit Funding from Prop A&C, Measure R, and State Gas Tax	\$ 3,389,654
Police Grants, Asset Forfeiture, AB 109 Realignment and COPS Funding	873,364
Parks and Landscape Districts	1,153,042
Planning, Clerk, Library (CDBG, PEG, BID, and others)	845,424

Within the Special Revenue Fund category are reimbursement-based grants, local return of State of California and Los Angeles County tax levies (e.g., Proposition A and C, Gas Taxes, Measure R) and special fee sources established by the City (e.g., Park and Recreation Facilities, Affordable Housing Fees). The revenue accumulation patterns for special revenue funds can vary significantly from year to year based on the availability of funding and/or expenditure timing for grant awards and reimbursement.

Within the Special Revenue Funds are several operating funds. These funds are relied upon annually to cover staff time providing services related to street maintenance (Gas Tax and Measure R), transit operations (Prop A and Prop C), street lighting and landscape assessment district maintenance, and police overtime (Asset Forfeiture). In addition, several grants partially cover the cost for full time, part time, or contract staffing in order to accomplish the purpose of the



grants. Examples include CDBG and the Police Office of Traffic Safety Grant.

As can be seen from the table, the Special Revenue funds fluctuate from year to year based on which grants or special funding is available to the City. When preparing the budget for Special Revenue Funds, staff relies primarily on the other government agencies to provide estimates. Grants that have not yet been awarded are not included in the budget with rare exceptions. When a grant is awarded, it is presented to Council and budget adjustments are made after the Council action, since grants are not always guaranteed.

Should funding for special revenues end, it is likely that the services would also be eliminated or absorbed by the General Fund. Overall revenues have decreased by approximately \$1.1 million. The Office of Traffic Safety (OTS) grant, which provided approximately \$250,000 per year, will be ending in October 2016, as a result, the position that was funded by that grant is now within the General Fund. Gas tax was reduced by approximately \$50,000 because of overall decrease in consumption of gasoline State wide. Despite the reduction in Gas Tax, the City will receive nearly \$3.4 million from Gas Tax, Prop A and C and Measure R for the maintenance and repair of roadways. The Landscape and Lighting Assessment Districts will be studied during this next budget cycle to consider what changes may be needed to address costs that are increasing without proportionate increases in revenues.

CITY of GLENDORA

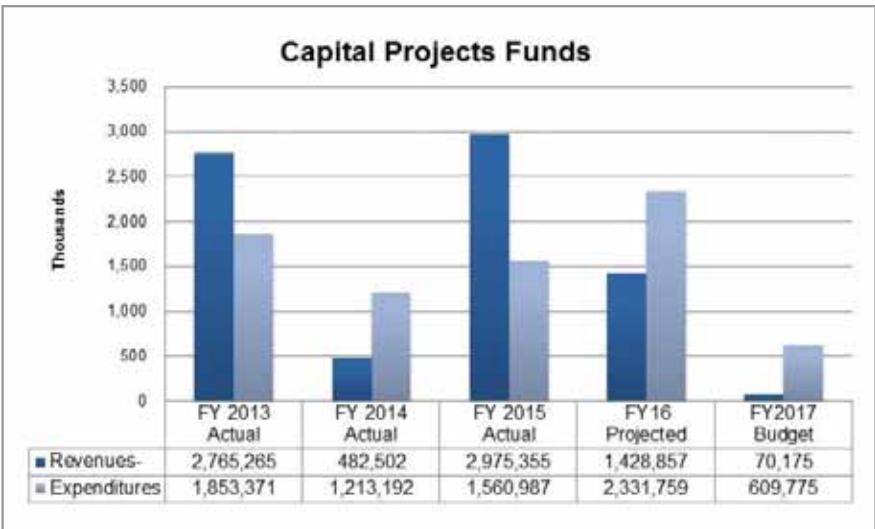
BUDGET SUMMARY - OTHER FUNDS

CAPITAL PROJECTS FUNDS

The Capital Projects Fund is funded through transfers from the General Fund. At year end, excess General Fund funds are transferred to the Capital Projects Fund per the terms of the Council adopted reserve policy. The Capital Projects fund includes funding for a variety of City projects for parks, library, and facility modifications, and other street and infrastructure improvement projects.

In order to facilitate the accounting and asset tracking of certain projects, the entire cost of the project is often tracked within the Capital Projects Fund. If other sources are contributing to the project, a transfer-in of those funds is included in the budget to offset the costs.

Details on the Capital Projects are provided in the Capital Improvement Program section of the budget. Projects proposed for FY17 funding include facility projects addressing Library public restrooms to address plumbing and fixture issues, Finance cubicle replacement to address



electrical issues, server room improvements, parks security systems, street repairs. Additionally, a speed survey is required by the State so that the City can enforce speed limits throughout the City.

ENTERPRISE FUNDS

Enterprise funds account for the City's business activities that provide service to external customers. Enterprise Funds are considered self-supporting and rely on their income sources to fund their operation. Cost recovery is maintained through user fees and charges for service.

The City maintains four distinct enterprise operations that collectively comprise 32% of City-wide revenues annually. The City's largest Enterprise Fund is the Water Fund. Other Enterprise funds include the Transit System and La Fetra Senior Center. The Transit System fund is maintained primarily through transfer of local transit special revenue funds – Proposition A and Proposition C – and through modest bus user charges. The La Fetra Senior Center derives its income through user charges.

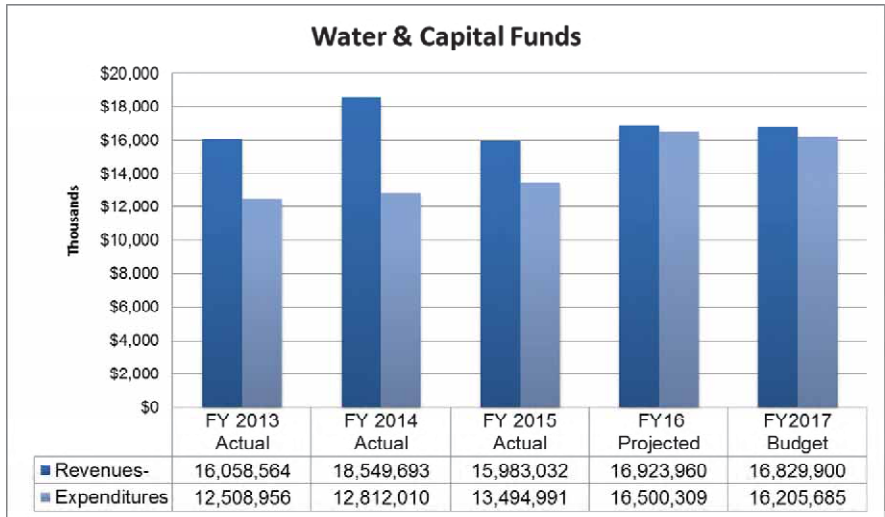
REVENUE SUMMARY

Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Water Capital	6,308,223	5,206,441	3,409,580	3,409,580	3,050,000
Water Operating	18,549,693	15,983,032	15,724,460	15,724,460	16,779,900
Transit	893,470	995,863	1,498,128	1,498,128	1,406,800
La Fetra	31,128	21,187	26,500	26,500	25,500
Grand Total	25,782,514	22,206,523	20,658,668	20,658,668	21,262,200

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

The Water Operating and Capital Funds make up for the largest share of the City's enterprise operations. The Governor extended the current drought emergency through October 2016, requiring agencies to reduce water usage by 36%. As such, revenue estimates for the FY17 budget were conservative assuming continued conservation efforts. The City is exploring options to maintain affordable rates while ensuring a steady revenue stream that will allow the City to deliver safe and reliable water to residents, including replacing the aging infrastructure. A water rate study is currently in process to determine rates for the next 5 years.



INTERNAL SERVICE FUNDS

The Internal Service Funds serve only the City of Glendora. These funds consist of the Workers' Compensation Fund, Liability Insurance Fund, Technology Fund and Vehicle (Fleet/Equipment Management) Fund. Charges are allocated to each division based on the allocated benefit or cost related to that division. For example, allocations for vehicle maintenance and purchases will vary between departments based on the cost of maintenance, fuel used and the vehicle purchases being recommended.

AVAILABLE BALANCE SUMMARY FOR INTERNAL SERVICE FUNDS

Fund	Estimated Available Balance	FY 2017 Estimated Revenue	FY 2017 Estimated Expenses	Estimated Contingency	Projected Available Balance
Worker's Comp	1,516,486	762,995	960,900	(197,905)	1,318,581
Liability Insurance	1,519,950	1,683,200	1,682,500	700	1,520,650
Technology	614,151	1,417,400	1,416,600	800	614,951
Vehicles	3,222,693	1,121,000	1,680,600	(559,600)	2,663,093
Internal Service Subtotal	6,873,280	4,984,595	5,740,600	(756,005)	6,117,275

Workers' Compensation Fund accounts for the City's worker's compensation program and claims management. The fund shows an operating deficit. Although the department allocations have been increased by 20% each year for the last two years, there will be additional increases needed in the future years to ensure 100% recovery of annual operating costs. The beginning available balance is based on available cash balances. Per the reserve policy there must be sufficient cash to cover annual operating costs.

Liability Insurance Fund accounts for the City's insurance programs and claims management. For FY 2017, the City's annual premium has increased as a result of the Risk Pool increasing the confidence level from 50% to 70%, leading to an increase of over \$250,000. The primary purpose of the funding guideline is to ensure the integrity and financial stability of the pool in the event of a large claim. Additional information regarding the Workers' Compensation and General Liability program is available in the Human Resources and Risk Management section of the budget.

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

Technology Fund is used to account for all technology functions and costs Citywide. The fund accounts for costs associated with the operation, maintenance and upgrades to the City's network and website, computer workstations and other equipment such as printers and servers, and software costs associated with the various systems used by City departments.

Vehicle Replacement Fund is used to account for the maintenance and replacement of the City's vehicle fleet and equipment. The fund shows an operating deficit because the allocation for FY17 does not include the cost of replacing vehicles. Instead, the vehicle purchases included in the budget will be funded from the available fund balance. Funding for new software and a study is included in the budget to assist with asset management and vehicle replacement strategies. Each year the methods for charging the departments are evaluated and modified as necessary.

HOUSING AUTHORITY

On January 10, 2012, the City Council established the Glendora Housing Authority and designated the City authority to retain the housing functions previously performed by the Glendora Redevelopment Agency. These functions consist of monitoring affordable housing agreements for the Heritage Oaks and Elwood Apartments and managing the portfolio of housing rehabilitation and first-time homebuyer loans by the former Glendora Redevelopment Agency.

Housing Authority income is derived primarily through rental income resulting from an agreement with the Heritage Oaks residence. The Housing Authority may receive program income from loan repayments from time to time. The Authority also receives a small amount of interest income each year.

GLENDORA SUCCESSOR AGENCY

Pursuant to ABX1 26, Chapter 5, Statutes of 2011, (Dissolution Act) redevelopment agencies (RDAs) throughout California were dissolved February 1, 2012, and replaced with Successor Agencies. On March 27, 2012, City Council adopted a Resolution as Successor Agency to the Glendora Community Redevelopment Agency and appointed two members to the Oversight Board representing the Successor Agency's interest. The Oversight Board approves the budget for the activities of the Successor Agency and the wind down of the dissolved redevelopment agency's affairs. It has fiduciary responsibility to holders of Enforceable Obligations and taxing entities that benefitted from the distributions of tax increment and other revenues of the Successor Agency.

Expenditures listed on the Recognized Obligation Payment Schedule (ROPS) are due annually to the Department of Finance (DOF). The ROPS list every scheduled payment previously approved by the Department of Finance on the Enforceable Obligation Payment Schedule (EOPS). The ROPS represents payments which will be paid during the next year. In April 2013, the Successor Agency received its Finding of Completion letter from the State Department of Finance indicating that the legal requirements associated with the unwinding of the Community Redevelopment Agency were met, which ultimately meant that the remaining bond proceeds could be spent. The remaining proceeds were used in FY16 for the Pompei Memorial Sports Park Turf Replacement and the San Dimas Wash Urban Trail.

The FY17 revenue estimate for the Successor Agency is based on an annualized estimate of the recognized obligations payments that have already been approved by the Oversight Board and State Department of Finance. These annual recognized obligations include debt service, bond expenses and other miscellaneous expenses. The General Fund receives \$250,000 of the allotment for administration costs associated with the wind down.

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF REVENUES BY FUND

Fund	Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	25,270,397	27,825,346	27,055,348	27,055,348	27,896,738
Special Revenue Funds						
202	Street Lighting Assessment	383,768	356,313	355,587	355,587	364,200
202A	Street Improve Assessment	7,110	7,194	150	150	100
202B	Landscape Assessment	24,960	80,492	59,634	59,634	46,442
203	TDA/Bikeway	32,721	28,376	-	-	90,206
205	Gas Tax	1,649,995	1,330,340	1,124,695	1,124,695	1,061,335
206	Park Development	341,867	139,039	1,101,595	1,101,595	702,500
207	Grants	11,584	3,840	153,000	153,000	128,000
208	Asset Forfeiture	744,913	973,993	424,500	424,500	457,500
209	Prop A Transit	872,797	904,282	935,777	935,777	950,920
210	COPS	100,041	106,380	103,826	103,826	92,064
211	Prop C Transit	720,216	752,353	776,239	776,239	789,627
212	CDBG	348,384	515,851	350,543	350,543	311,468
213	HOME State Grant	77,939	258	270	270	200
214	Used Oil Block Grant	10,038	17,001	14,400	14,400	14,350
215	AQMD	47,516	65,067	61,310	61,310	64,700
216	AB 939	16,150	-	-	-	-
217	Prop A Operations	286	151,842	70,700	70,700	39,800
218	Prop 1C Cal Home Housing	22	39,680	250	250	200
219	Prop 1B Local Streets	935	334	300	300	-
220	Avoid the 100	519,057	240,860	-	-	-
221	STPL Street Construction	450,330	99,758	530,293	530,293	1,000
222	Measure R	533,740	560,157	578,786	578,786	587,772
224	LAC Wind Damage Grant	54,494	20,289	75	75	-
225	Homeland Security Grant	138,060	2,125,102	-	-	-
228	Container Recycling Grant	13,774	321	13,670	13,670	13,500
229	Library Grants	107,423	132,276	138,230	138,230	138,000
230	Public, Educ, Govt Access	100,949	106,689	82,700	82,700	101,750
231	Business Improve District	121,220	102,986	101,850	101,850	100,050
240	CAL Recycle TDP Grant	-	148,002	643	643	-

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF REVENUES BY FUND (continued)

Fund	Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Special Revenue Funds (continued)						
244	AB 109 Realignment	111,549	111,539	108,100	108,100	85,800
245	Bus Stop Enhancement	28,629	-	-	-	-
246	Highway Bridge Replacement	16,485	27,341	-	-	-
249	Ludwig Explorer Grant	35,116	14,996	-	-	-
251	USDA Disaster Grant	428,743	-	-	-	-
252	Fire Management	24,074	-	-	-	-
253	Winter 2014 Floods	106,875	-	-	-	-
254	Office of Traffic Safety Grant	95,020	109,137	242,884	242,884	110,000
285	Affordable Housing	2,821	1,583,264	12,500	12,500	10,000
Special Revenue Funds Subtotal		8,279,602	10,855,354	7,342,507	7,342,507	6,261,484
Capital Project Funds						
321	Capital	482,502	2,714,048	1,321,665	1,321,665	-
405	Energy Efficient	-	261,307	66,933	66,933	70,175
Capital Project Funds Subtotal		482,502	2,975,355	1,388,598	1,388,598	70,175
Enterprise Funds						
530	Water Capital	6,308,223	5,206,441	3,409,580	3,409,580	3,050,000
531	Water Operating	22,298,356	22,742,765	15,724,460	15,724,460	16,779,900
533	Transit	893,470	995,863	1,498,128	1,498,128	1,406,800
534	La Fetra	31,128	21,187	26,500	26,500	25,500
Enterprise Funds Subtotal		29,531,176	28,966,256	20,658,668	20,658,668	21,262,200
Internal Service Funds						
541	Workers Comp	556,803	1,175,804	976,106	976,106	762,995
542	Liability Insurance	1,324,741	1,372,752	1,322,759	1,322,759	1,683,200
548	Technology	1,103,054	1,226,670	1,286,830	1,286,830	1,417,400
549	Vehicles	2,179,759	1,694,782	1,128,895	1,128,895	1,121,000
Internal Service Funds Subtotal		5,164,357	5,470,008	4,714,590	4,714,590	4,984,595

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF REVENUES BY FUND (continued)

Fund	Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Housing Authority						
290	Housing Authority	115,495	786,803	107,500	107,500	20,375
Successor Agency						
400	Redev Obligation Retirement	2,702,777	2,611,281	2,531,255	2,531,255	2,503,092
491	Debt Service CRA #1	2,053,160	2,052,093	2,046,790	2,046,790	2,048,604
Successor Agency Subtotal		4,755,938	4,663,375	4,578,045	4,578,045	4,551,696
REVENUES GRAND TOTAL		73,599,467	81,542,496	65,845,256	65,845,256	65,047,263

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Property Taxes						
31101	Current Secured	4,389,869	4,768,086	4,827,715	4,827,715	5,500,000
31102	Current Unsecured	117,792	129,526	-	-	100,000
31103	Supplemental Cur & Unsec	154,234	132,742	106,090	106,090	100,000
31104	Prior Year Sec & Unsec	(5,261)	276,355	-	-	-
31105	Prior Year Supplemental	185	(186)	-	-	-
31106	Other Property Tax	(186,268)	1,598	-	-	-
31107	Redemption Master	71,330	24,190	164,017	164,017	60,000
31108	Redemption Supplemental	2,032	(260)	-	-	-
31109	Redemption Master Penalty	42,783	25,559	-	-	25,500
31110	Redemption Suppl. Penalty	4,288	1,656	-	-	-
31112	RPTTF Redistribution	184,768	269,081	348,000	348,000	300,000
31120	Crossing Guard Prop Tax	7,517	7,917	7,493	7,493	7,500
31121	Home Property Tax Relief	33,586	35,313	35,000	35,000	35,000
31130	Prop Tax In-lieu Of MVLF	4,244,390	4,532,144	4,831,445	4,831,445	5,018,428
Property Taxes Total		9,061,245	10,203,721	10,319,760	10,319,760	11,146,428
Sales Tax						
31201	Sales And Use Tax	5,909,427	6,039,848	7,028,525	7,028,525	8,345,300
31202	Sales Tax In-lieu	2,087,317	2,015,871	1,533,475	1,533,475	-
31203	Ps Sales Tax (Prop 172)	414,744	429,524	442,100	442,100	447,000
Sales Tax Total		8,411,488	8,485,243	9,004,100	9,004,100	8,792,300
Franchise Tax						
31301	Franchise Tax-Edison	459,478	489,925	502,175	502,175	496,000
31302	Franchise Tax-Gas	149,102	157,934	158,180	158,180	159,500
31303	Franchise Tax-Refuse	803,446	822,399	816,565	816,565	830,000
31304	Franchise Tax-Cable TV	427,284	583,827	495,740	495,740	530,000
31305	Franchise Tax-Towing	39,375	44,925	40,800	40,800	41,000
31306	Franchise Tax-Suburban	19,509	19,655	20,595	20,595	20,000
Franchise Tax Total		1,898,194	2,118,665	2,034,055	2,034,055	2,076,500

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Business Tax						
31401	Business Taxes	452,389	444,110	466,600	466,600	415,000
	Business Tax Total	452,389	444,110	466,600	466,600	415,000
Other Tax						
31502	Real Property Transfer Tax	262,175	316,758	265,900	265,900	270,000
31560	Transient Occupancy Tax	133,840	137,245	135,000	135,000	140,000
	Other Tax Total	396,015	454,004	400,900	400,900	410,000
Licenses & Permits						
32101	Building Permits	752,146	725,702	550,000	550,000	858,600
32120	Street/curb/driveway Per	95,967	8,935	15,500	15,500	15,000
32121	Excavation Permits	10,815	31,583	16,000	16,000	50,000
32122	Encroachment Permits	10,309	17,791	15,000	15,000	7,500
32123	Oversized Load Permit	1,993	2,030	2,000	2,000	1,500
32201	Animal Licenses	74,049	201,062	90,000	90,000	92,000
32205	Residential Parking Pmt	24,380	25,825	25,000	25,000	25,000
32206	Temporary Parking	162,373	175,287	165,000	165,000	165,000
32207	RV Exemption Permits	75	-	-	-	-
32208	Preferential Parking	455	105	-	-	250
32212	Bicycle Licenses	48	153	100	100	100
32215	Massage Therapy	297	1,188	600	600	-
32216	Street Vendor Permits	234	-	500	500	500
32217	Swapmeet Vendor	61,596	57,153	62,000	62,000	50,000
32220	Alarm Permits	2,340	2,620	2,800	2,800	2,600
32230	Banner Permit	2,025	2,025	1,800	1,800	2,000
	Licenses & Permits Total	1,199,102	1,251,459	946,300	946,300	1,270,050
GENERAL FUND TOTAL		25,270,397	27,825,346	27,055,348	27,055,348	27,856,738

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Fines & Forfeitures						
33101	Municipal Code Violations	40,235	28,834	40,800	40,800	15,000
33102	Parking Citations	437,852	387,301	346,800	346,800	346,800
33103	Vehicle Code Fines	197,307	191,482	178,500	178,500	168,500
	Fines & Forfeitures Total	675,394	607,617	566,100	566,100	530,300
Money & Property						
34101	Interest Earnings	45,984	134,805	76,000	76,000	150,000
34102	Unrealized Gains/losses	54,338	(14,140)	-	-	-
34110	Interest On CRA Loans	-	24,245	-	-	-
34115	Rental Income	572,653	572,543	587,000	587,000	567,500
34120	Damage To City Property	13,898	(1,112)	500	500	
34115.BW	Bidwell Forum Rental	-	-	1,000	1,000	2,100
34115.LB	Legion Bldg., Rentals	25,739	31,416	32,000	32,000	15,000
34115.SC	Scout Hut Rentals	1,086	1,400	1,000	1,000	600
	Money & Property Total	713,697	749,156	697,500	697,500	735,200
Police						
36201	School Resources Officer	48,094	98,400	90,000	90,000	98,400
36202	School Dist Cross Guards	27,750	28,500	32,000	32,000	32,000
36204	Special Police Services	72,922	30,307	40,000	40,000	24,000
36205	Dui Response Fee	2,206	2,682	1,000	1,000	2,000
36206	Police Records Fee	15,099	13,127	15,000	15,000	15,000
36207	Disorderly Gathering Fee	(776)	2,184	4,500	4,500	3,000
36208	Fingerprinting Fee	10,489	10,499	12,000	12,000	14,000
36210	Massage Establishment Fee	2,153	1,119	800	800	-
36213	Early Morning Parking Meter	2,335	758	-	-	-
36214	Booking Fees	15,624	2,469	12,000	12,000	8,000
36215	Vehicle Impound Fees	36,190	36,477	40,000	40,000	25,000
36216	Vacant Prop. Registration	3,060	3,060	3,000	3,000	2,000
	Police Total	235,146	229,581	250,300	250,300	223,400

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Public Works & Planning						
36102	Building Processing Fee	2,992	3,185	2,200	2,200	2,200
36103	Building Readdress Fee	4,440	9,990	5,000	5,000	2,500
36111	Zoning & Subdivision Fee	190,026	101,011	80,000	80,000	100,000
36112	Environ Impact Report Fee	22,341	70	-	-	-
36113	Plan Checking	373,663	461,076	250,000	250,000	386,200
36116	FOG Inspections	16,920	16,020	17,000	17,000	18,000
36117	NPDES Industrial Insp	100	43,483	-	-	-
36119	SWPPP Inspections	33,641	33,917	30,000	30,000	20,000
36120	Eng & Inspection Fee	6,900	200,985	150,000	150,000	125,000
36121	Grading Plan Check	35,677	44,146	40,000	40,000	20,000
36123	Grading & Permit Inspect	32,365	60,809	50,000	50,000	35,000
36124	Traffic Plan Review	4,800	8,160	6,500	6,500	7,500
36125	Misc Plan Review	12,040	24,647	16,000	16,000	12,000
36128	Street & Traffic Sign Fee	1,200	13,050	2,500	2,500	-
36129	Traffic Signal Maint Fee	-	104,714	-	-	-
36130	Final Parcel Map Fee	7,240	5,112	7,000	7,000	-
36131	Street Repair Admin Chg	240,000	240,000	240,000	240,000	150,000
36136	Sewer Acreage Fees	2,666	47,486	35,000	35,000	15,000
36137	Drainage Check Fee	5,526	7,061	7,500	7,500	7,500
36138	HOA Barranca Storm Drain	2,180	2,180	2,180	2,180	-
36517	AB 939 Fees	37,832	-	-	-	-
Public Works & Planning Total		1,032,548	1,427,100	940,880	940,880	900,900
Library						
36502	Library Fees	47,498	43,690	44,000	44,000	42,000
36506	Copy Fees	14,444	13,580	15,500	15,500	16,000
Library Total		61,942	57,270	59,500	59,500	58,000

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Community Services						
36301	Recreation Fees	102,171	75,859	65,000	65,000	55,000
36302	Contract Classes	299,199	351,808	315,000	315,000	350,000
36304	Recreation Insurance	1,050	1,100	-	-	11,000
36305	Pool Maintenance Fees	6,693	6,360	7,500	7,500	7,000
36306	Trips & Tours	7,745	5,941	6,000	6,000	6,000
36310	Trips & Tours	53,480	55,817	50,000	50,000	55,000
36311	Extended Trips & Tours	26,838	14,341	25,000	25,000	20,000
36312	Adult/Teen Center Open Play	954	1,743	1,700	1,700	1,500
36313	Youth Basketball Program	48,533	54,875	50,500	50,500	56,000
36340	Lighting Fees	21,638	26,085	21,000	21,000	27,000
36341	Tree Fees	5,108	3,681	3,000	3,000	4,000
36510	Administrative Fees	60,460	39,155	38,000	38,000	38,000
37125	Advertising Fees	226	1,175	3,500	3,500	2,000
Community Services Total		634,094	637,940	586,200	586,200	632,500
Miscellaneous Fee						
36503	Sale Of Printed Material	2,109	1,587	10,000	10,000	2,500
36506	Copy Fees	1,114	1,245	1,500	1,500	500
36507	Miscellaneous Fees	9,143	10,746	9,000	9,000	9,000
36508	Insurance Admin	200	250	-	-	-
36517.01	Environ Admin Fee	-	291,226	345,060	345,060	345,060
37101	Sale Of Equipment	7,465	2,265	3,000	3,000	3,000
37102	Sale Of Unclaimed Prop	300	150	150	150	500
37108	Returned Check Charge	280	150	200	200	100
37112	Court Ordered Restitution	905	3,137	3,000	3,000	1,000
37113	Legal Settlements	21,788	-	-	-	-
37118	Cash Over & Short	6,094	49	-	-	-
37126	Miscellaneous Receipts	17,116	38,761	25,100	25,100	25,500
37139	Developer Reimbursements	-	3,351	-	-	-
Miscellaneous Fee Total		66,513	352,918	397,010	397,010	387,160

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Intergovernmental						
35101	Motor Vehicle In-lieu	22,413	21,650	22,000	22,000	21,000
35104	Disability Access & Educ.	3,142	2,929	-	-	3,000
35141	POST	8,743	33,638	6,000	6,000	7,000
35185	SB 90 Mandates	13,613	318,287	95,000	95,000	25,000
35320	Jail Fees-Irwindale	11,500	9,413	13,000	13,000	13,000
35321	Successor Agency Pass Thru	34,210	51,340	-	-	-
Intergovernmental Total		93,621	437,257	136,000	136,000	69,000
Transfers						
39206	T/I - Park & Rec Fac Fund	70,000	-	-	-	-
39207	T/I - Grants	-	-	136	136	-
39216	T/I - Ab939 Environ Svc	19,008	-	-	-	-
39220	T/I - Avoid The 100	-	20,098	-	-	-
39243	T/I - Avoid The 100c	-	1,148	-	-	-
39249	T/I - Ludwig Explorer Grt	-	-	7	7	-
39321	T/I - Grants	-	95,077	-	-	-
39400	T/I - Rda Obl Ret (RORF)	250,000	252,983	250,000	250,000	250,000
Transfers Total		339,008	369,305	250,143	250,143	250,000
GENERAL FUND TOTAL		25,270,397	27,825,346	27,055,348	27,055,348	27,896,738

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
202 - Street Lighting Assessment						
31152	Street Light Assessment	348,441	352,152	355,587	355,587	364,200
34101	Interest Earnings	72	170	-	-	-
34102	Unrealized Gains/losses	56	(29)	-	-	-
39202A	T/I - Street Improvement	-	4,021	-	-	-
202 Total		348,569	356,313	355,587	355,587	364,200
202A - Street Improvement Assessment						
31153	Street Improvement Assmt	6,884	6,884	-	-	-
34101	Interest Earnings	227	310	150	150	100
202A Total		7,110	7,194	150	150	100
202B - Landscape Assessment						
31151	Landscape Assessment	59,951	62,827	59,334	59,334	46,242
34101	Interest Earnings	114	265	300	300	200
34102	Unrealized Gains/losses	93	(36)	-	-	-
39202A	T/I - Street Improvement	-	17,436	-	-	-
202B Total		60,158	80,492	59,634	59,634	46,442
203 - TDA/Bikeway						
35131	Bicycle/Pedestrian Funds	32,721	28,376	-	-	90,206
203 Total		32,721	28,376	-	-	90,206
205 - Gas Tax						
34101	Interest Earnings	8,641	2,602	3,000	3,000	3,000
35115	Gas Tax 2105	356,058	284,409	301,830	301,830	321,421
35116	Gas Tax 2106	167,544	171,791	160,411	160,411	161,688
35117	Gas Tax 2107	380,888	369,867	412,657	412,657	446,344
35118	Gas Tax 2107.5	7,500	7,500	7,500	7,500	7,500
35119	Gas Tax 2103	729,364	494,171	239,297	239,297	121,382
205 Total		1,649,995	1,330,340	1,124,695	1,124,695	1,061,335

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
206 - Park Development						
31530	Construction Dev Tax	340,292	136,409	847,995	847,995	450,000
34101	Interest Earnings	956	2,989	3,600	3,600	2,500
34102	Unrealized Gains/losses	618	(359)	-	-	-
37115	La County Regional Park	-	-	250,000	250,000	250,000
	206 Total	341,867	139,039	1,101,595	1,101,595	702,500
207 - Grants						
35153	ABC Grant	2,095	3,840	-	-	-
35169	MSRC Clean Trans. Grant	9,489	-	-	-	-
35187	Grant Rev #OP1614	-	-	153,000	153,000	128,000
	207 Total	11,584	3,840	153,000	153,000	128,000
208 - Asset Forfeiture						
34101	Interest Earnings	5,853	11,170	9,500	9,500	7,500
34102	Unrealized Gains/losses	4,044	(1,310)	-	-	-
35210	Justice (DEA)	639,954	847,915	350,000	350,000	450,000
35211	Calmmet (FED)	68,902	57,792	55,000	55,000	-
35212	County/Border Patrol	(10,128)	36,923	-	-	-
35316	LA Impact	36,288	-	10,000	10,000	-
39001	T/I - General Fund	-	21,503	-	-	-
	208 Total	744,913	973,993	424,500	424,500	457,500
209 - Prop A Transit						
31565	Prop A-Transit Tax	859,893	896,043	926,177	926,177	942,920
34101	Interest Earnings	1,759	3,437	4,100	4,100	2,000
34102	Unrealized Gains/losses	893	(441)	-	-	-
37122	Bus Pass Subsidy	10,252	5,244	5,500	5,500	6,000
	209 Total	872,797	904,282	935,777	935,777	950,920

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
210 - COPS						
34101	Interest Earnings	25	155	300	300	150
34102	Unrealized Gains/losses	16	(5)	-	-	-
35143	COPS Funds (Supl Law Enf)	100,000	106,230	100,000	100,000	91,914
39208	T/I - Asset Forfeiture	-	-	3,526	3,526	-
	210 Total	100,041	106,380	103,826	103,826	92,064
211 - Prop C Transit						
31566	Prop C-Transit Tax	714,072	744,193	768,239	768,239	782,127
34101	Interest Earnings	4,100	9,068	8,000	8,000	7,500
34102	Unrealized Gains/losses	2,044	(908)	-	-	-
	211 Total	720,216	752,353	776,239	776,239	789,627
212 - CDBG						
34101	Interest Earnings	10	7	250	250	-
34102	Unrealized Gains/losses	11	(6)	-	-	-
34160	Program Income	86,200	32,669	-	-	-
35240	Program Request	-	-	223,689	223,689	240,000
35241	Housing Rehab	3,863	-	-	-	-
35243.03	1st & 2nd Floor Ada	11,976	-	-	-	-
35243.04	ADA Restrooms	-	155,000	-	-	-
35243.05	Carroll/Washington St	-	179,617	-	-	-
35243.07	La Fetra Restroom Remodel	-	4,929	-	-	-
35244	Public Service Programs	13,437	-	-	-	-
35245	CDBG Administration Rev	21,264	34,182	49,320	49,320	50,293
35248	Curb Ramp Project	211,623	-	-	-	-
35252	Small Business Assistance	-	109,453	77,284	77,284	21,175
	212 Total	348,384	515,851	350,543	350,543	311,468

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
213 - HOME State Grant						
34101	Interest Earnings	142	290	270	270	200
34102	Unrealized Gains/losses	22	(32)	-	-	-
35180	Home Grant Revenue	76,403	-	-	-	-
35180.03	Administration	1,372	-	-	-	-
213 Total		77,939	258	270	270	200
214 - Used Oil Block Grant						
34101	Interest Earnings	69	136	100	100	75
34102	Unrealized Gains/losses	45	(17)	-	-	-
35171.62	Used Oil - 16th Cycle	9,924	16,882	-	-	-
35171.64	Used Oil - 18th Cycle	-	-	14,300	14,300	-
35171.65	Cycle Opp 7	-	-	-	-	14,275
214 Total		10,038	17,001	14,400	14,400	14,350
215 - AQMD						
34101	Interest Earnings	683	1,607	1,560	1,560	750
34102	Unrealized Gains/losses	397	(177)	-	-	-
35122	AQMD Fees	46,436	63,636	59,750	59,750	63,950
215 Total		47,516	65,067	61,310	61,310	64,700
216 - AB 939						
34101	Interest Earnings	12	-	-	-	-
36517	AB 939 Fees	16,138	-	-	-	-
216 Total		16,150	-	-	-	-
217 - Prop A Operations						
34101	Interest Earnings	266	476	700	700	300
34102	Unrealized Gains/losses	20	(21)	-	-	-
35330	1996 Open Space Funds	-	151,387	70,000	70,000	39,500
217 Total		286	151,842	70,700	70,700	39,800

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
217 - Prop A Operations						
34101	Interest Earnings	266	476	700	700	300
34102	Unrealized Gains/losses	20	(21)	-	-	-
35330	1996 Open Space Funds	-	151,387	70,000	70,000	39,500
	217 Total	286	151,842	70,700	70,700	39,800
218 - Prop 1C Cal Home Housing						
34101	Interest Earnings	13	277	250	250	200
34102	Unrealized Gains/losses	9	(4)	-	-	-
35180.07	Rehab Reimbursement	-	39,407	-	-	-
	218 Total	22	39,680	250	250	200
219 - Prop 1B Local Streets						
34101	Interest Earnings	602	379	300	300	-
34102	Unrealized Gains/losses	332	(45)	-	-	-
	219 Total	935	334	300	300	-
220 - Avoid the 100						
34101	Interest Earnings	78	10	-	-	-
34102	Unrealized Gains/losses	49	-	-	-	-
35181	Distracted Drivers	217,678	-	-	-	-
	220 Total	217,805	10	-	-	-
221 - STPL Street Construction						
34101	Interest Earnings	475	1,767	1,700	1,700	1,000
34102	Unrealized Gains/losses	611	(215)	-	-	-
35250	STLP Funding	449,244	98,206	528,593	528,593	-
	221 Total	450,330	99,758	530,293	530,293	1,000

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
222 - Measure R						
34101	Interest Earnings	972	2,861	2,600	2,600	1,250
34102	Unrealized Gains/losses	469	(264)	-	-	-
35125	Measure R Local Return	532,300	557,559	576,186	576,186	586,522
	222 Total	533,740	560,157	578,786	578,786	587,772
224 - LAC Wind Damage Grant						
34101	Interest Earnings	-	2	75	75	0
35324	Windstorm Replacmt Grant	54,494	20,286	-	-	-
	224 Total	54,494	20,289	75	75	0
225 - Homeland Security Grant						
34101	Interest Earnings	-	102	-	-	-
35220.12	2010 Home Sec Add'l Funds	138,060	-	-	-	-
35220.13	2011 Homeland Security	-	2,000,000	-	-	-
35220.15	2013 Homeland Security	-	125,000	-	-	-
	225 Total	138,060	2,125,102	-	-	-
228 - Beverage Container Recycling Grant						
34101	Interest Earnings	176	353	370	370	200
34102	Unrealized Gains/losses	84	(32)	-	-	-
35170	Beverage Container Recyc	13,514	-	13,300	13,300	13,300
	228 Total	13,774	321	13,670	13,670	13,500
229 - Library Grants						
34101	Interest Earnings	-	-	100	100	-
35162	Literacy Program (SB 70)	12,582	20,131	25,604	25,604	-
35303	Friends Contributions	94,841	112,145	112,526	112,526	138,000
	229 Total	107,423	132,276	138,230	138,230	138,000

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
230 - Public, Education, Government Access						
31304.48	PEG Fees	98,752	103,777	80,000	80,000	100,000
34101	Interest Earnings	1,410	3,247	2,700	2,700	1,750
34102	Unrealized Gains/Losses	787	(335)	-	-	-
	230 Total	100,949	106,689	82,700	82,700	101,750
231 - Business Improve District						
31403	BID Tax	77,933	49,711	56,800	56,800	55,400
34101	Interest Earnings	164	454	550	550	150
34102	Unrealized Gains/Losses	116	(54)	-	-	-
36509.01	Wine Walk	34,934	49,320	44,000	44,000	44,000
36509.02	Chalk Walk	2,321	3,355	500	500	500
36509.04	Taste Of The Village	5,752	-	-	-	-
37126	Miscellaneous Receipts	-	200	-	-	-
	231 Total	121,220	102,986	101,850	101,850	100,050
240 - CAL Recycle TDP Grant						
34101	Interest Earnings	-	-	13	13	-
35175	Recycle TCP	-	148,002	630	630	-
	240 Total	-	148,002	643	643	-
244 - AB 109 Realignment						
34101	Interest Earnings	223	538	300	300	300
34102	Unrealized Gains/losses	232	(94)	-	-	-
35183	AB109 Realignment	111,095	111,095	107,800	107,800	85,500
	244 Total	111,549	111,539	108,100	108,100	85,800
245 - Bus Stop Enhancement						
35331	FTA Bus Stop Enhancement	28,629	-	-	-	-
	245 Total	28,629	-	-	-	-

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
246 - Highway Bridge Replacement						
35332	Railroad Grant	16,485	27,341	-	-	-
	246 Total	16,485	27,341	-	-	-
249 - Ludwig Explorer Grant						
34101	Interest Earnings	87	-	-	-	-
34102	Unrealized Gains/losses	25	-	-	-	-
37104	Explorers Grant	35,004	14,996	-	-	-
	249 Total	35,116	14,996	-	-	-
251 - USDA Disaster Grant						
37132	USDA Reimbursement	378,611	-	-	-	-
39001	T/I - General Fund	50,131	-	-	-	-
	251 Total	428,743	-	-	-	-
252 - Fire Management						
39001	T/I - General Fund	24,074	-	-	-	-
	252 Total	24,074	-	-	-	-
253 - Winter 2014 Floods						
39001	T/I - General Fund	84,755	-	-	-	-
39205	T/I - Gas Tax	1,865	-	-	-	-
39210	T/I - Winter 2014 Floods	814	-	-	-	-
39215	T/I - AQMD Fund	4	-	-	-	-
39217	T/I - Prop A Operations	933	-	-	-	-
39222	T/I - Measure R	2,095	-	-	-	-
39531	T/I - Water Operations	14,950	-	-	-	-
39541	T/I - Workers' Comp	21	-	-	-	-
39548	T/I - Technology Fund	578	-	-	-	-
39549	T/I - Vehicle Fund	859	-	-	-	-
	253 Total	106,875	-	-	-	-

CITY of GLENDDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
254 - Office of Traffic Safety Grant						
35186	Step Reimbursements	-	99,995	132,884	132,884	-
35187	Grant Rev #OP1614	-	-	110,000	110,000	110,000
254 Total		-	99,995	242,884	242,884	110,000
285 - Affordable Housing						
34101	Interest Earnings	1,477	11,900	12,500	12,500	10,000
34102	Unrealized Gains/Losses	1,344	(952)	-	-	-
39290	T/I - Housing Authority	-	1,572,316	-	-	-
285 Total		2,821	1,583,264	12,500	12,500	10,000
290 - Housing Authority						
34101	Interest Earnings	1,565	184,877	7,500	7,500	5,000
34102	Unrealized Gains/losses	1,567	(563)	-	-	-
34115	Rental Income	15,375	26,749	25,000	25,000	15,375
34118	Sale Of Capital Asset	-	575,739	-	-	-
34160	Program Income	96,989	-	75,000	75,000	-
290 Total		115,495	786,803	107,500	107,500	20,375
321 - Capital						
34101	Interest Earnings	2,772	-	-	-	-
34102	Unrealized Gains/losses	7,007	-	-	-	-
37139	Developer Reimbursements	-	76,572	30,700	30,700	-
39001	T/I - General Fund	472,723	1,503,776	310,000	310,000	-
39391	T/I - CRA Area #1	-	1,133,700	980,965	980,965	-
321 Total		482,502	2,714,048	1,321,665	1,321,665	-

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FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
400 - Redev Obligation Retirement						
31142	ROPS Distributions	2,523,323	2,205,816	2,438,255	2,438,255	2,414,492
31143	ROPS PPA	(85,525)	-	-	-	-
34101	Interest Earnings	6,183	7,307	8,000	8,000	3,000
34102	Unrealized Gains/losses	971	(1,637)	-	-	-
34115	Rental Income	85,608	99,876	85,000	85,000	85,600
37140	Sale Of Capital Asset	134,922	-	-	-	-
39321	T/I - Grants	-	5,428	-	-	-
39392	T/I - CRA Project Area #2	980	-	-	-	-
39393	T/I - CRA Project Area #3	-	2,983	-	-	-
39400	T/I - RDA Obl Ret (RORF)	36,316	291,508	-	-	-
	400 Total	2,702,777	2,611,281	2,531,255	2,531,255	2,503,092
405 - Energy Efficient						
39001	T/I - General Fund	-	59,265	39,156	39,156	41,052
39530	T/I - Capital Projects	-	160,000	-	-	-
39531	T/I - Water Operations	-	42,042	27,777	27,777	29,123
	405 Total	-	261,307	66,933	66,933	70,175
491 - Debt Service CRA #1						
34101	Interest Earnings	(1)	-	-	-	-
39400	T/I - RDA Obl Ret (RORF)	2,053,161	2,052,093	2,046,790	2,046,790	2,048,604
	491 Total	2,053,160	2,052,093	2,046,790	2,046,790	2,048,604
530 - Water Capital						
34101	Interest Earnings	52,436	93,946	85,000	85,000	50,000
34102	Unrealized Gains/Losses	26,969	(9,795)	-	-	-
35159	Grant Revenue	-	-	250,000	250,000	-
36127	Water Rights Fee	583,100	-	864,500	864,500	-
39531	T/I - Water Operations	5,645,718	5,122,290	2,210,080	2,210,080	3,000,000
	530 Total	6,308,223	5,206,441	3,409,580	3,409,580	3,050,000

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
531 - Water Operating						
34101	Interest Earnings	38,060	74,801	50,000	50,000	35,000
34102	Unrealized Gains/losses	28,563	(9,774)	-	-	-
34105	2004 C Bond Interest	4	-	-	-	-
34106	2006 B Bond Interest	2	-	-	-	-
34117	Gain/loss-disp Of Assets	921	-	-	-	-
34120	Damage To City Property	3,355	4,018	-	-	-
36120	Eng & Inspection Fee	25,189	46,265	25,000	25,000	-
36139	Backflow Plan Check	2,172	955	1,000	1,000	1,400
36503	Sale Of Printed Material	2,650	2,258	2,000	2,000	2,000
36603	Energy Charge	1,804,136	1,442,176	1,073,875	1,073,875	1,654,200
36604	Purchased Water	3,008,147	1,997,866	1,358,553	1,358,553	1,573,400
36605	Uniform Base	6,140,929	5,582,678	6,447,974	6,447,974	6,116,500
36606	Readiness To Serve Fee	6,113,903	6,481,280	6,419,598	6,419,598	7,056,300
36607	Fire Service Charges	34,450	34,023	35,000	35,000	35,000
36608	Hydrant Meter Sales	7,100	8,400	4,000	4,000	4,000
36616	Sales To Other Water Comp	337,424	319,957	35,000	35,000	35,000
36617	Admin Fee-sales Of Water	180	100	160	160	100
36618	Meter Installation Fee	10,307	70,309	10,000	10,000	17,000
36625	Front Footage Charges	6,400	-	15,000	15,000	12,000
36626	Water Acreage Charges	85,892	216,202	45,000	45,000	40,900
36627	Water Service Install Chg	4,787	-	12,400	12,400	3,000
36628	Reconnect Fees	12,760	17,471	15,000	15,000	15,000
36629	Water Bill Penalties	179,467	178,456	150,000	150,000	175,000
36630	Conservation Violations	150	1,607	800	800	-
37108	Returned Check Charge	2,288	1,961	2,000	2,000	2,000
37119	Bad Debt Recovery	4,449	5,479	2,100	2,100	2,100
37126	Miscellaneous Receipts	17,804	(577,610)	20,000	20,000	-
37130	Three Valleys Rebate Reim	15,700	-	-	-	-
39530	T/I - Cap Projects	4,411,168	6,843,884	-	-	-
531 Total		22,298,356	22,742,765	15,724,460	15,724,460	16,779,900

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
533 - Transit						
34102	Unrealized Gains/Losses	178	-	-	-	-
34117	Gain/loss-Disp Of Assets	-	-	21,554	21,554	-
35226	Nat'l Transport Funding	105,260	-	54,180	54,180	55,500
36330	Transit Fares	23,859	22,269	24,000	24,000	28,000
37101	Sale Of Equipment	-	2,000	-	-	-
39209	T/I - Prop A	567,373	650,506	1,342,974	1,342,974	860,420
39211	T/I - Prop C	196,800	321,088	55,420	55,420	462,880
	533 Total	893,470	995,863	1,498,128	1,498,128	1,406,800
534 - La Fetra						
34101	Interest Earnings	482	692	1,500	1,500	500
34102	Unrealized Gains/losses	294	(95)	-	-	-
34115	Rental Income	30,352	20,590	25,000	25,000	25,000
	534 Total	31,128	21,187	26,500	26,500	25,500
541 - Workers Comp						
34102	Unrealized Gains/Losses	3,071	-	-	-	-
36430	Insurance Chargeback	469,426	528,546	671,106	671,106	762,995
37121	Subrogation Recovery	4,701	-	-	-	-
37126	Miscellaneous Receipts	79,605	5,862	5,000	5,000	-
39001	T/I - General Fund	-	641,396	300,000	300,000	-
	541 Total	556,803	1,175,804	976,106	976,106	762,995
542 - Liability Insurance						
34102	Unrealized Gains/losses	2,249	-	-	-	-
36304	Recreation Insurance	17,933	15,954	13,000	13,000	-
36430	Insurance Chargeback	1,300,000	1,342,875	1,304,759	1,304,759	1,683,200
37121	Subrogation Recovery	-	6,288	-	-	-
37126	Miscellaneous Receipts	4,559	7,635	5,000	5,000	-
	542 Total	1,324,741	1,372,752	1,322,759	1,322,759	1,683,200

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
548 - Technology						
34101	Interest Earnings	769	-	-	-	-
34102	Unrealized Gains/losses	1,858	(646)	-	-	-
36401	IT Charges	1,100,427	1,199,596	1,286,830	1,286,830	1,405,500
37126	Miscellaneous Receipts	-	-	-	-	11,900
39225	T/I - Asset Forfeiture	-	27,684	-	-	-
	548 Total	1,103,054	1,226,670	1,286,830	1,286,830	1,417,400
549 - Vehicles						
34101	Interest Earnings	12,282	33,310	27,000	27,000	20,000
34102	Unrealized Gains/losses	7,150	(3,011)	-	-	-
34117	Gain/loss-Disp Of Assets	(17,190)	(24,703)	-	-	-
36420	Vehicle Charges	2,040,660	1,673,004	1,077,665	1,077,665	1,101,000
37101	Sale Of Equipment	109,867	15,045	10,000	10,000	-
37126	Miscellaneous Receipts	174	1,138	1,200	1,200	-
39224	T/I - LAC Wind Damage	-	-	13,030	13,030	-
39249	T/I - Ludwig Explorer Grant	26,815	-	-	-	-
	549 Total	2,179,759	1,694,782	1,128,895	1,128,895	1,121,000
	TOTAL REVENUES	73,599,467	81,542,496	65,845,256	65,845,256	65,047,263

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY FUND

Fund	Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	24,413,624	26,792,500	26,786,895	26,786,895	27,674,237
Special Revenue Funds						
202	Street Lighting Assessment	388,421	349,188	347,750	347,750	358,750
202A	Street Improve Assessment	-	21,457	-	-	-
202B	Landscape Assessment	54,607	68,530	52,617	52,617	48,473
203	TDA	32,721	28,373	-	-	90,206
205	Gas Tax	1,959,330	1,727,017	928,379	928,379	1,127,700
206	Park Development	70,000	84,148	-	-	167,500
207	Grants	10,289	-	-	-	1,500
208	Asset Forfeiture	847,305	1,074,222	1,006,758	1,006,758	827,400
209	Prop A Transit	693,807	793,845	1,430,974	1,430,974	1,010,920
210	COPS	103,924	87,061	103,526	103,526	91,600
211	Prop C Transit	515,521	653,259	55,420	55,420	937,880
212	CDBG	331,301	507,561	144,011	144,011	311,575
214	Used Oil Block Grant	9,983	17,007	16,799	16,799	16,799
215	AQMD	16,815	15,531	294,290	294,290	30,500
216	AB 939	19,006	-	-	-	-
217	Prop A Operations	128,222	75,178	80,008	80,008	86,100
219	Prop 1B Local Streets	110,756	-	-	-	-
221	STLP	255,029	98,206	-	-	-
222	Measure R	427,181	424,722	463,300	463,300	651,700
224	LAC Wind Damage Grant	37,571	7,333	-	-	-
225	Homeland Security	1,727,989	36,870	-	-	-
228	Recycling Grant	10,028	11,509	13,410	13,410	13,410
229	Library Grants	121,952	127,276	139,939	139,939	137,300
230	PEG	26,487	32,494	55,738	55,738	386,400
231	BID	93,753	96,276	103,864	103,864	109,000
240	Cal Recycle TDP Grant	-	148,002	-	-	-
243	Avoid the 100	455,398	237,501	-	-	-
244	AB 109 Realignment	89,997	110,545	119,071	119,071	125,200

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY FUND (continued)

Fund	Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Special Revenue Funds (continued)						
245	Bus Improvement Grant	28,629	-	-	-	-
246	Highway Bridge Rep Grant	39,626	4,200	-	-	-
249	Explorer Grant	35,116	14,991	-	-	-
251	USDA Disaster Grant	428,742	-	-	-	-
252	Fire Management - Colby	24,075	-	-	-	-
253	Winter 2014 Floods	106,875	-	-	-	-
254	OTS Grant	64,279	180,651	154,016	154,016	38,325
285	Affordable Housing	3,255	-	-	-	172,300
Special Revenue Funds		9,216,118	7,032,953	5,509,870	5,509,870	6,740,538
Capital Projects Fund						
321	Capital	544,558	1,060,217	829,143	829,143	539,600
405	Energy Efficiency	668,633	500,770	66,933	66,933	70,175
Capital Projects Fund Subtotal		1,213,191	1,560,987	896,076	896,076	609,775
Enterprise Funds						
530	Water Capital	4,507,583	7,080,515	2,296,168	2,296,168	3,386,400
531	Water Operating	18,361,317	18,380,650	16,414,221	16,414,221	15,834,485
533	Transit	933,523	970,279	1,422,394	1,422,394	1,406,800
534	La Fetra	27,332	28,533	39,838	39,838	48,300
Enterprise Funds Subtotal		23,829,755	26,459,977	20,172,621	20,172,621	20,675,985
Internal Service Funds						
541	Workers Comp	1,127,461	1,999,644	948,764	948,764	960,900
542	Liability Insurance	985,915	1,122,357	1,304,757	1,304,757	1,682,500
548	Technology	1,182,144	1,301,331	1,503,677	1,503,677	1,416,600
549	Vehicles	1,397,701	1,351,832	2,458,754	2,458,754	1,680,600
Internal Service Funds Subtotal		4,693,221	5,775,164	6,215,952	6,215,952	5,740,600

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY FUND (continued)

Fund	Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Housing Authority						
290	Housing Authority	69,640	1,730,768	232,126	232,126	141,200
Successor Agency						
391	Obligation Payment CRA #1	16,384	1,495,893	1,130,924	1,130,924	-
392	Obligation Payment CRA #2	8,765	20	1,800	1,800	-
393	Obligation Payment CRA #3	7,892	669,041	-	-	-
400	RORF	2,337,977	2,596,584	2,377,590	2,377,590	2,409,676
491	Debt Service CRA #1	899,162	853,123	2,046,790	2,046,790	2,048,604
492	Debt Service CRA #2	-	4,268	-	-	-
493	Debt Service CRA #3	-	13,000	-	-	-
	Successor Agency	3,270,180	5,631,929	5,557,104	5,557,104	4,458,280
EXPENDITURE GRAND TOTAL		66,704,350	74,984,278	65,365,144	65,365,144	66,040,615

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001 - General Fund						
Legislative						
4000	City Council	81,564	96,488	110,931	110,931	114,900
4012	City Attorney	155,284	157,555	180,000	180,000	180,000
	Legislative Subtotal	236,848	254,043	290,931	290,931	294,900
City Clerk						
4010	City Clerk	311,553	320,757	365,896	365,896	360,200
4011	Elections	108	110,491	150	150	159,900
4102	Public Education	110,812	126,153	112,244	112,244	118,400
	City Clerk Subtotal	422,473	557,401	478,290	478,290	638,500
City Manager						
4101	City Manager	342,008	312,948	313,365	313,365	302,100
4108	Economic Development	119,546	131,401	158,563	158,563	165,500
	City Manager Subtotal	461,554	444,349	471,928	471,928	467,600
Human Resources/Risk Management						
4103	Human Resources	440,094	398,743	419,370	419,370	446,000
	Human Resources/Risk Mgmt Subtotal	440,094	398,743	419,370	419,370	446,000
Finance						
4216	Finance	542,954	548,167	633,206	633,206	613,500
4306	Non-Departmental	936,173	961,581	1,010,329	1,010,329	1,385,035
	Finance Subtotal	1,479,127	1,509,748	1,643,535	1,643,535	1,998,535
Police						
5126	Police Administration	2,321,354	2,397,893	2,412,483	2,412,483	2,675,900
5127	Patrol	6,603,586	6,537,751	7,407,413	7,407,413	7,559,400
5128	Investigations	1,849,063	1,909,784	1,986,286	1,986,286	2,069,600
5129	Traffic	487,336	570,679	642,835	642,835	668,400
5131	Community Relations	157,499	183,727	188,922	188,922	204,900
5132	Police IT	3,245	3,762	5,000	5,000	5,000
5133	Records	537,327	550,169	515,200	515,200	530,400
5134	Jail	398,907	400,473	407,025	407,025	409,000

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001 - General Fund (continued)						
5139	Community Preservation	248,195	263,347	327,300	327,300	420,150
	Police Subtotal	12,606,512	12,817,585	13,892,464	13,892,464	14,542,750
Planning						
6051	Planning	654,688	640,666	762,009	762,009	767,300
6052	Successor Agency	303,944	283,955	300,431	300,431	289,100
6054	Environmental Services	90,373	85,141	110,495	110,495	90,800
	Planning Subtotal	1,049,005	1,009,762	1,172,935	1,172,935	1,147,200
Public Works						
6561	Public Works Administration	566,809	544,672	572,717	572,717	608,600
6562	Streets	29,835	18,973	24,350	24,350	24,500
6564	Building & Safety	492,436	545,170	544,413	544,413	624,700
6565	Engineering	73,081	95,622	137,739	137,739	156,600
6566	Facilities Maintenance	326,875	321,232	345,453	345,453	355,400
6575	NPDES Compliance	151,913	283,051	362,180	362,180	301,000
	Public Works Subtotal	1,747,405	2,127,492	2,186,852	2,186,852	2,130,800
Library						
7076	Library Administration	806,153	797,252	809,889	809,889	881,600
7077	Support Services	396,370	405,759	443,540	443,540	449,300
7078	Youth Services	234,605	241,430	191,802	191,802	197,700
7079	Adult Services	317,610	294,462	416,806	416,806	417,400
	Library Subtotal	1,754,738	1,738,903	1,862,037	1,862,037	1,946,000
Community Services						
7581	Community Services Admin	872,073	1,153,143	843,012	843,012	923,700
7582	Parks	1,112,793	880,155	978,850	978,850	1,057,300
7583	Recreation	635,982	651,184	737,741	737,741	716,500
7584	Trees	428,242	421,700	510,959	510,959	574,300
7585	Human Services	310,506	360,313	384,050	384,050	430,200
7588	Teen Center	224,612	248,839	264,785	264,785	318,900
	Community Services Subtotal	3,584,208	3,715,334	3,719,397	3,719,397	4,020,900

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001 - General Fund (continued)						
Transfers						
9098	Transfers	631,683	2,219,140	649,156	649,156	41,052
001 Total		24,413,647	26,792,500	26,786,895	26,786,895	27,674,237
202 - Street Lighting Assessment						
6561	Public Works Administration	10,754	8,646	10,562	10,562	11,000
6562	Streets	325,792	340,542	337,188	337,188	347,750
202 Total		388,421	349,188	347,750	347,750	358,750
202A - Street Improvement Assessment						
9098	Transfers	-	21,457	-	-	-
202A Total		-	21,457	-	-	-
202B - Landscape Assessment						
7584	Trees	54,607	68,530	52,617	52,617	48,473
		54,607	68,530	52,617	52,617	48,473
203 - TDA						
9999	CIP	32,721	28,373	-	-	90,206
203 Total		32,721	28,373	-	-	90,206
205 - Gas Tax						
6562	Streets	1,455,437	886,844	790,049	790,049	909,600
7584	Trees	107,319	138,540	138,330	138,330	158,100
9098	Transfers	1,865	-	-	-	-
9999	CIP	394,708	701,633	-	-	60,000
205 Total		1,959,330	1,727,017	928,379	928,379	1,127,700

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
206 - Park Development						
7582	Parks	-	3,741	-	-	-
9098	Transfers	70,000	-	-	-	-
9999	CIP	-	80,407	-	-	167,500
	206 Total	70,000	84,148	-	-	167,500
207 - Grants						
5126	Police Administration	10,288	-	-	-	-
5194	OTS Grants	-	-	-	-	1,500
9098	Transfers	-	-	-	-	-
	207 Total	10,289	-	-	-	1,500
208 - Asset Forfeiture						
5126	Police Administration	26,761	50,687	22,000	22,000	35,000
5127	Patrol	407,399	414,180	477,993	477,993	345,000
5128	Investigations	142,704	206,561	312,045	312,045	237,400
5129	Traffic	5,974	-	5,200	5,200	-
5132	Police IT	245,175	226,287	185,994	185,994	25,000
9098	Transfers	-	-	3,526	3,526	-
9999	CIP	19,294	176,507	-	-	185,000
	208 Total	847,305	1,074,222	1,006,758	1,006,758	827,400
209 - Prop A Transit						
4216	Finance	-	698	-	-	-
7586	Transportation	126,434	142,641	88,000	88,000	90,500
9098	Transfers	567,373	650,506	1,342,974	1,342,974	860,420
9999	CIP	-	-	-	-	60,000
	209 Total	693,807	793,845	1,430,974	1,430,974	1,010,920

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
210 - COPS						
5132	Police IT	103,111	87,061	103,526	103,526	91,600
9098	Transfers	814	-	-	-	-
210 Total		103,924	87,061	103,526	103,526	91,600
211 - Prop C Transit						
4216	Finance	-	698	-	-	-
7586	Transportation	170,492	197,047	-	-	-
9098	Transfers	196,800	321,088	55,420	55,420	462,880
9999	CIP	148,229	134,426	-	-	475,000
211 Total		515,521	653,259	55,420	55,420	937,880
212 - CDBG						
6056	CDBG	50,653	168,015	144,011	144,011	71,575
9999	CIP	280,648	339,546	-	-	240,000
212 Total		331,301	507,561	144,011	144,011	311,575
214 - Used Oil Block Grant						
6054	Environmental Services	9,983	17,007	16,799	16,799	16,799
214 Total		9,983	17,007	16,799	16,799	16,799
215 - AQMD						
4216	Finance	1,969	1,464	1,803	1,803	2,200
7586	Transportation	14,846	14,067	292,487	292,487	28,300
215 Total		16,815	15,531	294,290	294,290	30,500
216 - AB 939						
9098	Transfers	19,006	-	-	-	-
216 Total		19,006	-	-	-	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
217 - Prop A Operations						
7582	Parks	9,272	1,983	4,000	4,000	4,000
7585	Human Services	36,419	-	-	-	-
7588	Teen Center	81,599	73,195	76,008	76,008	82,100
9098	Transfers	933	-	-	-	-
	217 Total	128,222	75,178	80,008	80,008	86,100
219 - Prop 1B Local Streets						
9999	CIP	110,756	-	-	-	-
	219 Total	110,756	-	-	-	-
221 - STLP						
9999	CIP	255,029	98,206	-	-	-
	221 Total	255,029	98,206	-	-	-
222 - Measure R						
6562	Streets	368,701	420,261	457,206	457,206	490,600
7582	Parks	3,976	4,461	6,094	6,094	11,100
9098	Transfers	2,095	-	-	-	-
9999	CIP	52,408	-	-	-	150,000
	222 Total	427,181	424,722	463,300	463,300	651,700
224 - LAC Wind Damage Grant						
7584	Trees	37,571	7,333	-	-	-
225 - Homeland Security						
5126	Police Administration	1,602,989	-	-	-	-
5127	Patrol	125,000	-	-	-	-
9098	Transfers	-	36,870	-	-	-
	225 Total	1,727,989	36,870	-	-	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
228 - Recycling Grant						
6054	Environmental Services	10,028	11,509	13,410	13,410	13,410
228 Total		10,028	11,509	13,410	13,410	13,410
229 - Library Grants						
7076	Library Administration	121,953	127,276	139,939	139,939	137,300
229 Total		121,952	127,276	139,939	139,939	137,300
230 - PEG						
4102	Public Education	26,488	32,494	55,738	55,738	60,200
9999	CIP	-	-	-	-	326,200
230 Total		26,487	32,494	55,738	55,738	386,400
231 - BID						
4390	BID	93,752	96,276	103,864	103,864	109,000
231 Total		93,752	96,276	103,864	103,864	109,000
240 - Cal Recycle TDP Grant						
9999	CIP	-	148,002	-	-	-
240 Total		-	148,002	-	-	-
243 - Avoid the 100						
5194	OTS Grants	455,398	215,921	-	-	-
9098	Transfers	-	21,580	-	-	-
243 Total		455,398	237,501	-	-	-
244 - AB 109 Realignment						
5128	Investigations	89,997	110,545	119,071	119,071	125,200
244 Total		89,997	110,545	119,071	119,071	125,200

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
245 - Bus Improvement Grant						
7586	Transportation	28,629	-	-	-	-
245 Total		28,629	-	-	-	-
246 - Highway Bridge Replacement Grant						
9999	CIP	39,626	4,200	-	-	-
246 Total		39,626	4,200	-	-	-
249 - Explorer Grant						
5194	OTS Grants	8,301	14,991	-	-	-
9098	Transfers	26,815	-	-	-	-
249 Total		35,116	14,991	-	-	-
251 - USDA Disaster Grant						
6594	Disaster Response	428,742	-	-	-	-
251 Total		428,742	-	-	-	-
252 - Fire Management - Colby						
6594	Disaster Response	24,075	-	-	-	-
252 Total		24,075	-	-	-	-
253 - Winter 2014 Floods						
4216	Finance	420	-	-	-	-
6594	Disaster Response	106,455	-	-	-	-
253 Total		106,875	-	-	-	-
254 - OTS Grant						
5194	OTS Grants	64,279	180,651	154,016	154,016	38,325
254 Total		64,279	180,651	154,016	154,016	38,325

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
285 - Affordable Housing						
4101	City Manager	-	-	-	-	16,300
4216	Finance	-	-	-	-	17,400
6051	Planning	3,255	-	-	-	54,400
6054	Environmental Services	-	-	-	-	84,200
285 Total		3,255	-	-	-	172,300
290 - Housing Authority						
6051	Planning	-	8,450	-	-	-
6052	Successor Agency	-	-	76	76	-
6059	Housing Authority	69,640	150,002	232,050	232,050	141,200
9098	Transfers	-	1,572,316	-	-	-
290 Total		69,640	1,730,768	232,126	232,126	141,200
321 - Capital						
4306	Non-Departmental	-	24,386	-	-	-
6051	Planning	-	14,891	735,643	735,643	-
7076	Library Administration	-	-	20,500	20,500	-
7582	Parks	-	-	73,000	73,000	-
9098	Transfers	-	100,505	-	-	-
9999	CIP	544,558	920,435	-	-	539,600
321 Total		544,558	1,060,217	829,143	829,143	539,600
391 - Obligation Payment CRA #1						
6052	Successor Agency	14,884	362,193	79,000	79,000	-
9098	Transfers	1,500	1,133,700	1,051,924	1,051,924	-
391 Total		16,384	1,495,893	1,130,924	1,130,924	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
392 - Obligation Payment CRA #2						
6052	Successor Agency	7,785	20	1,800	1,800	-
9098	Transfers	980	-	-	-	-
392 Total		8,765	20	1,800	1,800	-
393 - Obligation Payment CRA #3						
6052	Successor Agency	7,892	666,058	-	-	-
9098	Transfers	-	2,983	-	-	-
393 Total		7,892	669,041	-	-	-
400 - RORF						
6052	Successor Agency	-	-	-	-	111,072
9098	Transfers	2,337,977	2,596,584	2,377,590	2,377,590	2,298,604
400 Total		2,337,977	2,596,584	2,377,590	2,377,590	2,409,676
405 - Energy Efficiency						
4306	Non-Departmental	-	101,307	66,933	66,933	70,175
9999	CIP	668,633	399,463	-	-	-
405 Total		668,633	500,770	66,933	66,933	70,175
491 - Debt Service CRA #1						
4306	Non-Departmental	899,162	853,123	2,046,790	2,046,790	2,048,604
492 - Debt Service CRA #2						
4306	Non-Departmental	-	4,268	-	-	-
493 - Debt Service CRA #3						
4306	Non-Departmental	-	13,000	-	-	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
530 - Water Capital						
6565	Engineering	63,410	71,115	73,635	73,635	76,400
7582	Parks	-	215	51,804	51,804	-
7584	Trees	-	733	103,607	103,607	-
9098	Transfers	4,411,168	7,003,884	-	-	-
9999	CIP	33,005	4,568	2,067,122	2,067,122	3,310,000
530 Total		4,507,583	7,080,515	2,296,168	2,296,168	3,386,400
531 - Water Operating						
4000	City Council	22,252	23,746	28,025	28,025	27,800
4010	City Clerk	60,871	66,299	77,018	77,018	77,500
4101	City Manager	119,012	127,952	131,926	131,926	132,500
4103	Human Resources	76,958	83,185	96,442	96,442	98,700
4216	Finance	553,159	544,543	616,301	616,301	641,100
4306	Non-Departmental	1,080,685	1,057,086	2,134,409	2,134,409	2,171,462
5139	Community Preservation	6,158	1,914	6,761	6,761	7,700
6561	Public Works Administration	279,931	286,820	304,766	304,766	301,500
6562	Streets	176,223	170,437	194,051	194,051	219,500
6564	Building & Safety	45,741	47,882	48,271	48,271	51,200
6565	Engineering	487,586	541,040	556,421	556,421	553,800
6566	Facilities Maintenance	34,790	27,840	27,121	27,121	28,000
6567	Water Administration	2,088,801	2,245,418	1,116,790	1,116,790	1,259,700
6568	Customer Service	542,369	511,697	1,117,465	1,117,465	586,100
6569	Conservation	221,018	559,973	1,125,767	1,125,767	549,900
6570	Transmission & Distribution	6,896,565	6,868,609	6,536,440	6,536,440	6,035,400
7582	Parks	8,530	36,858	43,230	43,230	48,300
7584	Trees	-	15,019	15,160	15,160	15,200
9098	Transfers	5,660,668	5,164,332	2,237,857	2,237,857	3,029,123
531 Total		18,361,317	18,380,650	16,414,221	16,414,221	15,834,485

CITY of GLENDDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
533 - Transit						
4216	Finance	-	-	1,694	1,694	2,000
4306	Non-Departmental	15,200	15,387	16,500	16,500	11,100
7586	Transportation	918,323	954,892	1,404,200	1,404,200	1,378,700
9999	CIP	-	-	-	-	15,000
	533 Total	933,523	970,279	1,422,394	1,422,394	1,406,800
534 - La Fetra						
7585	Human Services	27,332	28,533	39,838	39,838	48,300
	534 Total	27,332	28,533	39,838	39,838	48,300
541 - Workers Comp						
4103	Human Resources	63,931	67,987	65,937	65,937	76,000
4216	Finance	14,073	13,969	14,277	14,277	14,900
4220	Risk Management	1,049,457	1,917,688	868,550	868,550	870,000
	541 Total	1,127,461	1,999,644	948,764	948,764	960,900
542 - Liability Insurance						
4103	Human Resources	38,473	59,989	65,937	65,937	76,000
4216	Finance	2,117	2,168	2,183	2,183	2,600
4220	Risk Management	945,325	1,060,200	1,236,637	1,236,637	1,603,900
	542 Total	985,915	1,122,357	1,304,757	1,304,757	1,682,500
548 - Technology						
4216	Finance	29,434	28,668	31,153	31,153	32,500
4219	Information Technology	668,262	721,912	974,020	974,020	965,000
5132	Police IT	484,448	550,751	498,504	498,504	387,100
9999	CIP	-	-	-	-	32,000
	548 Total	1,182,144	1,301,331	1,503,677	1,503,677	1,416,600

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
549 - Vehicles						
4216	Finance	5,642	5,469	5,500	5,500	5,500
6563	Fleet Maintenance	1,392,059	1,346,363	2,453,254	2,453,254	1,602,600
9999	CIP	-	-	-	-	72,500
	549 Total	1,397,701	1,351,832	2,458,754	2,458,754	1,680,600
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	TOTAL EXPENDITURES	66,704,350	74,984,278	65,370,644	65,370,644	66,040,615

CITY of GLENDORA

FINANCIAL SUMMARY

EXPENDITURES BY DEPARTMENT

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Legislative						
4000	City Council	103,816	120,234	138,956	138,956	142,700
4012	City Attorney	155,284	157,555	180,000	180,000	180,000
	Legislative Total	259,100	277,789	318,956	318,956	322,700
City Clerk						
4010	City Clerk	372,424	387,056	442,914	442,914	437,700
4011	Elections	108	110,491	150	150	159,900
4102	Public Education	137,300	158,647	167,982	167,982	178,600
	City Clerk Total	509,832	656,194	611,046	611,046	776,200
City Manager						
4101	City Manager	461,020	440,900	445,291	445,291	450,900
4108	Economic Development	119,546	131,401	158,563	158,563	165,500
	City Manager Total	580,566	572,301	603,854	603,854	616,400
Human Resources						
4103	Human Resources	619,456	609,904	647,686	647,686	696,700
4220	Risk Management	1,994,782	2,977,888	2,105,187	2,105,187	2,473,900
	Human Resources Total	2,614,238	3,587,792	2,752,873	2,752,873	3,170,600
Finance						
4216	Finance	1,149,169	1,145,844	1,306,117	1,306,117	1,331,700
4219	Information Technology	668,262	721,912	974,020	974,020	965,000
4306	Non-Departmental	2,931,218	3,030,138	5,274,961	5,274,961	5,686,376
	Finance Total	4,748,649	4,897,894	7,555,098	7,555,098	7,983,076
Police						
5126	Police Administration	3,961,392	2,448,580	2,434,483	2,434,483	2,710,900
5127	Patrol	7,135,985	6,951,931	7,885,406	7,885,406	7,904,400
5128	Investigations	2,081,764	2,226,890	2,417,402	2,417,402	2,432,200
5129	Traffic	493,310	570,679	648,035	648,035	668,400
5131	Community Relations	157,499	183,727	188,922	188,922	204,900
5132	Police IT	835,979	867,861	793,024	793,024	508,700

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
5133	Records	537,327	550,169	515,200	515,200	530,400
5134	Jail	398,907	400,473	407,025	407,025	409,000
5139	Community Preservation	254,353	265,261	334,061	334,061	427,850
5194	OTS Grants	527,978	411,563	154,016	154,016	39,825
	Police Total	16,384,494	14,877,134	15,777,574	15,777,574	15,836,575
Planning						
6051	Planning	654,855	664,007	1,497,652	1,497,652	821,700
6052	Successor Agency	334,505	1,312,226	381,307	381,307	400,172
6054	Environmental Services	110,384	113,657	140,704	140,704	205,209
6056	CDBG	50,653	168,015	144,011	144,011	71,575
6059	Housing Authority	72,728	150,002	232,050	232,050	141,200
4390	BID	93,752	96,276	103,864	103,864	109,000
	Planning Total	1,316,877	2,504,183	2,499,588	2,499,588	1,748,856
Public Works						
6561	Public Works Administration	857,494	840,138	888,045	888,045	921,100
6562	Streets	2,355,988	1,837,057	1,802,844	1,802,844	1,991,950
6563	Fleet Maintenance	1,391,200	1,346,363	2,453,254	2,453,254	1,602,600
6564	Building & Safety	538,177	593,052	592,684	592,684	675,900
6565	Engineering	624,077	707,777	767,795	767,795	786,800
6566	Facilities Maintenance	361,665	349,072	372,574	372,574	383,400
6567	Water Administration	2,088,801	2,245,418	1,116,790	1,116,790	1,259,700
6568	Customer Service	542,369	511,697	1,117,465	1,117,465	586,100
6569	Conservation	221,018	559,973	1,125,767	1,125,767	549,900
6570	Transmission & Distribution	6,896,565	6,868,609	6,536,440	6,536,440	6,035,400
6575	NPDES Compliance	151,913	283,051	362,180	362,180	301,000
6594	Disaster Response	665,728	318,772	200,000	200,000	60,000
	Public Works Total	16,694,995	16,460,979	17,335,838	17,335,838	15,153,850

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
Library						
7076	Library Administration	928,106	924,528	970,328	970,328	1,018,900
7077	Technical/Circulation	396,370	405,759	443,540	443,540	449,300
7078	Youth Services	234,605	241,430	191,802	191,802	197,700
7079	Adult Services	317,610	294,462	416,806	416,806	417,400
	Library Total	1,876,691	1,866,179	2,022,476	2,022,476	2,083,300
Community Services						
7581	Community Services Admin	872,073	1,153,143	843,012	843,012	923,700
7582	Parks	1,134,571	927,413	1,156,978	1,156,978	1,120,700
7583	Recreation	635,982	651,184	737,741	737,741	716,500
7584	Trees	627,740	651,855	820,673	820,673	796,073
7585	Human Services	374,257	388,846	423,888	423,888	478,500
7586	Transportation	1,258,720	1,308,647	1,784,687	1,784,687	1,497,500
7588	Teen Center	306,211	322,034	340,793	340,793	401,000
	Community Services Total	5,209,554	5,403,122	6,107,772	6,107,772	5,933,973
Transfers						
9098	Transfers	13,931,141	20,844,945	7,718,447	7,718,447	6,692,079
	Transfers Total	13,931,141	20,844,945	7,718,447	7,718,447	6,692,079
Capital						
9999	CIP	2,579,615	3,035,766	2,067,122	2,067,122	5,723,006
	Capital Total	2,579,615	3,035,766	2,067,122	2,067,122	5,723,006
TOTAL EXPENDITURES		66,704,350	74,984,278	65,370,644	65,370,644	66,040,615

CITY of GLENDORA

FINANCIAL SUMMARY

APPROPRIATIONS BY DEPARTMENT MATRIX

Fund	Name	Legislative	City Clerk	City Manager	Human Res	Finance	Police	Planning	Public Works	Library	Comm Svc
001	General Fund	X	X	X	X	X	X	X	X	X	X
202	Street Lighting Assessment								X		
202B	Landscape Maint Assess										X
205	Gas Tax								X		X
207	Grant Fund						X				
208	Asset Forfeiture						X				
209	Prop A Transit										X
210	COPS						X				
211	Prop C Transit										X
212	CDBG							X			
214	Used Oil Block Grant							X			
215	AQMD										X
217	Prop A Operations										X
222	Measure R								X		X
228	Container Recycling Grant							X			
229	Library Grants									X	
230	PEG		X								
231	BID							X			
244	AB 109 Realignment						X				
254	OTS STEP Grant						X				
285	Affordable Housing							X			
290	Housing Authority							X			
400	RORF							X			
530	Water Capital								X		
531	Water Operating	X	X	X	X	X	X		X		X
533	Transit										X
534	La Fetra										X
541	Worker's Compensation				X	X					
542	Liability Insurance				X	X					
548	Technology					X					
549	Vehicles								X		

CITY of GLENDORA

FINANCIAL SUMMARY

INTERFUND TRANSFERS MATRIX

		TRANSFER FROM					Total
		001 General	209 Prop A	211 Prop C	400 RORF	531 Water Op	
TRANSFER TO	001 General Fund				250,000		250,000
	405 Energy Efficient	41,052				29,123	70,175
	491 Debt Service CRA				2,048,604		2,048,604
	530 Water Capital					3,000,000	3,000,000
	533 Transit		860,420	462,880			1,323,300
	Total	41,052	860,420	462,880	2,298,604	3,029,123	6,692,079

INTERFUND TRANSFERS DETAILS

Transfers From	Amount
001-9098-90405	41,052
209-9098-90533	860,420
211-9098-90533	462,880
400-9098-90001	250,000
400-9098-90491	2,048,604
531-9098-90405	29,123
531-9098-90530	3,000,000
Total	6,602,079

Transfers To	Amount
405-9098-39001	41,052
533-9098-39209	860,420
533-9098-39211	462,880
001-9098-39400	250,000
491-9098-39400	2,048,604
405-9098-39531	29,123
530-9098-39531	3,000,000
Total	6,602,079

CITY of GLENDORA
FINANCIAL SUMMARY

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CITY of GLENDORA

CAPITAL PROGRAM

CAPITAL PROJECTS

The Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for planning, managing, and financing the City's capital and infrastructure assets. The CIP is dynamic and is updated periodically to address the changing needs, priorities, and financial conditions of the City. The projects contained in the CIP are recommended to maintain the existing infrastructure of the City and to properly provide for the health, safety and general well-being of Glendora's residents. The CIP and future amendments are designed to make the most effective use of all financial resources available to the City including applicable fund reserves, ongoing estimated revenues, grants, and borrowing.



The CIP budget is for expenditures over \$5,000 on construction of capital projects such as street rehabilitation, park facilities, water/sewer systems improvements, facilities upgrades and traffic signal/signage enhancements. CIP projects may include land and right-of-way acquisition; design, planning, and engineering services for capital projects; construction or rehabilitation of public buildings or facilities; utility and transportation infrastructure construction; and park construction.

Capital improvement projects are suggested by Department staff and submitted to the City Council for review and approval as part of the budget process. Most of the CIP projects are funded with non-discretionary funds (such as Gas Tax, transportation, and water funds). These funds are restricted in the manner in which they can be used.

Staff proposes regular maintenance projects based on input from a variety of sources including citizen complaints, leak history of water mains, the pavement management system, Water, Streets, Park Surface Transportation Program, Capital Projects Fund, and Water Capital Projects Fund. Maintenance projects are budgeted and included in the CIP Program each fiscal year. Projects are designed to keep the increases in operating costs to a minimum. Increases in operating costs are balanced with the overall need to provide the improvement.

CAPITAL OUTLAY

Capital outlay expenditures are individually significant acquisition of capital assets (not involving construction) that are expected to last more than 2 years and have an individual cost of \$5,000 or more. Each year as part of the budget process, staff compile and submit a list of equipment and vehicle requests for consideration. The management team reviews and prioritizes the list of equipment and vehicles based on a needs assessment and funding availability. Funding source is determined based on the benefit the item provides.

The following information is included in this section of the budget:

- Current Funding Sources – provides a brief description of the types of funds available for CIP projects.
- Projects Completed in FY 2015-16 – provides a listing of projects that were completed during FY16.
- Ongoing Projects – provides a listing of the projects that have been budgeted and are in progress.
- Project Highlights & Operational Impacts - descriptions of the proposed projects for FY17, the project budget, funding sources and the operating impact.
- Project Summary Report - provides a summary of projects by project total and a summary by fund. The summary by fund provides budget information for both FY16 and FY17.
- Capital Outlay Summary by Fund – provides a summary of equipment, software and vehicle purchases by funding source.

CITY of GLENDORA

CAPITAL PROGRAM

CURRENT FUNDING SOURCES

Fund	Name	Description
001	General Fund	The General Fund is the general operating fund of the city. All general tax receipts and fee revenue not allocated by law, council policy or contractual agreement to other funds are accounted for in the General Fund. General Fund expenditures include all operational activities not required to be accounted for or paid from another fund.
203	Transportation Development Act	The Transportation Development Act Fund receives revenue on a per capita basis from funds administered by the Los Angeles County Metropolitan Transportation Authority (MTA). Transportation Development Act funds may be used for bicycle and pedestrian facilities including bikeway commuter paths, bicycle commuter parking, sidewalk wheelchair ramps, Americans with Disabilities Act (ADA) required signage, and sidewalk repair and construction.
205	State Gas Tax	Gas tax revenues are received on a per capita basis each year pursuant to Sections 2105, 2106, 2107, and 2107.5 of the California Streets and Highways Code. Gas tax revenue is restricted revenue which must be spent on street-related construction and/or maintenance projects.
206	Park Development	The Park & Recreational Facilities Fund revenue is received through the collection of park development impact fees and park in-lieu fees paid by new development projects. Funds are used to mitigate the impact of new development on the City by adding to or improving existing park and recreational facilities.
208	Asset Forfeiture	The Asset Forfeiture Fund revenues are derived through the seizure of drug-related assets by the Glendora Police Department pursuant to applicable State and Federal law. Asset Forfeiture Fund expenditures defray the cost of eligible expenses within the Police Administration and Patrol Divisions, which includes personnel and equipment costs.
211	Prop C Transit	In 1990, Los Angeles County voters adopted Proposition C, the second of two ½ cent sales taxes, to finance a county-wide transit development program. Proposition C funds are administered by the Metropolitan Transit Authority (MTA). Local Return funds are allocated and distributed monthly to jurisdictions on a per capita basis. Proposition C funds may be used for developing and/or improving local public transit, paratransit, and related transportation infrastructure, as well as transit services and/or equipment purchases.
212	Community Development Block Grant (CDBG)	The City receives CDBG revenue from the U. S. Department of Housing and Urban Development (HUD). Because Glendora has a population in excess of 50,000, it is considered an entitlement city and receives its allocation of funds directly from HUD. Funds are used for community activities and capital projects that meet the target area criteria.

CITY of GLENDORA

CAPITAL PROGRAM

CURRENT FUNDING SOURCES (continued)

Fund	Name	Description
215	Air Quality Improvement (AQMD)	The South Coast Air Quality Management District (AQMD) allocates funds to cities to improve air quality by reducing air pollution from mobile sources. Revenues are allocated to cities and counties on a per capita basis. City expenditures are subject to periodic AQMD audit.
219	Prop 1B - Local Streets	Local Streets and Roads Improvement, Congestion Relief, and Traffic Safety Account Funds were awarded to the City by the State of California based on population. These funds are to be used only for the maintenance and improvement of local transportation facilities.
230	Public Education & Government Cable TV (PEG)	These funds are collected by service providers through the fees charged by communications companies such as AT&T, Charter Cable, and Comcast Company, through the franchise agreement within each city. A portion of the franchise payment is PEG fee. This fund is used to pay for capital equipment for continuation of PEG Programming.
321	Capital	In fiscal year 2001-2002, the City Council adopted an ordinance creating a Capital Projects Fund pursuant to Section 53730 et seq, California Government Code. At present, the only revenue sources available to the Capital Projects Fund are from the General Fund where excess General Funds, if any, are automatically transferred to the Capital Projects Fund at year end unless the transfer is overridden by an action of the City Council.
530	Water Capital	The Water Capital Projects Master Plan Fund accounts for capital improvements to the City's water system which includes improvements to wells, pumps, booster systems, pipes, and other water system-related structures, and to capital projects identified in the City's water system master plan. Funding comes from a portion of the water service fee and/or bond proceeds. Glendora residents approved a water bond in 2004 to replace aging mains. Through this bond, over \$13 million dollars was spent replacing water mains.
533	Transit	The Transit System Fund is the source of funding for operation of the City's transit systems and receives its revenue primarily through transfer of funds from the Prop A Transit Fund (Fund 209) and the Prop C Transit Fund (Fund 211). Fare box revenue is a minor revenue source. Expenditures from this fund include all operating and maintenance expenses for the City's local transit system and for service to the Metro Link terminal in Covina.
548	Technology	The Technology Fund is an internal service fund responsible for maintaining the operations of the City's technological infrastructure and for the acquisition of hardware, software and other technological needs. Departments are charged for their allocated benefit of the technology services.
549	Vehicles	The Vehicle Fund is an internal service fund responsible for acquiring and maintaining vehicles and equipment used by City departments. Departments are charged for their allocated benefit of the technology services.

CITY of GLENDORA

CAPITAL PROGRAM

PROJECTS COMPLETED IN FY 2015-16

Project Name	Project Total Cost
Youth Center Roof Improvement	31,636
Police Department Traffic Office Improvements	57,295
Bidwell EOC Improvements	7,913
Police Briefing Room Recarpet	11,555
Library ADA Bathroom	58,630
Gladstone Park Restroom Renovation	181,076
Slurry Seal Program	155,213
City Parking Lot Rehabilitation	79,867
Pompei Memorial Sports Park	1,030,925
Amelia Water Main Replacement	1,504,237
Grand Avenue Water Main	235,881
Glendora/66 Interconnection	91,082
Zone 1 to 8 Connections	199,179
150 kW Generator	76,561
Zone 4 Distribution Center	1,430,783
San Gabriel Plant	9,245,048
Total	14,396,881

ONGOING PROJECTS

Project Name	2016 Amended	YTD Expense
Curb & Sidewalk Replacement	2,815	2,815
Street Paving Program	289,596	4,875
Traffic Signal Controller Upgrade	180,000	-
Big Tree Park Improvement	50,358	500
Passive Park	286,327	-
Prefab Restrooms Finkbiner	564,861	11,358
Grand- Leadora-Sierra Madre	242,980	-
Lorraine Ave Str Improvement	945,122	15,125
Left Turn Phasing	26,680	-
Repair/Resurface St-ADA Curb	223,689	39,002
Amelia Ave St Improvement	50,674	-
Base Line Grand To Glendora	600,630	-

CITY of GLENDORA

CAPITAL PROGRAM

ONGOING PROJECTS (continued)

Project Name	2016 Amended	YTD Expense
Finance/City Clerk Remodel	42,500	252
Police Dept HVAC	25,000	-
Library Deck Water Proofing	14,500	-
Library Roof Repairs	62,043	50,730
Library Automatic Door Replacement	30,000	-
San Dimas Wash Urban Trail	625,000	80,090
Alley Rehabilitation Program	47,756	-
Citywide Slurry Seal	25,393	-
Amelia Ave St Improvement	819,326	-
Irrigation Control Upgrade	106,904	11,881
Turf Removal Drought Tolerant	2,067,122	1,030,782
Water Main Replacement	2,468,038	15,437
Route 66 To Country Club	820,000	75
Sierra Madre Reservoir	192,976	54,076
Demolition-Kregmont Reservoir	240,312	129,992
Well 10 Improvements	150,000	-
Well 7 Sampling Study	125,000	-
Country Club Reservoir	2,618,252	54,681
Zone 4 Reservoirs	1,404,141	881,775
Meter Replacement	4,000,000	926,766
Total	19,344,489	3,615,043

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Fund 205 - Gas Tax		
Foothill & Oak Tree Crosswalk	Install a Rapid Rectangular Flashing Beacon (RRFB) units along Foothill Boulevard at Oak Tree Drive to provide a safer pedestrian crossing for students attending Glendora High School. <i>Operating Impact: None</i>	25,000
Wabash Ave Street Improvements	As part of the City's Pavement Management System, streets are rated with a Pavement Condition Index (PCI). A PCI of 100 represents a new street and a PCI of 0 is a street that is completely failed and has no remaining service life. This street segment has a current PCI of 51 and can be rehabilitated to extend the pavement life another 10 to 15 years. If this maintenance is deferred, the pavement will continue to deteriorate to a point where rehabilitation is no longer feasible and the roadway will need to be reconstructed at a much higher cost. <i>Operating Impact: Improving the street will reduce maintenance costs associated with filling potholes and spot repairs on the street.</i>	35,000
		Gas Tax Total 60,000
Fund 211 - Prop C Transit		
Lone Hill Ave Street Improvements (Phase 1)	This street segment has a current PCI of 34 and can be rehabilitated to extend the pavement life another 10 to 15 years. If this maintenance is deferred, the pavement will continue to deteriorate to a point where rehabilitation is no longer feasible and the roadway will need to be reconstructed at a much higher cost. Due to large traffic volumes, construction is anticipated to be performed at night and contract inspection will be required for the night work. <i>Operating Impact: Improving the street will reduce maintenance costs associated with filling potholes and spot repairs on the street.</i>	475,000
		Prop C Total 475,000
Fund 212 - CDBG		
Plymouth Ave Street Improvements	This project will resurface these residential streets and repair/replace damaged curb, gutter, and sidewalk and will install and/or upgrade curb ramps at street corners within the project area. This project is part of the Community Development Block Grant Program and was brought forth to the City Council in March 2016 for approval of the Annual Action Plan. <i>Operating Impact: Improving the street will reduce maintenance costs associated with filling potholes and spot repairs on the street. Repairing sidewalks and gutter will reduce trip and fall hazards and standing water issues that can attract mosquitos.</i>	240,000
		CDBG Total 240,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Fund 206 - Parks Development		
Youth Center Flooring	<p>The Youth Center Building is 5,199 square feet and receives approximately 125 visitors a day. The existing foundation of the floor is cracking and needs to be repaired. This includes demolition of existing floor, asbestos removal, and new floor installation.</p> <p><i>Operating Impact: This will reduce maintenance cost and extend the life of the building.</i></p>	15,000
Legion Building Renovation	<p>The Legion Building is over 40 years old and is need of a complete renovation that includes new carpet, new HVAC unit, and interior and exterior painting. The existing items are showing signs of age and use and will fail. Completion of the renovation will increase the aesthetic for marketing of the building for rentals.</p> <p><i>Operating Impact: Maintenance costs will decrease because all items will be new and will not require significant repair.</i></p>	34,000
Tennis Court Resurfacing	<p>The City shares use of the tennis courts at Glendora High School and maintains tennis courts at Finkbiner Park and Dawson Park. It has been 9 years since the courts have been resurfaced, and the recommended cycle is 3 years. Due to the recession, normal maintenance was delayed. However, the courts are in a condition that requires immediate attention. The City will split the costs with Glendora High School for that particular location.</p> <p><i>Operating Impact: Maintenance costs will decrease because the courts will be resurfaced and not require enhanced maintenance.</i></p>	47,500
La Fetra Center Furniture	<p>La Fetra Center has had the existing furniture for over 25 years. It is important to replace the furniture by purchasing 2 new wing back style chairs and reupholstering 3 couches. This will extend the life of the couches as a nominal cost while providing safe and clean furniture to be utilized in the Center by the public. Additionally, drapery will be replaced.</p> <p><i>Operating Impact: None, the furniture has not had any maintenance or repair costs.</i></p>	38,000
La Fetra Center Patio	<p>The existing wood lattice patio cover at the La Fetra Center suffers from dry rot and termite damage. Several large beams and support pillars are damaged. This presents a safety hazard for those who utilize the patio area and enter the center through the historic kitchen area. Depending on the option chosen, the structure can be repaired or completely replaced as recommended by Courts Construction.</p> <p><i>Operating Impact: Maintenance costs will decrease because the patio will not need spot repairs however, the wood may need to be treated every year to extend the life of the patio.</i></p>	33,000
Parks Development Total		167,500

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Fund 222 - Measure R		
Leadora Ave Street Improvements	<p>As part of the City's Pavement Management System, streets are rated with a Pavement Condition Index (PCI). A PCI of 100 represents a new street and a PCI of 0 is a street that is completely failed and has no remaining service life. This street segment has a current PCI of 52 and can be rehabilitated to extend the pavement life another 10-15 years. If this maintenance is deferred, the pavement will continue to deteriorate to a point where rehabilitation is no longer feasible and the roadway will need to be reconstructed at a much higher cost.</p> <p><i>Operating Impact: Improving the street will reduce maintenance costs associated with filling potholes and spot repairs on the street.</i></p>	70,000
Bennett Ave Street Improvements	<p>This street segment has a current PCI of 52 and can be rehabilitated to extend the pavement life another 10 to 15 years. If this maintenance is deferred, the pavement will continue to deteriorate to a point where rehabilitation is no longer feasible and the roadway will need to be reconstructed at a much higher cost.</p> <p><i>Operating Impact: Improving the street will reduce maintenance costs associated with filling potholes and spot repairs on the street.</i></p>	80,000
Measure R Total		150,000
Fund 208 - Asset Forfeiture		
Parks Facilities Security System	<p>This project consists of improving security at the following parks and facilities: Crowther Teen & Family Center, Pompei Sports Park, & Parks Yard. The video cameras specified for this project are consistent with those installed at the Police Department and will be used to provide a better picture of an trespassers and deter vandalism or robbery. Fund 321 will share 50% of this cost.</p> <p><i>Operating Impact: Maintenance costs will decrease if the cameras are successful in deterring vandalism and break-ins which require repair costs.</i></p>	125,000
Asset Forfeiture Total		125,000
Fund 549 - Vehicles		
Fuel Island Cover	<p>Our NPDES permit requires that the fuel island be covered. Currently we are out of compliance. Covering the island is required by the California Building Code and it prevents stormwater from comingling with the fuel residue that could reach the storm drain system. Further, to maintain certification for the tanks, the cover must be installed. Without certification, the tanks must be shut off.</p> <p><i>Operating Impact: None, the cover is necessary per State mandates to prevent stormwater pollution.</i></p>	72,500
Vehicles Total		72,500

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Fund 321 - Capital Projects		
Server Room Improvements	Secure and improve the server room located in the Library to house and protect the City's information technology infrastructure. This project includes remodeling the existing server room to have HVAC to keep the servers cool and electrical wiring that will have the correct amps to handle the amount of technology plugged in. <i>Operating Impact: There may be an increase in the electric utility due to the need to keep the servers cool and the increase in the number of servers stored in this location.</i>	46,000
Finance Cubicle Partitions	The cubicle partitions in the Finance Department have electrical failures that have required significant work-arounds to provide electricity to computers and other related electronics at employees' desk. New partitions are necessary to replace the existing structures. <i>Operating Impact: Maintenance costs will decrease because the partitions will be new and not need continued spot repairs.</i>	46,000
Library Public Restroom Renovation	The Library public restroom is heavily used on a daily basis. Plumbing services are frequently called to repair clogs and mineral build up. Regular use and vandalism have caused permanent and unsightly damage to walls and fixtures. The last renovation was completed in 1999. The restroom is in need of a full renovation that will include new fixtures, partitions, tile, and plumbing. Materials used will be commercial grade that will withstand heavy wear and tear. <i>Operating Impact: Maintenance costs for calling a plumber for services will decrease significantly and will extend the life of the facility.</i>	65,000
Parks Facilities Security System	This project is also budgeted 50% in the Asset Forfeiture Fund.	125,000
Speed Survey	The last Citywide Engineering and Traffic Study (E&TS) was completed in 2007. This study included traffic counts and speed surveys on all City street segments except local and/or residential streets that meet the prima facie criteria for 25 MPH. The California Vehicle Code (CVC) Section 40802 requires that the E&TS be renewed every five (5) years to avoid being classified as a "speed trap". Without a valid E&TS, contested speeding tickets will likely be dismissed in court by the judge. CVC Section 40802 allows extensions up to a total of 10 years if certain criteria are met and the City has exhausted all extensions. <i>Operating Impact: None</i>	40,000
Auto Center Street Improvement	A water main replacement was recently completed on Auto Center to Amelia Street. The roadway has not been resurfaced in 20 years, and the patches are not even with the roadway. It is recommended that the entire street be resurfaced all at once. <i>Operating Impact: Maintenance costs will be reduce when the entire road is resurfaced and will not cause asphalt to rise at different locations.</i>	200,000
Capital Projects Total		522,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Fund 530 - Water Capital		
Sierra Madre Reservoir Rehabilitation	<p>This project will rehabilitate the aging 4.0 million gallon pre-stressed concrete Sierra Madre Reservoir located at the City's Water Yard. This reservoir was constructed in 1965 and one of four reservoirs providing storage for the City's water pressure Zone 1, the City's largest pressure zone. In FY 2015-16 staff retained a consultant to structurally analyze the reservoir and prepare plans and specifications for the needed rehabilitation. These improvements will also bring the existing reservoir up to current seismic standards. This project was identified as a high priority in the Water Master Plan.</p> <p><i>Operating Impact: Improving storage within the City is important for water supply and fire reserves in the event of a fire. Additionally, maintenance costs will decrease due to reduced need for spot repairs.</i></p>	2,800,000
Big Dalton Spreading Grounds Improvements	<p>The Three Valleys Municipal Water District is the lead agency for the design of this project. This project will provide an increase in the capacity of the Big Dalton Spreading Grounds and will benefit the City of Glendora will an increase in groundwater replenishment. This project is in the design phase and the requested budget will cover Glendora's agreed upon portion of the design effort.</p> <p><i>Operating Impact: None.</i></p>	10,000
Emergency Generator Replacements	<p>This project is a 4 year phased in approach of replacing portable generators that are no longer in compliance with AQMD standards. The first year will consist of retrofitting 4 portable generators with an exhaust that will capture potential contaminants that can be released into the atmosphere. In doing so, the AQMD permit for these generators will extend another 4 years. This will provide Public Works with the opportunity to systemically replace all portable generators owned by the City. Year 2 will involve the engineering and design of concrete pads at the water facilities to accommodate permanent installation of emergency generators. Years 2-4 will include the purchase and installation of the generators. Generators are important to have at water facilities to ensure continuous operations of water distribution in the event of an electrical outage or natural disaster. Locations to receive immediate attention are San Gabriel Treatment Plant, Water Yard, Sierra Madre Pump Station, and Wells 2 and 13 chlorine generation systems.</p> <p><i>Operating Impact: Annual preventive maintenance costs are necessary for the upkeep of the generators to ensure that they will work in the event of an emergency.</i></p>	500,000
Water Capital Total		3,310,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT SUMMARY REPORT

Summary by Project	FY 2017 Budget
Foothill/Oak Tree Crosswalk	25,000
Wabash Ave Street Improvement	35,000
Youth Center Flooring Repairs	15,000
La Fetra Patio Repair/Replacement	33,000
Legion Building Rehab	34,000
La Fetra Center Rehab	38,000
Tennis Court Resurfacing	47,500
Security @ Various City facilities	250,000
Lone Hill Ave Street Improvement Phase 1	475,000
Plymouth Street Improvement	240,000
Leodora Ave Street Improvement	70,000
Bennet Ave Street Improvement	80,000
Speed Survey	40,000
Server Room Improvements	46,000
Cubicle Partitions	46,000
Library Restroom Renovations	65,000
Auto Center Drive to Amelia Street Improvement	200,000
Big Dalton Spreading Grounds	10,000
Emergency Generators	500,000
Sierra Madre Reservoir Rehab	2,800,000
Fuel Island Cover	72,500
Capital Improvement Projects Total	5,122,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT SUMMARY BY FUND

Summary by Fund		2016 Amended	FY 2017 Budget
205	Gas Tax	379,896	60,000
206	Park Development	828,552	167,500
208	Asset Forfeiture	-	125,000
211	Prop C Transit	1,375,489	475,000
212	Community Development Block Grant (CDBG)	223,689	240,000
219	Prop 1B Local Streets & Roads	50,674	
221	STLP Street Construction	529,293	
222	Measure R	-	150,000
321	Capital Projects	1,764,451	522,000
405	Energy Efficiency Project	106,904	
530	Water Capital	14,085,841	3,310,000
549	Vehicles	-	72,500
Capital Improvement Projects Total		19,344,489	5,122,000

CITY of GLENDORA

CAPITAL PROGRAM

CAPITAL OUTLAY SUMMARY

Item	Description	FY 2017 Budget
208 - Asset Forfeiture		
Automated External Defibrillators (AED)	To replace existing units that are 19 years old. These devices can be used on both adults & children to treat cardiac difficulties.	60,000
Asset Forfeiture Total		60,000
230 - Public Education & Government Access (PEG)		
Council Chamber Audio/Video	To replace the existing equipment that will enhance the taping and broadcast of City Council meetings.	100,000
Bidwell Audio Equipment	To replace aging equipment and allow for better audio during events.	26,200
Agenda Management System	To replace the existing software that is no longer supported by the developer.	200,000
PEG Total		326,200
321 - Capital Fund		
Bidwell Table Replacement	To replace tables that are no longer safe to use in the Bidwell Conference room.	17,600
Capital Fund Total		17,600
548 - Technology Fund		
Time Entry Software	Paperless method of tracking employees time rather than manual entry by Payroll staff into the financial system.	5,000
Web/Content Filter	To protect the City from malicious software intended to damage the computers and network servers.	6,700
Online Reservations	Online reservation system for the City Departments to utilize for the efficient scheduling of facility rentals	7,100
Lap tops	Laptops for the Police Officers to use when going to court, travel and presentations.	7,700
Wireless Mobility Controller	To administer wireless access points whereby police officers can manage information such as transfer in-car video to a secure network for storage.	12,600
Computer Lab @ La Fetra	To provide additional services to the patrons and allow them to use technology for personal uses.	19,900
SAN Storage	To add additional storage to the City that will accommodate the storage of information.	21,900
Network Switches	Replacement of aging network equipment. This item ensures connectivity to all network services and systems.	30,800
Technology Fund Total		111,700

CITY of GLENDORA

CAPITAL PROGRAM

CAPITAL OUTLAY SUMMARY

Item	Description	FY 2017 Budget
533 - Transit Fund		
Remix Transit Planning Software	Planning and scheduling software of transit routes electronically rather than manual driving of potential routes.	15,000
Transit Fund Total		15,000
549 - Transit Fund		
Lely Spreader, Stump Grinder, Mower	Landscape equipment to spread seed at parks when seeding more efficiently and replace aging equipment that has reached the end of its service life.	40,600
Utility Vehicle	To replace an existing vehicle that has reached the end of its service life. This vehicles is compact and can carry equipment throughout the parks.	25,000
Ford Super Duty F-250	Truck to tow the Community Services trailer that carries landscaping equipment.	30,500
Chevy Colorado Pick-up	Replace the existing vehicle that has reached the end of service life.	36,500
Ford Utility Police Interceptors (3)	Replace existing crown victorias and the oldest interceptor for the Police Department. This ensures reliable vehicles to respond to calls.	138,200
Dodge Durango	Replace an existing vehicles for the Police Department that has reached the end of service life.	51,800
Ford Transit Mid-Roof Van	Replace an existing prisoner transport vehicle for the Police Department that has reached the end of service life.	67,100
Caterpillar (CAT) 450F Backhoe/Loader	Replace the existing equipment that is 20 years old and has reached the end of service life.	141,000
Vehicle Fund Total		531,700
Capital Outlay Total		972,200

Summary by Fund		2016 Amended	FY 2017 Budget
208	Asset Forfeiture	507,675	60,000
215	AQMD	264,653	
230	Public Education & Government Access (PEG)	16,100	326,200
321	Capital Fund	93,500	17,600
533	Transit Fund	115,000	15,000
548	Technology Fund	123,132	111,700
549	Vehicles Fund	1,361,686	531,700
Capital Outlay Total		2,481,746	972,200

CITY of GLENDORA LEGISLATIVE

CITY COUNCIL - 4000

PROGRAM DESCRIPTION

Glendora is a General Law city which operates under the Council-Manager form of local government. The City Council serves as the legislative and policy-making body for the City of Glendora. The City Council is responsible to the electorate for keeping pace with changing community needs, for establishing the quality of municipal services and the community environment, for promoting confidence in local government through open conduct of public affairs and adopting an annual budget. The City Council selects and appoints the City Manager, the City Attorney, and the various City Commissions, Boards and Advisory Committee members.

The Council Members are elected at-large for four years, overlapping terms of office. The Mayor, who is selected during the annual City Council reorganization, presides over all Council meetings and is the ceremonial head of the City for official functions. The Mayor Pro Tem acts in the absence of the Mayor.

Council Members represent the City on various intergovernmental organizations to achieve governmental cooperation, legislation and programs that are consistent with the needs of residents and businesses within the community. The City Council also serves as the governing board of the Successor Agency to the Glendora Community Redevelopment Agency.

2015-16 MAJOR ACCOMPLISHMENTS

- Increased open communication with the community through informal Council led community conversations.
- Approved the 2015 City of Glendora Natural Hazards Mitigation Plan which minimizes the impact of future natural hazards on the community and maintains eligibility for future hazard mitigation funding.
- Approved a contract with Economic Planning Systems to complete an economic study of the Route 66 corridor which will provide further direction as to how the Specific Plan should be revised based on the economic driving factors and the community's desires for the corridor.
- Appointed an Arrow Highway Steering Committee to formulate a Specific Plan for the corridor as a part of the City's Strategic Plan to enhance economic development.
- Approved an amended Long Range Property Management Plan as the Successor to the Glendora Community Redevelopment Agency that allows the City to retain public parking lots located in the Village area.
- Reviewed and adopted the eleventh and twelfth Strategic Plan. The Plan provides continuation of five primary goals; Enhance and retain revenues; Enhance economic development with community involvement; Increase use and development of technology for the benefit of the community; Attract, develop and retain qualified staff; and Maintain and improve the city's infrastructure and facilities.
- The fiscal year 2014-15 ended with revenues exceeding expenditures which allowed the City to improve General Fund Reserves and set aside funding for Capital and Storm Water projects.
- Entered into a Master Cooperation Agreement (MCA) with the Metro Gold Line Foothill Construction Authority which identifies the project scope and responsibilities of each of the parties involved with Phase 2B of the extension. City Council continued to advocate for the funding of the Gold Line 2B phase that will bring the light rail system through Glendora. This is a critical transportation component for the San Gabriel Valley.

CITY of GLENDORA LEGISLATIVE

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	81,564	96,488	110,931	110,931	114,900
531	Water Operating	22,252	23,746	28,025	28,025	27,800
Division Total		103,816	120,234	138,956	138,956	142,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	42,114	42,114	42,000	42,000	42,100
42110	Retirement	3,500	3,788	3,118	3,118	3,600
42111	PARS Retirement	-	-	945	945	1,100
42310	Employer Paid Benefits	20,834	24,969	37,716	37,716	35,400
42520	Workers Comp	984	1,085	1,292	1,292	1,700
51110	Office Supplies	359	-	500	500	200
51780	Service Recognition	12,689	14,703	17,000	17,000	17,000
55320	Printing	78	51	1,500	1,500	1,500
55600	Training & Education	8,517	6,645	6,500	6,500	6,600
59801	Info Tech Charges	12,879	24,900	26,850	26,850	31,500
59807	Liability Ins Charges	1,862	1,979	1,535	1,535	2,000
Division Total		103,815	120,233	138,956	138,956	142,700

CITY of GLENDORA LEGISLATIVE

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51780	Service Recognition	Used to pay for employee and community recognition awards.
55600	Training & Education	Costs associated with sending City Council members to conferences, seminars and training to provide information and opportunities for the City and to help advocate on behalf of the City. Examples include the League of California Cities and SCAG.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increases in liability charges required to fund updated reserve requirements from the City Risk Pool.

CITY of GLENDORA LEGISLATIVE

CITY ATTORNEY - 4012

PROGRAM DESCRIPTION

The City Attorney acts as the City's legal counsel. In this capacity, the City Attorney advises the City Council and staff of legal matters relating to the operation of the municipal government and is responsible for the review and preparation of resolutions, ordinances, municipal code violations and agreements. The services of the City Attorney are provided via a contract with a professional legal firm. In addition, special legal services for personnel matters, labor relations, and Community Redevelopment Agency may also be contracted through professional legal firms from time to time.

Specific service activities are:

- Provide expert legal advice to the City Council and its committees and commissions, as well as the City Manager, the Library Board of Trustees, and all City Departments so that policies are established and programs administered according to the legal guidelines established by City, State, and Federal laws.
- Ensure the City and its officers are properly represented in all actions arising from the performance of City business.
- Ensure that all City ordinances, resolutions, agreements, and contracts are correct as to form.
- Provide legal advice to all public records requests to ensure a timely response and that the City's legal interests are observed.

2015-16 MAJOR ACCOMPLISHMENTS

- The City, in conjunction with Risk Management and the City's third party administrator, were able to keep the City's general liability costs (inclusive of attorney fees, court costs, and settlement costs) on a per claim basis among the lowest of all of the member cities comprising the Independent Cities Risk Management Authority ("ICRMA").
- Several cases were successfully defended at an early stage of a lawsuit, resulting in a substantial savings in defense costs and fees:
 - Aguilar vs. City of Azusa, City of Glendora, et al, United States District Court, Central District, Case No. CV 14-9183 GW (JPRx) - a police civil rights action where plaintiff alleges that her 23 year old son was shot and killed, without provocation, by police officers from several city agencies, including Glendora. A dismissal was obtained in return for a waiver of costs, with the City paying the plaintiff no money;
 - Acumen Communications Inc., et al vs. City of Glendora et al, Los Angeles County Superior Court Case No. KC067774 which was removed to United States District Court Case No. 2:15-cv-07335-SVW-PJW - a complaint wherein plaintiffs allege that the COM-NET agencies (City of Covina, City of West Covina, City of Irwindale, City of Glendora, City of Azusa, and City of La Verne) are using radio frequencies for their police departments that are not public safety frequencies, which is causing interference with the frequencies used by plaintiffs, and violation of Business & Professions Code Section 17200, unfair competition. At the pleading stage of the case, we obtained a dismissal in return for a waiver of costs, with the City paying the plaintiffs no money;
 - Pick vs. City of Glendora et al, Los Angeles County Superior Court Case No.: SC 123039, a complaint alleging that the city violated numerous Public Contract Codes and other state codes relating to the contract with Motorola for the COM-NET system At the pleading stage of the case, we obtained a dismissal in return for a waiver of costs, with the City paying Pick no money.

CITY of GLENDORA **LEGISLATIVE**

2015-16 MAJOR GOALS & OBJECTIVES

- Working with Planning, review drafts of the proposed Arrow Highway Specific Plan and proposed amendments to the Route 66 Specific Plan.
- Working with Planning, review California Environmental Quality Act studies to ensure compliance and the implementation of any mitigation measures that may be recommended by the Planning Commission and/or City Council as they relate to various development applications that occur during the fiscal year.
- Working with the City Manager’s Office and Public Works Department continue to monitor the LA Regional Water Quality Board Municipal Storm water Permit and its implications on the draft watershed plan that the City of Glendora is partnering.

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	155,284	157,555	180,000	180,000	180,000
Division Total		155,284	157,555	180,000	180,000	180,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
55200	Legal Services	144,000	138,147	144,000	144,000	144,000
55200.41	City Manager	-	7,650	25,000	25,000	15,000
55200.51	Police	2,883	6,729	5,000	5,000	15,000
55200.60	Planning	5,699	1,680	3,000	3,000	3,000
55200.61	Code Enforcement	2,702	1,470	2,000	2,000	2,000
55200.65	Public Works	-	1,879	1,000	1,000	1,000
Division Total		155,284	157,555	180,000	180,000	180,000

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
55200	Legal Services	Legal Services include the Attorney’s retainer fees and other special services as needed by Departments.

CITY of GLENDORA

LEGISLATIVE

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CITY of GLENDORA CITY CLERK

ORGANIZATIONAL CHART



CITY of GLENDORA CITY CLERK

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	-	-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	-	-	-
Cable Production Assistant	1.00	-	-	-	-
Media Specialist	-	1.00	1.00	1.00	1.00
Senior Office Assistant	-	1.00	1.00	1.00	1.00
Office Aide II	0.50	-	-	-	-
Office Aide III	-	0.50	0.50	0.50	0.50
Total Full-Time	3.00	4.00	4.00	4.00	4.00
Total Part-Time	0.50	0.50	0.50	0.50	0.50
Total Full Time Equivalent (FTE)	3.50	4.50	4.50	4.50	4.50

CITY of GLENDORA CITY CLERK

ADMINISTRATION DIVISION - 4010

PROGRAM DESCRIPTION

The City Clerk Department administers democratic processes such as elections, access to city records, and all legislative actions, ensuring transparency to the public. The Department ensures compliance with Federal, State, and local statutes and regulations including the Political Reform Act, the Brown Act, and the Public Records Act and ensures that all actions are properly executed, recorded, and archived. The statutes of the State of California prescribe the basic functions and duties of the City Clerk, and the Government Code and Election Code provide precise and specific responsibilities.

The City Clerk Department is a dynamic information and service center within the municipal government whose services impact a diverse clientele including the general public, the media, and other governmental entities; and upon which the City Council, all City Departments, and the general public rely for information regarding the operations and legislative history of the City. The City Clerk Department serves as the liaison between the public and City Council, provides related municipal services, and promotes open government and the democratic process by preserving and maximizing public access to City records.

Specific Activities:

- **Legislative Administration** – Manages the preparation, verification and compliance of legislative agendas and notices pursuant to established mandates, completes the necessary arrangements to ensure effective meetings, and is responsible for recording the decisions which constitute the building blocks of our representative government.
- **Records/Archival Administration** – Manages the preservation and protection of the public record and archives in accordance with City, State and Federal statutes. By statute, the clerk is required to maintain and index the Minutes, Ordinances and Resolutions adopted by the legislative body.
- **Political Reform Act Officer/Filing Officer** – Manages and ensures the City's compliance with Federal, State, and local statutes including the Political Reform Act, the Brown Act, the Public Records Act, Ethics training, and various Fair Political Practices Commission (FPPC) regulations; and serves as a compliance and filing officer.
- **Advisory Boards** – Manages and oversees compliance with the Maddy Appointive List Act, and manages the appointment process to the various boards, commissions and committees.

2015-16 MAJOR ACCOMPLISHMENTS

- Administered Record Center archival and destruction involving approximately 107 file box transactions.
- Converted paper stored historical City minutes, resolutions and ordinances from 1911 to 2016, contracts 2012 to current and City Council agendas and staff reports 2008 to 2016 to a digital format for export to the citywide records management system.
- Increased communication of City Council meetings and of Council actions and activities both inside the organization and to our citizens to increase the community's awareness of Council business, by utilizing social media and other tools to immediately notify the community of actions taken at council or board meetings.

CITY of GLENDORA CITY CLERK

2016-17 MAJOR GOALS AND OBJECTIVES

- Manage conversion from City's current EDMS and ECM solutions (SIRE) to either a new Electronic Document Imaging and Records Management Software System (EDMS) and Legislative Management System (which includes: Agenda and Meeting Management, Video/Audio Management System, Minutes, Committee Manager, Forms, Workflow, AgendaToGo and Voting) or to OnBase ECM government solutions.
- In collaboration with the City Attorney and a consultant, update the City's Records Retention Schedule and create a Records Management Manual. The last update to the schedule was prepared internally in 2008. Litigation and laws are continuously changing requiring a more dynamic approach to keeping the schedule updated. Target completion date of August 2016.
- Research the automation and management of board, commission and committee recruitment and application process to improve efficiencies, expand outreach, centralize information, and fill vacancies faster and more consistently by June 2017.
- Research options for the automation and management of Open Records Management Systems (Freedom of Information Act or FOIA) to improve efficiencies, customer service, and decrease costs. Target completion date of June 2017.

CITY of GLENDORA

CITY CLERK

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Agendas and packets prepared: <ul style="list-style-type: none"> Posted within mandated timeframes. Prepared. 	%	Efficiency	100%	100%	100%
	#	Workload	54	44	48
Minutes prepared: <ul style="list-style-type: none"> Presented for approval at next regularly-scheduled meeting. Minutes prepared. 	%	Efficiency	42%	50%	55%
	#	Workload	48	44	48
Filings processed under Political Reform Act: <ul style="list-style-type: none"> Filed by established deadlines. Posted to City's website within 2 working days hours of receipt. 	#	Workload	124	116	124
	%	Efficiency	100%	100%	100%
Public Records Acts Requests, Governmental Claims and Lawsuits received and processed: <ul style="list-style-type: none"> Requests responded to within mandated timeframes. Requests with same-day responses. Received and processed. 	%	Effectiveness	100%	100%	100%
	%	Efficiency	14%	21.47%	30%
	#	Workload	630	300	400
Sire Document-Imaging and Agenda Workflow Systems: <ul style="list-style-type: none"> Documents Scanned, Indexed and Quality-Controlled. Visits to Documents. Boards utilizing SIRE Agenda Workflow Module. Meetings streamed live and accessible by the public 	#	Efficiency	17,295 pp	17,319 pp	10,000 pp
	#	Effectiveness	1,228	1,777	1,950
	#	Efficiency	9	9	9
	#	Efficiency	94	99	105
Streaming Video and Minutes Maker: <ul style="list-style-type: none"> Visits to Glendora Meeting/ Video. Boards/Commissions posting agendas and minutes on Sire. 	#	Effectiveness	6250	6628.5	7025
	#	Efficiency	9	9	8

CITY of GLENDORA CITY CLERK

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	311,553	320,757	365,896	365,896	360,200
531	Water Operating	60,871	66,299	77,018	77,018	77,500
Division Total		372,424	387,056	442,914	442,914	437,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	158,320	190,096	198,348	198,348	197,700
41120	Overtime	424	206	-	-	-
41210	Part Time	28,697	6,667	15,299	15,299	14,900
41360	Vehicle Allowance	3,069	3,069	3,060	3,060	3,200
42110	Retirement	26,425	33,858	39,017	39,017	44,100
42111	PARS Retirement	-	-	574	574	600
42290	Flex Benefit	21,089	28,815	29,250	29,250	29,500
42310	Employer Paid Benefits	4,013	4,403	5,149	5,149	5,100
42520	Workers Comp	885	993	1,355	1,355	1,700
51110	Office Supplies	5,108	2,364	5,000	5,000	5,000
51500	Equipment Parts	2,110	1,530	3,000	3,000	3,000
51560	Operating Leases	28,628	29,921	36,000	36,000	36,000
55310	Advertising	15,070	12,284	14,000	14,000	14,000
55320	Printing	22	423	2,200	2,200	2,200
55340	Postage	672	871	1,700	1,700	1,700
55400	Dues & Memberships	1,232	1,031	1,400	1,400	1,400
55600	Training & Education	4,199	4,534	5,400	5,400	5,400
59100	Contract Services	17,658	9,387	23,454	23,454	23,500
59801	Info Tech Charges	48,016	49,384	50,381	50,381	38,000
59807	Liability Ins Charges	6,787	7,220	8,327	8,327	10,700
Division Total		372,424	387,056	442,914	442,914	437,700

CITY of GLENDORA CITY CLERK

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
59100	Contract Services	Charges related to shredding services, off site scanning services for document preservation, Quality Code Publishing monthly fees and maintenance of the municipal code website.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA

CITY CLERK

MUNICIPAL ELECTIONS - 4011

PROGRAM DESCRIPTION

The City Clerk is the Elections Official for local elections for the City of Glendora. As allowed by California Elections Code Section 1301, the Glendora General Municipal Election is held on the first Tuesday after the first Monday in March of odd-numbered years. As the Elections Official, the City Clerk assures public confidence in the accuracy, efficiency, fairness and transparency of the election process. Additionally, pursuant to the Political Reform Act, the City Clerk serves as filing officer for Campaign Expenditure Statements relating to municipal elections and Statements of Economic Interests filed by public officials and designated employees, and is responsible for enforcement of campaign-finance laws.

Specific activities include:

- **Municipal Election Administration** – Conduct elections in accordance with Federal, State, and local laws in a manner that encourages participation and equality. Manage the Election process from Election pre-planning to certification of election results and filing of final campaign disclosure documents.
- **Electoral Operations** – Evaluate operations to ensure that resources are properly allocated and managed in a cost-effective manner and that the services provided are commensurate with the needs of the community.
- **Candidate Administration** – Assist candidates, electors and other groups to meet nomination and other compliance requirements, and participate effectively in the electoral process.
- **Public Awareness and Outreach** - Increase public awareness and understanding of the election and provide eligible electors with a voting experience that is convenient and easy to access, timely in mandated requirements, easy to understand, respectful, courteous, and confidential. Ensure information such as sample ballot, candidate list, and other information is available on the website.

2015-16 MAJOR ACCOMPLISHMENTS

- Created an Election Website section to distribute election information year-round and allow for timely reporting of election information, results and figures, in an easy-to-access and navigate format.
- Implemented an E-Filing and Administration System for managing FPPC Campaign Disclosure Forms, which manages the business process of the FPPC-mandated campaign-disclosure filing, improves efficiencies by making the old hard-to-track paper-filing system obsolete and replacing it with an e-filing system which allows for electronic filing of forms with accessibility 24/7, 365 days a year.
- Researched and presented a report to City Council on SB 415, which was signed in 2015 and requires general law cities to move their elections to either the statewide June Primary election or the statewide November General election in even years by November 2022 if voter turnout at stand-alone election is at least 25% less than the average voter turnout within the City for the previous 4 statewide general elections.

2016-17 MAJOR GOALS AND OBJECTIVES

- Conduct 2017 General Municipal Election to elect two (2) members to serve on the City Council.
- Create, implement and conduct a Voter Outreach registration/re-registration event to assist voters in registering and/or updating their registration, prior to February 20, 2017.
- In collaboration with the Community Services Department and Glendora Library, create and implement a Voter-Outreach program to increase voter participation, assist with voter education and increase voter turnout by 10% at the March 2017 General Municipal election.

CITY of GLENDORA

CITY CLERK

- Work with City Attorney to determine compliance with AB415 Requirement and how those requirements may impact future municipal elections.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Election related information available on City's website within 1 working day of receipt	%	Effectiveness	95%	95%	100%
Registered Voters who Voted	%	Efficiency	19%	NA	30%
Campaign Disclosure Statements notification and filing requirements are met: <ul style="list-style-type: none"> • Filed by established deadlines. • Posted to City's website within 2 working days hours of receipt. 	#	Workload	36	77	89
	%	Efficiency	100%	100%	100%
	%	Efficiency	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	108	110,491	150	150	159,900
Division Total		108	110,491	150	150	159,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41120	Overtime	-	2,771	-	-	7,500
41210	Part Time	-	521	-	-	10,000
42110	Retirement	-	20	-	-	-
42310	Employer Paid Benefits	-	55	-	-	-
51110	Office Supplies	108	1,854	150	150	3,000
55310	Advertising	-	1,810	-	-	3,000
55340	Postage	-	12,002	-	-	15,000
55600	Training & Education	-	2,238	-	-	3,000
59100	Contract Services	-	89,220	-	-	118,400
Division Total		108	110491	150	150	159,900

CITY of GLENDORA

CITY CLERK

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	Part time labor used for election processes.
59100	Contract Services	Elections Consultant, LA County election costs, Vote by Mail processing, custodian at polling locations, translation services, inspectors and poll worker stipends.

CITY of GLENDORA

CITY CLERK

PUBLIC INFORMATION & MEDIA DIVISION - 4102

PROGRAM DESCRIPTION

The Public Information & Media Services Division coordinates the City's KGLN Channel 3 Cable Television, general governmental programming, and original productions. The Division also administers the customer service standards as provided by AB 2987 (Digital Infrastructure and Video Competition Act of 2006) and keeps up-to-date with information regarding new technology, rules, laws, and regulations regarding the operation of government access television. The Division coordinates and assists the City contractor with the publication of the Glendora Report, a bi-monthly newsletter to the community.

Specific activities include:

- Provide communication and dissemination of information for events, projects, cultural and recreational activities to residents and businesses in the community through a variety of media sources.
- Oversee the Customer-Service standards for those operators that have received a State Franchise License to operate with the City as permitted under AB 2987 and Federal regulations pertaining to cable and video operations.
- Maximize technology where feasible, to increase awareness of programs and services not only provided by Glendora, but other governmental entities that benefit the community.

2015-16 MAJOR ACCOMPLISHMENTS

- Expanded City of Glendora YouTube Channel & Media Center content to include City-Sponsored Events, Town Hall Meetings, Promotional Videos and Informational Videos to increase communication to our citizens and create community awareness.
- Purchased Go Pro Camera for use in Social Media during City-Sponsored Events to enhance production quality of streamed and televised videos.
- In conjunction with Information Technology, created remote access to marquee and cable equipment for updating information.
- In conjunction with Information Technology, upgraded council chamber computers which are used in all public meetings.
- In conjunction with Information Technology, created a stand-alone network for computers used in council chamber.
- Trained Digital Media Specialist on the use of audio/visual system for purposes of airing/streaming public meetings.

2016-17 MAJOR GOALS AND OBJECTIVES

- Explore upgrading current broadcast audio/visual system to high definition to address changing technology standards.
- Upgrade Graphics computer for use in public meetings broadcast and streaming of public meetings.
- Develop an equipment replacement plan based on the life expectancy of audio/visual and streaming equipment.

CITY of GLENDORA

CITY CLERK

- Create a new show about Glendora for broadcast on KGLN & streaming on City's Media Center.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Total Marquee Advertising Hours	#	Workload	16,230	16,230	16,230
Total City Broadcast/Bulletin Board Hours	#	Workload	7,322	7,322	7,322
Go, Glendora! Broadcasts	#	Workload	6	6	6
Media Promotional Videos	#	Workload	10	16	20
Special Events	#	Workload	15	15	20

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	110,812	126,153	112,244	112,244	118,400
230	PEG	26,488	32,494	55,738	55,738	60,200
Division Total		137,300	158,647	167,982	167,982	178,600

CITY of GLENDORA CITY CLERK

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	45,329	48,282	47,975	47,975	50,400
41120	Overtime	234	594	-	-	-
42110	Retirement	6,791	8,101	8,906	8,906	10,600
42290	Flex Benefit	10,230	10,230	10,200	10,200	10,200
42310	Employer Paid Benefits	1,359	1,417	1,551	1,551	1,700
42520	Workers Comp	212	247	304	304	400
51200	Division Supplies	3,948	1,139	3,500	3,500	3,500
51500	Equipment Parts	3,091	1,382	9,000	9,000	9,000
51550	Photographic Supplies	1,229	-	1,500	1,500	1,500
55320	Printing	22,332	29,538	23,000	23,000	23,000
55340	Postage	16,900	18,700	17,120	17,120	18,200
55600	Training & Education	-	-	-	-	1,000
57060	Cable TV Service	1,029	1,308	1,500	1,500	1,500
59100	Contract Services	180	7,510	4,500	4,500	4,500
59801	Info Tech Charges	10,303	18,732	20,138	20,138	23,600
59807	Liability Ins Charges	3,952	4,200	2,688	2,688	3,400
72000	Capital Outlay	10,181	7,267	16,100	16,100	16,100
Division Total		137,300	158,647	167,982	167,982	178,600

CITY of GLENDORA CITY CLERK

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51200	Division Supplies	DVDs and other supplies necessary for the Division and are not directly related to the repair or maintenance of video equipment.
51500	Equipment Parts	Video and cable supplies for the Council Chamber as well as video editing software to enable broadcast of Council meetings.
55320	Printing	Printing of Glendora publications to notify residents of current events throughout the City.
55340	Postage	Mailing of Glendora publications to the residents. Costs have increased due to new development increasing the number of homes that will receive the publications.
55600	Training & Education	Staff will begin attending training for operations and use of video equipment that can enhance broadcast of Council Meetings.
59100	Contract Services	Website projects
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.
72000	Capital Outlay	PEG funding for equipment replacement as needed.

CITY of GLENDORA CITY MANAGER

ORGANIZATIONAL CHART



CITY of GLENDORA

CITY MANAGER

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	-	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	-	-	-
Administrative Intern	-	0.32	0.32	0.32	0.32
Total Full-Time	3.00	3.00	3.00	3.00	3.00
Total Part-Time	-	0.32	0.32	0.32	0.32
Total Department FTE	3.00	3.32	3.32	3.32	3.32

CITY of GLENDORA

CITY MANAGER

CITY MANAGER DIVISION - 4101

PROGRAM DESCRIPTION

The City Manager is appointed by the City Council and serves as Chief Executive Officer of the City. Under the policy direction of the City Council, the City Manager is responsible for preparing the annual budget and is ultimately responsible for day-to-day operations of the City. The City Manager also serves as the Executive Director of the Successor Agency to the Community Redevelopment Agency.

Specific activities include:

- Provide overall direction and coordination of City operations to ensure that the City Council's adopted service objectives are met or exceeded, and that costs do not exceed budget restrictions.
- Provide continuous monitoring and evaluation of services and programming to assure the City Council that City services, laws, and programs remain relevant to community needs and are administered in an equitable manner.
- Provide useful and timely data to the City Council and Successor Agency to the Community Redevelopment Agency so that alternatives are considered and decisive policy action is taken to accommodate changing needs and conditions without crisis and without interruption in services.
- Oversee an aggressive program of resource development that results in measurable increases in the productivity of City operations each year, procurement of available grant funds to achieve special projects, and new commercial and industrial development that expands the economic base of the City.

2015-16 MAJOR ACCOMPLISHMENTS

- Working with various Departments, continued to monitor the progress under the comprehensive Water Conservation Plan. Cumulatively, the City and its residents conserved approximately 30% water compared to the amount used in 2013 and the State's mandate for Glendora of 36%. Overall, the State's cumulative average conserved amount is below the 25% target.
- Working with Public Works, monitored the progress of the Enhanced Watershed Management Plan for the Upper San Gabriel River and identified several locations within the City that could serve as feasible infiltration sites for a conceptual storm water quality improvement project.
- With the Planning Department, worked with developers on projects that have secured large national tenants into the Marketplace and the former Ralphs shopping center. These joint efforts will bring Sprouts, Chick-Fil-A and Pickup Stix to our long list of major retailers located in the City.
- Served as chair of the San Gabriel Valley Council of Governments City Managers Technical Advisory Committee which advises on various regional issues impacting the San Gabriel Valley.
- Member of the Independent Cities Association City Manager Technical Advisory Committee to advise the General Board on various issues related primarily to public safety services.

2016-17 MAJOR GOALS AND OBJECTIVES

- Monitor our fiscal position with the City Council and Finance Department as we project that over the course of time the rise in expenditures could outpace revenues without careful planning. During the year, continued dialog will be needed between policy makers and stakeholders on the budgetary issues so that decisions may be made in a timely manner.

CITY of GLENDORA

CITY MANAGER

- Work with Planning Department on the development of a Specific Plan for the Arrow Highway corridor and amendment of the Route 66 Specific Plan. The Specific Plans will be developed to support economic vitality and the community's expectations.
- Work with Public Works Department in the implementation of the Enhanced Watershed Management Plan (EWMP), once approved by the Los Angeles Regional Water Quality Control Board, to ensure compliance with the milestones by June 30, 2017.
- Work through the Successor Agency to implement the Long Range Property Management Plan for the former Glendora Redevelopment properties in compliance with AB 1484 and SB107, consistent with appropriate zoning goals within the City's General Plan and various Specific Plans.
- Coordinate the compliance with the objectives adopted within the City's Strategic Plan. The Strategic Plan objectives will be reviewed and updated with new objectives established for completion by November 2017 and May 2018.
- Work with all Departments to maintain preparedness for possible mud and debris flows that may occur as a result of the fire damage to the Foothills. This will also require continued maintenance of the various mitigation measures that were implemented since January 2014.
- Continue to work with Departments to ensure compliance with the adopted Water Conservation Plan and the State Water Board's extended emergency regulations effective February 11, 2016 per Governor Brown's Executive Order B-36-15 extending drought mandates through October 2016.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Constituent Requests	#	Workload	948	1,000	1,000
City Council	#	Workload	189	200	210
Suggestion Box	#	Workload	9	12	10
Community Survey - Telephone	#	Workload	400	n/a	400
Quality of Life (Excellent/Good)			93%		
Satisfaction of City Services	%	Effectiveness	91%		
Satisfaction - Communication			82%		
Department Objectives Completed	%	Efficiency	84%	89%	90%
Completion of Strategic Plan Objectives	%	Efficiency	89%	90%	100%

CITY of GLENDORA

CITY MANAGER

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	342,008	312,948	313,365	313,365	302,100
531	Water Operating	119,012	127,952	131,926	131,926	132,500
285	Affordable Housing	-	-	-	-	16,300
Division Total		461,020	440,900	445,291	445,291	450,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	253,700	243,202	238,977	238,977	243,100
41210	Part Time	21	-	-	-	-
41360	Vehicle Allowance	6,517	6,242	6,240	6,240	6,300
42110	Retirement	48,307	56,750	57,657	57,657	64,600
42290	Flex Benefit	22,315	21,031	20,799	20,799	21,100
42310	Employer Paid Benefits	21,284	13,295	12,589	12,589	12,500
42520	Workers Comp	1,208	1,269	1,509	1,509	2,000
51110	Office Supplies	1,969	1,601	3,100	3,100	3,700
51560	Operating Leases	7,927	6,459	7,500	7,500	7,500
51750	Food Supplies	5,087	5,023	4,700	4,700	5,100
55320	Printing	22	59	1,200	1,200	2,200
55400	Dues & Memberships	659	455	1,200	1,200	1,200
55600	Training & Education	6,798	7,296	7,600	7,600	7,600
56200	Equipment Maintenance	-	-	3,000	3,000	500
59100	Contract Services	41,769	21,844	-	-	-
59801	Info Tech Charges	12,879	18,682	20,138	20,138	23,600
59807	Liability Ins Charges	8,258	8,777	11,582	11,582	14,900
59990	Contingency	22,300	28,915	47,500	47,500	35,000
Division Total		461,020	440,900	445,291	445,291	450,900

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CITY MANAGER

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in ongoing effort to stabilize the fund.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies. It also includes printer consumables that are now being budgeted into each department.
55320	Printing	Costs associated with printing materials for the City Manager's office. Costs have increased for the purchase of printer ink and toner, which was previously provided by Information Technology.
55600	Training & Education	Training seminars, conferences, and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
59990	Contingency	Charges for unforeseen circumstances that require funding but were not anticipated during the development of the annual budget.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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ECONOMIC DEVELOPMENT DIVISION - 4108

PROGRAM DESCRIPTION

Glendora received the “Most Business Friendly City” award by the L.A. Economic Development Corporation for the year 2014. The award is meaningful because it describes what Glendora has proven itself to be, an excellent business incubator and provider of opportunities even in a time when economic financial incentive programs are no longer available. In the past, the Glendora Redevelopment Agency was tasked with carrying out the attraction and retention of businesses within Glendora. With the passage of ABx1 26, the Governor and Legislature have dismantled this very useful tool for communities to mitigate physical and economic blight.

Specific activities include:

- Develop a broad ranging Action Plan that encourages partnerships between property owners, business affiliates and governmental entities to allow the community to increase the local tax base, create jobs, improve quality of life, diversify the economy and maximize the use of property to the greatest extent possible.
- Increase efforts through the Action Plan that will allow Glendora to continue its efforts as a great place to transact commerce and engage a positive relationship with all sectors of the business community.
- Implement the adopted Glendora Economic Development Action Plan and make periodic reports to the City Council and other interested parties.

2015-16 MAJOR ACCOMPLISHMENTS

- Marketed and administered the Economic Development Loan Grant approving one new business to participate, leading to the growth and expansion of the business and resulting in job creation.
- Worked with the Planning Department provided owner and developer support for the development of key sites such as the former Ralphs shopping center and the new development in the Marketplace.
- Conducted a City-wide business survey to identify the needs, concerns and opportunities within the business community. The survey confirmed the city is recognized as a business friendly city with the majority of respondents rating the City as a Good to Excellent place to conduct business.
- Updated the Economic Action Plan, originally adopted in 2012. The update reaffirms the City's commitment to economic development and is designed to be a guide to determining the course for economic development activities.
- Held four business workshops educating business owners and managers on various business related topics in order to assist local entrepreneurs with the start up or growth of their business. Workshops were presented through the Small Business Development Corporation (SBDC), Employee Development Department (EDD), Department of Labor Standards Enforcement (DLSE) and Service Corps of Retired Executives (SCORE).

2016-17 MAJOR GOALS AND OBJECTIVES

- Market the Economic Development Loan Grant Program and approve at least two new or expanding businesses to participate in the program.
- Continuous improvement of the City's permit process in order to achieve more efficiency by streamlining processes for the development community.
- Continue to market all available commercial vacancies within the City, with specific emphasis on matching tenants with key sites such as the former Fresh and Easy site, the former Ralphs shopping center and the 6,000 square foot restaurant space in the Dunn Edwards, Glendora Plaza shopping center.
- Work with the Planning Department in their development or modification of Specific Plans, including the Arrow

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Highway and Route 66 Specific Plans, to ensure that the Plan is in sync and supportive of the Glendora Economic Action Plan.

- Forward to the City Council an annual report by Glendora Chamber of Commerce as it relates to their activities in assisting incoming and existing businesses, and support efforts of marketing and branding.
- Provide the City Manager with support in other areas such as Water Conservation, MS4 permit and legislative support as directed to ensure timely and compliant action is achieved.

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	119,546	131,401	158,563	158,563	165,500
Division Total		119,546	131,401	158,563	158,563	165,500

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	57,342	65,014	78,380	78,380	82,300
41210	Part Time	2,217	7,164	9,116	9,116	10,100
42110	Retirement	8,736	11,386	14,550	14,550	17,300
42111	PARS Retirement	-	-	342	342	400
42290	Flex Benefit	9,869	9,869	10,511	10,511	10,900
42310	Employer Paid Benefits	1,415	1,606	2,109	2,109	2,300
42520	Workers Comp	287	380	555	555	800
51110	Office Supplies	1,603	529	3,000	3,000	900
55320	Printing	6,534	1,133	3,500	3,500	3,500
55340	Postage	432	355	2,000	2,000	2,000
55350	Miscellaneous	997	-	2,000	2,000	1,500
55400	Dues & Memberships	670	670	1,500	1,500	1,500
55600	Training & Education	3,724	1,522	6,000	6,000	7,000
59100	Contract Services	-	6,775	-	-	-
59600	Aid To Civic Organization	25,720	24,998	25,000	25,000	25,000
Division Total		119,546	131,401	158,563	158,563	165,500

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PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the business community to market space available within the City.
55600	Training & Education	Attend training seminars and conferences, such as Regional ICS Conference and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
59600	Aid to Civic Organization	Agreement with the Chamber of Commerce.

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CITY of GLENDORA HUMAN RESOURCES

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AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Human Resources/Risk Management Director	1.00	1.00	1.00	1.00	1.00
Human Resources/Risk Management Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources/Risk Management Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	1.00	1.00	1.00	1.00
Total Full-Time	3.50	4.00	4.00	4.00	4.00
Total Part-Time	-	-	-	-	-
Total Full Time Equivalent (FTE)	3.50	4.00	4.00	4.00	4.00

CITY of GLENDDORA HUMAN RESOURCES

HUMAN RESOURCES DIVISION - 4103

PROGRAM DESCRIPTION

The Human Resources Division serves as a strategic partner in support of employees, the City and the community through programs that allow us to select, support, develop and retain a highly talented workforce. Human Resources supports City Departments resolve human resource issues and provide viable solutions that protect the rights of employees while supporting management in carrying out the important functions of the City in an efficient manner.

The City boasts a high retention rate and support of successful staff. The division also provides consulting, facilitation and other strategic professional Human Resources services to City Departments and all employees.

Specific activities include:

- **Human Resources Administration** – The division is responsible for attracting and retaining highly competent and qualified employees with a commitment to responsive and excellent customer service; maintaining the City's Classification and Compensation Plan; ensuring compliance with State and Federal mandates; administering the Citywide Service Awards Program for recognition awards up to 40 years of service; and serving as a strategic partner in administering formal policies and procedures, programs and systems related to Human Resources within the City.
- **Employee Relations** – The division plays an integral role in maintaining harmonious relations between employees and the City, recognizing that employees are one of the most valuable resources and represent a significant investment in the organization.
- **Employment Services** – Partnering with and serving City Departments the Division attracts, retains and develops a diverse, professional, honest and highly qualified workforce. A variety of recruitment and selection strategies utilize best practices to ensure equal opportunity in employment. Additionally, the Division provides consultative and support services to Department Directors, Managers, Supervisors and Lead Staff on employment policy issues and applicable regulations and laws.
- **Benefits Administration** – The Division is responsible for administering employee benefits including the City's benefit plan, cost administration, State and Federal mandates, retirement consultation and CalPERS. Additionally, the Division ensures compliance with numerous State, Federal and local employment laws and rules, including Title VII of the Civil Rights Act of 1964, Family Medical Leave Act and California Family Rights Act, the City's Personnel Rules and various other regulations in conjunction with employee accrued leave(s). Unemployment Insurance Claims are also processed in this Division.
- **Employee Training** – A primary responsibility of the Division is developing, scheduling and conducting organization wide training and development programs and providing specific strategic training in response to individual department or employee needs. This also includes conducting and tracking State and Federal mandated training requirements.
- **Labor Relations** – The Division is responsible for negotiating and implementing the City's labor agreements with four represented employee groups, developing comprehensive bargaining strategies and negotiating successor Memorandum of Understanding (MOU) within City Council approved bargaining parameters. Additionally, the Division works closely with City Departments to administer MOUs in a consistent and fair manner, consulting with management and unions on labor relations and providing guidance to Departments on contract language interpretation to resolve grievances.

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HUMAN RESOURCES

2015-16 MAJOR ACCOMPLISHMENTS

- Per the Strategic Plan:
 - Coordinated and conducted targeted training in accordance with identified objectives for staff development organization wide.
 - Established a Recruitment Incentive Program for Employees which recognize current employee's efforts to encourage individuals that would be of value to the organization to apply for jobs.
- Recognized and honored employee longevity at an Employee Services Awards Luncheon. Employee dedication and service included 35 and 40 year service awards.
- Implemented mandated provisions of Assembly Bill 1522, "Healthy Workplaces, Healthy Families Act of 2014" (Paid Sick Leave Law) effective July 1, 2015.
- Participated in five Webinar Trainings available via the City's membership in the San Gabriel Valley Employment Relations Consortium (SGVERC) on a variety of Human Resource and Risk Management topics.
- Administered over 50 recruitments. As of mid-year processed and hired 17 new Full time employees and 27 new part time employees.
- Participated in the San Gabriel Valley Employment Relations Consortium (SGVERC), 10 training sessions were offered to managers and supervisors on a number of relevant topics, including Social Media, Privacy Issues, Avoiding Liability, Absenteeism and Leave Abuse, First Line Supervisor/Manager Skills, Performance Management, and Workplace Bullying.
- Negotiated a successor bargaining agreement with the Glendora Management Association to replace the current terms and conditions that expire on June 30, 2016.

2016-17 MAJOR GOALS AND OBJECTIVES

- Negotiate a successor bargaining agreement with the Glendora Police Officers' Association to replace the current multi-year terms and conditions that expire on June 30, 2017.
- Identify and develop individual goals of each Human Resources and Risk Management team member to enhance their skills, abilities and talents. This will provide professional development that will aid in the succession plan within the Department.
- Conduct six training sessions utilizing the City's membership in the San Gabriel Valley Employment Relations Consortium (SBVERC). Training will cover topics for Managers, Supervisors, and Lead Staff to increase and enhance their skills, knowledge and supervisory abilities to maintain highly qualified staff.
- Revamp Human Resources portal on City's Intranet to be more user friendly and provide simple effective access to employees needing immediate information on various City policies, procedures, programs and benefits.

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HUMAN RESOURCES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
External recruitments		Workload	47	50	45
• Recruitment and hiring new employee	# Days	Workload	72 Days	71 Days	70 Days
• Recruitment and creation of eligibility list	# Days	Workload	45 Days	43 Days	42 Days
• Average # of applications received per recruitment		Workload	142	140	145
• New full time hires	# Hr.	Workload	26	20	20
• Hours spent processing a new full time hire		Efficiency	1 hr	.75 hr	.75 hr
• New part time hires	# Hr.	Workload	30	35	20
• Hours spent processing a new part time hire		Efficiency	.5 hr	.5 hr	.5 hr
Separations (full time)	#	Workload	20	23	10
• Voluntary	#	Workload	13	11	5
• Retirement	#	Workload	6	7	5
• Involuntary	#	Workload	1	5	0
Attrition Rate (full time positions only)	%	Efficiency	10%	11%	5%
• Full time employees that received appraisals	#	Workload	185	189	195
• Employee annual appraisals completed within 30 days of anniversary	%	Efficiency	77%	83%	95%
• Employee annual appraisals completed within 60 days of anniversary	%	Efficiency	10%	7%	5%
• Employee annual appraisals completed within 90 or more days of anniversary	%	Efficiency	13%	10%	0%
• Training courses for FT employees coordinated by the Division	#	Workload	40	40	45
• Employees attending courses	#	Workload	178	184	190
• Employees participating in training	%	Effectiveness	84%	88%	90%

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HUMAN RESOURCES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	440,094	398,743	419,370	419,370	446,000
531	Water Operating	76,958	83,185	96,442	96,442	98,700
541	Worker's Comp	63,931	67,987	65,937	65,937	76,000
542	Liability Insurance	38,473	59,989	65,937	65,937	76,000
Division Total		619,456	609,904	647,686	647,686	696,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	314,371	339,595	344,977	344,977	343,100
41210	Part Time	-	274	-	-	-
41360	Vehicle Allowance	3,592	3,609	3,600	3,600	3,800
42110	Retirement	50,753	57,831	67,014	67,014	75,500
42111	PARS Retirement	-	-	-	-	-
42290	Flex Benefit	38,561	39,665	43,366	43,366	43,900
42310	Employer Paid Benefits	5,499	5,876	6,287	6,287	7,500
42520	Workers Comp	1,500	1,734	2,182	2,182	2,800
51110	Office Supplies	12,595	3,719	3,000	3,000	6,600
55130	Medical	7,771	13,033	12,000	12,000	12,700
55200	Legal Services	100,913	75,910	75,000	75,000	85,000
55316	Recruitment	10,536	27,478	32,360	32,360	24,200
55320	Printing	607	41	950	950	700
55340	Postage	2,188	800	2,000	2,000	1,400
55400	Dues & Memberships	2,832	3,081	3,200	3,200	3,500
55600	Training & Education	12,966	3,525	9,400	9,400	7,800
55600.10	Training & Educ City-wide	-	-	3,200	3,200	3,200
59100	Contract Services	35,533	12,802	5,600	5,600	35,000
59801	Info Tech Charges	12,879	14,171	18,781	18,781	20,800
59807	Liability Ins Charges	6,360	6,760	14,769	14,769	19,200
Division Total		619,456	609,904	647,686	647,686	696,700

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HUMAN RESOURCES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies.
55130	Medical	Physical exams for potential candidates during the recruitment process.
55200	Legal Services	Labor negotiation costs and Liebert Cassidy Whitmore consortium that provides training and education throughout the year for employees.
55316	Recruitment Expenses	Advertising, testing, and seeking qualified applicants for vacant positions.
59100	Contract Services	Employee assistance and other programs provided to City employees. Includes contract services for executive level recruitment services due to retirements.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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RISK MANAGEMENT DIVISION - 4220

PROGRAM DESCRIPTION

The Risk Management Division serves to aid in the protection of personnel and physical assets of the City from injury, damage and loss through administration of a comprehensive Risk Management Program. Program services include claims administration for Workers' Compensation, General Liability and Property Damage; Loss Prevention and Restitution; Safety; Insurance Procurement; and Training.

Specific activities include:

- Procuring and maintaining adequate resources for workers' compensation and liability coverage; protecting property.
- Administering general liability and workers' compensation insurance claims.
- Providing risk assessments for departments.
- Participating in the Independent Cities Risk Management Authority (ICRMA) pooled resources program.
- Monitoring insurance requirements involving entities engaged in business with the City to ensure proper limits of general liability coverage are maintained.
- Seeking restitution for damage to City property.
- Coordinating a variety of training and workshops related to risk management.
- Participate in the City's Safety Committee to proactively manage onsite risk.

Through the City's participation in ICRMA, the City maintains comprehensive insurances including General Liability; Property; Auto Physical Damage (APD); Crime Program; and Cyber Program. The City maintains General Liability and APD insurance coverages of \$20 million per occurrence with a self-insured retention of \$300,000. A third party administrator provides liability claims administration services.

Workers' Compensation insurance coverage of \$100 million per occurrence with a self-insured retention of \$500,000 is provided through the City's participation with the ICRMA. A third-party claims administrator provides workers' compensation administration services.

2015-16 MAJOR ACCOMPLISHMENTS

- Conducted multiple basic "Risk Management 101" quarterly trainings with the Safety Committee and City-wide Departments to reinforce best practices and educate new members on mitigation of liability.
- Human Resources and Risk Management Technician trained on automated tracking system for both Workers' Compensation and General Liability which provides immediate access to file and claim information which will promote greater staff efficiency and immediate access to current information to best serve customers.
- Converted all risk management files into the City's Third Party Administrator's automated system, eliminating the need for voluminous paper files maintained by Human Resources and Risk Management staff.
- Conducted Reasonable Suspicion training for all Managers and First Line Supervisors, as program mandated.
- Human Resources and Risk Management Director appointed by ICRMA Governing Board to serve on Claims Committee.

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2016-17 MAJOR GOALS AND OBJECTIVES

- Establish risk assessment process for special events to ensure appropriate level of insurance coverage for the activity, timely receipt of insurance certification and/or purchase of additional insurance based upon liability exposure of event.
- Conduct “Workers’ Compensation 101” training for City-wide Department Leads and Supervisors to update and educate on the Workers’ Compensation system and protection for employees.
- Transition Safety Committee responsibilities to the Human Resources and Risk Management Analyst.
- Facilitate seamless transition from existing ICRMA administrator to newly contracted administrative team.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Claims Acted Upon Within 45 Days of Receipt (sent to TPA and acknowledged to claimant)	%	Efficiency	100%	100%	100%
Liability Claims Filed During the Year	#	Workload	41	23	25
Total Current Open Claims	#	Workload	7	3	4
Total Annual Claims Costs Paid	\$	Workload	\$58,026	\$30,000	\$35,000
Experience Modification Factor (Ex-Mod): City’s loss experience as it compares to the loss experience of the ICRMA Insurance pool for worker’s comp	15 ICRMA Cities	Highest ICRMA Ex-Mod	1.47%	1.55%	1.55%
Glendora Ex-Mod Factor		Efficiency	0.85%	0.82%	0.84%

CITY of GLENDDORA

HUMAN RESOURCES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
541	Worker's Comp	1,049,457	1,917,688	868,550	868,550	870,000
542	Liability Insurance	945,325	1,060,200	1,236,637	1,236,637	1,603,900
Division Total		1,994,782	2,977,888	2,105,187	2,105,187	2,473,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	60,116	41,815	55,822	55,822	56,500
41360	Vehicle Allowance	681	228	540	540	600
42110	Retirement	9,130	7,047	10,838	10,838	12,400
42290	Flex Benefit	4,715	3,242	4,598	4,598	4,700
42310	Employer Paid Benefits	1,121	750	1,085	1,085	1,100
42520	Workers Comp	277	215	354	354	500
51110	Office Supplies	-	249	750	750	1,100
51115.10	Ergonomic Equipment	-	-	5,000	5,000	5,000
55200	Legal Services	80,753	83,886	76,000	76,000	76,000
55400	Dues & Memberships	923	875	1,400	1,400	2,000
55600	Training & Education	971	3,240	13,500	13,500	29,100
57410	Insurance	181,647	182,662	210,800	210,800	246,000
57410.11	General Liability	309,872	397,072	482,000	482,000	732,300
57410.12	Property Insurance	410,360	418,611	403,000	403,000	411,600
59100	Contract Services	62,633	100,330	64,500	64,500	70,000
59910	Workers Comp Claims	865,927	1,703,845	630,000	630,000	600,000
59920	Liability Claims	(18,442)	17,864	120,000	120,000	200,000
59925	Unemployment Insurance	24,098	15,957	25,000	25,000	25,000
Division Total		1,994,782	2,977,888	2,105,187	2,105,187	2,473,900

CITY of GLENDDORA

HUMAN RESOURCES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased due to the increase in PERS rates. Workers Comp has increased by 20%
55200	Legal Services	Legal Services that advise and defend the City for any claims against the City including damage to private property and workers compensation claims.
55600	Training & Education	Trainings, conferences and seminars related to Risk Management. It also funds mandatory training requirements for public officials. The increase is attributed to new staff and the requirement of public roles and responsibilities training that occurs biannually.
57410	Insurance	Costs associated with being a part of the Independent Cities Risk Management Authority (ICRMA) which allows the city to reduce liability insurance by working in conjunction with other cities to increase purchasing power.
57410.11	General Liability	Coverage for claims and losses arising from third-party personal injury and bodily injury. Coverage includes damage caused by City infrastructure or operations. Costs have increased 30% due to ICRMA increasing the confidence level to 70% which gives greater assurance that funds are available to pay claims on behalf of risk pool members.
57410.12	Property Insurance	Coverage provided for the replacement cost value of City infrastructure and property. The increase is due to the increase in premium for ICRMA.
59100	Contract Services	Costs associated with the Third-Party administrator for the City's Worker's Compensation program.
59910	Workers Comp Claims	Costs associated with managing and settling worker's compensation claims.
59920	Liability Claims	Costs associated with managing and settling liability claims.

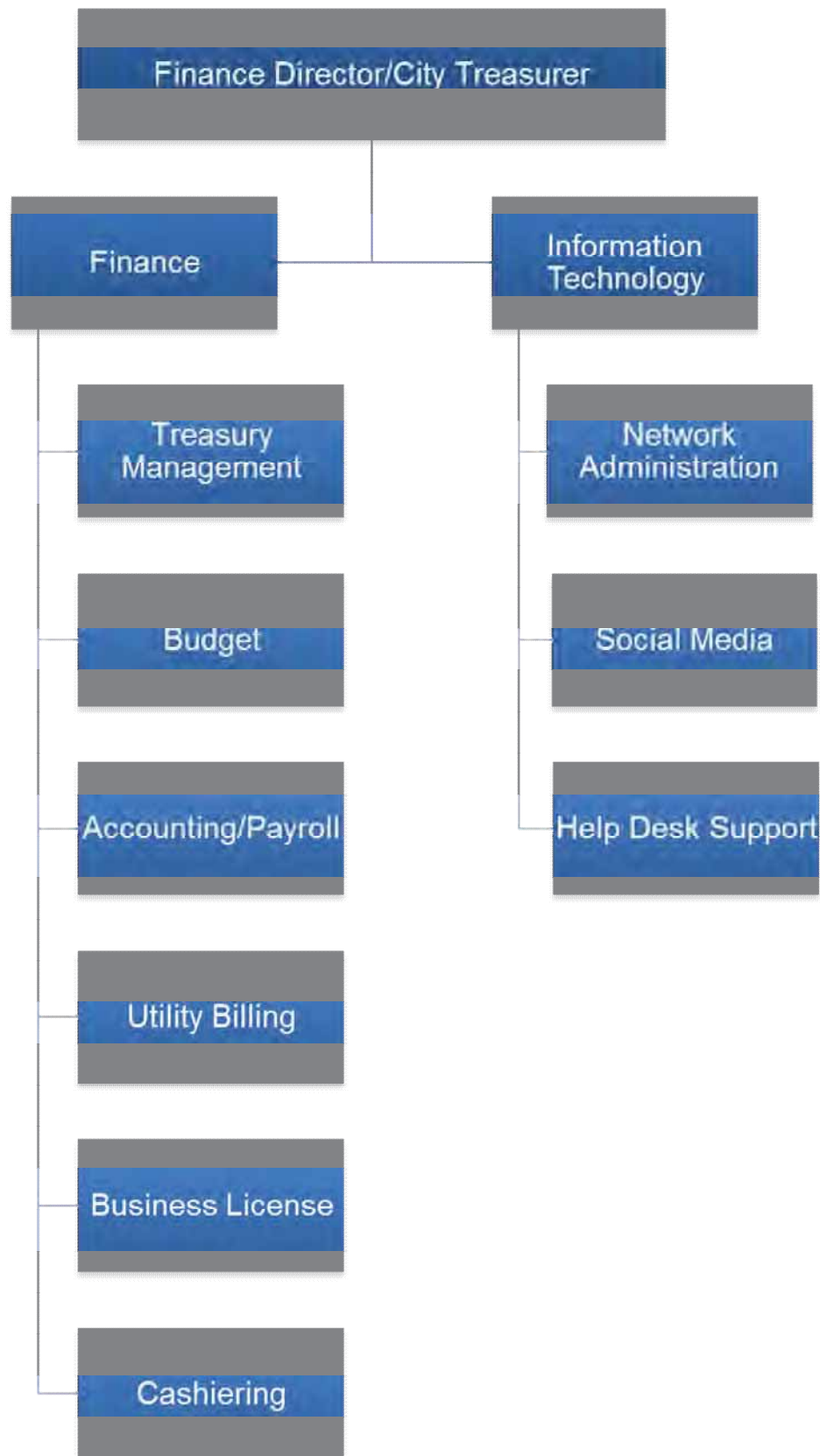
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CITY of GLENDORA **FINANCE**

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Finance Director/City Treasurer	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00	1.00
Information Systems Technology Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.25	-	1.00	1.00	1.00
Digital Media Specialist	0.39	0.39	0.50	1.00	1.00
Information Systems Technology Analyst	1.00	1.50	1.50	1.50	1.50
Senior Accounting Technician	2.00	3.00	3.00	3.00	3.00
Senior Accountant	-	1.00	1.00	1.00	1.00
Total Full-Time	12.25	13.50	14.50	15.50	15.50
Total Part-Time	0.39	0.39	0.50	-	-
Total Full Time Equivalent (FTE)	12.64	13.89	15.00	15.50	15.50

FINANCE DIVISION - 4216

PROGRAM DESCRIPTION

The Finance Department accounts for all City and Agency revenues and expenditures, monitors internal controls over a variety of transactions, manages several competitive grants and processes warrants for the City Council ratification. The Department prepares the City's Comprehensive Annual Financial Report (CAFR) in conjunction with, and subject to, the independent certification of the City/Agency independent audit firm. Under the direction of the City Manager, the Department prepares the City's annual budget and the midyear budget review. The Department provides quarterly interim financial reports and monthly investment compliance reports to the City Council.

Specific activities include:

- **Fiscal Policy Advice and Guidance** - Prepares and implements policies and plans for effectively managing the City's financial resources and maintaining its long term financial health; advises the City Manager on fiscal matters; reviews Council agenda reports and other policy documents for fiscal impacts.
- **General Accounting Services** - This section ensures that the Department is in compliance with internal control policies (ICP), generally accepted accounting principles (GAAP) and standards (GAAS), applicable pronouncements established by Governmental Accounting Standards Board (GASB) and Financial Accounting Standards Board (FASB). Responsible for the daily financial transactions for the City, the section plays a pivotal role in the timely and accurate presentation of reports that communicate the City's financial status on a monthly, quarterly, and annual basis to residents, local, State and Federal governments. As a result of staff's efforts, the City is recognized by National Associations for excellence in financial reporting annually.
- **Investments, Banking Services, and Debt Service Administration** - Manages the City's investment portfolios in accordance with adopted policies including daily cash management and cash flow; coordinates broker/dealer services and identifies appropriate investment vehicles; creates and maintains the City's Investment Policy; administers the City's banking services contract; coordinates project financing and debt service obligations; and serves as liaison to the Investment Advisory Committee. The City Treasurer makes every effort to manage resources to maximize earnings by ensuring comparable rates of return for the Local Agency Investment Fund (LAIF) and the City's portfolio.
- **Utility Billing** - Coordinates customer service orders, billing, and collecting water service payments; supports the City's water conservation program; provides financial information to the Water Commission.
- **Business License** - Administers the business license program including issuing new licenses and annual renewals of all City businesses; implementing gross receipt verification programs and providing mandated business license information to the State.
- **Cashiering and Public Counter** - The cashier processes a significant amount of transactions on an annual basis which requires providing excellent customer service and problem solving.

2015-16 MAJOR ACCOMPLISHMENTS

- Completed required annual audits for the Single Audit Act, Prop. A, Prop. C, Measure R, and Air Quality Management District (AQMD) by the required deadlines with unqualified audit opinions.
- Received the Government Finance Officers Association (GFOA) Award for Distinguished Budget Presentation for the Fiscal Year 2015-16 Budget.

- Received the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR) for Fiscal Year Ended June 30, 2015.
- Completed Strategic Plan goals –
 - ◇ Presented recommendations to update Fund Balance reserve policies with Council approval
 - ◇ Presented update on grants applied for and received
 - ◇ Provided Council with options for financing maintenance and improvements of City street infrastructure.
- Successfully completed water bond refunding resulting in over \$1 million in savings to the Water Fund operations over the remaining life of the bonds.
- Completed the software installation and training to the latest version of the Sungard/Finance Plus (previously Pentamation) financial software by June 30, 2016.

2016-17 MAJOR GOALS AND OBJECTIVES

Per the Strategic Plan goal category to enhance and retain revenues:

- Complete the upgrade to the latest version of the Sungard/Finance Plus (previously Pentamation) Financial software. Software installation and training completed by June 30, 2016 with final go live by August 31, 2016.

Per the Strategic Plan goal to increase use and development of technology to benefit the community:

- Identify and implement additional solutions to enhance electronic payment accessibility to include business license payments by December 2016.
- Identify and implement a solution to enhance utility billing online services and electronic communications by June 2017
- Implement electronic document management through scanning, such as accounts payable invoices by June 2017.
- Identify and evaluate an electronic time keeping solution that will improve internal operational efficiency by eliminating manual entry of time by June 2017.

CITY of GLENDORA **FINANCE**

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Distribute and/or Present Financial Reports to City Council for Mid-Year, 3rd Quarter Review and Budget	%	Effectiveness	100%	100%	100%
Unmodified "Clean" Audit Opinion Obtained for CAFR	Yes/No	Effectiveness	Yes	Yes	Yes
Awards Received for Financial Reporting Excellence	#	Effectiveness	2	2	3
Annual Covered Payroll	\$	Workload	\$18.8M	\$18.3M	\$18.0M
Water Accounts Managed	#	Workload	13,330	13,278	13,350
Water payments received electronically	#	Efficiency	44%	45%	47%
Average Portfolio Par Balance (City)	\$	Workload	\$56.0M	\$57.0M	\$57.0M
Increased earnings of City Portfolio over LAIF Book Rates of Return	%	Effectiveness	0.55%	0.42%	0.56%
Annual Payments Processed at Public Counter	#	Workload	18,852	19,760	19,900

CITY of GLENDORA **FINANCE**

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	542,954	548,167	633,206	633,206	613,500
209	Prop A Transit	-	698	-	-	-
211	Prop C Transit	-	698	-	-	-
215	AQMD	1,969	1,464	1,803	1,803	2,200
253	Winter 2014 Floods	420	-	-	-	-
285	Affordable Housing	-	-	-	-	17,400
531	Water Operating	553,159	544,543	616,301	616,301	641,100
533	Transit	-	-	1,694	1,694	2,000
541	Worker's Compensation	14,052	13,969	14,277	14,277	14,900
542	Liability Insurance	2,117	2,168	2,183	2,183	2,600
548	Technology	28,856	28,668	31,153	31,153	32,500
549	Vehicles	5,642	5,469	5,500	5,500	5,500
Division Total		1,149,169	1,145,844	1,306,117	1,306,117	1,331,700

CITY of GLENDORA **FINANCE**

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	560,790	563,606	666,770	666,770	671,400
41120	Overtime	6,701	2,463	-	-	-
41210	Part Time	10,653	-	-	-	-
41360	Vehicle Allowance	1,601	638	1,512	1,512	1,700
42110	Retirement	84,305	92,014	125,104	125,104	142,700
42290	Flex Benefit	83,584	85,354	109,941	109,941	111,200
42310	Employer Paid Benefits	13,559	12,855	17,848	17,848	17,900
42520	Workers Comp	2,640	2,799	4,220	4,220	5,600
51110	Office Supplies	13,858	7,819	13,600	13,600	7,300
51560	Operating Leases	1,537	1,966	2,400	2,400	2,000
55320	Printing	5,261	6,665	6,500	6,500	8,000
55340	Postage	12,401	9,696	9,900	9,900	10,000
55400	Dues & Memberships	2,768	1,895	3,000	3,000	3,000
55450	Bank Service Charges	88,437	100,059	99,200	99,200	115,000
55600	Training & Education	3,244	3,620	10,200	10,200	5,500
57050	Phone	1,142	1,035	1,200	1,200	700
59100	Contract Services	145,528	131,214	92,195	92,195	86,000
59801	Info Tech Charges	96,614	106,686	113,393	113,393	106,000
59807	Liability Ins Charges	14,546	15,460	29,134	29,134	37,700
Division Total		1,149,169	1,145,844	1,306,117	1,306,117	1,331,700

CITY of GLENDORA **FINANCE**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies.
55320	Printing	Printing and mailing of various City documents such as the Budget, CAFR, business licenses and accounts payable.
55600	Training & Education	Training allows staff to attend educational seminars and conferences to ensure compliance with new reporting standards and enhance usage of the financial software updates.
55450	Bank Service Charges	Merchant bank fees, credit card fees, and banking fees are paid in this line item. Costs have increased as a result of adding the name of the payee on Positive Pay, a banking program to deter fraud.
59100	Contract Services	Charges related to armored truck services, sales and property tax audits that provide revenue to the City, preparation of claims and reimbursements from the State, preparation of financial disclosures for bonds and actuarial evaluation. There are one time costs for special studies.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

INFORMATION TECHNOLOGY DIVISION - 4219

PROGRAM DESCRIPTION

The Information Technology Division is responsible for maintaining the City's computer equipment, the City-wide network and phone systems, email, internet, intranet, and various department software. The Division is also responsible for evaluating new computer equipment, software and technologies to enhance the City's data services. The Division ensures that the City's information technology resources are effectively managed and used as key organizational tools in improving productivity, customer service, and public access to City information through network support, procurement, design and implementation of automated systems.

Specific activities include:

- Conducting analytics, designing and implementation of new and current technologies to facilitate streamlined workflows, increased productivity and improved customer service for the Police Department.
- Performing system assessments for platform improvements and replacement. The Division maintains vendor agreements to ensure 24/7 support for all critical 911 and emergency systems as well as division specific applications.
- Maintaining and administering division telecom and radio communications along with vendor contracts including the telephony back-end infrastructure.
- Managing the VMWare virtual server infrastructure which currently hosts and supports over 100 servers and workstations accessed by all City divisions.

2015-16 MAJOR ACCOMPLISHMENTS

- Completed internal assessment of technology infrastructure and implemented plan to update servers, switches, routers, and other technology as needed.
- Per the Strategic Plan goal to increase use and development of technology to benefit the community, the Division:
 - ◇ Expanded the city's social media reach by an estimated 114% on Facebook and 35% on Twitter with an aggressive outreach campaign. Developed dynamic content through all social media outlets and continued to engage the public through community events, social media booth displays and targeted advertising.
 - ◇ Received "Certified" status from Facebook, designating the page as the official outlet for the City and ensuring the City's message originates from a reputable, legitimate source.
 - ◇ Received the Public Technology Institute's 2015 Solutions Award for innovative development of the Alert System and communication efforts in support of emergency management operations in anticipation of mudslides following the 2014 Colby Fire Impact Area.
 - ◇ Received the Public Technology Institute's 2016 Solutions Award for implementation of the rain gauge monitoring system, aiding the efforts to support the protection of the Colby Fire Impact Area.
 - ◇ Reached out to the community through an online survey to determine the communication effectiveness of the website and social media. Made adjustments to the website in accordance with analytic reports and feedback from the survey.
 - ◇ Coordinated an upgrade to the City's website to be more user-friendly. Improvements include a new dynamic homepage design, advanced menu/navigation layout, and a mobile webpage enhancement.
- Upgraded the City's Point-to-Point wireless links that provide all network communications to the Water, Street, La Fetra, Legion, Transportation, Pompei Park, Teen Center, and Parks facilities. The upgrade improves network speed, is easier to manage and provides the infrastructure needed for other software and networking requirements.

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- Per the Strategic Plan goal category to enhance and retain revenues, the division assisted the Finance Staff in migrating mission critical Finance reports to the new Cognos reporting system. Software installation and training for going live on Sungard/Finance Plus on target for completion by June 30, 2016 with final go live by August 31, 2016

2016-17 MAJOR GOALS AND OBJECTIVES

Per the Strategic Plan goal to increase use and development of technology to benefit the community, the Division is:

- Work with Library to implement CENIC high-speed broadband fiber network which will provide 1 Gig Wi-Fi connection to the public in the City Hall/Library vicinity. This project is funded through a grant through the Library consortium.
- Research and evaluate mobile software applications that will improve the City's customer relationship management. Target completion is June 30, 2017.
- Expand the City's social media reach by a target 75% on Facebook and 15% on Twitter with an aggressive outreach campaign. Develop dynamic content through all social media outlets and continue to engage the public through community events, social media booth displays and targeted advertising.
- Expand the City's video production, to take advantage of current trends, by highlighting City events and services.
- Continue to replace the end-of-life network infrastructure with built-in failover redundancy. This includes new network switches, wireless access points and firewalls.
- Facilitate IT Strategic Plan, which provides strategic approach to technology across all departments and future staffing demands (ie GIS).
- Replace the end-of-life network infrastructure with new and reliable equipment. The network will be designed for high availability (HA) with built-in failover and redundancy. New network switches, wireless access points and firewalls are the priorities in this refresh.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
PCs Supported	#	Workload	221	223	230
Maintenance / Support Requests	#	Workload	1403	1300	1500
Maintenance / Support Requests Responded to Within Service Level Agreement	%	Efficiency	-	95%	97%
Maintenance / Support Requests Resolved Within Service Level Agreement	%	Effectiveness	-	95%	97%
Social Media Reach (Facebook Likes/ Twitter Followers)	#	Effectiveness	835 Likes / 1,955 Followers	1,593 Likes / 2,527 Followers	2,788 Likes / 2,907 Followers

CITY of GLENDORA **FINANCE**

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
548	Technology	668,262	721,912	974,020	974,020	965,000
Division Total		668,262	721,912	974,020	974,020	965,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	168,683	163,879	250,265	250,265	253,200
41210	Part Time	22,394	35,275	-	-	-
42110	Retirement	25,997	25,976	46,457	46,457	53,200
42290	Flex Benefit	22,876	23,051	36,246	36,246	36,500
42310	Employer Paid Benefits	4,436	4,760	7,774	7,774	6,500
42520	Workers Comp	1,641	2,303	2,376	2,376	2,000
51110	Office Supplies	295	710	500	500	1,000
51500	Equipment Parts	30,015	30,828	31,750	31,750	16,500
51500.60	Software	8,975	10,198	22,875	22,875	15,000
55400	Dues & Memberships	240	2,740	240	240	5,000
55600	Training & Education	3,329	2,268	10,000	10,000	15,000
57050	Phone	-	-	-	-	47,300
57050.10	Cellular Phones	-	-	-	-	70,400
57055	Internet	23,146	23,682	24,356	24,356	40,600
59100	Contract Services	1,778	1,690	62,265	62,265	77,500
59100.60	Software Maintenance	149,809	181,276	221,794	221,794	228,900
59100.61	Network Maintenance	4,798	10,183	12,000	12,000	13,000
72000	Capital Outlay	-	13,581	127,472	127,472	5,000
72000.10	Computers	-	1,369	0	0	16,500
72000.11	Servers	-	-	0	0	22,000
72000.12	Network Equipment	1,197	6,955	95,000	95,000	37,400
72000.13	Printers	20,600	19,348	22,650	22,650	2,500
79600	Depreciation - Technology	178,053	161,840	-	-	-
Division Total		668,262	721,912	974,020	974,020	965,000

CITY of GLENDORA **FINANCE**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
57050	Phones	In an effort to provide more efficiency in the management of the phone contract, costs were combined in this Division. This allows for staff to better monitor contracts and costs and negotiate better contract prices.
57050.10	Cellular Phones	In an effort to provide more efficiency in the management of the cell phone contract, costs were combined in this Division. This allows for staff to better monitor contracts and costs and negotiate better contract prices. This includes Public Safety.
59100	Contract Services	Funds assistance from third parties in the installation of equipment or software for infrastructure. This provides additional expertise in specific areas of Information Technology. This line increased to develop an IT Strategic Plan that will guide Technology upgrades and improvements for the next 5 years.
59100.60	Software Maintenance	The City deploys many different software such as a financial and permitting software. This line provides funding for annual maintenance of these platforms and ensures updates and functionality throughout the year.
59100.61	Network Maintenance	Annual maintenance costs associated with maintaining the network and ensuring functionality through the year.
72000	Capital Outlay	Capital outlay cover replacements of servers, computers, networks equipment and printers.

CITY of GLENDORA **FINANCE**

NON-DEPARTMENTAL DIVISION - 4306

PROGRAM DESCRIPTION

The Non-Departmental Division represents a cost center that captures expenditures that benefit City operations as a whole, but are not clearly associated with a particular City department. There are generally no personnel costs attributed to this Division. The Division includes costs for the annual audit services, principal and interest payment for debt and bonds. The Pension Obligation Bond, post-employment expenses as well as the charge by L.A. County for property tax administration are funded by the General Fund. The Division is often used for budgeting anticipated impacts of labor negotiations not yet adopted by the City Council.

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	936,173	961,581	1,010,329	1,010,329	1,385,035
321	Capital Improvement	-	24,386	-	-	-
405	Energy Efficiency	-	101,307	66,933	66,933	70,175
491	Debt Service CRA #1	899,162	853,123	2,046,790	2,046,790	2,048,604
492	Debt Service CRA #2	-	4,268	-	-	-
493	Debt Service CRA #3	-	13,000	-	-	-
531	Water Operating	1,080,685	1,057,086	2,134,409	2,134,409	2,171,462
533	Transit	15,200	15,387	16,500	16,500	11,100
Division Total		2,931,218	3,030,138	5,274,961	5,274,961	5,686,376

CITY of GLENDORA **FINANCE**

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41112	ESA Program Awards	-	-	5,000	5,000	-
41120	Overtime	-	-	-	-	107,150
42310	Employer Paid Benefits	144,104	144,779	161,571	161,571	153,500
51110	Office Supplies	(18,762)	(378)	2,500	2,500	-
55110	Audit Services	21,378	16,106	21,450	21,450	23,000
55320	Printing	4,111	6,598	7,000	7,000	8,000
55355	Salary Set Aside	-	-	-	-	223,400
55400	Dues & Memberships	55,698	51,884	57,700	57,700	68,300
55450	Bank Service Charges	6,544	10,717	9,500	9,500	11,000
55700	Education Reimbursement	30,054	28,616	18,000	18,000	25,000
57210	County Admin Cost	73,012	74,471	75,970	75,970	78,000
59100	Contract Services	8,116	17,362	3,600	3,600	2,500
80000	Long Term Principal	395,000	507,508	2,882,916	2,882,916	3,147,280
81000	Interest	2,211,963	2,148,230	2,029,754	2,029,754	1,839,246
81050	Interest On City Advance	-	24,245	-	-	-
Division Total		2,931,218	3,030,138	5,274,961	5,274,961	5,686,376

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41120	Overtime	Once the impact of the Flores v. City of San Gabriel judgement is defined, the budget will be moved to the affected Departments.
42310	Employer Paid Benefits	Provides for Other Post Employment Benefits (OPEB) for retired employees as a result of the MOU during their tenure with the City.
55355	Salary Set Aside	Anticipated impacts of labor negotiations with employment groups within the City and will be moved once the MOU has been approved.
55400	Dues & Memberships	Costs include, League of California Cities, Contract Cities, San Gabriel Valley Council of Governments, and other City-wide memberships. This allows access to networking and a consortium of cities to address regional issues. Increase due to membership increases for the SGVCOG.
57210	County Admin	County charges for collecting property taxes on behalf of the city.

CITY of GLENDORA POLICE

ORGANIZATIONAL CHART



CITY of GLENDORA POLICE

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Info Systems Tech Supervisor	1.00	1.00	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	5.00	5.00
Police Sergeant	5.00	5.00	5.46	5.00	5.00
Info Systems Tech Analyst	2.00	1.50	1.50	1.50	1.50
Police Service Rep I (Dispatcher)	5.43	5.96	5.82	5.51	5.51
Police Service Rep II (Dispatcher/Jailer)	3.24	3.24	3.24	3.39	3.39
Police Records Specialist	5.00	4.00	4.00	4.00	4.00
Community Preservation Officer	2.99	1.44	1.50	1.50	2.50
Jailer	5.00	5.00	5.00	5.00	5.00
Community Services Officer	6.00	8.00	8.00	8.00	8.00
Senior Community Services Officer	1.00	1.00	1.00	1.00	-
Police Officer	33.06	33.70	34.75	35.33	35.69
Police Corporal	7.00	7.00	7.00	7.00	7.00
Animal Control Officer	2.31	-	-	-	-
Police Cadet	4.00	3.74	3.50	3.75	3.75
Reserve Police Officer	0.48	0.48	0.48	0.48	0.48
Court Liaison Officer	0.39	0.39	0.46	-	-
Emergency Services Coordinator	-	0.34	-	-	-
Civilian Background Investigator	0.24	0.24	-	-	-
Total Full-Time	84.00	83.50	84.50	85.50	85.50
Total Part-Time	10.14	8.52	8.20	6.95	7.31
Total Department FTE	94.14	92.02	92.70	92.45	92.81

CITY of GLENDORA POLICE

ADMINISTRATION DIVISION - 5126

PROGRAM DESCRIPTION

The Administration Division provides administrative and operations support for the Police Department. The Division handles human resource issues, recruitment and hiring for the Police Department. The Division is managed by the Chief of Police and supervised by the Support Services Supervisor. The Support Services Supervisor also acts as the Jail Manager. The city's emergency services/disaster response is also coordinated through the Administration Services Division.

Specific activities include:

- Develop programs and policies that ensure effective and efficient service delivery models.
- Manage overall Department operations.
- Manage police personnel hiring processes and personnel files.
- Manage Department budget through control, preparation, and accounts payable.
- Maintain jail facilities in order to reduce liability and receive full compliance inspection reviews from all regulatory agencies authorized to conduct jail audits and inspections. The jail is audited and inspected by eight outside regulatory agencies including the State Board of Corrections, Los Angeles County Grand Jury, the Health Department, and Fire Department.
- Maintain Community outreach programs for responding to area disasters.

2015-16 MAJOR ACCOMPLISHMENTS

- Conducted a refresher Emergency Operations Center (EOC) training class for all critical personnel.
- Installed four rain gauges with cloud based monitoring in order to enhance El Nino storm response and preparation.
- Provided a training class for community members on how to respond to an active shooter incident.
- Maintained jail facilities and received full compliance inspection reviews from all regulatory agencies authorized to conduct jail audits and inspections. Receiving a compliance rating assists in avoiding unnecessary and unwarranted litigation claims that can arise with the operation of a jail facility.
- Patrol watch commanders met with each school principal at the beginning of the school year and again halfway through the year. The purpose is to enhance the relationships on an operational level to maximize youth safety and crime prevention strategies.

2016-17 MAJOR GOALS AND OBJECTIVES

- Continue to use the District Policing system that divides the City into four policing districts for accountability and improved resident communication. Quality-of-life and long-term problems are handled by permanently-assigned District Commanders.
- Starting July 1, begin the transition of having the Los Angeles County Sheriff's Department process all applications for a license to carry a concealed weapon in order to save personnel costs/time and provide greater consistency within the County.
- Captain and watch commanders to meet quarterly with the Los Angeles County Fire Department's local command staff to facilitate communication, problem solving, and planning issues of mutual concern.

CITY of GLENDORA POLICE

- Chief and Captain to review monthly supervisory audits to ensure compliance with department policy and values.
- Manage the implementation of the Spillman records management system which will be operational by January 1, 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Supervisors conduct an annual review of 16 key policies related to critical incidents and performance with field personnel.	#	Workload	16	16	16
Liaison with school district officials to maintain dialogue related to enhanced youth safety and criminal prevention strategies by attending PTA, Articulation, and Coordinated School Health meetings.	%	Effectiveness	100%	100%	100%
Maintain POST training standards for each officer by coordinating and scheduling required training.	#	Workload	52	53	53
Maintain jail compliance standards and correct any deficiencies discovered on annual audits by the eight jail regulatory agencies.	%	Effectiveness	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	2,321,354	2,397,893	2,412,483	2,412,483	2,675,900
207	Grants	10,288	-	-	-	-
208	Asset Forfeiture	26,761	50,687	22,000	22,000	35,000
225	Homeland Security Grant	1,602,989	-	-	-	-
Division Total		3,961,392	2,448,580	2,434,483	2,434,483	2,710,900

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	563,413	549,788	550,759	550,759	575,600
41120	Overtime	5,930	11,555	750	750	11,000
41310	Holiday Pay	-	-	713	713	700
41360	Vehicle Allowance	3,611	3,611	3,600	3,600	3,600
41370	Uniform Allowance	4,000	4,350	5,500	5,500	2,400
42110	Retirement	142,930	152,385	175,815	175,815	199,900
42290	Flex Benefit	57,159	59,149	60,373	60,373	59,200
42310	Employer Paid Benefits	6,921	8,287	8,346	8,346	8,400
42520	Workers Comp	20,872	23,626	28,253	28,253	36,300
51110	Office Supplies	14,853	16,293	12,100	12,100	11,100
51200	Division Supplies	20,160	70,436	49,900	49,900	42,100
51200.80	Emergency Prep	11,924	-	12,800	12,800	29,800
51400	Building Materials	4,283	3,434	1,000	1,000	4,000
51710	Clothing Supplies	21,862	25,009	15,500	15,500	17,000
51750	Food Supplies	12,471	15,849	10,000	10,000	14,000
55320	Printing	5,695	8,452	3,500	3,500	3,500
55340	Postage	7,704	9,004	5,500	5,500	5,500
55350	Miscellaneous	299	1,668	1,300	1,300	1,300
55400	Dues & Memberships	7,914	7,315	7,037	7,037	7,000
55600	Training & Education	62,693	57,424	62,500	62,500	59,000
56200	Equipment Maintenance	1,055	1,076	2,500	2,500	1,500
57060	Cable TV Service	722	1,556	1,500	1,500	1,500
57100	Electric	87,061	91,584	91,960	91,960	92,000
57150	Gas	9,222	6,888	8,000	8,000	8,000
59100	Contract Services	79,338	62,580	95,000	95,000	90,000
59100.48	Com-Net	-	32,183	20,000	20,000	35,000
59801	Info Tech Charges	274,451	366,883	395,893	395,893	462,400
59805	Vehicle Charges	562,554	474,563	388,491	388,491	396,600
59807	Liability Ins Charges	363,489	383,632	415,893	415,893	532,500
60300	Grants	1,608,806	-	-	-	-
Division Total		3,961,392	2,448,580	2,434,483	2,434,483	2,710,900

CITY of GLENDORA POLICE

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies. Also includes awards and recognition for the Department.
51200	Division Supplies	On-duty and range ammunition, purchasing and replacing ballistic vests, and other safety supplies such as weapons, Tasers, and other less lethal equipment.
51200.8	Emergency Prep	Area D Mutual Aide dues, Nixel 360 notification system and purchase of emergency preparation supplies for the Emergency Operations Center. These costs were previously reported in Division 5138.
55600	Training & Education	Trainings, seminars, and conferences. Also includes POST training and costs associated with travel.
59100	Contract Services	Foothill Air Support Team (FAST) helicopter contract. Background checks for potential new hires including credit checks, LA County Jail booking fees.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA POLICE

PATROL DIVISION - 5127

PROGRAM DESCRIPTION

The Patrol Division's primary mission is to ensure the safety and security of the community by providing professional law enforcement services. Employees provide round-the-clock public safety through field units, the communication center, and jail operations. Patrol Officers are assigned to one of four patrol beats (geographic areas) and are supported by Motorcycle Traffic Officers. The field Sergeant supervises field personnel and the Lieutenant Watch Commander manages the jail, dispatch center, and the entire shift operations. The Police Service Representatives are Public Safety Dispatchers answering business and emergency calls for police and fire services. They dispatch, monitor, and coordinate field units' responses to calls for service. Jailers book, process, and supervise prisoners in the jail, pending their release or transportation to court. The Glendora Police Department jail is projected to process 2,519 prisoners in FY 2015-16 which includes prisoners processed for the Irwindale Police Department.

Specific activities include:

- Maintaining a minimum average response time of four minutes or less to emergency calls for service to ensure the highest level of public safety.
- Solving any District Policing Problems in an effort to reduce crime and enhance the quality of life for the residents of Glendora. Problems that require longer term solutions will be handled as a Community-Based Policing project (COPS). COPS projects are assigned to an officer to oversee and continually update until solved.
- Attending at least six Mandatory Force Training (MFT) sessions annually to reinforce perishable skills in defensive tactics and weapons training, to minimize liability and enhance the safety and efficiency of first responders.
- Formally auditing officers to monitor and ensure the highest quality of service to the community and identify training or equipment needs. The audit includes a review of audio recordings, video recordings, follow up contact with persons the officer has interacted with, and a review of computer records.
- Conducting "Start to Finish" audits each year, the primary purpose is to discover systematic problems with policies and procedures beginning with the CAD report, reviewing police reports and booking sheets, verifying that evidence was booked properly and reviewing investigative follow up with the goal to reduce procedural errors and ensure the highest level of service to the citizens of our community.
- Auditing Police Service Representatives (dispatchers) to ensure that both emergency and non-emergency phone calls are handled within policy, striving for the highest level of customer service.
- Proactively enforcing alcohol and drug usage laws pertaining to driving under the influence of alcohol/drugs, being under the influence of drugs, and possession of drugs in order to reduce serious crimes associated with these types of chemical abuses.
- Assisting schools and colleges by providing a liaison officer to address any training needs (lockdown drills, active shooter drills and student safety) or any concerns schools in the community might have.
- Enforcing laws pertaining to graffiti vandals and seeking to recover clean-up costs from offenders and their parents in order to reduce blight.
- Enforcing traffic laws and target identified high collision areas and primary collision causing violations, in order to reduce the number of collisions, when not handling calls for service or completing investigations.

CITY of GLENDORA POLICE

2015-16 MAJOR ACCOMPLISHMENTS

- Patrol officers began working a cooperative multi-agency East San Gabriel Valley Mental Health Evaluation Team. The team, which consists of a police officer teamed with a licensed clinician from the Department of Mental Health, is specifically tasked in assisting community members suffering from mental health problems. The MET team also addresses the homeless population, offering outreach and counselling.
- The Force Training unit conducted six (6) Mandatory Force Training sessions. These training sessions included firearm qualifications, scenario based training, use of force decision making, self-defense ground tactics, and legal updates.
- Patrol personnel attended a vehicle operations training course specialized for the new all-wheel drive Ford Police Utility vehicles.
- Patrol personnel assigned the collateral duty assignment of Emergency Medical Technicians (EMT) were trained in the use of Narcan to aid in medical rescues involving opioid overdose cases. The EMT officers also conducted briefing training related to emergency medical treatment in the field and the use of tourniquets. Three (3) additional officers are currently being trained to be certified as EMTs.
- Patrol personnel have identified and worked on six (6) Community-Based Policing (COPS) projects in the first eight months of the fiscal year by identifying recurring quality of life public safety issues and working with community and business partners to reduce crime and enhance the quality of life in Glendora. Projects included suspected narcotics sales/activity and homelessness related issues.
- The Community Impact Team (CIT) focused on high crime locations, quality of life issues and District Policing Problems. In the first eight months, CIT officers conducted (7) GPS enabled property stings targeting high crime locations. Three (4) offenders have been arrested. CIT officers have assisted with (6) probation searches and search warrants in the community and (8) homeless outreach/enforcement details.

2016-17 MAJOR GOALS AND OBJECTIVES

- Patrol personnel assigned the collateral duty assignment of Community Impact Team will conduct a minimum of six (6) search warrants, parole, or probation searches during the fiscal year targeting High Crime areas, Post Release Community Supervision (PRCS) Parolees or other criminal activity related to the District Policing Messages Boards or Community Preservation Division. These are to be completed by June 2017.
- Patrol personnel assigned the collateral duty assignment of Mental Evaluation Team (MET) will conduct a minimum of four (4) follow-up/home visits per month related to mental illness assessments and outreach.
- Patrol officers will receive recertification training twice yearly on advanced first aid techniques such as automated external defibrillator (AED) and Ambu breathing devices. To be completed in October 2016 and April 2017.
- Patrol personnel assigned the collateral duty assignment of EMT will conduct briefing training twice per deployment related to emergency trauma first aid and the use of a tourniquet.
- Patrol personnel will attend six (6) Mandatory Force Training (MFT) sessions focusing on firearms training, less-than-lethal options, Taser liability training and arrest and control scenarios. This training will be provided by the Force Training Staff.
- Foothills Special Enforcement Team (FSET) personnel will provide briefing training to patrol officers twice per shift deployment related to advanced officer safety techniques and available tactical options. These are to be completed by May 2017.

CITY of GLENDORA POLICE

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Total Calls for Service Received	#	Workload	17,892	18,307	18,900
Response Time to Emergency Calls (minutes)	#	Workload	3:50	4:00	3:55
Response Time to Non-Emergency Calls	#	Efficiency	20:03	19:36	19:30
Response Time to Report Calls	#	Efficiency	26:30	24:57	24:30
Response Time to Alarm Calls	#	Efficiency	15:19	13:27	13:15
Arrests Made	#	Workload	2,454	2,389	2,500

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	6,603,586	6,537,751	7,407,413	7,407,413	7,559,400
208	Asset Forfeiture	407,399	414,180	477,993	477,993	345,000
225	Homeland Security Grant	125,000	-	-	-	-
Division Total		7,135,985	6,951,931	7,885,406	7,885,406	7,904,400

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	3,891,079	3,913,696	4,194,005	4,194,005	4,236,800
41120	Overtime	386,958	497,405	600,000	600,000	455,000
41210	Part Time	207,138	116,178	142,644	142,644	194,800
41220	Reserve Police	7,575	3,657	12,300	12,300	-
41310	Holiday Pay	161,138	164,210	164,904	164,904	158,700
41370	Uniform Allowance	32,950	32,756	34,200	34,200	34,300
42110	Retirement	1,201,442	1,140,582	1,468,221	1,468,221	1,516,000
42111	PARS Retirement	-	-	1,853	1,853	3,100
42290	Flex Benefit	535,770	541,618	571,666	571,666	572,000
42310	Employer Paid Benefits	86,832	86,043	89,650	89,650	90,500
42520	Workers Comp	193,282	214,817	283,670	283,670	333,800
51200	Division Supplies	14,001	31,394	43,200	43,200	24,800
51210	K-9 Supplies	4,850	357	2,500	2,500	4,000
51510	Safety Supplies	74,546	12,471	58,893	58,893	50,000
55130	Medical	15,626	9,330	10,600	10,600	10,600
56200	Equipment Maintenance	70		1,000	1,000	1,000
59100	Contract Services	160,317	166,343	188,100	188,100	195,000
59510	Special Police Services	37,167	20,070	18,000	18,000	24,000
60310.14	2014 Homeland Security	125,000	-	-	-	-
72000	Capital Outlay	244	1,004	-	-	-
Division Total		7,135,985	6,951,931	7,885,406	7,885,406	7,904,400

CITY of GLENDORA POLICE

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased due to the increase in PERS rates. Workers Comp has increased by 20%
51200	Division Supplies	Costs associated with restocking of evidence collection supplies, patrol equipment, training supplies, medical supplies, etc.
51510	Safety Supplies	Used to purchase firearms, slings, helmets, breaching equipment, lights, and other related equipment for police officers.
59100	Contract Services	Inter-Con parking citation enforcement contract fees for parking citation processing, Language Line interpretation and translation services fees for dispatch, and firearms training range rental fees.
59510	Special Police Services	Costs associated with additional services need for special events such as parades and school events. These costs are then recovered through a fee to responsible party.

CITY of GLENDORA POLICE

INVESTIGATIONS DIVISION - 5128

PROGRAM DESCRIPTION

The Investigations Division is responsible for all follow-up on crime reports prepared by the Patrol Division in addition to initiating investigations as warranted. Investigators handle investigations involving a variety of crimes requiring either specialized training or a coordinated approach. Examples include narcotics cases, surveillances, financial crimes, search warrants, vice, burglary, thefts, assaults, robbery, and homicides. The Investigations Division is responsible for preparing cases for court filing and assisting the District Attorney's office with prosecution of misdemeanor and felony cases during trial. The Investigations Lieutenant conducts internal and citizen complaint investigations as needed. The Investigations Division is also responsible for the safekeeping and adjudication of evidence and property seized by the Police Department.

The specific activities include:

- Evaluating each case and within 30 days contact all reported crime victims to provide them with their case status and ensure appropriate customer service.
- Reviewing all cases rejected by the District Attorney's office to ensure that all prosecutable cases are filed and ensure appropriate customer service and victim advocacy. On cases where it appears that criminal charges should have been filed, the Investigations Lieutenant contacts the head district attorney of the appropriate office to request an additional review.
- Maintaining a Part 1 Crime clearance rate of 30% or better, above the national average, and ensure appropriate customer service to victims.
- Maintaining a case load of 50 or less active cases per Crimes Against Persons Investigator that have not been adjudicated for more than 30 days and maintaining a case load of 75 or less active cases per Crimes Against Persons Investigator that have not been adjudicated for more than 30 days. This will provide the highest level of service to the community while meeting the demands of the workload with the personnel available.

2015-16 MAJOR ACCOMPLISHMENTS

- Patrol Investigators conducted annual registration checks and residence verification checks of all Glendora registered sex offenders to verify compliance with relevant State and City laws and regulations. Investigators also conducted two compliance check inspections on all parole, probation and PRCS registered sex offenders in Glendora.
- Investigators had a Part 1 Crime clearance rate of 34.67% (National average is 23%) for FY 2015. Investigators also continued to make contact via letter or telephone with all victims of crimes that occur in Glendora within 30 days.
- During the calendar year of 2015, Glendora Investigators served 85 search warrants.
- In 2015, 390 pounds of prescription medicines were collected and safely disposed of with the DEA through the National Take Back Initiative. This is over a 100 pound increase from the previous calendar year. The prescription medicine drop off program is managed by the Investigations Division and provides a safe and secure location where the public can dispose of old or obsolete prescription medicines. This helps prevent prescription medicines from being used illegally or polluting the environment.
- With the success of the GPS equipped bait mountain bike and bait car battery, a GPS equipped bait laptop was developed. Investigators and the Community Impact Team (CIT) deployed the laptop on numerous occasions in the City where auto burglaries are taking place.
- The Investigations Division Lieutenant conducted an audit and year end summary of the evidence, property and Investigations Division in December of 2015. All 12,120 items of evidence were accounted for and there were no significant issues.

CITY of GLENDORA POLICE

2016-17 MAJOR GOALS AND OBJECTIVES

- Conduct annual registration checks and residence verification checks of all Glendora registered sex offenders to verify compliance with relevant State and City laws and regulations. Compliance checks will be conducted on all parole, probation and PRCS sex offenders during two undisclosed operations annually.
- As subject matter experts, Investigators will continue to provide community presentations on topics such as identity theft/financial crimes, narcotics, social network/computer crimes, and preventing crimes against children.
- The Community Impact Team (CIT) will utilize a variety of undercover and patrol investigative resources to develop operation plans to aggressively address community problems and conduct a minimum of one detail each month directed at arresting criminals for property thefts, auto thefts, graffiti, narcotics sales, sales of alcohol to minors, and violent crimes.
- The Investigations Lieutenant will conduct an audit and year end summary of the evidence, property and Investigations in December of 2016.
- The AB 109 Task Force, assisted by CIT and patrol officers, will conduct regular compliance checks on all AB 109 probationers in the city.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Contact Crime Victims within 30 days	%	Effectiveness	100%	100%	100%
Cases Assigned to Investigators	#	Workload	3,624	3,750	3,850
Cases Assigned to Court Officer	#	Workload	1072	1150	1200
Part 1 Crimes in Glendora	#	Workload	1,347	1,375	1,425
Part 1 Crime Clearance Rate	%	Efficiency	34.67%	33%	33%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	1,849,063	1,909,784	1,986,286	1,986,286	2,069,600
208	Asset Forfeiture	142,704	206,561	312,045	312,045	237,400
244	AB 109 Realignment	89,997	110,545	119,071	119,071	125,200
Division Total		2,081,764	2,226,890	2,417,402	2,417,402	2,432,200

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	1,172,588	1,289,590	1,317,606	1,317,606	1,339,600
41120	Overtime	152,180	147,899	185,000	185,000	165,000
41210	Part Time	127,877	79,538	-	-	-
41310	Holiday Pay	16,153	13,768	29,753	29,753	31,800
41370	Uniform Allowance	10,900	12,580	11,863	11,863	12,000
42110	Retirement	334,494	386,772	479,574	479,574	532,400
42290	Flex Benefit	144,024	164,158	167,624	167,624	167,800
42310	Employer Paid Benefits	24,406	26,950	26,670	26,670	27,100
42520	Workers Comp	62,640	71,416	83,312	83,312	102,000
51200	Division Supplies	2,461	1,394	9,000	9,000	2,000
51500	Equipment Parts	1,706	804	1,000	1,000	3,500
59100	Contract Services	32,335	32,021	106,000	106,000	49,000
Division Total		2,081,764	2,226,890	2,417,402	2,417,402	2,432,200

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased due to the increase in PERS rates. Workers Comp has increased by 20%
51200	Division Supplies	Costs associated with restocking of evidence collection supplies, patrol equipment, training supplies, medical supplies, etc.
59100	Contract Services	Funds are used to pay informants for information that leads to the solving a crime.

CITY of GLENDORA POLICE

TRAFFIC DIVISION - 5129

PROGRAM DESCRIPTION

Traffic Officers conduct education and enforcement operations to reduce accident-causing traffic violations. Traffic personnel apply and manage traffic grants through the Office of Traffic Safety including areas in DUI, Pedestrian Safety, School Zones, Distracted Driving and other traffic problem areas. The Traffic Division investigates traffic collisions, enforces vehicle code violations, and works with the City Engineers to identify traffic safety and engineering issues. Traffic Division personnel are also responsible for providing educational presentations and lectures within the police department and throughout the community.

2015-16 MAJOR ACCOMPLISHMENTS

- Obtained and managed the Office of Traffic Safety “STEP” grant in the amount of \$220,500 during this fiscal year. The funds from this grant paid for police personnel overtime during roving DUI saturation patrols, distracted driver operations, primary collision factor (PCF) traffic enforcement patrols, Click It or Ticket enforcement operations, 2 court stings, and covered the training expenses for officers to attend traffic related training courses.
- Applied and received a new pilot grant through the Office of Traffic Safety (OTS) called B.R.A.K.E.S. (Be Responsible and Keep Everyone Safe) in the amount of \$153,000. The B.R.A.K.E.S. program is a non-profit organization that provides Teen Pro-Active driving courses. The funding from this grant covered 24 classes that impact 960 teens and their parents in Southern California.
- Conducted 90 car seat inspections, which included 27 new installations.
- As part of the City Traffic Safety Advisory Committee, attended monthly meetings with the City of Glendora engineers to address community traffic safety issues to coordinate action to remedy problems.
- Coordinated daily school zone traffic enforcement and educational operations. Coordinated with school resource officers and patrol officers, traffic officers followed the school traffic enforcement plan to conduct traffic enforcement operations at each school in the city during the morning drop-off and afternoon pick-up time periods to ensure appropriate coverage at each campus.
- Deployed the police department radar trailer and message board as community needs dictate and based upon “Crossroads” collision data. Directed enforcement also conducted at these locations.

2016-17 MAJOR GOALS AND OBJECTIVES

- The Traffic Division has applied for a new Office of Traffic Safety (O.T.S.) Selective Enforcement Program (STEP) grant in the amount of \$247,033, to be used exclusively within the City of Glendora on various traffic issues. The department will be notified if the application is successful by September for a start date of October 1, 2016.
- Conduct two (2) Driving Under the Influence (DUI) Checkpoints and Safety Checkpoints in Glendora as funded by the Office of Traffic Safety STEP Grant. Additionally, there will be 24 scheduled DUI saturation patrols, 4 warrant sweep operations, 2 court sting operations, 10 primary collision factor operations, 10 distracted driver operations, and 3 Know Your Limit campaigns.
- Each week Traffic Division personnel will coordinate school-zone traffic enforcement and education operations in coordination with our school resource officers and patrol officers, continually re-evaluating and improving upon the existing enforcement plans to ensure all schools receive proper coverage.

CITY of GLENDORA POLICE

- The Traffic Division Supervisor will conduct a minimum of one meeting with the presiding West Covina Traffic Court Judge to determine citation trends, judgment trends, and to obtain information to aid officers in new improved techniques for issuing vehicle code violation citations. These meetings will be completed by April 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Citations Written by Motors	#	Workload	1,249	1,362	1,600
Conducted Safety Checkpoints under DUI sweep	#	Workload	3	2	2
Traffic Collisions that resulted in fatalities	#	Efficiency	0	1	0
Non-injury Traffic Collisions reported	#	Efficiency	581	542	540
Injury Traffic Collisions reported	#	Efficiency	176	180	175

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	487,336	570,679	642,835	642,835	668,400
208	Asset Forfeiture	5,974	-	5,200	5,200	-
Division Total		493,310	570,679	648,035	648,035	668,400

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	221,197	264,705	287,849	287,849	293,900
41120	Overtime	6,101	1,435	-	-	-
41310	Holiday Pay	3,907	2,387	7,069	7,069	7,300
41370	Uniform Allowance	2,850	2,850	2,850	2,850	2,900
42110	Retirement	64,237	80,128	103,719	103,719	117,800
42290	Flex Benefit	31,162	33,865	35,280	35,280	35,300
42310	Employer Paid Benefits	3,986	4,809	5,586	5,586	5,700
42520	Workers Comp	10,999	14,525	19,182	19,182	23,500
51200	Division Supplies	1,255	8,255	16,700	16,700	8,000
56200	Equipment Maintenance	910	2,187	1,500	1,500	1,000
59100	Contract Services	146,706	155,533	168,300	168,300	173,000
Division Total		493,310	570,679	648,035	648,035	668,400

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51200	Division Supplies	Purchase and maintenance of radar equipment, message boards, DUI/radar trailer, checkpoint supplies not covered by grants, alcohol screening devices, and traffic collision investigation supplies.
59100	Contract Services	Crossing guard services provided throughout the City. This contract is subject to increase by the minimum wage increase requirements of AB10 (State of California Minimum Wage Law)

CITY of GLENDORA POLICE

COMMUNITY RELATIONS DIVISION - 5131

PROGRAM DESCRIPTION

The Community Relations/Crime Prevention Division performs community relations programs, school safety education programs, organizes neighborhood watch meetings, coordinates National Night Out, and conducts Citizen Academy classes. A School Resource Officer provides security and mentoring for students at Glendora High School, Whitcomb High School, and Glendora middle schools. A Reserve Police Officer working as a School Resource Officer provides security and mentoring for students at Sierra High School.

Specific activities include:

- Maintaining community contacts and outreach programs to ensure partnerships with the community as part of Community-oriented policing philosophy.
- Working with school administrators to enhance school security and provide a positive role model for students.
- Maintaining Social Media Team to provide timely and relevant information to the community.

2015-16 MAJOR ACCOMPLISHMENTS

- Utilized Facebook, Twitter, Nixle, Instagram and the website to convey up-to-date information to the public on El Nino and other City issues.
- Added two new neighborhood watch areas comprised of 125 residents.
- Coordinated National Night Out Against Crime and several holiday special events.
- Attended all school safety committee meetings and police articulation meetings.

2016-17 MAJOR GOALS AND OBJECTIVES

- Coordinate with the Mental Health Evaluation Team (MET) to provide assistance to students with mental health issues.
- Coordinate National Night Out Against Crime event on Tuesday, August 2, 2016.
- Conduct Neighborhood Watch meetings as requested and conduct one Neighborhood Block Captain's Meeting by June 2017 and 2 Citizen Academy classes during the year.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Rides -A-Longs	#	Workload	118	100	200
Attendees for National Night Out Program	#	Workload	1,200	1,200	1200
Attendees for Open House	#	Workload	1,000	1,000	1000
Citizens Academies	#	Effectiveness	2	2	2
Community Presentations	#	Workload	60	65	65
Neighborhood Watch members	#	Workload	650	775	825

CITY of GLENDORA POLICE

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	157,499	183,727	188,922	188,922	204,900
Division Total		157,499	183,727	188,922	188,922	204,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	49,095	84,672	94,405	94,405	95,200
41120	Overtime	5,233	6,578	2,500	2,500	5,000
41210	Part Time	71,308	48,031	38,705	38,705	40,100
41310	Holiday Pay	-	-	713	713	800
41370	Uniform Allowance	450	887	887	887	900
42110	Retirement	12,274	20,562	25,128	25,128	35,000
42290	Flex Benefit	10,230	14,131	15,334	15,334	15,400
42310	Employer Paid Benefits	2,602	2,818	3,009	3,009	3,100
42520	Workers Comp	6,307	6,048	7,241	7,241	8,900
51200	Division Supplies	-	-	1,000	1,000	500
Division Total		157,499	183,727	188,922	188,922	204,900

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.

CITY of GLENDORA POLICE

POLICE INFORMATION TECHNOLOGY DIVISION - 5132

PROGRAM DESCRIPTION

The Police Information Technology Division provides support and administration for all Police Department computer stations, radio and telecom communications. This division administers over 120 end-user computer and server systems encompassing the Police Station, operations vehicles and mobile solutions. The Division also manages department telephone systems and networks spanning 12 sites including over 100 cellular devices. The bureau also handles and maintains more than 100 portable radios including communications in 75 fleet vehicles that are utilized by all divisions of the city.

Specific activities include:

- Conducting analytics, designing and implementation of new and current technologies to facilitate streamlined workflows, increased productivity and improved customer service for the Police Department.
- Performing system assessments for platform improvements and replacement. The Division maintains vendor agreements to ensure 24/7 support for all critical 911 and emergency systems as well as division specific applications.
- Maintaining and administering all city division telecom and radio communications along with vendor contracts including the telephony backend infrastructure.
- Managing VMWare virtual server infrastructure which currently hosts and supports over 100 servers and workstations accessed by all City divisions.

2015-16 MAJOR ACCOMPLISHMENTS

- Restructured the internal network routing, permissions and protocols to meet the new standards of the Los Angeles County Sheriff's Department based on the Department of Justice's new requirements for network access to JDIC and CLETS.
- Consolidated all telecom services to a single point of contact as well as aggregating billing accounts to lower costs while enhancing line management.
- Designed, implemented and created a new forensics network which brought a secure segregated environment completely isolated from the Police Station. A new network area storage (NAS) device was purchased and made available for evidence storage to help alleviate the high case load requirements.

2016-17 MAJOR GOALS AND OBJECTIVES

- Work with the state CalOES (Governor's Office of Emergency Services) to update and replace the entire 911 infrastructure including software for the agency. This entire project will be funded by the State and will equip our dispatch center with cutting edge state of the art technology.
- Work with the regional 911 coordinator in concert with other LA County police and fire agencies to incorporate a shared network of Text to 911 capabilities. This added facet of service will allow speech impaired residents to contact emergency services without using any outdated TTY telecommunications.
- Finalize the agency's transition to the new Spillman CAD/RMS/Mobile system. This massive project will bring the agency into a modern streamlined CAD based map-centric environment for efficient data flow and records management.
- Replace the end-of-life network infrastructure with new and reliable equipment. The network will be designed for high availability (HA) with built-in failover and redundancy. New network switches, wireless access points and firewalls are the priorities in this refresh.

CITY of GLENDORA POLICE

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Service Requests	#	Workload	825	900	1000
Requests Responded to within one Business Day	%	Efficiency	100%	100%	100%
Provide after hours on call personnel for emergency requests	%	Efficiency	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	3,245	3,762	5,000	5,000	5,000
208	Asset Forfeiture	245,175	226,287	185,994	185,994	25,000
210	COPS	103,111	87,061	103,526	103,526	91,600
548	Technology	484,448	550,751	498,504	498,504	387,100
Division Total		835,979	867,861	793,024	793,024	508,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	169,207	187,472	192,824	192,824	175,900
41120	Overtime	6,452	7,916	8,981	8,981	8,000
42110	Retirement	26,597	29,948	35,794	35,794	37,000
42290	Flex Benefit	22,876	23,461	26,046	26,046	26,100
42310	Employer Paid Benefits	4,488	4,681	4,974	4,974	4,600
42520	Workers Comp	1,165	1,572	2,011	2,011	1,400
51500	Equipment Parts	46,543	59,338	63,100	63,100	95,000
57050	Phone	190,572	204,661	145,000	145,000	-
59100	Contract Services	32,624	13,534	20,400	20,400	20,400
59100.60	Software Maintenance	118,507	143,652	117,500	117,500	90,000
59100.61	Network Maintenance	-	-	-	-	5,000
72000	Capital Outlay	216,948	191,626	176,394	176,394	25,000
72000.10	Computers	-	-	-	-	7,700
72000.12	Network Equipment	-	-	-	-	12,600
Division Total		835,979	867,861	793,024	793,024	508,700

CITY of GLENDORA POLICE

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51500	Equipment Parts	Parts and materials related to the repair and maintenance of information technology and infrastructure directly related to the Police Department. This will include items such as keyboards, mice, cables and other related items.
51540	Communication Equipment	Parts and materials related to the repair and maintenance of communication infrastructure directly related to the Police Department. This will include items such as radios, phone equipment for dispatchers and equipment for the patrol cars.
57050	Phone	Phone costs were moved to the General Government Information Technology Division to increase efficiency in the management of the City's phones. However, costs directly related to the Police Department are appropriately accounted for in the Communication Equipment line item.
59100	Contract Services	Costs for first year contracts when purchasing new software such as for security and telecommunications for the Dispatch center.
59100.60	Software Maintenance	Maintenance contracts for support and updates for software directly related to public safety and sole usage by the Police Department.
72000	Capital Outlay	One time purchases for equipment that is necessary for the Division. This item will complete the Spillman change out.

CITY of GLENDORA POLICE

POLICE RECORDS DIVISION - 5133

PROGRAM DESCRIPTION

The Records Division processes and stores all police reports and supporting documents. The Division prepares court documentation for the filing of criminal charges, archives crime reports as required by law, responds to public records requests, and processes criminal/civil discovery requests. Records Division personnel staff the police lobby front counter, answer City Hall and police business telephone lines, and assist as matrons in the jail.

Specific activities include:

- Providing customer service to the public at the front counter.
- Processing research and replying to Public Records Requests and court orders for police records.
- Processing and maintaining police records for reports, citations, and prepare court packages for court filings.

2015-16 MAJOR ACCOMPLISHMENTS

- Completed a re-certification exam for all "Full Access" operators of the CLETS. The re-certification gives Records Specialists and Police Service Representatives full access to California Department of Justice records and is required under California Department of Justice regulations. Access to these records is mandatory for the Division to complete its daily duties.
- Transitioned our CLETS re-certification program to an on-line system through the Department of Justice. This new testing process will enable us to track employees' completion of the testing and final scores received faster and more efficiently.
- Successfully completed first-aid/CPR training certification or recertification for all current Cadets.

2016-2017 MAJOR GOALS AND OBJECTIVES

- Complete all necessary training for Records Specialists and Cadets to transition to the new Spillman RMS System. The system will be implemented and will go-live by the end of September 2016. This new system will improve data flow and records management within the Department.
- Complete first aid/CPR training certification or recertification for all current Records Specialists by December 2016.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Reports Processed	#	Workload	7,065	7,100	7,150
Traffic Citations Processed	#	Workload	4,318	4,400	4,500
Reports Requests from Public	#	Workload	1,310	1,350	1,400
In-Custody Reports Processed (within 48 hours)	%	Efficiency	100%	100%	100%

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	537,327	550,169	515,200	515,200	530,400
Division Total		537,327	550,169	515,200	515,200	530,400

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	247,410	249,632	239,750	239,750	234,500
41120	Overtime	14,038	10,669	8,500	8,500	8,500
41210	Part Time	100,370	112,632	77,979	77,979	88,200
41310	Holiday Pay	2,894	1,914	2,422	2,422	2,400
41370	Uniform Allowance	1,400	1,400	1,400	1,400	1,400
42110	Retirement	41,469	48,664	45,219	45,219	50,000
42111	PARS Retirement	-	-	2,545	2,545	3,400
42290	Flex Benefit	50,788	51,319	51,385	51,385	51,600
42310	Employer Paid Benefits	8,614	8,733	8,485	8,485	8,600
42520	Workers Comp	6,769	7,856	7,715	7,715	8,800
51110	Office Supplies	12,704	16,020	15,000	15,000	16,000
51200	Division Supplies	364	918	2,000	2,000	2,000
51560	Operating Leases	22,292	21,053	23,800	23,800	25,000
55320	Printing	6,320	8,292	15,000	15,000	15,000
59100	Contract Services	21,895	11,067	14,000	14,000	15,000
Division Total		537,327	550,169	515,200	515,200	530,400

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51110	Office Supplies	Miscellaneous desk supplies such as pens, paper and file folders necessary to maintain records.
51560	Operating Leases	Use and maintenance of the Division's three copiers.
59100	Contract Services	Shredding services to prevent identity theft or violation of privacy. Department of Justice for background checks, recovered by fees.

CITY of GLENDORA POLICE

JAIL MAINTENANCE DIVISION - 5134

PROGRAM DESCRIPTION

The Glendora Jail is a Type 1 Jail facility that receives, processes, and houses both misdemeanor and felony un-sentenced prisoners prior to their arraignment and transfer to the custody of the Los Angeles County Sheriff's main jail. The Glendora Jail also provides contract jail services to the Irwindale Police Department for booking, processing, and housing both misdemeanor and felony un-sentenced prisoners prior to arraignment.

Specific activities include:

- Sustaining jail facilities in order to reduce liability, maintain accountability, and provide a safe facility for both employees and prisoners.
- Receiving full compliance inspection reviews from all regulatory agencies authorized to conduct jail audits and inspections.

2015-16 MAJOR ACCOMPLISHMENTS

- Inspections by the following regulatory agencies found the Glendora Jail to be in full compliance with all standards:
 1. Corrections Standards Authority Biennial Jail Inspection
 2. STC Training Plan & STC Program Monitoring
 3. LA County Public Health Environment Health
 4. LA County Public Health Medical/Mental Health
 5. LA County Juvenile Court
 6. LA County Fire Department
 7. Superior Court of LA County
 8. Civil Grand Jury Jail Inspection
- Trained personnel at in-house update on defensive tactics.
- Purchased board games and magazines to comply with Title 15 requirements.
- Updated the lights in the cells to increase the safety of employees and inmates.
- Implemented a Voluntary Delayed Release procedure to comply with 4024(b)(1) PC.
- Remodeled the storage room that houses the inmates bedding to comply with LA County Health requirements.

2016-2017 MAJOR GOALS AND OBJECTIVES

- Re-certify all Jailers on Automated External Defibrillator (AED) to allow Jailers to perform lifesaving care on inmates. In-house instructors will provide the recertification and this will be completed by June 2017.
- Implement Spillman computer software for the Jail Division by September 2016.
- Ensure Jailers are up to date on custodial regulations and procedures by attending the required 24-hour Standards and Training for Corrections (STC) courses for Jailers. This is to be completed by the end of the Fiscal Year.
- Staff will provide refresher training for jail personnel on defensive tactics by June 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Glendora PD Bookings	#	Workload	2,454	2,389	2,500
Irwindale PD Bookings	#	Workload	120	130	130

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	398,907	400,473	407,025	407,025	409,000
Division Total		398,907	400,473	407,025	407,025	409,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	234,867	234,164	234,566	234,566	234,600
41120	Overtime	27,029	25,990	20,000	20,000	20,000
41310	Holiday Pay	9,008	9,031	3,369	3,369	3,400
41370	Uniform Allowance	2,250	2,250	2,250	2,250	2,300
42110	Retirement	37,261	41,214	44,592	44,592	50,500
42290	Flex Benefit	51,149	51,149	51,000	51,000	51,000
42310	Employer Paid Benefits	8,207	7,993	7,668	7,668	7,700
42520	Workers Comp	12,974	14,277	17,080	17,080	20,500
51200	Division Supplies	7,203	5,874	9,000	9,000	6,500
51400	Building Materials	-	-	4,500	4,500	3,000
51750	Food Supplies	8,959	8,531	12,000	12,000	9,000
59550	Uniforms	-	-	1,000	1,000	500
DIVISION TOTAL		398,907	400,473	407,025	407,025	409,000

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
551750	Food Supplies	Food costs that meets the Title 15 minimum requirements for unsentenced prisoners provided through a contract with L.A. County Sheriff's Department
51400	Building Materials	Costs to purchase items for the repair and maintenance of the Jail facilities to comply with laws. Inspections from outside agencies ensure that the City maintaining an environment that is safe and secure for detainees.

CITY of GLENDORA POLICE

COMMUNITY PRESERVATION DIVISION - 5139

PROGRAM DESCRIPTION

Community Preservation consists of Code Enforcement and managing animal control services. Code Enforcement works with a variety of City Departments and agencies within Los Angeles County. Code Enforcement investigates violations of the City Zoning Code, Municipal Code, State Health Codes, and Uniform Housing Code. The Division works with the City Attorney and Police Department to prepare legal actions when informal mitigation fails to remedy unsafe health and safety violations. Animal Control is handled by Inland Valley Humane Society (IVHS). IVHS is responsible for the enforcement of all State, County, and Municipal codes that pertain to the safety, welfare, and protection of all animals domestic and wild.

Specific activities for Animal Control (IVHS) include:

- The IVHS Animal Control Officer is thoroughly equipped to handle such calls and the removal of a carcass as soon as possible. Public safety is always the primary goal when dealing with sick or injured animals.
- Promoting animal licensing compliance by canvassing city neighborhoods to determine where unlicensed dogs are being housed and sending renewal notices as necessary. IVHS has the personnel to facilitate the canvassing.

Specific activities for Code Enforcement include:

- Aiding in eliminating substandard structures, blighted conditions, and promote property maintenance.
- Responding immediately to complaints that presents an imminent threat to public health and safety.
- Patrolling proactively and enforce any code violations while promoting voluntary compliance.
- Promoting improvement or revitalization of neighborhoods.
- Enforcing sign ordinances and business regulations.

2015-16 MAJOR ACCOMPLISHMENTS

- Issued 35 Administrative Citations in which 10 were appealed to an independent administrative hearing officer and all 10 were affirmed by the administrative hearing officer. Those 10 were then appealed to the Los Angeles Superior Court where the presiding judge ruled in favor of the City.
- Provided residents with information regarding drought tolerant landscaping.
- Assisted Investigation Division during the service of several narcotic search warrants. Code enforcement issues were identified and citations issued.

2016-17 MAJOR GOALS AND OBJECTIVES

- Send the Community Preservation Officer to an advanced code enforcement training class to increase effectiveness.
- Respond to community complaints and observed violations concerning illegal banners, displays, and maintenance of proper aesthetic standards in the business corridors. Violations will be corrected through education and enforcement.
- Maintain a good working relationship with Inland Valley Human Society to provide full animal control care and

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control services to the City of Glendora.

- Increase staffing by one additional Preservation Officer to provide more efficient and effective response to possible violations of the GMC.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Respond within two business days to code violations	%	Efficiency	99%	99%	99%
Financial Institution home registries	#	Workload	13	10	12
Cases Handled	#	Workload	960	1,000	1,100
Business Contacts	#	Workload	68	80	80
Correction Notices	#	Workload	241	225	250
Order to Comply	#	Effectiveness	8	4	10

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	248,195	263,347	327,300	327,300	420,150
531	Water Operating	6,158	1,914	6,761	6,761	7,700
Division Total		254,353	265,261	334,061	334,061	427,850

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	46,757	28,487	45,980	45,980	60,350
41120	Overtime	591	642	4,000	4,000	-
41210	Part Time	625	-	-	-	-
41310	Holiday Pay	-	-	-	-	1,500
41370	Uniform Allowance	450	-	-	-	1,000
42110	Retirement	6,871	4,810	8,536	8,536	21,000
42290	Flex Benefit	8,542	6,647	10,200	10,200	20,500
42310	Employer Paid Benefits	1,174	930	1,482	1,482	3,100
42520	Workers Comp	1,037	736	1,414	1,414	3,700
55450	Bank Service Charges	-	-	-	-	700
59100	Contract Services	714	501	10,500	10,500	13,500
59530	Animal Shelter Services	187,592	222,508	251,949	251,949	302,500
Division Total		254,353	265,261	334,061	334,061	427,850

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. Increase in compensation accounts due to adding one additional Preservation Officer.
55450	Bank Service Charges	Charges incurred for electronically processing parking permit payments through PayPal.
59100	Contract Services	Annual maintenance costs for parking permit machines.
59530	Animal Shelter Services	IVHS contract is expected to rise in response to increases mandated relating to minimum wage, sick leave and standards associated with care and housing of unclaimed animals. Licensing fees currently cover approximately 50% of contract costs.

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OFFICE OF TRAFFIC SAFETY GRANT - 5194

PROGRAM DESCRIPTION

The Glendora Traffic Division uses education, enforcement, and effective partnerships that produce successful programs which save lives. The Division serves as the lead agency for the LA County Avoid DUI Task Force organized by a Sr. Community Services Officers (CSO) position funded by OTS in order to enhance countywide traffic safety efforts. The Sr. CSO position plans regional training for countywide law enforcement agencies; coordinates countywide public awareness efforts, educational presentations, and media events; organizes and convenes the Peace Officers' Association of Los Angeles County's Traffic sub-committee meetings; collaborates with MADD, RADD, Department of Alcoholic Beverage Control, Department of Motor Vehicles, California Highway Patrol, Los Angeles Police Department, Los Angeles County Sheriff's Department, Los Angeles County Probation, and local law enforcement agencies on countywide efforts related to impaired driving; and collects statistical data for OTS reporting.

The Traffic Bureau was awarded two grants by the California Office of Traffic Safety through the National Highway Traffic Safety Association. These grants began on October 1, 2015 and will continue through September 30, 2016. Our 'Selective Traffic Enforcement Program' (STEP) was awarded in the amount of \$220,500 and funds our officers on overtime to conduct DUI saturation patrols, DUI/driver's license checkpoints, court sting operations, educational presentations like Know Your Limit, distracted driving operations, and Child Passenger Safety events. It also provides funding for a half-day DUI seminar to be organized and executed by our personnel for Los Angeles County law enforcement personnel. This seminar has been planned for late September, 2016. The grant also provides funding for the purchase of equipment for checkpoints, PAS devices, bicycle helmets for giveaways at educational events, calibration equipment and child passenger safety supplies.

Our other traffic grant is a new pilot grant called B.R.A.K.E.S (Be Responsible and Keep Everyone Safe) in the amount of \$153,000. B.R.A.K.E.S. is a non-profit organization that provides Teen Pro-Active Driving courses. Our objective on this grant is to find new locations in Los Angeles, Orange and San Bernardino Counties where the classes can be held with the idea being to build new relationships with contacts at the locations in order for B.R.A.K.E.S. to continue schools after the end of the grant. Each scheduled weekend consists of four, four-hour classes impacting approximately 160 teens and their parents.

2015-16 MAJOR ACCOMPLISHMENTS

- Glendora Police Officer received the Deuce Pin for 52 DUI arrests in 2015 at the MADD/Avoid Awards Ceremony in April 2016.
- Awarded the Impaired Driving recognition for the State of California for efforts to combat distracted driving, speed and occupant protection with special recognition for extra enforcement efforts in Glendora and Los Angeles County for impaired driving.
- Successfully completed our 2014-2015 STEP grant which included publicizing activity and results of the Los Angeles County DUI Task Force and raising the general public awareness regarding the problems associated with drinking/drugs and driving. Maintained the Southern California Avoid DUI Task Force Facebook page which publicized DUI events and information. Conducted all required enforcement activity and satisfied all objectives of the grant.
- Partnered with the Department of Motor Vehicles to participate in the DUI Hot List Program which provides the Traffic Division with information on multiple DUI offenders who live in the 91740/91741 area codes. From the information provided by the DMV a bi-monthly report is compiled and distributed to our officers and Community Impact Team to identify our worst of the worst DUI offenders.
- In accordance with the goals and objectives for our current B.R.A.K.E.S. grant, identified new locations for the teen driving schools in Los Angeles, Orange and San Bernardino Counties. All of our educational presentation requirements were satisfied in the first quarter of the grant.

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2016-17 MAJOR GOALS AND OBJECTIVES

The below goals and objectives are identified in the current grant period which ends September 30, 2016 as well as the new proposed grant which would begin October 1, 2016 ending September 30, 2017.

2015-2016 STEP Grant Objectives (remaining for 2016)

- Publicize activity and results of Los Angeles County's combined DUI efforts as well as raising the general public awareness regarding the problems associated with drinking/drugs and driving through September 30, 2016.
- Develop and maintain a monthly "Hot Sheet" program to notify patrol and traffic officer to be on the lookout for identified repeat DUI offenders with a suspended or revoked license as a result of DUI convictions through September 30, 2016.
- Coordinate a committee to organize, plan and conduct a half-day DUI Symposium to be offered to all Los Angeles County law enforcement personnel with multiple speakers and topics dealing with impaired driving (alcohol/drugs) by September 28, 2016.
- Conduct a total of 24 DUI roving/saturation patrols, 10 Distracted Driving details, 1 checkpoint, 4 warrant service operations, 3 Know Your Limit campaigns, 10 Traffic Enforcement patrols, 5 educational presentations and distribute 30 bicycle helmets at a traffic safety event in the City of Glendora by September 30, 2016.
- Assist in the planning and operations of 20 weekend teen driver's safety classes by providing media, advertising, and personnel assistance by September 30, 2016.

2016-2017 STEP Grant Goals and Objectives (if awarded, for October 2016 - September 2017)

- Obtain an OTS STEP grant in the amount of \$247,033 for state fiscal year 2016-1017 to assist in reduction of the number of persons killed and injured in traffic collisions.
- Conduct L.A. County DUI Task Force public information campaigns during the Summer and Winter NHTSA Mobilization periods with smaller media campaigns during Memorial Day, Halloween, Super Bowl Sunday, St. Patrick's Day, Cinco de Mayo, county fairs, festivals and other community events with identified DUI problems by September 2017.
- Lead the county's DUI Task Force Coalition by: organizing all planning/scheduling meetings and MADD DUI Seminars; collecting the county's schedule of operations that occur during any NHTSA campaign; and reporting the county's DUI arrests & DUI fatality information during any campaign period by September, 2017.
- Maintain and manage the Southern California DUI Task Force Facebook page to include information, press releases, print stories, photos, video, tragedy stories related to DUI and traffic safety, Know Your Limit, laws, statistical information and traffic safety tips and trivia.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Persons injured in collisions	#	Effectiveness	229	217	220
Collisions due to drug or alcohol	#	Effectiveness	56	45	40
Injuries due to drug or alcohol	#	Effectiveness	16	18	16
DUI arrests	#	Workload	269	240	240

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
207	Grants	-	-	-	-	1,500
243	Avoid the 100	455,398	215,921	-	-	-
249	Ludwig Explorer Grant	8,301	14,991	-	-	-
254	Office of Traffic Safety Grants	64,279	180,651	154,016	154,016	38,325
Division Total		527,978	411,563	154,016	154,016	39,825

DIVISION EXPENSE BY LINE ITEM

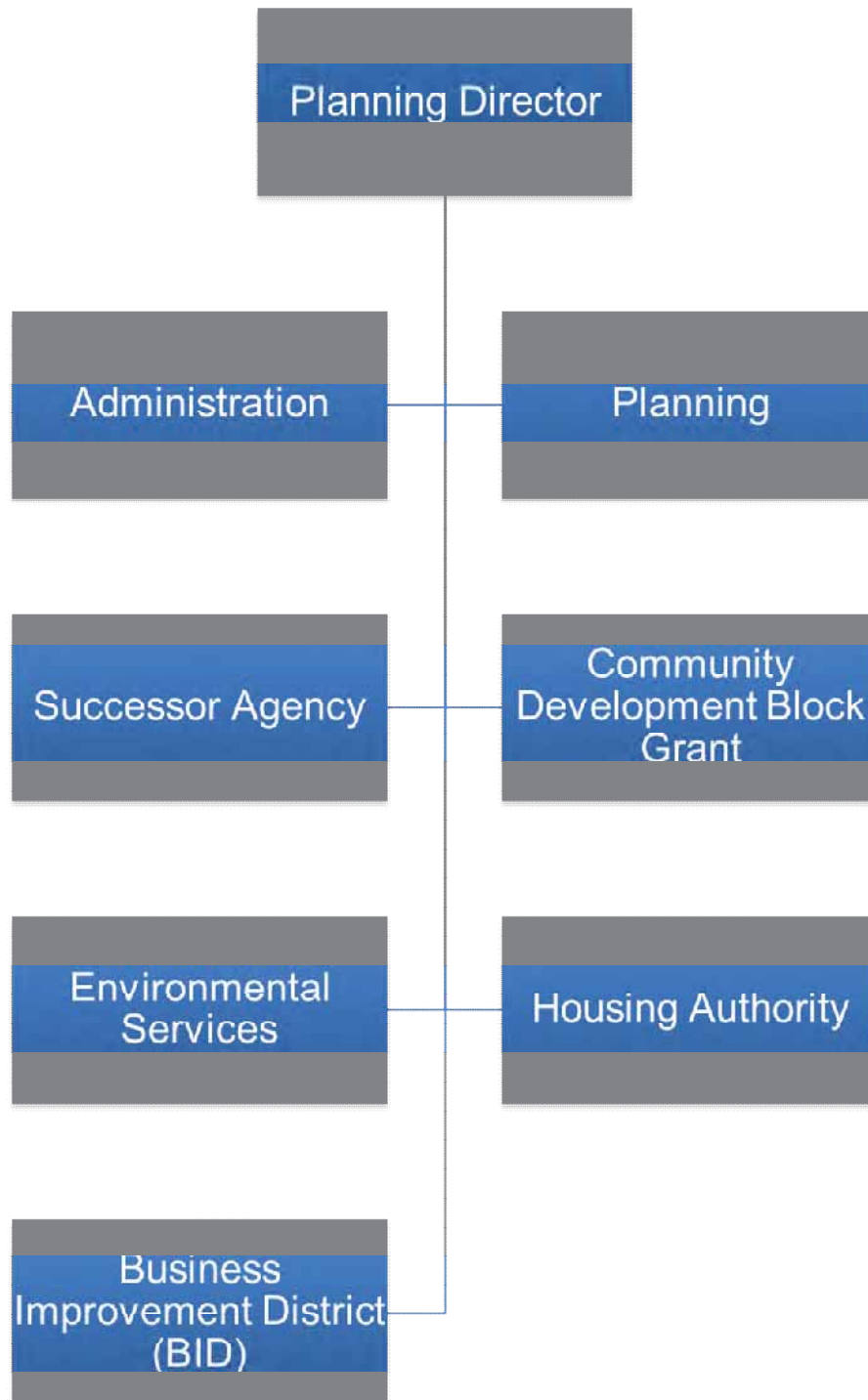
Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	56,418	57,116	56,963	56,963	15,000
41120	Overtime	35,296	94,125	62,730	62,730	24,725
41210	Part Time	305	103	-	-	-
41370	Uniform Allowance	450	450	450	450	-
42110	Retirement	8,835	9,775	10,658	10,658	-
42290	Flex Benefit	10,230	10,230	10,200	10,200	-
42310	Employer Paid Benefits	2,133	3,028	1,753	1,753	100
42520	Workers Comp	1,317	1,471	1,752	1,752	-
51200	Division Supplies	20,404	22,476	3,905	3,905	-
55600	Training & Education	21,837	19,142	5,605	5,605	-
59100	Contract Services	359,323	168,647	-	-	-
72000	Capital Outlay	11,430	25,000	-	-	-
Division Total		527,978	411,563	154,016	154,016	39,825

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Only certain labor related costs are allowed by the Grants
51200 - 72000	Operating Accounts	The OTS Grant is awarded based on the State's fiscal year (Oct 1 - Sept 30). The budget is based on the last 3 months of the fiscal year. The City was notified that the grant will end October 2016. The position funded by this Grant was added to the General Fund.

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ORGANIZATIONAL CHART



CITY of GLENDORA **PLANNING**

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Planning Director	1.00	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner*	-	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Associate Planner	-	-	-	1.00	1.00
Assistant Planner	2.00	2.00	2.00	1.00	1.00
Management Analyst	-	-	-	-	1.00
Housing Grants Coordinator	0.75	0.75	0.75	0.75	-
Planning Manager	0.46	-	-	-	-
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50
BID Marketing Intern	-	-	0.25	-	-
Total Full-Time	5.00	5.00	5.00	6.00	7.00
Total Part-Time	1.71	1.25	1.50	1.25	0.50
Total Full Time Equivalent (FTE)	6.71	6.25	6.50	7.25	7.50

*This position is a 2 year temporary position contracted with the employee expiring in August 2017.

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ADMINISTRATION AND PLANNING DIVISION - 6051

PROGRAM DESCRIPTION

The Administration and Planning Division is a combination of overseeing functions such as service delivery, personnel, procedures, and budget control and planning activities. Administration ensures that Department resources are aligned to carry out the land use planning, environmental services, housing and economic development objectives established by the City Council.

The Division oversees five activity areas: Planning, Environmental Services, Housing Authority, Community Development Block Grant (CDBG), and the Village Business Improvement District (BID). The Planning Division supports the Project Review Committee, Planning Commission, the Village Business Improvement District Board and City Council in their review of activities overseen by the Planning Department.

The Planning workload is divided into two major categories. The first, "Current Planning," provides oversight of the City's property use standards, new development, and zoning permit approvals. The second, "Advance Planning," addresses land use policy formulation and implementation. Advance Planning is a fundamental responsibility of the City as it establishes the policies under which privately-owned property may be used and developed.

Current Planning

Under the Current Planning function, the Department works alongside the Building and Engineering Divisions to ensure new construction and new uses conform to City land use and zoning regulations. Processes include business license review for zoning conformity, building plan check review, grading plan review, environmental review, and processing of various zoning entitlements for new construction and/or certain commercial uses.

Advance Planning

Under the direction of the Planning Commission and City Council, Advance Planning involves the development and implementation of new land use policies to help guide the City's long range economic, physical, and social development. Outreach and dialogue with residents, businesses, and property owners is a key part of Advance Planning. Activities include amending the City's General Plan, Zoning Code, performing land use studies, and working on regional planning activities through organizations including the Southern California Association of Governments (SCAG); San Gabriel Valley Council of Governments (COG) and the Metropolitan Transportation Authority (MTA).

Administration and Planning were combined to provide more efficiency and effectiveness in managing the budget.

2015-16 MAJOR ACCOMPLISHMENTS

- Increased communication on development issues with the community through a series of Planning Commission workshops on the Route 66 Specific Plan, the Arrow Highway Specific Plan Steering Committee, implementing a monthly "Development Update" via the City's E-Mail Notification system, and improving the Planning Department's pages on the City's website.
- Route 66 Specific Plan – The Planning Commission held eight meetings to review the Route 66 Specific Plan and develop recommendations for its revision to the City Council. A joint meeting of the City Council and Planning Commission was held on November 17, 2015 to present recommended revisions to the Specific Plan. The City Council subsequently recommended that an economic and market study of the Specific Plan area be completed to evaluate the economic climate of the corridor and consider the recommended revisions to the Specific Plan. Once this analysis is completed, the plan is to revise and rewrite the Route 66 Specific Plan to better reflect the community's desires for the corridor.
- Arrow Highway Specific Plan – In March 2015, the City entered a contract with MIG consultants to undertake the preparation of an Arrow Highway Specific Plan. The purpose of the specific plan is to create a framework

CITY of GLENDORA **PLANNING**

for revitalization of the corridor. A “steering committee” of residents, business and property owners was formed to guide this process.

- Construction Activity – Building plan check activity continues to increase as residential and commercial development remains very active. Compared to FY 2013-2014, building plan check submittals more than doubled in FY 2014-2015. This level of construction activity is anticipated to continue as major developments are constructed. At the same time, the average number of days to review plan check submittals has improved from 12 to 7 days.

2016-17 MAJOR GOALS AND OBJECTIVES

- Enhance efforts to reach the community on development issues. In addition to scheduled and anticipated public meetings, increase subscribers to the monthly Development Update report from 37 to 75.
- Coordinate with the Successor to the Glendora Redevelopment Agency on implementation of the Long Range Property Management Plan (LRPMP).
- Arrow Highway Specific Plan – This project involves the creation of a new land use plan for Arrow Highway. City Council appointed a Steering Committee consisting of business owners, land owners, and residents to guide the Specific Plan process. The Committee held 4 meetings and has come to consensus on a land-use plan for the Arrow Highway corridor. The Specific Plan will be completed in the 2016-2017 year.
- Route 66 Specific Plan – The Planning Commission spent the entire 2015 calendar year completing a comprehensive review of the Route 66 Specific Plan. In March of 2016, the City Council entered a contract with Economic Planning Systems to complete an economic study of the corridor. This analysis is scheduled to be completed by June 2016. When the economic analysis is completed, the City will move forward to rewrite the Specific Plan. The revised Specific Plan is anticipated to be completed in late 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Average days to review building plan check submittals	#	Efficiency	12	7	7
Advance planning projects to be initiated/completed (e.g. zoning code amendments, specific plans, etc.)	#	Workload	3	5	5
Zoning entitlements/applications to be reviewed	#	Workload	65	61	65
Building permit applications to be reviewed	#	Workload	1,432	1,500	1,500

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	651,600	640,666	762,009	762,009	767,300
285	Affordable Housing	3,255	-	-	-	54,400
290	Housing Authority	-	8,450	-	-	-
321	Capital Projects	-	14,891	735,643	735,643	-
Division Total		654,855	664,007	1,497,652	1,497,652	821,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	395,211	364,662	436,378	436,378	471,600
41120	Overtime	-	-	2,730	2,730	2,800
41210	Part Time	24,420	51,751	20,494	20,494	20,600
41360	Vehicle Allowance	3,430	3,075	3,060	3,060	3,200
42110	Retirement	64,870	66,098	87,546	87,546	106,500
42290	Flex Benefit	47,300	42,466	52,635	52,635	57,500
42310	Employer Paid Benefits	8,647	8,372	10,345	10,345	11,100
42520	Workers Comp	2,132	2,404	3,191	3,191	4,000
51110	Office Supplies	7,350	3,523	7,500	7,500	3,000
51560	Operating Leases	3,141	3,047	3,200	3,200	3,000
55310	Advertising	2,196	2,098	3,000	3,000	3,000
55320	Printing	101	1,676	3,000	3,000	3,000
55340	Postage	2,616	2,991	4,000	4,000	4,000
55400	Dues & Memberships	1,510	1,200	1,500	1,500	1,500
55600	Training & Education	2,021	2,831	7,000	7,000	8,500
59100	Contract Services	21,179	40,202	771,951	771,951	30,800
59801	Info Tech Charges	32,807	40,475	42,773	42,773	40,200
59805	Vehicle Charges	17,480	7,533	3,206	3,206	3,300
59807	Liability Ins Charges	18,444	19,603	34,143	34,143	44,100
Division Total		654,855	664,007	1,497,652	1,497,652	821,700

CITY of GLENDORA **PLANNING**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
59100	Contract Services	Contract services that may be requested during the year for architectural design; CEQA analysis of City initiated code changes and other projects. Prior year budget included the Route 66 Specific Plan and Arrow Highway Specific Plan. Arrow Highway Specific Plan is projected to be completed by July 2017.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA **PLANNING**

SUCCESSOR AGENCY DIVISION - 6052

PROGRAM DESCRIPTION

AB1X26, referred to as the “dissolution law,” resulted in the elimination of all redevelopment agencies in California as of February 1, 2012. With the dissolution of the Glendora Community Redevelopment Agency (CRA), the City accepted the role of “successor agency” charged with carrying out AB1X26. The State of California subsequently adopted AB 1484, which refined the dissolution process and assigned the State Department of Finance a major role. As the successor agency, the City is responsible to wind-down the Agency’s affairs. This includes paying off outstanding debt and selling agency-owned property identified in the Long Range Property Management Plan.

All actions of the successor agency are overseen and reviewed by an Oversight Board and the California Department of Finance. The Oversight Board is composed of a representative of the City, the Los Angeles County Board of Supervisors, the Los Angeles County Fire District, Citrus Community College, and the Glendora Unified School District. The Oversight Board meets as needed to resolve the agency’s affairs with the City providing administrative support.

Pursuant to ABX126, the resolution of agency affairs may include up to \$250,000 in administrative expenses which is less than the amount of total administration costs that the General Fund is bearing in order to wind down the affairs of the former redevelopment agency.

The source of the \$250,000 administrative cost reimbursement is the tax increment that previously accrued to the CRA. It is collected by the County of Los Angeles and distributed to the Successor Agency. In addition to administrative expenses, the successor agency receives tax increment in an amount sufficient to pay contractual obligations (including debt service on CRA bonds) payments and expenses associated with agreements that the agency entered prior to dissolution. The remaining increment not needed for administrative costs or for enforceable obligations is distributed to all taxing agencies that share in the property tax allocation. Glendora’s General Fund share is about 10%. Budget corresponds to ROPS submitted and approved by the Oversight Board in January 2016.

2015-2016 MAJOR ACCOMPLISHMENTS

- Revised the Long Range Property Management Plan and obtained approval from the Department of Finance. The revision allows the City to retain public parking lots acquired by the former Redevelopment Agency.
- Completed Recognized Obligation Payment Schedules (ROPS) for January 2016 to June 2016, and for July 2016 to June 2017. Beginning in the 2016-2017 year, the ROPS is adopted on an annual basis.

2016-2017 MAJOR GOALS & OBJECTIVES

- Coordinate the Successor Agency to the Glendora Redevelopment Agency implementation of the Long Range Property Management Plan (LRPMP). Specifically, the City will work to sell two parcels located in the South Hills area. The parcels are identified as Site No. 5 in the LRPMP. The property originally acquired by the Redevelopment Agency in 1996 for the purpose of developing affordable housing. Current land regulation restricts the property to open space.

CITY of GLENDORA **PLANNING**

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	303,944	283,955	300,431	300,431	289,100
290	Housing Authority	-	-	76	76	-
391	Obligation Payments CRA #1	14,884	362,193	79,000	79,000	-
392	Obligation Payments CRA #2	7,785	20	1,800	1,800	-
393	Obligation Payments CRA #3	7,892	666,058	-	-	-
400	Redev Obligation Retire	-	-	-	-	111,072
Division Total		334,505	1,312,226	381,307	381,307	400,172

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	157,959	133,099	167,406	167,406	165,400
41120	Overtime	-	-	76	76	-
41210	Part Time	2,447	2,652	-	-	-
41360	Vehicle Allowance	2,568	2,003	2,688	2,688	2,700
42110	Retirement	25,065	24,858	34,371	34,371	38,300
42290	Flex Benefit	13,989	12,015	14,946	14,946	15,100
42310	Employer Paid Benefits	4,881	3,672	4,356	4,356	4,300
42520	Workers Comp	824	698	1,054	1,054	1,300
55110	Audit Services	9,940	8,167	6,435	6,435	7,000
55200	Legal Services	40,444	17,303	15,400	15,400	10,000
55450	Bank Service Charges	7,099	6,220	13,100	13,100	7,420
59100	Contract Services	69,289	1,101,539	121,475	121,475	55,652
85010	Pass Through Payments	-	-	-	-	93,000
Division Total		334,505	1,312,226	381,307	381,307	400,172

CITY of GLENDORA **PLANNING**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
55200	Legal Services	Legal advise dealing with the Community Redevelopment Agency wind down processes.
59100	Contract Services	Consulting services dealing with the Community Redevelopment Agency wind down processes.
85010	Pass Thru Payments	Projected payment of Stilleto Owner Participation Agreement terms for tenant improvements.

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ENVIRONMENTAL SERVICES DIVISION - 6054

PROGRAM DESCRIPTION

Environmental Services includes coordination of all recycling and solid waste diversion programs, coordination of the annual Glendora Earth Day event, tracking State-mandated diversion compliance and reporting implementation of other State requirements and programs including C&D (Construction & Development) Ordinance Waste Management Plan applications, Used Oil and Hazardous Waste Recycling Grants, and other energy efficiency programs.

Specific activities include:

- Coordinating of the annual Earth Day Event.
- Annual AB939 (California recycling law) report and any other requirements of CalRecycle.
- Ensure compliance with AB341 (Mandatory Commercial Recycling), including outreach to the business sector regarding education and monitoring recycling activities.
- Implementing State mandated Source Reduction and Recycling Element (SRRE) and a Household Hazardous Waste Element (HHWE).
- Managing the City's beverage container recycling grant and used motor oil recycling program.
- Coordinating with Athens Services on implementing AB 1826, mandatory organics recycling.
- Environmental legislation

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Complete AB939, CMP and Used Oil Grant annual reports by required deadlines	#	Efficiency	Yes	Yes	Yes
Track the solid waste disposal rate as required by State law (cannot exceed 5.4 PPD)	Pounds/person/day	Workload	4.1 PPD	4.1 PPD	4.1 PPD

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	90,373	85,141	110,495	110,495	90,800
214	Used Oil Block Grant	9,983	17,007	16,799	16,799	16,799
228	Beverage Recycling Grant	10,028	11,509	13,410	13,410	13,410
285	Affordable Housing	0	0	0	0	84,200
Division Total		110,384	113,657	140,704	140,704	205,209

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	27,161	28,833	31,503	31,503	116,400
41120	Overtime	-	-	756	756	700
42110	Retirement	4,115	4,861	5,848	5,848	6,800
42290	Flex Benefit	4,808	4,808	4,794	4,794	4,800
42310	Employer Paid Benefits	707	769	905	905	1,000
42520	Workers Comp	131	153	189	189	300
51200	Division Supplies	19,544	13,865	47,500	47,500	20,000
55310	Advertising	6,719	5,683	2,000	2,000	2,000
55320	Printing	9,701	9,237	3,000	3,000	3,000
55340	Postage	3,200	2,907	-	-	3,000
59100	Contract Services	34,298	42,541	44,209	44,209	47,209
Division Total		110,384	113,657	140,704	140,704	205,209

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. A Management Analyst was added to provide in-house assistance and more analysis on new Environmental mandates. The costs are offset by reducing contract service costs. Net cost for new position is \$16,800
51200	Division Supplies	The state grants received from Used Oil and Beverage Container recycling will provide funding for these costs. Costs were decreased to provide funding for a full-time Management Analyst position.
59100	Contract Services	\$30,000 of this line item is funded by the Used Oil Block Grant and California Beverage Container Recycling Program. This funding is used to promote recycling of used oil and beverage containers.

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COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION - 6056

PROGRAM DESCRIPTION

Each year, the City of Glendora participates in the Community Development Block Grant Program (CDBG). All costs reflect program activities contained in the One Year Action Plan and approved by City Council on April 26, 2016. The CDBG Program is administered by the Department of Housing and Urban Development (HUD), and it provides funding for projects based on the following national objectives:

- Benefitting low and moderate income persons
- Eliminating slum and blight
- Meeting a particularly urgent community development need

Pursuant to HUD requirements, the City has adopted a Five-Year Consolidated Plan (2013-2018). Each year the City adopts an Annual Action Plan to fund specific projects. Priority needs include the following:

- Affordable Housing
- Fair Housing
- Infrastructure and Public Facilities
- Economic and Human Development
- Administration and Planning

FY 2015-16 MAJOR ACCOMPLISHMENTS

- Completed a street resurfacing project at Burning/Newburgh Streets & Greer Avenue.
- Provided one business assistance loan.
- Completed an Analysis of Impediments to Fair Housing covering 2016-2020.
- Implemented a Fair Housing program.

FY 2016-17 MAJOR GOALS & OBJECTIVES

- Complete the federally-mandated One-Year Action Plan by May 31, 2017, and the Consolidated Plan Annual Performance and Evaluation Report by September 2016. These reports are required by HUD to receive funds through CDBG.
- Work jointly with Housing Rights Center to schedule a rental property owner workshop to update landlord/tenants on new state and federal laws on housing. The goal is to bring awareness to tenants of their rights under law and their obligations. The workshop will occur no later than February 2017.
- Complete two loans under the business assistance program. The program provides financing to qualifying businesses and property owners for façade remodel projects, tenant improvements, acquisition of equipment, working capital and other expenses. Complete the projects by June 2017.
- Complete a street resurfacing project in the neighborhood of East Plymouth Street between Sunflower and Bonnie Cove Avenues. Project to be completed by April 2017.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Ensure that City maintains an unexpended fund balance of less than 150% of the annual CDBG entitlement	%	Effectiveness	99%	159%	<150%
Goal of 2 Business Assistance Loan/Grant Program	#	Effectiveness	4	1	2
Goal of 1 Public improvement project	#	Effectiveness	3	1	1

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
212	CDBG	50,653	168,015	144,011	144,011	71,575
Division Total		50,653	168,015	144,011	144,011	71,575

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	226	-	-	-	12,200
41210	Part Time	8,351	2,603	-	-	-
42110	Retirement	1,296	441	-	-	2,600
42290	Flex Benefit	-	-	-	-	2,200
42310	Employer Paid Benefits	119	36	-	-	300
42520	Workers Comp	28	-	-	-	100
59100	Contract Services	15,523	15,564	34,320	34,320	18,000
59100.05	Fair Housing Contract	15,820	15,000	15,000	15,000	15,000
60133	Small Business Assistance	9,290	134,371	94,691	94,691	21,175
Division Total		50,653	168,015	144,011	144,011	71,575

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 42520	Compensation	Administrative costs for administering the Grant
59100	Contract Services	Contract to the Housing Rights Center

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HOUSING AUTHORITY DIVISION - 6059

PROGRAM DESCRIPTION

On January 10, 2012, the City Council established the Glendora Housing Authority and designated the Authority to retain the housing functions previously performed by the Glendora Redevelopment Agency. These functions consist of monitoring affordable housing agreements for the Heritage Oaks and Elwood Apartments, and managing the portfolio of housing rehabilitation and first-time homebuyer loans made by the former Redevelopment Agency. Additionally, the housing function includes administration of the City's Mobile Home Park Rent Stabilization Ordinance.

The Housing Authority and related housing activities is supported by the Planning Department. Monitoring of affordable housing units is performed by Planning Department staff and an outside consultant.

The Heritage Oaks Apartments for seniors consists of 157 apartments, with 46 apartments restricted to low income tenants. As part of compliance with a Ground Lease and Affordable Housing Agreement between the apartment building owners and the former Glendora Redevelopment Agency, the owners must file quarterly compliance reports with the City and an annual calculation of rental rates for the 46 low-income units. The Elwood Apartments consists of 87 units, which are all restricted to low income residents. Ten units at Elwood are restricted pursuant to a Federal HOME grant obtained by the City for construction of the apartments. Each year, the City conducts an on-site review of the Elwood Apartments and tenant files for compliance with the HOME Grant.

The portfolio of first-time homebuyer and housing rehabilitation loans consists of 86 loans with a total value of over \$3 million. The loans are all made to single-family homeowners and secured by a deed of trust. The loans require residency that is verified annually and loan payoffs are processed as they occur.

FY 2015-16 MAJOR ACCOMPLISHMENTS

- Monitored the Elwood Apartments affordability agreements.
- Administered portfolio of affordable housing loans and mobile home rent stabilization ordinance.

FY 2016-17 MAJOR GOALS & OBJECTIVES

- Complete required monitoring pursuant to affordable housing agreements associated with the Elwood Apartments. Monitoring will occur in April 2017.
- Monitor requirements of City and Housing Authority loan portfolio.
- Process rent increase requests related to the City's mobile home rent stabilization ordinance. 345 mobile home units are subject to the ordinance.
- Work with the owner of the Heritage Oaks Apartments to restructure the current Ground Lease to ensure long-term affordability of low and very-low income senior housing units.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Complete required monitoring of the Elwood Apartments	Yes/No	Effectiveness	Yes	Yes	Yes

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	3,088	-	-	-	-
290	Housing Authority	69,640	150,002	232,050	232,050	141,200
Division Total		72,728	150,002	232,050	232,050	141,200

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	-	48,244	95,795	95,795	86,600
41210	Part Time	49,899	55,705	56,035	56,035	-
41360	Vehicle Allowance	-	1,273	1,500	1,500	400
42110	Retirement	7,549	19,471	30,487	30,487	18,600
42290	Flex Benefit	-	3,909	10,027	10,027	12,900
42310	Employer Paid Benefits	695	2,715	3,811	3,811	2,000
42520	Workers Comp	252	561	963	963	700
55110	Audit Services	5,330	500	3,432	3,432	-
59100	Contract Services	9,003	17,624	30,000	30,000	20,000
Division Total		72,728	150,002	232,050	232,050	141,200

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
59100	Contract Services	Transaction costs related to restructuring Heritage Oaks Ground Lease and affordable housing covenants. The new Management Analyst position cost is offset by partial reduction of contract services and funding from the Affordable Housing Fund due to monitoring of current agreement and contracts.

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BUSINESS IMPROVEMENT DISTRICT DIVISION - 4390

PROGRAM DESCRIPTION

The Glendora Village Business Improvement District (BID) is organized and established pursuant to the Parking and Business Improvement Area Law of 1989. The BID's mission is to promote and market the Glendora Village as a vital, safe, unique place for shopping, dining and cultural experiences and to heighten awareness of the Glendora Village as a destination resulting in a more vibrant Village and more profitable businesses.

The BID is funded by an assessment collected each year with the annual business license tax. All BID activities and expenditures are overseen by a governing board of business owners. The BID Board is appointed by the City Council, and holds public meetings on the first Thursday of each month.

The assessments collected and activities undertaken by the BID are reviewed through a process overseen by the City Council. Each year the BID submits an Annual Report to the City Council which identifies the boundaries of the BID, the assessment methodology, the activities planned and the budget proposed for the next fiscal year. A Resolution of Intent is adopted which formally begins the process of collecting assessments in the next fiscal year. Statutorily required notices are adhered to informing the public and BID members of a Public Meeting and a Public Hearing. The process allows for protest votes to be submitted. Any protest votes received are tabulated at the Public Hearing. In the absence of greater than 50% weighted protest votes received, the Resolution to Levy and Collect assessments can be approved by the City Council.

The BID is funded through annual assessments paid by businesses in the Glendora Village. The assessment is estimated to generate approximately \$55,400 in FY 2016-17. Special events are anticipated to generate an additional \$44,500. The City Manager's Office, Planning and Finance Departments provide administrative support for the BID.

FY 2015-16 MAJOR ACCOMPLISHMENTS

- Recipient of the Best Downtown Reader's Choice Award conducted by the San Gabriel Valley News Group. This is the 5th consecutive year this award has been received.
- Held seven special events including: the Halloween Walk, the Holiday Stoll followed by Santa in the Village Plaza, the Wine Walk and the Chalk Art Festival.
- Created a "Welcome" packet for new businesses locating to the Village. The packet provides information on BID activities and the benefits offered to BID assessed members.
- Increased communication among BID membership with a member only Facebook page where members can interact with one another and held BID Board hosted breakfast meetings with the intent of connecting with more members to gain insight as to what the membership would like to see planned for the BID.
- Provided two educational workshops for members covering Search Engine Optimization (SEO) and How to Better Promote your Business in conjunction with BID events.
- BID businesses were emailed information on every BID Advisory Board Meeting; providing the members with prior notice and information on agenda topics and activities to be presented at the BID meetings.
- Conducted surveys of participating businesses and attendees of BID events to obtain information and perceptions of the Village, its businesses and events.

CITY of GLENDORA **PLANNING**

FY 2016-17 MAJOR GOALS & OBJECTIVES

- Continue to actively encourage more BID members to participate in the various activities and events hosted by the Business Improvement District.
- Encourage members to take advantage of benefits such as a customized page on the BID website, business spotlights, and the ability to request posts on social media outlets.
- With participation from BID members, strategically plan new improvements and possible activities that will bring additional exposure and activity to the Glendora Village.
- Continue to improve on internal communication between the BID and its members.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Showcase at least 12 different businesses on the Business Spotlight on BID website.	#	Workload	12	4	12
Generate new social media "Likes"	#	Awareness	343	310	350
Website and/or blog page views	#	Awareness	18,000	42,000	42,000
Meet projected event revenue.	%	Efficiency	105%	93%	100%
Monitor consumer satisfaction by way of surveys:					
• Surveys Completed:	#	Participation	337	310	400
• Have you discovered new shops as a result of the events:	%	Efficiency	88%	89%	90%
• As a result of the events, have you returned to shop, eat or visit any businesses?	%	Efficiency	84%	87%	90%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
231	Business Improv District	93,752	96,276	103,864	103,864	109,000
Division Total		93,752	96,276	103,864	103,864	109,000

CITY of GLENDORA **PLANNING**

DIVISION EXPENSE BY LINE ITEM

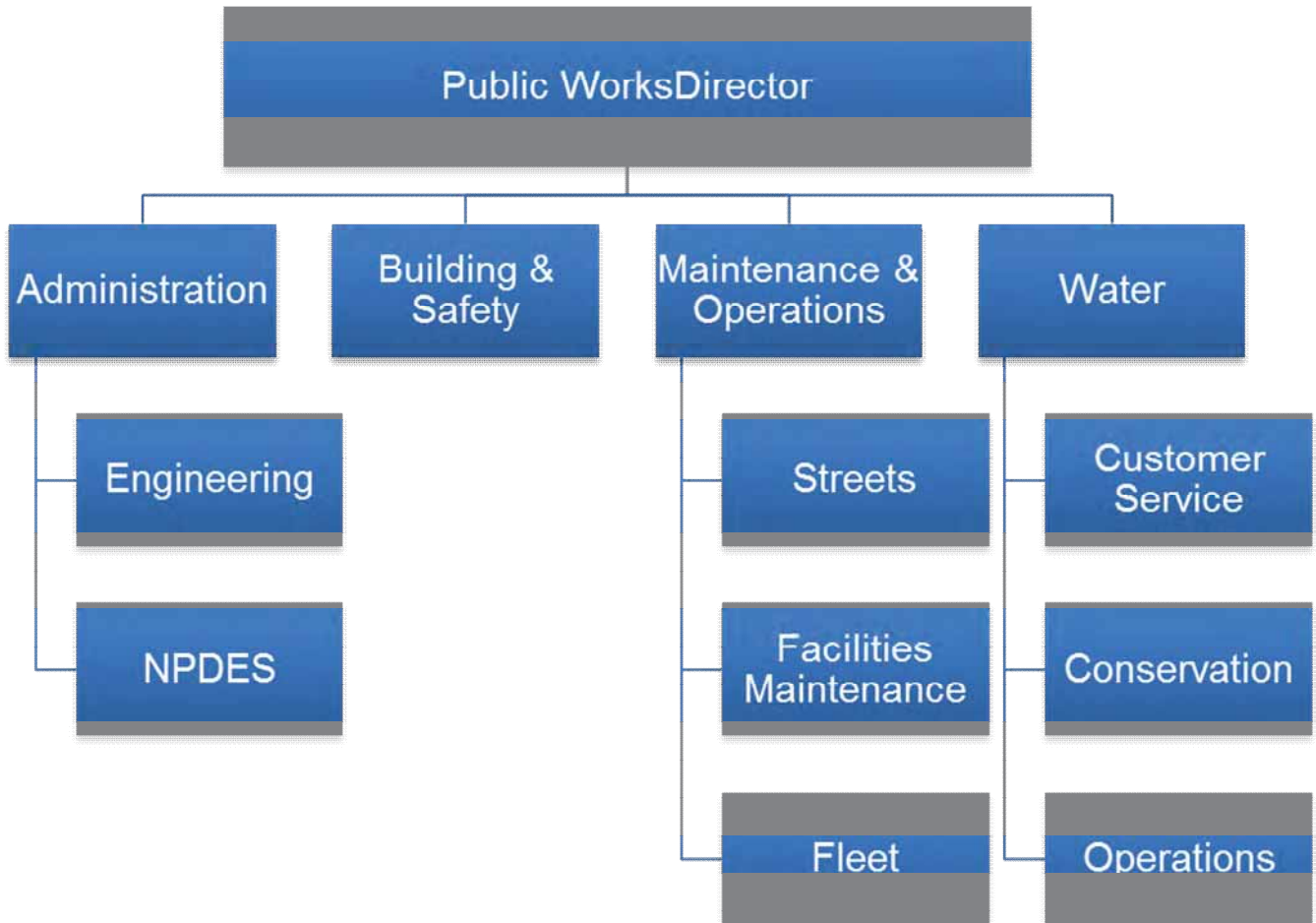
Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41210	Part Time	355	15	-	-	-
42110	Retirement	13	1	-	-	-
42310	Employer Paid Benefits	5	-	-	-	-
42520	Workers Comp	2	-	-	-	-
55315	Marketing/promotions	33,587	33,449	39,000	39,000	39,000
55350	Miscellaneous	2,774	8,471	6,514	6,514	8,900
55400	Dues & Memberships	300	300	300	300	300
56500	Landscaping	10,077	6,639	9,750	9,750	13,000
59511.01	Wine Walk	14,598	21,169	16,500	16,500	16,500
59511.02	Chalk Walk	5,271	4,580	4,500	4,500	5,000
59511.04	Taste of the Village	5,241	-	-	-	-
59511.05	Halloween Walk	2,401	2,029	5,000	5,000	3,300
59511.06	Holiday Stroll	7,699	8,609	21,300	21,300	22,000
59511.07	Summer Sidewalk Sale	-	1,638	500	500	500
59511.08	January Clearance Events	86	603	500	500	500
59511.09	Santa ITVP	7,360	8,773	-	-	-
59511.1	Farmer's Market	3,983	-	-	-	-
Division Total		93,752	96,276	103,864	103,864	109,000

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
55315	Marketing/Promotions	Marketing consultant, website and social media management, event print advertisements, general print advertisements, and internet advertisements
55350	Miscellaneous	Public Area Enhancements such as banners and sound system

CITY of GLENDORA PUBLIC WORKS

ORGANIZATIONAL CHART



CITY of GLENDORA PUBLIC WORKS

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant PW Director/City Engineer	1.00	1.00	1.00	1.00	1.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00
Water Division Manager	1.00	1.00	1.00	1.00	1.00
Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00
Building & Safety Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Management Analyst	1.00	1.00	1.00	2.25	1.00
Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Street Supervisor	1.00	1.00	1.00	1.00	1.00
Water Superintendent	1.00	1.00	1.00	1.00	1.00
Registered Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant*	-	-	-	1.00	0.50
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.50	2.50	2.50	2.50
Building Technician	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant	4.00	4.00	4.00	4.00	4.00
Water Conservation Officer**	2.00	2.00	2.82	4.82	3.50
Construction Inspector	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00
Equipment Operator	4.00	4.00	3.00	3.00	3.00
Water Maintenance Leadworker	2.00	2.00	2.00	2.00	2.00
Maintenance Leadworker	2.00	2.00	3.00	3.00	3.00
Water Service Representative	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	5.00	5.00	5.00	5.00	5.00
Meter Reader	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Senior Water System Operator	1.00	1.00	1.00	1.00	1.00
Water System Operator II	2.00	2.00	2.00	2.00	2.00
Water System Operator I	2.00	2.00	2.00	2.00	2.00
Sr. Maintenance Worker/Welder	1.00	1.00	1.00	1.00	1.00

CITY of GLENDORA

PUBLIC WORKS

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Total Full-Time	55.00	55.00	55.00	59.00	56.00
Total Part-Time	-	0.50	1.32	1.57	2.73
Total Department FTE	55.00	55.50	56.32	60.57	58.73

* 0.5 FTE is a Temporary position maintained for an additional 6 months due to the drought and will end December 2016

** 0.5 FTE is a Temporary position maintained for an additional 6 months due to the drought and will end December 2016

CITY of GLENDORA

PUBLIC WORKS

ADMINISTRATION DIVISION - 6561

PROGRAM DESCRIPTION

The Administration Division ensures that the administrative functions of the Public Works Department are efficiently managed to facilitate operations. Duties include oversight of the preparation of plans and specifications for public works projects, capital improvement projects, public works and building inspections, oversight for City owned buildings, administrative management of the water system and traffic signal system, compliance with NPDES requirements, oversight for street maintenance, street lighting, fleet maintenance, regulation compliance, and preparation of the Department's budget.

Division staff attends meetings to provide technical and administrative support for proposed developments, prepares subdivision indemnity agreements; coordinates plan review comments for tracts, parcel maps, single-family residences and commercial buildings; reviews easements and lot line adjustments, coordinates building, grading and off-site improvement plan checking. The Administration Division issues permits for street improvements, sewer connections, grading, materials storage, pool draining, and encroachments within rights-of-way; processes various requests from citizens, developers, outside agencies and other departments, and offers diverse support services to other departments within the City.

The Division provides Department representation at City Council and Planning Commission meetings, oversight to the Water Commission, Project Review Committee, Traffic Safety Committee, and conducts the City of Glendora's Department Safety Committee meetings. The Division represents the City in various capacities on issues of local and regional significance.

Specific activities include:

- City Capital Improvement Program projects budgeted for the fiscal year in compliance with the Public Contract Code.
- Ensuring turnaround times (30 days) for all plan reviews completed by the Department.
- Soliciting additional grant funding opportunities.
- Complying with the NPDES Storm Water Permit.
- Providing enhanced customer service with online citizen access for plan review.

2015-16 MAJOR ACCOMPLISHMENTS

- Within 30 days of the approval of the budget, the Division provided a schedule for the design and construction of the Capital Improvement projects as listed in the 2015-16 fiscal year budget.
- Completed 90 percent of all NPDES-mandated functions in-house.
- Completed and submitted the City's Annual NPDES Report to the State Water Quality Control Board.
- Administered the Community Development Block Grant (CDBG) funded project for street improvements on Washington Street and Carroll Avenue.

2016-17 MAJOR GOALS AND OBJECTIVES

- In order to comply with the Municipal NPDES permit, the Division will supervise the implementation of the Enhanced Watershed Management Plan after approval by the Los Angeles Regional Water Quality Control

CITY of GLENDORA PUBLIC WORKS

Board to ensure compliance with the milestones by June 30, 2017.

- In order to improve efficiency, complete a comprehensive Policies and Procedures Manual for the Department and distribute to all Public Works employees by June 30, 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Projects budgeted are awarded within current fiscal year	#	Workload	61%	82%	100%
Change Orders < 10% of construction cost	#	Efficiency	100%	100%	100%
Project completed within current fiscal year	#	Efficiency	100%	100%	100%
Project completed on or below adopted budget with a budget appropriation	#	Efficiency	100%	61%	100%
At least two grants successfully applied for and received	#	Efficiency	-	1	2

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	566,809	544,672	572,717	572,717	608,600
202	Street Lighting Assessment	10,754	8,646	10,562	10,562	11,000
531	Water Operating	279,931	286,820	304,766	304,766	301,500
Division Total		857,494	840,138	888,045	888,045	921,100

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	421,511	420,879	429,996	429,996	417,900
41120	Overtime	-	-111	-	-	-
41360	Vehicle Allowance	2,528	2,528	2,520	2,520	2,600
42110	Retirement	64,292	73,939	82,075	82,075	90,400
42290	Flex Benefit	46,521	48,088	49,871	49,871	50,200
42310	Employer Paid Benefits	7,872	8,079	9,051	9,051	9,100
42520	Workers Comp	9,227	10,376	12,472	12,472	14,600
51110	Office Supplies	9,524	4,130	6,000	6,000	6,000
51500	Equipment Parts	757	412	1,300	1,300	1,100
51560	Operating Leases	3,026	3,010	4,300	4,300	4,000
51750	Food Supplies	698	937	1,000	1,000	1,000
55320	Printing	1,515	1,283	2,000	2,000	3,700
55340	Postage	1,614	1,956	2,000	2,000	2,000
55400	Dues & Memberships	2,342	1,546	1,800	1,800	1,800
55600	Training & Education	3,526	2,428	3,500	3,500	3,700
57050	Phone	1,227	1,422	1,250	1,250	-
57120	Traffic Signal Lighting	36,279	39,718	36,000	36,000	36,000
59100	Contract Services	52,459	27,967	37,500	37,500	40,000
59801	Info Tech Charges	124,019	111,932	119,967	119,967	129,200
59805	Vehicle Charges	9,152	17,295	6,414	6,414	6,600
59807	Liability Ins Charges	59,405	62,324	79,029	79,029	101,200
Division Total		857,494	840,138	888,045	888,045	921,100

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURES

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
57120	Traffic Signal Lighting	Electricity costs for the operation of traffic signal lights throughout the City.
59100	Contract Services	Shred-it services and Traffic Engineering costs associated with new development.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA

PUBLIC WORKS

STREET MAINTENANCE DIVISION - 6562

PROGRAM DESCRIPTION

The Street Maintenance Division is responsible for oversight of sweeping of streets and City-owned parking lots and alleys, street maintenance and repair, concrete repair (curb, gutter, and sidewalk), street painting (striping, legends, and curbs), sign repair and replacement, storm drain maintenance, and other associated streets maintenance duties including contract services.

Specific activities include:

- Oversight of the City's contract with Athens Services Inc. for sweeping of City streets, City-owned parking lots/ alleys and graffiti removal.
- Maintenance and repair of all 153 centerline miles of streets, 8 City-owned parking lots, and 9 miles of alleys.
- Maintenance and repair of 320 miles of curb, gutter, and sidewalk.
- Maintenance of the painting on all City streets (striping, legends, and curbs) and City-owned parking lots (parking stalls and pavement markings).
- Repair and replacement of street/traffic signs .
- Maintenance and oversight of 142 miles of sewer and 212 catch basins.
- Maintenance and repair of all K-Rail located throughout the Colby mudflow areas.
- Assist Engineering Division staff in the bi-annual inspection of City streets, provide input regarding the street segments to be improved under the street improvement program, and determine preparation needs such as patching and weeding. Make the necessary preparations 30 days prior to commencement of construction.
- Work in conjunction with Engineering Division staff to identify and prioritize street segments that require periodic repair (crack sealing, and paint re-striping) and preventive maintenance in order to maintain the street's life expectancy.
- Inspect and clean the City's 96 storm drain catch basins twice per year.
- Respond to sanitary sewer overflows within one hour to provide initial containment until Los Angeles County crews arrive.
- Respond to resident and City staff complaints (iWorQ Requests) within one business day and take corrective action (dependent on severity and staff resources) within three business days.
- Respond within 24 hours to sidewalk trip hazards to investigate and make safe (i.e., ramp sidewalks or place barricades).

2015-16 MAJOR ACCOMPLISHMENTS

- Street Division staff received training in best practices for the implementation of a City-wide crack sealing program which is slated to begin in July 2016.
- Street Division staff was instrumental in the preparations and response to mudflow emergencies.
- In order to reduce costs associated with complete sidewalk replacement, staff implemented a sidewalk grinding program that repaired lifted sidewalks more efficiently and at a reduced cost.

2016-17 MAJOR GOALS AND OBJECTIVES

- In order to extend the life expectancy of streets, staff will begin a City-wide systematic crack sealing program for approximately seven lineal miles of streets from July to October 2016.
- Continue to replace non-compliant street/traffic signs with signage that complies with the new MUTCD sign reflectivity requirements at a rate of 150 per year or as resources allow.

CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Potholes patched	#	Workload	1,687	2,100	2,000
Sidewalks ramped	#	Workload	84	90	70
Street crack sealing	Lineal miles	Workload	-	-	7
Skin patching	Sq. ft.	Workload	2,867	17,000	6,000
Road/speed markers replaced	#	Workload	-	59	100
Asphalt tonnage used	Tons	Workload	356	550	600
Sidewalk demo/poured	Sq. ft.	Workload	7,942	9,500	10,000
Curb & gutter demo/poured	Linear feet	Workload	550	174	200
Sidewalk lift grinding	Linear feet	Workload	N/A	968	750
Signs installed/replaced	#	Workload	331	224	250
Stop bars painted	#	Workload	21	25	30
Street legends re-painted	#	Workload	274	160	170
Refreshing red curb paint	Linear feet	Workload	15,991	20,000	16,000
Parking stalls re-painted	#	Workload	604	403	500
Crosswalks re-painted	#	Workload	15	51	30
Respond to sanitary sewer overflow reports within one hour	%	Effectiveness	100%	100%	100%
Streets related staff requests responded to and completed	#	Workload	N/A	375	400

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	29,835	18,973	24,350	24,350	24,500
202	Street Lighting Assessment	325,792	340,542	337,188	337,188	347,750
205	Gas Tax	1,455,437	886,844	790,049	790,049	909,600
222	Measure R	368,701	420,261	457,206	457,206	490,600
531	Water Operating	176,223	170,437	194,051	194,051	219,500
Division Total		2,355,988	1,837,057	1,802,844	1,802,844	1,991,950

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	462,168	503,137	572,137	572,137	580,100
41120	Overtime	11,636	24,528	11,000	11,000	27,000
41210	Part Time	61,088	35,334	8,000	8,000	14,000
41360	Vehicle Allowance	3,000	2,946	3,600	3,600	3,700
42110	Retirement	69,602	85,357	106,206	106,206	121,800
42290	Flex Benefit	78,947	92,093	104,127	104,127	104,600
42310	Employer Paid Benefits	14,131	13,434	15,399	15,399	16,100
42520	Workers Comp	18,983	22,520	28,805	28,805	36,100
51110	Office Supplies	115	2,113	850	850	600
51200	Division Supplies	13,359	24,416	25,512	25,512	10,800
51400	Building Materials	703	3,111	2,500	2,500	2,500
51500	Equipment Parts	17,532	27,063	21,500	21,500	26,000
51750	Food Supplies		191	500	500	500
52100	Street Repair & Maintenance	67,569	107,513	119,251	119,251	225,000
54200	Agricultural Supplies	-	9,209	500	500	5,500
55400	Dues & Memberships	-	251	500	500	500
55600	Training & Education	-	3,247	2,000	2,000	1,900
56400	Traffic Signal Maintenance	89,775	119,015	125,000	125,000	125,000
57050	Phone	2,340	4,070	3,500	3,500	2,500
57100	Electric	4,047	4,016	4,120	4,120	4,100
57110	Street Lighting	411,963	430,614	423,700	423,700	437,950
57170	Refuse Disposal	6,010	12,378	6,000	6,000	6,000
59100	Contract Services	63,150	15,923	30,588	30,588	48,300
59550	Uniforms	3,332	6,758	10,800	10,800	10,900
59805	Vehicle Charges	956,538	287,820	176,749	176,749	180,500
Division Total		2,355,988	1,837,057	1,802,844	1,802,844	1,991,950

CITY of GLENDORA

PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51200	Division Supplies	Miscellaneous supplies such as food and clothing supplies for the staff when they are working overtime or have encountered an immediate need for an item when working on asphalt or concrete.
51500	Equipment Parts	The purchase of street signs and poles for the systemic replacement of damaged and worn street signs throughout the City to ensure visibility.
52100	Street Repair and Maintenance	Materials associated with the repair of concrete (i.e., sidewalks, curbs and gutters, etc.), and asphalt (potholes, crack sealer, etc.)
56400	Traffic Signal Maintenance	Operating and maintenance costs for the traffic signals throughout the City which includes electricity, changing bulbs, and programming for signals.
57110	Street Lighting	Electricity, repair and maintenance costs for street lighting throughout the entire City. This is funded by the Street Lighting Assessment District which levies property owners based on benefit.
59100	Contract Services	Traffic control services for City-sponsored special events, weed abatement on City owned vacant lots, various State and local regulatory permits, and re-striping of select City streets.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.

CITY of GLENDORA

PUBLIC WORKS

FLEET MAINTENANCE DIVISION - 6563

PROGRAM DESCRIPTION

Fleet Maintenance is responsible for the purchase, maintenance, repair, and surplus of all City-owned vehicles and mechanical equipment, except for transportation buses. Fleet Maintenance repairs a diverse range of conventional and alternate-fueled vehicles and equipment. The primary purpose of Fleet Maintenance is to provide vehicle and equipment acquisitions, preventative maintenance, unscheduled repair and fueling services to City departments so they can operate safe, reliable, cost-effective equipment and vehicles in order to provide services to City residents and businesses.

Specific activities include:

- Providing a fiscally responsible method of service by continually analyzing the costs associated with the repair of City vehicles and equipment. Staff conducts comparative analysis between the costs of staff-initiated repairs to industry standards for the same work. The most cost efficient and responsive rate is used to complete the repair(s).
- Using a Preventative Maintenance Program (PMP) to minimize fleet operational downtime and maintenance costs. A PMP consists of scheduled servicing, inspections, and vehicle repairs to prevent potential problems and maximize vehicle/equipment availability. A successfully developed and implemented PMP is used to proactively avoid or reduce vehicle breakdowns and is based on time, mileage, engine hours, or gallons of fuel used. Preventive maintenance actions include vehicle inspection, lubrication, adjustment, cleaning, testing, repair, and/or worn parts replacement.
- Improving fleet safety, reliability, and economy while encouraging the responsible use of City vehicles and equipment by utilizing reports from Verizon's Networkfleet System. The system assists Fleet Maintenance staff in identifying diagnostic codes so that small problems are addressed before they become big ones, and allowing staff to minimize vehicle breakdowns and costly repairs.
- Continuing to implement strategies designed to improve the City's "Green Fleet" practices. Examples of these strategies are:
 - ◇ Replacement Vehicles – Make every effort to obtain the vehicles that are the most efficient and emit the lowest pollutants as possible as measured by available emissions certification standards and those published by the manufacturers.
 - ◇ Reduce Vehicle Size – Encourage the selection of vehicles of a smaller class size whenever possible in order to achieve increased miles per gallon and lower emissions.
 - ◇ Increase Use of Alternative-Fuel Vehicles and Equipment – Alternative-fuel vehicles and equipment will be considered for procurement when appropriate to the application.
 - ◇ Vehicle Maintenance – Emission systems inspected annually as part of the Fleet Maintenance Preventative Maintenance Program. Environmentally friendly products, such as recycled coolants and refined oils, shall be used where available, when cost effective, and when it will not void the manufacturer's warranty.

2015-16 MAJOR ACCOMPLISHMENTS

- Provided a more expeditious turnaround of vehicles and equipment that were submitted to Fleet Maintenance for service by returning vehicles on the same day 92% of the time.
- Implemented a Preventative Maintenance Program for vehicles and equipment in order to minimize fleet operational downtime and maintenance costs.

CITY of GLENDORA PUBLIC WORKS

2016-17 MAJOR GOALS AND OBJECTIVES

- In order to more efficiently manage the fleet, work with Finance to engage consultant to study and implement a more accurate methodology to summarize fleet/asset maintenance costs and prepare summary reports.
- Conduct a survey of internal customers in order to ascertain the effectiveness of repairs, staff responsiveness, and overall service of Fleet Services staff.
- Re-bid the City's existing fuel contract and explore the possibility of purchasing and using alternative fuel grades (i.e., 87 or 89 octane fuel) in order to lessen the budgetary impact of fuel purchases.
- Identify and implement a software for asset management of City vehicles and equipment.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Vehicles serviced	#	Workload	554	922	1,000
Equipment/machinery serviced	#	Workload	325	609	650
Results of internal customer satisfaction survey	%	Effectiveness	-	-	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
549	Vehicles	1,391,200	1,346,363	2,453,254	2,453,254	1,602,600
DIVISION TOTAL		1,391,200	1,346,363	2,453,254	2,453,254	1,602,600

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	75,255	111,371	169,657	169,657	166,300
41120	Overtime	18	772	1,000	1,000	1,000
41210	Part Time	43,290	20,893	-	-	-
42110	Retirement	16,552	17,848	31,494	31,494	34,900
42290	Flex Benefit	14,290	20,744	30,240	30,240	31,000
42310	Employer Paid Benefits	22,890	7,850	4,862	4,862	4,500
42520	Workers Comp	4,834	5,943	7,900	7,900	11,000
51110	Office Supplies	908	168	1,000	1,000	1,000
51200	Division Supplies	6,927	1,739	6,000	6,000	8,200
51400	Building Materials	-	-	116	116	6,000
51500	Equipment Parts	137,033	124,206	127,388	127,388	123,500
51500.6	Software	-	468	1,153	1,153	1,500
51610	Car Washes	18,952	12,384	40,000	40,000	40,000
51650	Fuel	448,148	377,898	525,000	525,000	470,000
55400	Dues & Memberships	614	1,099	600	600	600
55600	Training & Education	3,098	2,792	4,323	4,323	2,000
57100	Electric	13,515	15,574	15,570	15,570	15,600
57150	Gas	2,462	2,436	2,900	2,900	2,900
59100	Contract Services	79,131	87,765	90,653	90,653	111,000
59550	Uniforms	7,317	6,394	10,000	10,000	8,800
59801	Info Tech Charges	15,000	21,295	21,712	21,712	16,100
72000	Machinery & Equipment	-	-	45,210	45,210	15,000
72300.51	Vehicles - Police	-14,051	14,124	323,511	323,511	258,100
72300.68	Vehicles - Public Works	-	1,838	343,821	343,821	141,000
72300.69	Vehicles - Water	-	9,667	460,639	460,639	-
72300.75	Vehicles - Comm Svc	-	15,207	188,505	188,505	132,600
79210	Depreciation - Vehicles	495,017	465,888	-	-	-
	Division Total	1,391,200	1,346,363	2,453,254	2,453,254	1,602,600

CITY of GLENDORA

PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51500	Equipment Parts	Parts and materials for the maintenance and repair of the City's fleet. Items purchased include windshield wipers, oil filters, spark plugs, cables, wires etc.
51610	Car Washes	Upkeep and maintenance of the City's fleet. Having a third party wash vehicles for the City is the most efficient method of ensuring cleanliness of vehicles.
51650	Fuel	Fuel for the City's fleet for Police, Public Works and Community Services. The budget was decreased due to the lowered market value of oil. Staff expects to bid the contract in FY 2017 to ensure the City is paying the competitive market value of fuel in bulk.
59100	Contract Services	State and local regulatory permits, and the repair of vehicles and/or equipment that cannot be done by in-house mechanic staff. This includes major repairs such as body repairs or transmission replacements. Vehicles that need major repairs are evaluated to ensure that the cost of the repair does not exceed the value of the vehicle and that the repair will extend the life of the vehicle significantly.
72000	Capital Outlay	One time purchase of an Asset Management Program that will allow staff to track the maintenance and cost of each vehicle which will help make better vehicle replacement decisions in the future. \$45,000 was budgeted in FY 2016 for this item. Additional funds are necessary to complete the implementation.
72300	Vehicle Replacement	Reflects vehicle and equipment replacement requested to the Public Works Maintenance Superintendent, by the Police and Community Services Departments, and Water and Streets Divisions.

CITY of GLENDORA

PUBLIC WORKS

BUILDING & SAFETY DIVISION - 6564

PROGRAM DESCRIPTION

The Building & Safety Division administers plan reviews and inspection services for all work requiring building permits in the City. The Division provides interpretation and enforcement of applicable codes and is responsible for the issuance of building permits and Certificates of Occupancy. Responsible for performing plan reviews, conducting inspections, issuing permits, providing customer service to architects, engineers, contractors, and homeowners; and providing technical and administrative support to all City departments and other agencies.

Specific activities include:

- Providing quality plan reviews with an optimum plan review turnaround time of 7 days for additions, demolition submittals and monument signs; less than a 30 day turnaround for major projects, and over-the-counter reviews at designated hours for pools, kitchen/bath remodels and ICC approved patios and patio enclosures.
- Providing an expedited, streamlined permitting process for small rooftop solar systems to assure the effective deployment of solar technology. Solar PV plan reviews that meet the requirements of the expedited permitting process will be completed within three business days.
- Processing all inspection requests within 24 hours.
- Providing education and training for all staff in preparation of required International Conference of Building Officials (ICC) certifications and California Building Officials (CALBO) credentials.
- Providing enhanced customer service with online citizen access for plan review and inspection status; online issuance of minor permits; i.e., water heaters, dishwashers, sprinklers, reroof permits; and monthly updates to the Building Division website with reports, code and safety issues.

2015-16 MAJOR ACCOMPLISHMENTS

- Continued to enhance the automated permitting system (CRW Software) with extensive training, creating customized reports, made required adjustments to each of the modules, and worked with the IT Department for “back-end” programming and improvements. This resulted in a positive impact on customer service relating to our plan review, inspection and enforcement procedures.
- Staff plan reviewed and processed applications for several major residential projects, including the Monrovia Nursery 122 unit residential project, the Gables on Route 66 (126 residential units), Glendora Collection (Foothill Boulevard) – 144 residential units, and Gordon Highlands single family residences.
- Achieved the required State of California continuing education hours by attending the annual CALBO Education Week, in-house classes and ICC and other regulatory agency seminars and workshops. One of our Building Inspectors successfully tested and received another ICC inspection certification, and was also presented the 2015 General Employee Award of Excellence.
- Completed a major document management project that included scanning all of the building permits from the existing Building Division file folders into the CRW computer system. This project enhanced our customer service by offering online access of all permit records for each address in the City.

CITY of GLENDORA

PUBLIC WORKS

2016-17 MAJOR GOALS AND OBJECTIVES

- In another effort to improve customer service, numerous expansions and enhancements are scheduled for services provided through the CRW automated permitting system. These include purchasing a PDA Trak that is a web interface for small devices that would offer public users the opportunity to schedule inspections and check the results via their phones; and expanding the types of permits that are offered online.
- Research with IT another document management project to scan all of the structural plans, both residential and commercial, that are physically stored at City Hall. This project will increase efficiency and customer service by offering electronic viewing of the plans. The research phase will be completed by the end of the second quarter of FY16-17.
- During FY16-17, all Building Division staff will complete the required State of California continuing education hours through the International Code Council, California Building Officials and other regulatory agencies. Certification testing will be encouraged for all trades. Staff will research, conduct and participate in training for the 2016 codes that will be presented to the City Council for adoption to become effective on January 1, 2017.
- A code training event will be offered with contractors, architects and citizens by apprising them of any major changes in the 2016 codes. This training will be scheduled by the end of the third quarter of FY 16-17.
- Create a Customer's Bill of Rights that lists the City's commitment to projects submitted which includes their rights to safety and a healthy environment, to be informed and heard, to question and receive timely responses from us, and the right to satisfaction of their needs throughout all construction endeavors. This Bill of Rights will be implemented by September 1, 2016 and will be given to applicants upon permit issuance.
- Revise our customer service survey by December 31, 2016 by creating an automated email survey response (i.e., Survey Monkey) that will be generated when a permit has been finalized.

CITY of GLENDORA

PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Monthly reports to City Manager prepared and submitted by the 15th of each month	%	Efficiency	11 - 92%	12 - 100%	12 - 100%
Building inspections completed (Annually)	#	Workload	9,000	10,000	11,600
% of building inspections completed within 24 hours of request	%	Efficiency	100%	100%	100%
Results of internal customer satisfaction survey	%	Effectiveness	-	-	100%
Plan checks completed within 30 days	#	Workload/ Efficiency	220	300	275
% of plans approved after 1st resubmittal	%	Effectiveness	85%	87%	90%
% of plans approved after 2 or more resubmittals	%	Effectiveness	15%	13%	10%
Plan checks completed within 30 days	#	Workload/ Efficiency	755	878	900
% of plans approved after 1st resubmittal	%	Effectiveness	85%	87%	90%
% of plans approved after 2 or more resubmittals	%	Effectiveness	15%	13%	10%
Customer service questionnaires received	#	Effectiveness	40	40	45
% of respondents rating helpfulness as good or excellent	%	Efficiency	95%	95%	100%
Training sessions attended by staff as per State mandate	#	Effectiveness	45	40	45

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	492,436	545,170	544,413	544,413	624,700
531	Water Operating	45,741	47,882	48,271	48,271	51,200
Division Total		538,177	593,052	592,684	592,684	675,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	364,907	378,244	376,298	376,298	378,100
41120	Overtime	2,951	3,865	-	-	-
41210	Part Time	11,184	34,555	29,871	29,871	65,200
41360	Vehicle Allowance	6,739	6,639	6,720	6,720	6,800
42110	Retirement	56,976	64,861	70,497	70,497	80,200
42111	PARS Retirement	-	-	-	-	2,500
42290	Flex Benefit	53,842	54,030	54,747	54,747	55,000
42310	Employer Paid Benefits	8,523	8,821	9,420	9,420	10,000
42520	Workers Comp	7,832	8,954	11,255	11,255	14,500
51110	Office Supplies	7,261	3,739	3,980	3,980	11,400
55320	Printing	3,873	2,642	2,000	2,000	2,800
55450	Bank Service Charges	79	294	500	500	1,000
55600	Training & Education	2,387	1,334	2,775	2,775	3,500
59100	Contract Services	1,979	10,008	15,000	15,000	35,000
59805	Vehicle Charges	9,644	15,066	9,621	9,621	9,900
Division Total		538,177	593,052	592,684	592,684	675,900

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURES EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
41210	Part-time	An increase for inspection services to facilitate staff time for a division restructure with transitional plan review training; research and training for the 2016 code cycle; and CRW permitting enhancements. The increase includes funding for a part-time Office Aide position to assist with phone and counter coverage coordination of the Division's requested structural plan scanning project. These part-time positions are temporary and will end on June 30, 2017.
51110	Office Supplies	Increase to purchase the 2016 California Codes (Building, Residential, Administrative, Mechanical, Electrical, Plumbing, Energy Standards, Green Building Standards, Reference Standards and Fire).
59100	Contract Services	Consultants for specialized plan reviews and inspections - including the State-mandated expedited plan reviews and inspections for solar photovoltaic systems and State-mandated CASP (California Accessibility Specialist) plan reviews and inspections. All jurisdictions are required to either have a certified CASP on staff or have a contract with a consultant that offers this service. This account is also used for over-flow residential and commercial plan review services, vacation/sick leave coverage, code training sessions (including materials) for staff as well as local contractors. Increase for FY16-17 is due to the anticipated workload based on active projects and ones in plan review; and for mandatory training sessions required for the 2016 California Codes that are scheduled to be adopted in the 2 nd quarter of FY16-17.

CITY of GLENDORA

PUBLIC WORKS

ENGINEERING DIVISION - 6565

PROGRAM DESCRIPTION

The Engineering Division provides the budget recommendations for public projects, administration costs, and revenues for each fiscal year. The Division assists with the public counter and provides technical support to the Water, Street and Building Divisions of the Public Works Department, as well as to the Community Services, Planning, and Police Departments.

Specific activities include:

- Providing quality plan checking of all proposed public improvements with an optimum review time of twenty (20) days and a maximum review time of thirty (30) days for major projects, including but not limited to street, water, sewer, storm drain, traffic signal, and street lighting improvements.
- Providing quality plan checking of private grading, private drainage, Storm Water Pollution Prevention Plans (SWPPP), Standard Urban Storm Water Mitigation Plans (SUSMP), stockpile plans, building plans, excavation permits, traffic control, encroachment permits, outdoor display permits, engineering reports and studies; and provide Planning Review Committee with an optimum review time of twenty (20) days and a maximum review time of thirty (30) days.
- Providing quality inspection of all Capital Improvement Projects, development improvements, traffic control, Storm Water Pollution Prevention Plans (SWPPP), Standard Urban Storm Water Mitigation Plans (SUSMP), excavation permits, and encroachment permits.
- Design, administration and management of all budgeted Capital Improvement Program projects in the City.
- Administration of various assessment/maintenance districts in the City including street lighting and landscaping maintenance.
- Investigating and resolving traffic signal operations and traffic safety issues relating to roadway design, traffic signs, and markings.

2015-16 MAJOR ACCOMPLISHMENTS

- Completed the City's Pavement Management System report. All City street segments were inspected and rated and current pavement conditions were determined. Projected work was created to best use available budgets for the preservation of the City's pavement network.
- Converted the City's Water Base Map to a Graphic Information System (GIS) shapefile and imported into the City's GIS. The GIS will be used to track water line maintenance and leak history.
- Provided technical and administrative support for the Water, Street and Building Divisions of the Public Works Department, Planning Department, Community Services, and Police Departments.
- Coordinated and administered the Landscaping and Lighting Maintenance District Assessment District renewal.
- Provided an average plan review turnaround time of 30 days or less for grading plan reviews and review of Storm Water Pollution Prevention Plans (SWPPP) and Low Impact Development (LID) plans.

CITY of GLENDORA PUBLIC WORKS

2016-17 MAJOR GOALS AND OBJECTIVES

- Utilize the City's GIS and inventory all public infrastructure (including streets, City water facilities, City-maintained drains, sewers, traffic signals, painted curb, street lights, etc.) and develop GIS layers and databases to allow staff to better manage and more efficiently maintain the City's infrastructure. This should be completed by March 2017.
- In order to improve efficiency, complete the program for scanning, archiving and retrieval of record plans of the City's infrastructure, and have a plan in place with staff recommendation(s) by September 2016.
- In order to streamline Public Works plan review and permitting processes and procedures, staff continues to evaluate existing practices and create a complete manual for all Public Works plan reviews and permit issuance to be updated and revised by December 2016.
- In order to adapt our standards to the most current best practices in the industry, update all City Standard Designs & Specifications by October 2016.
- Create a Customer's Bill of Rights that lists the City's commitment to submitted projects which includes Customers' rights to concise and clear review comments, to be informed and heard, to question and receive timely responses from us, and the right to satisfaction of their needs throughout all construction endeavors. This Bill of Rights will be implemented by September 1, 2016 and will be given to applicants upon permit issuance.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
# of Plan Checks	#	Workload	1,700	1,978	1,800
Average 20-Day Plan Check Review Time	Days	Efficiency	11.6	9.9	15
Plan Check Reviews less than 30 days	%	Effectiveness	95%	96%	100%
# of Inspections	#	Workload	1,396	1,176	1,200
At least 6 average number of inspections per day	#	Efficiency	5.6	4.7	6.0
Public Right of Way Inspections within 24 hours of request	%	Effectiveness	100%	100%	100%
# of Capital Improvement Program projects budgeted	#	Workload	23	17	20
Budgeted Capital Improvement Projects designed and awarded for construction	%	Efficiency	61%	82%	100%
Change order cost as a percentage of awarded construction contract amount (goal of 10% maximum)	%	Effectiveness	2%	2%	5%

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	73,081	95,622	137,739	137,739	156,600
530	Water Capital	63,410	71,115	73,635	73,635	76,400
531	Water Operating	487,586	541,040	556,421	556,421	553,800
Division Total		624,077	707,777	767,795	767,795	786,800

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	436,788	488,914	494,632	494,632	484,300
41120	Overtime	361	815	-	-	-
41210	Part Time	13,369	-	-	-	-
41360	Vehicle Allowance	1,083	1,083	1,080	1,080	1,200
42110	Retirement	68,373	82,595	92,140	92,140	102,000
42290	Flex Benefit	63,421	72,564	73,984	73,984	74,500
42310	Employer Paid Benefits	10,820	11,907	12,407	12,407	12,200
42520	Workers Comp	9,714	11,573	13,931	13,931	15,700
51110	Office Supplies	-95	174	500	500	1,000
51560	Operating Leases	3,952	4,518	5,500	5,500	5,000
55320	Printing	1,567	3,287	2,500	2,500	10,000
59100	Contract Services	6,815	17,511	55,630	55,630	65,000
59805	Vehicle Charges	7,909	12,836	15,491	15,491	15,900
Division Total		624,077	707,777	767,795	767,795	786,800

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
59100	Contract Services	As-needed consultant services such as surveying, geotechnical, construction inspection, graphic information system, and traffic engineering services.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.

CITY of GLENDORA PUBLIC WORKS

FACILITIES MAINTENANCE DIVISION - 6566

PROGRAM DESCRIPTION

Responsible for maintenance of the City's Civic Center complex which includes City Hall, Library, Police Department, and the Water Division buildings located throughout the City. Services include preventative maintenance, janitorial (contract oversight), minor repairs of structures, utilities, equipment, mechanical and electrical systems, HVAC systems, plumbing, and painting. Every effort is made to enhance the appearance of facilities while being as cost-effective as possible. Facilities Maintenance also assists in managing Capital Improvement Projects for all City-owned buildings.

Specific activities include:

- Performing facilities-related maintenance and requests such as installing bookshelves and cabinetry, and small construction projects in a timely manner.
- Responding to emergency building maintenance repairs such as sewer stoppages, leaking pipes, etc.
- Overseeing Janitorial and Maintenance contracts.
- Prepare list of future facilities-related capital improvement projects and assist in implementing them.

2015-16 MAJOR ACCOMPLISHMENTS

- Developed a Request for Proposals (RFP) for HVAC Services. This streamlined the respective contract services by providing the City one contractor for each service throughout all the City's facilities (regardless of Department) which is more cost-efficient and more fiscally responsible due to economy-of-scale.
- Implemented systematic periodic inspections of City Hall, Library, and Police Department to ensure building repairs such as roof repairs, plumbing repairs, electrical repairs, etc., are being performed in a timely manner with a pro-active approach in order to minimize the likelihood of more costly future repairs.

2016-17 MAJOR GOALS AND OBJECTIVES

- Continue facility systematic periodic inspections of City Hall, Library, and Police Department to ensure building repairs such as roof repairs, plumbing repairs, electrical repairs, etc., are being performed in a timely, pro-active manner in order to minimize the likelihood of more costly future repairs.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Facility related iWorQ requests responded to and completed	#	Workload	N/A	204	200
Facility-related staff requests (non-iWorQ) responded to and completed	#	Workload	N/A	418	400
% of maintenance requests responded to within one day	%	Effectiveness	100%	100%	100%
% of customer service responses rated as excellent	%	Effectiveness	100%	100%	100%

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	326,875	321,232	345,453	345,453	355,400
531	Water Operating	34,790	27,840	27,121	27,121	28,000
Division Total		361,665	349,072	372,574	372,574	383,400

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	51,491	52,547	51,928	51,928	52,000
41120	Overtime	2,721	617	1,000	1,000	-
42110	Retirement	7,800	8,775	9,640	9,640	11,000
42290	Flex Benefit	10,229	10,229	10,200	10,200	10,300
42310	Employer Paid Benefits	1,417	1,372	1,665	1,665	1,800
42520	Workers Comp	2,147	2,393	2,852	2,852	3,500
51110	Office Supplies	12,458	317	1,800	1,800	1,800
51200	Division Supplies	15,348	17,925	19,980	19,980	20,300
51400	Building Materials	785	8,687	15,000	15,000	15,000
51500	Equipment Parts	31,304	14,604	32,000	32,000	32,200
56100	Building Maintenance	81,619	28,357	20,000	20,000	20,000
56100.51	Building Maint - Police	585	6,022	20,000	20,000	20,000
56100.7	Building Maint - Library	47	7,202	20,000	20,000	20,000
57100	Electric	30,586	32,160	32,700	32,700	32,700
57150	Gas	964	824	1,250	1,250	1,500
59100	Contract Services	72,048	92,885	88,500	88,500	88,500
59525	Cert & License Renewals	939	2,268	1,500	1,500	1,500
59805	Vehicle Charges	7,420	30,131	16,362	16,362	16,800
59807	Liability Ins. Charges	31,757	31,757	26,197	26,197	34,500
Division Total		361,665	349,072	372,574	372,574	383,400

CITY of GLENDORA

PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
56100	Building Repair	Purchase of building materials and associated repair and/or replacement of physical repairs at each respective Civic Center building.
56200	Equipment Repair	Purchase of equipment requiring repair and/or replacement.
59100	Contract Services	Maintenance and repair of HVAC systems, emergency generators, elevators, pest control services, ongoing janitorial services, and the purchase of janitorial supplies at all City facilities located within the Civic Center complex (i.e., City Hall, Library, and Police). Periodic elevator inspection services. Budgeted amount represents historical expenditures as well as fixed contracts the City may have at this time.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.
59807	Liability Insurance Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA

PUBLIC WORKS

WATER ADMINISTRATION DIVISION - 6567

PROGRAM DESCRIPTION

The Water Administration Division develops the long and short-term vision for the Water Division as it prepares the annual Division budget. This includes assisting the Engineering Division with design, contract, and project administration for Water Master Plan-identified capital improvement projects that are approved to upgrade the City's water system infrastructure. This Division oversees daily operations, monitors preventative maintenance programs, and customer services. Additionally, this Division represents the City's interests in the Main San Gabriel Basin management, administers wholesale deliveries of imported drinking water, and manages issues regarding conservation and water quality assurances mandated by Federal and State regulatory agencies.

Specific activities include:

- Developing a \$5M CIP schedule and budget.
- Providing oversight and rate recommendations for the Water Commission and City Council.
- Administering the Water Conservation Program.
- Preparing the 2015 Consumer Confidence Report and distributing to customers before July 1st as required by the Department of Public Health.

2015-16 MAJOR ACCOMPLISHMENTS

- Purchased an additional two shares of Covina Irrigating stock which equate to 2 acre feet in pumping rights.
- In conjunction with Engineering, assisted with water infrastructure inspections.
- Purchased 500 AF of Cyclic Storage from Three Valleys Municipal Water District (TVMWD) to provide replenishment water to the City and Canyon Basins, saving approximately \$25,000 for future replenishment obligations.
- Assisted Engineering with the Construction management of the Hicrest Reservoir.
- Assisted Engineering with the four million gallon Sierra Madre reservoir structural assessment.
- Assisted Engineering with the Country Club reservoir design.
- Completed and submitted the 2015 Urban Water Management Plan to the Department of Water Resources.

2016-17 MAJOR GOALS AND OBJECTIVES

- Assist Engineering with the Vosberg Well-7 sampling and design mitigation improvements.
- Assist Engineering with the Well-10 replacement design.
- Assist Engineering with Gladstone reservoir demo design.
- Assist Engineering with the Bluebird booster pump station and distribution system design.
- Assist Engineering with the County Club reservoir construction.
- In Conjunction with TVMWD and Los Angeles County Flood Control District (LACFCD) design the Big Dalton spreading grounds.

CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Monthly water quality reports mailed to the Department of Public Health no later than the 10th of each month	%	Efficiency	100%	100%	100%
Monthly production reporting logged and forwarded to Watermaster by end of each quarter	%	Efficiency	100%	100%	100%

DIVISION BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
531	Water Operating	2,088,801	2,245,418	1,116,790	1,116,790	1,259,700
Division Total		2,088,801	2,245,418	1,116,790	1,116,790	1,259,700

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	123,873	167,942	161,461	161,461	163,800
41120	Overtime	99	-	250	250	300
41210	Part Time	15,544	-	-	-	-
41360	Vehicle Allowance	2,888	2,888	2,880	2,880	2,900
42110	Retirement	20,689	26,710	29,972	29,972	34,400
42290	Flex Benefit	15,986	21,316	22,936	22,936	23,300
42310	Employer Paid Benefits	3,132	3,549	3,620	3,620	3,700
42520	Workers Comp	4,368	4,929	5,929	5,929	4,700
51110	Office Supplies	3,867	2,369	6,300	6,300	8,400
51400	Building Materials	-	668	500	500	800
51500	Equipment Parts	3,914	2,045	3,100	3,100	1,000
51560	Operating Leases	5,383	4,785	5,100	5,100	5,000
55110	Audit Services	6,833	10,335	11,583	11,583	12,000
55200	Legal Services	-	-	15,000	15,000	15,000
55310	Advertising	-	-	1,500	1,500	1,500
55320	Printing	11,723	7,291	15,000	15,000	17,000
55400	Dues & Memberships	14,904	23,152	17,200	17,200	20,000
55600	Training & Education	6,392	20,976	12,000	12,000	15,000
57201	Taxes	9,825	9,922	12,200	12,200	12,000
59100	Contract Services	98,419	42,391	164,550	164,550	152,500
59400	NPDES	-	-	-	-	9,400
59805	Vehicle Charges	235,629	338,974	206,575	206,575	210,900
59807	Liability Ins. Charges	402,835	409,864	419,134	419,134	546,100
79100	Depreciation - Buildings	4,279	6,753	-	-	-
79200	Depreciation - Equipment	851,032	875,156	-	-	-
79400	Depreciation - Infrastructure	247,187	263,403	-	-	-
Division Total		2,088,801	2,245,418	1,116,790	1,116,790	1,259,700

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 42520	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
55200	Legal Services	Legal review of rates to ensure compliance with Prop 218 requirements when developing and adopting new water rates.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the business community to market space available within the City.
55400	Dues & Memberships	Membership to water associations such as American Water Works Association (AWWA), Southern California Water Utility Association (SCWUA)
55600	Training & Education	Training seminars, conferences, and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
57201	Taxes	Property taxes related to properties owned by the City located in other jurisdictions and within the City and are used for water operations.
59100	Contract Services	The amount of \$150,000 represents the Division's use of professional services needed throughout the year: specialized engineering analysis for updates to the Water Master Plan, Consumer Confidence Report, rate cases, feasibility studies for groundwater cleanup, potential well locations and surface water licenses.
59400	NPDES	Annual State permits that the Department of Water Resources and Department of Public Health require the City to maintain as a water purveyor.
59805	Vehicle Charges	Charges are based on the number and the type of vehicles used by each department, related equipment and fuel charges.
59807	Liability Ins Charges	Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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WATER CUSTOMER SERVICE DIVISION - 6568

PROGRAM DESCRIPTION

The Water Customer Service Division is responsible for reading approximately 13,500 residential and commercial water meters on a bi-monthly cycle. This Division implements the Large Meter Testing and Small Meter Replacement programs. Water usage revenues are dependent upon the meter accuracy achieved from these programs. This Division has been installing the Automated Meter Reading (AMI) system which transmits meter information by fixed network. This method of meter reading eliminates manual entry errors. Additionally, this Division verifies customer-billing accuracy, addresses customer water quality concerns, and employs water service suspension procedures on delinquent accounts. The conversion of all meters is currently underway.

Another vital responsibility of this section is to administer and monitor the City's cross-connection and backflow prevention program to ensure the protection of the public water supply from potential cross-contamination. Annual testing is required and notification is sent to over 703 customers with privately-owned backflow prevention assemblies. Additionally, this Division annually tests the 130 City-owned backflow prevention assemblies.

Specific activities include:

- Administering large meter tests to confirm accuracy of all large meters within the system.
- Administering backflow and cross-connection program.

2015-16 MAJOR ACCOMPLISHMENTS

- Implemented City-wide CIP Flexnet installation project.
- Training for Water Conservation personnel with Flexnet for customer water usage monitoring and problem solving.
- Installation of second antenna for the Flexnet project at South Hills East Reservoir.

2016-17 MAJOR GOALS AND OBJECTIVES

- Complete Phase I and Phase II of Flexnet Water meter project by Spring of 2017.
- Expand the City's backflow testing program to include testing of all City owned backflow devices.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Annual large meter testing	#	Workload	-	70	70
Complete a 130 backflow tests per year	#	Workload	136	134	137

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2014 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
531	Water Operating	542,369	511,697	1,117,465	1,117,465	586,100
Division Total		542,369	511,697	1,117,465	1,117,465	586,100

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2014 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	179,278	170,368	216,257	216,257	216,300
41120	Overtime	6,017	7,389	2,982	2,982	-
41210	Part Time	19,769	50,673	-	-	-
42110	Retirement	27,726	28,976	40,144	40,144	45,400
42290	Flex Benefit	33,991	31,441	33,473	33,473	43,700
42310	Employer Paid Benefits	4,408	5,646	5,524	5,524	5,600
42520	Workers Comp	7,884	9,713	11,373	11,373	13,600
51110	Office Supplies	5,695	2,607	3,000	3,000	3,000
51200	Division Supplies	2,646	672	3,400	3,400	3,400
51500	Equipment Parts	183	3,225	6,500	6,500	6,500
53540	Meter Parts	135,256	80,510	630,949	630,949	72,000
55320	Printing	545	841	5,100	5,100	5,000
55340	Postage	1,840	4,558	37,000	37,000	37,000
57050	Phone	5,221	4,800	6,000	6,000	6,000
57150	Gas	823	780	850	850	800
59100	Contract Services	47,655	46,058	38,000	38,000	40,500
59550	Uniforms	6,818	7,344	16,500	16,500	16,500
59801	Info Tech Charges	56,614	56,096	60,413	60,413	70,800
Division Total		542,369	511,697	1,117,465	1,117,465	586,100

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PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
53540	Meter Parts and Supplies	To refurbish meters and purchase new meters. This budget was significantly reduced due to the mass meter replacement as part of the Flexnet Project to move the City to AMI meter reading.
55340	Postage	Costs for mailing water bills.
59100	Contract Services	Meter repairs, meter testing, annual census contracts, and Flexnet IT support as required.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the business community to market space available within the City.
59550	Uniforms	Costs for the rental and cleaning of uniforms for employees. Uniforms are important for identification, proper working attire for the employees responsibilities and standardization of work wear.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.

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PUBLIC WORKS

WATER CONSERVATION - 6569

PROGRAM DESCRIPTION

The Water Conservation Division is responsible for developing, implementing and monitoring the City's water conservation program. Staff's mission is to promote the efficient and responsible use of water for the benefit of the community, environment, and future generations. Conservation program goals stress three key objectives: education, outreach, and regulation. Staff promotes the wise and efficient use of this resource to ensure the community remains both healthy and economically viable now and in the future.

Specific activities include:

- Education – Promoting and provide educational programs within the community to include community-based groups, schools and residents and business owners.
- Outreach – Providing a platform for the presentation and sharing of ideas and concepts in water use efficiency. Administer the water conservation Rebate Program.
- Regulation – Utilizing governance as a tool to promote and ensure continuity in City water conservation initiatives. Monitor user action for compliance with various stage designations of conservation mandates.

2015-2016 MAJOR ACCOMPLISHMENTS

- Water conservation staff conducted presentations to the following schools, clubs/organizations, and groups:
 - ◇ Cullen Elementary
 - ◇ Sellers Elementary
 - ◇ Sutherland Elementary
 - ◇ La Fetra Elementary
 - ◇ Washington Elementary
 - ◇ Willow Elementary
 - ◇ Goddard Middle School
 - ◇ Glendora High School
- In addition, water conservation staff conducted public outreach at the following events:
 - ◇ Earth Day
 - ◇ 50s Flashback
 - ◇ National Night Out
- Held a Poster and Slogan contest for the fourth time and received great response and participation from the schools.
- Achieved conservation of 28% comparing 2005 to 2015, exceeding the State conservation mandate of 20% by 2020.
- Established partnerships from local merchants on eligible products for the rebate program. Instituted a new set of rebates which focused specifically on indoor water use during the winter months.
- Conducted regular weekend and weekday early morning/evening patrols to continue to monitor and promote conservation efforts. As a result of these efforts, water-related issues for excessive runoffs and broken sprinklers were addressed and resolved.
- Approximately eighty percent (80%) of the rebate applications were audited prior to approval to ensure installation of the water saving products at their place of residence or business.
- Conservation staff met with owner/management from local restaurants and hotels/motels to review their water consumption history, discussed available City programs/incentives, and provided them with materials and handouts on water conservation.
- Continued to sponsor a Residential Turf Removal Program to provide incentives for customers who wish to replace existing turf with drought tolerant landscapes.
- Participated in the US Environment Protection Agency's WaterSense Fix-a-Leak Week in the month of March to promote locating and repairing leaks within the home as a method of conserving.

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- Implemented an outreach program which includes offering a public workshop or giveaway event each month throughout the year.
- Distributed over 1,000 rain barrels through the course of the year to residents of Glendora.

2016-17 MAJOR GOALS AND OBJECTIVES

- Continue a City-sponsored Rain Barrel giveaway program.
- Hold at least one (1) workshop on garden landscape and one (1) Water Information workshop.
- Audit a minimum of fifty percent (50%) of the applicants who applied for a rebate to ensure the proper installation of the products at their place of residence or business.
- Continue Poster and Slogan contest with the schools (5th year).
- Revise prior outdoor landscape incentive program.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Conduct at least 10 education outreach programs per quarter	#	Workload	50	60	50
Amount of rebates given by the City through the rebate program	\$	Effectiveness	\$280k	\$450k	\$250k
Reduce water consumption by 20% by 2020 (Note: Target base year is 2005 prior to the start of the Water Conservation Program)	%	Effectiveness	8%	27%	24%
Water conservation notices	#	Workload	1,100	600	600

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
531	Water Operating	221,018	559,973	1,125,767	1,125,767	549,900
Division Total		221,018	559,973	1,125,767	1,125,767	549,900

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	80,145	118,519	280,136	280,136	149,200
41120	Overtime	-	335	1,000	1,000	-
41210	Part Time	16,055	26,241	49,941	49,941	49,100
42110	Retirement	12,718	18,035	52,003	52,003	31,400
42111	PARS Retirement	-	-	1,873	1,873	1,900
42290	Flex Benefit	16,422	20,732	61,355	61,355	30,600
42310	Employer Paid Benefits	2,777	3,520	9,314	9,314	5,600
42520	Workers Comp	2,242	3,166	7,648	7,648	6,800
51110	Office Supplies	896	1,158	1,800	1,800	1,800
55320	Printing	769	691	6,100	6,100	6,000
55340	Postage	15	16,154	12,500	12,500	12,500
55400	Dues & Memberships	-	1,500	1,500	1,500	1,500
55600	Training & Education	48	89	500	500	2,000
59100	Contract Services	-	-	1,500	1,500	1,500
66010	Conservation Rebates	88,931	349,833	638,597	638,597	250,000
Division Total		221,018	559,973	1,125,767	1,125,767	549,900

PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. Costs have decreased because conservation positions will end in December 2016.
55340	Postage	Costs for mailing informational conservation publications to residents.
66010	Conservation Rebates	Costs associated with providing rebates to residents who have converted turf to drought tolerant landscaping or have installed water efficient fixtures in their homes.

CITY of GLENDORA

PUBLIC WORKS

TRANSMISSION AND DISTRIBUTION DIVISION - 6570

PROGRAM DESCRIPTION

The Water Transmission Division is responsible for the production, disinfection, and transmission of safe and reliable drinking water to the residents of Glendora. The primary objective of this Division is to ensure that the 11 million gallons per day water demand meets or exceeds all water quality standards set forth by State and Federal Safe Drinking Water Acts. This Division collects and analyzes a monthly average of 300 samples for bacteriological disinfection, organic and inorganic presence, along with required result reporting to the State of California, Department of Public Health. Daily duties include the operation of the City's computerized Supervisory Control and Data Acquisition (SCADA) system that controls and monitors the operation of eight active wells, three Metropolitan Water District interconnections, 29 storage reservoirs, and 23 pump stations.

The Water Distribution Division is responsible for maintaining 224 miles of water lines that distribute water to approximately 13,500 water service connections, approximately 43,230 consumers, and 1,500 fire hydrants within the water distribution system. This Division immediately responds to emergency waterline failures 24 hours per day and regularly performs fire hydrant repairs, exercises approximately 6,500 isolation valves, and installs water service laterals and selected waterline installations. Additionally, to ensure water quality, Water Distribution personnel implemented a waterline-flushing program as part of a vital preventive maintenance procedure that removes any objectionable sediment in the waterlines.

Specific activities include:

- Responding to leaks within two hours.
- Prioritizing leaks, coordinate underground alert notifications, and complete repairs in a timely fashion.
- Collecting water samples and maintain the legally required water quality for our customers.
- Exercising valves for efficient operation and repairs.
- Adjusting flushing program to meet current drought conditions.
- Performing maintenance on pumps, wells, reservoirs, SCADA, valves, electrical panels and other system devices.

2015-16 MAJOR ACCOMPLISHMENTS

- Upgraded Rainbow & Hook Canyon Pump Stations with pressure transmitters and radios, to increase system reliability.
- Surveyed and marked water lines that are located on hillsides and resident's property.
- Installed posi-loks for generator connections at Dalton, Eagle Ridge, and Rainbow.
- Upgraded RTU and radios at Upper Gordon Station, Dukes, South Hills East and South Hills West.
- Installed SCADA and pressure transducer at Gladstone regulating station.
- Cleaned the interior of 5 reservoirs.
- Upgraded Well-12 Motor control center.

CITY of GLENDORA PUBLIC WORKS

2016-17 MAJOR GOALS AND OBJECTIVES

- Continue upgrading stations with posi-lok generator connections so all stations are uniform. Multiyear project.
- Continue upgrades to SCADA system with new plc, radios and transmitters. Multiyear project. Complete five stations per year. Install Glencoe solar system and radio.
- Operate 3250 valves per year for system maintenance. 2 years to complete 6500
- Perform flushing program to meet Department of Water Resources requirements to maintain water quality.
- Clean five reservoirs to meeting Department of Water Resources requirements.
- Rehabilitate well-8 with new a new liner.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Total water leaks	#	Workload	715	900	800
Leak repairs completed in an average week	#	Workload	14	16	15
Water quality tests which met or exceeded state health department minimum standards	#	Effectiveness	7,050	7,100	7,100
Water facility sites inspected (reservoir, booster and wells)	#	Workload	25,740	25,740	25,740
Reduce water loss as compared to industry standard of 14%	%	Efficiency	12%	12%	10%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
531	Water Operating	6,896,565	6,868,609	6,536,440	6,536,440	6,035,400
Division Total		6,896,565	6,868,609	6,536,440	6,536,440	6,035,400

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	791,861	754,551	792,500	792,500	780,000
41120	Overtime	59,942	85,632	60,758	60,758	85,000
42110	Retirement	118,333	112,780	147,112	147,112	163,700
42290	Flex Benefit	151,099	142,026	145,673	145,673	135,600
42310	Employer Paid Benefits	20,657	21,149	22,853	22,853	22,400
42520	Workers Comp	32,187	34,078	43,015	43,015	50,800
51110	Office Supplies	9,778	14,467	13,350	13,350	13,300
51200	Division Supplies	13,138	7,245	13,050	13,050	10,000
51400	Building Materials	5,913	8,510	12,000	12,000	12,000
51420	Electric Parts	9,071	6,104	6,000	6,000	6,000
51500	Equipment Parts	19,536	38,717	25,700	25,700	28,700
51600	Vehicle Parts	244	187	13,000	13,000	13,000
51710	Clothing Supplies	4,621	5,741	9,500	9,500	9,500
52100	Street Repair & Maint	240,520	240,710	240,000	240,000	240,000
53100	Purchased Water	2,133,584	2,619,379	1,462,490	1,462,490	1,190,000
53110	Assessments	491,091	494,494	379,878	379,878	437,000
53120	Replenishment Water	988,280	600,000	600,000	600,000	600,000
53150	Pumping	1,256,408	1,113,079	1,000,000	1,000,000	1,350,000
53510	Chlorination Supplies	47,259	16,694	140,000	140,000	30,000
53520	Water Line Parts & Supply	182,240	197,508	519,386	519,386	250,000
53530	Pump & Well Supplies	7,650	9,887	10,000	10,000	10,000
53560	SCADA System	19,355	30,228	90,000	90,000	50,000
55400	Dues & Memberships	4,015	179	5,000	5,000	5,000
56300	Water Line Repair & Maint	535	-	20,000	20,000	20,000
56320	Pump, Well, Rsvr Repair	101,019	63,012	341,473	341,473	200,000
56330	Telemetry Repair	3,679	0	7,000	7,000	7,000
57050	Phone	38,613	41,548	43,000	43,000	43,000
57100	Electric	3,322	3,247	3,390	3,390	3,400
57170	Refuse Disposal	20,610	30,445	28,000	28,000	28,000
59100	Contract Services	116,634	170,708	326,312	326,312	226,000
59550	Uniforms	5,371	6,304	16,000	16,000	16,000
Division Total		6,896,565	6,868,609	6,536,440	6,536,440	6,035,400

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51200 - 51500	Division Supplies, Materials & Equipment	Parts and supplies purchased to repair and maintain water infrastructure. This includes filters, cleaning supplies, and other miscellaneous parts for the pumps, wells, and facilities where water is produced and distributed.
52100	Streep Repairs & Maintenance	Costs for asphalt and repairing of the street due to water line repair or replacement.
53100	Purchased Water	Purchasing imported treated water from MWD and Covina Irrigating Co. to meet peak demands in the summer season.
53110	Assessments	Costs associated with pumping water from the Main San Gabriel Basin and fees paid to Metropolitan Water District to maintain an emergency connection.
53120	Replenishment Water	\$600,000 used to pay for replenishment water that is required to compensate for water that is produced above Glendora's well production allocation. This allocation varies from year-to-year based on the safe yield limit set by the Water Master.
53150	Pumping Expense	\$1,350,000 used to pay for Edison and City of Azusa Power for electricity to operate water wells and booster pumps.
53510	Chlorination Supplies	Salt and supplies for two onsite chlorine generation systems including 12.5% sodium hypochlorite when necessary for chlorinating reservoirs and pipelines.
53520	Water Line Parts & Supply	Costs for PVC piping, bands, and other materials required for the repair and maintenance of water mains.
56320	Pump, Well, Reservoir Repair	Repairs and maintenance costs directly related to booster stations, wells, and reservoirs. This includes contractors that provide extensive services such as pulling a well for inspection and diving a reservoir to ensure the integrity of the inside.
59100	Contract Services	Security monitoring at water facilities, landscape services, pest control and general maintenance such as HVAC inspections, and electrical inspections.

CITY of GLENDORA

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NPDES COMPLIANCE DIVISION - 6575

PROGRAM DESCRIPTION

The NPDES Compliance Division is responsible for managing City compliance with the 2012 MS4 permit and the three National Pollutant Discharge Elimination (NPDES) Permits: Municipal, Construction and Industrial/Commercial.

Specific activities include:

- Providing the required annual training to employees whose job function impacts compliance with the NPDES permit.
- Managing the permit mandated inspection of City-owned facilities for compliance with the NPDES permit.
- Ensuring the water quality monitoring is performed in accordance with the NPDES permit. Review the data and make recommendations of any actions needed as a result of data analysis.
- Developing the Enhanced Watershed Management Plan (EWMP) for the City of Glendora and managing implementation.
- Preparing annual Division budget including estimated NPDES permit compliance expenditures.
- Collecting all the required information from each City Department, then prepare the annual report of NPDES activities for review to the Regional Quality Control Board.

2015-16 MAJOR ACCOMPLISHMENTS

- Completed the responses to comments from the Regional Water Quality Control Board (RWQCB) on the draft EWMP and resubmitted the EWMP to the RWQCB for approval.
- Prepared the grant application and applied for a \$2.65M grant from the Rivers and Mountains Conservancy Proposition 1 Grant Program for the proposed Downtown Properties Storm Water Quality Improvement Project.
- Continued to map the City's storm drain system in GIS.
- Installed 2 dry well catch basins on Plymouth Street between Bonnie Cove Avenue and Sunflower Avenue to infiltrate dry weather flows and a portion of wet weather storm water flows, and infiltrate a large amount of storm water runoff.
- Installed porous asphalt concrete pavement in the City-owned parking lot located at the northwest corner of Vermont Avenue and Mountain View Avenue and installed a dry well catch basin at the street curb at the same corner to infiltrate dry weather flows and a portion of wet weather storm water flows and infiltrate a large amount of storm water runoff.

2016-17 MAJOR GOALS AND OBJECTIVES

- Continue to implement the storm water Coordinated Integrated Monitoring Plan (CIMP) in compliance with the order to comply with the current Municipal NPDES permit.
- Continue to pilot-in installation of various storm water infiltration devices in the right of way to evaluate the effectiveness of various devices to treat storm water runoff.

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- Continue to map the City's storm drain system in Graphic Information System (GIS).
- Apply for grants to implement required NPDES projects as required by the EWMP.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Enhanced Watershed Management Plan (EWMP) Implementation milestones met in order to comply with the Municipal NPDES permit	%	Effectiveness	100%	100%	100%
Coordinated Integrated Monitoring Program (CIMP) Implementation milestones met in order to comply with the Municipal NPDES permit	#	Effectiveness	N/A	100%	100%
NPDES Notice of Violations issued	#	Workload	3	2	2
Public Education and Outreach sessions taught	#	Workload	4	2	2

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	151,913	283,051	362,180	362,180	301,000
Division Total		151,913	283,051	362,180	362,180	301,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
55120	Consultants	-	-	-	-	105,000
55320	Printing	-	-	-	-	1,000
55600	Training & Education	-	-	-	-	25,000
59100	Contract Services	-	-	-	-	50,000
59400	NPDES	151,913	283,051	362,180	362,180	120,000
Division Total		151,913	283,051	362,180	362,180	301,000

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PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
55120	Consultants	Consultants to help ensure compliance and implementation of requirements of the City's MS4 Permit & EWMP. Activities the consultants provide are representing the City at regional meetings during discussion of program implementation.
55600	Training & Education	Provide annual required training on stormwater pollution prevention to City staff. As part of the NPDES permits, staff is required to attend various training to keep abreast of the best management practice and procedures.
59100	Contract Services	Fats, Oils and Grease (FOG) inspections performed by a contractor for the City. These costs are recovered through fees charged to the businesses that are required to have this done annually.
59400	NPDES	Annual permit costs paid to Los Angeles County as required by the City's MS4 Permit
59500	Miscellaneous Services	City's shared costs associated with the development and implementation of the EWMP paid to LA County.

CITY of GLENDORA PUBLIC WORKS

DISASTER RESPONSE DIVISION - 6594

PROGRAM DESCRIPTION

The Disaster Response Division represents costs related to the Colby Fire Response by the City of Glendora, and the Winter 2014 Floods. On January 16, 2014, the City of Glendora endured a significant disaster with the Colby Fire. The fire burned over 2,000 acres, of which approximately 1,500 lie within the City boundaries of Glendora. The fire was fully contained as of February 4, 2014. As a result of the fire, the Glendora foothills have been severely damaged and present a high risk of severe debris and mudflows similar to those experienced in 1969.

The City received a grant from the U.S. Department of Agriculture Natural Resources Conservation Service in the amount of \$515,000 with a matching fund of \$155,000 from the City General Fund, for a total amount of \$670,000. The funds were used for the installation of emergency watershed protection measures to relieve hazards damages created by the Colby Fire – City of Glendora.

This Division also accounts for ongoing costs associated with managing the Emergency Operations Center (EOC) during storms, mitigating the impacts of mud flow and purchasing K-rails to prevent damage to property during storms.

2015-16 MAJOR ACCOMPLISHMENTS

- Modified the Response Plan to utilize the Incident Command Center more efficiently during events with mud and debris flows.
- Pursuant to the Strategic Plan, added three additional on-call contractors to respond to mud and debris flows.

2016-17 MAJOR GOALS AND OBJECTIVES

- In order to be responsive in the event of weather forecasts predicting large rainfall events and provide the highest level of service to our residents removing any mud flows, at a minimum, Public Works Department will activate field staff to patrol the burn area for each forecast of a ½ inch or greater rainfall event.
- Maintain an adequate supply of ready-made sand bags for Glendora residents during storms.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
United States Department of Agriculture	\$	Cost/Grant	\$515,000	-	-
General Funds	\$	Cost	-	\$196,650	\$60,000
Staffing Hours (new measure)	#	Workload	n/a	n/a	2,000
Maintain K-Rail	Lineal Feet	Workload	7,830	9,030	9,030
Sandbags provided to the community	#	Workload	30,000	23,000	20,000

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	106,456	318,772	200,000	200,000	60,000
251	USDA Disaster Grant	428,742	-	-	-	-
252	Fire Management - Colby	24,075	-	-	-	-
253	Winter 2014 Floods	106,455	-	-	-	-
Division Total		665,728	318,772	200,000	200,000	60,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41120	Overtime	120,921	54,995	-	-	5,000
41210	Part Time	6,286	3,320	-	-	-
42110	Retirement	941	595	-	-	-
42111	PARS Retirement	-	-	-	-	-
42310	Employer Paid Benefits	2,017	919	-	-	-
42520	Workers Comp	33	-	-	-	-
51200	Division Supplies	78,744	112,557	125,000	125,000	15,000
57170	Refuse Disposal	750	24,445	-	-	10,000
59100	Contract Services	27,294	121,941	75,000	75,000	30,000
60401	K RAILS	428,742	-	-	-	-
Division Total		665,728	318,772	200,000	200,000	60,000

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
51200	Division Supplies	Equipment, parts and supplies for residents for preventative measures such as sand bags and barriers in a rain event.
57170	Refuse Disposal	Costs for proper disposal of debris and other waste generated by the event.
59100	Contract Services	In the event of an emergency, activate contractor services to repair roads or remove debris for the safety of the City and its residents.

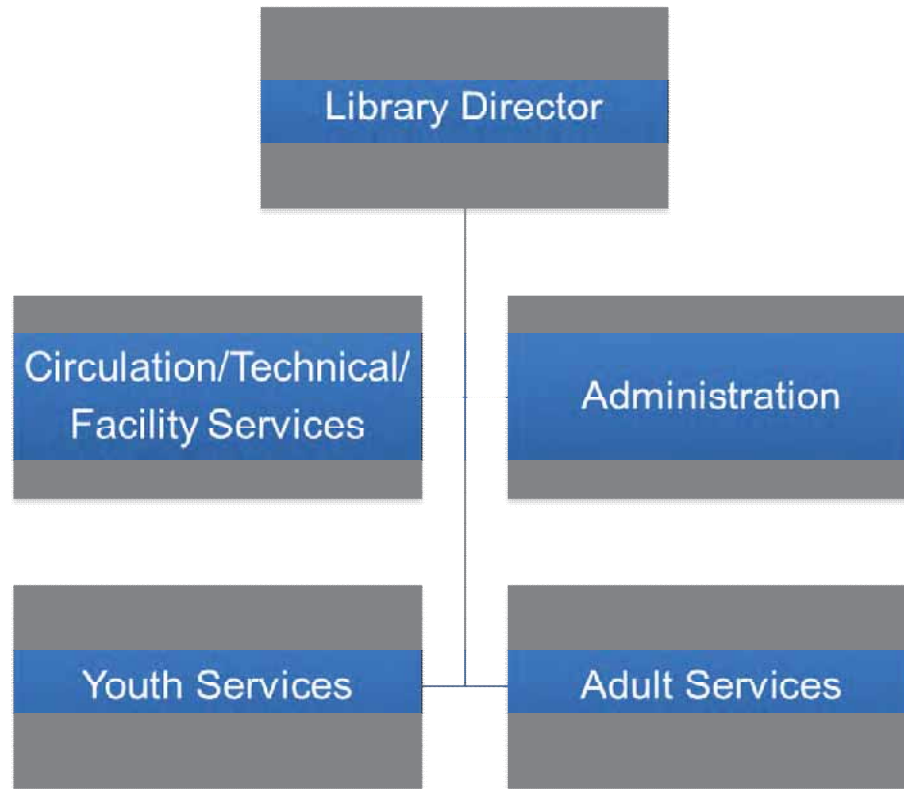
CITY of GLENDORA

PUBLIC WORKS

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CITY of GLENDORA LIBRARY

ORGANIZATIONAL CHART



CITY of GLENDORA LIBRARY

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Library Director	1.00	1.00	1.00	1.00	1.00
Senior Librarian	2.00	2.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00	1.00
Librarian I	1.20	1.33	2.00	2.00	2.00
Librarian II	1.38	1.50	1.52	1.52	1.52
Library Technician	3.00	3.00	2.00	2.00	2.00
Senior Library Technician	1.00	1.00	2.00	2.00	2.00
Library Aide V	1.75	1.75	2.43	2.43	2.53
Library Aide IV	1.28	1.34	1.99	1.99	1.99
Library Aide III	1.70	1.75	1.25	1.93	1.93
Library Aide II	2.48	2.48	2.56	1.87	1.87
Library Aide I	1.90	1.90	2.02	2.02	2.02
Total Full-Time	11.00	11.00	11.00	11.00	11.00
Total Part-Time	9.68	10.04	10.76	10.76	10.86
Total Full Time Equivalent (FTE)	20.68	21.04	21.76	21.76	21.86

CITY of GLENDORA LIBRARY

DEPARTMENT OVERVIEW

The Library's Mission Statement: The Glendora Public Library and Cultural Center enriches the community by connecting people to the world of ideas, information, and imagination, to support their work, education, personal growth, and enjoyment. The Library stimulates civic involvement and is a symbol of the community's well-being.

The Glendora Public Library accomplishes its mission through a partnership between the City of Glendora, the Board of Library Trustees, G.P.L. Friends Foundation and a dedicated, customer service-driven library staff.

The Library is comprised of four divisions: Administration and Development Office; Youth Services and Adult Services (which together comprise Public Services); and Support Services, all together serving 5,000 visitors over six days/51 hours a week. Library staff are cross-trained and share responsibilities for behind-the-scenes ordering, processing and maintenance duties, and for staffing the three front-line public service desks. Cross-training maximizes the Library's ability to respond to the ever-changing needs of our community of users.

The Library has a collection of approximately 145,000 items in a variety of formats: books; electronic books (e-books); downloadable audio books and books on compact disk (CD); digital Playaways; music CDs; software programs; educational and classic movies on DVD; streaming video content; magazine and newspaper subscriptions and microforms. Copies of Glendora's earliest newspapers are available on microfilm.

Adults, teens, representatives of educational groups, nonprofit organizations, the business community, the faith community, local government, and the community at large shared their insights about the future of Glendora and its Public Library during a strategic planning process in 2013. Their five-year vision of the Library's future included:

- Service available at convenient hours will be continually refreshed to stay relevant to the needs of new generations of users. The Library will be a vibrant destination and community gathering place that encourages active learning, civic participation, and a strong sense of Glendora as a place.
- Technology encompassing modern equipment, content, tools, and coaching, to ensure that all Glendorans can take advantage of the convenience and opportunities afforded by our networked world.
- Partnerships to address residents' needs in areas such as education, wellness, and economic development, as well as to improve the Library's own performance in areas such as grant development and technology.
- Value increased by innovative ways of doing business, providing modern services that are prudently managed, fiscally sustainable, and conveniently available citywide.

ADMINISTRATION DIVISION - 7076

PROGRAM DESCRIPTION

Administration is responsible for the overall leadership and management of the Library. The Development Office section within Administration serves as primary liaison to the Friends Foundation and includes community outreach and education, volunteer management, fundraising, and support for library programs.

Specific activities include:

- Supporting the five-member Board of Library Trustees Administrative Board and the 21-member Friends Foundation Board.
- Preparing, administering and monitoring the Library's budget and Friends Foundation's budget.
- Monitoring trends, best practices and technology to provide Glendora with a 'crown jewel', 21st-century public library.
- Marketing Library events and services through a variety of public relations outreach: monthly press releases; cable channel and reader board announcements; website announcements, monthly newspaper column, blogs and other media opportunities; community presentations and outreach to various groups and organizations throughout Glendora.
- Coordinating and monitoring over 200 adult, youth, and children volunteers, including application processing, evaluation, placement, training, and tracking; Library bookstore management for Friends Plaza Book Loft including volunteer staff, donation acknowledgment, sorting and pricing of donations, monthly book sales on Library main floor; fund accounting.
- Mentoring staff to further enhance their customer service and library skills through staff development and training opportunities.
- Enhancing library programs and services through writing and managing grants, planning and implementing fundraisers, and identifying new revenue streams.

2015-16 MAJOR ACCOMPLISHMENTS

- To make Civic Center services easier to use by helping customers find their way, planned improvements to exterior signage throughout the Civic Center, with installation anticipated in FY2017.
- Supported water conservation efforts and created a more inviting facility by training front-line staff on basic water conservation FAQs and consulting with Community Services on their completion of an educational, water-wise garden.
- Worked to provide more accessible customer service in high-traffic Library areas by implementing a pilot "zone service" model, experimenting with staff on site in the DVD collection.
- Enhanced future internet connectivity for the public, partnering with the Corporation for Education Initiatives in California project ("CENIC broadband") and securing grant funding for equipment.
- Expanded opportunities to use public meeting spaces, working with Board of Library Trustees to remove restrictions in the facilities policy.
- Enhanced the Summer Reading Challenge fundraiser by implementing sponsorships.

CITY of GLENDORA LIBRARY

2016-17 MAJOR GOALS AND OBJECTIVES

- To make the Library easier to use by helping customers find resources and services, plan improvements to interior Library signage.
- Working with Information Technology, improve internet connectivity for the public by implementing Corporation for Education Initiatives in California project (“CENIC broadband”) equipment and connections.
- Enhance Night on the Plaza 2016 guest experience and fundraising effectiveness by offering the convenience of mobile auction bidding.
- Working with Board of Library Trustees and other City/Community teams to better meet underserved public needs throughout the community, creating a plan to collaborate among local and regional partners, identifying service gaps and cooperatively measuring service outcomes.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Learners served	#	Workload	50	41	43
Hours tutored	#	Workload	1,515	1,505	1,550
Adult Literacy Learners achieving State established goal	%	Effectiveness	86%	82%	82%
Programs offered (Available scheduled activities/events) [Avg for comp populations: 356]	#	Workload	686	695	700
Total attendance at all Library programs (Participation in activities/events) [Avg for comp populations: 10,732]	#	Workload	32,897	33,500	34,000
Programs funded by Friends Foundation	#	Workload	259	265	270
Unique library public relations pieces created & presentations for public info	#	Workload	523	650	675
Publications produced	#	Workload	119,432	121,000	120,000

CITY of GLENDORA LIBRARY

PERFORMANCE MEASURES (CONTINUED)

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Staff community contacts (Library presence at tours, class visits, presentations, community meetings, etc)	#	Workload	168	175	180
People reached through community contacts	#	Effectiveness	11,753	11,800	11,850
Fundraisers net revenue	\$	Effectiveness	\$168,000	\$170,000	\$175,000
Friends Plaza Book Loft Sales	\$	Workload	\$42,000	\$32,500	\$33,500
Volunteer hours	#	Workload	12,180	12,700	12,300
Volunteer FTE as % of all Library FTE for Library purposes	%	Workload	21%	22%	21%
Patrons that have success in finding library material when: <ul style="list-style-type: none"> Browsing Looking for specific title Looking for specific subject Author 	#	Effectiveness	93% 64% 82%	93% 64% 82%	93% 64% 82%
Total annual circulation (items checked out & renewed) [Avg for comp populations: 206,748]	#	Workload	325,138	340,000	340,000
Items circulated per registered borrower (Number of things every cardholder checks out/renews, on average)	#	Workload	7.6	7.97	7.97
Holdings (items in collections) per capita [Avg for comp populations: 2.32]	#	Workload	3.04	3.02	3.02
Hours open to public	#	Workload	2,431	2,763	2,750
Electronic books in materials collection (moved from Adult Services)	%	Workload	11.7%	13.3%	14%
Electronic subscription and resource materials use as percentage of total materials use	%	Workload	31.9%	32%	35%
Visits to online tutoring resource	#	Workload	2,096	2,000	2,000
Registered borrowers using Polaris notifications (holds, due dates, renewals)	%	Workload	60%	63%	65%

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	806,153	797,252	809,889	809,889	881,600
229	Library Grants	121,953	127,276	139,939	139,939	137,300
321	Capital Improvement	-	-	20,500	20,500	-
Division Total		928,106	924,528	970,328	970,328	1,018,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	204,091	199,546	193,060	193,060	199,600
41120	Overtime	2,744	2,664	-	-	3,200
41210	Part Time	143,393	151,786	182,177	182,177	173,700
41360	Vehicle Allowance	3,716	3,611	3,600	3,600	3,600
42110	Retirement	36,804	40,374	38,519	38,519	45,000
42111	PARS Retirement	-	-	6,832	6,832	6,600
42290	Flex Benefit	22,123	21,557	22,182	22,182	22,500
42310	Employer Paid Benefits	5,325	5,341	5,954	5,954	6,900
42520	Workers Comp	1,660	1,862	2,370	2,370	2,900
51110	Office Supplies	3,276	3,120	4,520	4,520	12,600
51400	Building Materials	6,908	9,473	11,698	11,698	10,800
51560	Operating Leases	11,310	11,777	12,000	12,000	12,000
55320	Printing	1,544	1,099	2,415	2,415	4,000
55340	Postage	2,930	2,647	3,000	3,000	3,000
55400	Dues & Memberships	6,361	6,405	8,750	8,750	8,800
55600	Training & Education	4,714	3,869	5,790	5,790	5,800
57050	Phone	571	517	590	590	-
57100	Electric	66,349	69,796	70,060	70,060	70,100
57150	Gas	5,030	2,731	5,000	5,000	5,000
59100	Contract Services	12,000	11,000	28,550	28,550	28,600
59801	Info Tech Charges	244,444	229,284	245,359	245,359	268,400
59807	Liability Ins Charges	142,813	146,069	97,402	97,402	125,800
72000	Capital Outlay	-	-	20,500	20,500	-
Division Total		928,106	924,528	970,328	970,328	1,018,900

CITY of GLENDORA LIBRARY

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51110	Office Supplies	Miscellaneous desk supplies as well as printer supplies and any service recognition awards.
51400	Building Materials	Minor repairs and renovations to the building, book trucks, shelving and circulation equipment.
51560	Operating Leases	Costs associated with the lease of the copy/printing machines in the Library.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the community to market library programs and services; business cards and stationary.
55600	Training & Education	Training seminars, conferences, and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
57100	Electric	Electricity costs associated with operating the Library facility.
59100	Contract Services	Costs for the Library's cataloging and Inter-Library Loan Service.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA LIBRARY

SUPPORT SERVICES DIVISION - 7077

PROGRAM DESCRIPTION

The Support Services Division has four distinct areas of operations: Circulation Services; Computer Systems; Facilities; and Technical Services. Staff responds to all internal and external service requests in an efficient, timely, and professional manner. Staff in this Division is cross-trained to support both front-line public service desk assignments and behind-the-scenes technical work to maximize flexibility in responding to changing support service demands.

Specific activities include:

- Checking out and checking in library materials; respond to customer account inquiries for renewals, overdues, claims returned, and lost or damaged material; issue Library cards and manage the material flow as warranted.
- Maintaining up-to-date patron account, inventory, transaction and bibliographic databases.
- Responding to the facility needs of a 30,000 sq. ft. building, to maintain a safe and welcoming environment for 250,000 visitors annually (5,000/week).
- Rental and meeting rooms: coordination, booking and reservations; set up and break down.
- Maintaining the Library's automation systems – Polaris and radio frequency identification (RFID).
- Maintaining access to the Library's collections by promptly and accurately returning material to the shelves.
- Ordering, receiving, cataloging, processing, mending, and withdrawing all print and non-print material.
- Troubleshooting public and staff computers.
- Providing customer service in the Library's Copy Center.
- Providing opportunities for civic involvement through volunteer positions.
- Lending and borrowing library materials by inter-library loan (ILL) and keeping statistics.

2015-16 MAJOR ACCOMPLISHMENTS

- Completed Library Roof Waterproofing/Repair CIP project to address building water leaks on the main floor and IT server room, preventing damage to library materials and sensitive city infrastructure.
- Integrated Overdrive e-content platform into Polaris catalog system to improve customer access to e-book content.
- As part of the Library Gathering Spaces objective, updated room rental policy to maximize rental space for community needs.

2016-17 MAJOR GOALS AND OBJECTIVES

- In conjunction with Public Works, create a more inviting facility and reduce repairs by working on the Restroom Renovation Capital Improvement Project, to be completed by June 2017.
- Implement updated room rental policy to maximize use of rental space for community needs by October 2016.

CITY of GLENDORA LIBRARY

- With Administration and City/community partners, follow up on planned public space analysis of Plaza and Bidwell Forum by implementing recommended amenities, transforming key Library gathering areas to serve more community needs.
- Implement online room reservation software to offer self-serve room rental application and availability information to customers, make the room rental application process easier, and improve staff tracking of events and communication of bookings by March 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Items checked out & renewed	#	Workload	325,138	340,000	340,000
Items checked-out per hour open	#	Workload	134	123	123
Items checked out using RFID self-check stations	%	Efficiency	13%	14%	17%
Materials used in library (in-library use) (Use of Library materials not otherwise measured by checkout and renewal)	#	Workload	101,140	95,000	95,000
Cost to process an item	\$	Efficiency	5.05	5.10	5.15
Items processed	#	Workload	5,238	5,400	5,500
Days from receipt of item to public availability	#	Efficiency	9	7	7
Holds on materials placed/year	#	Workload	15,565	16,000	16,000
Holds placed directly by patrons	%	Workload	80	81	81
Events in Library meeting rooms	#	Workload	709	750	750
Attendance at Library meeting room events	#	Workload	31,870	32,000	33,000

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	396,370	405,759	443,540	443,540	449,300
Division Total		396,370	405,759	443,540	443,540	449,300

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	197,991	201,309	204,618	204,618	189,600
41210	Part Time	98,011	103,769	129,507	129,507	141,700
42110	Retirement	32,743	36,789	37,983	37,983	39,800
42111	PARS Retirement	-	-	4,857	4,857	5,400
42290	Flex Benefit	40,770	40,437	41,167	41,167	41,400
42310	Employer Paid Benefits	7,050	6,900	7,921	7,921	7,700
42520	Workers Comp	1,417	1,607	2,115	2,115	2,600
51200	Division Supplies	18,388	14,948	15,372	15,372	21,100
Division Total		396,370	405,759	443,540	443,540	449,300

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51200	Division Supplies	Supplies such as security cases, book ends, books jackets, stickers, etc. This line item increased for the one time purchase of library cards.

CITY of GLENDORA LIBRARY

YOUTH SERVICES DIVISION - 7078

PROGRAM DESCRIPTION

The Youth Services and Adult Services Divisions are comprised of a program known as Public Services. In concert, they provide the community with a full range of effective information and reader services that support work, lifelong learning, personal growth, enjoyment, and civic involvement. Staff is cross-trained to support both Youth and Adult Services to maximize flexibility in responding to daily public service demands. Youth and Adult Services staff selects and reviews all items purchased for the Library's collections in all formats, physical and virtual.

Youth Services helps children, from early literacy through college preparation, and their families to be successful by: creating community partnerships that promote the Library as a resource for meeting the educational, recreational, and informational needs of Glendora's youth; providing professional expertise in answering reference and readers' advisory questions; selecting and managing the collections for the Children's and Young Adult areas; and providing assistance and instruction to children and their parents in using Library services.

Specific activities include:

- Selecting and evaluating physical and virtual materials for the Children's and Young Adult collections.
- Providing early literacy skills support and reading development for children of the community through story times, programs and events.
- Supporting and augmenting youth reading skills over summer months through dynamic and interactive Summer Reading Clubs for birth through high school.
- Providing youth leadership opportunities through year-round volunteering, starting at age 10, including Summer Reading Clubs, after school and weekend hours; and the Teen Advisory Board.
- Pursuing grants to support programs and collections.
- Outreach to local schools and preschools, PTA and school library technicians; coordinating curricular and informational needs with local schools to ensure availability of resources.
- Providing on-demand, time-saving, expertise at the Children's information desk answering in-person, telephone and emailed questions for information and assistance; support patrons in the use of Library materials and services.

2015-16 MAJOR ACCOMPLISHMENTS

Library Strategic Plan objectives were established and presented to the Library Board, reflected below.

- iPads were introduced and are now regularly used during weekly storytimes to enhance early literacy skills. Nursery rhymes are presented using apps and unfamiliar song lyrics are displayed on the screen.
- Summer Reading programs were re-branded as the Summer Reading Challenge, complete with a social media campaign to help promote the programs. Students read 21% more hours than in the previous year.
- Library Card signup drive began on August 31st for GUSD schools and September 14th for COUSD schools. Site visits for GUSD schools completed in September, COUSD school visits completed October 2015. Over 665 new Library cards for students were issued.
- Public Services roles and responsibilities were re-organized to incorporate new staff, expand access and opportunities for the public, and develop new ways of measuring effectiveness.

CITY of GLENDORA LIBRARY

2016-17 MAJOR GOALS AND OBJECTIVES

- Establish additional Library Strategic Plan service objectives with input from Board of Library Trustees, for Board approval by September 2016.
- Increase awareness and use of Library materials, both physical and electronic, by expanding Library card sign-up drive to include local private K-8 schools in addition to the public elementary schools. Seek input from school administration regarding conducting a similar drive at the middle school level. January 2017.
- In response to overwhelming interest in providing volunteer service at the Library, continue to develop community engagement in Glendora's youth by transferring the coordination of all youth volunteers to the Youth Services division and seeking out a minimum of 1 new opportunity for youth volunteers in the Library. June 2017.
- Keep pace with residents' demand for materials, both physical and electronic, by analyzing use patterns and recommending and implementing a plan to improve usage. June 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Children reached via in-house storytimes, storytime visits to preschool and in-home daycare providers, for early childhood literacy development	#	Effectiveness	8,836	9,300	9,500
Storytime visits to local preschools and in-home daycare providers	#	Workload	44	37	40
School-age children connected with through class visits and library programs	#	Effectiveness	13,767	14,100	14,000
Youth Summer Reading Club registrations	#	Workload	3,102	3,155	3,200
Summer Reading Club registrations completed off-site	%	Efficiency	12%	13%	14%
Students who received homework assistance; online or at the Library's Homework Buddies	#	Workload	2,851	3,750	4,000
Youth reference & readers advisory questions answered through face-to-face, phone and email interactions	#	Workload	21,362	22,000	22,000
Average number of checkouts per child in Glendora	#	Workload	16.6	16.6	17
Number of Youth titles added	#	Workload	1,308	1,100	1,100

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	234,605	241,430	191,802	191,802	197,700
Division Total		234,605	241,430	191,802	191,802	197,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	112,068	114,986	77,021	77,021	77,100
41210	Part Time	47,660	48,151	45,957	45,957	48,500
42110	Retirement	21,986	25,415	20,120	20,120	22,800
42111	PARS Retirement	-	-	547	547	700
42290	Flex Benefit	19,886	20,098	15,483	15,483	15,600
42310	Employer Paid Benefits	3,214	3,224	2,933	2,933	3,000
42520	Workers Comp	769	865	780	780	1,000
51200	Division Supplies	1,046	971	1,000	1,000	1,000
51300	Books/records/tapes	27,976	27,720	27,961	27,961	28,000
Division Total		234,605	241,430	191,802	191,802	197,700

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51200	Division Supplies	Acquisition of program and outreach materials such as pencils, bookmarks and Children's Room supplies.
51300	Books/Records/Tapes	Acquisition of all youth library materials, including print fiction and non-fiction, magazines, audio/visual materials and access to electronic resources for reading and research.

CITY of GLENDORA LIBRARY

ADULT SERVICES DIVISION - 7079

PROGRAM DESCRIPTION

In concert, Youth Services and Adult Services provide the community with a wide range of effective information and reader services that support work, lifelong learning, personal growth, enjoyment, and civic involvement. Staff is cross-trained to support both Youth and Adult Services to maximize flexibility in responding to daily public service demands. Youth and Adult Services staff members coordinate the purchase of all items for the Library's collections in all formats (collection development).

Adult Services supports the community's interests in continuing education, recreational pursuits, intellectual exchange and informed citizenship through: creating community partnerships that promote the Library as a resource for meeting the educational, recreational, and informational needs of Glendora's adults; providing professional expertise by answering reference and readers' advisory questions, through community instruction, and through website management; selecting and managing the materials and resources for adults; providing assistance and instruction to people of all ages in using Library services.

Specific activities include:

- Selecting and evaluating physical and virtual materials for the Adult collections, including government, community, and local historical information.
- Promoting and maintaining access to the Library's collections by recommending and implementing materials displays and signage.
- Providing opportunities for civic involvement through volunteer positions.
- Writing grants and seek additional revenue streams to support programs and collections.
- Partnering with local educational institutions, service groups, and community organizations, to encourage reading and provide cultural/educational/entertainment opportunities through offsite lectures, activities, presentations, and/or discussions.
- Providing on-demand, time-saving expertise and information assistance for all ages, in person and by telephone, email, surface mail, fax, and viable emerging technologies; supporting patrons in the use of Library materials and services; proctor examinations for students and job seekers.
- Utilizing informational technology for: monitoring, researching, recommending, configuring, and/or managing new services, formats, and points of access; coordinating and implementing website marketing and services; supporting and troubleshooting office technologies.

2015-16 MAJOR ACCOMPLISHMENTS

Library Strategic Plan Objectives were established and presented to the Library Board:

- Launched recommendations from February 2015 Computer Center volunteer focus group, by implementing one-on-one computer help reservations.
- Kept pace with demand by expanding e-books and audio books to 13% of total collection.
- Transitioned the coordination of adult volunteer-led programming from the Development Office staff to Public Services staff to expand event opportunities for the public.
- Incorporated customer service iPads into programming, classes, storytime, and outreach.

- Launched purchasing method that allows customer demand to more directly drive title selection (“patron-driven acquisition”) for 2 areas of the adult collection.
- As part of the Summer Reading Challenge, 2 pilot online book discussion groups were held utilizing Beyond the Stacks, allowing participants an opportunity to participate in Library programs at their own pace.
- Library Garden was designed and installed by the Community Services Dept., in consultation with Library administration. Pilot “Story Stroll” features were installed in the garden in honor of Dr. Seuss’ birthday and Earth Day. Discussions were started with Community Services regarding the possible addition of a permanent “Story Stroll” feature along the path.
- Public Services roles and responsibilities were re-organized to incorporate new staff, expand access and opportunities for the public, and develop new ways of measuring effectiveness.

2016-17 MAJOR GOALS AND OBJECTIVES

- Establish additional Library Strategic Plan service objectives with input from Board of Library Trustees, for Board approval by September 2016.
- In response to an overwhelming interest in providing volunteer service at the Library, continue to develop community engagement opportunities in Glendora by transferring the coordination of all adult Library main-floor volunteers to the Public Services division and seeking out a minimum of 1 new opportunity for volunteers in the Library. June 2017
- Keep pace with residents’ demand for materials, both physical and electronic, by analyzing use patterns and recommending and implementing a plan to improve usage. June 2017.
- Evaluate patron-driven acquisition pilot project that allows for customer demand to directly drive title selection; recommend expansion of project to include a larger section of the Library collection.
- Support life-long learning by expanding volunteer-led adult programming to include a minimum of 1 new program series. January 2017.
- Increase awareness of Library services and develop services outside of the Library walls by seeking out and participating in a minimum of 1 new community-wide event. January 2017.

CITY of GLENDORA LIBRARY

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Adult reference & readers advisory questions answered, through face-to-face, phone and email interactions	#	Workload	18,374	17,000	16,500
Average number of checkouts per person aged 15+ in Glendora	#	Workload	3.97	3.79	4.0
Average number of checkouts per adult item (turnover rate)	#	Workload	1.86	1.75	1.75
Adult titles selected	#	Workload	3,255	2,580	2,500
Ability of New Adult Fiction collection to serve population aged 15+	%	Workload	50.3%	51%	51%
Users of computer workstations in Library	#	Workload	26,618	27,000	27,000
Programs for adults (staff & volunteer-led programs)	#	Workload	23	26	30
Attendance at Library programs for adults	#	Effectiveness	775	850	850

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	317,610	294,462	416,806	416,806	417,400
Division Total		317,610	294,462	416,806	416,806	417,400

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	146,497	114,677	195,158	195,158	195,200
41210	Part Time	15,930	25,767	31,448	31,448	31,300
42110	Retirement	22,737	20,044	36,227	36,227	41,000
42111	PARS Retirement	-	-	1,179	1,179	1,200
42290	Flex Benefit	24,765	20,261	35,883	35,883	36,000
42310	Employer Paid Benefits	4,374	3,918	6,167	6,167	6,200
42520	Workers Comp	783	735	1,437	1,437	1,800
51200	Division Supplies	567	521	750	750	800
51300	Books/records/tapes	101,957	104,237	103,859	103,859	103,900
59100	Contract Services	-	4,302	4,698	4,698	-
Division Total		317,610	294,462	416,806	416,806	417,400

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51200	Division Supplies	Acquisition of display supplies, local history supplies and iPad accessories.
51300	Books/Records/Tapes	Acquisition of all adult library materials, including print fiction and non-fiction, magazines, audio/visual materials and access to electronic resources for reading and research.

CITY of GLENDORA COMMUNITY SERVICES

ORGANIZATIONAL CHART



CITY of GLENDORA

COMMUNITY SERVICES

AUTHORIZED POSITIONS

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Full-Time Positions					
Community Services Director	1.00	1.00	1.00	1.00	1.00
Parks/Community Services Manager	1.00	1.00	1.00	1.00	1.00
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00
Human Services Superintendent	1.00	1.00	1.00	1.00	1.00
Contracts/Programs Analyst	1.00	-	-	-	-
Transportation Programs Analyst	-	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Landscape Contracts Supervisor	1.00	1.00	1.00	1.00	1.00
Community Services Coordinator	-	-	-	2.00	2.00
Senior Office Assistant	1.00	1.00	1.00	-	-
Maintenance Leadworker	-	-	1.00	2.00	2.00
Senior Maintenance Leadworker	2.00	2.00	1.00	-	-
Maintenance Worker	4.00	4.00	4.00	4.00	4.00
Part-Time Positions					
Administrative Aide I	0.65	0.65	0.65	0.65	0.65
Office Aide I	0.68	0.22	0.22	0.22	0.22
Office Aide III	0.84	1.56	1.56	1.56	0.72
Office Aide IV	0.88	0.84	0.84	0.84	3.37
Assistant Recreation Leader	0.58	0.58	0.58	0.58	0.58
Maintenance Aide I	4.65	3.05	5.22	3.76	3.76
Maintenance Aide II	1.54	1.54	1.89	3.18	3.18
Recreation Leader	0.62	0.62	0.62	1.10	1.10
Recreation Specialist I	2.79	2.79	2.79	1.92	1.75
Recreation Aide	7.13	7.13	7.13	6.74	6.16
Trip & Tour Coordinator	0.60	0.60	0.60	0.60	0.60
Total Full-Time	18.00	18.00	18.00	19.00	19.00
Total Part-Time	20.95	21.18	22.10	19.86	22.09
Total Department FTE	38.95	39.18	40.10	38.86	41.09

CITY of GLEN DORA COMMUNITY SERVICES

ADMINISTRATION DIVISION - 7581

PROGRAM DESCRIPTION

The Community Services Administration Division directs and evaluates all Recreation, Human Service, Park Maintenance, Street Trees, Open Space, Teen Center, Transportation, Sports Park and Landscape Maintenance District activities; oversees the Glen Oaks Golf Course contract, monitors and evaluates the Department-wide implementation of the Community Services elements; develops and networks with many youth, young adults, and seniors serving organizations; plans new parks and facilities and improvements for existing facilities; administers and monitors compliance with expenditure and revenue policies; writes and administers grants, and tracks expenditure and revenue; provides clerical assistance to other Divisions in the Department as needed; coordinates, produces, and distributes the Community Services Brochure; conducts all activity registration and; collects all revenue generated by fee-based programs.

The Community Services Department has a five member advisory Community Services Commission; and four volunteer groups; Youth Sports Council, Glendora Trails Volunteers, Beautification Volunteers and the Senior Advisory Committee.

- **Advisory Commission** - Advises staff on matters pertaining to Parks, Recreation, Teen Center, Human Services, Tree Maintenance, and other social issues of the community in their respective areas.
- **Volunteer Groups** - Assists with program planning, trail maintenance, and other social issues of the community in their respective areas.
- **Staff Support to Advisory Commission** - Prepares agenda and staff reports, records minutes, and conducts public hearings.
- **Community Services Element Implementation** - Within resources, identified unmet needs in parks, facilities, playing fields, activities, services, and other needs as identified by the City Council, Community Services staff, Commissions, Committees, and citizen groups.
- **Parks and Facilities Planning** - Develops current and long-range plans for new Community Services facilities considering indoor, outdoor, and open space.
- **Fiscal Management** - Develops and monitors the Department-wide expenditures and revenues to assure compliance with financial policies; develops and monitors grants.
- **Public Relations and Information** - Produces trimester brochures listing all community services programs, prepares news releases regarding department activities, represents the Department at City-wide functions, and acts as a community liaison.

2015-16 MAJOR ACCOMPLISHMENTS

- Recognized as a 2015 Playful City USA from KaBOOM!
- Applied for and received 2015 Excess Funds from the Los Angeles County Regional Park and Open Space District in the amount of \$250,000 to build a multipurpose room and bathrooms at 181 N. Cullen.
- Applied for and received Excess Funds from the Los Angeles County Regional Park and Open Space District for the maintenance and servicing of South Hills Park in the amount of \$40,952.54.
- Applied for and received rebates from Metropolitan Water (Smart Water) in the amount of \$223,164 from grass turf that has been removed from various water conservation projects.
- Through a grant provided by the National Parks Service, developed a conceptual plan for the development of

CITY of GLENDORA COMMUNITY SERVICES

an urban trail system that runs along the Los Angeles County Flood Control Channel, San Dimas Wash and complete a portion of the trail from Sunflower to Louie Pompei Park.

- Supported and partnered with the Community Services Foundation by assisting the board in implementing their kick-off event for the Community Services Department and held the Glendora's Got Talent in January.
- In an effort to increase donations, created a campaign to promote the youth scholarship program by advertising in the Recreation Guide three times a year, Fall 2015, Winter/Spring 2016 and Summer 2016.
- Solicited public input by hosting a community Urban Trail workshop in November 2015 to go over the conceptual design.
- Solicited public input by hosting a community workshop in February 2016 for the LA County Park Assessments in prioritizing a list for park and trail projects.

2016-17 MAJOR GOALS AND OBJECTIVES

- Apply for a 6th year as a Playful City USA 2016, to receive recognition from KaBOOM!, in order to be eligible for additional grant funding by August 2016.
- Complete the first phase of the Glendora Urban Trails System from Louie Pompei to Sunflower Avenue by December 31, 2016.
- In order to reduce fees from our current class registration provider, review potential vendors to change over to a new registration software program by April 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Process customer facility rental applications while customer is present	%	Efficiency	100%	100%	100%
Answering phones	#	Workload	9,818	10,000	10,500
Assist walk-in customers	#	Workload	2,327	2,500	2,700
Process registration	#	Workload	1,424	2,000	2,600
Youth 18 and under enrolled in summer activities	#	Workload	2,393	2,500	2,600
Process class and trip registrations:					
• Community Services			27%	25%	23%
• Teen Center	%	Workload	9%	10%	14%
• La Fetra			4%	4%	12%
• Legion Building			16%	16%	6%
• Online			44%	45%	45%
Facility rental application processed online	%	Efficiency	12%	14%	16%

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	872,073	1,153,143	843,012	843,012	923,700
Division Total		872,073	1,153,143	843,012	843,012	923,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	184,817	194,050	196,676	196,676	188,700
41120	Overtime	45	237	-	-	-
41210	Part Time	11,364	9,621	11,671	11,671	20,600
41360	Vehicle Allowance	2,690	2,746	2,682	2,682	2,200
42110	Retirement	30,563	34,808	38,787	38,787	41,600
42111	PARS Retirement	-	-	438	438	800
42290	Flex Benefit	25,779	23,686	24,582	24,582	25,200
42310	Employer Paid Benefits	4,104	4,193	4,417	4,417	4,500
42520	Workers Comp	2,737	3,100	3,853	3,853	4,200
51110	Office Supplies	12,706	6,941	5,500	5,500	5,500
51560	Operating Leases	295	653	2,000	2,000	2,000
51750	Food Supplies	1,929	1,777	2,000	2,000	2,000
55320	Printing	33,706	29,163	31,500	31,500	34,500
55340	Postage	11,921	11,781	11,500	11,500	11,500
55400	Dues & Memberships	1,464	1,057	1,300	1,300	1,300
55450	Bank Service Charges	9,649	15,445	12,000	12,000	15,000
55600	Training & Education	1,077	3,491	2,700	2,700	3,000
57050	Phone	550	259	-	-	-
59100	Contract Services	9,763	15,196	8,300	8,300	9,000
59801	Info Tech Charges	137,100	128,500	137,607	137,607	159,100
59805	Vehicle Charges	165,421	436,900	189,931	189,931	193,900
59807	Liability Ins Charges	224,393	229,539	155,568	155,568	199,100
Division Total		872,073	1,153,143	843,012	843,012	923,700

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
51750	Printing	Costs associated with the printing of the Community Services Brochure three times a year.
55340	Postage	Mailing of the Community Services brochure three times a year and to pay postage for registration receipts. With online registration increasing, our mailings have decreased.
55450	Bank Service Charge	Fees incurred from Activenet (our current vendor) for registration and reservation use when customers register in person. This account has been increased by \$3,000 due to rate change from vendor. Revenues offset charges.
57050	Phone	Phone charges were consolidated to the Information Technology Budget.
59100	Contract Services	Outside professional services contracted, offsite storage, and any unforeseen costs. This has been combined with clothing supplies and miscellaneous expenses.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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PARKS DIVISION - 7582

PROGRAM DESCRIPTION

The primary function of the Parks Division is the maintenance of approximately 915 acres of landscaped parks, community open space, public landscape, facilities and wilderness areas. In addition, the Parks Division is responsible for managing the design and construction elements of open space and trail space development; all park development capital improvement and renovation projects; reviewing all City development projects; and assisting Trails Volunteers with maintaining the trails within Glendora. Louie Pompei Memorial Sports Park was also absorbed into this Division to increase efficiency.

The Parks Division also manages the Youth to Work program, which was created during Fiscal Year 2011-2012. The program's primary function is to beautify and maintain the overall appearance of the City. The major function of this program is weed abatement and general cleaning of all public areas. This program also provides support to various special projects within the Parks Division.

Specific activities include:

- Turf care and mowing
- Irrigation maintenance and operation including monitoring water use
- Maintenance and inspection of sports fields, play equipment and general park areas
- Building and restroom maintenance
- Plant care and planter maintenance
- Management of park janitorial services
- Daily collection of park and transit station litter
- Open and closure of City parks and facilities

2015-16 MAJOR ACCOMPLISHMENTS

- Increased community involvement and encouraged support of the parks system by promoting the Adopt-A-Park Program and acquired (14) new sponsors.
- Prepared a plan and removed approximately 130,000 square feet of turf in various parks and facilities and installed drought tolerant plant material and drip irrigation in an effort to lower water consumption.
- Adhered to California's Emergency Drought Law while maintaining aesthetics throughout the City. Created and implemented a plan to remove approximately 150,000 square feet of turf on 44 public medians and installed drought tolerant plant material.
- Completed the installation of an artificial turf soccer field at Louie Pompei Memorial Sports Park.

2016-17 MAJOR GOALS AND OBJECTIVES

- Create and implement a standardized replacement schedule for park amenities (playgrounds, picnic shelters, benches, etc.) by September 2016.
- Expand the City's park system by completing construction plans and specifications for the development of Passive Park by December 2016.
- Develop and administer a training program for field staff designed to improve their knowledge and skills regarding maintaining drought tolerant plant material by February 2017.
- Develop a schedule and conduct bi-annual renovations of South Hills Dog Park and the bandshell at Finkbiner Park by June 2017.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Acres of park turf mowed	#	Workload	1,372.8	1,359.2	1,600
Emergency call-outs addressed within 2 hours	%	Efficiency	100%	100%	100%
Site inspections completed according to work plan:					
• All parks (weekly)	#	Workload	52	52	52
• All playgrounds (weekly)			52	52	52
• All restrooms (daily)			260	260	260
• All bus stops (weekly)			52	52	52
Parks maintained according to Park Maintenance Manual Standards	%	Efficiency	88%	95%	95%
Maintenance items performed:					
• Restroom maintenance	#	Workload	2,920	2,920	2,920
• Playground maintenance			45	45	30
• Irrigation maintenance and repair			975	975	750
• Planters maintenance			12	12	12
• Right of Way weed abatement			2	2	2

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	1,112,793	880,155	978,850	978,850	1,057,300
206	Park Development	-	3,741	-	-	-
217	Prop A Operations	9,272	1,983	4,000	4,000	4,000
222	Measure R	3,976	4,461	6,094	6,094	11,100
321	Capital Projects	-	-	73,000	73,000	-
530	Water Capital	-	215	51,804	51,804	-
531	Water Operating	8,530	36,858	43,230	43,230	48,300
Division Total		1,134,571	927,413	1,156,978	1,156,978	1,120,700

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	293,840	279,518	358,855	358,855	353,300
41120	Overtime	1,210	5,909	1,500	1,500	3,500
41210	Part Time	67,157	120,848	142,168	142,168	160,300
41360	Vehicle Allowance	1,810	975	2,106	2,106	2,100
42110	Retirement	44,142	50,372	68,384	68,384	74,300
42111	PARS Retirement	-	-	3,575	3,575	6,100
42290	Flex Benefit	54,237	53,845	70,090	70,090	64,200
42310	Employer Paid Benefits	11,571	16,031	12,306	12,306	12,400
42520	Workers Comp	12,509	15,080	23,076	23,076	28,500
51110	Office Supplies	3,748	3,945	5,929	5,929	7,900
51500	Equipment Parts	31,152	27,363	25,799	25,799	22,400
51710	Clothing Supplies	922	2,280	2,000	2,000	7,000
51750	Food Supplies	1,006	1,923	1,300	1,300	2,000
54200	Agricultural Supplies	26,234	22,862	32,000	32,000	27,500
55400	Dues & Memberships	605	585	915	915	1,000
55600	Training & Education	1,882	4,690	3,250	3,250	9,000
56100	Building Maintenance	16,617	13,830	19,991	19,991	18,700
56500	Landscaping	16,622	15,237	10,281	10,281	14,700
56550	Trails Maintenance	4,366	4,120	5,000	5,000	5,000
57050	Phone	8,409	6,308	6,800	6,800	7,200
57100	Electric	86,687	88,093	93,050	93,050	93,000
57150	Gas	376	395	500	500	500
57160	Water	765	733	1,500	1,500	1,500
59100	Contract Services	107,047	155,306	147,130	147,130	157,100
59100.28	Contract Weed Abatement	11,464	34,451	41,473	41,473	41,500
59550	Uniforms	2,175	2,714	5,000	5,000	-
70000	Land	317,472	-	-	-	-
72000	Capital Outlay	10,546	-	73,000	73,000	-
Division Total		1,134,571	927,413	1,156,978	1,156,978	1,120,700

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PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. Part-Time salaries have increased as a result of minimum wage increases passed by the State.
51110	Office Supplies	Office supplies, office furniture, postage, printing and reproduction.
51500	Equipment Parts	Parts and supplies; repair and maintenance for existing equipment; equipment rental, safety supplies and small tools.
51710	Clothing Supplies	Parks staff uniform, boots and headwear.
54200	Agricultural Supplies	Supply fertilizers, pesticide chemicals, top dressers, seed and gravel. Sports fields are renovated twice per year and pathways are renovated annually to provide safe playing surfaces. All irrigation parts and supplies are purchased out of this account.
55600	Training and Education	Training for staff, continuing education units, certifications and renewals. Travel expenses, meetings and conference expenses are funded from this account.
56100	Building Maintenance	Minor repairs to restrooms, facilities, etc. to ensure they are safe and properly maintained. All building parts and supplies are funded out of this account.
56500	Landscaping	Large landscape renovations, including, but not limited to, rubber mulch and sod. All trees, plants and mulch are purchased out of this account.
57100	Electric	Electricity costs for operating lights, irrigation, and any other facilities and equipment at the City's 13 parks including Pompei Memorial Sports Park.
59100	Contract Services	Park facilities contractors that include services for electrical, plumbing, pest control, HVAC industry and landscape not otherwise be efficiently performed by the City. In addition, janitorial services and litter removal services are provided by a contractor.

CITY of GLENDORA **COMMUNITY SERVICES**

RECREATION DIVISION - 7583

PROGRAM DESCRIPTION

The Recreation Division is responsible for the development, implementation, coordination, and delivery of recreational and leisure time programs and events to promote the well-being and enjoyment of life for the citizens of Glendora. Glendora residents of all ages actively use the city's recreation facilities to participate in the sports, fitness, cultural, and educational programs that are available to them through this division. Contributing to the success of the programs are the members of the community who volunteer thousands of service hours to the Recreation Division.

Specific activities include:

- Continuing to strengthen relationships as the liaison with our school districts and City youth sports groups that service thousands of youth annually.
- Building partnerships with service organizations to generate sponsorships that will enhance the city's events and improve services for the citizens of Glendora.
- Coordinating and promoting educational and recreational classes and trips for youth and adults that will meet the demand of the community.
- Marketing is accomplished through the use of social media, flyers, banners, and press releases as well as mailing of the Community Services Brochure to every home in the community.
- Coordinating City-wide special events to include: Halloween Carnival; Jump N Jammin; Easter Egg Hunt; Holiday Home Decorating Contest; Holiday Tree Lighting and Santa Visit; Summer Concerts; and Movies in the Park.
- Providing quality customer service to assist residents in the best possible manner.

2015-16 MAJOR ACCOMPLISHMENTS

- Offered two new city wide special events, Heritage Day and Jump n Jammin that were well attended by the community.
- Hosted the country of South Africa who was in California to compete in the World Games and provided an entire day of activities including tours of Centennial Heritage Park, Rubel Castle, parade down Glendora Ave, and barbecue and concert in the park.
- Purchased an enclosed storage trailer which will improve efficiency in set up and breakdowns, and assist in taking better care of equipment and supplies for all special events.
- Offered 27 new recreational classes to the community.

2016-17 MAJOR GOALS AND OBJECTIVES

- Revamp winter special events to promote community participation and increase attendance by January 2017.
- Improve the appearance of the Legion Building by adding new carpeting, new paint, and new AC/Heating units by Spring 2017, in an effort to increase rentals.
- Upon completion of the Carty Property, develop and expand the pre-school program with new hours and full

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week classes by May 2017.

- Increase photo portfolio by conducting a citywide photo contest promoting Community Services classes, programs, and special events by Spring 2017.
- Replace 15-year old Recreation and Teen Division truck with a new truck that has the capacity to pull new event trailer as well as everyday use and after hour/weekend park closure by December 2016.
- In order to better serve working parents, offer extended daycare camp hours by August 2016.
- Partner with the Planning Department to host the 2017 Earth Day event.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Participants registering for recreational classes	#	Workload	12,876	12,100	12,900
New recreational classes added	#	Workload	12	27	15
Participants in the 19 City wide special events annually (Halloween, Heritage Day, Jump n Jammin', Easter, Santa Party, Movies-6, Concerts-7, Holiday Home Decorating Contest, Holiday Stoll and Tree Listing)	#	Workload	25,000	25,100	25,200
Participants who volunteer for City wide special events	#	Effectiveness	300	350	350
Facility rentals at:					
• Legion Building	#	Workload	57	37	40
• Scout Hut			287	320	325
Brochures mailed	#	Effectiveness	52,656	53,800	53,800

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	635,982	651,184	737,741	737,741	716,500
Division Total		635,982	651,184	737,741	737,741	716,500

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	128,320	122,680	166,996	166,996	172,300
41120	Overtime	1,324	1,596	1,500	1,500	1,500
41210	Part Time	111,281	101,817	90,178	90,178	92,200
41360	Vehicle Allowance	2,347	2,347	2,340	2,340	2,400
42110	Retirement	23,303	24,508	30,999	30,999	36,200
42111	PARS Retirement	-	-	3,381	3,381	3,500
42290	Flex Benefit	16,283	16,283	27,751	27,751	28,100
42310	Employer Paid Benefits	4,403	4,145	5,569	5,569	5,800
42520	Workers Comp	5,716	5,493	7,120	7,120	8,600
51110	Office Supplies	2,070	3,673	3,700	3,700	3,200
51240	Youth Basketball	36,320	38,701	40,315	40,315	-
51500	Equipment Parts	3,678	3,472	5,869	5,869	3,200
51710	Clothing Supplies	4,740	4,728	6,506	6,506	6,200
51750	Food Supplies	1,545	1,047	1,250	1,250	1,200
55320	Printing	3,934	6,689	5,000	5,000	9,500
55400	Dues & Memberships	490	630	1,000	1,000	1,000
55600	Training & Education	1,475	2,934	2,758	2,758	2,800
56100	Building Maintenance	9,245	7,872	5,000	5,000	7,000
57050	Phone	1,987	1,743	1,740	1,740	3,000
57150	Gas	3,007	3,009	3,100	3,100	3,100
58100	Activities & Events	45,295	43,341	53,439	53,439	53,500
58200	Trips & Tours	5,785	6,115	7,000	7,000	7,000
58300	Contract Classes	215,229	227,398	237,000	237,000	237,000
59100	Contract Services	-	12,264	15,000	15,000	15,000
59100.29	Contract GHS Aquatics	8,205	8,699	13,230	13,230	13,200
Division Total		635,982	651,184	737,741	737,741	716,500

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. Part-Time salaries have increased as a result of minimum wage increases passed by the State.
51240	Youth Basketball	This item was moved to the Teen Center Division (7588) where the activity appropriately takes place.
51500	Equipment Parts	Equipment and cleaning supplies for the facility
51710	Clothing Supplies	Day camp participants' t-shirts, and recreation staff t-shirts and sweatshirts.
55320	Printing	Flyers, magnets, ink for printers, and other marketing material for events and programs.
56100	Building Maintenance	Repair roof, doors, plumbing, locksmith, windows, painting, electrician etc. for the Legion Building, Youth Center, and Scout Hut.
58100	Activities/Events	City-wide special events like Halloween Carnival, and Summer Concerts in the Park and Movies in the Park. Increase for two new special events- Jump N Jammin and Heritage Day.
58300	Contract Classes	Contract instructors who teach classes in the Community Services brochure for tots to adults
59100	Contract Services	Janitorial and maintenance contracts for the building to maintain cleanliness and upkeep on a daily basis.
59100.29	GHS Aquatics	The City has a joint use agreement with Glendora High School to use their pool for City recreation classes.

CITY of GLENDORA COMMUNITY SERVICES

TREE DIVISION - 7584

PROGRAM DESCRIPTION

The Tree Division is responsible for the management of approximately 16,000 City trees and provides: on-going tree maintenance for safety, tree health, and aesthetics; administration of the annual tree maintenance contract for City trees; management and assessment of dead and undesirable trees for potential removal; and oversight of the landscape maintenance of assessment sites and medians. The Tree Division is also responsible for planting new trees in right-of-way easements; overseeing the annual Bougainvillea trimming; and the installation and removal of the holiday lights on the trees in the Glendora Village and in front of City Hall.

A new tree maintenance contract began in July 2014, which allows City-owned trees to be trimmed within a five-year cycle. Within this program, the City trims Palm trees on a three-year cycle; the Glendora Village Ficus trees are trimmed on a bi-annual basis to reduce fruit droppings and for the annual hanging of the Holiday lights; and all other Ficus trees are trimmed on an annual basis to retain their traditional “gumdrop” shape.

2015-16 MAJOR ACCOMPLISHMENTS

- Improved urban forest by removing approximately 30 trees within the Street Tree Inventory that were declared dead by the City Arborist.
- Increased urban forest by planting two (2) new trees for every one (1) tree removed within the parameters of maintaining water efficiency during the statewide draught crisis.
- Promoted the City’s urban forest by acquiring Tree City USA status for 23rd straight year.
- Provided education to the community about the importance of trees by providing bi-monthly tree-related articles to the Glendora Report.
- To maintain tree health and reduce water consumption, retrofitted median sprinklers to drip irrigation to provide water to approximately 450 trees.

2016-17 MAJOR GOALS AND OBJECTIVES

- Protect and enhance our urban forest by implementing a tree-watering contract by July 2016.
- Create a collaborative partnership with the Glendora Public Works Department to implement a tree-well widening program to increase watering area and reduce future sidewalk damage by December 2016.
- To ensure long-term health and sustainability of our urban forest, develop a tree-fertilization program for all “young” trees by June 2016.
- Revisit the landscape maintenance site assessments to ensure the current amount levied is adequate for proper maintenance and sustainability.
- Create a standardized tree grate policy for implementation in future developments and replacement tree installations.

CITY of GLENDORA COMMUNITY SERVICES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Emergency call-outs addressed within 2 hours	%	Efficiency	98%	100%	100%
Trees trimmed annually	#	Workload	3,080	2,514	2,150
Trees removed annually	#	Workload	84	102	40
Trees planted annually (*includes trees donated by Southern California Edison)	#	Workload	310	160*	120

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	428,242	421,700	510,959	510,959	574,300
202B	Landscape Assessment	54,607	68,530	52,617	52,617	48,473
205	Gas Tax	107,319	138,540	138,330	138,330	158,100
224	LAC Wind Damage Grant	37,572	7,333	-	-	-
530	Water Capital	-	733	103,607	103,607	-
531	Water Operating	-	15,019	15,160	15,160	15,200
Division Total		627,740	651,855	820,673	820,673	796,073

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	95,829	68,602	79,233	79,233	68,300
41120	Overtime	203	353	1,000	1,000	1,000
41210	Part Time	15,857	27,659	108,749	108,749	14,400
41360	Vehicle Allowance	1,463	733	1,512	1,512	1,600
42110	Retirement	14,391	12,348	18,218	18,218	14,350
42111	PARS Retirement	-	-	568	568	600
42290	Flex Benefit	12,148	13,306	18,906	18,906	9,666
42310	Employer Paid Benefits	2,447	2,138	3,754	3,754	1,850
42520	Workers Comp	2,820	2,567	8,275	8,275	2,936

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM (continued)

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
54100	Trees, Shrubs & Plants	4,547	12,430	5,000	5,000	5,000
54200	Agricultural Supplies	2,504	4,788	10,500	10,500	10,000
55320	Printing	501	950	500	500	500
55600	Training & Education	169	-	700	700	700
56200	Equipment Maintenance	6,229	2,551	3,550	3,550	3,600
56500	Landscaping	92,179	124,031	123,650	123,650	134,600
57050	Phone	727	155	700	700	8,800
57100	Electric	20,015	23,696	24,660	24,660	22,100
57160	Water	20,919	29,642	24,258	24,258	1,500
59100	Contract Services	67,528	91,442	81,065	81,065	81,100
59100.27	Tree Trimming Contract	244,613	209,690	278,016	278,016	373,100
59550	Uniforms	619	842	1,000	1,000	1,000
Division Total		605,708	627,923	793,814	793,814	756,702
Landscape Assessment Zones						
56500.01	Highland/Oak Knoll	2,330	3,854	2,330	2,330	3,840
56500.02	Banna/Arrow Hwy	960	1,349	1,560	1,560	2,544
56500.03	GMR/Palm Dr	2,560	5,788	6,293	6,293	8,377
56500.05	Hampton/Sunflower	245	109	470	470	945
56500.06	Financial Way	744	659	644	644	1,178
56500.07	Foxglove/Yucca	131	-	-	-	-
56500.08	GMR/Boulder Springs	2,541	3,718	2,541	2,541	3,600
56500.09	Candish/Sunflower	228	35	515	515	908
56500.10	Kregmont/Englewild	496	1,038	496	496	1,357
56500.11	Glendora Bouganvilla	3,300	-	3,300	3,300	4,200
56500.12	Hunter's Trail	-	-	929	929	500
56500.13	N. Loraine/Palm Dr	546	243	771	771	546
56500.14	Jenifer/Mauna Loa	-	-	112	112	300
56500.15	W. Sierra Madre	1,043	1,369	2,103	2,103	4,113
56500.17	Claraday/Valley	788	990	1,048	1,048	1,555
56500.18	Greenfield Court	756	1,021	1,116	1,116	1,916
56500.19	GMR/Sierra Madre	2,631	3,759	2,631	2,631	3,492
56500.2	Glendora Ave/Ada	2,733	-	-	-	-
Landscape Assessment Total		22,032	23,932	26,859	26,859	39,371

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110-45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits.
56500	Landscaping	Contract landscaping costs for medians and the public right-of-ways. The costs has increased significantly as a result of the State prevailing wage requirement for Tree Trimmers and landscapers.
56500.01 - 56500.20	Landscape Districts	Landscape Assessment Zones are levied a tax on their Property Tax for the maintenance and upkeep of medians and public right-of-ways. Each zone is charged a different rate based on their benefit. Some labor costs from City staff are associated with the oversight of the zones and is not included in budget for zones.
57050	Phone	These costs are associated with the necessary cell service to operate the new Rain Bird System that will help the City save electricity and water.
57100	Electric	Electricity associated with the operation and maintenance of irrigation controllers and related equipment in the public right-of-way.
59100	Contract Services	Services provided include bee removal, repair of broken backflows and other miscellaneous repairs related to irrigation or maintenance of trees in the public right-of-way
59100.27	Tree Trimming	Contract with the Tree Trimmer who maintain all City-owned trees in the public right-of-way. The costs has increased significantly as a result of the State prevailing wage requirement for Tree Trimmers and landscapers.

CITY of GLEN DORA COMMUNITY SERVICES

HUMAN SERVICES DIVISION - 7585

PROGRAM DESCRIPTION

The Human Services Division coordinates the services for the mature adult population. Human Services strives to maximize the quality of life for older adults through education, recreation, and social service programs. All programs strive to honor older adults by promoting opportunities for well-being and lifelong learning while celebrating the life process. The varied needs of the senior population are met through social interaction and personal response to specific needs while promoting dignity, self-esteem, and independence.

Specific activities include:

- Marketing through the development, publication, and mailing of the monthly Senior Times bulletin, preparing the senior information for the Community Services Guide along with flyers, Division tri-fold brochures, press releases, and social service awareness materials.
- Providing programs for educational, recreational, and social service purposes.
- Providing Social Services to the community through the Information and Assistance referral program, coordination of Case Management services, information database management, and personal contacts.
- Providing variety of special events held annually to promote community interaction.
- Developing partnerships with service agencies that can best meet the needs of seniors.
- Maintaining the La Fetra Center to ensure a safe and healthy environment for participants.
- Improving community outreach, community services to seniors.
- Promoting improved quality of life for all seniors with the aid of Partners of La Fetra Center organization.

2015-16 MAJOR ACCOMPLISHMENTS

- A new Hearing Loop system was installed in the expansion building. This system improves the ability of people with hearing loss to hear clearly and distinctly. The addition of this system improves ADA compliance for the Center.
- Twenty new classes, programs, or groups were added to the programming of the La Fetra Center. Over 34,700 participants attended programs, services and events at the Center.
- Over 1,200 low income seniors benefited from the monthly food distribution program in FY 2015-16. Over 17,000 meals were provided to Senior Citizens and Meals on Wheels clients.
- Staff recruited 9 new volunteers which represents a 10% increase in our volunteer pool.
- Staff and participants advocated for the reestablishment with Citrus Community College's Older Adult Program to facilitate new free classes for senior citizens. This resulted in the funding of three new classes added to the programming of the Center. We are currently the only facility in their district to be successful in this endeavor.
- Over 95% of participants continue to rate the services, programs and classes offered at the Center as very good to excellent.

CITY of GLENDORA COMMUNITY SERVICES

2016-17 MAJOR GOALS AND OBJECTIVES

- In an effort to increase effectiveness, staff will reorganize all storage areas throughout the Center. If approved staff will oversee a upgrade and enhancements to the Center by March 2017.
- In an effort to expand services to the older adult population, staff will implement new services to enhance housing options for Senior Citizens by June 2017.
- Design and implement a computer lab area for participants in order to provide Internet and computer access to those individuals who may not have home computers by November 2016..
- In an effort to increase participation of volunteers throughout the Community Services Department, staff will develop and implement a Department wide volunteer intake application, referral and hours tracking process by October 2016.
- To enhance revenue and increase participation, create at least two new fee based special events with community based sponsorship by May 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
# of meals provided to senior citizens with noontime, take-out, and meals on Wheels	#	Workload	16,550	17,150	17,200
# of volunteer hours received through the Senior Center volunteer program annually	#	Workload	14,050	14,150	14,250
Provide senior citizens with 60 non-duplicated activities/services monthly (Example: Nutrition, which is daily, is only counted once)	#	Efficiency	3,900	3,980	4,100
% of customers who rated our programs and customer service as very good or excellent; will target 90% or greater	%	Effectiveness	95%	95%	95%
# of fee based programs offered to participants	#	Workload	23	25	28

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2014 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	310,506	360,313	384,050	384,050	430,200
217	Prop A Operations	36,419	-	-	-	-
534	La Fetra	27,332	28,533	39,838	39,838	48,300
Division Total		374,257	388,846	423,888	423,888	478,500

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2014 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	104,049	100,407	101,360	101,360	114,800
41120	Overtime	295	173	300	300	700
41210	Part Time	87,994	88,748	112,971	112,971	128,600
42110	Retirement	21,679	22,981	23,105	23,105	29,000
42111	PARS Retirement	-	-	3,370	3,370	4,000
42290	Flex Benefit	16,115	14,722	16,742	16,742	18,200
42310	Employer Paid Benefits	3,532	3,430	4,245	4,245	4,800
42520	Workers Comp	3,091	3,794	5,133	5,133	6,600
51110	Office Supplies	3,631	3,428	4,350	4,350	6,000
51500	Equipment Parts	6,441	7,889	10,100	10,100	11,000
51750	Food Supplies	5,434	6,753	7,000	7,000	7,400
55320	Printing	594	415	1,150	1,150	1,200
55400	Dues & Memberships	175	90	300	300	300
55600	Training & Education	1,709	211	250	250	3,300
56100	Building Maintenance	24,904	29,956	32,000	32,000	38,500
56200	Equipment Maintenance	1,301	2,329	2,700	2,700	2,800
58100	Activities & Events	2,637	1,792	1,500	1,500	2,500
58200	Trips & Tours	36,619	37,856	35,000	35,000	38,000
58220	Extended Trips & Tours	6,409	10,689	14,000	14,000	12,000
58300	Contract Classes	15,502	15,669	19,500	19,500	19,500
59100	Contract Services	31,093	35,216	28,000	28,000	28,200
59807	Liability Ins Charges	1,053	1,120	812	812	1,100
79100	Depreciation - Buildings	-	1,178	-	-	-
Division Total		374,257	388,846	423,888	423,888	478,500

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110-45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. Part-Time salaries have increased as a result of reallocation of labor that provides more support to the La Fetra Center and the minimum wage increase passed by the State.
51500	Equipment parts	Cleaning supplies, and miscellaneous sundries and materials for the continued operation of the La Fetra Center.
51750	Food Supplies	Food, coffee supplies and related items. Reduction of \$500 is due to increased sponsorships of special events.
55600	Training & Education	New and existing staff will be attending American Society on Aging Conference and California Parks and Recreation Society to increase awareness and understand current trends and legislation in the industry. This budget has increased because staff has not been able to consistently attend the conferences due to location.
56100	Building Maintenance	Preventive Maintenance contracts for building maintenance to ensure the upkeep of the La Fetra Center. Contract include: janitorial services, HVAC, and plumbing services as needed.
58200	Trips and Tours	Purchase tickets, admissions, etc. to be reimbursed by fees collected.
58220	Extended Trips and Tours	Trips that are 3-10 days. Costs are recovered through fees collected by participants.
58300	Contract Classes	Classes provided by instructors at the La Fetra Center. Costs are recovered through fees charged to participants.
59100	Contract Services	Costs associated with providing the After Stroke Support Group at La Fetra Center. Annual costs for the security and alarm system at the facility. YWCA is the City's shared cost for daily nutrition program seniors.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLEN DORA COMMUNITY SERVICES

TRANSPORTATION DIVISION - 7586

PROGRAM DESCRIPTION

The Transportation Division offers many different programs and activities that aim to promote the use of Public Transportation and Active Transportation amenities. Programs and services include the Mini-Bus, Dial-A-Ride paratransit service which provides curb to curb transportation to residents 55 years of age and older and disabled residents under 55 years of age; the Metrolink Commuter fixed route which provides transportation from Glendora to the Covina Metrolink Station during the morning and afternoon peak commute hours; the Crowther Teen and Family Center fixed route, which offers midday bus service along two routes between schools, the library and the teen center; and a Bus Pass sales and resident subsidy program which allows the public to easily obtain fare and passes for public transportation. All of these services operate solely through the use of Local Return Funds, Proposition's A and C.

The division also manages the City's employee alternative commute and rideshare program, Altcom. This program rewards employees who choose to travel to work by means other than a single occupancy vehicle. Funds for this program come out of the City's AQMD AB 2766 vehicle registration allocation.

Specific activities include:

- Operation of Mini-Bus, Dial-A-Ride Paratransit Service; Metrolink Commuter Fixed Route Shuttle; Crowther Teen and Family Center Midday Shuttle.
- In support of the La Fetra Center, special transportation services are made available to program participants who would otherwise not be able to attend special events offered.
- Maintenance and general oversight of a fleet of ten paratransit vehicles to ensure that vehicles operate at peak efficiency thereby reducing air pollution and fuel consumption.
- Bus Pass Sales and Subsidy Program: the Transportation Center serves as a local Metro and Foothill Transit fare and monthly pass sales location. Sales of both regular priced and resident subsidy passes are completed through the loading of TAP cards.
- Development and maintenance of the City's bicycle and pedestrian projects and programs.
- Staff liaison between transportation agencies and the City.
 - ◇ Foothill Transit, LA Metro, SCAG, SGV COG, Foothill Gold Line Authority, AQMD and other Cities.
 - ◇ LA Metro LTSS (Local Transit System Subcommittee) Secretary. Attend meetings on a monthly basis to remain updated as to changes relating to local transportation programs and upcoming funding opportunities.
 - ◇ Attend Metro Workshops in order to gain access to new funding sources for potential future projects that will help coordinate transportation for the region.
 - ◇ Develop, revise, and submit Proposition A, C, and Measure R forms to the MTA for approval of transportation projects and annual spending.
 - ◇ National Transit Database (NTD) reporting which provides additional, ongoing transit revenue.
 - ◇ AQMD AB2766 annual reporting which ensures funding for the City's Altcom program and maintains compliance to allow the City to use funds on other congestion reduction and air pollution reduction projects.

CITY of GLENDORA COMMUNITY SERVICES

2015-16 MAJOR ACCOMPLISHMENTS

- Developed a pilot fixed route City shuttle called the Glendora EXPRESS. This pilot shuttle ran from July 1st to August 21st and completed a loop through the City every 30 minutes.
- Obtained funding through completion of three successful grant applications including the Foothill Bus Stop Enhancement Program Grant for new amenities at five bus stop locations throughout the City, MSRC Local Government Match Program for funds to supplement purchase of a new low-floor, CNG shuttle bus and the Metro Wayfinding Signage Grant which will provide signage that will help direct residents and visitors to the new Gold Line station.
- Developed a public transportation training program by reviving the Transit Options Workshop and holding three workshops a year to inform the community about transit options as well as provide them with real-time assistance through a guided day of travel on public transit lines.
- With the Glendora Police Department, increased the City's annual Bike Week activities and held the first Community Bike Rally in May of 2016.

2016-17 MAJOR GOALS AND OBJECTIVES

- Complete a City wide bus stop assessment by December 2016 to develop a listing of amenities and stop location improvements. This list will help staff seek funding for amenity replacement to create a uniform Glendora bus stop "look" and will help with creating a sense of ownership for the community to encourage and increase usage.
- Develop the second year pilot of the Glendora EXPRESS City shuttle, to begin service in July 2016. Route will include a stop that connects to the Gold Line and staff will evaluate the possibility of maintaining service throughout the year.
- Apply for Metro's 2017 Call for Projects in December of 2016 to obtain funds to support the development of the Glendora EXPRESS City shuttle.
- Continue to develop bike programs and activities for Bike Month in May 2017 to encourage biking as an alternative form of transportation within our City.

CITY of GLEN DORA COMMUNITY SERVICES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Increase monthly ridership <ul style="list-style-type: none"> Dial-A-Ride Metrolink Shuttle Gold Line Shuttle 	#	Workload	2,632 613 -	2,245 559 230	2,357 553 243
Reduce the average hourly cost rate per passenger <ul style="list-style-type: none"> Dial-A-Ride Metrolink Shuttle Gold Line Shuttle 	\$	Effectiveness	\$12.17 \$11.13 -	\$12.59 \$13.96 \$9.80	\$12.27 \$9.08 \$9.15
Passengers per hour <ul style="list-style-type: none"> Dial-A-Ride Metrolink Shuttle Gold Line Shuttle 	#	Workload	2.81 2.82 -	2.71 2.50 3.50	2.77 3.84 3.75
On time performance <ul style="list-style-type: none"> Dial-A-Ride Metrolink Shuttle Gold Line Shuttle 	%	Effectiveness	97% 97% -	97% 98% 98%	97% 98% 98%
Crowther Teen & Family Center Midday Shuttle Average Passengers/Day <ul style="list-style-type: none"> Orange Line Green Line 	#	Workload	22.74 11.15	41.95 34.22	42.98 35.08

PERFORMANCE MEASURES

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
209	Prop A Transit	126,434	142,641	88,000	88,000	90,500
211	Prop C Transit	170,492	197,047	-	-	0
215	AQMD	14,842	14,067	292,496	292,496	28,300
245	Bus Bench Improve Grant	28,629	-	-	-	-
533	Transit	918,323	954,892	1,404,200	1,404,200	1,378,700
Division Total		1,258,720	1,308,647	1,784,696	1,784,696	1,497,500

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	154,889	221,273	241,486	241,486	263,100
41120	Overtime	723	1,741	-	-	-
41210	Part Time	125,266	80,272	94,151	94,151	99,200
41360	Vehicle Allowance	903	903	900	900	1,500
42110	Retirement	25,373	40,490	45,100	45,100	57,000
42111	PARS Retirement	-	-	3,626	3,626	3,700
42290	Flex Benefit	19,449	33,234	36,592	36,592	41,700
42310	Employer Paid Benefits	18,174	6,298	7,302	7,302	8,200
42510	Altcom	13,660	11,662	16,500	16,500	16,500
42520	Workers Comp	6,132	7,767	9,928	9,928	12,700
51200	Division Supplies	3,857	5,761	6,950	6,950	9,000
51650	Fuel	6,693	7,802	10,000	10,000	20,000
55320	Printing	9,091	12,691	12,100	12,100	12,100
55400	Dues & Memberships	2,875	2,460	550	550	600
55600	Training & Education	2,012	1,927	1,685	1,685	1,700
56500	Landscaping	-	-	3,000	3,000	8,500
57050	Phone	2,620	3,068	3,400	3,400	2,000
57100	Electric	7,165	7,073	7,520	7,520	7,500
57150	Gas	637	613	650	650	700
57160	Water	1,808	2,658	2,225	2,225	2,500
58240	Special Events Transport	66,313	73,840	80,000	80,000	82,500
58250	Transit Fares	10,716	6,312	8,000	8,000	8,000
59100	Contract Services	78,570	82,150	98,415	98,415	102,800
59300	Dial A Ride	492,426	533,851	627,050	627,050	627,000
59550	Uniforms	998	1,121	700	700	700
59801	Info Tech Charges	13,803	12,587	13,425	13,425	15,800
59805	Vehicle Charges	68,976	51,886	65,242	65,242	66,600
59807	Liability Ins Charges	14,046	14,571	8,546	8,546	10,900
72000	Capital Outlay	47,734	4,437	-	-	15,000
72300	Vehicles	-	-	379,653	379,653	-
79200	Depreciation - Equipment	63,811	80,199	-	-	-
Division Total		1,258,720	1,308,647	1,784,696	1,784,696	1,497,500

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110-45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. Part-Time salaries have increased as a result of the minimum wage increase passed by the State. Altcom is an incentive program for employees to use alternative methods of transportation to get to work such as bikes, train or carpooling.
51200	Division Supplies	Cleaning supplies and miscellaneous items for the Transit Center to ensure operational cleanliness in the facility.
51650	Fuel	CNG fuel expenditures for three CNG fueled Cutaway buses used for transportation operations.
55320	Printing	Costs for printing of Dial-A-Ride Guides, shuttle brochures, and flyers for special events, Paper Fare Media for all transit services.
56220	Vehicle Repair and Maintenance	Routine preventative maintenance on all Glendora mini-bus vehicles, emergency repairs and tows.
56500	Landscaping	Costs associated with the contractor that maintains the outside of the Transit Facility to make sure it is aesthetically pleasing.
58240	Special Events Transportation	Transportation services for senior and youth advertised recreation trips. Costs are recovered in fees charged to participants.
59300	Dial-A-Ride	Charges related to the Transportation Concepts contract to provide project management, driving, and dispatching services to operate the Glendora Mini-Bus Dial-a-Ride, Metrolink Commuter Shuttle and Teen Center Midday Shuttle services.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA COMMUNITY SERVICES

TEEN CENTER DIVISION - 7588

PROGRAM DESCRIPTION

The Teen and Family Center Division designs and implements year-round and seasonal recreation programs for middle school and high school age youth. The Teen Center Division strives to provide Glendora teens with a positive recreational experience. This is accomplished through a balance of activities that enhance their physical, mental, and social well-being, and affords them a place to further develop their personal skills that will hopefully follow them throughout their lives. The Teen and Family Center also operates the basketball gymnasium.

- Marketing is accomplished through the development, publication, and mailing of two brochures that are mailed in June and September, preparing the teen information for the Community Services Guide along with flyers, Division tri-fold brochures, and press releases.
- Programs are developed for educational, recreational, and physical well-being.
- A variety of special events are held monthly to promote community interaction.
- Partnerships are developed with service agencies (Teen Coalition) that can best meet the needs of our teens.
- A regular maintenance program for the Teen Center ensures a safe and healthy environment for participants.
- The Teen Center provides quality customer service for working adults by offering extended hours to register for classes and programs after 5 p.m.
- Coordinate youth sports leagues that promote volunteerism, sportsmanship and teamwork.

2015-16 MAJOR ACCOMPLISHMENTS

- Partnered with the Glendora Unified School District in providing 2,561 free lunches to youth over the summer.
- Increased postings on Social Media Facebook page to promote the Teen Center and activities.
- Increased in rentals which resulted in an increase in Revenue.
- Teen Shuttle increased in ridership on the Orange and Green Lines. For the school year 2014 – 2015 provided 5,695 rides for youth to the Teen Center. Purchased card machine and implemented a photo pass for riders.
- Hosted the eighth Annual Middle School Summit with 76 participants. As well as the twelfth Annual Teen Summit with 56 Participants.

2016-17 MAJOR GOALS AND OBJECTIVES

- In order to better reach the youth, the Youth Advisory Board will conduct two community outreach programs by Spring 2017.
- Conduct a community wide yard sale to benefit the Community Services Share a Wish program by Spring 2017. The Share a Wish program offers financial assistance to those in need for youth and seniors for classes, trips and special events.
- Increase Teen Center rentals by creating a pamphlet highlighting Teen Center space by Spring 2017.
- Coordinate with Park Division to submit CIP to resurface the Dawson Tennis Courts which have not been

CITY of GLENDORA COMMUNITY SERVICES

resurfaced in nine years and are peeling by Spring 2017.

- Expand the teen volunteer program to help support Recreation and Teen special events by Spring 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Provide summer day camp activities for youth at Teen Center	#	Workload	10,993	11,000	11,200
Participants who attend meetings, activities and services.	#	Workload	48,616	49,000	50,000
Meetings, activities and services.	#	Workload	687	695	700
Youth that participate in special events and trips throughout the year	#	Workload	414/10	500/14	550/15
Participants who participated in the free summer lunch program coordinated with Glendora Unified School District	#	Workload	2,561	2,600	2,700
Host indoor rentals at Teen Center	#	Workload	61	40	45
Rides provided from local middle schools to Teen Center	#	Workload	5,695	5,800	6,200
Volunteers for youth basketball	#	Workload	150	150	160
Participants in youth basketball	#	Workload	685	700	710

DIVISION EXPENSE BY FUND

Fund	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
001	General Fund	224,612	248,839	264,785	264,785	318,900
217	Prop A Operations	81,599	73,195	76,008	76,008	82,100
Division Total		306,211	322,034	340,793	340,793	401,000

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended	FY 2016 Projected	FY 2017 Budget
41110	Regular Time	92,939	102,081	102,232	102,232	102,300
41120	Overtime	17	43	1,500	1,500	1,500
41210	Part Time	81,673	92,118	100,020	100,020	108,700
41360	Vehicle Allowance	1,264	1,264	1,260	1,260	1,300
42110	Retirement	17,233	20,695	18,977	18,977	21,500
42111	PARS Retirement	-	-	3,751	3,751	4,100
42290	Flex Benefit	13,323	13,323	14,349	14,349	14,600
42310	Employer Paid Benefits	3,193	3,538	3,761	3,761	4,000
42520	Workers Comp	4,324	5,198	5,620	5,620	7,100
51110	Office Supplies	2,360	951	1,700	1,700	3,700
51240	Youth Basketball	-	-	-	-	45,000
51500	Equipment Parts	2,978	3,168	3,800	3,800	2,600
51710	Clothing Supplies	-	600	600	600	600
51750	Food Supplies	766	714	1,000	1,000	1,000
55320	Printing	3,032	3,260	3,000	3,000	3,000
55400	Dues & Memberships	345	345	350	350	400
55600	Training & Education	913	2,124	1,892	1,892	1,900
56100	Building Maintenance	20,218	12,689	11,751	11,751	12,200
57050	Phone	776	688	700	700	-
57060	Cable TV Service	713	1,030	800	800	1,500
57100	Electric	45,990	47,916	47,230	47,230	47,300
57150	Gas	242	200	300	300	500
58100	Activities & Events	7,260	3,817	8,360	8,360	8,400
58200	Trips & Tours	6,624	5,924	7,840	7,840	7,800
59100	Contract Services	28	348	-	-	-
Division Total		306,211	322,034	340,793	340,793	401,000

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 20% in an ongoing effort to address prior deficits. Part Time salaries have increased as a result of minimum wage increases passed by the State. Part Time has increased as a result of a reallocation of employees based on their contributions to the Division.
51240	Youth Basketball	This item was moved to this Division from Recreation because the Teen Center is where the activity appropriately takes place.
56100	Building Maintenance	Contract costs with janitorial and maintenance services for the upkeep and maintenance of the Teen Center for visitors on a daily basis.
57050	Phone	Phone costs were consolidated to the Information Technology Division to increase phone contract management.
57100	Electric	Electricity costs for the facility.
58100	Activities & Events	Teen Center's special events and purchasing updated game consoles and games.
58200	Trips and Tours	Tickets for Knott's Scary Farm, Santa Monica Pier, Magic Mountain and Raging Waters. There is a revenue cost recovery for all tickets purchased for teen trips.

CITY of GLENDORA **COMMUNITY SERVICES**

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CITY of GLEN DORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION SUMMARY BY DEPARTMENT

Department	Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
City Clerk's Office	Total Full-Time	3.00	4.00	4.00	4.00	4.00
	Total Part-Time	0.50	0.50	0.50	0.50	0.50
	Total Department FTE	3.50	4.50	4.50	4.50	4.50
City Manager	Total Full-Time	3.00	3.00	3.00	3.00	3.00
	Total Part-Time	-	0.32	0.32	0.32	0.32
	Total Department FTE	3.00	3.32	3.32	3.32	3.32
Human Resources	Total Full-Time	3.50	4.00	4.00	4.00	4.00
	Total Part-Time	-	-	-	-	-
	Total Department FTE	3.50	4.00	4.00	4.00	4.00
Finance	Total Full-Time	12.25	13.50	14.50	15.50	15.50
	Total Part-Time	0.39	0.39	0.50	-	-
	Total Department FTE	12.64	13.89	15.00	15.50	15.50
Police	Total Full-Time	84.00	83.50	84.50	85.50	85.50
	Total Part-Time	10.14	8.52	8.20	6.95	7.31
	Total Department FTE	94.14	92.02	92.70	92.45	92.81
Planning	Total Full-Time	5.00	5.00	5.00	6.00	7.00
	Total Part-Time	1.71	1.25	1.50	1.25	0.50
	Total Department FTE	6.71	6.25	6.50	7.25	7.50
Public Works	Total Full-Time	55.00	55.00	55.00	59.00	56.00
	Total Part-Time	-	0.50	1.32	1.57	2.73
	Total Department FTE	55.00	55.50	56.32	60.57	58.73
Library	Total Full-Time	11.00	11.00	11.00	11.00	11.00
	Total Part-Time	9.68	10.04	10.76	10.76	10.86
	Total Department FTE	20.68	21.04	21.76	21.76	21.86
Community Services	Total Full-Time	18.00	18.00	18.00	19.00	19.00
	Total Part-Time	20.95	21.18	22.10	21.14	22.09
	Total Department FTE	38.95	39.18	40.10	40.14	41.09
Citywide Authorized Positions	Total Full-Time	194.75	197.00	199.00	207.00	205.00
	Total Part-Time	43.36	42.70	45.21	42.50	44.31
	Total Citywide FTE	238.11	239.70	244.21	249.50	249.31

CITY of GLENORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION SUMMARY BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Public Works Department					
Total Full-Time	55.00	55.00	55.00	59.00	56.00
Total Part-Time	-	0.50	1.32	1.57	2.73
Total Department FTE	55.00	55.50	56.32	60.57	58.73
Library Department					
Total Full-Time	11.00	11.00	11.00	11.00	11.00
Total Part-Time	9.68	10.04	10.76	10.76	10.86
Total Department FTE	20.68	21.04	21.76	21.76	21.86
Community Services Department					
Total Full-Time	18.00	18.00	18.00	19.00	19.00
Total Part-Time	20.95	21.18	22.10	21.14	22.09
Total Department FTE	38.95	39.18	40.10	40.14	41.09
Citywide Authorized Positions					
Grand Total Full-Time	194.75	197.00	199.00	207.00	205.00
Grand Total Part-Time	43.36	42.70	45.21	42.50	44.31
Grand Total Citywide FTE	238.11	239.70	244.21	249.50	249.31

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
City Clerk's Office					
Full-Time Positions					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	-	-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	-	-	-
Cable Production Assistant	1.00	-	-	-	-
Media Specialist	-	1.00	1.00	1.00	1.00
Office Assistant	-	-	-	-	-
Sr. Office Assistant	-	1.00	1.00	1.00	1.00
Part-Time Positions					
Office Aide II	0.50	-	-	-	-
Office Aide III	-	0.50	0.50	0.50	0.50
Total Full-Time	3.00	4.00	4.00	4.00	4.00
Total Part-Time	0.50	0.50	0.50	0.50	0.50
Total Department FTE	3.50	4.50	4.50	4.50	4.50
City Manager's Office					
Full-Time Positions					
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	-	-	1.00	1.00	1.00
Deputy City Mgr/Administrative Services	-	-	-	-	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	-	-	-
Part-Time Positions					
Administrative Intern	-	0.32	0.32	0.32	0.32
Total Full-Time	3.00	3.00	3.00	3.00	3.00
Total Part-Time	-	0.32	0.32	0.32	0.32
Total Department FTE	3.00	3.32	3.32	3.32	3.32

CITY of GLENORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Human Resources Department					
Full-Time Positions					
Human Resources/Risk Mgmt. Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	1.00	1.00	1.00	1.00
Human Resources/Risk Management Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources/Risk Management Technician	1.00	1.00	1.00	1.00	1.00
Total Full-Time	3.50	4.00	4.00	4.00	4.00
Total Department FTE	3.50	4.00	4.00	4.00	4.00
Finance Department					
Full-Time Positions					
Finance Director/City Treasurer	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00	1.00
Info. Systems Tech. Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.25	-	1.00	1.00	1.00
Digital Media Specialist	-	-	-	1.00	1.00
Info. Systems Tech. Analyst	1.00	1.50	1.50	1.50	1.50
Senior Accounting Technician	2.00	3.00	3.00	3.00	3.00
Accountant	-	-	-	-	-
Sr. Accountant		1.00	1.00	1.00	1.00
Accounting Technician	4.00	3.00	3.00	3.00	3.00
Part-Time Positions					
Digital Media Specialist	0.39	0.39	0.50	-	-
Total Full-Time	12.25	13.50	14.50	15.50	15.50
Total Part-Time	0.39	0.39	0.50	-	-
Total Department FTE	12.64	13.89	15.00	15.50	15.50

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Police Department					
Full-Time Positions					
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Info. Systems Tech. Supervisor	1.00	1.00	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	5.00	5.00
Police Sergeant	5.00	5.00	5.46	5.00	5.00
Info. Systems Tech. Analyst	2.00	1.50	1.50	1.50	1.50
Police Service Rep I (Dispatcher)	5.43	5.96	5.82	5.51	5.51
Police Service Rep II (Disp/Jailer)	3.24	3.24	3.24	3.39	3.39
Police Records Specialist	5.00	4.00	4.00	4.00	4.00
Community Preservation Officer	1.00	1.00	1.00	1.00	2.00
Jailer	5.00	5.00	5.00	5.00	5.00
Community Services Officer	6.00	8.00	8.00	8.00	8.00
Sr. Community Services Officer	1.00	1.00	1.00	1.00	-
Police Officer	33.06	33.70	34.75	35.33	35.69
Police Corporal	7.00	7.00	7.00	7.00	7.00
Part-Time Positions					
Animal Control Officer	2.31	-	-	-	-
Community Preservation Officer	0.58	-	-	-	-
Community Services Officer	1.41	0.44	0.50	0.50	0.50
Police Cadet	4.00	3.74	3.50	3.75	3.75
Reserve Police Officer	0.48	0.48	0.48	0.48	0.48
Court Liaison Officer	0.39	0.39	0.46	-	-
Emergency Services Coordinator	-	0.34	-	-	-
Civilian Background Investigator	0.24	0.24	-	-	-
Total Full-Time	84.00	83.50	84.50	85.50	85.50
Total Part-Time	10.14	8.52	8.20	6.95	7.31
Total Department FTE	94.14	92.02	92.70	92.45	92.81

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Planning Department					
Full-Time Positions					
Planning Director	1.00	1.00	-	-	-
Assist. Director of Planning	-	-	1.00	1.00	1.00
City Planner	1.00	1.00	-	-	-
Assist. Director of Redevelopment	-	-	1.00	1.00	1.00
* Senior Planner (Temporary till 08/2017)	-	-	-	1.00	1.00
Management Analyst	-	-	-	-	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Planner	2.00	2.00	2.00	2.00	1.00
Associate Planner	-	-	-	-	1.00
Part-Time Positions					
Housing Grants Coordinator	0.75	0.75	0.75	0.75	-
Planning Manager	0.46	-	-	-	-
Sr. Office Assistant	0.50	0.50	0.50	0.50	0.50
BID Marketing Intern	-	-	0.25	-	-
Total Full-Time	5.00	5.00	5.00	6.00	7.00
Total Part-Time	1.71	1.25	1.50	1.25	0.50
Total Department FTE	6.71	6.25	6.50	7.25	7.50
Public Works Department					
Full-Time Positions					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assist. PW Director/City Engineer	1.00	1.00	1.00	1.00	1.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00
Water Division Manager	1.00	1.00	1.00	1.00	1.00
**Public Works Maintenance & Operations Manager	1.00	1.00	1.00	1.00	1.00
Building & Safety Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Management Analyst	1.00	1.00	1.00	2.00	1.00
Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Street Supervisor	1.00	1.00	1.00	1.00	1.00

**Maintenance Superintendent title changed by GMA MOU on June 28, 2016

CITY of GLENORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Public Works Department (continued)					
Water Superintendent	1.00	1.00	1.00	1.00	1.00
Registered Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00
*Sr. Office Assistant (Temporary till 12/2016)	-	-	-	1.00	0.50
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	2.00
Building Technician	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant	4.00	4.00	4.00	4.00	4.00
*Water Conservation Officer (0.5 FTE till 12/2016)	2.00	2.00	2.00	4.00	2.50
Construction Inspector	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00
Equipment Operator	4.00	4.00	3.00	3.00	3.00
Water Maintenance Lead worker	2.00	2.00	2.00	2.00	2.00
Maintenance Lead worker	2.00	2.00	3.00	3.00	3.00
Water Service Representative	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	5.00	5.00	5.00	5.00	5.00
Meter Reader	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Sr. Water System Operator	1.00	1.00	1.00	1.00	1.00
Water System Operator II	2.00	2.00	2.00	2.00	2.00
Water System Operator I	2.00	2.00	2.00	2.00	2.00
Sr. Maintenance Worker/Welder	1.00	1.00	1.00	1.00	1.00
Part-Time Positions					
Management Analyst	-	-	-	0.25	-
Water Conservation Officer	-	-	0.82	0.82	1.00
Office Aide IV	-	-	-	-	0.50
Maintenance Aide II	-	-	-	-	0.45
Building Inspector	-	0.50	0.50	0.50	0.79
Total Full-Time	55.00	55.00	55.00	59.00	56.00
Total Part-Time	-	0.50	1.32	1.57	2.73
Total Department FTE	55.00	55.50	56.32	60.57	58.73

CITY of GLENORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Library Department					
Full-Time Positions					
Library Director	1.00	1.00	1.00	1.00	1.00
Senior Librarian	2.00	2.00	1.00	1.00	1.00
Administrative Assistant	-	-	-	-	-
Management Analyst	1.00	1.00	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00	1.00
Assistant Library Director	-	-	-	-	-
Librarian I	1.20	1.33	2.00	2.00	2.00
Librarian II	1.00	1.00	1.00	1.00	1.00
Library Technician	3.00	3.00	2.00	2.00	2.00
Sr. Library Technician	1.00	1.00	2.00	2.00	2.00
Part-Time Positions					
Librarian II	0.38	0.50	0.52	0.52	0.52
Library Aide I	1.90	1.90	2.02	2.02	2.02
Library Aide II	2.48	2.48	2.56	1.87	1.87
Library Aide III	1.70	1.75	1.25	1.93	1.93
Library Aide IV	1.28	1.34	1.99	1.99	1.99
Library Aide V	1.75	1.75	2.43	2.43	2.53
Total Full-Time	11.00	11.00	11.00	11.00	11.00
Total Part-Time	9.68	10.04	10.76	10.76	10.86
Total Department FTE	20.68	21.04	21.76	21.76	21.86
Community Services Department					
Full-Time Positions					
Community Services Director	1.00	1.00	1.00	1.00	1.00
Parks/Community Services Manager	1.00	1.00	1.00	1.00	1.00
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00
Human Services Superintendent	1.00	1.00	1.00	1.00	1.00
Contracts/Programs Analyst	1.00	-	-	-	-
Transportation Programs Analyst	-	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00

CITY of GLENORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget
Community Services Department (continued)					
Parks Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Landscape Contracts Supervisor	1.00	1.00	1.00	1.00	1.00
Community Services Coordinator	-	-	-	2.00	2.00
Senior Office Assistant	1.00	1.00	1.00	-	-
Maintenance Lead worker	-	-	1.00	2.00	2.00
Senior Maintenance Worker	2.00	2.00	1.00	-	-
Maintenance Worker	4.00	4.00	4.00	4.00	4.00
Part-Time Positions					
Administrative Aide I	0.65	0.65	0.65	0.65	0.65
Office Aide I	0.68	0.22	0.22	0.22	0.22
Office Aide III	0.84	1.56	1.56	1.56	0.72
Office Aide IV	0.88	0.84	0.84	0.84	3.37
Assistant Recreation Leader	0.58	0.58	0.58	0.58	0.58
Maintenance Aide I	4.65	3.05	5.22	3.76	3.76
Maintenance Aide II	1.54	1.54	1.89	3.18	3.18
Recreation Leader	0.62	0.62	0.62	1.10	1.10
Recreation Specialist I	2.79	2.79	2.79	1.92	1.75
Recreation Aide	7.13	7.13	7.13	6.74	6.16
Trainee	-	1.60	-	-	-
Trip & Tour Coordinator	0.60	0.60	0.60	0.60	0.60
Total Full-Time	18.00	18.00	18.00	19.00	19.00
Total Part-Time	20.95	21.18	22.10	21.14	22.09
Total Department FTE	38.95	39.18	40.10	40.14	41.09
Citywide Authorized Positions					
Grand Total Full-Time	194.75	197.00	199.00	207.00	205.00
Grand Total Part-Time	43.36	42.70	45.21	42.50	44.31
Grand Total Citywide FTE	238.11	239.70	244.21	249.50	249.31

CITY of GLEN DORA

AUTHORIZED POSITIONS

AUTHORIZED POSITIONS SUMMARY RECONCILIATION

Department	Position	Reason	FTE
Adopted FY 15-16 Budgeted Positions (Full Time and Part Time)			248.21
<hr/>			
FY 15-16 Position Changes (Full Time and Part Time throughout year)			
Planning	Assistant Planner	Reclassified to Associate Planner	(1.00)
Planning	Associate Planner	Reclassified from Assistant Planner	1.00
Net			0.00
Community Services	PT Maintenance Aide II	2 approved positions for Big Dalton	1.29
Net			1.29
Amended FY 15-16 Budgeted Positions (Full Time and Part Time)			249.50
<hr/>			
FY 16-17 Position Changes			
Police	Community Preservation Officer	Position added	1.00
Police	Sr. Community Services Officer	Position Eliminated	(1.00)
Planning	Management Analyst	Position added	1.00
Public Works	Water Conversation Officer	Position Eliminated	(1.50)
Public Works	Management Analyst	Position Eliminated	(1.00)
Public Works	Sr. Office Assistant	Position Eliminated	(0.50)
Net			(2.00)
Police	PT Police Officer	Changed number of hours	0.36
Planning	PT Housing Grants Coordinator	Position eliminated	(0.75)
Public Works	PT Water Conservation Officer	Changed number of hours	0.18
Public Works	PT Management Analyst	Changed number of hours	(0.25)
Public Works	PT Maintenance Aide II	New part-time position	0.45
Public Works	PT Building Inspector	Changed number of hours	0.29
Public Works	PT Office Aide IV	New part-time position	0.50
Library	PT Library Aide V	Changed number of hours	0.10
Community Services	PT Office Aide III	Changed number of hours	(0.84)
Community Services	PT Office Aide IV	Changed number of hours	2.53
Community Services	PT Recreation Specialist	Changed number of hours	(0.17)
Community Services	PT Recreation Aide	Changed number of hours	(0.58)
Net			1.81
Total Changes to Budgeted Positions			(0.19)
Total FY 16-17 Budgeted Positions			249.31

CITY of GLENDORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY FY 2016-17

Position	Salary Range		
Accountant	4,421	-	5,374
Accounting Manager	6,692	-	8,134
Accounting Supervisor	5,816	-	7,069
Accounting Technician	3,185	-	3,871
Administrative Assistant	3,696	-	4,493
Assistant Finance Director	8,187	-	9,951
Assistant Planner	4,437	-	5,393
Assistant Public Works Director/City Engineer	8,187	-	9,951
Assistant to the City Manager	6,462	-	7,855
Associate Planner	4,875	-	5,926
Building Inspector	4,391	-	5,338
Building Technician	3,520	-	4,278
Building/Safety Superintendent	5,939	-	7,219
City Clerk	9,409	-	11,750
City Council	700	-	700
City Manager	18,631	-	18,631
City Planner	7,774	-	9,450
Civil Engineering Assistant	4,784	-	5,815
Community Preservation Officer	3,709	-	4,509
Community Services Coordinator	3,415	-	4,151
Community Services Director	11,127	-	13,896
Community Services Officer	3,396	-	4,128
Construction Inspector	4,370	-	5,312
Deputy City Clerk	4,346	-	5,283
Digital Media Specialist	5,044	-	6,131
Economic Development Specialist	4,502	-	5,472
Engineering Aide I	2,840	-	3,452
Engineering Aide II	3,383	-	4,112
Engineering Technician	3,891	-	4,729
Equipment Maintenance Supervisor	4,983	-	6,057
Equipment Operator	3,589	-	4,363
Executive Assistant	4,460	-	5,421
Finance Director/Treasurer	12,356	-	15,431
Human Resources Analyst	4,877	-	5,928
Human Resources Technician	4,071	-	4,949
Human Resources/Risk Mgmt. Director	11,979	-	14,960
Human Services Superintendent	6,462	-	7,855
Information Systems Technology Analyst	5,044	-	6,131

CITY of GLENORA AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY FY 2016-17

Position	Salary Range		
Information Systems Technology Supervisor	6,080	-	7,390
Jailer	3,208	-	3,899
Landscape Contracts Supervisor	4,969	-	6,040
Librarian I	3,760	-	4,570
Librarian II	4,136	-	5,027
Library Director	10,365	-	12,945
Library Technician	2,890	-	3,512
Maintenance Lead Worker	3,950	-	4,801
Maintenance Lead Worker/Park Care	3,950	-	4,801
Maintenance Worker	3,237	-	3,934
Management Analyst	4,668	-	5,674
Mechanic	3,854	-	4,684
Media Specialist	3,504	-	4,259
Meter Reader	3,235	-	3,932
Office Assistant	2,826	-	3,434
Parks/Community Services Manager	6,793	-	8,257
Parks Supervisor	4,969	-	6,040
Planning Technician	3,634	-	4,417
Planning Director	12,278	-	15,334
Plans Examiner	5,151	-	6,261
Police Captain	12,040	-	14,634
Police Chief	15,186	-	18,965
Police Corporal	6,317	-	7,678
Police Lieutenant	10,546	-	12,819
Police Officer	6,007	-	7,302
Police Officer Trainee	3,612	-	4,391
Police Records Specialist	2,883	-	3,505
Police Records Supervisor	5,002	-	6,080
Police Sergeant	8,699	-	10,574
Police Service Representative I	3,636	-	4,419
Police Service Representative II	4,000	-	4,862
Principal Civil Engineer	7,611	-	9,252
Public Works Director	12,519	-	15,634
Public Works Maintenance & Operations Manager	6,793	-	8,257
Recreation Superintendent	6,462	-	7,855
Recreation Supervisor	4,887	-	5,941
Registered Associate Civil Engineer	5,396	-	6,559
Senior Accountant	4,863	-	5,911

CITY of GLENDORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY FY 2016-17

Position	Salary Range		
Senior Accounting Technician	3,504	-	4,259
Senior Community Services Officer	3,905	-	4,747
Senior Librarian	4,877	-	5,928
Senior Library Technician	3,179	-	3,864
Senior Maintenance Worker	3,560	-	4,327
Senior Maintenance Worker/Welder	3,741	-	4,547
Senior Meter Reader	3,563	-	4,330
Senior Office Assistant	3,113	-	3,784
Senior Planner	5,816	-	7,069
Senior Water Systems Operator	4,262	-	5,181
Street Supervisor	4,945	-	6,010
Support Services Manager	4,877	-	5,928
Support Services Supervisor	6,280	-	7,633
Transportation Programs Analyst	5,300	-	6,442
Water Conservation Officer	3,709	-	4,509
Water Division Manager	7,611	-	9,252
Water Maintenance Lead Worker	3,950	-	4,801
Water Service Representative	3,558	-	4,324
Water Superintendent	5,375	-	6,534
Water System Operator I	3,537	-	4,299
Water System Operator II	3,882	-	4,719

CITY of GLENDORA

AUTHORIZED POSITIONS

PART-TIME CLASSIFICATION & SALARY FY 2016-17

Position	Salary Range		
Accounting Technician	18.38	-	22.33
Administrative Aide I	15.30	-	18.61
Administrative Assistant	21.33	-	25.92
Administrative Intern	13.59	-	16.54
Assistant Mechanic	18.05	-	21.95
Assistant Planner	25.60	-	31.12
Assistant Recreation Leader	11.08	-	13.47
Building Inspector	25.33	-	30.79
City Planner	44.85	-	54.52
Civilian Background Investigator	30.41	-	36.97
Community Services Officer	19.59	-	23.81
Court Liaison Officer	23.07	-	28.05
Digital Media Specialist	29.10	-	35.37
Engineering Technician	22.45	-	27.28
Housing Grants Coordinator	29.55	-	35.92
Information Systems Technology Analyst	29.10	-	35.37
Librarian I	21.69	-	26.37
Librarian II	23.86	-	29.00
Library Aide I	10.00	-	12.16
Library Aide II	11.50	-	13.98
Library Aide III	13.59	-	16.54
Library Aide IV	15.18	-	18.45
Library Aide V	21.06	-	25.60
Library Page	10.00	-	12.16
Maintenance Aide I	10.00	-	12.16
Maintenance Aide II	15.00	-	18.24
Maintenance Aide III	23.78	-	28.91
Management Analyst	26.93	-	32.74
Marketing Intern	10.00	-	10.00
Mechanic	22.23	-	27.03
Meter Reader	18.66	-	22.68
Office Aide I	10.00	-	12.16
Office Aide II	11.00	-	13.37
Office Aide III	11.46	-	13.93
Office Aide IV	13.50	-	16.41

CITY of GLENDORA

AUTHORIZED POSITIONS

PART-TIME CLASSIFICATION & SALARY FY 2016-17

Position	Salary Range		
Office Assistant	16.30	-	19.81
Parks Maintenance Instructor	25.33	-	30.79
Police Cadet	10.00	-	12.16
Police Lieutenant	60.84	-	73.96
Police Officer	34.66	-	42.13
Police Records Specialist	16.63	-	20.22
Police Sergeant	50.19	-	61.00
Police Service Representative I	20.97	-	25.49
Police Service Representative II	23.07	-	28.05
Recreation Aide	10.00	-	12.16
Recreation Leader	11.82	-	14.37
Recreation Specialist I	14.67	-	17.83
Recreation Specialist II	19.70	-	23.93
Reserve Police Officer	10.14	-	12.32
Scorekeeper	10.00	-	12.16
Senior Building Inspector	27.92	-	33.93
Senior Office Assistant	17.96	-	21.83
Trainee	10.00	-	12.16
Trip & Tour Coordinator	14.67	-	17.83
Water Conservation Officer	21.40	-	26.01

CITY of GLENDORA

AUTHORIZED POSITIONS

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CITY of GLENDORA APPENDIX

COMMUNITY INFORMATION & STATISTICS

GENERAL INFORMATION

Year of Incorporation	1911
Form of Government	Council—Manager
Area	19.86 square miles
Miles of Street	147.2
Population *	52,362
Unemployment Rate ***	4.3%

POLICE PROTECTION

Sworn Officers	53
Fire Protections—LA County Fire Department	4 Stations located within City Limits

RECREATION

Parks	15
Park Acreage	1,023.25
Libraries	1
Holdings (2016)	145,000
Teen Center	1
Senior Center	1

WATER SERVICES

Service Provider	City of Glendora
Customers	13,350

CITY EMPLOYEES

Full Time Equivalents	249.31
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HOUSING & CONSTRUCTION

Total Housing Units *	17,961
2015 Median Single Family Home Value **	\$495,000
Persons Living in Households *	2.94 Average persons/household

LABOR & EMPLOYMENT

Total Civilian labor force ***	24,200
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SOURCES

	City of Glendora Finance Department
*	Department of Finance
**	HDL Companies
***	EDD

CITY of GLENDORA APPENDIX

PRINCIPAL EMPLOYERS

Current Year and Ten Years Ago

Employer	2015			2005		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Glendora Unified School District	713	1	2.99%	757	2	3.17%
Citrus Community College District	685	2	2.87%	1100	1	4.60%
Foothill Presbyterian Hospital	560	3	2.35%	480	4	2.01%
County of Los Angeles - DCFS	540	4	2.26%	586	3	2.45%
Glendora Grand	324	5	1.36%	N/A		
Glendora Community Hospital	322	6	1.35%	300	8	1.26%
Walmart	273	7	1.14%	350	6	1.46%
Ormco Corporation	270	8	1.13%	460	5	1.92%
Home Depot	187	9	0.78%	187	10	0.78%
Sam's	174	10	0.73%	195	9	0.82%

CITY of GLENDORA APPENDIX

FUND DESCRIPTIONS

GENERAL FUND

FUND 001 – GENERAL FUND: The General Fund is the largest and most flexible of the City's funds. It is the depository for all unrestricted revenue except those revenues required to be accounted for in another fund. It is also the fund that gives City Council the most discretion in expenditures.

Major General Fund revenue sources include, but are not limited to, sales taxes, motor vehicle in-lieu fees, a.k.a. vehicle license fees (VLF), property taxes, franchise fees, service fees, and a variety of minor revenue sources.

Major expenditures from the General Fund include, but are not limited to, police service, public works, building, planning, code enforcement, and general government.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for revenue derived from specific taxes or other revenue sources that are restricted by law or administrative action to expenditure for specified purposes. The list below summarizes the City's Special Revenue Funds:

FUND 202, 202A & 202B – SPECIAL ASSESSMENTS FUNDS: Special Assessment Funds, or local improvement funds as they are sometimes called, are established and operated to provide services that are of demonstrably greater benefit to a certain group of citizens than to others. The City maintains three special assessment districts: street lighting (Fund 202); curb and gutter (Fund 202A); and landscaping (Fund 202B).

FUND 203 – TRANSPORTATION DEVELOPMENT ACT FUND: The Transportation Development Act Fund receives revenue on a per capita basis from funds administered by the Los Angeles County Metropolitan Transportation Authority (MTA). Transportation Development Act funds may be used for bicycle and pedestrian facilities including bikeway commuter paths, bicycle commuter parking, sidewalk wheelchair ramps, Americans with Disabilities Act (ADA) required signage, and sidewalk repair and construction. Funds can also be used for engineering expenses and right-of-way acquisition related to such improvements.

FUND 205 – STATE GAS TAX FUND: Gas tax revenues are received on a per capita basis each year pursuant to Sections 2105, 2106, 2107, and 2107.5 of the California Streets and Highways Code. Gas tax revenue is restricted revenue which must be spent in street-related construction and/or maintenance projects.

In many cities, gas tax revenue was traditionally used for street-related capital projects. After the adoption of Proposition 13, cities began spending gas tax revenue to defray the cost of street-related operation and maintenance performed by various city departments including operation and maintenance of certain city streetlights and traffic signals.

FUND 206 – PARK & RECREATIONAL FACILITIES FUND: The Park & Recreational Facilities Fund revenue is received through the collection of park development impact fees and park in-lieu fees pursuant to City Council Resolution 90-96. Revenues arising from these may not be comingled with other funds.

FUND 207 – GRANT FUND: The Grants Fund revenue comes from a variety of federal and state grant sources. Currently the fund includes a Police grant for

Certain grants require a matching financial contribution from the City, others do not. All grant funds require "maintenance of effort" by City departments receiving grant funds. This means that levels of service financed by other sources may not be reduced with losses being offset by receipt of grant monies.

FUND 208 – ASSET FORFEITURE FUND: The Asset Forfeiture Fund revenues are derived through the seizure of drug-related assets by the Glendora Police Department pursuant to applicable State and Federal law. Expenditure of such revenue is restricted to drug enforcement-related projects and/or programs.

Asset Forfeiture Fund expenditures defray the cost of eligible expenses within the Police Administration and Patrol Divisions as well as a portion of personnel and equipment.

FUND 209 – PROP A TRANSIT FUND: In 1980, Los Angeles County voters adopted Proposition A, a ½ cent sales tax, to finance a county-wide transit development program. A portion of Proposition A required that 25% of the tax revenue generated be earmarked

CITY of GLENDORA APPENDIX

for local return programs for use by Los Angeles County cities and the County of Los Angeles in developing and/or improving local public transit, paratransit, and related transportation infrastructure.

Proposition A funds are administered by the Metropolitan Transit Authority (MTA). Local Return funds are allocated and distributed monthly to jurisdictions on a per capita basis. Proposition A funds can only be used for local transit projects and services.

The majority of Proposition A funds received by the City are expended through transfer to the City's Transit System Fund (Fund 533) where they are used to provide transit services to Glendora residents.

FUND 210 – SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND (COPS): In 1996, the California legislature adopted AB 2339 also known as the Brulte Bill. Funds are appropriated to cities and counties in September of each year. AB 2339 revenues must be spent on front-line law enforcement costs and may not supplant any other sources of law enforcement funding.

FUND 211 – PROP C TRANSIT FUND: In 1990, Los Angeles County voters adopted Proposition C, the second of two ½ cent sales taxes, to finance a county-wide transit development program. One of the provisions of Proposition C required that 20% of the tax revenue generated be earmarked for local return programs for use by Los Angeles County cities and the County of Los Angeles in developing and/or improving local public transit, paratransit, and related transportation infrastructure.

Proposition C funds are administered by the Metropolitan Transit Authority (MTA). Local Return funds are allocated and distributed monthly to jurisdictions on a per capita basis. Proposition C funds are somewhat more flexible than Proposition A funds and may be used for street/traffic signal improvements on certain arterial streets supporting mass transit as well as on local transit projects and services.

FUND 212 – COMMUNITY DEVELOPMENT BLOCK GRANT FUND: The City receives Community Development Block Grant (CDBG) revenue from the U.S. Department of Housing and Urban Development (HUD). Because Glendora has a population in excess of 50,000, it is considered an entitlement city, which means that Glendora receives its allocation of funds directly from HUD. Cities of less than 50,000 population are not entitlement cities and receive a per capita allocation of funds through Los Angeles County or, in the alternative, compete for CDBG funds on a project-specific basis.

CDBG funds must be spent to benefit the target income group. This may be accomplished by appropriating funds to community-based organizations for project-specific purposes or by funding certain public projects that benefit members of the target income group or that benefit residents of census tracts meeting target income group demographics.

In Glendora, CDBG funds are spent to fund a number of community-based organizations benefitting target income group residents of Glendora and on low/moderate income housing programs.

FUND 214 – USED OIL BLOCK GRANT FUND: The Used Oil Block Grant Fund revenue is derived from oil recycling grants awarded by the Integrated Waste Management Board. Funds are awarded on a per capita basis upon receipt of an application for funding.

Used Oil Block Grant funds may be used only for used oil recycling programs approved by the Integrated Waste Management Board. Funds not spent by the end of a funding cycle must be returned to the granting agency.

FUND 215 – AIR QUALITY IMPROVEMENT FUND: In 1990, the California legislature adopted AB 2766, which authorized the imposition of an additional motor vehicle registration fee. The proceeds are used to reduce air pollution from mobile sources. A portion of the revenue collected from these fees is allocated to



CITY of GLENDORA

APPENDIX

cities and counties on a per capita basis. Expenditures from this fund must contribute to the reduction of air pollution from motor vehicles.

Monies received by the Air Quality Improvement Fund are administered by the South Coast Air Quality Management District (AQMD). City expenditures are subject to periodic AQMD audit.

FUND 217 – PROPOSITION A OPERATIONS FUND:

The City of Glendora receives maintenance and service funds for capital projects funded in total or in part from the 1992 and 1996 Los Angeles County Parks and Open Space Bond Measures commonly referred to as County Proposition A.

The funds are monitored by Los Angeles County through the budget process and available for 22 years for the operation and maintenance of projects developed with each of the approved bond measures. The 1992 and 1996 operations and maintenance funding concludes in 2015 and 2019 respectively.

FUND 218 – PROP 1C – CAL-HOME HOUSING

FUND: On November 2, 2007, the City issued a Standard Agreement (06-CalHome-233) from the State of California, Department of Housing and Community Development for \$240,000. The Grant is for two programs: First Time Home Buyer (FTHB) Down payment Assistance (Three \$40,000 loans) and Owner Occupied Rehabilitation (OOR) (three \$40,000 loans).

FUND 219 – PROP 1B – LOCAL STREETS & ROADS

FUND: Prop 1B – Local Streets and Roads Improvement, Congestion Relief, and Traffic Safety Account funds were awarded to the City by the State of California based on population. These funds are to be used only for the maintenance and improvement of local transportation facilities. The City will be using these funds for street improvement projects.

FUND 220 – AVOID THE 100 FUND:

The Avoid the 100 Task Force is a partnership made up of the Sheriff's Department, the Los Angeles Police Department, the California Highway Patrol, U.C. and State University Police, Port Police, and County Probation. Glendora is the lead agency for LA County East Agencies. Additionally, other Avoid educational partners include non-profit organizations such as Mothers Against Drunk Driving (MADD) and Safety Belt Safe USA.

FUND 221 – SURFACE TRANSPORTATION LOCAL PROGRAM (STLP) FUND:

Started in 2000, the State

Transportation Board continues to make available \$6.5 million annually in STLP "flexible funds" statewide for qualified transit projects. STLP is one of the programs within TEA-21 that is flexible in the type of projects that are eligible e.g. highway or transit purposes. The process involves a transfer of funding from the Department's federal highway (FHWA) account to appropriate federal transit (FTA) accounts statewide. As the State Transportation Board made this funding available for transit purposes, the STLP funding is distributed only to the State's federal transit programs and cities or regions that participate in FTA programs and have operating systems in place to utilize the funding.

FUND 222 – MEASURE R FUND:

Measure R increases the county sales tax from 8.25% to 8.75% (a half-cent increase) to fund transportation projects. Projects that are expected to be funded by the proceeds of the Measure R sales tax include:

- Synchronize traffic signals
- Repair potholes
- Extend light rail with airport connections
- Accelerate completion of Canoga Corridor Orange Line to Chatsworth as well as completion of San Fernando Valley East North-South Rapid ways
- Link local rail lines through a regional connector
- Improve freeway traffic flow (5, 10, 14, 60, 101, 110, 138, 210, 405, 605, 710)
- Keep senior / student / disabled fares low
- Provide clean fuel buses
- Expand subway / Metrolink / bus service
- Community traffic relief

FUND 228 – BEVERAGE RECYCLING GRANT

FUND: The California Department of Conservation, Division of Recycling, administers the California Beverage Container Recycling and Litter Reduction Act which governs the recycling of California Redemption Value (CRV) beverage containers. The primary goal of the recycling program is to achieve an 80% recycling rate for all aluminum, glass, plastic, and bi-metal beverage containers sold in California. The Department also supports efforts to reduce greenhouse gas emissions such as those exemplified in the California Global Warming Solutions Act (Chapter 488, Statutes of 2006).

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FUND 229 – LIBRARY GRANTS FUND: This fund includes all types of library grants, such as support from the Glendora Public Library Friends Foundation and California State Library.

FUND 230 – PEG CABLE TV FUND: These funds are collected by service providers through the fees charged by communications companies such as AT&T, Charter Cable, and Comcast Cable Company, through the franchise agreement within each city. A portion of the franchise payment is the Public, Education, and Government (PEG) fee. This fee will pay for capital equipment for continuation of PEG programming.

FUND 231 – GLENDORA VILLAGE BUSINESS DISTRICT (BID)

FUND: This fund was created when the business owners in the Village business area voted to form the Glendora Village Business Improvement District (BID). The purpose of the BID is to generate funds for marketing programs, special events, and streetscape improvements. To raise funds, each business in



the Glendora Village District ("District") will pay an annual assessment along with the City Business License. Assessments charged to each business will vary depending on the type and location of the business within the District. Decisions regarding use of the BID funds will be made by an Advisory Board consisting of business owners from the District. The Advisory Board is appointed by the City Council. All funds raised by the BID can only be spent on activities and improvements within the BID area. Annually, the BID must make a report to its membership and the City Council regarding the prior year's activities and what is being proposed for the upcoming year.

FUND 243 – AVOID THE 100D FUND: The Avoid the 100C Grant Fund sponsored by the State of California Office of Traffic Safety for DUI campaign administered countywide. The program is implemented through cooperative efforts of approximately 100 Los Angeles County law enforcement agencies and will consist of:

DUI saturation enforcement patrols; DUI/drivers license checkpoints; and Countywide DUI/suspended license warrant sweeps. In addition to enforcement operation, the grant will include Alco-Sensor training courses and participation in numerous community events.

FUND 285 – AFFORDABLE HOUSING FUND: City Ordinance No. 1833 requires the deposit of in-lieu fees for providing affordable housing. This fund provides for the collection of in-lieu affordable housing fees as obligated by the developer through a Development Agreement when the projects are approved. Fees are paid at the time of the building permit and support affordable housing projects located throughout the City.

FUND 321 – CAPITAL PROJECTS FUND:

In fiscal year 2001-2002, the City Council adopted an ordinance creating a Capital Projects Fund pursuant to Section 53730 et seq, California Government Code. Excess General funds, if any, are transferred to the Capital Projects Fund per the reserve policy adopted by the City Council annually

and included in the fiscal policies.

Capital Project funds must be spent on capital improvement projects. Lack of an ongoing reliable revenue source for the Capital Projects Fund suggests the need for prudent expenditure of the existing fund balance since, as a practical matter, these must be considered one-time revenues.

FUND 405 – ENERGY EFFICIENT PROJECT FUND: In June 2013, the City entered into a lease agreement for the Energy Efficiency Performance Project between Pinnacle Finance Inc. to fund various energy saving devices and equipment at City Hall, other City buildings, and landscape medians.

ENTERPRISE FUNDS

Enterprise Funds are financed and operated in a manner similar to a private business enterprise. The intent is that the costs of providing goods or services to the general public on a continuing basis are to be financed

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or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures.

FUND 530 – WATER CAPITAL PROJECTS FUND: The Water Capital Projects Master Plan Fund is a proprietary fund that receives its funding from a portion of the water service fee and bond proceeds.

Expenditures from this fund are limited to capital improvements to the City's water system including, but not limited to, improvements to wells, pumps, booster systems, pipes, and other water system-related structures, and to capital projects identified in the City's water system master plan.

FUND 531 – WATER OPERATIONS FUND: The Water Fund is a proprietary fund that receives its revenue through water sales charges collected by the City for the delivery of potable water. Water Fund expenditures include all costs attributable to operation and maintenance of the City's water system.

FUND 533 – TRANSIT SYSTEM FUND: The Transit System Fund is the source of funding for operation of the City's transit systems and receives its revenue primarily through transfer of funds from the Prop A Transit Fund (Fund 209) and the Prop C Transit Fund (Fund 211). Fare box revenue is not a significant revenue source.

Expenditures from this fund include all operating and maintenance expense for the City's local transit system and for service to the Metro Link terminal in Covina.

FUND 534 – LA FETRA SENIOR CENTER FUND: The La Fetra Senior Center Fund is a proprietary fund that receives its revenue through fees charged for rental of the La Fetra Senior Center. The La Fetra Senior Center Fund expenses defray a portion of the expenses incurred in operating and maintaining the La Fetra Senior Citizens Center.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to finance and account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis.

The concept of major funds introduced by GASB

Statement 34 does not extend to Internal Service Funds because they do not do business with outside parties. GASB Statement 34 requires that for the Statement of Activities, the net revenues or expenses of each Internal Service Fund be eliminated by netting them against the operations of the other City departments which generated them. The remaining balance sheet items are consolidated with these same funds in the Statement of Net Assets.

The City's Internal Service Funds are described below.

FUND 541 – WORKERS COMPENSATION FUND: The Workers Compensation Fund establishes an insurance reserve for workers compensation benefits claims against the City and receives its funding through worker's compensation insurance premiums charged to City departments. Expenses to the fund include the cost of worker's compensation claims against the City, the cost of claims administration including legal expenses, and the excess insurance premium. This was formerly part of the General Services Fund.

FUND 542 – LIABILITY INSURANCE FUND: The Liability Insurance Fund establishes an insurance reserve for liability claims against the City and receives its funding through liability insurance premiums charged to City departments. Expenses to the fund include the cost of liability claims against the City, the cost of claims administration including legal expenses, and the excess insurance premium. This was formerly part of the General Services Fund.

FUND 548 – TECHNOLOGY FUND: The Technology Fund is an internal service fund responsible for acquiring and maintaining capitalized radio, telephone, internet communications equipment, capitalized hardware and software for City departments, and recovers the cost of the purchase by "leasing" this equipment to the requesting department for a monthly payment equal to the straight line depreciation charge over the life of the equipment.

FUND 549 – VEHICLE REPLACEMENT FUND: The Vehicle Fund is an internal service fund responsible for acquiring and maintaining vehicles and rolling stock used by City departments. The fund purchases vehicles for City departments and recovers the cost of purchase by "leasing" the vehicle to the requesting department for a monthly payment equal to the straight line depreciation charge over the life of the vehicle.

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The Vehicle Fund also bills each department for actual cost in maintaining departmental vehicles and for gas and oil used by each vehicle. These costs appear as expenses in each department budget on a monthly basis.

GLENDORA SUCCESSOR AGENCY

Pursuant to ABX1 26, Chapter 5, Statutes of 2011, (Dissolution Act) redevelopment agencies (RDA's) throughout California were dissolved redevelopment February 1, 2012 and replaced them with Successor Agencies. On March 27, 2012 City Council adopted a Resolution as Successor Agency to the Glendora Community Redevelopment Agency and appointed two members to the Oversight Board representing the Successor Agency's interest. The Oversight Board supervises the activities of the Successor Agency and the wind down of the dissolved redevelopment agency's affairs. It has fiduciary responsibility to holders of Enforceable Obligations and taxing entities that benefited from the distributions of tax increment and other revenues of the Successor Agency.

FUNDS 491 through 493 – GLENDORA SUCCESSOR AGENCY FUNDS: Expenditures listed on the Recognized Obligation Payment Schedule (ROPS) by Project Area Funds are recorded in these funds. The ROPS is due every six month listing every scheduled

payment previously approved by the Department of Finance on the Enforceable Obligation Payment Schedule (EOPS). The ROPS represents payments which will be paid during the next six month period.

FUNDS 491 through 493 – DEBT OBLIGATIONS CRA # 1, 2 & 3 FUNDS: Debt service Project Area Payment Funds (principal and interest) previously shown as Funds 481 through 483 of the Glendora Redevelopment Agency and are now the City of Glendora Successor Agency Funds. Payments on the Recognized Obligation Payment Schedule (ROPS) by Project Area Funds are recorded in these funds.

GLENDORA HOUSING AUTHORITY

On January 10, 2012, the City Council established the Glendora Housing Authority and designated the City authority to retain the housing functions previously performed by the Glendora Redevelopment Agency. These functions consist of monitoring affordable housing agreements for the Heritage Oaks and Elwood Apartments and managing the portfolio of housing rehabilitation and first-time homebuyer loans by the former Glendora Redevelopment Agency.

FUND 290 – GLENDORA HOUSING AUTHORITY: Expenditures related to the Glendora Housing Authority Funds are recorded in this fund.

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GLOSSARY OF TERMS

Accounting Standards: Generally accepted accounting principles (sometimes referred to by the acronym GAAP) published by the Governmental Accounting Standards Board (sometimes referred to by the acronym GASB) that guide local and state agencies' recording and reporting of financial information. The standards established such guidelines as when transactions are recognized and annual financial report content.

Accrual Basis Accounting: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Allocations: These are charged to all operating funds based on their fair share of the service provided, which is based on experience and/or a proportionate share (based on factors such as payroll, vehicle repair trend, etc.).

Annualize: Taking changes that occurred mid-year and calculating their cost for a full year; for the purpose of preparing an annual budget.

Appropriation: Legal authorization by the City Council to make expenditures and to incur obligations for specific purposes.

Assessed Valuation: A value established for real property for use as a basis in levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization Under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978), properties are assessed at 1% of full value. Proposition 13 also modified the value of real taxable property for fiscal 1979 by rolling back values to fiscal 1976 levels. From this base of assessment, subsequent annual increases in valuation are limited to a maximum of 2%. However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal. Property taxes for general purposes cannot exceed 1% of assessed value.

Audit: A financial audit is a review of the accounting

system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriation.

Asset: Resources owned or held by a government, which have monetary value.

Available (Undesignated) Fund Balance: This refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Bonds: A Municipal Bond is a written promise from a government to repay a sum of money on a specific date at a specified interest rate. Bonds are most frequently used to finance large capital projects, such as buildings, streets, and bridges.

Budget: A plan for financial operation listing an estimate of proposed appropriations and the proposed means of financing them for a particular time period. Once the budget has been approved by the City Council it then is considered the "adopted" budget.

Budget Adjustment: A procedure to revise a budget appropriation or revenue estimate.

Budget Amendments: The City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by majority vote. The City Manager is authorized to transfer budgeted amounts between departments. Actual expenditures may not exceed budgeted appropriations at the fund level.

Budget Document: The instrument used to present a comprehensive financial plan of operations to the City Council and the public.

Budget Message: The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget and changes from the previous fiscal year.

Budget Permit: Fee required for new construction or any alterations or addition to a residence or commercial building. The fee is based on square footage and valuation.

Budget and Fiscal Policies: General and specific guidelines adopted by the City Council that governs the budget preparation and administration.

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Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Business License Tax: A fee collected from those conducting business within the City.

Capital Improvements Projects (CIP): All of the City's construction projects costing \$5,000 are considered to be a Capital Improvement Project. A construction project is a physical improvement or construction on City property with a life expectancy of three or more years. Minor capital outlays of less than



\$5,000 are included with the operating budgets. These capital projects can span fiscal years and have multiple funding sources. The projects may also cross functional boundaries. Appropriations for Capital Improvement Projects lapse at the end of the fiscal year.

Capital Outlay: Expenditure for non-expendable equipment, which has a usable life greater than one year.

Capital Project Funds: This fund type is used to account for financial resources used in acquiring or building major capital facilities other than those financed by Proprietary Funds and Trust Funds.

Cash Basis Accounting: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Charges for Services: This revenue source consists of fees paid for providing a service to the public, e.g. recreation, plan check and review services.

City Goals: Provides policy guidance and direction for the highest priority objectives to be accomplished during the budget period.

Contingency (Operating): Funds set aside by the City within the budget for emergencies and economic uncertainties.

Contingency (Emergency Reserve): Funds set aside by the City within the fund balance for emergencies and economic uncertainties.

Contra: This term is only used in the General Fund and covers some of the budgeted expenditures related to Human Resources, Fiscal Services, Purchasing & A/P, and Building Maintenance. These departments provide direct services to other funds and operations. These costs are then recovered from other funds.

CVC Fines: The City's portion of California Vehicle Code (CVC) fines collected upon conviction of a misdemeanor or infraction committed within City boundaries. The majority of the fines are allocated through the Court system.

Debt Financing: Borrowing funds for capital improvements needed today and pledging future revenues to repay principal and interest expenditures. The City of Glendora uses debt financing only for one-time capital improvements whose life will exceed the term of financing and where expected revenues are sufficient to cover the long-term debt.

Debt Service: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.



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Debt Service Funds: This fund type is used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in those funds.

Deficit: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Disbursement: Payment for goods and services in cash or by check.

Employee Services: Salaries and fringe benefits earned by employees of the City for work performed.

Encumbrance: The commitment of appropriated funds to purchase goods which have not yet been received, or services that have yet to be rendered.

Enterprise Funds: Funds established to account for the total costs of those governmental facilities and services that operate in a manner similar to private enterprise. These programs are entirely, or predominately, self-supporting, and render services on a user charge basis to the general public.

Expenditure: The cost of goods received or services rendered.

Fee: A charge for the cost of providing a particular service. Public agency fees may not exceed the estimated reasonable cost of providing the particular service or facility for which the fee is charged, plus overhead.

Fines, Forfeitures and Penalties: Revenues received and/or bail monies forfeited upon when an individual is convicted of a misdemeanor or municipal infraction.

Fiscal Policy: A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year: A 12-month period of time to which an

annual operating budget applies. The City of Glendora has specified July 1 to June 30 as its fiscal year.

Fixed Assets: Assets of long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined such assets as those with an expected life in excess of one year and an acquisition cost in excess of \$5,000.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The eight functions in the City's budget are: Legislative, Administration, Support Services, Public Safety, Planning, Public Works, Library, and Community Services.

Fund: A self-balancing set of accounts. Governmental accounting information is organized into funds, each with separate revenues, expenditures and fund balances. There are seven major types of funds: General, Special Revenue, Capital, Debt, Internal Service, Enterprise, and Trust & Agency.

Fund Balance: The difference between a fund's asset and liabilities. Portions of the fund balance may be reserved or designated for various purposes, such as contingencies, encumbrances or specific projects.

General Fund: The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. Except for subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose.

General Tax: A tax imposed for general governmental purposes, the proceeds of which are deposited into the general fund. An agency must comply with certain procedural requirements to impose, increase or extend a general tax, including securing approval of the tax by majority vote of the electorate.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Infrastructure: The physical assets of a government (e.g., streets, water; sewer; public buildings and parks).

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Intergovernmental Revenue: Funds received from federal, state and other local government sources in the form of shared revenues, and payments in lieu of taxes.

Internal Service Charges: The charges to user departments to account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis. The City has established three Internal Service Funds: Information Technology, Vehicle Replacement, General Liability, and Workers Compensation.

Investment Revenue: Interest income from the investment of funds not immediately required to meet cash disbursement obligations.

Licenses & Permits – Official permission to conduct a regulated activity such as a business, e.g. Business License or structural modification, e.g. Building Permit.

Line-Item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category. Line item budgets are produced and used internally for budgetary control purposes only.

Long-term Debt: Debt with a maturity of more than one year after the date of issuance.

Materials and Supplies: Expendable materials and operating supplies necessary to conduct departmental operations.

Miscellaneous Revenue: This revenue source consists of one time and/or, low dollar value revenue. This includes sale of printed material, copy fees, returned check fees to name a few.

Modified Accrual Accounting: A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

Net: The amount left over after deductions and allowances have been made.

Notes and Loans Issued: This category refers to revenue that was received through issuance of debt for a specific purpose.

Objective: Something to be accomplished in specific, well-defined and measurable terms and that is achievable within a specific time frame.

Operating Budget: The portion of the budget that pertains to daily operations of the City which provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, materials and capital assets required to maintain service levels.

Operating Revenue: Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.



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Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Ordinance: A formal legislative enactment by the City Council. An ordinance has the full force and effect of law within the City boundaries, unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

Pay-as-you-go Basis: A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Measures: Indicators used in the budget to show items such as 1) the amount of work accomplished, 2) the efficiency with which tasks were completed, and 3) the effectiveness of a program. Such indicators can help the public understand what public agency spending accomplishes.

Personnel Services: Expenditures for salaries, wages, and fringe benefits that the City pays for its employees.

Policy Issues: Generally defined as any project (other than capital projects), program, proposed staffing change, new vehicles or equipment, capital outlay or other change that requires action by City Council. This may also include items with no additional cost such as the revision of a major ordinance or a proposed study using existing staffing which would subsequently require Council action.

Principal: The original amount of a bond or debt (sometimes also referred to as "face" or "par value"), not including accrued interest.

Prior-Year Encumbrances: Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program: Group activities, operations, or organizational units directed to attaining specific purposes or objectives.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution: A special order of the City Council, which requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval. A resolution has lower legal standing than an ordinance. The Budget is approved by resolution, and requires a majority vote of the Council Members present.

Resources: Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue: Sources of income financing the operations of government.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical manner.

Salaries and Benefits: Salaries includes the compensation paid to full-time, part time, temporary, and extra-help employees, including overtime, vacation pay, sick leave pay and any type of premium pay. Benefits include the agency's share of the costs for health, dental, life insurance, retirement, Social Security and Workers' Compensation.

Securities: Pieces of paper (sometimes referred to as "instruments") that represent financial value. Examples include bonds and stocks.

Self-Insurance: Assuming risk of loss through the maintenance of reserves or some other plan instead of through the purchase of insurance coverage.

Special Assessments: A levy made against properties to offset the cost of a specific capital improvement that benefits primarily those properties.

Special Revenue Funds: This fund type is used to account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specific purposes (see Fund).

Subvention: Revenues collected by the State (or other level of government) which are allocated to the City on a formula basis. The major subventions received by the City from the State of California include motor vehicle in lieu and gasoline taxes.

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Supplemental Appropriation: An additional appropriation made by the governing body after the budget year has started.

Taxes: A means by which governments finance their expenditures imposed on property, sales and merchandise, e.g. Property Tax, Sales Tax, Income Tax.

Tax Increment Financing (TIF): Tax increment financing is an economic tool used by redevelopment agencies to finance economic development and rehabilitation costs within a project area. Additional property taxes generated by new development within a district formed are used to finance these development and infrastructure costs. A tax increment (TI) is that portion of property taxed generated by the development above what the taxes would have been had the development not occurred.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Transient Occupancy Tax (TOT): TOT is charged in most states, including California, to travelers when renting accommodations (a room, rooms, entire home or other living space) in a hotel, inn, tourist home or house, motel or other lodging unless the stay is for a period of 30 days or more.

Trust and Agency Funds: Also known as Fiduciary Fund Types, these funds are used to account for assets held by the City in a trustee capacity or as an

agent for private individuals, organizations, or other governmental agencies. The fiduciary funds used by the City include expendable trust and agency funds. Expendable trust funds are accounted for in the same manner as Governmental Funds (general, special revenues, debt service, and capital project funds). Agency funds are custodial in nature (assets equal liabilities) and do not measure the results of operations.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Use of Property and Money – This categorized revenue source includes interest earnings from investment of funds, sales of obsolete property, vehicles and equipment that are no longer cost effective to repair.

Use Tax: A tax imposed on the use or storage of tangible personal property when sales tax is not paid.

User Charges: The payments of a fee for direct receipt of a public service by the party who benefits from the service.

Vehicle License Fee (VLF): Annual registration fee imposed on vehicles.



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SUMMARY OF ACRONYMS

ADA – Americans with Disabilities Act	IS – Information Systems
ADMIN – Administration	IT – Information Technology
AED – Automated External Defibrillator	JPA – Joint Powers Agreement
AMR – Automated Meter Reading	LAEDC – Los Angeles Economic Development Corporation
AQMD – Air Quality Management District	LAFCO – Los Angeles County Local Agency Formation Commission
APD – Auto Property Damage	LTSS – Local Transit System Subcommittee
BID – Business Improvement District	MGMT – Management
CAFR – Comprehensive Annual Financial Report	MOU – Memorandum of Understanding
CALBO – California Building Officials	MTA – Metropolitan Transportation Authority
CALPERS – California Public Employees’ Retirement System	NHTSA – National Highway Traffic Safety Administration
CD – Certificate of Deposit	NPDES – National Pollutant Discharge Elimination System
CDBG – Community Development Block Grant	NTD – National Transit Database
CEQA – California Environmental Quality Act	O/T – Over-Time
CFRA – California Family Rights Act	OOR – Owner Occupied Rehabilitation
CIMP – Coordinated Integrated Monitoring Plan	OTS – Office of Traffic Safety
CIP – Capital Improvement Project	PC – Personal Computer
CIT – Community Impact Team	PD – Police Department
CLETS – California Law Enforcement Telecommunications System	P/T – Part-Time
CMO – City Manager’s Office	PEG – Public, Educational, and Governmental Access Television
COG – Council of Governments	PEPRA – Public Employees’ Pension Reform Act
COMP – Compensation	PMA – Police Management Association
CRA – Community Reinvestment Act	POA – Police Officers’ Association
CSO – Community Services Officer	POST – Police Officers Standards and Training
DUI – Driving Under the Influence	PPD – Pounds Per Day
ED – Economic Development	PSR – Police Service Representative
EDMS – Electronic Document Management System	RFID – Radio Frequency Identification
EOC – Emergency Operation Center	RFP – Request for Proposal
EPA – Environmental Protection Agency	RM – Risk Management
EWMP – Enhanced Watershed Management Plan	RORF – Redevelopment Obligation Retirement Fund
FMLA – Family Medical Leave Act	RPTTF – Redevelopment Property Tax Trust Fund
FOIA – Freedom of Information Act	SCADA – Supervisory Control and Data Acquisition
FPPC – Fair Political Practices Commission	SCAG – Southern California Association of Governments
FTE – Full-Time Equivalent Employee	SFST – Standard Field Sobriety Testing
FTHB – First Time Home Buyer	SGVERC – San Gabriel Valley Employment Relations Consortium
FY – Fiscal Year	SLESF – Supplemental Law Enforcement Services Fund
GAAP – Generally Accepted Accounting Principles	SRRE – Source Reduction and Recycling Element
GASB – Government Accounting Standards Board	STC – Standards and Training for Corrections
GEARS – Glendora Emergency Amateur Radio Services	STEP – Selective Traffic Enforcement Program
GF – General Fund	SUSMP – Standard Urban Storm Water Mitigation Plans
GFOA – Government Finance Officers Association	SVCS – Services
GIS – Graphic Information System	SWPPP – Storm Water Pollution Prevention Plans
GMEA – Glendora Municipal Employees Association	TDA – Transportation Development Act
GMA – Glendora Management Association	TCMU – Town Center Mixed Use
HHWE – Household Hazardous Waste Element	TIF – Tax Increment Financing
HMI – Human Machine Interface	TPA – Third-party Administrator
HR – Human Resources	TULIP – Tenant Users Liability Insurance Protection
HSIPL – Highway Safety Improvement Program	VLF – Vehicle License Fees
HUD – Housing and Urban Development	WIFI – Wireless Fidelity
ICBO – International Conference of Building Officials	WMP – Waste Management Plan
ICRMA – Independent Cities Risk Management Authority	
ILL – Interlibrary Loan	

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