



ADOPTED BUDGET

FISCAL YEARS
2019/2020
2020/2021



*Pride of the
Foothills*

The Budget Cover was designed by graphic designer and City employee Greg Morton. The main image background highlights the Glendora's current downtown City Hall building overlooking drought tolerant landscaping, was added in 2015, along one of the oldest main thoroughfares in the City, Foothill Blvd.

The first City Hall was built in 1913 on Glendora Avenue (formerly Michigan Avenue), which was the first lot sold in Glendora back in 1887. This building (now the site of the Glendora Historical Society Museum) was previously used for the City Hall, Police Department, Jail, and Fire Department until a new City Hall was built.

Glendora's current City Hall was erected in 1921. As well as the City administrative offices, the building once housed the Police Department, Jail, Library, Fire Stations, U.S. Forest Service and for many years the local weekly Municipal Court was held upstairs in the City Council Chambers.

Today, Glendora's City Hall, Library and Police station campus serve as the cornerstone to the residential Historic District and Downtown Village, with thoughtful integration of early 20th Century architecture with modern communication and conservation efforts making it truly the Pride of the Foothills.

CITY of GLENDORA **PREFACE**

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 2018-19 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) and 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.

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.

- Legislative
- City Clerk
- City Manager
- Human Resources
- Finance
- Police
- Community Development
- Public Works
- Library
- Community Services

APPENDIX

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

CITY of GLENDORA

PREFACE



CITY of GLENDORA

TABLE OF CONTENTS

INTRODUCTION

Elected and Appointed Officials	1
Organizational Chart	2
Glendora, the Community	3
GFOA Distinguished Budget Award	4
CSMFO Operating Budget Excellence Award	5

BUDGET MESSAGE

City Manager’s Budget Message	7
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BUDGET GUIDE AND FINANCIAL POLICIES

Budget Basis and Procedures.....	17
Strategic Plan	20
Basis of Accounting.....	22
Fiscal & Budgetary Policies.....	2
Employee Compensation	29
Debt Limit and Obligations	30
GANN Appropriations Limit	34
Resolution Adopting Appropriations Limit	35
Resolution Adopting the Annual Budget	37

FINANCIAL SUMMARIES

Fund Balance Summary.....	41
Budget Summary Overview – All Funds	44
Budget Summary – General Fund	49
General Fund Multi-Year Budget Projection	56
Budget Summary – Other Funds	58
Revenue Summary by Fund.....	64
Revenue Details by Line Item	66
Expenditure Summary by Fund.....	81
Expenditure by Division.....	83
Expenditure Summary by Department	93
Appropriations by Department Matrix.....	96
Interfund Transfers Matrix	97

CAPITAL PROGRAM

Capital Program (Overview).....	101
Current Funding Sources (Fund Descriptions).....	102
5-Year Capital Improvement Program	104
Project Highlights & Operational Impacts.....	110
Project Summary Report.....	118
Projects Completed in FY 18-19	122

LEGISLATIVE

City Council	124
City Attorney.....	127

CITY CLERK

Administration.....	133
Municipal Elections.....	136
Public Information & Media	125
Passport Services	139
Information Technology.....	141

CITY MANAGER

Administration.....	151
---------------------	-----

HUMAN RESOURCES

Human Resources.....	157
----------------------	-----

FINANCE

Administration.....	165
Risk Management	170
Non-Departmental	173

CITY of GLENDORA

TABLE OF CONTENTS

POLICE

Administration	177
Patrol	181
Investigations	185
Traffic	188
Community Relations/Crime Prevention	191
Police Records.....	194
Jail Maintenance.....	196
Community Preservation	198
OTS Grant	201

COMMUNITY DEVELOPMENT

Planning.....	207
Economic Development.....	210
Successor to the Glendora Redevelopment Agency.....	212
Community Development Block Grant (CDBG)	214
Glendora Housing Authority	216
Building and Safety.....	218
Transportation.....	221
Business Improvement District	225

PUBLIC WORKS

Administration	230
Environmental Services	233
Street Maintenance	236
Fleet Maintenance	240
Engineering.....	243
Facilities Maintenance	246
Water Administration	249
Water Customer Service	253
Water Conservation	256
Water Distribution	259
Water Production.....	262
NPDES Compliance	266
Parks.....	269
Trees.....	274

LIBRARY

Administration	282
Support Services	287
Youth Services.....	289
Adult Services.....	291
Development Office	294

COMMUNITY SERVICES

Administration	300
Recreation	304
Human Services	307
Teen Center	311

STAFFING

Authorized Positions Full-Time and Part Time	315
Authorized Positions Summary by Fund	326
Classification and Base Salary List	328

APPENDIX

Community Information and Statistics	333
Fund Descriptions	335
Glossary of Terms	341
Summary of Acronyms	346

CITY of GLENDORA

INTRODUCTION

ELECTED AND APPOINTED OFFICIALS



Judy Nelson
MAYOR



Michael Allawos
MAYOR PRO TEM



Gary Boyer
COUNCIL MEMBER



Karen Davis
COUNCIL MEMBER



Mendell Thompson
COUNCIL MEMBER

ADVISORY BODIES

- Community Services Commission •
- Planning Commission • Board of Library Trustees •
- Water Commission • Business Improvement District Advisory Board •

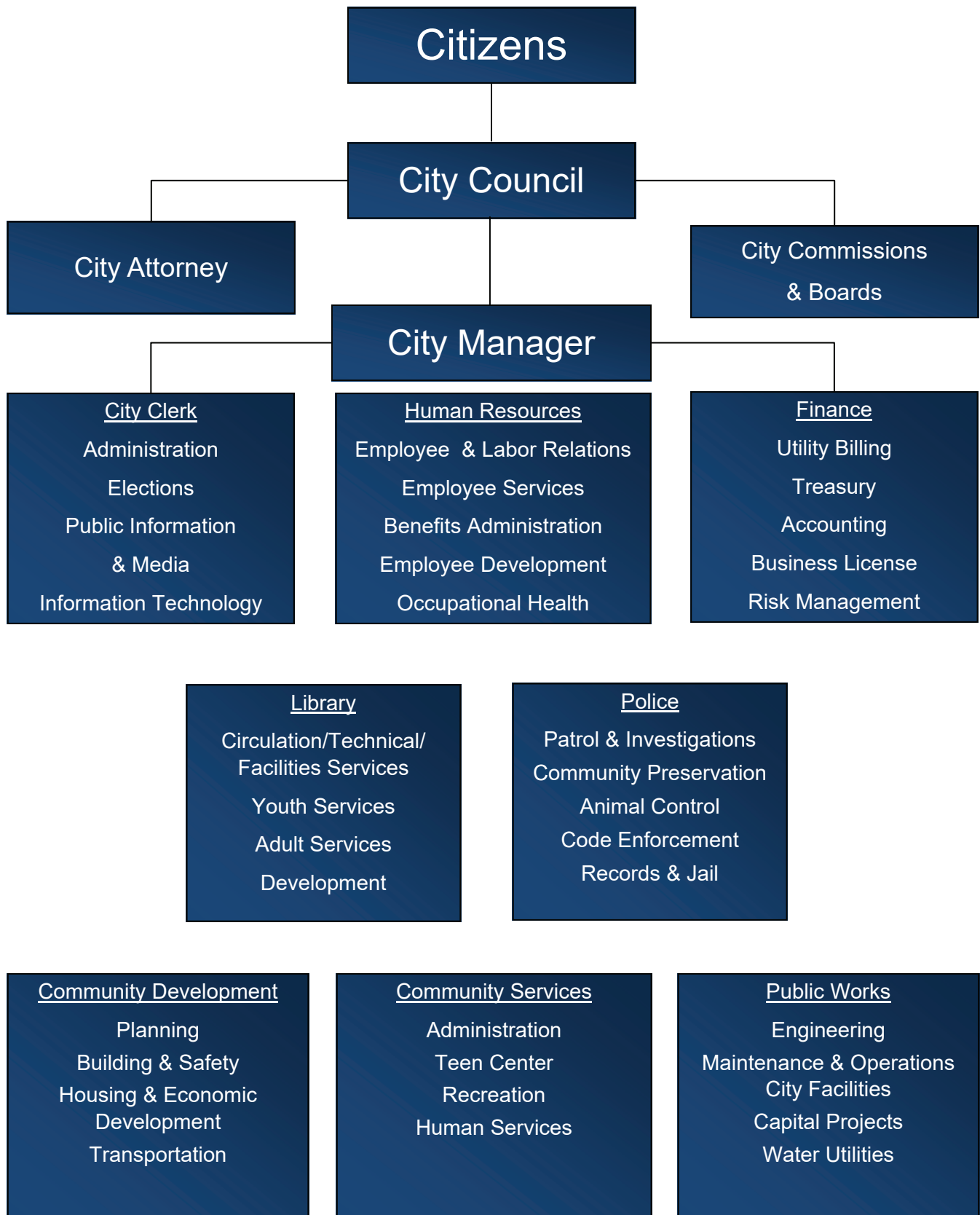
APPOINTED OFFICIALS & DEPARTMENT HEADS

Adam M. Raymond.....	City Manager
Kathleen R. Sessman.....	City Clerk/Communications Director
Vacant.....	Human Resources Director
June A. Overholt.....	Finance Director/City Treasurer
Lisa Rosales.....	Police Chief
Jeff Kugel.....	Community Development Director
Alison Sweet.....	Interim Public Works Director
Janet Stone.....	Library Director
John Aguirre.....	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 an 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

GFOA BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Glendora
California**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

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 Fiscal Year 2018-19 beginning July 1, 2018. 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 this FY2019-20 budget document conforms to program requirements. We will be submitting it to GFOA to determine its eligibility for another award.

CITY of GLENDORA

INTRODUCTION

CSMFO BUDGET AWARD



The California Society of Municipal Finance Officers (CSMFO) presented an Operating Budget Excellence Award to the City of Glendora, California, for its annual for Fiscal Year 2018-19 beginning July 1, 2018. 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.

We believe this FY2019-20 budget document conforms to program requirements. We will be submitting it to CSMFO to determine its eligibility for another award.

CITY of GLENDORA

INTRODUCTION



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CITY of GLENDORA

BUDGET MESSAGE

May 23, 2019

PROPOSED TWO-YEAR BUDGET FOR FISCAL YEARS 2019-20 AND 2020-21, AND 2019-2024 FIVE-YEAR PROJECTION FOR THE GENERAL FUND

Honorable Mayor and City Council,

In accordance with Glendora Municipal Code Section 2.08.070(8), it is our pleasure to present the Proposed Fiscal Year 2019-2021 Two-Year Budget and Proposed 2019-2024 General Fund Five-Year Financial Forecast for the City of Glendora.

WELCOME TO THE BUDGET MESSAGE

The Proposed FY 2019-2021 Two-Year Budget is balanced and totals \$80.7 million in FY 2020 and \$83.5 million in FY 2021 in total citywide uses.

During the last fifteen years, the City of Glendora has navigated many changes in the economy and withstood mandates created through State and Federal legislation. Through fiscal responsibility and the generous support of the community (Measure E), our municipal services continue to be exceptional. The City's financial track record has been bolstered through accurate long-range planning, financially prudent decisions of the City Council, incredible support of the community, and the daily efforts of the City's dedicated staff.

The Proposed FY 2019-2021 Two-Year Budget is guided by City Council policy directives, input from the Glendora Community, local/State/Federal mandates, and long-term plans aimed on continuing to make Glendora an amazing place. Examples of this guidance can be found in recently adopted plans, visions and events:

- **2019-2022 Strategic Plan:** On January 30, 2019, the City Council adopted a new three-year strategic plan. The five new goals include: Increase Financial Stability and Sustainability; Enhance and Modernize the organization; Improve and Maintain the City's Infrastructure and Facilities; Implement Strategic Economic Development; and Enhance Employee Development and Retention.
- **2018 Community Survey:** Completed in December 2018, the biennial survey provides insight on the community's thoughts on City services, quality of life, future development, and how well the City communicates with its residents.
- **Measure E Special Election:** Passed by the residents of Glendora on March 5, 2019, Measure E is a 0.75% transaction and use tax (sales tax) that is estimated to raise approximately \$4.2 million in FY 2020 and \$5 million thereafter. The funds will allow the City to maintain existing services, implement technology projects, and begin to address a large backlog of capital needs, including streets and facilities.
- **First/Last Mile and Station Area Visioning:** The Gold Line extension from Azusa to La Verne/Pomona will be a transformative project for the City. Staff have been working with Metro and Cal Poly San Luis Obispo to provide mobility opportunities (bike, walk, etc.) and potential development ideas for the area around the future Glendora Gold Line Station (Glendora Avenue – North of Route 66).
- **Homelessness Action Plan:** Adopted in 2018, the City's Homeless Action Plan provides a guideline for addressing the growing regional issues surrounding homelessness. More and more resources are being spent on homelessness related issues and the plan assures these resources are being used wisely.
- **Legislative Action Plan:** Staff anticipates the creation of a legislative platform, which will publicly state the City's position on the issues it faces, and to provide a vehicle whereby its interests can be protected at the State and Federal levels. Similar to a strategic plan, a legislative platform also provides a mechanism for staff

CITY of GLENDORA

BUDGET MESSAGE

and the City Council to “be on the same page” and better coordinate execution of the City Council’s policies. Further the platform allows the City to respond quickly in support of or opposition to issues.

- **City Manager’s Reorganization Plan:** Approved in March 2019, the staffing reorganization centralizes similar functions to take advantage of operational efficiencies (e.g. maintenance, IT) and organizes operations to address future challenges and take advantage of upcoming opportunities (e.g. Gold Line, future development). The proposed budget incorporates all staffing changes.
- **Pension Obligation Bond (POB):** City staff anticipates the issuance of approximately \$60 million in POBs that will provide long-term cash flow savings to the City over the next 30-years, as compared to the City’s annual payment of its CalPERS unfunded accrued liability (UAL). Estimated savings on the POB are shown in the City’s General Fund Five-Year Plan.

The Proposed FY 2019-2021 Two-Year Budget is a very important strategic and policy document for the City. The proposed budget includes valuable information on the City’s financial position, looming financial hurdles, upcoming opportunities, and which important strategic initiatives have been funded. Each section of the Proposed FY 2019-2021 Two-Year Budget 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.

MEASURE E PROMISES DELIVERED

During the development of the FY 2019 Budget, the City Council formed a 20-member Ad-Hoc Citizen Advisory Committee to address anticipated General Fund shortfalls of approximately \$2 million that would begin in FY 2020. The shortfalls were largely attributed to a slowing of revenue growth and quickly escalating CalPERS costs.

In an effort to maintain the services the Glendora community has come to expect, the Ad-Hoc Citizen Advisory Committee recommended that the City Council place an item on the March 5, 2019 ballot that would enact a 0.75% ($\frac{3}{4}$ cent) transaction and use tax, generating approximately \$4.2 million in FY 2020 and approximately \$5 million per year thereafter. The ad-hoc committee, recognizing the City had already reduced approximately 25% of its workforce over the past decade and the value of services provided by the current workforce, determined a transaction and use tax (sales tax) was the best option to improve the City’s financial position and avoid service reductions to the community. This decision was reinforced by the understanding the City has exercised great care in keeping the cost of living low in Glendora and the majority of revenue raised from the initiative would be paid by visitors shopping in Glendora, and not the residents of the City.

In November 2018, the City Council voted to call a Special Municipal Election and Measure E was passed by the voters of Glendora on March 5, 2019. Keeping with the statements made to the community during the Measure E educational discussions, the Proposed FY 2019-2021 Two-Year Budget maintains levels of service the community has come to enjoy, begins addressing infrastructure needs, and increases the quality of life in Glendora. Examples of these items are as follows:

- **Major Capital Project:** Gladstone Park: Water Park w/Splash Pad - A dynamic aquatic play area for the entire family to enjoy.
- **Maintained Service Levels:** By giving the General Fund the ability to absorb operating costs from special revenue funds and this allows special revenue funds to be used for capital purchases and capital projects.
- **Major Technology Project:** Citywide Enterprise Resource Planning (ERP) and Land Development Information Technology Assessment.
- **Other:** Replacement of five vehicles in the City’s fleet.

Subsequent to the issuance of the 2019 POBs in the August/September timeframe, the City Council will be presented with another \$3 million in Measure E projects for consideration.

CITY of GLENDORA

BUDGET MESSAGE

ORGANIZATIONAL RESTRUCTURING / STAFFING

Overall, Glendora is a well-run, fiscally prudent City, with an engaged and giving community and great schools.

City staff, despite a significant reduction in staffing levels over the past decade, is providing excellent service and is consistently looking for opportunities to improve. With the proliferation of technology, there are ever increasing public expectations of staff to be available and answer questions 24x7x365; staff is doing all they can with the available resources to meet these expectations.

While the passage of Measure E, the 0.75% sales tax increase, is expected to provide immediate financial relief for current operations, challenges still remain. For example, Glendora, despite its proactive approach to address pension costs over the past decade, still faces steep cost increases. Additionally, the City's infrastructure is aging and in need of repair (streets, facilities, etc.).

To help address these challenges, the City Council approved a reorganization plan on March 12, 2019 to centralize similar functions to take advantage of operational efficiencies (e.g. maintenance, IT) and to organize operations to address future challenges, and take advantage of upcoming opportunities (e.g. Gold Line, future development). The centralization of resources and implementation of needed technology projects, will provide opportunities to enhance communication with the community (e.g. website tools, centralized PIO function, social media, TV) and present the City Council with informed, data driven recommendations (e.g. GIS, CRM, Work Order).

The Proposed FY 2019-2021 Two-Year Budget, implements the following major changes, without increasing staffing levels or costs :

- **Implementing Development Services Model:** Changes are focused on development processes, standards, future needs, and increased customer service. The proposed budget includes the combination of four divisions: the existing Planning Department, Building (Public Works), Economic Development (City Manager's Office), and Transportation/Mobility (Community Services).
- **Public Works and Utilities Centralization:** Changes are focused on capital projects, preventative maintenance, engineering, and utilities. The proposed budget includes the addition of park/median/tree maintenance (Community Services), the addition of Refuse/Environment Services (Planning), and greater oversight into future water, storm water, and sewer utilities.
- **City Clerk's Office Transformation into the City's Communications Hub:** Changes are focused on centralization of communication, brand standardization, and technology resources. The proposed budget includes combining technology staff (Police and Finance), establishment of a PIO Division (website, KGLN, etc.), and development of an IT Strategic Plan.
- **Other minor changes** include moving the Risk Management function from the Human Resources Department to the Finance Department to provide for centralization of tasks associated with the allocation of general liability and workers compensation costs and review of insurance documents associated with special event permits and contracts/agreements.

Proposed staffing for Fiscal Year 2019-20 includes 212 full-time and 35.61 part-time (full-time equivalent employees) for a total of 247.61 full time equivalents (FTEs). Proposed staffing for Fiscal Year 2020-21 also includes 212 full-time and 35.61 part-time equivalent employees for a total of 247.61 FTEs. This is an overall net increase from the FY 2019 Adopted Budget of 2.1 FTEs. Net changes are related to creating a consolidated Information Technology division, increasing the level of analysis related to general liability and workers compensation claims, providing for increased operational efficiencies in the Library, improving the City's ability to meet homelessness initiatives and expanding the ability to analyze water operations.

For perspective, in FY 2009 the City had 249 full-time and 70.47 part-time equivalent employees for a total of 319.47 full time equivalents. There has been a reduction in workforce of nearly 25% in the last ten to twelve years. The City continues to reduce staffing where possible by contracting services, modernizing the delivery of

CITY of GLENDORA

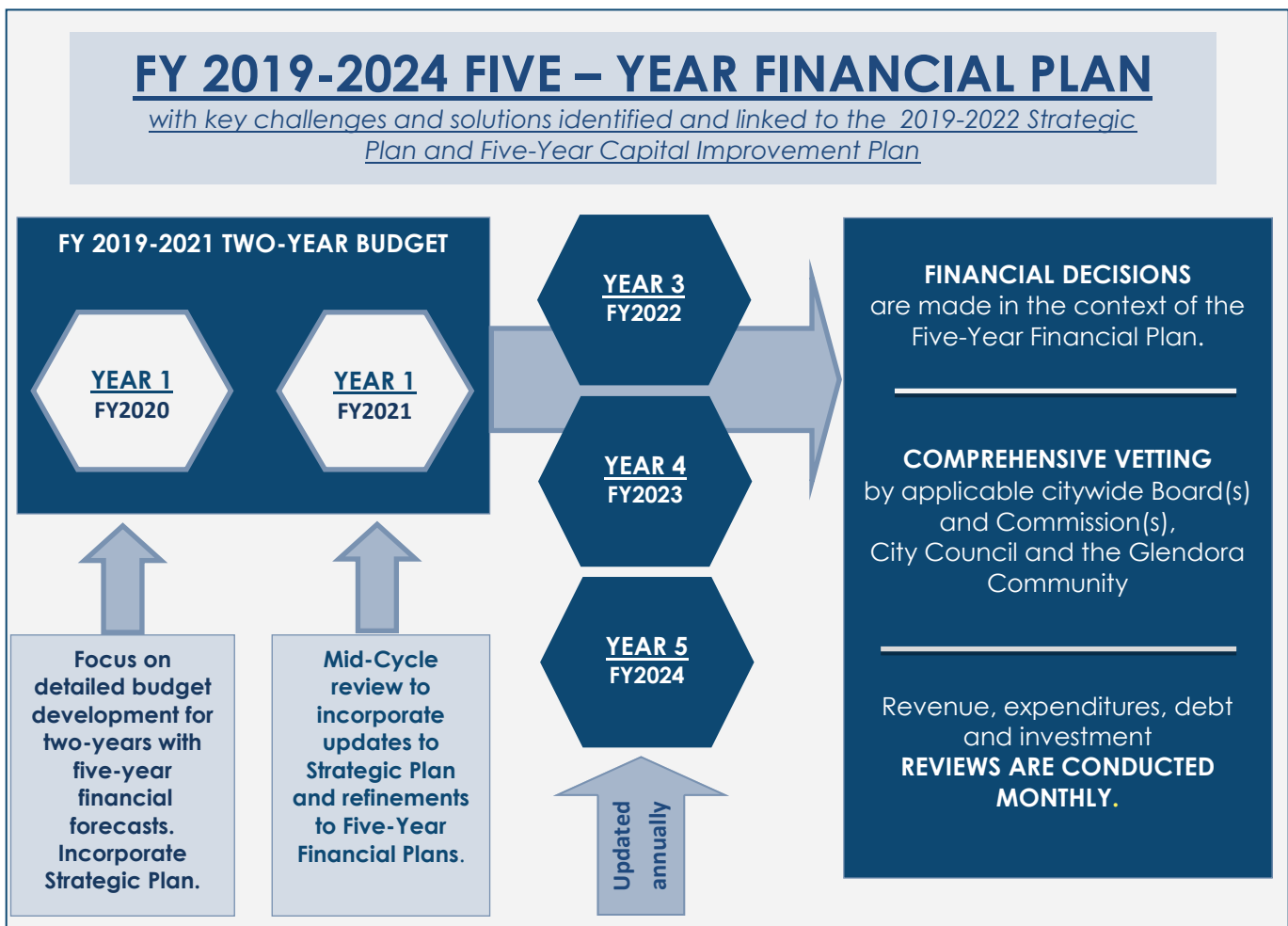
BUDGET MESSAGE

services, and by asking more of those providing services. Both staff and community volunteers contribute greatly to keeping Glendora a smaller, more efficient organization and ensuring the City remains the Pride of the Foothills.

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 is a summary of budgeted positions by fund and the Salary Schedules for all authorized positions.

MULTI-YEAR BUDGETING

Multi-year financial planning, ongoing financial monitoring, frequent financial reporting, prompt corrective actions when necessary, and longer-term financial health strategies, are essential elements of sound financial management. Multi-year financial planning, including the adoption of a two-year budget, provides the City Council, departments, and the public with greater certainty regarding ongoing funding and staffing for programs and services. Five-year financial plans allow the City to estimate the impacts of policy decisions during the budget process. The City currently includes FY 2019-2024 Five-Year Projection for the General Fund. The graphic below highlights the overview and benefits of the five-year financial planning process.



CITY of GLENDORA

BUDGET MESSAGE

FACTORS AFFECTING THE BUDGET, NOW AND MOVING FORWARD

Every city faces challenges and uncertainties that may or may not affect the city going forward. With each passing year, cities are generally bestowed additional responsibilities, while being given less funding to provide the additional and/or expanded services. Well documented are the unfunded State/Federal mandates on local agencies and how they erode the quality of life services provided by cities.

Additionally, cities are also confronted with economic, quality of life, and service enhancement opportunities. Below are the areas that will affect the budget, both positively and negatively over this two-year budget cycle and into the future.

- **The Economy:** The current economic expansion is the second longest on record and appears to be on schedule to break the record (March 1991 to March 2001) in July-August 2019. While the City is not anticipating large increases in tax or development related revenues, the City's revenues are still increasing at a rate of 8.4% in FY 2020 and 5.9% in FY 2021 (primarily attributable to Measure E in FY 2020 and special revenue fund grants in FY 2021). Without Measure E revenues and special revenue fund grants, revenues are increasing at a modest rate of 2%. While many economists appear to anticipate future growth, the City must remain flexible over the next five years to address any changes in the economy.
- **Clean Water Act / MS4-Storm Water Permit:** The Federal Clean Water Act resulted in the MS4 Storm Water Permit that governs cities and counties in Los Angeles County consistent with the latest National Pollutant Discharge Elimination System (NPDES) standards. On April 18, 2019, the Orange County Superior Court issued a ruling in *City of Duarte v. State Water Resources Control Board* and *City of Gardena v. Regional Water Quality Control Board, Los Angeles*. The Court's ruling was in favor of the cities, finding the numeric WQBEL compliance requirements in the Regional Board's 2012 MS4 permit, as amended by the SWRCB in 2015, ("2012 Permit") was "more stringent" than the Clean Water Act ("CWA"). The oversight boards were therefore required to consider the factors listed in the California Water Code § 13241 prior to adoption, and the oversight boards failed to comply with the CWC in adopting the numeric effluent limitations requirements for the 2012 Permit by failing to consider those factors. The City of Glendora contributed \$25,000 to the cases on behalf of the cities of Duarte and Gardena in 2017, which has proven to be a very wise investment.

Funding for the State Water Resources Control Board is previously approved LA MS4 permit projects, may be as high as \$233 million. With the success in the court case (pending an appeal), the amounts needed to implement EWMP type projects will not be incurred. In November 2018, the voters of LA County approved Measure W, which is a parcel tax on all property owners in LA County to raise funds for storm water projects. The City had previously set aside approximately \$1.7 million for storm water projects resulting from mandates of the Los Angeles County. If Measure W's annual revenues of more than \$900,000 can cover the costs associated with the new MS4 permit, these funds can be repurposed for streets, facility improvements, technology projects, and other one-time uses.

- **Infrastructure:** There is a challenge in bringing together adequate financial resources to maintain and restore streets, roads, alleys, water infrastructure, City facilities, etc. The useful life of much of the City's infrastructure, largely established during



CITY of GLENDORA

BUDGET MESSAGE

the early to mid-20th century, is coming to an end. Currently, the City is more than \$3 million short on funding to keep roads at their current condition and would need an additional \$75 million over the next 10-years to significantly improve the quality of the City's roads, arterials and alleys. The City continues to seek grants, development fees and other funding sources to systemically address the needs. Additionally, with City will be setting up semi-annual meetings with the local utilities (e.g. Edison, Gas Company, Verizon, etc.) to coordinate street projects to save money.

- CalPERS:** Over the past seven years, the City's CalPERS costs have doubled and are anticipated to double again over the next seven years. Within the General Fund alone, retirements are projected to jump from \$3.5 million in FY 2018 to \$7.6 million FY 2024. The General Fund is responsible for approximately 77 percent of retirement costs citywide. Even though rates charged the City by CalPERS are significantly different, the total cost is split approximately 50/50 between Miscellaneous and Safety contributions due to the different staffing and benefit levels.

Glendora has reduced and contained costs through outsourcing services, increased use of technology, and asking staff to do more with less, which has reduced staffing levels by 25% since 2008. Glendora has been a proactive regional leader in its pension reform efforts; CalPERS, while resulting in punitive increases to all local agencies, has also taken steps to help mitigate future funding issues.

Fiscal Year	Miscellaneous (Non-Sworn)	Safety (Sworn)	Citywide Costs
FY14-15 Actual	16.82%	29.56%	3,198,209
FY15-16 Actual	18.56%	35.13%	3,410,684
FY16-17 Actual	20.99%	39.25%	5,579,889
FY17-18 Actual	22.18%	42.51%	5,055,701
FY18-19 Estimate	25.53%	49.98%	5,663,304
FY19-20 Budget	29.05%	59.57%	6,500,327
FY20-21 Budget	31.38%	60.56%	7,406,317
FY21-22 Estimate	33.22%	63.66%	8,369,138
FY22-23 Estimate	34.57%	65.74%	9,264,636
FY23-24 Estimate	35.10%	72.97%	9,848,308

Steps taken by City:

- Pension Obligation Bond –Safety (2009)
- Second Tier pension plan (2012)
- PEPRRA Third Tier pension plan (2013)
- Employee contributions to pension plan
- City makes annual payment on unfunded liability (2016)
- Anticipated Pension Obligation Bond – Safety and Misc. (2019)

Steps taken by CalPERS:

- Changes to assumptions (mortality, earnings rate)
- Fixed amortization period from 30-years to 20-years
- Changed discount rate (rate of return) from 7.5% to 7%

- Employee Compensation:** Labor agreements with the City's General Unit (AFSCME) expires in June 2019, Management Association (non-sworn) expires in June 2019, Police Officers Association (POA) expires in June 2019, and Police Managers' (PMA) expires in June 2020. Adjustments at some level are expected over the next three to five years to keep the employee wages competitive with the local market, while trying to stay within the City's ability to pay. The pressure of these goals is seen in the General Fund Five-Year Plan.
- Housing and Homelessness:** More than 200 housing bills have been introduced to the California Legislature this year. Many of the bills are aimed to allow residential developments to exceed standards set by local agencies. Specifically, some of the proposed legislation would allow for higher density, increased height, limited or no parking, expansion of where higher density housing can be built, and dedicated time limits to process development applications. Most of the legislation mandates these changes cannot be overruled by the City Council, Planning Commission, etc. and makes the process administrative. While staff does not know the full extent of the housing changes, it is evident that the City will lose some local control on its ability to regulate where and what housing is built.

Closely associated with the avalanche of housing legislation, is the homelessness issue. While almost everyone agrees that homelessness is a regional concern that requires additional housing and mental health services, there is little agreement on how and where to implement the changes needed. To date, the Los

CITY of GLENDORA

BUDGET MESSAGE

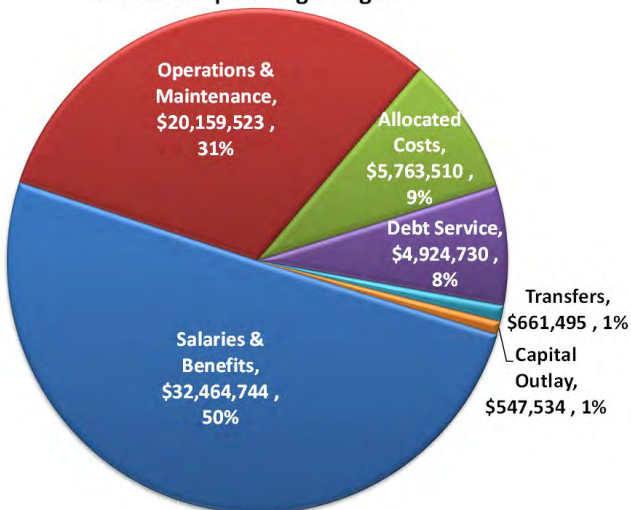
Angeles County Homeless Services Authority (LAHSA) has not provided cities with the funding needed to address the homeless populations within their agencies, as promised with the passage of Measure H (2017), a 0.25% sales tax. While Measure H taxable sales in Glendora raise approximately \$1.7 million annually for LAHSA, Glendora has received less than \$100,000 in total funds. At the same time, the City continues to incur clean-up, coordination, and enforcement costs that are not budgeted.

- Gold Line:** The Gold Line project already had the groundbreaking for Phase 2B of the project that should be completed in 2025. The project will involve a considerable number of improvements through Glendora, including three bridge structures (Grand/Foothill, Route 66, and Lone Hill Ave.). While the long-term service of light rail will be very important to the City and region, there will be a need to work with the Gold Line Construction Authority to mitigate the short term construction impacts. City staff currently chairs the Gold Line Technical Advisory Committee and are actively working to review plans and mitigate the impacts of the project. Additionally, staff is currently seeking from Metro and the construction authority participation in some improvements to provide a more aesthetically pleasing look and functional operation for our community.
- Community Involvement:** The City of Glendora is fortunate to have an engaged, educated, and generous community. In light of quickly escalating CalPERS costs, large infrastructure needs, and loss of local control due to the State's legislative actions, the Glendora community will be important to the City's long-term success and its fiscally responsible path forward. Addressing Glendora's challenges are not an easy task. While the contributions of Measure E and the Ad Hoc Citizens Advisory Committee will go a long way to keeping a great quality of life in Glendora, there is still a lot of work to be done. However, all involved can agree financial responsibility and quality of life are important topics and the urgency for having a productive conversation is clear. These steps include: 1) understanding our financial health and economic opportunities/threats; 2) identifying possible actions/paths forward; and 3) selecting the path forward for a solvent and prosperous future. This is a long-term conversation that will occur between employees, members of the community, and City officials over the FY 2019 - 2021 Two Year Budget period and beyond to ensure that the City is well positioned to face our current and future challenges.

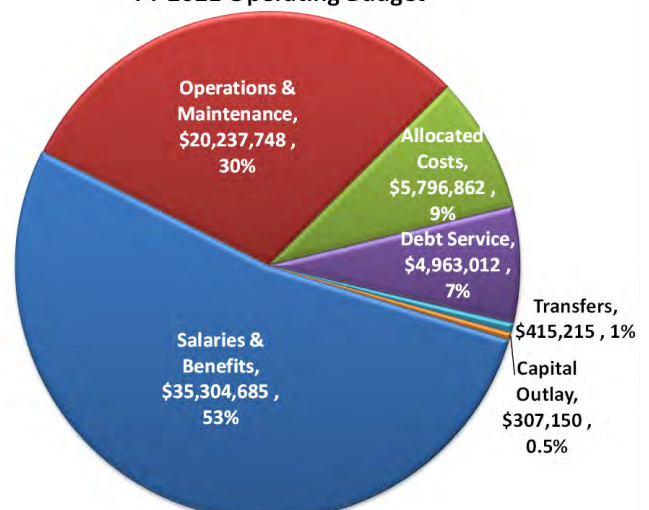
FY 2019-2021 TWO-YEAR BUDGET HIGHLIGHTS

The Proposed FY 2019 - 2021 Two-Year Budget is balanced and totals \$80.8 million in FY 2020 and \$83.5 million in FY 2021 in total Citywide uses. Total operating costs citywide are projected to be \$64.5 million in FY 2020 and \$67 million in FY 2021. The capital project budget totals \$8.9 million in FY 2020 and \$11.2 million in FY 2021.

FY 2020 Operating Budget



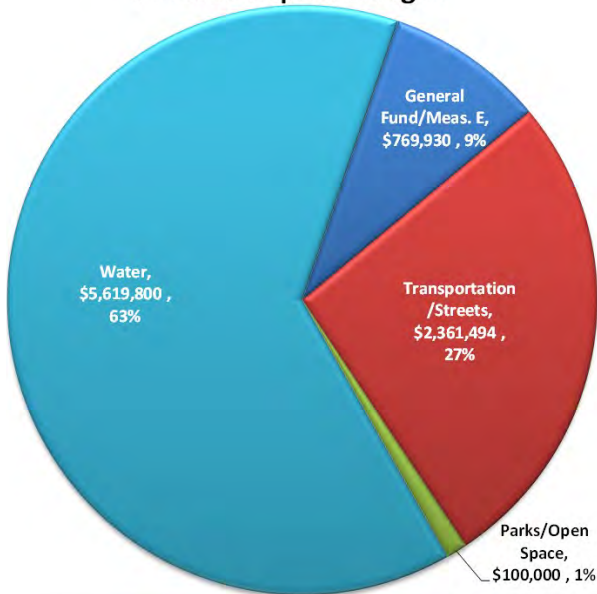
FY 2021 Operating Budget



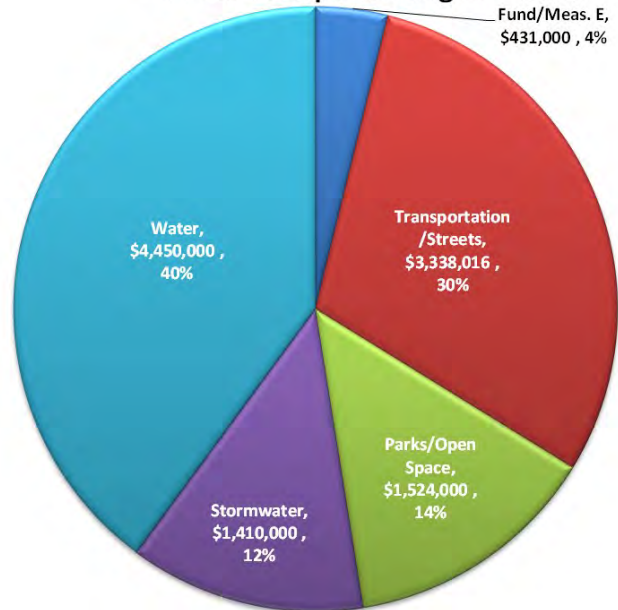
CITY of GLENDORA

BUDGET MESSAGE

FY 2020 Capital Budget



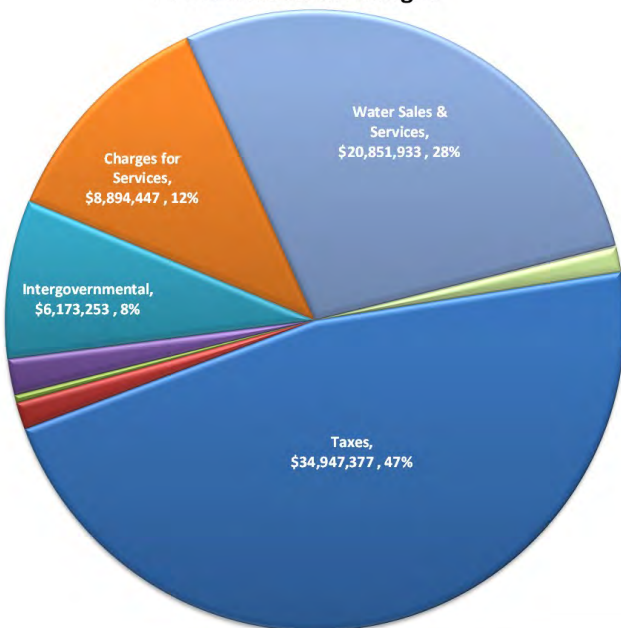
FY 2021 Capital Budget



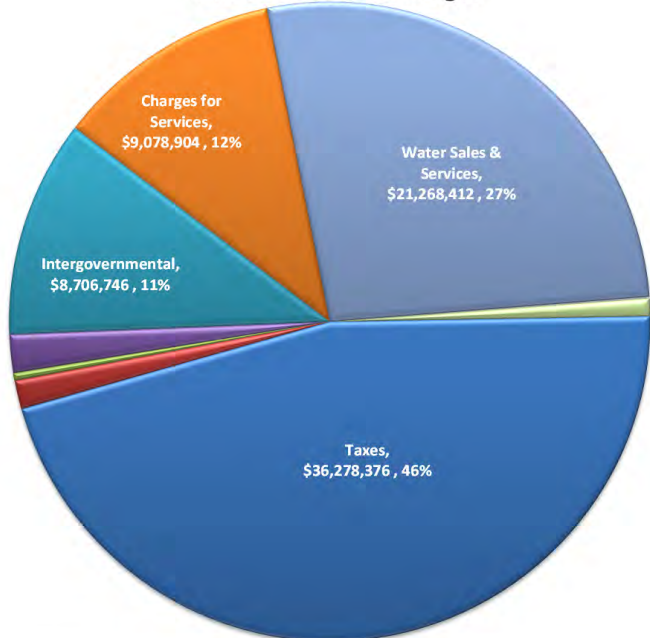
The total revenues citywide are projected to be \$81.8 million in FY 2020 and \$84.1 million in FY 2021. The amounts include a strategic use of reserves, fund balance, and new debt for capital improvements. The tables below show the major revenue items citywide. The sections not labeled are Licenses & Permits, Fines & Forfeitures, Miscellaneous and Transfers In. All together the sections not labeled are equal to approximately five percent of total revenue citywide while the labeled sections are equal to approximately ninety-five percent of revenue citywide.

The Expenditure and Revenue Sections of the budget document provide a summary of budgeted revenues and expenditures by fund and department, as well as detailed revenue and expenditures projections by account type.

FY 2020 Revenue Budget



FY 2021 Revenue Budget



CITY of GLENDORA

BUDGET MESSAGE

GLENDORA WILL REMAIN A GREAT PLACE TO LIVE, WORK AND PLAY

What a difference a year makes! In FY 2019, the City Council was presented with a financial future showing deficits of approximately \$2 million per year over the next five years. Currently, with the passage of Measure E, the City projects a modest surplus over the next five years, with the ability to keep existing service levels in place and adds the opportunity to begin addressing the capital project backlog.

The City of Glendora is an amazing place – based on the City’s 2018 Community Survey, Glendorans found the City a great place to live (92%) and raise a family (91%). Further, the survey indicated Glendorans were satisfied with City services (85%) and trusted the City government (81%). Based on the most recent SCAG Community Profile, we know Glendora is a more diverse, educated, and affluent community than it was 19 years ago. While our future is bright, including the opportunity to take advantage of the economic impact of the Gold Line, there is much work to be done to address rising pension costs, infrastructure needs, and the impacts of local control battles with the State.

I want to recognize the strong commitment and professionalism of the many City staff that continue to make Glendora an amazing place through their daily efforts. The City Council also recognizes the importance of a dedicated workforce evidenced by including a new 2019-2022 Three-Year Strategic Plan goal focused on staff: *Enhance Employee Development and Retention*.



The Proposed FY 2019 - 2021 Two-Year Budget and the success of the City’s financial and operational achievements are possible due to the tireless work of so many individuals in every department. This year, with the move to a two-year budget linking the City’s new strategic plan goals to department operations, staff spent even more time reviewing departmental operations, revising key performance measures, and ensuring the proposed funding matches the City Council’s priorities. Special thanks go to our Finance Director/Treasurer, June Overholt, Assistant Finance Director, Kyle Johnson and the Finance team.

Respectfully Submitted,

Adam M. Raymond
City Manager

CITY of GLENDORA

BUDGET MESSAGE



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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 electronic access is available through the City's website at www.cityofglendora.org/budget.

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 budget within the control accounts (departments, divisions, line items) provided no change is made to the total amount adopted by the City Council 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 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 areas through which services are delivered. This allows the City Council to determine the true cost of delivering a service and how either increasing or decreasing appropriations will impact a particular service. This method is consistent with generally accepted accounting principles (GAAP). Estimates are reached by analyzing historical revenue trends; national and local economic trends and indices; and development patterns in our local economy. Revenue projections 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.

Department oversight is essential for the successful management of the budgeted resources. The highest level of oversight is the department as a whole. The components of the department budget include various divisions, which are comprised of multiple specific budget line item spending categories. The spending details support the strategic goals established by the City Council, departmental objectives, and mandated activities/services. The division narratives, accomplishments, and performance measurements provide another perspective of the level of work and services performed by each department.

CITY of GLENDORA

BUDGET GUIDE



BUDGET APPROACH

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

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 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 provided are for services the City is mandated to provide under state law. The first, and arguably most important, is public safety. 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 legally binding contractual obligations. 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 generating revenue (i.e. self-funded) such as recreation programs and programs entirely funded by grants are given a priority as these programs can provide services to the community, but do not consume the City's limited discretionary financial resources.

Public Safety & Quality of Life–The residents and businesses in Glendora expect a high level of public safety services. We continue to provide programs strengthening 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 Fall 2016, we have continued to focus on the services 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.

CITY of GLENDORA

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 2019-20

2019

February	Budget instructions distributed to departments
February	City Council review of Mid-Year budget and the General Fund Financial Forecast
March	Budget Document Deadline (requested budget, capital outlay and capital improvement projects, goals, objectives and performance measures)
April	City Manager review of operating and capital improvement budgets and policy issues with departments
May	Budget briefings with the City Council
May	Proposed budget document published and distributed to the City Council
May/June	Presentations to the Boards and Commissions
June 11th	City Council Budget Workshop - Department presentations
June 25th	Public Meeting with City Council /Adoption of Proposed Budget and Capital Improvement Program (CIP) for Two Year Budget
August	Adopted budget document published

BUDGET CALENDAR FOR FISCAL YEAR 2020-21

2020

February	City Council review of Mid-Year budget and the General Fund Financial Forecast
March	2nd Year Budget Edits/Updates Deadline
April	City Manager review of recommended updates
May	Updated Financial Summaries budget section published and distributed to the City Council
June	Public Meeting with City Council /Adoption of Proposed Budget and Capital Improvement Program (CIP) for Second Year of Budget
August	Updated budget sections published

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



CITY of GLENDORA

BUDGET GUIDE

STRATEGIC PLAN

For the last eight 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

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 (in alphabetical order)

- Accountability
- Community Involvement
- Exemplary Customer Service
- Fiscal Responsibility
- Friendly Environment
- Honesty and Integrity
- Open and Accessible Government

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

Strategic Goals

The 2019-2022 three-year goals (*not in priority order*) are identified by an icon as shown below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Strategic Objectives

The departmental objectives throughout the budget are presented in table format that links objectives to the applicable City Council strategic goal. The objectives cover the two-year budget cycle. Many departments have objectives that are not linked to a strategic goal but are required or important to note since they impact operations.

CITY of GLENDORA

BUDGET GUIDE

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.
- 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.
- Since 2010, multiple propositions have impacted the city through increased unfunded mandates or new revenue sources. New regional revenue sources include Measure A, Measure M, Measure W, and Proposition 68.
- Measure E (2019) the Glendora 0.75% ($\frac{3}{4}$ cent) local Transaction & Use Tax (TUT) transaction was approved by the voters on March 5, 2019

CITY of GLENDORA

BUDGET GUIDE

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.

FUND STRUCTURE AND TYPES

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

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.

Special Revenue Funds consist of restricted funds, which may not be used for general municipal purposes. They are restricted for specific purposes by Local Ordinance, State or Federal Statute. These groups of funds represent services funded primarily by other levels of government. Should the funding for most of these programs be eliminated, it is likely that the services would also be eliminated or the General Fund would absorb the services.



The **Capital Funds** are funded through transfers from the General Fund at year end based on Council policy. The Capital Project fund is used to fund a variety of City projects for parks, library, and facility modifications, and other various street and infrastructure-improvement projects.

Enterprise Funds primary source of revenues are charges for services that cover operating costs. The Water Fund (both Operations and Capital) is the only Enterprise Fund.

The **Internal Service Funds** serve only the City of Glendora. These funds consist of the Workers'

CITY of GLENDORA

BUDGET GUIDE

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. The Successor Agency spending plan is approved annually by the State Department of Finance through the Recognized Obligation Payment schedule. Expenditures represent debt service payments on the remaining debt obligations.

MASTER SCHEDULE OF FEES FOR SERVICE

The Fee Schedule captures all established fees and charges of the City. The fees are intended to recover all the direct and indirect activity costs and all overhead costs for services provided to the City of Glendora. 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. A comprehensive fee study is recommended for the next two year budget cycle.

LONG TERM FINANCIAL PLANNING

The City of Glendora utilizes long term financial planning to allow City Council and City staff to make informed policy and operating decisions. Long term financial planning is essential to highlight long-term financial conditions, increase awareness of long-term issues, develop strategies to address the issues, comply with rating agency expectations and build trust with citizens. Included within the Financial Summary section of this budget document are two multiyear forecasts.

- The General Fund forecast narrative and financial information should be read together. The information highlights challenges facing the City in the current year and in future years. The forecast is updated at midyear and presented to the City Council.
- The Street Infrastructure forecast identifies the current and projected investment in public streets infrastructure by summarizing the funding resources and spending plan.

Other Council adopted tools contributing to long term financial planning are the various assessment studies and master plans utilized by the City to prioritize and address infrastructure needs and capital projects.

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 its presentation at public meeting(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., Water Operations, 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% positive variance between revenues and expenditures each year. This budget goal shall be for stabilizing reserves and or unexpected appropriations needed during the budget year.

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.

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 Comprehensive Annual Financial Reports (CAFR). 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.



CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

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. The City Council has the following committed fund balance:

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 for use 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.

General Government & Capital Projects

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

Compensated Absences

Fund balance levels must be sufficient to meet funding requirements for vested vacation and compensatory leave time.

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

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
- The next 30% would go to PERS rate stabilization fund
- If needed, the final 20% would go to reduce any Deficit Funds, specifically internal service funds that do not meet the cash reserves identified in this policy.

Fund Balance Classification

The accounting policies of the City consider restricted fund balance to have been spent first when an expenditure is incurred 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 supercedes 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, and cash reserve policy objectives. The City will maintain appropriate operating reserves that will support operations during times of financial emergency or "dry periods. However, in each self-insurance Internal Service Fund (Workers' Compensation and General Liability Funds), the City will maintain adequate cash, not less than the operating budget.

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.

REPORTING STANDARDS

The City will prepare a Comprehensive Annual Financial Report (CAFR) to demonstrate that compliance with the accounting requirements.

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 City Council adopted annual Investment Policy. The policy will be conformance with 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 pursue the tri-annual certification of that policy through the California Municipal Treasurers Association.

COST RECOVERY AND FEES FOR SERVICE

COST RECOVERY AND FEES FOR SERVICE

The City will establish and maintain a master fee schedule for services provided by City departments. The fees and charges are intended to be 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, 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. All financing options will need to comply with the Debt Issuance & Management Policy adopted by the City Council effective on September 11, 2018.

FIXED ASSETS AND INFRASTRUCTURE ASSETS

The City will capitalize 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.



CITY of GLENDORA

EMPLOYEE COMPENSATION

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

Labor Agreements

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.

- The MOU with American Federation of State, County and Municipal Employees Local 3915 (AFSCME) is currently in negotiations with the City for a successor MOU. The most current MOU was from February 1, 2016 - June 30, 2019.
- The MOU with the Glendora Management Association (GMA) is currently in negotiations with the City for a successor MOU. The most current MOU was from July 1, 2016 - June 30, 2019.
- The Police Officers Association (POA) is currently in negotiations with the City for a successor MOU. The most current MOU is from July 1, 2017 to June 30, 2019.
- The MOU with the Police Management Association (PMA) commenced on July 1, 2018 and expires on June 30, 2020. The MOU included salary increases as follows: 4% in July 2018, 4% in July 2019.
- The most current Resolution for salary increases for City Department Directors and Executive Management Contract Employees was approved on June 28, 2016.
- The employment agreement between the City and the City Manager was effective on September 4, 2018 and continues through September 2021.

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.

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 table below summarizes the City's debt limit margin over a three-year period:

Computation of Legal Bonded Debt Limit Margin

Years Ended 2017 - 2019 (in thousands of dollars)

	2017	2018	2019
Assessed Valuation	\$ 6,636,369	\$ 7,082,307	\$ 7,535,090
Conversion Percentage	25%	25%	25%
Adjusted Assessed Value	\$ 1,659,092	\$ 1,770,577	\$ 1,883,773
Debt Limit Percentage	15%	15%	15%
Debt Limit	\$ 248,864	\$ 265,587	\$ 282,566
Total Net Debt Applicable to the Limit:			
General Obligation Bonds	\$ 3,385	\$ 2,835	\$ 2,225
Legal Debt Margin	\$ 245,479	\$ 262,752	\$ 280,341

CURRENT DEBT OBLIGATIONS

SUCCESSOR AGENCY DEBT (PREVIOUSLY THE REDEVELOPMENT AGENCY)

Redevelopment Agency bonds were primarily issued for infrastructure capital projects. With the dissolution of the Redevelopment Agency, since 2012, 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
2020	325,000	173,466
2021	340,000	159,537
2022	355,000	144,769
2023	370,000	129,362
2024	385,000	112,837
2025-2026	2,315,000	138,038
	4,090,000	858,009

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
2020	695,000	358,875
2021	1,235,000	310,625
2022	1,300,000	247,250
2023	1,365,000	180,625
2024	1,430,000	110,750
2025	1,500,000	37,500
	7,525,000	1,245,625

2003 Revenue Tax Allocation Bonds, Series B		
	Principal	Interest
2020	480,000	13,488
	480,000	13,488

WATER UTILITY DEBT

The Water Fund debt service is supported by the Water Enterprise funds through charges to water customers for water service. Debt issued was for capital improvement projects that included building reservoirs, water main replacements and upgrades to the distribution system. Refunding of bonds occurs when significant savings are available due to changes in the market with lower interest rates.

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
2020	865,000	400,662
2021	905,000	365,262
2022	935,000	328,462
2023	975,000	290,262
2024	1,010,000	258,137
2025-2029	5,630,000	680,210
2030	585,000	9,506
	10,905,000	2,332,501

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
2020	370,000	346,000
2021	390,000	327,000
2022	405,000	307,125
2023	420,000	286,500
2024	450,000	264,750
2025-2029	2,610,000	961,750
2030-2033	2,570,000	264,500
	7,215,000	2,757,625

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. Retiring the actuarial accrued liability of the "side fund" eliminated the amortization rate (12.743%) component of the employer pension rate contribution providing an overall savings to the safety pension costs of approximately 6.793% (12.743% - 5.95%). 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
2020	740,000	76,234
2021	815,000	30,569
	1,555,000	106,803

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. The projects included various energy saving devices and equipment at City Hall, other City buildings, and landscape medians. Future minimum lease payments under the lease are as follows:

Pinnacle Public Finance - Capital Lease		
	Principal	Interest
2020	62,186	18,819
2021	67,821	17,198
2022	73,826	15,431
2023	80,224	13,507
2024	87,038	11,419
2025-2028	382,370	21,077
	753,465	97,451

2019 TAXABLE PENSION OBLIGATION BONDS (pending)

The City is considering issuing new Pension Obligation Bonds for an amount no greater than \$65 million during fiscal year 2019-2020. The majority will come from the General Fund, however other operating funds will be responsible for payment.. The issuance is intended to replace the existing payments made to CalPERS for the Unfunded Accrued Liability (UAL) and is expected to provide cash flow savings that benefit the City's ability to maintain service levels. The General Fund 5-year projection includes an assumption of the saving that are expected (see the Financial Summaries section of the Budget).

CITY of GLENDORA

DEBT

OUTSTANDING BONDED DEBT SERVICE REQUIREMENTS

Issue Date	Description	Average Interest Rate	Final Maturity Date	FY 2019-2021					
				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 Pens Obligation Bonds CalPERS Side-Fund Refinance	5.95%	6/1/2021	1,555,000	106,803	1,661,803	-	-	-
Energy Efficiency Fund:									
Capital Lease									
6/2/2013	Pinnacle Public Finance Energy Efficiency Perf. Project	2.55%	1/2/2028	130,007	36,017	166,024	623,458	61,434	684,892
Total Governmental Fund				1,685,007	142,820	1,827,827	623,458	61,434	684,892
Business-Type Activities:									
Water Enterprise Fund									
5/30/2012	CSCDA Water & Wastewater Pooled Revenue Bonds - 2012 Series A Fund water capital projects	1.0% to 5.0%	10/1/2029	1,770,000	765,924	2,535,924	9,135,000	1,566,577	10,701,577
1/26/2016	City of Glendora Water Revenue refunding Bonds Series 2016A	2.0% to 5.0%	10/1/2032	760,000	673,000	1,433,000	6,455,000	2,084,625	8,539,625
Total Business-Type Activities				2,530,000	1,438,924	3,968,924	15,590,000	3,651,202	19,241,202
Fiduciary Activities:									
Glendora Successor Agency Trust for Former Redevelopment Agency									
6/26/2012	Loan from City of Glendora Resolution No. 2012-09			-	-	-	6,610,662	-	6,610,662
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	1,930,000	669,500	2,599,500	5,595,000	576,125	6,171,125
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	480,000	13,488	493,488	-	-	-
3/29/2006	Project Area 1 2006 Revenue Bonds, Series B - Diamond Ridge improvements	3.25% to 4.50%	3/1/2026	665,000	333,003	998,003	3,425,000	525,006	3,950,006
Total Fiduciary Funds				\$ 3,075,000	\$ 1,015,991	\$ 4,090,991	\$ 15,630,662	\$ 1,101,131	\$ 16,731,793

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 has never exceeded the limit.

The City of Glendora calculated the Gann Limit of \$137,139,558 for Fiscal Year 2019-20 using the prior year's limitation of \$131,963,050 multiplied by the (1.0385) increase in per capita income multiplied by the (1.0007) increased population growth in the City of Glendora. The City's appropriations that are subject to the limit is \$30,136,045. Total General Fund appropriations are only 21.97% of the limit.

APPROPRIATIONS LIMIT CALCULATION: FISCAL YEAR 2019-20

I Appropriations Limit

Prior Year, 2018-19 Adopted Limit		\$	131,963,050
Change Factors:			
Change in Los Angeles County Population (Note 1)	1.0007		
Change in Per Capita Income (Note 2)	1.0385		1.0392
Current Year, 2019-20 Appropriations Limit		\$	137,139,558

II Appropriations Subject to Limit

Projected 2019-20 Revenues, General Fund			30,136,045
--	--	--	------------

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

(107,003,513)

IV Total City Appropriations as a % of Limit

21.97%

Note 1: Change in City of Glendora population growth, 0.07%, exceeded LA County's growth of -0.01%. Total City population as of January 1, 2019 is 52,122.

Note 2: Change in California per capita income, 3.85% provided by the State of California.

APPROPRIATIONS LIMIT: FISCAL YEARS 2014-15 to 2019-20



RESOLUTION CC 2019-46

A RESOLUTION OF THE CITY OF GLENDORA, CALIFORNIA, DETERMINING AND ESTABLISHING AN APPROPRIATIONS LIMIT FOR FISCAL YEAR 2019-20 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 2019-20 Fiscal Year to be \$137,139,558 as shown in Exhibit A.

SECTION 2. Said Appropriation Limit shall be adhered to in the City of Glendora's budget for the 2019-20 fiscal year.

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

APPROVED and **PASSED** this 25th day of June, 2019.

City Council of Glendora, California

BY: 
JUDY M. NELSON
Mayor

APPROVED AS TO FORM:
Aleshire & Wynder, LLP


WILLIAM W. WYNDER
City Attorney

CERTIFICATION

I, Kathleen R. Sessman, City Clerk/Communications Director 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 25th day of June, 2019, by the following vote:

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

Dated: June 26, 2019


KATHLEEN R. SESSMAN
City Clerk/Communications Director

JOINT RESOLUTION

CC 2019-38

CC 2019-38 (SA)

FN 2019-01

HA 2019-02

A JOINT RESOLUTION OF THE CITY COUNCIL, SUCCESSOR AGENCY, HOUSING AUTHORITY AND PUBLIC FINANCING AUTHORITY OF THE CITY OF GLENDORA, CALIFORNIA, ADOPTING THE BUDGET FOR THE CITY OF GLENDORA FOR FISCAL YEAR BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020 AND ADOPTING THE TENTATIVE BUDGET PLAN FOR FISCAL YEAR BEGINNING JULY 1, 2020, AND ENDING JUNE 30, 2021

**CITY COUNCIL, SUCCESSOR AGENCY,
PUBLIC FINANCING AUTHORITY AND HOUSING AUTHORITY
City of Glendora, California**

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

WHEREAS, the City Manager/Executive Director has submitted a proposed a two-year budget to the Glendora City Council, Glendora Successor Agency, Glendora Housing Authority, and Glendora Public Finance Authority for Fiscal Years 2019-2020 and 2020-2021, each commencing July 1st ; and

WHEREAS, after due consideration and review, the Glendora City Council, Glendora Successor Agency, Glendora Housing Authority, and Glendora Public Financing Authority 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; 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 Fiscal and Budgetary Policies have been updated and amended to reflect changes in policy and current Council reserve goals.

NOW, THEREFORE, THE CITY COUNCIL AND THE SUCCESSOR AGENCY TO THE FORMER GLENDORA COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF GLENDORA HEREBY RESOLVES AS FOLLOWS:

SECTION 1. The City Council, Successor Agency, Housing Authority and Public Financing Authority does hereby adopt the budget incorporated herein by reference for the City of Glendora for the fiscal year beginning July 1, 2019 and the tentative budget plan for fiscal year ending June 30, 2021.

SECTION 2. The City Council, as Successor Agency to the Glendora Community Redevelopment Agency, does hereby adopt the two-year 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, 2019 and the tentative budget plan for fiscal year ending June 30, 2021. 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, Successor Agency, Housing Authority and Public Financing Authority 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. One (1) full time Management Analyst and one (1) part time Management Analyst is added to the plan, and one (1) part time Community Services Coordinator is eliminated from the plan.

SECTION 5. The City Manager is authorized to make administrative edits to job descriptions to reflect changes due to the reorganization provided the changes are not substantive or compensation in nature.

SECTION 6. The Fiscal and Budgetary Policies include changes to the reserve policies which shall be in effect immediately and applied to Fiscal Year 2019.

SECTION 7. Per the adopted Financial Policies, the City Manager/Executive Director 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 8. The Mayor/Chair shall sign and the City Clerk/Communications Director 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 9. The City Clerk/Communications Director is hereby directed to forward a copy of this resolution to the Finance Director.

APPROVED and PASSED this 25th day of June, 2019.

City Council, Successor Agency, Housing
Authority, and Public Financing Authority
Glendora, CA

BY: Judy M. Nelson
JUDY M. NELSON
Mayor/Chair

APPROVED AS TO FORM:
Aleshire & Wynder, LLP

W. Wynder
WILLIAM W. WYNDER
City/Agency Attorney

CERTIFICATION

I, Kathleen R. Sessman, City Clerk/Communications Director of the City of Glendora, do hereby certify that the foregoing Resolution was duly adopted by the City Council, Successor Agency to the former Glendora Community Redevelopment Agency, Housing Authority and Public Financing Authority of the City of Glendora at a regular meeting held on the 25th day of June, 2019, by the following vote:

AYES:	MEMBERS:	Boyer, Davis, Thompson, Allawos, and Nelson.
NOES:	MEMBERS:	None.
ABSENT:	MEMBERS:	None.
ABSTAIN:	MEMBERS:	None.

Dated: June 26, 2019

Kathleen Sessman
KATHLEEN R. SESSMAN
City Clerk/Communications Director

CITY of GLENDORA



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CITY of GLEN DORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY FY2019-2020

Fund	Estimated Available Balance	FY 2020 Estimated Revenue	FY 2020 Estimated Expenses	Estimated Net Activity	Projected Available Balance
001 - General Fund	11,314,939	35,464,804	34,684,862	779,942	12,094,881
Special Revenue Funds					
202 - Street Lighting Assessment	86,485	372,500	366,442	6,058	92,543
202A - Street Improve Assessment	28,388	440	-	440	28,828
202B - Landscape Mnt. Assessment	17,450	44,073	44,073	-	17,450
203 - TDA/Bikeway	-	-	-	-	-
205 - Gas Tax	271,881	1,376,930	1,161,643	215,287	487,168
206 - Parks Development	115,606	100,500	-	100,500	216,106
207 - Grants	-	-	-	-	-
208 - Asset Forfeiture	202,067	460,000	116,835	343,165	545,232
209 - Prop A Transit	441,016	1,531,704	1,619,240	(87,536)	353,480
210 - COPS	151,717	146,800	110,854	35,946	187,663
211 - Prop C Transit	217,630	906,684	542,300	364,384	582,014
212 - CDBG	-	370,764	370,764	-	-
213 - HOME State Grant	179,350	1,900	-	1,900	181,250
214 - Used Oil Block Grant	24,431	14,550	14,200	350	24,781
215 - AQMD (Air Quality Management)	130,078	69,050	16,291	52,759	182,837
217 - Measure A/Parks	168,783	206,650	95,944	110,706	279,489
218 - Cal Home Housing	44,399	600	-	600	44,999
221 - STPL Street Construction	162,732	2,700	-	2,700	165,432
222 - Measure R	133,798	669,334	701,530	(32,196)	101,602
228 - Container Recycling Grant	28,547	12,600	12,000	600	29,147
229 - Friends Foundation	-	38,213	38,213	-	-
230 - PEG (Public, Education & Gov't)	234,551	123,000	84,200	38,800	273,351
231 - BID (Business Improv. Dist)	34,209	100,550	99,100	1,450	35,659
234 - Highway Safety Improvement	-	550,000	550,000	-	-
244 - AB 109 Realignment	25,294	-	25,294	(25,294)	-
254 - Office of Traffic Safety Grant	-	-	-	-	-
255 - Measure M	4,740	755,931	625,763	130,168	134,908
256 - Road Maint & Rehab (SB1)	-	875,121	830,000	45,121	45,121
257 - ATP Grant	-	100,000	100,000	-	-
258 - Measure W (Stormwater)	-	470,000	-	470,000	470,000
259 - Prop. 68 (Parks)	-	200,000	-	200,000	200,000

CITY of GLENDORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY FY2019-2020 (continued)

Fund	Estimated Available Balance	FY 2020 Estimated Revenue	FY 2020 Estimated Expenses	Estimated Net Activity	Projected Available Balance
Special Revenue Funds (cont'd)					
260 - Permit File Maintenance	444,530	69,000	33,000	36,000	480,530
285 - Affordable Housing	1,748,222	30,000	120,668	(90,668)	1,657,554
Special Revenue Fund Subtotal	4,895,904	9,599,594	7,678,354	1,921,240	6,817,144
Capital Funds					
321 - Capital Projects	1,071,216	2,115,839	923,250	1,192,589	2,263,805
322 - Stormwater Projects	2,115,839	-	2,115,839	(2,115,839)	-
405 - Energy Efficient	15,382	81,005	81,005	-	15,382
Capital Projects Subtotal	3,202,437	2,196,844	3,120,094	(923,250)	2,279,187
Enterprise Funds					
530 - Water Capital Projects	8,058,507	5,140,000	5,674,503	(534,503)	7,524,004
531 - Water Operations	11,229,598	21,051,633	20,982,168	69,465	11,299,063
Enterprise Funds Subtotal	19,288,105	26,191,633	26,569,323	(377,690)	18,823,067
Internal Service Funds					
541 - Worker's Comp	2,611,367	1,018,272	1,035,112	(16,840)	2,594,527
542 - Liability Insurance	1,898,680	1,752,203	1,752,203	-	1,898,680
548 - Technology	578,307	1,970,960	1,970,960	-	578,307
549 - Vehicles	1,268,810	1,362,347	1,315,347	47,000	1,315,810
Internal Service Subtotal	6,357,164	6,103,782	6,073,623	30,160	6,387,324
TOTAL CITY FUNDS	45,058,549	79,556,657	78,213,603	1,343,054	46,401,603
Glendora Housing Authority					
290 - Housing Authority	1,973,969	32,000	257,968	(225,968)	1,748,001
Successor Agency					
400 - Successor Agency	2,052,682	2,195,527	2,317,029	(121,502)	1,931,180
Total All Funds	49,085,200	81,784,184	80,788,600	995,584	50,080,784

CITY of GLEN DORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY FY2020-2021

Fund	Estimated Available Balance	FY 2021 Estimated Revenue	FY 2021 Estimated Expenses	Estimated Net Activity	Projected Available Balance
001 - General Fund	12,094,881	36,881,559	36,795,324	86,235	12,181,117
Special Revenue Funds					
202 - Street Lighting Assessment	92,543	372,800	366,741	6,059	98,602
202A - Street Improve Assessment	28,828	450	-	450	29,278
202B - Landscape Assessment	17,450	44,073	44,073	-	17,450
203 - TDA/Bikeway	-	-	-	-	-
205 - Gas Tax	487,168	1,403,792	1,194,436	209,356	696,524
206 - Parks Development	216,106	75,550	-	75,550	291,656
207 - Grants	-	-	-	-	-
208 - Asset Forfeiture	545,232	462,000	70,000	392,000	937,232
209 - Prop A Transit	353,480	1,515,832	1,732,574	(216,742)	136,739
210 - COPS	187,663	152,100	115,145	36,955	224,618
211 - Prop C Transit	582,014	936,135	885,000	51,135	633,149
212 - CDBG	-	290,016	290,016	-	-
213 - HOME State Grant	181,250	2,200	-	2,200	183,450
214 - Used Oil Block Grant	24,781	14,660	14,200	460	25,241
215 - AQMD (Air Quality Management)	182,837	69,500	16,860	52,640	235,477
217 - Measure A/Parks	279,489	206,900	97,158	109,742	389,231
218 - Cal Home Housing	44,999	750	-	750	45,749
221 - STPL Street Construction	165,432	1,408,200	1,405,000	3,200	168,632
222 - Measure R	101,602	690,374	630,960	59,414	161,016
228 - Container Recycling Grant	29,147	12,700	12,000	700	29,847
229 - Friends Foundation	-	39,360	39,360	-	-
230 - PEG (Public, Educ. & Gov't)	273,351	123,500	78,500	45,000	318,351
231 - BID (Business Improv. Dist)	35,659	100,600	99,100	1,500	37,159
234 - Highway Safety Improvement	-	-	-	-	-
254 - Office of Traffic Safety Grant	-	-	-	-	-
255 - Measure M	134,908	778,914	515,087	263,827	398,734
256 - Road Maint & Rehab (SB1)	45,121	901,691	910,000	(8,309)	36,812
257 - ATP Grant	-	1,524,000	1,524,000	-	-
258 - Measure W (Stormwater)	470,000	940,000	1,410,000	(470,000)	-
259 - Prop. 68 (Parks)	200,000	-	-	-	200,000
260 - Permit File Maintenance	480,530	69,000	133,000	(64,000)	416,530

CITY of GLENDORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY FY2020-2021 (continued)

Fund	Estimated Available Balance	FY 2021 Estimated Revenue	FY 2021 Estimated Expenses	Estimated Net Activity	Projected Available Balance
Special Revenue Funds (cont'd)					
285 - Affordable Housing	1,657,554	32,000	126,637	(94,637)	1,562,916
Special Revenue Fund Subtotal	6,817,144	12,167,096	11,709,848	457,248	7,274,392
Capital Funds					
321 - Capital Projects	2,263,805	-	591,000	(591,000)	1,672,805
405 - Energy Efficient	15,382	85,019	85,019	-	15,382
Capital Projects Subtotal	2,279,187	85,019	676,019	(591,000)	1,688,187
Enterprise Funds					
530 - Water Capital Projects	7,524,004	5,150,000	4,507,455	642,545	8,166,549
531 - Water Operations	11,299,063	21,498,612	21,297,529	201,083	11,500,147
Enterprise Funds Subtotal	18,823,067	26,648,612	25,804,984	843,628	19,666,695
Internal Service Funds					
541 - Worker's Comp	2,594,527	1,049,203	1,045,053	4,150	2,598,677
542 - Liability Insurance	1,898,680	1,879,231	1,879,231	-	1,898,680
548 - Technology	578,307	2,036,937	2,036,937	-	578,307
549 - Vehicles	1,315,810	1,202,694	1,155,694	47,000	1,362,810
Internal Service Subtotal	6,387,324	6,168,065	6,116,915	51,150	6,438,474
TOTAL CITY FUNDS	46,401,603	81,950,351	81,103,088	847,263	47,248,866
Glendora Housing Authority					
290 - Housing Authority	1,748,001	34,000	268,237	(234,237)	1,513,764
Successor Agency					
400 - Successor Agency	1,931,180	2,091,362	2,091,362	-	1,931,180
Total All Funds	50,080,784	84,075,713	83,462,688	613,027	50,693,810

CITY of GLENDORA

BUDGET SUMMARY - OVERVIEW

OVERVIEW OF RESOURCES (REVENUE)

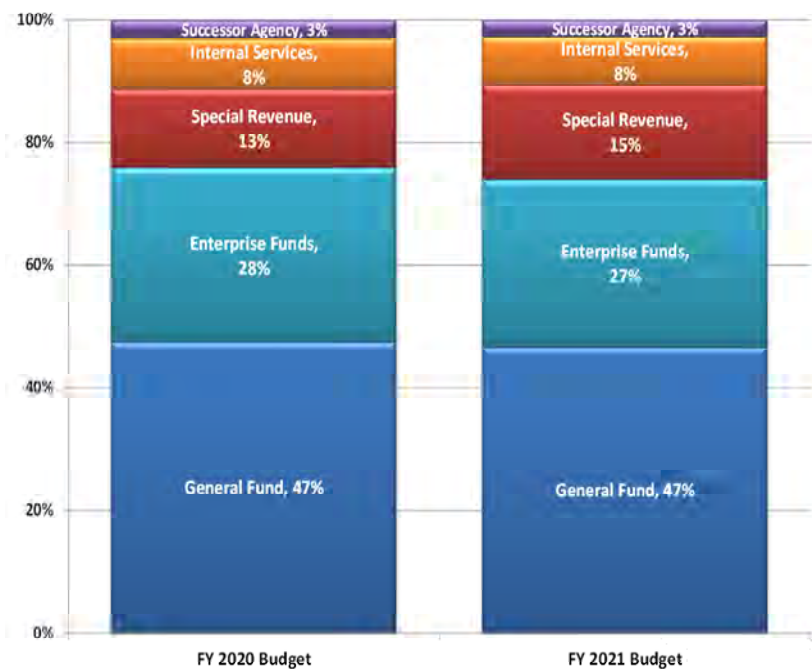
The budget for Fiscal Years 2019-20 (FY 2020) and 2020-21 (FY 2021) reflect a conservative and consistent approach to forecasting revenues. Trend analysis, economic indicators, and professional judgment are used to arrive at the revenue estimates. The following section provides an overview of the revenues for all City funds.

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

SUMMARY OF REVENUES BY FUND TYPE

Fund Type	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
General Fund	30,585,697	30,459,841	30,488,494	35,464,804	36,881,559
Special Revenue	7,004,925	9,568,853	9,403,968	9,599,594	12,167,096
Capital Projects	1,575,420	77,200	106,200	81,005	85,019
Enterprise Funds (excluding transfers)	21,170,119	22,751,560	20,831,283	21,191,633	21,648,612
Internal Service	5,696,998	5,507,500	5,512,676	6,103,782	6,168,065
Housing Authority	135,240	182,400	188,000	32,000	34,000
Successor Agency	2,412,527	2,323,829	2,352,929	2,195,527	2,091,362
Grand Total	68,580,926	70,871,183	68,883,550	74,668,345	79,075,713

Estimated revenues, for all fund types for FY 2020 and FY 2021 are \$74.7 million and \$79.1 million, respectively, excluding a \$2 million transfer between Capital Projects Funds (FY 2020) and a \$5 million transfer from the Water Operating Fund to the Water Capital Fund (FY 2020 & 2021). General Fund revenues are approximately \$35.5 million and \$37 million, respectively, comprising 47 percent of total City-wide revenues for both years. The chart to the right illustrates the percent of total revenues by fund type. Capital Projects and Housing Authority are not visible because of their small contribution for FY 2020 and FY 2021. The General Fund is typically the largest fund receiving revenues from property taxes, sales taxes and many other sources the City depends on to provide services to the residents.



CITY of GLENDORA

BUDGET SUMMARY - OVERVIEW

SUMMARY OF REVENUES BY CATEGORY

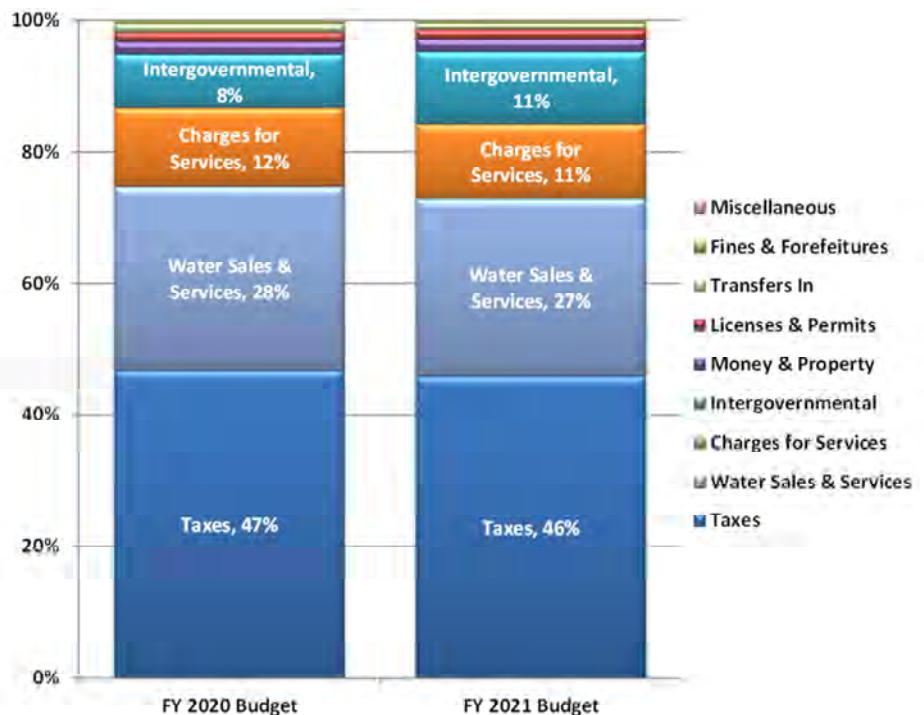
Category	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Taxes	29,795,070	30,201,626	30,222,426	34,947,377	36,278,376
Licenses & Permits	1,100,248	945,000	998,012	1,056,850	1,145,050
Fines & Forfeitures	390,042	368,000	274,400	302,000	302,250
Money & Property	1,806,874	1,266,364	1,614,989	1,408,140	1,523,910
Intergovernmental	3,765,710	6,534,578	6,305,463	6,173,253	8,706,746
Charges for Service	8,124,767	7,917,430	7,844,312	8,894,447	9,078,904
Water Sales & Service	20,373,804	22,496,500	20,440,263	20,851,933	21,268,412
Miscellaneous	986,845	364,165	406,165	72,850	71,850
Transfers In (excluding Capital)	2,237,567	777,520	777,520	961,495	700,215
Grand Total	68,580,926	70,871,183	68,883,550	74,668,345	79,075,713

Taxes are the major funding source for services provided by the City. The tax category includes property, sales, and business taxes. Water Sales & Service revenues are restricted for water related services only. Charges for Service are made up of services provided by the Departments such as Police, Planning, Public Works, Library and Community Services. Licenses & Permits varies based upon the amount of development occurring in the City for the year. Money & Property consists of interest earnings and rental income generated from rental of City facilities for special events by a third party. Fines & Forfeitures represent revenues collected from municipal code violations, vehicle code fines and parking citations. These items are not labeled on the chart but make up five percent combined.

The reduction in miscellaneous receipts reflect a decrease in water rights fees from developers, park in-lieu fees, and some miscellaneous grant income. The water rights fee is the charge to new development for the city to acquire new water sources. The park in-lieu fees are fees collected for park projects.

Not shown in the table are transfers of \$2.1 million between Capital Projects Funds and \$5 million from the Water Operating Fund to the Water Capital Fund since they are, respectively, in essence one operation.

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 appropriations budget for Fiscal Year 2019-20 (FY 2020) and 2020-21 (FY 2021) 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 level of funding is dependent on the available resources. This section provides an overview of the expenditures for all City funds.

The following table of Expenditure Summary By 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 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
General Fund	30,328,237	31,298,445	31,251,969	34,684,862	36,795,324
Special Revenue Funds	6,212,583	12,765,043	11,988,857	7,678,354	11,709,848
Capital Projects Funds	2,962,402	4,326,388	3,986,388	1,004,255	676,019
Enterprise Funds (excludes transfers)	16,785,918	27,283,126	27,313,716	21,656,671	20,804,984
Internal Service Funds	6,237,866	6,942,364	6,742,059	6,073,623	6,116,915
Housing Authority Fund	178,213	307,688	272,738	257,968	268,237
Successor Agency Fund	2,349,083	2,300,123	2,301,847	2,317,029	2,091,362
Grand Total	65,054,303	85,223,177	83,857,574	73,672,761	78,462,688

Total estimated expenditures for all Fund Types for FY 2020 and FY 2021 are approximately \$73.6 million and \$78.5 million, respectively, excluding a \$2.1 million dollar transfer between Capital Projects Funds and a \$5 million transfer from the Water Operating Fund to the Water Capital Fund. General Fund expenditures are \$34.7 million, and \$36.8 million, respectively, comprising 47 percent of the City-wide total for both years. The chart to the right illustrates expenditures as a percent of the City-wide total. The Housing Authority, Capital Projects and Successor Agency are not visible due to their small expense for FY 2020 and FY 2021. The General Fund has the largest expenditures because it covers the costs of providing the majority of City Services. The Water Enterprise Funds are the next largest source of expenditures and are restricted to providing safe and reliable water. See the Budget Guide for descriptions of the fund types.



CITY of GLENDORA

BUDGET SUMMARY - OVERVIEW

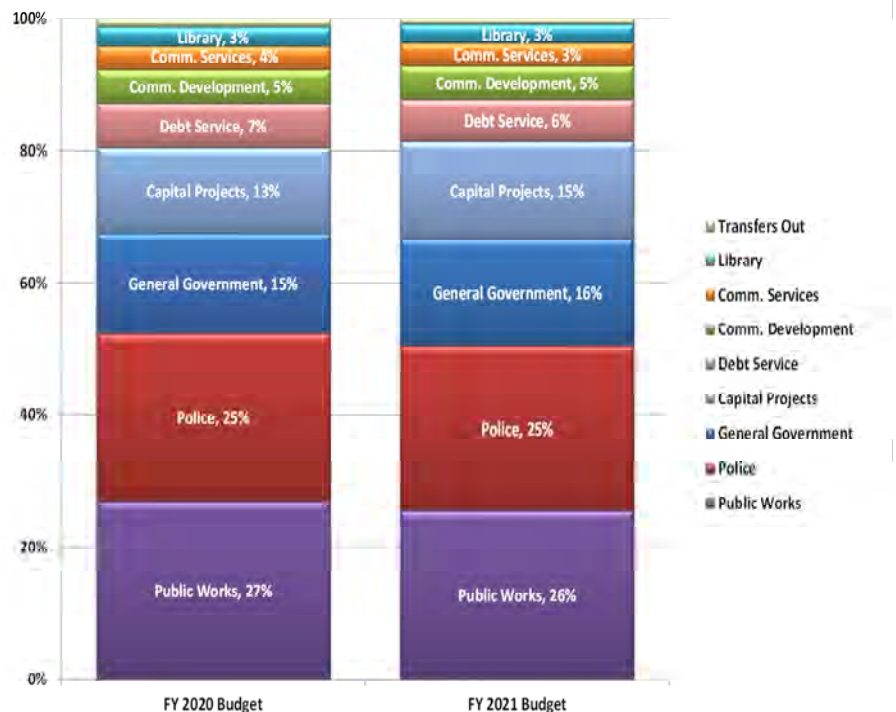
SUMMARY OF EXPENDITURES BY FUNCTIONAL DEPARTMENT

Category	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
General Government	7,990,624	9,269,097	9,249,281	11,286,627	12,704,091
Police	16,477,212	17,974,201	17,928,313	18,646,183	19,565,602
Community Development	3,805,940	4,629,227	4,448,170	3,735,515	3,983,331
Public Works	14,976,953	18,740,514	18,522,263	19,883,887	20,073,681
Library	2,018,667	2,348,854	2,363,820	2,146,251	2,232,726
Community Services	2,620,993	2,708,900	2,687,100	2,634,609	2,722,410
Capital Projects	9,908,670	23,886,336	22,982,585	9,453,462	11,517,621
Debt Service	4,825,606	4,888,529	4,898,522	4,924,730	4,963,012
Transfers Out (excl. Cap. Proj. & Water Cap.)	2,429,638	777,520	777,520	961,495	700,215
Grand Total	65,054,303	85,223,177	83,857,574	73,672,761	78,462,688

Police services, including Public Safety, Community Preservation, and Animal Services typically make up the highest expenditure category in the City. 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. There have been some changes to Department expenditures due to the realignment of program costs to the appropriate Division in the City.

This overview provides a big picture of City-wide functional expenditures regardless of funding source. It is important to understand 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 the departmental sections 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 2019-20 (FY 2020) and 2020-21 (FY 2021) is projected to be approximately \$35.5 million and \$37 million, respectively. The General Fund provides the majority of ongoing governmental services that are not funded through restricted special revenue funds. These services include Police, Community Development, Public Works, Library, Community Services, 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.

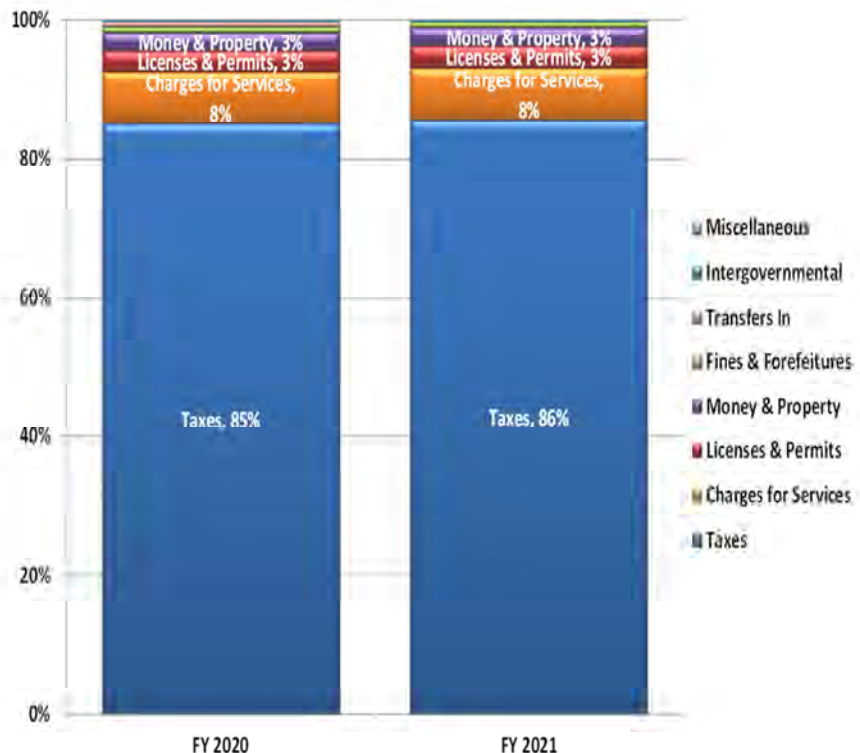
GENERAL FUND REVENUES BY CATEGORY

Fund Type	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Taxes	25,001,179	25,379,714	25,384,714	30,136,045	31,539,870
Licenses & Permits	1,100,248	945,000	998,012	1,056,850	1,145,050
Fines & Forfeitures	390,042	368,000	274,400	302,000	302,250
Money & Property	1,132,595	789,400	926,700	920,100	977,200
Intergovernmental	91,125	110,000	115,319	85,000	85,000
Charges for Service	2,411,080	2,304,330	2,220,752	2,675,465	2,794,139
Miscellaneous	209,429	241,205	246,405	14,050	13,050
Transfers In	250,000	322,192	322,192	275,294	25,000
Grand Total	30,585,697	30,459,841	30,488,494	35,464,804	36,881,559

The Revenue Summary by Category table provides a four-year perspective of tax revenues for the General Fund.

The FY 2020 and FY 2021 taxes show an increase due to the inclusion of the transactions and use tax (voter approval of Measure E) revenue of \$4.2 million and \$5 million, respectively. Permits are consistent with prior years as development continues to occur within the City. Transfers In shows a decrease in FY 2021 due to the continued dissolution of the redevelopment agency as the remaining obligations are primarily administering debt payments.

The following table focuses on the top five revenue categories, which make up 90 and 91 percent of all General Fund revenues projected for FY 2020 and FY 2021.



CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

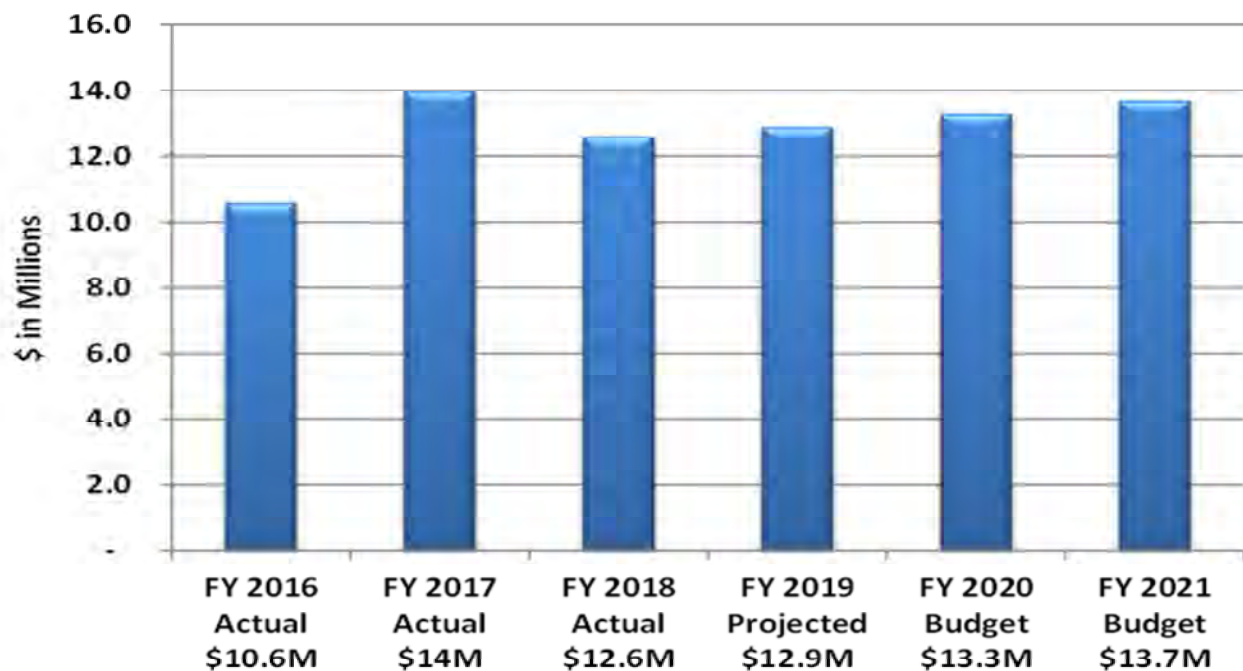
GENERAL FUND TOP FIVE LEADING REVENUES

Fund Type	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Property Taxes	12,609,608	12,867,486	12,867,486	13,296,135	13,691,705
Sales Tax	9,421,103	9,579,282	9,579,282	9,589,050	9,730,795
Transactions & Use Tax	N/A	N/A	N/A	4,175,000	5,000,000
Charges for Service	2,411,080	2,304,330	2,195,252	2,675,465	2,794,139
Franchise Tax	2,119,473	2,079,746	2,084,746	2,222,660	2,264,170
Grand Total	26,561,264	26,830,844	26,726,766	31,958,310	33,480,809

Property Taxes are imposed on real (secured) and personal (unsecured) property. The tax is constitutionally limited to one percent of assessed value by Proposition 13. Assessed valuation adjustments, when made, are limited to the lesser of a two percent 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 two percent cap. It is important to note that the City's share of the base property tax amounts to approximately 10 percent of the Proposition 13 1percent levy limitation. So, for a home with an assessed value of \$500,000, the base one percent 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 43 percent General Fund revenues.

The growth in Property Taxes is a reflection of the increases in assessed property tax values resulting in higher property taxes being paid.

Property Taxes

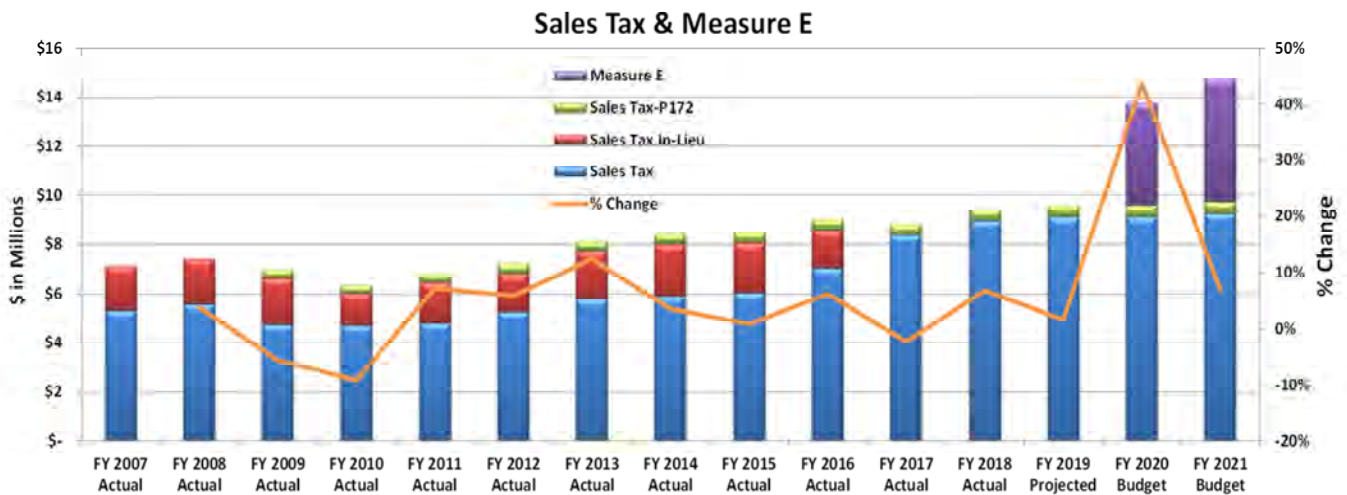


CITY of GLENDORA

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 9.50 percent. The voters approved Measure E adding an additional 0.75 percent levy to the sales tax levy referred to as a transactions and use tax. The total levy of 10.25 percent is divided as follows:

Tax Rate and Recipient	Distribution of Sales Tax on a \$100 Purchase
3.94% State of California	\$ 3.94 General Fund
1.00% City of Glendora	\$ 1.00 General Fund 100% Discretionary
0.75% City of Glendora (Measure E)	\$ 0.75 General Fund 100% Discretionary
0.50% County Public Safety (Prop 172)	\$ 0.50 County and City (General Fund-Public Safety)
1.56% County Realignment	\$ 1.56 Mental Health/Welfare/Public Safety
0.25% Countywide Transportation Fund	\$ 0.25 County Transportation
2.00% County of Los Angeles	\$ 2.00 Measure M & R and Proposition A & C
0.25% County of Los Angeles	\$ 0.25 Homelessness Services Tax



The chart above shows the actual and budgeted sales tax over multiple years. The wavy line shows the % change from year to year, which demonstrates the challenges of predicting sales tax revenues.

The table below shows the top 25 sales tax producers. Ten businesses generate almost 50 percent of all General Fund sales tax revenues.

Top Sales Tax Producers (In Alphabetical Order) Source: HdL Coren & Cone			
Arco AM/PM	Circle K 76	Home Depot	Sam's Club w/Fuel
Barnes & Noble	Colley Ford	Home Goods	Toyota of Glendora
Bath & Body Works	Fuel Zone	In-N-Out Burgers	Ulta Beauty
Bed Bath & Beyond	Glendora Arco	Kohl's	Verizon Wireless
Best Buy	Glendora Chrysler Jeep	Marshalls	Vons
Cab West/Volvo Leasing	Dodge	Old Navy	Walmart
Chick Fil A	Glendora Hyundai		

CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND



After careful evaluation of the Citizens Ad Hoc Committee during 2018, a recommendation was made to the City Council to consider a special election for Measure E, a Transaction and Use Tax. Measure E was approved by Glendora voters on March 5, 2019, for the purpose of maintaining critical services such as maintaining police services, repairing streets, and maintaining services to the community.

As a result of both Measure E and the Pension Obligation Bonds (POB) strategy, **approximately \$3 million is estimated as available for Measure E street, facility and technology projects.** A prioritization discussion is anticipated for the Fall following the issuance of the POBs.

Although estimated revenues for FY 2020 are \$4,175,000 and for FY 2021 are \$5,000,000, the table below provides a summary of the positive impact Measure E has had for Glendora by addressing the deficit for FY 2020 and FY 2021 as projected in the FY 2019 Mid-Year presentation, and addressing staff retention and maintaining service levels (personnel increases), operating efficiencies in special revenue funds, capital purchases/replacements and capital projects.

CITY OF GLENDORA MEASURE E REPORT CARD

Measure E (Transactions & Use Tax)	FY 2020	FY 2021
<u>Service Levels Maintained</u>		
FY 2019 Mid-Year Projected Deficit	\$ 1,727,727	\$2,164,870
Personnel Retention	920,400	1,751,566
<u>Operating Costs absorbed by General Fund</u>		
Prop A Transit-Available for Transit/Street Projects.	182,752	70,247
Asset Forfeiture-Available for Police Equipment Needs.	619,162	632,622
Successor Agency-Impact of Continued Dissolution Efforts.	-	225,000
<u>Capital Projects - Capital Improvement Program Projects</u>		
Gladstone Park Water Park w/Splash Pad	275,000	-
Citywide Security Analysis	100,000	-
Citywide ERP & Land Dev. IT Assessment	75,000	12,045
Library Roof Repairs	14,799	-
<u>Capital Purchases - Vehicle/Equipment Replacements</u>		
Police Vehicle	55,250	55,250
Public Works Engineering Inspection Vehicle	44,200	-
Public Works Ford F-450 Dump Truck	160,710	-
Public Works Parks Truck	-	88,400
Measure E Spending in FY 2020 & FY 2021*	\$ 4,175,000	\$5,000,000

*Not inclusive of approximately \$3 million available for capital projects from future POB issuance.

Transactions & Use Taxes (Measure E) are levied during any taxable event where goods are consumed (restaurants & over the counter purchases), delivered (building materials) or registered (autos, RVs, motorcycles) in/to the City of Glendora.

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. Cable revenue is decreasing as more consumers use online services or satellite company providers. Electric franchise revenues are also decreasing as more consumers use alternative options such as solar. 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. swap meet vendor permits, etc). A majority of this revenue consists of building permits. In FY 2020 & FY 2021 revenues are projected to be consistent with prior years.

Fines & Forfeitures consists of municipal code violations, parking citations, and vehicle code fines. This revenue is somewhat unpredictable. 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.

Money & Property includes interest income, and rental income, primarily from parks and facilities. 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). However, increased diversification of the investment portfolio has made a difference in interest income.

Intergovernmental are those revenues collected by other government agencies and then distributed to cities. Through various forms of legislation, these revenues have been eroded significantly throughout the years. For FY 2020 and FY 2021 this category includes estimated revenues of \$23,000 for Motor Vehicle in Lieu, \$25,000 for SB90 State Mandate and \$22,000 for the Partners Contribution.

Charges for Service reflect 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)

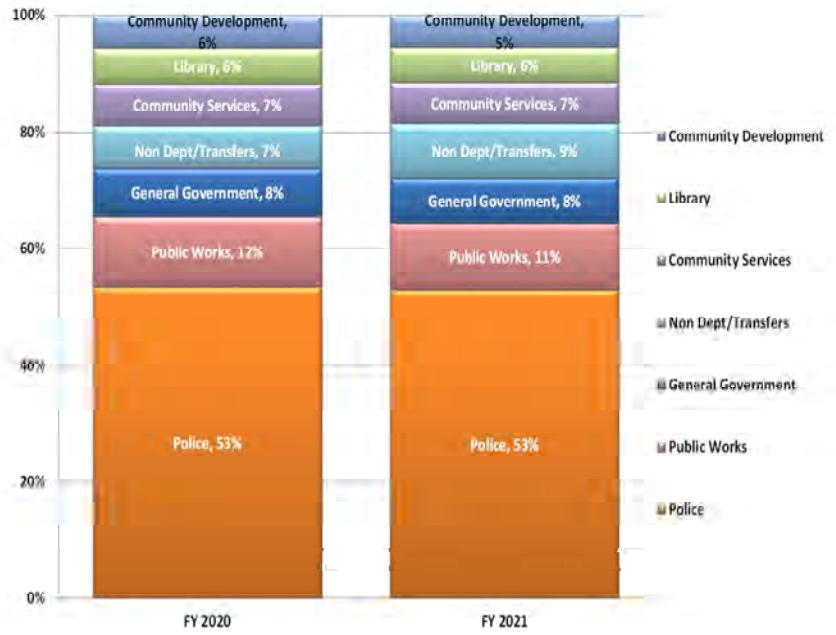
The General Fund budget for FY 2020 and FY 2021 is \$34.7 million and \$36.8 million, respectively, which maintains the current level of services as described throughout the budget document. Estimated General Fund revenues of \$35.5 million and \$37 million are sufficient to cover the proposed expenditures due to voter approval of Measure E. The table below provides an overview of General Fund Expenses by Department.

GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Legislative	544,923	610,290	613,290	674,083	692,929
City Clerk	470,677	990,190	994,000	704,772	635,978
City Manager	336,631	323,538	324,450	309,562	318,240
Human Resources	284,096	276,000	266,945	483,044	463,644
Finance	676,437	732,222	731,622	702,298	734,652
<i>Subtotal General Government</i>	<i>2,312,764</i>	<i>2,932,240</i>	<i>2,930,307</i>	<i>2,873,759</i>	<i>2,845,443</i>
Police	15,637,405	17,170,343	17,153,140	18,540,446	19,483,447
Community Development	1,773,880	1,822,724	1,823,627	1,941,569	2,017,077
Public Works	3,194,282	3,495,057	3,442,723	4,181,251	4,216,708
Library	1,944,471	2,120,950	2,134,440	2,108,038	2,193,366
Community Services	2,500,632	2,583,900	2,584,500	2,501,950	2,586,605
Non Departmental/Transfers	2,964,804	1,173,232	1,183,232	2,537,848	3,452,677
Grand Total	30,328,237	31,298,445	31,251,969	34,684,862	36,795,324

All of the department budgets are affected by labor negotiations, minimum wage increases, higher CalPERS (PERS) pension costs, and contractual agreements increases based on the Consumer Price Index (CPI) and/or minimum wage increase mandates. The City is pursuing issuing POBs to reduce the future impact of pension costs. The potential POB savings are not included in the above department budgets.

Non-Departmental/Transfers shows a bigger increase reflecting the potential costs associated with pending negotiations. Once negotiations are completed, the associated budget adjustment will be made.



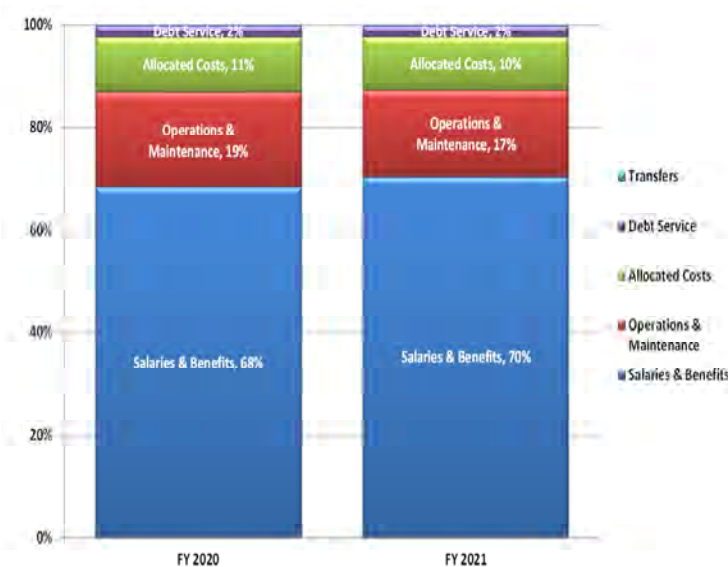
CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

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 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Salaries & Benefits	19,422,140	21,383,903	21,401,340	23,691,665	25,907,425
Operations & Maintenance	5,095,779	5,842,410	5,768,497	6,417,949	6,165,130
Allocated Costs	3,206,300	3,236,900	3,236,900	3,707,799	3,823,658
Debt Service	765,242	787,587	797,587	816,234	845,569
Transfers	1,838,775	47,645	47,645	51,214	53,542
Grand Total	30,328,237	31,298,445	31,251,969	34,684,862	36,795,324



Salaries and Benefits: The salaries and benefits budget includes all known increases to salaries per the approved MOUs, potential costs of pending negotiations, and increases in CalPERS retirement and medical benefits. Total salaries and benefits for the General Fund for FY 2020 and FY 2021 are \$23.7 million and \$25.9 million, respectively, an overall increase of 11 percent and 21 percent from FY 2019. This category of makes up 68 percent and 70 percent of total General Fund expenditures.

The issuance of the POBs will provide savings by removing the majority of the PERS unfunded accrued liability, which reduces pension costs in the salaries and benefits section by approximately \$2.6 million in FY 2020 and \$181,000 in FY 2021. Once issued

the Debt Service category will increase. However, the overall benefit is still a budget savings.

Operation & Maintenance: The operations and maintenance expense category includes costs such as office supplies, contract services, maintenance of parks and medians, tree maintenance, and utility costs, etc. The budget for General Fund maintenance and operations expense is \$6.4 million and \$6.2 million, respectively, which is a 10 percent and 5 percent increase percent from FY 2019. The majority of the increase results from the reorganization and Measure E allowing the General Fund to assume expenditures from special revenue funds creating opportunities for capital purchases and capital projects.

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 totals \$3.7 million and \$3.8 million. Compared to FY19, this is a 15 percent and 18 percent increase.

Debt Service: The General Fund has a 2009 pension obligation bond issued to retire a Police retirement liability account with CalPERS. The debt service payment on the bond grows slightly each year according the debt service requirement under the bond covenants. Debt service for FY 2019 increased by three percent. This debt will be fully paid in FY 2021.

Transfers: For FY 2020 and FY 2021, the transfers out are for the debt service on the energy efficiency project financing and a subsidy to the landscape district zones (Fund 202B).

CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

GENERAL FUND FIVE-YEAR FINANCIAL FORECAST

The Five-Year Financial Forecast (Forecast) provides a long-range financial outlook 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.

The Forecast provides actual activity for FY 2018, the amended FY 2019 budget including Mid-Year adjustments, the budget for FY 2020 and FY 2021 and estimates for FY 2022 through FY 2024. The Forecast includes several footnotes providing additional explanations for specific lines items. Below are additional observations about the forecast.

The development of future budgets will be challenging since revenues are projected to increase modestly, even with Measure E, and expenditures are projected to increase due to labor negotiations, minimum wage changes, higher CalPERS (PERS) costs, and contractual agreements increasing based on the Consumer Price Index (CPI).

Revenues – Overall revenues are conservatively forecasted with average increases of two percent. It is expected some revenues will increase and others will decrease. Property and sales taxes are showing growth while revenues related to development show little or no growth.

Expenditures – Overall expenditures are projected to increase by an average of three percent per year over the planning horizon. The biggest drivers of the increasing costs are pension costs and other benefits. Other major changes to the budget and forecast are described below:

- Measure E revenues are included effective FY20. Measure E is a critical revenue that allows the City to address previously reported deficit budget challenges and maintain service levels. The first year is a ramp up year and is therefore estimated lower.
- The City intends to issue a new POB for the UAL for both Safety and Miscellaneous groups. The potential net savings are reflected in the forecast on line 29. The savings are possible due to the passing of Measure E which allows the City to benefit from better bond rates.
- As a result of both Measure E and the POB strategy, **approximately \$3 million is estimated as available for Measure E street, facility and technology projects.**
- Measure E also allowed for budget realignment strategies addressing concerns previously reported, such as:
 - Asset Forfeiture fund no longer covers overtime and major operating costs for the Police Department. Costs previously paid for out of the Asset Forfeiture fund are now included in the General Fund.
 - Updated allocations from the internal service funds to include costs of services, such as vehicle purchases, which in the past were made using reserves. For example, FY 2022 through FY 2024 currently include assumptions for the same minor level of vehicle purchases as budgeted in FY 2021. Allocations for vehicle purchases will impact the police operations the most when major vehicle replacement purchase are needed as occurred in the last two years.
- Estimated impacts for negotiations with the bargaining groups have been included in the FY 2020 and FY 2021 budget and forecast.
- Retirement costs reflect the projected increases from the changes PERS made that affect the Unfunded Actuarial Liability (UAL). Once new Pension Obligation Bonds (POB) are issued, this line item will decrease and the debt service line item will increase.
- The revenue from the Successor Agency to cover administrative costs associated with the wind down of the redevelopment agency is reducing from \$250,000 in FY2020 to an estimated \$25,000 in FY2021 and beyond.

Because the budget is a dynamic document, the Forecast should also be seen as a dynamic tool. Problems with the global or local economy or unknown mandates from the State or Federal governments could dramatically change the projections provided.

**CITY OF GLENDDORA
GENERAL FUND FIVE-YEAR FINANCIAL FORECAST
FISCAL YEAR ENDING JUNE 30, 2018 through 2024**

Revenue	A		B		C		D		E		F		G	
	Actual FY 17-18	Amended FY 18-19	ESTIMATE FY 19-20	ESTIMATE FY 20-21	ESTIMATE FY 21-22	ESTIMATE FY 22-23	ESTIMATE FY 23-24							
1 Prop Tax - Secured, Unsecured, suppl	\$ 6,683,232	\$ 6,825,465	-0.1%	\$ 6,974,930	2.3%	\$ 7,209,044	3.4%	\$ 7,482,318	3.8%	\$ 7,801,171	4.3%			
2 (1) Prop Tax - Redistributed RPTTF	493,342	399,896	-18.9%	482,400	0.0%	499,959	3.6%	518,158	3.6%	537,019	3.6%			
3 Property Tax In-Lieu of VLF	5,423,034	5,642,125	4.0%	5,992,290	4.0%	6,234,375	4.0%	6,699,052	3.5%	6,990,460	3.5%			
4 Sales Tax	8,955,740	9,104,906	1.7%	9,109,690	1.5%	9,241,845	1.5%	9,426,682	2.0%	9,615,216	2.0%			
5 Sales Tax - Prop 172	465,363	474,376	1.9%	479,360	1.1%	488,950	2.0%	492,373	0.7%	495,819	0.7%			
6 Transactions & Use Tax (Measure E)	-	-	0.0%	5,000,000	19.8%	5,000,000	2.0%	5,202,000	2.0%	5,306,040	2.0%			
7 Franchise Fees	2,119,473	2,079,746	-1.9%	2,222,660	6.9%	2,275,491	0.5%	2,286,888	0.5%	2,298,303	0.5%			
8 Business License Tax	409,943	445,000	8.6%	445,000	0.0%	445,000	0.0%	445,000	0.0%	445,000	0.0%			
9 Real Property Transfer	298,882	250,000	-16.4%	250,000	0.0%	250,000	0.0%	252,500	1.0%	255,025	1.0%			
10 Transient Occupancy Tax	142,169	158,200	11.3%	158,200	0.0%	158,200	0.0%	159,782	1.0%	161,380	1.0%			
11 Licenses & Permits	1,100,248	945,000	-14.1%	1,056,850	8.3%	1,145,050	8.3%	1,156,501	1.0%	1,168,066	1.0%			
12 Fines & Forfeitures	390,042	368,000	-5.7%	302,000	-17.9%	302,000	0.1%	302,250	0.1%	303,761	0.5%			
13 Rents & Interest	1,132,595	789,400	-30.3%	920,100	16.6%	977,200	6.2%	982,086	0.5%	986,996	0.5%			
14 (2) Plan, Bldg & Eng	1,127,025	1,131,760	0.4%	1,506,365	33.1%	1,569,539	4.2%	1,577,387	0.5%	1,585,274	0.5%			
15 (3) Admin, Recreation & Library	984,354	866,970	-10.1%	902,400	4.1%	902,400	0.0%	907,479	0.6%	917,154	1.1%			
16 (4) All Other	870,255	978,997	12.5%	641,044	-34.5%	389,750	-39.2%	391,699	0.5%	393,657	0.5%			
Total Revenues	30,585,697	30,459,841	-0.4%	35,464,804	16.4%	36,881,559	2.1%	37,688,580	2.2%	38,577,263	2.2%	39,559,606	2.3%	
Expenditures														
17 (5) Salaries	13,238,724	13,988,249	5.5%	15,235,235	9.1%	16,185,524	5.2%	16,678,494	3.0%	17,105,893	2.6%	17,466,178	2.1%	
18 (6) Retirement	3,528,180	4,425,144	25.4%	2,360,921	-46.6%	3,415,722	44.7%	4,238,973	24.1%	5,052,753	19.2%	5,551,424	9.9%	
19 MISC PERS RATES AS A % OF PAY	22,189%	25.53%	29.05%	31.38%	33.22%	33.22%	34.57%	34.57%	34.57%	34.57%	35.10%			
20 SAFETY PERS RATES AS A % OF PAY	42.51%	49.98%	59.57%	60.56%	63.66%	63.66%	65.74%	65.74%	65.74%	65.74%	72.97%			
21 (8) Other Benefits	2,655,236	2,990,510	12.6%	3,274,977	9.5%	3,483,415	6.4%	3,607,703	3.6%	3,718,901	3.1%	3,797,234	2.1%	
22 Maintenance & Operations	5,081,430	5,401,410	6.3%	6,308,689	16.8%	6,145,871	-2.6%	6,064,789	2.0%	6,186,084	2.0%	6,309,806	2.0%	
24 Allocated Costs - Internal Svc Funds	1,992,300	2,010,400	0.9%	2,555,487	27.1%	2,569,881	0.6%	2,621,279	2.0%	2,673,704	2.0%	2,727,178	2.0%	
25 Allocated Costs - Insurance	1,214,000	1,226,500	1.0%	1,152,312	-6.0%	1,253,777	8.8%	1,278,853	2.0%	1,304,430	2.0%	1,330,518	2.0%	
26 Elections	14,349	441,000	2973.4%	99,300	-77.5%	99,300	0.0%	-	-	100,000	100.0%	-	0.0%	
27 Debt Service	765,242	787,587	2.9%	1,023,250	29.9%	3,487,688	241.8%	2,337,408	-33.2%	2,105,051	-9.9%	2,002,019	-4.9%	
28 (10) Transfers Out	1,838,775	47,645	-97.4%	51,214	7.5%	53,542	4.5%	53,542	0.0%	53,542	0.0%	53,542	0.0%	
Total Expense	30,328,237	31,298,445	3.2%	32,061,385	2.4%	36,614,420	14.2%	36,881,039	0.7%	38,300,358	3.8%	39,237,900	2.4%	
Operating Surplus or (Deficit)	\$ 257,460	\$ (838,604)		\$ 267,139		\$ 267,139		\$ 807,541		\$ 276,904		\$ 321,707		
31 1% of Operations Savings Goal		312,508		350,102		350,102		365,609		368,275		382,468		
32 Available for Capital Projects		3,000,000												
33 (11) Beginning Available Fund Balance		12,153,543	46.2%	11,314,939	39.7%	11,718,358	38.0%	11,985,497	34.3%	12,793,038	35.0%	13,069,942	35.5%	
34 (11) Ending Available Fund Balance		11,314,939	39.7%	11,718,358	38.0%	11,985,497	34.3%	12,793,038	35.0%	13,069,942	35.5%	13,391,649	35.1%	
35 (12) Pension Stabilization Fund Reserve		1,160,000		1,281,026		1,361,167		1,603,430		1,686,501		1,783,013		

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. Fee increase from \$28,755 to \$47,655 September 1, 2019 (Monthly Payment)

(4) The DOF has indicated the City needs to file a Last and Final ROPS. This will result in a loss of revenue (\$250k thousand) shown in FY 2021.

(5) Forecast includes impact of increases in existing and future MOU agreements.

(6) Includes PERS (including rate impacts for recent actuarial changes) & PARS. The estimate includes a prepaying the PERS annual unfunded liability payment, increases for existing and future MOU agreements, and the savings from the future POI

(7) PERS rates are per the July 2017 valuation which now include the modified PEPPA rates.

(8) Forecast includes impact of increases in existing and future MOU agreements.

(9) Debt Service includes current pension obligation bond payments (POB) and potential future POB payments and savings (FY 2020 includes the reimbursement of the UAL prepayment to PERS through the bond issuance).

(10) FY19 includes lease pmts on the energy efficiency projects and Landscape Maintenance Fund

(11) The City's General Fund Reserve Policy is a minimum of 30% to maximum of 45% of prior year operational expenditures. Does not include available for capital projects.

(12) Prior to FY 2020 the City made a one-time set-aside to address the rising pensions costs. Starting in FY 2020 the reserve policy now incorporates increasing the set aside for future PERS obligations.

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

SPECIAL REVENUE FUNDS

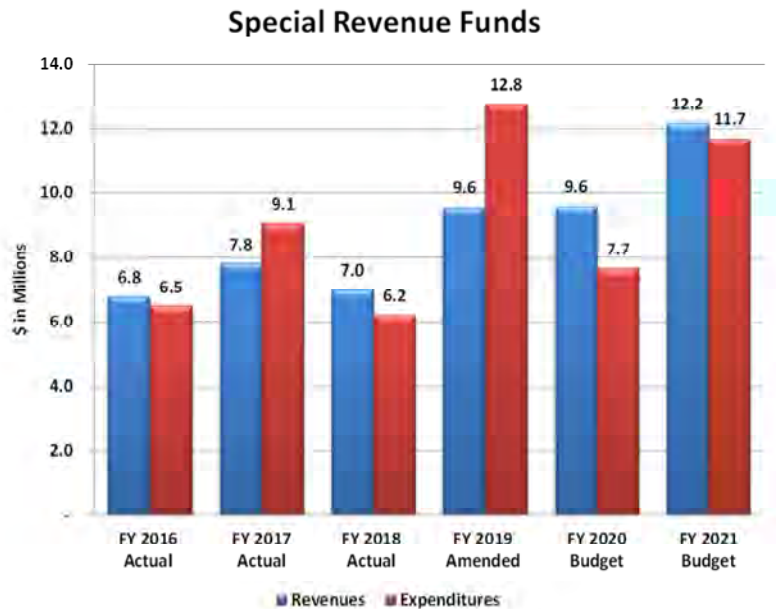
Special Revenue Funds consist of those "restricted receipts" which may not be used for general municipal purposes. They are restricted for specific purposes by Local Ordinance, State or Federal Statute. For FY 2020 and FY 2021, Special Revenue funds are expected to generate \$9.6 million and \$12.2 million in revenue in the following categories:

Funding Source	FY 2020 Budget	FY 2021 Budget
Streets/Transit Funding: Prop A & C, Measure R & M, State Gas Tax, SB1	\$ 7,110,394	\$ 8,077,687
Police Grants, Asset Forfeiture and COPS Funding	606,800	614,100
Parks, Landscape Districts, Prop 68 and Measure A & W	1,121,223	2,790,523
Planning, Clerk, Library (CDBG, PEG, BID, and others)	761,177	684,786
Total	\$ 9,599,594	\$ 12,167,096

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 & M, SB1) 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.

The Special Revenue Funds also include 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), and police overtime (Asset Forfeiture).

As can be seen from the chart, 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. 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.



There are two new special revenue funds: Measure W (ongoing) and Prop 68 (one-time funding). Revenues in FY 2020 are similar to FY 2019. In FY 2021 there is a significant increase primarily due to grants through ATP (\$1.5 million for the Urban Trail project) and STPL Street funding (\$1.4 million for Lone Hill Ave. Street Project). A portion of the increases includes transfers between special revenues funds used as the City match for grant funding both years.

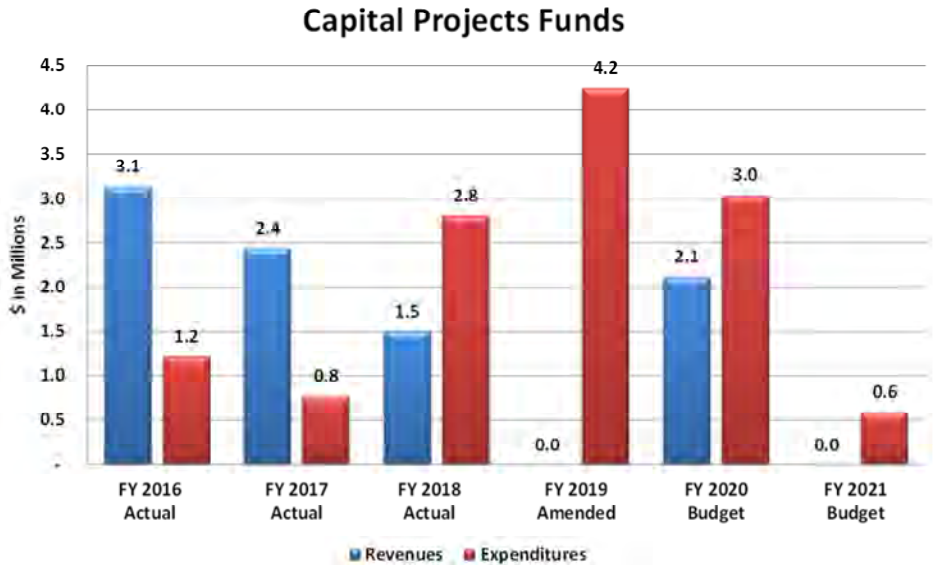
The City of Glendora has assessment district funds which levy and collect special assessments for the City's street, street lighting and landscape maintenance. Each district is assessed differently depending on the level of service it receives. Council action is required each year in order to place the assessment on the property tax rolls.

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 is relied upon for a variety of City projects for parks, library, facility improvements, and other street and infrastructure improvement projects. Measure E and the proposed Pension Obligation Bond (POB) allows for additional projects estimated at \$3 million. Council action is expected in the Fall to appropriate these funds and to prioritize projects.



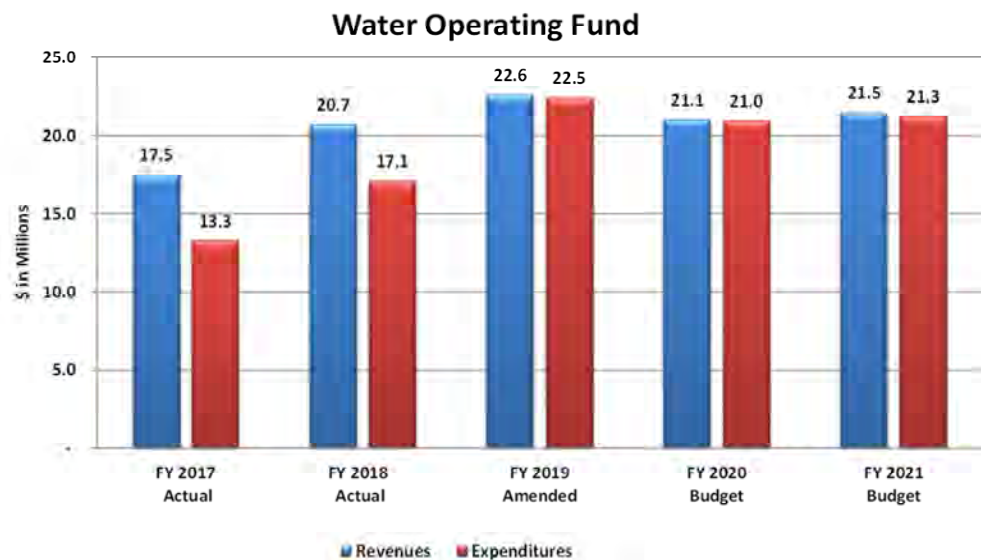
Details on the Capital Projects are provided in the Capital Improvement Program section of the budget. Projects proposed for FY2020 and FY2021 include projects to improve facilities, parks, and streets.

With the implementation of Measure W, the General Fund reserve policy (included in the Budget Guides and Financial Policies section) was updated to remove funding for stormwater projects. The existing funding previously set aside for only stormwater projects is now available for any infrastructure project.

ENTERPRISE FUNDS

Enterprise funds account for the City's business activities providing service to external customers. Enterprise Funds are considered self-supporting. Cost recovery is maintained through user fees and charges for service.

The Water Utility is the only enterprise operation and it comprises 28 percent and 27 percent, respectively, of City-wide revenues annually.



Water operating revenues are projected to be \$21.1 million and 21.5 million, respectively, relatively in line with prior years.

Water operating expenditures are projected to be \$15.9 million and \$16.3 million for FY 2020 and FY 2021. In addition to the operating expenditures, there is a transfer of \$5 million to the Water Capital fund for water infrastructure projects. More information on the Water Capital Projects is included in the Capital Improvement Program section of the budget document.

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

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. Each year the methods for charging the departments are evaluated and modified as necessary. Departments receiving more benefits or services from each of these funds are charged a proportionate share of the total costs. For example, allocations for vehicle maintenance and purchases will vary between departments based on the cost of maintenance, fuel used and the vehicle purchases.

The table reflects the combined total of all four funds. In FY 2018 and FY 2019, vehicle purchases were made that utilized excess available reserves. This option is no longer available and allocated costs to the departments will increase as new equipment, software and vehicles are needed.

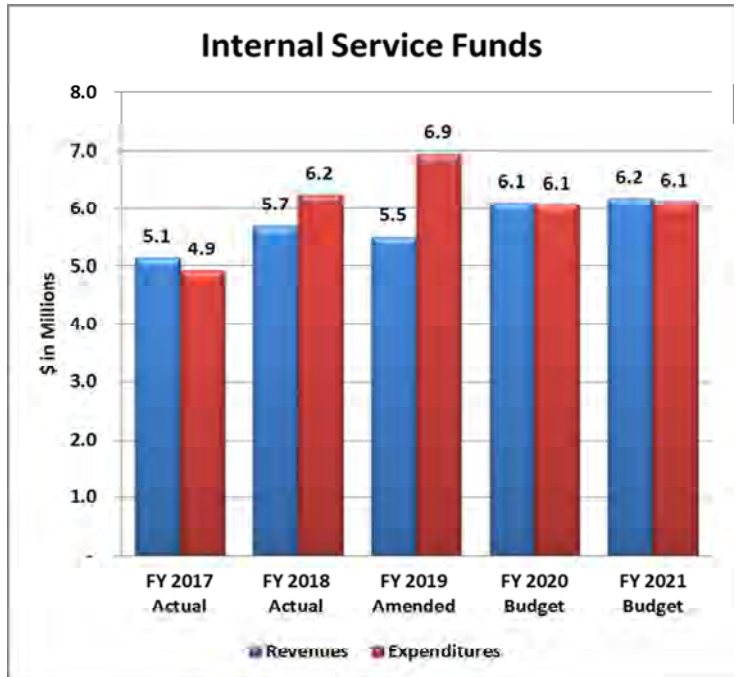
Workers' Compensation Fund accounts for the City's worker's compensation program and claims management.

Liability Insurance Fund accounts for the City's insurance programs and claims management.

Additional information regarding the Workers' Compensation and General Liability program is available in the Finance / Risk Management section of the budget.

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. Increases in technology investments are possible as a result of Measure E.

Vehicle Replacement Fund is used to account for the maintenance and replacement of the City's vehicle fleet and equipment. FY 2020 and FY 2021 have included capital/vehicle purchases in the allocation, made possible by voter approved Measure E, allowing the fund to keep needed reserves and to show the true cost of operations within each department.



HOUSING AUTHORITY

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 given 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 interest income each year.

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

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. In April 2013, the Successor Agency received its Finding of Completion letter from the State Department of Finance indicating one of the legal requirements associated with the unwinding of the Community Redevelopment Agency was met, which ultimately meant that the remaining bond proceeds could be spent.

Expenditures listed on the Recognized Obligation Payment Schedule (ROPS) are due annually to the Department of Finance (DOF). The ROPS includes scheduled payments that were 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.

The FY 2020 and FY 2021 revenue estimate for the Successor Agency is based on an annualized estimate of the recognized obligations payments 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. The \$250,000 allotment has been reduced in FY 2021 to \$25,000 as the Department of Finance has informed the City to expect a reduction in funding. This is the result of achieving the wind down goals that result in debt management being the primary remaining obligation of the Successor Agency.



CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

Transportation Funds Five-Year Financial Forecast

The Five-Year Financial Forecast (Forecast) provides a long-range financial projection that assists in planning and decision-making in connection with the operations and infrastructure improvements of the Transportation Funds. The Forecast is updated as needed and during the budget development.

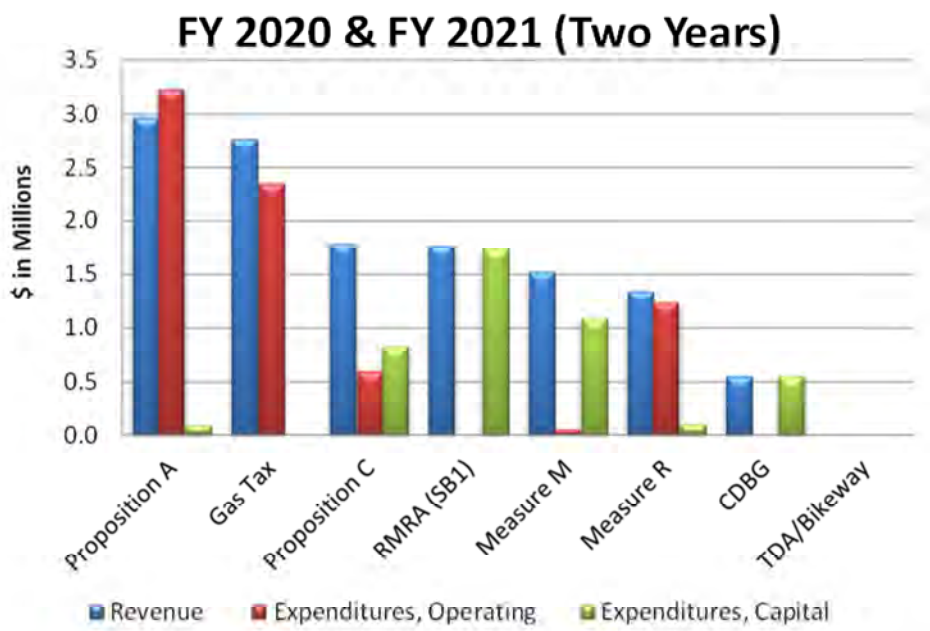
The Forecast shows the proposed budget for FY 2020 and FY 2021 with projections for FY 2022 through FY 2024. The projection includes footnotes providing for revenue and expenditure growth assumptions.

Revenues - Overall revenues are conservatively forecasted with average increases of two percent. It is expected some revenues will increase and others will decrease.

Expenditures – Overall expenditures for operations are projected to increase by an average of three percent per year over the planning horizon and expenditures for capital are based on the 5-Year CIP Schedule.

- The bulk of the expenses are categorized under operational costs. This type of cost includes salaries, benefits, contracts, and other expenses related to maintaining current operations.
- The biggest drivers of the increasing operational costs are salaried expenses such as negotiated items, pension costs and other related benefits. Currently Prop C is used to subsidize the operations of Prop A requiring the majority of Prop C revenue. As personnel costs continue to increase the amount of capital projects funded from Prop C will continue to decrease. The current projection shows substantial fluctuation in the amount of capital funding available from Prop C.
- By projecting these revenues and costs, we are able to determine the flexibility of funding between operations and capital projects. A 5-Year Capital Improvement Program has been compiled to determine the improvement needs Citywide. This includes capital projects that are in-line with the transportation funding guidelines.
- Changes in the economy or unknown mandates from the State or Federal governments are not included.

Because the budget is a dynamic document, the Forecast should also be seen as a dynamic tool.



The graph above combines the revenues and expenditures for the two-year budget.

CITY OF GLENDORA
TRANSPORTATION FUNDS FIVE-YEAR FINANCIAL FORECAST
FISCAL YEAR ENDING JUNE 30, 2020 through 2024

	203	205	209	211	212	222	255	256	Total
	TDA/Bikeway	Gas Tax	Proposition A	Proposition C	CDBG FY 2019-20	Measure R	Measure M	RMRA (SB1)	
Beginning Balance	-	271,881.00	441,016.00	217,630.00	-	133,798.00	4,740.00	-	1,069,065.00
Revenue	-	1,372,530.00	1,470,944.00	881,684.00	315,764.00	661,334.00	749,431.00	872,321.00	6,324,008.00
Expenditures, Personnel	-	341,168.00	468,815.00	220,290.00	-	601,530.00	25,763.00	-	1,657,566.00
Expenditures, Non-Personnel	-	820,475.00	1,126,995.00	79,710.00	-	-	-	-	2,027,180.00
Expenditures, Capital	-	-	23,430.00	242,300.00	315,764.00	100,000.00	600,000.00	830,000.00	2,111,494.00
Ending Balance	-	482,768.00	292,720.00	557,014.00	-	93,602.00	128,408.00	42,321.00	1,596,833.00
FY 2020-21									
Beginning Balance	-	482,768.00	292,720.00	557,014.00	-	93,602.00	128,408.00	42,321.00	1,596,833.00
Revenue	-	1,398,792.00	1,503,957.00	908,135.00	235,016.00	681,174.00	771,914.00	898,491.00	6,397,479.00
Expenditures, Personnel	-	356,770.00	489,649.00	220,290.00	-	630,960.00	27,087.00	-	1,724,756.00
Expenditures, Non-Personnel	-	837,667.00	1,176,925.00	79,710.00	-	-	-	-	2,094,302.00
Expenditures, Capital	-	-	66,000.00	585,000.00	235,016.00	-	488,000.00	910,000.00	2,284,016.00
Ending Balance	-	687,123.00	64,103.00	580,149.00	-	143,816.00	385,235.00	30,812.00	1,891,238.00
FY 2021-22									
Beginning Balance	-	687,123.00	64,103.00	580,149.00	-	143,816.00	385,235.00	30,812.00	1,891,238.00
Revenue	-	1,426,767.84	1,534,036.14	926,297.70	239,716.32	694,797.48	787,352.28	916,460.82	6,525,428.58
Expenditures, Personnel	-	367,473.10	504,338.47	226,898.70	-	649,888.80	27,899.61	-	1,776,498.68
Expenditures, Non-Personnel	-	862,797.01	1,212,232.75	82,101.30	-	-	-	-	2,157,131.06
Expenditures, Capital	-	-	67,980.00	602,550.00	242,066.48	-	502,640.00	937,300.00	2,352,536.48
Ending Balance	-	883,620.73	(186,412.08)	594,896.70	(2,350.16)	188,724.68	642,047.67	9,972.82	2,130,500.36
FY 2022-23									
Beginning Balance	-	883,620.73	(186,412.08)	594,896.70	(2,350.16)	188,724.68	642,047.67	9,972.82	2,130,500.36
Revenue	-	1,455,303.20	1,564,716.86	944,823.65	244,510.65	708,693.43	803,099.33	934,790.04	6,655,937.15
Expenditures, Personnel	-	378,497.29	519,468.62	233,705.66	-	669,385.46	28,736.60	-	1,829,793.64
Expenditures, Non-Personnel	-	888,680.92	1,248,599.73	84,564.34	-	-	-	-	2,221,844.99
Expenditures, Capital	-	-	70,019.40	620,626.50	249,328.47	-	517,719.20	965,419.00	2,423,112.57
Ending Balance	-	1,071,745.71	(459,782.97)	600,823.85	(7,167.99)	228,032.65	898,691.20	(20,656.14)	2,311,686.31
FY 2023-24									
Beginning Balance	-	1,071,745.71	(459,782.97)	600,823.85	(7,167.99)	228,032.65	898,691.20	(20,656.14)	2,311,686.31
Revenue	-	1,484,409.26	1,596,011.20	963,720.13	249,400.86	722,867.30	819,161.31	953,485.84	6,789,055.89
Expenditures, Personnel	-	389,852.21	535,052.68	240,716.83	-	689,467.03	29,598.70	-	1,884,687.45
Expenditures, Non-Personnel	-	915,341.35	1,286,057.72	87,101.27	-	-	-	-	2,288,500.34
Expenditures, Capital	-	-	72,119.98	639,245.30	256,808.33	-	533,250.78	994,381.57	2,495,805.95
Ending Balance	-	1,250,961.41	(757,002.16)	597,480.59	(14,575.46)	261,432.92	1,155,003.04	(61,551.88)	2,431,748.46

Revenues - Growth Assumptions 2%
Expenditures, Personnel & Other Operating - Growth Assumptions 3%
Expenditures, Capital - Growth Assumptions Based on 5 Year CIP Schedule
Fund 211 personnel cost is a transfer to Fund 209. Thus, revenue for Fund 209 is extremely dependent upon transfers from Fund 211.

CITY of GLEN DORA

FINANCIAL SUMMARY

SUMMARY OF REVENUES BY FUND

Fund	Name	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	30,585,697	30,459,841	30,488,494	35,464,804	36,881,559
Special Revenue Funds						
202	Street Lighting Assessment	397,256	372,100	372,600	372,500	372,800
202A	Street Improvement Assessment	485	100	460	440	450
202B	Landscape Maint. Assessment	63,197	39,915	39,915	44,073	44,073
203	TDA/Bikeway	34,107	36,700	-	-	-
205	Gas Tax	1,110,618	1,117,718	1,119,718	1,376,930	1,403,792
206	Parks Development	336,709	130,000	130,550	100,500	75,550
207	Grants	111,893	180,149	143,815	-	-
208	Asset Forfeiture	96,348	937,272	786,000	460,000	462,000
209	Prop A Transit	1,374,677	1,506,700	1,522,200	1,531,704	1,515,832
210	COPS	141,800	145,900	146,900	146,800	152,100
211	Prop C Transit	839,070	864,100	880,100	906,684	936,135
212	CDBG	247,745	332,835	315,417	370,764	290,016
213	HOME State Grant	63,691	92,500	94,000	1,900	2,200
214	Used Oil Block Grant	28,941	14,400	14,570	14,550	14,660
215	AQMD (Air Quality Management)	69,330	192,930	194,000	69,050	69,500
217	Measure A/Parks	71,948	232,974	233,504	206,650	206,900
218	Cal Home Housing	760	210	650	600	750
219	Prop 1B Local Streets	895	-	-	-	-
221	STPL Street Construction	4,390	2,000	2,850	2,700	1,408,200
222	Measure R	616,312	644,900	648,600	669,334	690,374
228	Container Recycling Grant	635	26,950	27,350	12,600	12,700
229	Friends Foundation	74,662	221,904	228,450	38,213	39,360
230	PEG (Public, Edu & Gov't)	123,500	99,000	103,200	123,000	123,500
231	BID (Business Improvement District)	104,481	97,700	94,000	100,550	100,600
234	Highway Safety Improvement	-	123,000	123,000	550,000	-
244	AB 109 Realignment	8,777	-	-	-	-
246	Highway Bridge Repair	208	221,217	221,217	-	-
254	Office of Traffic Safety Grant	95,993	117,477	113,700	-	-
255	Measure M	555,333	726,000	733,000	755,931	778,914
256	Road Maint Rehab (SB1)	308,836	839,902	842,902	875,121	901,691
257	ATP Grant	-	168,000	168,000	100,000	1,524,000
258	Measure W (Stormwater)	-	-	-	470,000	940,000
259	Prop. 68 (Parks)	-	-	-	200,000	-

CITY of GLENDDORA

FINANCIAL SUMMARY

SUMMARY OF REVENUES BY FUND (continued)

Fund	Name	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Special Revenue Funds (continued)						
260	Permit File Maintenance	89,787	69,300	73,300	69,000	69,000
285	Affordable Housing	32,541	15,000	30,000	30,000	32,000
Special Revenue Funds Subtotal		7,004,925	9,568,853	9,403,968	9,599,594	12,167,097
Capital Project Funds						
321	Capital Projects	971,874	-	29,000	2,115,839	-
322	Stormwater Projects	529,952	-	-	-	-
405	Energy Efficient	73,594	77,200	77,200	81,005	85,019
Capital Project Funds Subtotal		1,575,420	77,200	106,200	2,196,844	85,019
Enterprise Funds						
530	Water Capital	5,429,918	7,264,760	7,309,760	5,140,000	5,150,000
531	Water Operating	20,740,201	22,635,900	20,670,623	21,051,633	21,498,612
Enterprise Funds Subtotal		26,170,119	29,900,660	27,980,383	26,191,633	26,648,612
Internal Service Funds						
541	Workers Comp	1,040,331	951,600	951,600	1,018,272	1,049,203
542	Liability Insurance	2,006,571	1,837,500	1,837,500	1,752,203	1,879,231
548	Technology	1,622,399	1,645,000	1,645,000	1,970,960	2,036,937
549	Vehicles	1,027,697	1,073,400	1,078,576	1,362,347	1,202,694
Internal Service Funds Subtotal		5,696,998	5,507,500	5,512,676	6,103,782	6,168,065
Housing Authority						
290	Housing Authority	135,240	182,400	188,000	32,000	34,000
Successor Agency						
400	Redev. Oblig. Retirement	2,412,527	2,323,829	2,352,929	2,195,527	2,091,362
REVENUES GRAND TOTAL		73,580,926	78,020,283	76,032,650	81,784,184	84,075,714

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Property Taxes						
31101	Current Secured	6,255,824	6,421,560	6,421,560	6,421,560	6,565,795
31102	Current Unsecured	203,405	186,325	186,325	183,110	190,510
31103	Supplemental Cur & Unsec	92,959	70,000	70,000	70,000	70,000
31106	Other Property Tax	(4,302)	-	-	-	-
31107	Redemption Master	69,638	70,000	70,000	70,000	70,000
31108	Redemption Supplemental	11,538	10,000	10,000	10,000	10,000
31109	Redemption Master Penalty	19,580	20,000	20,000	20,000	20,000
31110	Redemption Suppl. Penalty	1,059	1,000	1,000	1,000	1,000
31112	RPTTF Redistribution	493,342	399,896	399,896	482,400	482,400
31120	Crossing Guard Prop Tax	8,682	7,985	7,985	7,845	8,165
31121	Home Property Tax Relief	34,849	38,595	38,595	37,930	39,460
31130	Prop Tax In-Lieu of MVLF	5,423,034	5,642,125	5,642,125	5,992,290	6,234,375
Property Taxes Total		12,609,608	12,867,486	12,867,486	13,296,135	13,691,705
Sales Tax						
31201	Sales And Use Tax	8,955,740	9,104,906	9,104,906	9,109,690	9,241,845
31203	Ps Sales Tax (Prop 172)	465,363	474,376	474,376	479,360	488,950
31204	Transactions & Use Tax (Measure E)	-	-	-	4,175,000	5,000,000
Sales Tax Total		9,421,103	9,579,282	9,579,282	13,764,050	14,730,795
Franchise Tax						
31301	Franchise Tax-Edison	457,178	450,000	455,000	455,000	455,000
31302	Franchise Tax-Gas	86,995	90,000	90,000	90,000	90,000
31303	Franchise Tax-Refuse	940,327	997,746	997,746	1,037,660	1,079,170
31304	Franchise Tax-Cable TV	580,532	480,000	480,000	580,000	580,000
31305	Franchise Tax-Towing	35,800	42,000	42,000	40,000	40,000
31306	Franchise Tax-Suburban	18,641	20,000	20,000	20,000	20,000
Franchise Tax Total		2,119,473	2,079,746	2,084,746	2,222,660	2,264,170
Business Tax						
31401	Business Taxes	409,943	445,000	445,000	445,000	445,000
Business Tax Total		409,943	445,000	445,000	445,000	445,000

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Other Tax						
31502	Real Property Transfer Tax	298,882	250,000	250,000	250,000	250,000
31560	Transient Occupancy Tax	142,169	158,200	158,200	158,200	158,200
	Other Tax Total	441,051	408,200	408,200	408,200	408,200
Licenses & Permits						
32101	Building Permits	648,629	574,800	574,800	550,000	550,000
32120	Street/Curb/Driveway Permits	44,434	24,000	30,000	30,000	32,000
32121	Excavation Permits	77,554	55,000	50,000	50,000	52,000
32122	Encroachment Permits	20,295	30,000	40,000	45,000	47,000
32123	Oversized Load Permits	905	850	1,200	1,500	1,500
32205	Residential Parking Permits	41,030	31,000	34,000	31,000	31,000
32206	Temporary Parking Permits	222,437	181,000	220,000	220,000	220,000
32208	Preferential Parking Permits	275	500	45	500	200
32212	Bicycle Licenses	30	100	417	100	100
32216	Street Vendor Permits	-	500	500	500	500
32217	Swap Meet Vendor Permits	42,324	45,000	45,000	45,000	45,000
32220	Alarm Permits	1,660	1,500	1,300	82,500	165,000
32230	Banner Permit	675	750	750	750	750
	Licenses & Permits Total	1,100,248	945,000	998,012	1,056,850	1,145,050
Licenses & Permits						
33101	Municipal Code Violations	9,730	8,000	6,000	8,000	8,000
33102	Parking Citations	257,214	250,000	175,000	200,000	200,000
33103	Vehicle Code Fines	123,098	110,000	93,400	94,000	94,250
	Fines & Forfeitures Total	390,042	368,000	274,400	302,000	302,250
Money & Property						
34101	Interest Earnings	435,699	220,000	340,000	320,000	375,000
34110	Interest On CRA Loans	76,260	-	-	-	-
34115	Rental Income	538,686	521,100	526,100	544,700	545,700
34115.BD	Big Dalton Rental	20,125	-	-	-	-
34115.BW	Bidwell Forum Rental	2,430	2,000	3,300	3,100	3,200
34115.LB	Legion Building Rentals	29,334	25,000	34,000	28,000	29,000
34115.LF	La Fetra Rentals	28,383	20,000	22,000	23,000	23,000
34115.SC	Scout Hut Rentals	1,678	1,300	1,300	1,300	1,300

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Money & Property (cont'd)						
34120	Damage To City Property	-	-	-	-	-
Money & Property Total		1,132,595	789,400	926,700	920,100	977,200
City Clerk						
36520	Passport Exec/Photo Fee	-	6,000	6,000	24,000	48,000
36520.1	Passport/Renewals/Express	-	6,500	6,500	26,000	52,000
City Clerk Total		-	12,500	12,500	50,000	100,000
Police						
36201	School Resources Officer	110,500	108,400	110,550	70,000	70,000
36202	School Dist Cross Guards	32,000	32,000	32,000	32,000	32,000
36204	Special Police Services	101,905	96,000	96,000	96,000	96,000
36205	DUI Response Fee	14,408	18,500	20,000	20,000	20,000
36206	Police Records Fee	13,916	12,000	11,000	12,000	12,000
36207	Disorderly Gathering Fee	1,695	1,200	1,360	1,200	1,200
36208	Fingerprinting Fee	14,350	12,000	11,000	12,000	12,000
36214	Booking Fees	17,087	12,000	9,400	10,000	10,000
36215	Vehicle Impound Fees	12,040	12,000	12,000	12,000	12,000
36216	Vacant Property Registration	1,800	1,500	1,500	1,500	1,500
Police Total		319,701	305,600	304,810	266,700	266,700
Public Works & Community Development						
36102	Building Processing Fee	-	2,000	1,000	1,000	1,000
36103	Building Readdress Fee	2,220	2,800	4,000	4,500	5,000
36111	Zoning & Subdivision Fee	89,349	96,000	90,000	90,000	90,000
36113	Plan Checking	258,573	214,300	214,300	200,000	200,000
36116	FOG Inspections	18,540	18,500	5,000	18,500	18,500
36117	NPDES Industrial Insp	26,223	30,000	-	-	-
36119	SWPPP Inspections	16,537	20,000	20,000	20,000	20,000
36120	Engineering & Inspection Fee	14,129	50,000	5,000	5,000	5,000
36121	Grading Plan Check	22,670	17,000	10,000	10,000	10,000
36123	Grading & Permit Inspect	21,923	15,000	12,000	12,500	12,500
36124	Traffic Plan Review	35,520	30,000	40,000	42,000	43,000

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Public Works & Community Development (cont'd)						
36125	Misc. Plan Review	8,903	15,000	8,000	8,500	9,000
36130	Final Parcel Map Fee	1,805	3,600	-	1,805	1,805
36131	Street Repair Admin Chg	240,000	240,000	240,000	240,000	240,000
36136	Sewer Acreage Fees	12,991	5,000	1,200	1,500	1,500
36137	Drainage Check Fee	9,210	7,500	13,500	7,000	7,500
36144	Wireless Facilities Fee	-	-	-	300,000	300,000
36341	Tree Fees	3,372	10,000	10,712	10,000	10,000
36517.01	Environ Admin Fee	345,060	355,060	355,060	534,060	594,734
Public Works & Planning Total		1,127,025	1,131,760	1,029,772	1,506,365	1,569,539
Library						
36502	Library Fees	39,741	38,000	38,000	37,500	37,000
36506	Copy Fees	16,937	16,000	14,000	14,000	14,000
Library Total		56,678	54,000	52,000	51,500	51,000
Community Services						
36301	Recreation Fees	81,252	44,000	45,000	46,000	47,000
36302	Contract Classes	447,298	375,000	374,000	374,000	375,000
36304	Recreation Insurance	7,367	11,000	16,000	16,000	16,000
36305	Pool Maintenance Fees	8,270	7,000	7,000	7,000	7,000
36306	Trips & Tours - Teen Center	9,890	7,000	6,000	7,000	7,000
36307	Activities & Events	11,634	8,300	8,500	8,400	8,400
36310	Trips & Tours - La Fetra	37,260	40,000	37,000	37,000	37,000
36311	Extended Trips & Tours	13,542	15,000	15,000	15,000	15,000
36312	Adult Teen Center Open Play	866	1,500	1,000	1,000	1,000
36313	Youth Basketball Program	73,110	72,000	73,000	80,000	80,000
36340	Lighting Fees	39,697	35,000	35,000	35,000	37,000
36510	Administrative Fees	69,142	75,000	69,000	70,000	72,000
Community Services Total		799,328	690,800	686,500	696,400	702,400
Miscellaneous Fee						
36503	Sale Of Printed Material	3,954	4,000	4,000	-	-
36506	Copy Fees	2,862	2,750	2,750	500	500
36507	Misc Fees	6,211	3,300	3,300	4,000	4,000

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Miscellaneous Fee						
36518	Business License App Fee	95,322	99,620	99,620	100,000	100,000
37101	Sale Of Equipment	2,831	3,000	3,000	2,000	2,000
37102	Sale Of Unclaimed Prop	110	6,000	6,000	5,000	4,000
37108	Returned Check Charge	50	50	50	50	50
37112	Court Ordered Restitution	200	172,155	175,155	1,000	1,000
37125	Advertising Fees	4,820	3,000	5,200	3,500	3,500
37126	Miscellaneous Receipts	197,688	57,000	57,000	2,500	2,500
37139	Developer Reimbursements	3,730	-	-	-	-
Miscellaneous Total		317,778	350,875	356,075	118,550	117,550
Intergovernmental						
35101	Motor Vehicle In-lieu	27,692	23,000	23,000	23,000	23,000
35104	Disability Access & Educ.	8,690	3,000	7,000	5,000	5,000
35141	POST	1,190	27,000	26,000	25,000	25,000
35185	SB 90 Mandates	16,140	25,000	25,000	10,000	10,000
35320	Jail Fees-Irwindale	16,125	10,000	12,319	-	-
35325	Partners Contribution	21,288	22,000	22,000	22,000	22,000
35330	M&S Open Space District	-	-	25,500	-	-
Intergovernmental Total		91,125	110,000	140,819	85,000	85,000
Transfers						
39244	T/I - AB109 Realignment	-	72,192	72,192	25,294	-
39400	T/I - RDA OBL RET (RORF)	250,000	250,000	250,000	250,000	25,000
Transfers Total		250,000	322,192	322,192	275,294	25,000
GENERAL FUND TOTAL		30,585,698	30,459,841	30,488,494	35,464,804	36,881,559

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
202 - Street Lighting Assessment						
31152	Street Light Assessment	395,738	371,500	371,500	371,500	371,500
34101	Interest Earnings	1,518	600	1,100	1,000	1,300
39001	T/I - General Fund	-	-	-	-	-
39531	T/I - Water Operations	-	-	-	-	-
Street Lighting Assessment Total		397,256	372,100	372,600	372,500	372,800
202A - Street Improvement Assessment						
34101	Interest Earnings	485	100	460	440	450
Street Improvement Assessment Total		485	100	460	440	450
202B - Landscape Maint. Assessment						
31151	Landscape Assessment	42,247	36,304	36,304	-	-
31151.01	Highland/Oak Knoll	-	-	-	4,429	4,429
31151.03	GMR Palm Drive	-	-	-	9,813	9,813
31151.05	Hampton/Sunflower	-	-	-	600	600
31151.08	GMR/Boulder Springs	-	-	-	6,202	6,202
31151.11	Glendora Bougainvillea	-	-	-	10,516	10,516
31151.13	No. Lorraine/Palm Dr.	-	-	-	1,133	1,133
31151.19	Hidden Springs	-	-	-	6,184	6,184
34101	Interest Earnings	212	-	-	-	-
39001	T/I - General Fund	17,837	2,869	2,869	4,231	4,231
39531	T/I - Water Operations	2,900	742	742	965	965
Landscape Assessment Total		63,197	39,915	39,915	44,073	44,073
203 - TDA/Bikeway						
35131	Bicycle/Pedestrian Funds	34,107	36,700	-	-	-
TDA/Bikeway Total		34,107	36,700	-	-	-
205 - Gas Tax						
34101	Interest Earnings	5,162	2,500	4,500	4,400	5,000
35115	Gas Tax 2105	285,486	294,962	294,962	293,200	299,064
35116	Gas Tax 2106	176,253	178,981	178,981	177,900	181,458
35117	Gas Tax 2107	371,543	387,391	387,391	385,000	392,700
35118	Gas Tax 2107.5	7,500	7,500	7,500	7,500	7,650

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
205 - Gas Tax (cont'd)						
35119	Gas Tax 2103	204,868	186,951	186,951	449,500	458,490
35120	Road Maint. Repayment	59,806	59,433	59,433	59,430	59,430
Gas Tax Total		1,110,618	1,117,718	1,119,718	1,376,930	1,403,792
206 - Parks Development						
31530	Construction Dev Tax (DI)	85,959	100,000	100,000	100,000	75,000
34101	Interest Earnings	-	-	550	500	550
37115	LA County Regional Park	250,000	-	-	-	-
37116	California HCF Program	-	30,000	30,000	-	-
37126	Miscellaneous Receipts	750	-	-	-	-
Parks Development Total		336,709	130,000	130,550	100,500	75,550
207 - Grants						
35153	ABC Grant	53,416	-	-	-	-
35159	CA Initiative - A. Services	-	3,000	3,000	-	-
35159	CA Initiative - Y. Services	-	5,000	5,000	-	-
35159	Homeland Security Grant FY19	-	83,911	83,911	-	-
35159	Libraries Illuminated Grant	12,979	-	-	-	-
35159	Measure H	-	50,000	50,000	-	-
35201	Bullet Proof Vest Program	6,528	-	1,904	-	-
35331	FTA Bus Stop Enhance Program	35,000	38,238	-	-	-
35336	Cenic Funding	3,969	-	-	-	-
Grants Total		111,893	180,149	143,815	-	-
208 - Asset Forfeiture						
34101	Interest Earnings	6,319	10,000	11,000	10,000	12,000
35210	Justice (DEA)	90,028	927,272	775,000	450,000	450,000
Asset Forfeiture Total		96,348	937,272	786,000	460,000	462,000
209 - Prop A Transit						
31565	Prop A-Transit Tax	976,722	1,029,683	1,029,683	1,062,944	1,094,832
34101	Interest Earnings	12,139	8,500	11,000	10,000	12,000
34120	Damage to City Property	1,700	-	-	-	-
35169	MSRC Clean Trans. Grant	-	-	-	50,760	-

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
209 - Prop A Transit (cont'd)						
35226	Nat'l Transport Funding	57,904	58,000	58,000	58,000	58,000
36330	Transit Fares	46,743	30,000	40,000	40,000	41,000
37122	Bus Pass Subsidy	10,469	6,000	9,000	10,000	10,000
39211	T/I - Prop C	269,000	374,517	374,517	300,000	300,000
	Prop A Transit Total	1,374,677	1,506,700	1,522,200	1,531,704	1,515,832
210 - Supplemental Law Enforcement (COPS)						
34101	Interest Earnings	2,384	900	1,900	1,800	2,100
35143	COPS Funds (Supl Law Enf)	139,416	145,000	145,000	145,000	150,000
	COPS Total	141,800	145,900	146,900	146,800	152,100
211 - Prop C Transit						
31566	Prop C-Transit Tax	809,339	854,100	854,100	881,684	908,135
34101	Interest Earnings	29,730	10,000	26,000	25,000	28,000
	Prop C Transit Total	839,070	864,100	880,100	906,684	936,135
212 - Housing and Community Development CDBG						
34101	Interest Earnings	-	-	1,350	-	-
34160	Program Income	-	45,000	44,129	-	-
35240	Requested Program	221,971	206,848	213,951	315,764	235,016
35245	CDBG Administration Rev.	25,774	55,987	55,987	55,000	55,000
35252	Small Business Assistance	-	25,000	-	-	-
	CDBG Total	247,745	332,835	315,417	370,944	290,236
213 - HOME State Grant						
34101	Interest Earnings	1,494	500	2,000	1,900	2,200
34160	Program Income	62,197	92,000	92,000	-	-
	HOME State Grant Total	63,691	92,500	94,000	1,900	2,200
214 - Used Oil Block Grant						
34101	Interest Earnings	356	100	270	250	360
35171.65	Cycle OPP 8	28,585	14,300	14,300	14,300	14,300
	Used Oil Block Grant Total	28,941	14,400	14,570	14,550	14,660

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
215 - AQMD (Air Quality Management)						
34101	Interest Earnings	1,919	430	1,500	1,450	1,800
35122	AQMD Fees	67,411	67,500	67,500	67,600	67,700
35159	Grants	-	125,000	125,000	-	-
AQMD Total		69,330	192,930	194,000	69,050	69,500
217 - Measure A/Parks						
34101	Interest Earnings	875	170	700	650	900
35330	M&S Open Space District	39,780	25,427	25,427	-	-
35330.1	Measure A-M&S	-	39,811	39,811	39,000	39,000
35333	Measure A	-	167,566	167,566	167,000	167,000
39001	T/I - General Fund	31,293	-	-	-	-
Measure A/Parks Total		71,948	232,974	233,504	206,650	206,900
218 - Prop 1C Cal Home Housing						
34101	Interest Earnings	760	210	650	600	750
Prop 1C Cal-Home Housing Total		760	210	650	600	750
219 - Prop 1B Local Streets						
34101	Interest Earnings	895	-	-	-	-
Prop 1B Local Streets Total		895	-	-	-	-
221 - STPL Street Construction						
34101	Interest Earnings	4,390	2,000	2,850	2,700	3,200
35250	STPL Funding	-	-	-	-	1,120,000
39211	T/I - Prop C	-	-	-	-	285,000
STPL Street Construction Total		4,390	2,000	2,850	2,700	1,408,200
222 - Measure R						
34101	Interest Earnings	9,506	4,300	8,000	8,000	9,200
35125	Measure R Local Return	606,805	640,600	640,600	661,334	681,174
		616,312	644,900	648,600	669,334	690,374

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
228 - Beverage Container Recycling Grant						
34101	Interest Earnings	635	250	650	600	700
35170	Beverage Container Recycle	-	26,700	26,700	12,000	12,000
Beverage Container Recycling Total		635	26,950	27,350	12,600	12,700
229 - Friends Foundation						
35162	Literacy Program (SB 70)	25,838	18,000	24,546	-	-
35303	Friends Contributions	48,824	203,904	203,904	38,213	39,360
Friends Foundation Total		74,662	221,904	228,450	38,213	39,360
230 - Public, Education, Government Access (PEG)						
31304.48	PEG Fees	116,306	96,000	96,000	116,000	116,000
34101	Interest Earnings	7,194	3,000	7,200	7,000	7,500
PEG Total		123,500	99,000	103,200	123,000	123,500
231 - Business Improve District (BID)						
31403	BID Tax	54,211	54,200	50,000	54,800	54,800
34101	Interest Earnings	569	300	500	450	500
36509.01	Wine Walk	40,125	40,000	40,000	40,000	40,000
36509.02	Chalk Walk	4,577	3,200	3,200	5,000	5,000
37126	Miscellaneous Receipts	5,000	-	300	300	300
BID Total		104,481	97,700	94,000	100,550	100,600
234 - Highway Safety Improvement						
35251	Federal-Aid Highway Funds	-	123,000	123,000	250,000	-
39255	T/I Measure M	-	-	-	300,000	-
Highway Safety Improvement Total		-	123,000	123,000	550,000	-
244 - State AB 109 Realignment						
34101	Interest Earnings	1,618	-	-	-	-
35183	AB109 Realignment	7,158	-	-	-	-
State AB 109 Realignment Total		8,777	-	-	-	-

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
246 - Highway Bridge Replacement						
35332	Grant	208	221,217	221,217	-	-
Highway Bridge Replacement Total		208	221,217	221,217	-	-
254 - Office of Traffic Safety Grant						
35186	STEP Reimbursements	95,993	117,477	113,700	-	-
Office of Traffic Safety Grant Total		95,993	117,477	113,700	-	-
255 - Measure M						
34101	Interest Earnings	5,429	-	7,000	6,500	7,000
35334	Measure M	549,904	726,000	726,000	749,431	771,914
Measure M Total		555,333	726,000	733,000	755,931	778,914
256 - Road Maintenance and Rehabilitation (SB1)						
34101	Interest Earnings	576	-	3,000	2,800	3,200
35121	Road Rehab	308,260	839,902	839,902	872,321	898,491
SB1Total		308,836	839,902	842,902	875,121	901,691
257 - ATP Grant						
35159	ATP San Dimas Wash Trail	-	168,000	168,000	100,000	1,524,000
ATP Grant Total		-	168,000	168,000	100,000	1,524,000
258 - Measure W (Stormwater)						
35337	Measure W	-	-	-	470,000	940,000
Measure W (Stormwater) Total		-	-	-	470,000	940,000
259 - Prop. 68 (Parks)						
35338	Prop. 68	-	-	-	200,000	-
Prop. 68 (Parks) Total		-	-	-	200,000	-
260 - Permit File Maintenance Fees						
34101	Interest Earnings	2,171	-	-	-	-
36104	Permit File Maintenance Fee	87,617	69,300	73,300	69,000	69,000
Permit File Maintenance Fees Total		89,787	69,300	73,300	69,000	69,000

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
285 - Affordable Housing						
34101	Interest Earnings	32,541	15,000	30,000	30,000	32,000
	Affordable Housing Total	32,541	15,000	30,000	30,000	32,000
Special Revenue Funds Subtotal						
		7,004,925	9,568,853	9,237,618	9,637,690	12,206,370
321 - Capital Projects						
37139	Developer Reimbursements	60,893	-	29,000	-	-
39001	T/I - General Fund	874,033	-	-	-	-
39203	T/I - TDA	36,949	-	-	-	-
39322	T/I - Stormwater	-	-	-	2,115,839	-
	Capital Projects Total	971,874	-	29,000	2,115,839	-
322 - STORMWATER PROJECTS						
34101	Interest Earnings	5,533	-	-	-	-
39001	T/I - General Fund	524,420	-	-	-	-
	322 Total	529,952	-	-	-	-
405 - Energy Efficient						
39001	T/I - General Fund	41,580	44,776	44,776	46,983	49,311
39531	T/I - Water Operations	32,014	32,424	32,424	34,022	35,708
	405 Total	73,594	77,200	77,200	81,005	85,019
Capital Projects Subtotal						
		1,575,420	77,200	106,200	2,196,844	85,019
530 - Water Capital						
34101	Interest Earnings	158,170	100,000	145,000	140,000	150,000
37126	Miscellaneous Receipts	271,748	15,660	15,660	-	-
39531	T/I—Water Operations	5,000,000	7,149,100	7,149,100	5,000,000	5,000,000
	Water Capital Total	5,429,918	7,264,760	7,309,760	5,140,000	5,150,000

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
531 - Water Operating						
34101	Interest Earnings	224,212	105,000	195,000	190,000	220,000
34120	Damage to City Property	5,291	22,300	22,300	-	-
36120	Eng. & Inspection Fee	6,865	6,700	4,860	6,000	6,000
36139	Backflow Plan Check	-	1,400	700	700	700
36503	Sale of Printed Material	-	2,000	1,000	1,500	2,000
36603	Energy Charge	1,476,980	1,684,000	1,408,299	1,436,465	1,465,194
36604	Purchased Water	2,341,132	3,599,000	2,300,603	2,346,615	2,393,547
36605	Uniform Base	8,374,855	9,260,000	8,650,663	8,823,676	9,000,150
36606	Readiness to Serve Fee	7,861,037	7,632,000	7,788,618	7,944,390	8,103,278
36607	Fire Service Charges	34,073	35,000	27,172	27,715	28,270
36608	Hydrant Meter Sales	8,100	7,000	19,995	15,000	15,000
36616	Sales to Other Water Comp.	9,744	15,000	2,776	8,000	8,000
36618	Meter Installation Fee	9,022	20,000	18,853	19,230	19,615
36625	Front Footage Charges	9,102	5,000	1,870	5,000	5,000
36626	Water Acreage Charges	43,140	40,000	12,853	13,110	13,372
36627	Water Service Install Charge	-	3,000	-	-	-
36628	Reconnect Fees	17,153	16,500	13,110	13,372	13,639
36629	Water Bill Penalties	184,988	180,000	195,451	199,360	203,347
37108	Returned Check Charge	1,755	1,500	2,000	1,500	1,500
37126	Miscellaneous Receipts	128,276	500	4,500	-	-
37130	Three Valleys Rebate Reimb.	4,480	-	-	-	-
Water Operating Total		20,740,201	22,635,900	20,670,623	21,051,633	21,498,612
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Enterprise Funds Subtotal		26,170,119	29,900,660	27,980,383	26,191,633	26,648,612

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
541 - Worker Comp						
36430	Insurance Chargeback	882,790	951,600	951,600	1,018,272	1,049,203
39001	T/I - General Fund	157,542	-	-	-	-
Worker Comp Total		1,040,331	951,600	951,600	1,018,272	1,049,203
542 - Liability Insurance						
36430	Insurance Chargeback	1,814,500	1,837,500	1,837,500	1,752,203	1,879,231
37126	Miscellaneous Receipts	192,071	-	-	-	-
Liability Insurance Total		2,006,571	1,837,500	1,837,500	1,752,203	1,879,231
548 - Technology						
35189	Cal OES	10,399	-	-	-	-
36401	IT Charges	1,612,000	1,645,000	1,645,000	1,970,960	2,036,937
Technology Total		1,622,399	1,645,000	1,645,000	1,970,960	2,036,937
549 - Vehicles						
34117	Gain/loss-Disp Of Assets	(41,938)	-	-	-	-
34120	Damage to City Property	-	-	5,176	-	-
36420	Vehicle Charges	1,026,400	1,026,400	1,026,400	1,315,347	1,155,694
37101	Sale of Equipment	43,235	47,000	47,000	47,000	47,000
Vehicles Total		1,027,697	1,073,400	1,078,576	1,362,347	1,202,694
Internal Service Funds Subtotal		5,696,998	5,507,500	4,964,343	6,103,782	6,168,065
290 - Glendora Housing Authority						
34101	Interest Earnings	36,368	17,000	32,000	32,000	34,000
34115	Rental Income	1	15,400	-	-	-
34160	Program Income	98,871	145,000	151,000	-	-
37126	Miscellaneous Receipts	-	5,000	5,000	-	-
Glendora Housing Authority Total		135,240	182,400	188,000	32,000	34,000

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
400 - Successor Agency						
31142	ROPS Distributions	2,313,368	2,280,125	2,300,125	2,185,527	2,079,362
34101	Interest Earnings	13,475	900	10,000	10,000	12,000
34115	Rental Income	85,608	42,804	42,804	-	-
37126	Miscellaneous Receipts	76	-	-	-	-
	Successor Agency Total	2,412,527	2,323,829	2,352,929	2,195,527	2,091,362
TOTAL REVENUES		73,580,927	78,020,283	76,032,650	81,584,184	84,075,713

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY FUND

Fund	Name	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	30,328,237	31,298,445	31,251,969	34,684,862	36,795,324
Special Revenue Funds						
202	Street Lighting Assessment	343,911	397,800	348,300	366,442	366,741
202B	Landscape Mnt. Assessment	54,417	39,917	44,860	44,073	44,073
203	TDA/Bikeway	36,949	-	-	-	-
205	Gas Tax	939,070	1,191,926	1,124,636	1,161,643	1,194,436
206	Parks Development	199,528	4,117	4,117	-	-
207	Grants	174,358	114,311	91,387	-	-
208	Asset Forfeiture	789,250	888,162	859,477	116,835	70,000
209	Prop A Transit	1,553,519	1,787,819	1,763,593	1,619,240	1,732,574
210	COPS	109,025	130,900	130,900	110,854	115,145
211	Prop C Transit	269,000	2,417,514	2,417,514	542,300	885,000
212	CDBG	286,377	331,937	60,950	370,764	290,016
214	Used Oil Block Grant	13,739	14,200	17,408	14,200	14,200
215	AQMD	17,601	193,400	15,400	16,291	16,860
217	Measure A/Parks	92,761	102,600	102,600	95,944	97,158
219	Prop 1B Local Streets	13,465	37,209	37,209	-	-
221	STPL Street Construction	-	94,323	94,323	-	1,405,000
222	Measure R	504,795	1,103,242	1,104,712	701,530	630,960
228	Container Recycling Grant	37,159	15,300	12,000	12,000	12,000
229	Friends Foundation	74,662	221,904	221,904	38,213	39,360
230	PEG (Public, Educ. & Gov't)	136,184	275,230	275,469	84,200	78,500
231	BID (Business Imprv. District)	95,428	102,220	97,758	99,100	99,100
234	Highway Safety Improvement	-	123,000	123,000	550,000	-
244	AB 109 Realignment	-	72,192	72,192	25,294	-
246	Highway Bridge Rep Grant	590	220,830	220,830	-	-
254	Office of Traffic Safety Grants	96,817	116,647	116,647	-	-
255	Measure M	55,859	1,217,430	1,217,430	625,763	515,087
256	RMRA (SB1)	166,275	981,753	981,753	830,000	910,000
257	ATP Grant	-	168,000	168,000	100,000	1,524,000
258	Measure W (Stormwater)	-	-	-	-	1,410,000
259	Prop. 68 (Parks)	-	-	-	-	-
260	Permit File Maintenance	38,815	270,508	128,000	33,000	133,000

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY FUND

Fund	Name	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Special Revenue Funds (cont'd)						
285	Affordable Housing	113,029	130,650	130,700	120,668	126,637
Special Revenue Funds		6,212,583	12,765,041	11,983,070	7,678,354	11,709,848
Capital Projects Fund						
321	Capital Projects	2,809,167	3,869,188	3,849,188	923,250	591,000
322	Stormwater Projects	-	380,000	60,000	2,115,839	-
405	Energy Efficiency	153,235	77,200	77,200	81,005	85,019
Capital Projects Fund Subtotal		2,962,402	4,326,388	3,986,388	3,120,094	676,019
Enterprise Funds						
530	Water Capital	4,662,282	11,979,344	11,979,344	5,674,503	4,507,455
531	Water Operating	17,123,636	22,452,882	22,483,472	20,982,168	21,297,529
Enterprise Funds Subtotal		21,785,918	34,432,226	34,462,816	26,656,671	25,804,984
Internal Service Funds						
541	Workers Comp	703,856	981,400	981,400	1,035,112	1,045,053
542	Liability Insurance	1,875,232	1,852,500	1,852,500	1,752,203	1,879,231
548	Technology	1,425,589	1,738,511	1,577,928	1,970,960	2,036,937
549	Vehicles	2,233,190	2,369,953	2,330,231	1,315,347	1,155,694
Internal Service Funds Subtotal		6,237,867	6,942,364	6,742,059	6,073,622	6,116,915
Housing Authority						
290	Housing Authority	178,213	307,688	272,738	257,968	268,237
Successor Agency						
400	Redev. Oblig. Retirement	2,349,083	2,300,123	2,301,847	2,317,029	2,091,362
EXPENDITURE GRAND TOTAL		70,054,303	92,372,275	91,000,887	80,788,600	83,462,688

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001 - General Fund						
Legislative						
4000	City Council	129,980	121,000	121,000	121,083	123,184
4012	City Attorney	414,943	489,290	492,290	553,000	569,745
	Legislative Subtotal	544,923	610,290	613,290	674,083	692,929
City Clerk						
4010	City Clerk	327,647	399,590	398,400	414,252	426,178
4011	Elections	14,349	441,000	449,000	99,300	9,000
4015	Passport Services	-	12,000	12,000	60,433	64,617
4102	Public Education	128,680	137,600	134,600	130,787	136,183
	City Clerk Subtotal	470,677	990,190	994,000	704,772	635,978
City Manager						
4101	City Manager	336,631	323,538	324,450	309,562	318,240
	City Manager Subtotal	336,631	323,538	324,450	309,562	318,240
Human Resources						
4103	Human Resources	284,096	276,000	266,945	483,044	463,644
	Human Resources Subtotal	284,096	276,000	266,945	483,044	463,644
Finance						
4216	Finance	676,437	732,222	731,622	702,298	734,652
	Finance Subtotal	676,437	732,222	731,622	702,298	734,652
Police						
5126	Police Administration	2,928,235	3,114,845	3,117,064	3,454,315	3,606,568
5127	Patrol	8,328,121	9,191,551	9,191,551	9,701,159	10,206,426
5128	Investigations	2,269,314	2,544,920	2,544,920	2,904,490	3,061,083
5129	Traffic	701,249	752,193	757,560	801,412	854,006
5131	Community Relations	234,368	240,434	240,434	346,013	363,643
5133	Records	499,519	568,100	543,300	563,961	590,227
5134	Jail Operations	378,949	434,400	434,400	426,837	445,535
5139	Community Preservation	297,649	323,900	323,911	342,260	355,959
	Police Subtotal	15,637,405	17,170,343	17,153,140	18,540,446	19,483,447

CITY of GLEN DORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Community Development						
6008	Housing & Econ, Dev.	168,697	188,500	185,700	139,942	144,513
6051	Planning	676,354	680,500	659,477	773,118	810,292
6052	Successor Agency	304,649	298,900	298,900	315,915	329,837
6064	Building & Safety	624,180	654,824	679,550	712,594	732,435
Community Development Subtotal		1,773,880	1,822,724	1,823,627	1,941,569	2,017,077
Public Works						
6554	Environmental Services	86,711	152,800	152,915	163,563	168,834
6561	Public Works Administration	646,938	642,501	640,191	1,018,080	1,007,485
6562	Streets	18,175	20,700	11,046	20,700	21,091
6565	Engineering	106,785	127,500	122,600	419,468	424,050
6566	Facilities Maintenance	321,655	376,800	370,130	370,872	377,258
6575	NPDES Compliance	243,992	274,745	274,745	249,500	253,700
6582	Parks	1,113,135	1,180,700	1,158,310	1,219,845	1,236,857
6584	Trees	656,105	719,311	712,786	719,224	727,433
Public Works Subtotal		3,194,282	3,495,057	3,442,723	4,181,251	4,216,708
Library						
7076	Library Administration	910,795	830,650	820,450	855,498	889,479
7077	Support Services	395,035	517,000	523,960	540,490	562,947
7078	Youth Services	215,248	212,900	212,900	214,089	222,688
7079	Adult Services	423,394	416,000	432,780	436,927	454,269
7080	Development Office	-	144,400	144,350	61,033	63,983
Library Subtotal		1,944,471	2,120,950	2,134,440	2,108,038	2,193,366
Community Services						
7581	Community Services Admin	989,942	989,100	991,300	786,350	824,287
7583	Recreation	731,629	753,800	753,600	761,688	779,297
7585	Human Services	458,916	495,400	493,800	556,932	573,251
7588	Teen Center	320,145	345,600	345,800	396,980	409,771
Community Services Subtotal		2,500,632	2,583,900	2,584,500	2,501,950	2,586,605

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Non Departmental						
4306	Non Departmental costs	1,126,029	1,125,587	1,135,587	2,486,634	3,399,135
9098	Transfers	1,838,775	47,645	47,645	51,214	53,542
Non Departmental & Transfers Subtotal		2,964,804	1,173,232	1,183,232	2,537,848	3,452,677
General Fund Total		30,328,237	31,298,445	31,251,969	34,684,862	36,795,324
202 - Street Lighting Assessment						
6561	Public Works Administration	14,822	50,000	7,000	18,642	18,941
6562	Streets	329,089	347,800	341,300	347,800	347,800
Street Lighting Assessment Total		343,911	397,800	348,300	366,442	366,741
202B - Landscape Maint. Assessment						
6584	Trees	54,417	39,917	44,860	44,073	44,073
Landscape Maint. Assessment Total		54,417	39,917	44,860	44,073	44,073
203 - TDA						
9098	Transfers	36,949	-	-	-	-
TDA Total		36,949	-	-	-	-
205 - Gas Tax						
6562	Streets	805,190	1,004,500	937,210	1,007,418	1,035,990
6584	Trees	133,805	159,326	159,326	154,225	158,447
9999	CIP	75	28,100	28,100	-	-
Gas Tax Total		939,070	1,191,926	1,124,636	1,161,643	1,194,436
206 - Park Development						
9999	CIP	199,528	4,117	4,117	-	-
Park Development Total		199,528	4,117	4,117	-	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
207 - Grants						
5126	Police Administration	2,413	-	-	-	-
5194	Police Grant	54,158	83,911	83,911	-	-
7076	Library Administration	16,948	-	-	-	-
7078	Youth Services	-	5,000	4,781	-	-
7079	Adult Services	-	3,000	2,695	-	-
7581	Community Services Admin.	27,600	22,400	-	-	-
9999	CIP	73,238	-	-	-	-
Grants Total		174,358	114,311	91,387	-	-
208 - Asset Forfeiture						
5126	Police Administration	35,000	35,000	35,000	35,000	35,000
5127	Patrol	479,630	435,862	407,177	49,000	25,000
5128	Investigations	221,869	242,300	242,300	10,000	10,000
9999	CIP	52,750	175,000	175,000	22,835	-
Asset Forfeiture Total		789,250	888,162	859,477	116,835	70,000
209 - Prop A Transit						
4012	City Attorney	-	3,000	3,000	3,000	3,000
4216	Finance	2,381	2,100	2,100	1,963	2,064
6086	Public Transit	1,551,138	1,782,719	1,758,493	1,293,326	1,417,189
6584	Trees	-	-	-	260,807	271,674
7581	Community Services Admin.	-	-	-	36,714	38,647
9999	CIP	-	-	-	23,430	-
Prop A Transit Total		1,553,519	1,787,819	1,763,593	1,619,240	1,732,574
210 - COPS						
5126	Police Admin.	109,025	112,300	112,300	110,854	115,145
5127	Patrol	-	18,600	18,600	-	-
COPS Total		109,025	130,900	130,900	110,854	115,145

CITY of GLEN DORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
211 - Prop C Transit						
9098	Transfers	269,000	374,517	374,517	300,000	585,000
9999	CIP	-	2,042,997	2,042,997	242,300	300,000
Prop C Transit Total		269,000	2,417,514	2,417,514	542,300	885,000
212 - Com. Development Block Grant						
6056	CDBG	55,322	80,987	35,000	55,000	55,000
9999	CIP	231,055	250,950	25,950	315,764	235,016
CDBG Total		286,377	331,937	60,950	370,764	290,016
214 - Used Oil Block Grant						
6554	Environmental Services	13,739	14,200	17,408	14,200	14,200
Used Oil Block Grant Total		13,739	14,200	17,408	14,200	14,200
215 - AQMD (Air Quality Management)						
4216	Finance	1,246	2,300	2,300	2,174	2,288
6086	Public Transit	16,355	191,100	13,100	14,117	14,571
AQMD Total		17,601	193,400	15,400	16,291	16,860
217 - Measure A/Parks						
7585	Human Services	-	9,500	9,500	-	-
7588	Teen Center	92,761	93,100	93,100	95,944	97,158
Measure A/Parks Total		92,761	102,600	102,600	95,944	97,158
219 - Prop 1B Local Streets						
9999	CIP	13,465	37,209	37,209	-	-
Prop 1B Local Streets Total		13,465	37,209	37,209	-	-
221 - STPL Street Construction						
9999	CIP	-	94,323	94,323	-	1,405,000
STLP Total		-	94,323	94,323	-	1,405,000

CITY of GLENDDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
222 - Measure R						
6562	Streets	494,370	537,200	538,600	588,249	617,155
6582	Parks	10,424	14,200	14,270	13,281	13,805
9999	CIP	-	551,842	551,842	100,000	-
Measure R Total		504,795	1,103,242	1,104,712	701,530	630,960
228 - Recycling Grant						
6554	Environmental Services	37,159	15,300	12,000	12,000	12,000
Recycling Grant Total		37,159	15,300	12,000	12,000	12,000
229 - Friends Foundation						
7076	Administration	74,662	3,525	3,525	-	-
7078	Youth Services	-	70,428	70,428	-	-
7079	Adult Services	-	100,937	100,937	38,213	39,360
7080	Development Office	-	47,014	47,014	-	-
Friends Foundation Total		74,662	221,904	221,904	38,213	39,360
230 - PEG (Public, Education & Gov't)						
4102	Public Education	36,974	86,743	86,983	84,200	78,500
9999	CIP	99,210	188,486	188,486	-	-
PEG Total		136,184	275,230	275,469	84,200	78,500
231 - Business Improvement District						
4390	BID Tax	95,428	102,220	97,758	99,100	99,100
Business Improvement District Total		95,428	102,220	97,758	99,100	99,100
234 - HISPL Grant						
9999	CIP	-	123,000	123,000	550,000	-
HISPL Grant Total		-	123,000	123,000	550,000	-
244 - AB 109 Realignment						
9098	Transfers	-	72,192	72,192	25,294	-
AB 109 Realignment Total		-	72,192	72,192	25,294	-

CITY of GLENDDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
246 - Highway Bridge Replacement						
9999	CIP	590	220,830	220,830	-	-
Highway Bridge Replacement Total		590	220,830	220,830	-	-
254 - Office of Traffic Safety Grant						
5194	OTS Grants	96,817	116,647	116,647	-	-
OTS Grant Total		96,817	116,647	116,647	-	-
255 - Measure M						
6086	Transportation	-	23,400	23,400	25,763	27,087
9098	Transfers	-	-	-	300,000	-
9999	CIP	55,859	1,194,030	1,194,030	300,000	488,000
Measure M Total		55,859	1,217,430	1,217,430	625,763	515,087
256 - Road Maint. And Rehab. (SB1)						
9999	CIP	166,275	981,753	981,753	830,000	910,000
Road Maint. & Rehab (SB1) Total		166,275	981,753	981,753	830,000	910,000
257 - ATP Grant						
9999	CIP	-	168,000	168,000	100,000	1,524,000
ATP Grant Total		-	168,000	168,000	100,000	1,524,000
258 - Measure W (Stormwater)						
9999	CIP	-	-	-	-	1,410,000
Measure W (Stormwater) Total		-	-	-	-	1,410,000
259 - Prop. 68 (Parks)						
9999	CIP	-	-	-	-	-
Prop. 68 (Parks) Total		-	-	-	-	-
260 - Plan Maintenance Fees						
6064	Building & Safety	16,654	17,400	17,400	15,545	16,065
6561	Public Works Admin.	-	30,000	-	30,000	30,000
6565	Engineering	-	20,000	20,000	-	-
Plan Maintenance Fees Total		38,815	270,508	128,000	33,000	133,000

CITY of GLEN DORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
285 - Affordable Housing						
4101	City Manager	16,654	17,400	17,400	15,545	16,065
4216	Finance	20,819	22,050	22,100	23,267	24,425
6051	Planning	53,350	71,800	71,800	81,857	86,148
6554	Environmental Services	22,206	19,400	19,400	-	-
Affordable Housing Total		113,029	130,650	130,700	120,668	126,637
321 - Capital Projects						
6051	Planning	54,252	338,549	338,549	-	-
6561	Public Works Administration	-	20,000	-	-	-
6565	Engineering	65,955	154,045	154,045	157,000	160,000
6582	Parks	16,318	-	-	-	-
7076	Library Administration	-	-	-	19,154	-
9999	CIP	2,672,643	3,356,594	3,356,594	747,096	431,000
Capital Projects Total		2,809,167	3,869,188	3,849,188	923,250	591,000
322 Stormwater Projects						
9098`	Transfers	-	-	-	2,115,839	-
9999	CIP	-	380,000	60,000	-	-
Stormwater Projects Total		-	380,000	60,000	2,115,839	-
405 - Energy Efficient Project						
4306	Non-Departmental	73,594	77,200	77,200	81,005	85,019
9999	CIP	79,641	-	-	-	-
Energy Efficient Project Total		153,235	77,200	77,200	81,005	85,019
530 - Water Capital Projects						
6565	Engineering	77,437	78,400	78,400	54,703	57,455
9999	CIP	4,584,844	11,900,944	11,900,944	5,619,800	4,450,000
Water Capital Projects Total		4,662,282	11,979,344	11,979,344	5,674,503	4,507,455

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
531 - Water Operating						
4000	City Council	31,278	31,900	31,900	31,810	32,032
4010	City Clerk	76,033	99,590	99,200	112,560	117,370
4012	City Attorney	-	10,000	10,000	10,000	10,000
4101	City Manager	119,856	147,890	147,890	138,410	141,799
4103	Human Resources	122,173	128,900	131,300	184,956	168,113
4216	Finance	754,334	847,173	847,273	943,384	983,783
4306	Non-Departmental	1,947,899	2,036,919	2,036,912	2,395,327	2,627,151
5139	Community Preservation	4,153	7,400	7,400	8,344	8,762
6064	Building	55,548	56,000	56,000	15,444	16,221
6561	Public Works Administration	312,479	329,200	329,200	373,149	392,267
6562	Streets	229,245	275,200	229,979	299,324	310,854
6565	Engineering	595,877	620,400	624,640	660,132	693,433
6566	Facilities Maintenance	29,038	30,800	30,650	31,267	32,386
6567	Water Administration	1,160,957	1,295,489	1,311,653	1,521,048	1,369,575
6568	Customer Service	400,064	523,956	545,454	588,844	606,841
6569	Conservation	345,838	442,600	451,600	523,563	530,996
6570	Water Distribution	1,557,223	1,978,000	1,718,530	1,944,948	1,994,301
6571	Water Production	4,289,421	6,339,600	6,626,700	6,094,722	6,153,342
6582	Parks	44,856	54,400	49,725	54,749	56,430
6584	Trees	12,450	15,200	15,200	15,200	15,200
9098	Transfers	5,034,914	7,182,266	7,182,266	5,034,987	5,036,673
Water Operating Total		17,123,636	22,452,882	22,483,472	20,982,168	21,297,528
541 - Workers Comp						
4103	Human Resources	120,953	128,500	128,500	153,537	159,149
4216	Finance	10,896	16,900	16,900	74,575	78,454
4220	Risk Management	572,006	836,000	836,000	807,000	807,450
Workers Comp Total		703,856	981,400	981,400	1,035,112	1,045,053
542 - Liability Insurance						
4012	City Attorney	-	30,000	30,000	30,000	30,000
4103	Human Resources	123,204	128,500	128,500	-	-
4216	Finance	77,834	84,500	84,500	176,203	185,231
4220	Risk Management	1,674,193	1,609,500	1,609,500	1,546,000	1,664,000
Liability Insurance Total		1,875,232	1,852,500	1,852,500	1,752,203	1,879,231

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
548 - Technology						
4010	City Clerk	-	-	-	28,902	30,399
4019	Information Technology	1,010,094	1,165,211	1,010,928	1,423,582	1,494,929
4032	Police IT	383,550	526,100	531,900	509,592	502,265
4216	Finance	31,946	35,100	35,100	8,884	9,343
9999	CIP	-	12,100	-	-	-
Technology Total		1,425,589	1,738,511	1,577,928	1,970,960	2,036,937
549 - Vehicles						
4216	Finance	7,194	5,700	5,700	5,970	6,278
6563	Fleet Maintenance	2,164,600	2,364,253	2,324,531	1,309,377	1,149,416
9999	CIP	61,396	-	-	-	-
549 Total		2,233,190	2,369,953	2,330,231	1,315,347	1,155,694
290 - Housing Authority						
4012	City Attorney	-	10,000	10,000	10,000	10,000
4101	City Manager	33,310	34,600	34,600	31,090	32,129
4216	Finance	28,444	30,050	30,100	31,738	33,371
6059	Housing Authority	116,459	233,038	198,038	185,140	192,737
Housing Authority Total		178,213	307,688	272,738	257,968	268,237
400 - Successor Agency						
4306	Non-Departmental	2,032,926	2,041,823	2,041,823	2,045,829	2,045,162
6052	Successor Agency	66,156	8,300	10,024	21,200	21,200
9098	Transfers	250,000	250,000	250,000	250,000	25,000
Successor Agency Total		2,349,083	2,300,123	2,301,847	2,317,029	2,091,362
TOTAL EXPENDITURES		70,054,303	92,372,277	91,000,887	80,788,600	83,462,688

CITY of GLENDDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Legislative						
4000	City Council	161,258	152,900	152,900	152,893	155,216
4012	City Attorney	414,943	542,290	545,290	606,000	622,745
Legislative Total		576,201	695,190	698,190	758,893	777,961
City Clerk						
4010	City Clerk	403,681	499,180	497,600	555,714	573,948
4011	Elections	14,349	441,000	449,000	99,300	9,000
4015	Passport Services	-	12,000	12,000	60,433	64,617
4019	Information Technology	1,010,094	1,165,211	1,010,928	1,423,582	1,494,929
4032	Police IT	383,550	526,100	531,900	509,592	502,265
4102	Public Education	165,655	224,343	221,583	214,987	214,683
City Clerk Total		1,977,328	2,867,835	2,723,011	2,863,608	2,859,442
City Manager						
4101	City Manager	506,453	523,428	524,340	494,608	508,234
City Manager Total		506,453	523,428	524,340	494,608	508,234
Human Resources						
4103	Human Resources	650,426	661,900	655,245	821,537	790,906
Human Resources Total		650,426	661,900	655,245	821,537	790,906
Finance						
4216	Finance	1,611,530	1,778,094	1,777,695	1,970,456	2,059,890
4220	Risk Management	2,246,200	2,445,500	2,445,500	2,353,000	2,471,450
Finance Total		3,857,729	4,223,594	4,223,195	4,323,456	4,531,340
Police						
5126	Police Administration	3,074,674	3,262,145	3,264,364	3,600,169	3,756,713
5127	Patrol	8,807,751	9,646,013	9,617,328	9,750,159	10,231,426
5128	Investigations	2,491,183	2,787,220	2,787,220	2,914,490	3,071,083
5129	Traffic	701,249	752,193	757,560	801,412	854,006
5131	Community Relations	234,368	240,434	240,434	346,013	363,643
5133	Records	499,519	568,100	543,300	563,961	590,227
5134	Jail Operations	378,949	434,400	434,400	426,837	445,535
5139	Community Preservation	301,803	331,300	331,311	350,603	364,721
5194	OTS/Police Grants	150,975	200,558	200,558	-	-
Police Total		16,640,472	18,222,364	18,176,476	18,753,644	19,677,354

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Community Development						
6008	Housing & Econ. Dev.	168,697	188,500	185,700	139,942	144,513
6051	Planning	783,955	1,090,849	1,069,826	854,975	896,440
6052	Successor Agency	370,805	307,200	308,924	337,115	351,037
6056	CDBG	55,322	80,987	35,000	55,000	55,000
6059	Housing Authority	116,459	233,038	198,038	185,140	192,737
6064	Building & Safety	718,543	931,333	843,550	731,037	851,656
6086	Transportation	1,567,493	1,997,219	1,794,993	1,333,206	1,458,848
4390	BID	95,428	102,220	97,758	99,100	99,100
Community Development Total		3,876,703	4,931,346	4,533,789	3,735,515	4,049,331
Public Works						
6554	Environmental Services	159,815	201,700	201,723	189,763	195,034
6561	Public Works Administration	975,025	1,071,701	976,391	1,439,870	1,448,693
6562	Streets	1,876,069	2,185,400	2,058,135	2,263,491	2,332,890
6563	Fleet Maintenance	2,164,600	2,364,253	2,324,531	1,309,377	1,149,416
6565	Engineering	846,054	1,000,345	999,685	1,291,303	1,334,938
6566	Facilities Maintenance	350,693	407,600	400,780	402,139	409,644
6567	Water Administration	1,160,957	1,295,489	1,311,653	1,521,048	1,369,575
6568	Customer Service	400,064	523,956	545,454	588,844	606,841
6569	Conservation	345,838	442,600	451,600	523,563	530,996
6570	Water Distribution	1,557,223	1,978,000	1,718,530	1,944,948	1,994,301
6571	Water Production	4,289,421	6,339,600	6,626,700	6,094,722	6,153,342
6575	NPDES Compliance	243,992	274,745	274,745	249,500	253,700
6582	Parks	1,184,733	1,249,300	1,222,305	1,287,875	1,307,092
6584	Trees	856,776	933,754	932,172	1,193,528	1,216,826
Public Works Total		16,411,261	20,268,442	20,044,404	20,299,971	20,303,286

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Library						
7076	Library Administration	1,002,406	834,175	823,975	874,652	889,479
7077	Technical/Circulation	395,035	517,000	523,960	540,490	562,947
7078	Youth Services	215,248	288,328	288,109	214,089	222,688
7079	Adult Services	423,394	519,937	536,412	475,141	493,629
7080	Development Office	0	191,414	191,364	61,033	63,983
Library Total		2,036,081	2,350,854	2,363,820	2,165,405	2,232,726
Community Services						
7581	Community Services Admin	1,017,542	1,011,500	991,300	823,065	862,934
7583	Recreation	731,629	753,800	753,600	761,688	779,297
7585	Human Services	458,916	504,900	503,300	556,932	573,251
7588	Teen Center	412,907	438,700	438,900	492,924	506,929
Community Services Total		2,620,993	2,708,900	2,687,100	2,634,609	2,722,410
Non Departmental						
4306	Non Departmental	5,180,448	5,281,529	5,291,522	7,008,795	8,156,467
Non Departmental Total		5,180,448	5,281,529	5,291,522	7,008,795	8,156,467
Transfers						
9098	Transfers	7,429,638	7,926,620	7,926,620	8,077,334	5,700,215
Transfers Total		7,429,638	7,926,620	7,926,620	8,077,334	5,700,215
Capital						
9999	CIP	8,290,569	21,710,276	21,153,176	8,851,225	11,153,016
Capital Total		8,290,569	21,710,276	21,153,176	8,851,225	11,153,016
TOTAL EXPENDITURES		70,054,303	92,372,277	91,000,887	80,788,600	83,462,688

CITY of GLENDORA

FINANCIAL SUMMARY

APPROPRIATIONS BY DEPARTMENT MATRIX FY2019-2020

Fund	Name	Legislative	City Clerk	City Manager	Human Res	Finance	Police	Comm Dev	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 Assessment								X		
205	Gas Tax								X		
208	Asset Forfeiture						X				
209	Prop A Transit	X				X		X	X		X
210	COPS						X				
212	CDBG							X			
214	Used Oil Block Grant								X		
215	AQMD (Air Quality Mgmt)					X		X			
217	Measure A/Parks										X
222	Measure R								X		
228	Container Recycling Grant								X		
229	Friends Foundation									X	
230	PEG (Public, Educ & Gov't)		X								
231	BID (Business Improv Dist)							X			
255	Measure M							X			
256	Road Maint & Rehab (SB1)								X		
257	ATP Grant								X		
260	Permit File Maintenance Fee							X	X		
285	Affordable Housing			X		X		X			
290	Housing Authority	X		X		X		X			
321	Capital Projects								X	X	
400	RORF							X			
530	Water Capital								X		
531	Water Operating	X	X	X	X	X	X	X	X		
541	Worker's Compensation				X	X					
542	Liability Insurance				X	X					
548	Technology		X			X					
549	Vehicles					X			X		

CITY of GLENDORA

FINANCIAL SUMMARY

INTERFUND TRANSFERS MATRIX FY2019-2020

		TRANSFER FROM							
		001 General	211 Prop C	244 AB 109	255 Meas. M	322 Stmwtr	400 RORF	531 Water Op	Total
TRANSFER TO	001 General Fund			25,294			250,000		275,294
	202B Landscape Asmt	4,231						965	5,196
	209 Prop A Transit		300,000						300,000
	234 HSIP				300,000				300,000
	321 Cap. Projects					2,115,839			2,115,839
	405 Energy Efficient	46,983						34,022	81,005
	530 Water Capital							5,000,000	5,000,000
	Total	51,214	300,000	25,294	300,000	2,115,839	250,000	5,034,987	8,077,334

INTERFUND TRANSFERS DETAILS FY2019-2020

Transfers From	Amount
001-9098-90202B	4,231
001-9098-90405	46,983
211-9098-90209	300,000
244-9098-90001	25,294
255-9098-90234	300,000
322-9098-90321	2,115,839
400-9098-90001	250,000
531-9098-90202B	965
531-9098-90405	34,022
531-9098-90530	5,000,000
Total	8,077,334

Transfers To	Amount
202B-9098-39001	4,231
405-9098-39001	46,983
209-9098-39211	300,000
001-9098-39244	25,294
234-9098-39255	300,000
321-9098-39322	2,115,839
001-9098-39400	250,000
202B-9098-39531	965
405-9098-39531	34,022
530-9098-39531	5,000,000
Total	8,077,334

CITY of GLENDORA

FINANCIAL SUMMARY

APPROPRIATIONS BY DEPARTMENT MATRIX FY2020-2021

Fund	Name	Legislative	City Clerk	City Manager	Human Res	Finance	Police	Comm Dev	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 Assessment								X		
205	Gas Tax								X		
208	Asset Forfeiture						X				
209	Prop A Transit	X				X		X	X		X
210	COPS						X				
212	CDBG							X			
214	Used Oil Block Grant								X		
215	AQMD (Air Quality Mgmt)					X		X			
217	Measure A/Parks										X
222	Measure R								X		
228	Container Recycling Grant								X		
229	Friends Foundation									X	
230	PEG (Public, Educ & Gov't)		X								
231	BID (Business Improv Dist)							X			
255	Measure M							X			
256	Road Maint & Rehab (SB1)								X		
257	ATP Grant								X		
258	Measure W (Stormwater)								X		
260	Permit File Maintenance Fee							X	X		
285	Affordable Housing			X		X		X			
290	Housing Authority	X		X		X		X			
321	Capital Projects								X	X	
400	RORF							X			
530	Water Capital								X		
531	Water Operating	X	X	X	X	X	X	X	X		
541	Worker's Compensation				X	X					
542	Liability Insurance				X	X					
548	Technology		X			X					
549	Vehicles					X			X		

CITY of GLENDORA

FINANCIAL SUMMARY

INTERFUND TRANSFERS MATRIX FY2020-2021

		TRANSFER FROM				
		001 General	211 Prop C	400 RORF	531 Water Op	Total
TRANSFER TO	001 General Fund			25,000		25,000
	202B Landscape Asmt	4,231			965	5,196
	209 Prop A Transit		300,000			300,000
	221 STPL		285,000			285,000
	405 Energy Efficient	49,311			35,708	85,019
	530 Water Capital				5,000,000	5,000,000
	Total	53,542	585,000	25,000	5,036,673	5,700,215

INTERFUND TRANSFERS DETAILS FY2020-2021

Transfers From	Amount
001-9098-90202B	4,231
001-9098-90405	49,311
211-9098-90209	300,000
211-9098-90221	285,000
400-9098-90001	25,000
531-9098-90202B	965
531-9098-90405	35,708
531-9098-90530	5,000,000
Total	5,700,215

Transfers To	Amount
202B-9098-39001	4,231
405-9098-39001	49,311
209-9098-39211	300,000
221-9098-39211	285,000
001-9098-39400	25,000
202B-9098-39531	965
405-9098-39531	35,708
530-9098-39531	5,000,000
Total	5,700,215

CITY of GLENDORA

FINANCIAL SUMMARY



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CITY of GLENDORA

CAPITAL PROGRAM

CAPITAL PROJECTS

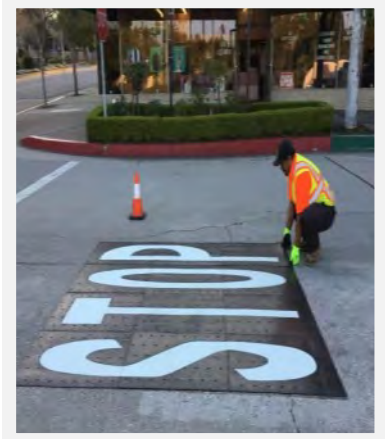


“**Improve and maintain the City’s infrastructure and facilities**” is one of the City Council’s strategic goals. Throughout the budget document, various departmental objectives have been identified that contribute to achieving this goal. They are identified with the cone icon shown here.

The Capital Improvement Program (CIP) is a critical component of achieving this strategic goal. It 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 of more than \$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. 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.



The proposed projects for FY 2020 and FY 2021 were identified based on input from a variety of sources including citizen complaints, leak history of water mains, Water Master Plan, the pavement condition index (PCI) rating for streets, Parks Master Plan, various assessment tools and available funding sources. Maintenance projects are budgeted and included in the CIP Program each fiscal year. Projects are designed to consider the cost benefit of keeping operating costs to a minimum. Increases in operating costs are balanced with the overall need to provide the improvement. Several studies and assessments have been included to assist in planning for future projects.



Country Club Reservoir

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

- Funding Source Descriptions – provides a brief description of the types of funds available for CIP projects.
- 5-Year Capital Improvement Program Schedule for FY2020 through FY2024.
- Project Highlights & Operational Impacts - descriptions of the proposed projects for FY 2020 and FY 2021, the project budget, and the operating impact.
- FY 2020 and FY 2021 Project Summary Report - provides a project list by Fund. Only these projects are budgeted and funded.
- Completed Projects during FY 2019.

CITY of GLENDORA

CAPITAL PROGRAM

FUNDING SOURCE DESCRIPTIONS

Fund	Name	Description
203	Transportation Development Act (TDA/Bikeway)	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 and 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	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.
209	Prop A Transit	<p>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 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.</p> <p>Proposition A funds are administered by the Metropolitan Transit Authority (MTA or Metro). 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.</p>
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 distributed monthly to jurisdictions on a per capita basis. Eligible expenditures include 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 of Glendora is considered an entitlement city because it's population exceeds 50,000. CDBG revenues are received directly from The U.S. Department of Housing and Urban Development (HUD). Funds are used for community activities and capital projects meeting the target area criteria.
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.

CITY of GLENDORA

CAPITAL PROGRAM

FUNDING SOURCE DESCRIPTIONS

Fund	Name	Description
221	Surface Transportation Local Program (STLP)	Annually, the State Transportation Board budgets \$6.5 million in STLP “flexible funds” statewide for qualified transit projects. STLP is one of the programs within Transportation Enhancement Activities (TEA-21) flexible in the type of eligible projects e.g. highway or transit purposes. The STLP funding is distributed only to the State’s federal transit programs and cities or regions participating in Federal Transit Administration (FTA) programs.
222	Measure R	Measure R increases the county sales tax from 8.25% to 8.75% (a half-cent increase) to fund transportation projects. Projects funded by Measure R include: Traffic signal synchronization, pothole repair, low fares for senior/student/disabled persons, providing clean fuel buses, and traffic relief.
234	Highway Safety Improvement Program (HSIP)	This is a Federal-aid program with the purpose of achieving a significant reduction in traffic fatalities and serious injuries on all public roads. These funds are eligible for work on any public road or publicly owned bicycle or pedestrian pathway or trail, improving the safety for its users.
246	Highway Bridge Replacement and Rehabilitation (HBRR)	This is a Federal-aid program to assist the States in the replacements and rehabilitation of bridges declared unsafe because of structural deficiencies, physical deterioration, or functional obsolescence.
255	Measure M	In November 2016, Los Angeles County voters approved Measure M, a 1/2 cent sales tax, to fund the improvement of traffic flow/safety, repair potholes/sidewalks, repave local streets, earthquake retrofit bridges; synchronize signals; keep transit fares affordable, expand rail/subway/bus systems, improve job/school/airport connections; and create jobs. These funds will go towards street and transit projects throughout the City.
256	Road Maintenance and Rehabilitation Account (RMRA)	The City receives revenue from the Road Repair and Accountability Act of 2017 (SB1). Eligible projects may include maintenance and rehabilitation, safety projects, railroad grade separations, traffic control devices and complete street components. These funds include a maintenance of effort (MOE) from the General Fund and/or other discretionary funding for street, road, and highway purposes at no less than the spending average of FY10, FY11, and FY12 (approximately \$1,450,000).
257	Active Transportation Program (ATP) Grant	ATP grants encourage active modes of transportation by increasing the proportion of trips accomplished by biking and walking, increasing safety and mobility for non-motorized users, advancing the active transportation efforts of regional agencies to achieve greenhouse gas (GHG) reduction goals, pursuant to SB 375 (of 2008) and SB 341 (of 2009), enhancing public health, and providing a broad spectrum of projects to benefit many types of active transportation users.
258	Measure W	On the November 2018 ballot, Los Angeles voters approved the Safe Clean Water Parcel Tax of 2.5 cents a square foot of “impermeable space.” Revenue generated from Measure W will be used to pay for regional and municipal projects that improve water quality, prepare for future drought, and provide community benefits such as parks or wetlands. It is anticipated that the funds will be used for storm water projects in compliance with the MS4 permit.
259	Prop 68	On June 5, 2018 California voters passed a general obligation bond pursuant to Division 45 of the Public Resources Code, relating to drought, water, parks, climate, coastal protection, and outdoor access for all programs.

CITY of GLENDORA CAPITAL PROGRAM

FUNDING SOURCE DESCRIPTIONS

Fund	Name	Description
321	Capital	The City Council adopted an ordinance creating a Capital Projects Fund pursuant to Section 53730 et seq, California Government Code. The only revenue source currently available to the Capital Projects Fund is the General Fund. In the event General Fund revenues exceed expenditures, the difference is transferred to the Capital Projects Fund at year end per reserve policy or another action of the City Council.
530	Water Capital	This 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 capital projects identified in the City's water master plan. Funding comes from a portion of the water rates charged customers.

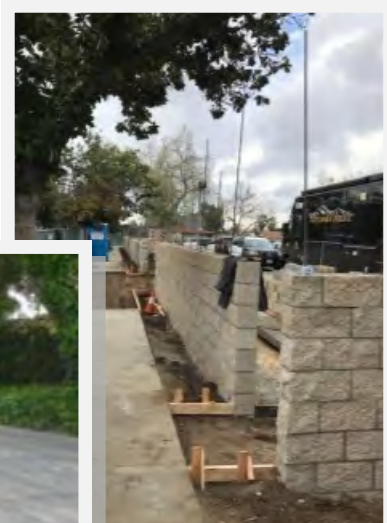
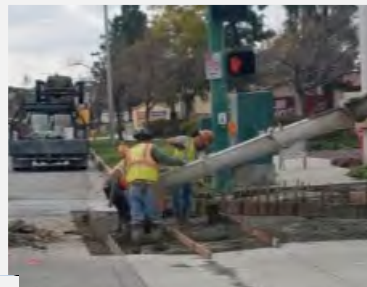
5 - YEAR CAPITAL IMPROVEMENT PROGRAM

The 5 - Year program provides a multiyear perspective of projects that have been identified by staff through the use of master plans, studies, maintenance issues and other sources. The list provides a future outlook of anticipated projects that need to be completed to keep up with the maintenance and replacement of public infrastructure. There are several studies and assessments included in the CIP that will provide a spending plan in future years.

Each year during the budget development process, staff will review and evaluate project priorities, available funding, and make the necessary adjustments to stay within the resources available. The plan is dynamic and will be adjusted as needed to meet critical needs, unforeseen events, concerns that involve public safety and health, or changes in funding. Projects listed in Year 1 and 2 of the CIP have been funded in the budget document.

The information is categorized by the following types of infrastructure improvements:

- Facilities
- Streets
- Storm Water
- Parks
- Water Transmission & Distribution
- Water Pumps & Boosters



CITY of GLENDORA

CAPITAL PROGRAM

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Description	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024	Total
<u>FACILITIES</u>						
City Hall Electrical Update	-	-	-	-	20,000	20,000
City Hall Signage	85,000	-	-	-	-	85,000
City Hall Council Chambers Upgrades	-	-	60,000	-	-	60,000
Big Dalton Day Camp Building	-	-	400,000	-	-	400,000
Bougainvillea's Design Assessment	-	-	20,000	264,500	-	284,500
Carlyle E. Linder Equestrian Bike Shelter	-	-	-	35,000	-	35,000
Finkbiner Park Asphalt Lot Replacement	-	73,000	-	-	-	73,000
Gladstone Park Mobile Stage	-	-	95,000	-	-	95,000
La Fetra Demo and Rebuild Exterior Stairs	15,000	-	-	-	-	15,000
La Fetra Electronic Partitions	-	18,000	-	-	-	18,000
La Fetra Shingle Replacement	-	40,000	-	-	-	40,000
Legion Building ADA Front Door Replacement	6,500	-	-	-	-	6,500
Legion Building, Youth Center, Scout Hut Lighting	-	-	-	25,000	-	25,000
Park Facilities Security Camera System	-	-	-	175,000	-	175,000
Park Facilities Security System	-	-	-	32,000	-	32,000
Pay n Play—Security Doors Installation	-	-	-	25,500	-	25,500
Scout Hut HVAC Replacement	-	-	-	18,000	-	18,000
Teen Center Gymnasium Sound Panel Replacement	-	-	110,000	-	-	110,000
Teen Center Front Counter Replacement	-	-	5,000	-	-	5,000
Teen Center Interior Painting	-	-	17,000	-	-	17,000
Teen Center Roof Replacement	-	-	-	60,000	-	60,000
Teen Center Restroom Partition Replacement	-	-	11,500	-	-	11,500
Youth Center ADA Bathroom Remodel	-	-	-	-	600,000	600,000
IT Workspace Remodel	40,000	-	-	-	-	40,000
Bidwell Roof Replacement	-	-	-	75,000	-	75,000
City Hall Exterior Painting—Library	-	-	-	-	75,000	75,000
Friends Room Automatic Door Replacement	-	-	-	15,000	-	15,000
Library Facilities and Space Usage Assessment	-	-	25,000	-	-	25,000
Library Fence for Generators	-	-	49,500	-	-	49,500

CITY of GLENDORA

CAPITAL PROGRAM

5-YEAR CAPITAL IMPROVEMENT PROGRAM (cont.)

Project Description	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024	Total
<u>FACILITIES (continued)</u>						
Library HVAC Boiler Replacement	-	-	225,000	-	-	225,000
Library HVAC Air Handlers	-	-	18,000	-	-	18,000
Library Lobby Tile Replacement	-	-	22,000	-	-	22,000
Library Main Floor Carpet Replacement	-	-	90,000	-	-	90,000
Library Rain Gutters Replacement	-	-	52,800	-	-	52,800
Library Sorter Replacement	-	-	-	50,000	-	50,000
Library Sump Pumps Replacement	-	-	-	10,000	-	10,000
Library Upper Lobby Roof Repairs	26,000	-	-	-	-	26,000
Library Security Camera System	-	-	60,000	-	-	60,000
Library Sound Proofing	-	-	7,000	-	-	7,000
Library Front Entrance and Plaza Shade Structures	-	-	-	125,000	-	125,000
Library Entrance Overhang Expansion	-	-	-	60,000	-	60,000
Library—Office Space for Administration	24,595	-	-	-	-	24,595
Transportation Center Roof Replacement	23,430	-	-	-	-	23,430
Police Dept. Lobby Automatic Doors	-	-	60,000	-	-	60,000
Police Locker Room Shower Remodel	-	-	17,000	-	-	17,000
Police Outdoor Locker Replacement	22,835	-	-	-	-	22,835
Police RFID Door Security	-	-	25,000	-	-	25,000
Police Station Office and Room Remodel	-	-	126,500	-	-	126,500
Police Situational/Surveillance Cameras	-	-	20,000	-	-	20,000
City Hall Carpet Replacement	-	-	33,000	-	-	33,000
City Hall Concrete Repair	-	-	27,500	-	-	27,500
City Hall Security Cameras	-	-	55,000	-	-	55,000
Citywide Electric Charging Station	-	-	-	25,000	-	25,000
Citywide ERP & Land Dev IT Assessment	75,000	-	1,000,000	-	-	1,075,000
Citywide Facility Assessments	50,000	-	-	-	-	50,000
Citywide Security Analysis and Implementation	100,000	300,000	300,000	-	-	700,000
Citywide Space Planning Assessment	50,000	-	-	-	-	50,000
Water - San Gabriel Plant and Water Yard Warehouse Roof Repairs	-	-	200,000	-	-	200,000
Street Yard Roof Repairs	-	-	52,000	-	-	52,000
Street Yard Asphalt Lot Replacement	-	-	40,000	-	40,000	80,000

CITY of GLENDORA

CAPITAL PROGRAM

5-YEAR CAPITAL IMPROVEMENT PROGRAM (cont.)

Project Description	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024	Total
<u>FACILITIES (continued)</u>						
Water Yard NPDES and Solar Design	-	-	-	750,000	-	750,000
FACILITIES Total	518,360	431,000	3,223,800	1,745,000	735,000	6,678,160
<u>PARKS</u>						
Gladstone Water Park w/Splash Pad	275,000	-	-	-	-	275,000
Teen Center Playground Replacement	-	-	-	-	133,000	133,000
Parks and Trails Master Plan	-	-	-	100,000	-	100,000
Urban Trail Greenway Network	310,000	1,644,000	-	-	-	1,954,000
PARKS Total	585,000	1,644,000	-	100,000	133,000	2,462,000
<u>STORM WATER</u>						
Regional Project - Runoff & Capture Clean Up	-	1,410,000	1,290,000	-	-	2,700,000
STORM WATER Total	-	1,410,000	1,290,000	-	-	2,700,000
<u>STREETS</u>						
Electric Vehicle Charging Infrastructure for Transit Fleet	-	-	94,820	-	-	94,820
Police Department Exit Gate	-	-	20,000	-	-	20,000
Citywide Pavement Evaluation Update	50,000	-	-	-	-	50,000
Bennett Avenue Street Resurfacing	-	760,000	-	-	-	760,000
Bonita Avenue and Dale Road Resurf.	185,000	-	-	-	-	185,000
CDBG Funded Tract Per Action Plan	130,764	47,016	195,000	205,000	215,000	792,780
Cossacks Place and Saint Vladmir Street Resurfacing	-	-	185,000	-	-	185,000
Cullen Avenue Street Resurfacing	170,000	-	-	-	-	170,000
Glendora Avenue Street Resurfacing	-	-	-	-	1,200,000	1,200,000
Cumberland, Palomar and Lone Hill, N/O Foothill Resurfacing	-	-	210,000	-	-	210,000
Lone Hill Avenue Street Resurfacing	-	1,405,000	-	-	-	1,405,000
Loraine Avenue Street Resurfacing	382,300	-	-	-	-	382,300
Pedestrian Crossing Enhancement by Elementary Schools	550,000	-	-	-	-	550,000
Puma Canyon and Buffalo Trail Street Resurfacing	-	-	-	350,000	-	350,000

CITY of GLENDORA

CAPITAL PROGRAM

5-YEAR CAPITAL IMPROVEMENT PROGRAM (cont.)

Project Description	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024	Total
<u>STREETS (continued)</u>						
Route 66 Street Resurfacing	-	-	1,520,000	910,000	-	2,430,000
Route 66 Street Resurfacing	-	180,000	-	-	-	180,000
Slurry Seal (Various Streets)	-	198,000	220,000	220,000	220,000	858,000
Stephora Avenue, Layman Avenue and Ghent Street Resurfacing	-	228,000	-	-	-	228,000
Sunflower Avenue Street Resurfacing	700,000	-	-	-	-	700,000
Valley Center Avenue Street Resurfacing	-	-	-	380,000	-	380,000
Washington Avenue Street Resurfacing	-	150,000	-	-	-	150,000
Westridge Avenue Street Resurfacing	-	120,000	-	-	-	120,000
Traffic Signal Enhancements	-	130,000	100,000	100,000	100,000	430,000
Traffic Signal Study	100,000	-	-	-	-	100,000
STREETS Total	2,268,064	3,218,016	2,544,820	2,165,000	1,735,000	11,930,900
<u>WATER PUMPS & BOOSTERS</u>						
Big Dalton Pump Station	1,000,000	-	-	-	-	1,000,000
Bluebird Booster & Distribution System	-	4,000,000	-	-	-	4,000,000
Hook Canyon Booster Station Generator Connection Panel	55,000	-	-	-	-	55,000
San Gabriel Plant Emergency Generator Power Load Reallocation and Management	330,000	-	-	-	-	330,000
Silent Ranch Boosters Upgrade	70,000	400,000	-	-	-	470,000
Water Yard Booster Pump Panel	170,000	-	-	-	-	170,000
WATER PUMPS & BOOSTERS Total	1,625,000	4,400,000	-	-	-	6,025,000
<u>WATER TRANSMISSION & DIST</u>						
Arrow Highway and Sunflower Watermain	550,000	-	-	-	-	550,000
Baseline Watermain	-	-	657,800	-	-	657,800
Bender, Carter, Santa Fe, Newburgh Watermain	2,212,600	-	-	-	-	2,212,600
Carrol and Myrtle Watermain	-	-	-	-	1,614,600	1,614,600
Colorado E/O Glendora Watermain	-	-	-	3,588,000	-	3,588,000

CITY of GLENDORA

CAPITAL PROGRAM

5-YEAR CAPITAL IMPROVEMENT PROGRAM (cont.)

Project Description	Year 1 FY 2020	Year 2 FY 2021	Year 3 FY 2022	Year 4 FY 2023	Year 5 FY 2024	Total
<u>WATER TRANSMISSION & DISTR</u> <u>(continued)</u>						
Colorado Watermain E/O Grand to Glendora Avenue	-	-	-	717,600	-	717,600
Cossacks Watermain	269,100	-	-	-	-	269,100
Country Club Reservoir #1 Rehabilitation	-	-	-	-	1,794,000	1,794,000
Cullen Watermain	209,300	-	-	-	-	209,300
Donnington Watermain	358,800	-	-	-	-	358,800
Englewild Canyon Reservoirs	-	-	-	500,000	-	500,000
Gordon Reservoirs Cathodic Protection	35,000	-	-	-	-	35,000
Hidden Springs Reservoir	-	-	1,750,000	-	-	1,750,000
Humphreys Way Watermain	-	-	-	-	1,136,200	1,136,200
Mauna Loa E/O Glendora Avenue Watermain	-	-	1,853,800	-	-	1,853,800
North Glendora Reservoir	-	-	-	-	750,000	750,000
North Gordon Reservoirs Coating	150,000	-	-	-	-	150,000
Oak Park Watermain at Crescent Glen	-	-	-	209,300	-	209,300
Route 66 Watermain	-	-	838,000	-	-	838,000
South Hills West Reservoir Study	-	50,000	-	-	-	50,000
Vosberg Well 7 Feasibility Study	70,000	-	-	-	-	70,000
WATER TRANSMISSION Total	3,854,800	50,000	5,099,600	5,014,900	5,294,800	19,314,100
CAPITAL PROGRAM TOTAL	8,851,224	11,153,016	12,158,220	9,024,900	7,897,800	49,085,160

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
Facilities			
City Hall Signage	<p>This project replaces existing, non-compliant, signage identifying various departments of City Hall, including rooms and spaces and instructional/directional signs with ADA compliant signs. The room identification signs will utilize Braille and raised lettering.</p> <p><i>Operational Impact: This project will allow for greater use of the facilities and departments that encompass the civic center by visually-impaired persons by implementing compliant signage. No other maintenance would be required.</i></p>	85,000	-
Finkbiner Park Asphalt Lot Replacement	<p>Project would include the demolition, preparation of land and the installation of a new asphalt parking lot measuring 13,500 square feet. New stripping will be performed for adequate ADA parking. Parking lot will also include a drywell on the property to comply with new NDPES regulations.</p> <p><i>Operational Impact: Replacement of the lot will extend its life as well as mitigate potential trip hazards to park visitors due to many breaks and holes. The stripping is no longer visible and cannot be done due to an unstable and uneven surface.</i></p>	-	73,000
La Fetra Demo and Rebuild Exterior Stairs	<p>Demolish and rebuild existing exterior stairs at the historical building. The stairs are deemed unsafe and unusable.</p> <p><i>Operational Impact: Reconstruction will extend the life of the building, as well as mitigate the safety concern. Normal maintenance of the structure would be required post-construction.</i></p>	15,000	-
La Fetra Electronic Partitions	<p>The La Fetra Center needs to replace both partitions in the Sage Room and the Oak/Elm Room. The current partitions have outdated panels that show wear and tear of time. The partitions currently open and close very slowly due to them aging, which results in more staff time spent between cleaning in between programs.</p> <p><i>Operational Impact: Replacement of the partitions would update the look of the facility as well as reduce staff time during daily processes, which include set up and tear down of rooms.</i></p>	-	18,000
La Fetra Shingle Replacement	<p>The La Fetra Center Expansion was built over 20 years ago and several of the wood shingles are missing while others need to be replaced.</p> <p><i>Operational Impact: The replacement of the damaged shingles would abate any potential damage during unforeseen weather instances. Additional normal maintenance costs are expected.</i></p>	-	40,000
Legion Building ADA Front Door Replacement	<p>The Legion building's ADA automatic front door is currently broken and needs replacement. It does not allow sufficient time for a handicapped individual to enter the building before it closes.</p> <p><i>Operational Impact: Replacement of the door will satisfy compliance requirements as well as extend the life of the building. Normal maintenance is anticipated in subsequent years.</i></p>	6,500	-

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
IT Workspace Remodel	<p>Update current workspace for increased effectiveness and efficiency of work performed. New workstations would modify the layout of the workspace providing a larger area for projects.</p> <p><i>Operational Impact: The new layout would enhance employee effectiveness and concentration on operations. There is no foreseeable maintenance other than normal cleaning.</i></p>	40,000	-
Library Upper Lobby Roof Repairs	<p>The existing roof at the Library over the server room, Development Office, staff lounge, and elevator is having problems with preventing moisture from seeping into the building and electrical panels.</p> <p><i>Operational Impact: Installing a PVC type roof material will last longer than conventional roofing extending the life of the roof. This will save money over time reducing repairs and future leaks</i></p>	26,000	-
Library—Office Space for Administration	<p>Project includes installation of partitions to create additional office space for Library administration/management team, purchase of technology and furniture to furnish space and make it functional.</p> <p><i>Operational Impact: Additional office space will be required for the new Library Services Manager and the needed transitional office space materials to meet the management team's needs. No future maintenance is anticipated with the exception of regular routine cleaning.</i></p>	24,595	-
Transportation Center Roof Replacement	<p>Replace roof at the Transportation Center due to the current condition of roof which results in persistent leaks in offices, conference room, and bathrooms.</p> <p><i>Operational Impact: This project will extend the life of the building as well as positively impact productivity of staff and mitigate any safety concerns involving water damage.</i></p>	23,430	-
Police Outdoor Locker Replacement	<p>The existing outside lockers store police officer and community service officer required/mandatory field equipment such as patrol bags, rain gear, files and folders. The existing lockers were installed around 1992. The new design will allow for better durability with grab handles and sealed locking systems.</p> <p><i>Operational Impact: Each year locking mechanisms break and the size and location have limited the number of lockers available. These new lockers are smaller in dimension which will allow for a higher number of available lockers to meet the growing personnel needs of the department for years to come.</i></p>	22,835	-

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
Citywide Assessments	<p>Project intent is to hire consultants to provide various assessments throughout the City to evaluate and implement a unified approach in regards to security measures, facility space usage, creating a strategic plan for future CIP facility projects, and implement an ERP system that best serves the City's needs. Projects are as follows:</p> <p style="padding-left: 40px;">Citywide ERP /Land Management IT Assessment Plan</p> <p style="padding-left: 40px;">Citywide Facility Assessment</p> <p style="padding-left: 40px;">Citywide Security Analysis And Implementation</p> <p style="padding-left: 40px;">Citywide Space Planning Assessment</p> <p>Operational Impact: <i>Because City facilities and departments are spread across the City, these assessments would create a unified approach to any inconsistencies identified by focusing on a combined projects rather than a single department or facility.</i></p>	<p style="padding-left: 40px;">75,000</p> <p style="padding-left: 40px;">50,000</p> <p style="padding-left: 40px;">100,000</p> <p style="padding-left: 40px;">50,000</p>	<p style="padding-left: 40px;">-</p> <p style="padding-left: 40px;">-</p> <p style="padding-left: 40px;">300,000</p> <p style="padding-left: 40px;">-</p>
Facilities Total		518,360	431,000
Parks			
Gladstone Water Park w/Splash Pad	<p>A splash pad is a dynamic, zero-depth aquatic play area that provides endless hours of fun for the entire family. The splash pad combines the sensations of different water movements—flowing, misting, and jetting—with diverse features for an unequaled aquatic play adventure. This 1,700 sq. ft play area would use domestic water which flows into a percolation tank - as opposed to going down the sewer. This would still use thousands of gallons per day, but the water would be percolated back into the water table. A shade structure would be included to cover the splash pad to keep it in a shaded area.</p> <p>Operational Impact: <i>The project would utilize the park's additional space. Normal park maintenance costs are anticipated.</i></p>	275,000	-
Urban Trail and Greenway Network	<p>The City Council accepted the award of the 2017 Active Transportation Program (ATP). The grant award totaled \$1,524,000 for FY19-20 for the construction of Phase II and III of the San Dimas Wash Urban Trail, with a required local match using Prop C funds.</p> <p>FY20 F211/Prop C:\$210,000; F257/ATP:\$ 100,000</p> <p>FY21 F211/Prop C:\$100,000; F257/ATP:\$1,524,000</p> <p>Operational Impact: <i>Create two-way striped paths for walking, biking, and rolling along the channel right-of-way and will connect neighborhoods to schools, parks, commercial corridors and small business districts.</i></p>	310,000	1,644,000
Parks Total		585,000	1,644,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
Storm Water			
Regional Project— Runoff & Capture Cleanup	In an effort to comply with 2012 MS4 Permit requirements, the City entered into the Upper San Gabriel River Enhanced Watershed Management Program (USGR EWMP) along with 7 other permittees. This project will be regional and is still being finalized. <i>Operational Impact: The storm water captured by construction of this project will help to recharge the Main San Gabriel Basin.</i>	-	1,410,000
Storm Water Total		-	1,410,000
Streets			
Citywide Pavement Evaluation Update	The evaluation will provide an update of our street and alley inventory, including pavement condition surveys, pavement distresses, structural capacity and roughness. It will include staff training to develop a work plan using prioritization techniques and review funding scenarios. This data will be used with our Pavement Management Program, Street Saver. <i>Operational Impact: This project will allow the City to maintain compliance with Prop C Local Return guidelines, which requires the City to inventory its streets every three years.</i>	50,000	-
Pedestrian Crossing Enhancement	This project will install pedestrian crossing enhancement devices at elementary schools within the City for safer crossing of students. The project is HSIP funded under Cycle 9, with an approved grant in the amount of \$250,000, with a local match of \$300,000. Project will be completed in two phases, between consultant design in FY 19-20 and construction in FY 20-21. <i>F234—HSIP: \$250,000, F255—MEASURE M: \$300,000</i> <i>Operational Impact: This project will create safer student crossing areas around elementary schools through enhanced pedestrian crossing devices. Normal routine maintenance is foreseen.</i>	550,000	-
Slurry Seal	The project involves the slurry seal of different City streets as part of ongoing capital improvement maintenance. <i>Operational Impact: Slurry seal will extend the life of the pavement approximately 5 years.</i>	-	198,000
Street Resurfacing	The work consists of grinding existing asphalt and resurfacing with up to 6" asphalt concrete or rubberized asphalt concrete and local pavement repairs. It includes replacing curb and gutter, curb ramps, adjusting manholes, replacing traffic loops and striping. <i>(continued on next page)</i>		

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
Street Resurfacing (continued)	<p>Projects are as follows with notation of any with multiple funding sources:</p> <p>Bennett Avenue—Barranca Ave. to Pennsylvania Ave. - 760,000</p> <p>Bonita Avenue and Dale Road N/O Arrow Highway 185,000 -</p> <p>CDBG Funded Tract Per Action Plan 130,764 47,016</p> <p>Cullen Avenue—Bennett Ave. to Foothill Blvd.: 170,000 - <i>F256—RMRA: \$130,000, F530—WATER: \$40,000</i></p> <p>Lone Hill Avenue—Route 66 to San Dimas Wash: - 1,405,000 <i>F211—Prop C: \$285,000, F221—STPL: \$1,120,000</i></p> <p>Loraine Avenue—Sierra Madre Ave. to Route 66: 382,300 - <i>F211—Prop C: \$32,300, 255—MEASURE M: \$250,000, F256—RMRA: \$100,000</i></p> <p>Route 66—Compromise Line to Amelia Ave. - 180,000</p> <p>Stephora Ave., Layman Ave., and Ghent St.: - 228,000 <i>F212—CDBG: \$188,000, F256—RMRA: \$40,000</i></p> <p>Sunflower Avenue—210 Freeway Onramp to Arrow Hwy 700,000 - <i>F256—RMRA: \$600,000, F530—WATER: \$100,000</i></p> <p>Washington Avenue—Bennett Ave. to North Cul-de-sac - 150,000</p> <p>Westridge Avenue—Bennett Ave. to North Cul-de-sac - 120,000</p> <p><i>Operational Impact: Resurfacing will extend the life of the pavement approximately 15 years. Delaying treatment to these streets will result in a more intensive pavement reconstruction.</i></p>		
Traffic Signal Enhancements	<p>Upgrade traffic signal controllers and equipment throughout the City. Exact locations to be identified in the traffic master plan.</p> <p><i>Operational Impact: The City's traffic signal and traffic control devices are aging and require upgrading, which will be identified in a future 5-year capital improvement plan.</i></p>	-	130,000
Traffic Signal Study	<p>City wide traffic signal inventory evaluation and creation of a 5-year traffic master plan for traffic signal upgrades and modernization.</p> <p><i>Operational Impact: The City's traffic signal and traffic control devices are aging and require upgrading, which will be identified in a new 5-year capital improvement plan. Further CIP costs are anticipated with implementation of the 5-year plan.</i></p>	100,000	-
Streets Total		2,268,064	3,218,016

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
Water Pumps & Boosters			
Big Dalton Pump Station	<p>Upgrade booster station to meet fire flow needs and add second booster to improve redundancy. Project includes new motor controls and is in-line with the Water Master Plan.</p> <p><i>Operational Impact: The project will ensure reliability of the water system operations.</i></p>	1,000,000	-
Blue Bird Pump Station	<p>Upgrade Boosters and motor control center to meet fire flow. Project includes replacing approximately 3,400 feet of old substandard (undersized) 6" water main. Project is identified in the Water Master Plan.</p> <p><i>Operational Impact: This equipment has outlived it's useful life and is due for replacement. This project will ensure reliability of the water system and operations.</i></p>	-	4,000,000
Hook Canyon Booster Station Emergency Connection Panel	<p>Install electrical panel with connectors and transfer switch to allow for connection of portable emergency generators. Project will make it possible to keep water in Zone 5 in the event of a power failure. Project is in-line with the Water Master Plan.</p> <p><i>Operational Impact: This project will ensure reliability of the water system and operations.</i></p>	55,000	-
San Gabriel Plant Emergency Generator Power Load Reallocation and Management	<p>San Gabriel Plant houses five booster pumps, four wells, one reservoir and other ancillary facilities. It is the major source of City's water system. The facility is served by Azusa Light & Power.</p> <p>The electrical of the existing emergency generator is not connected to all the components of the Plant. In case of power failure, all the wells and pumps cannot be operated.</p> <p>This project will upgrade and modify the existing electrical lines, cable and conduits. Create new panel(s), circuits, switch gears. This project will give the flexibility to add and subtract loads such as different combination of the pumps and wells to the emergency generator without exceeding the generator's maximum load capacity.</p> <p><i>Operational Impact: Connecting all the pumps, wells, other allied facilities by the emergency generator, will give the flexibility for different combinations of pump and well to operate to meet certain demand as needed in time of power failure by Azusa Light & Power.</i></p>	330,000	-
Silent Ranch Boosters Upgrade	<p>Upgrade boosters to meet fire flow needs outlined in the Water Master Plan.</p> <p><i>Operational Impact: This equipment has outlived it's useful life and is due for replacement. This project will ensure reliability of the water system and operations.</i></p>	70,000	400,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
Water Yard Booster Panel	<p>Electrical panel and motor control panel's for boosters 10, 11, 12, 13 & 14 are scheduled for replacement due to their age and safety concerns. The motor controls are over 35 years old. Project includes adding a transfer switch and electrical generator connectors.</p> <p><i>Operational Impact: This equipment has outlived it's useful life and is due for replacement. This project will ensure reliability of the water system and operations.</i></p>	170,000	-
Water Pumps and Boosters Total		1,625,000	4,400,000
Water Transmission and Distribution			
Water Main Replacement	<p>Recommended by the Water Master Plan, these projects will replace failing 60 year old 6-inch steel water mains along various streets within the City that have experienced numerous leaks. Scheduled projects are as follows:</p> <p style="margin-left: 40px;">Arrow Hwy—Greer to Sunflower—Juanita to Arrow Hwy</p> <p style="margin-left: 40px;">Bender, Carter, Santa Fe, Newburgh Area</p> <p style="margin-left: 40px;">Cossacks Ave.—Lawford to St. Vladimir</p> <p style="margin-left: 40px;">Cullen Ave.—Foothill Blvd. to Mt. View</p> <p style="margin-left: 40px;">Donnington Ave.—Calera to Barranca</p> <p><i>Operational Impact: Maintenance costs will decrease when the line is replaced. Staff will not need to repair leaks and breaks on a regular basis.</i></p>	<p>550,000</p> <p>2,212,600</p> <p>269,100</p> <p>209,300</p> <p>358,800</p>	-
Gordon Reservoirs Cathodic Protection	<p>Install cathodic protection systems on South Gordon Reservoirs 1&2 and North Gordon Reservoirs 1&2. Project covers a total of 4 Reservoirs.</p> <p><i>Operational Impact: During recent inspection, the north reservoirs revealed failures throughout the inside coating of the reservoirs and pitting in the steel at some location. Cathodic protection would extend the life of the reservoirs and prevent any further damage.</i></p>	35,000	-
North Gordon Reservoirs Coating	<p>Project consists of sand blasting and recoating North Gordon Reservoirs 1&2.</p> <p><i>Operational Impact: The tanks were just recently inspected. Inspection revealed failures throughout the inside coating of the reservoirs and pitting in the steel at some location. Cathodic protection would extend the life of the reservoirs and prevent any further damage.</i></p>	150,000	-

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	Year 1 FY 2020	Year 2 FY 2021
South Hills West Reservoir Study	<p>This project consists of a study to determine if the South Hills is still needed in Zone 1 and what repairs are necessary for it to remain in service. This project is identified in the Water Master Plan.</p> <p><i>Operational Impact: The project will ensure reliability of the water systems and its operations.</i></p>	-	50,000
Vosberg Well 7 Feasibility Study	<p>Well 7 is located in the City of Azusa and has been out of service for over 25 years due to ground water contamination. Per the Water Master Plan, this project will help staff determine the feasibility of a future ground water clean up project including design possibilities and grants.</p> <p><i>Operational Impact: This equipment has outlived it's useful life and is due for replacement. Project has potential to add reliability to the water system.</i></p>	70,000	-
Water Transmission and Distribution		3,854,800	50,000
Capital Program Total		8,851,224	11,153,016

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT SUMMARY REPORT

Summary by Project	Year 1 FY 2020 Budget	Year 2 FY 2021 Budget
208 - Asset Forfeiture		
Police Outdoor Locker Replacement	22,835	-
208 - Asset Forfeiture Total	22,835	-
209 - Prop A		
Transportation Roof Replacement	23,430	-
209 - Prop A Total	23,430	-
211 - Prop C		
Street—Lorraine Ave. Street Improvement	32,300	-
Street—Lone Hill Ave. Street Rehabilitation	-	285,000
Street—Route 66 Street Improvements	-	180,000
Urban Trail and Greenway Network	210,000	120,000
211 - Prop C Total	242,300	585,000
212 - CDBG		
CDBG Funded Tract Per Action Plan	130,764	47,016
Street—Bonita Ave. and Dale Rd.	185,000	-
Street—Stephora Ave., Lyman Ave., and Ghent St.	-	188,000
212 - CDBG Total	315,764	235,016
221 - STLP		
Street—Lone Hill Ave. Street Rehabilitation	-	1,120,000
221 - STLP Total	-	1,120,000
222 - Measure R		
Traffic Signal Study	100,000	-
222 - Measure R Total	100,000	-

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT SUMMARY REPORT

Summary by Project	Year 1 FY 2020 Budget	Year 2 FY 2021 Budget
234 - HSIP		
Pedestrian Crossing Enhancement by Elementary Schools	300,000	-
234 - HSIP Total	300,000	-
255 - Measure M		
Lorraine Ave. Street Rehabilitation	250,000	-
Citywide Pavement Evaluation Update	50,000	-
Pedestrian Crossing Enhancement by Elementary Schools	300,000	-
Slurry Seal	-	198,000
Stephora Ave., Layman Ave., and Ghent St.	-	40,000
Traffic Signal Enhancements	-	130,000
Westridge Ave. Street Rehabilitation	-	120,000
255 - Measure M Total	600,000	488,000
256 - RMRA (SB 1)		
Bennett Ave. Street Rehabilitation	-	760,000
Cullen Ave. Street Rehabilitation	130,000	-
Lorraine Ave. Street Rehabilitation	100,000	-
Sunflower Ave. Street Rehabilitation	600,000	-
Washington Ave. Street Rehabilitation	-	150,000
256 - RMRA Total	830,000	910,000
257 - ATP Grant		
Urban Trail and Greenway Network	100,000	1,524,000
257 - ATP Grant Total	100,000	1,524,000
258 - Measure W		
Regional Project—Runoff & Capture Cleanup	-	1,410,000
258 - Measure W Total	-	1,410,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT SUMMARY REPORT

Summary by Project	Year 1 FY 2020 Budget	Year 2 FY 2021 Budget
321 - Capital		
City Hall Signage	85,000	-
Finkbiner Park Asphalt Lot Replacement	-	73,000
La Fetra Demo and Rebuild Exterior Stairs	15,000	-
La Fetra Electronic Partitions	-	18,000
La Fetra Shingle Replacement	-	40,000
Legion Building ADA Front Door Replacement	6,500	-
IT Workspace Remodel	40,000	-
Library Roof Repairs	26,000	-
Library—Office Space for Administration	24,595	-
Citywide ERP & Land Management IT Assessment Plan	75,000	-
Citywide Facility Assessments	50,000	-
Citywide Security Analysis and Implementation	100,000	300,000
Citywide Space Planning Assessment	50,000	-
Gladstone Water Park w/Splash Pad	275,000	-
321 - Capital Total	747,095	431,000
530 - Water		
Cullen Ave. Street Improvement	40,000	-
Sunflower Ave Street Improvement	100,000	-
Big Dalton Pump Station	1,000,000	-
Bluebird Booster & Distribution System	-	4,000,000
Hook Canyon Booster Station Generator Connection Panel	55,000	-
San Gabriel Plant Emergency Generator Power Load Reallocation and Management	330,000	-
Silent Ranch Boosters Upgrade	70,000	400,000
Water Yard Booster Pump Panel	170,000	-
Arrow Highway and Sunflower Water main	550,000	-
Bender, Carter, Santa Fe, Newburgh Water main	2,212,600	-
Cossacks Water main	269,100	-
Cullen Water main	209,300	-

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT SUMMARY REPORT

Summary by Project	Year 1 FY 2020 Budget	Year 2 FY 2021 Budget
530 - Water (continued)		
Donnington Water main	358,800	-
Gordon Reservoirs Cathodic Protection	35,000	-
North Gordon Reservoirs Coating	150,000	-
South Hills West Reservoir Study	-	50,000
Vosberg Well 7 Feasibility Study	70,000	-
530 - Water Total	5,619,800	4,450,000
Grand Total	8,851,224	11,153,016

PROJECT SUMMARY BY FUND

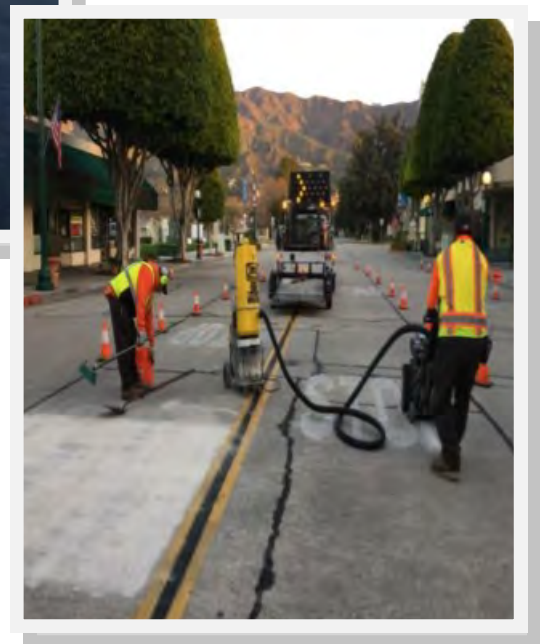
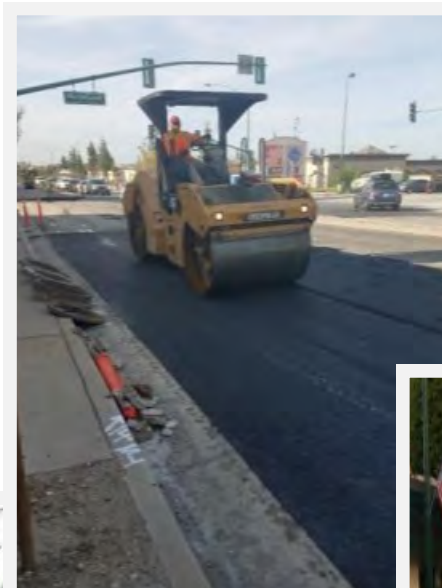
Summary by Fund	Year 1 FY 2020 Budget	Year 2 FY 2021 Budget
208 - Asset Forfeiture	22,835	-
209 - Prop A	23,430	-
211 - Prop C	242,300	585,000
212 - CDBG	315,764	235,016
221 - STLP	-	1,120,000
222 - Measure R	100,000	-
234 - HSIP	250,000	-
255 - Measure M	600,000	488,000
256 - RMRA	830,000	910,000
257 - ATP Grant	100,000	1,524,000
258 - Measure W	-	1,410,000
321 - Capital	747,095	431,000
530 - Water	5,619,800	4,450,000
Grand Total	8,851,224	11,153,016

CITY of GLENDORA CAPITAL PROGRAM

PROJECTS COMPLETED IN FY 2019

Project Name	Project Total Cost
Crosswalk at Valley Center and Oak Tree Drive RFBs	75,600
City Hall Public Works/Planning Remodel	235,134
Library Electrical Transformers	22,813
Bidwell Carpet/Curtain Replacement	73,578
Street—Alley Rehabilitation	264,029
Auto Center / Amelia Avenue Street Improvement	161,404
Equestrian Center ADA Bathrooms	217,831
Sierra Madre Reservoir Rehabilitation	2,153,036
Total	3,203,425

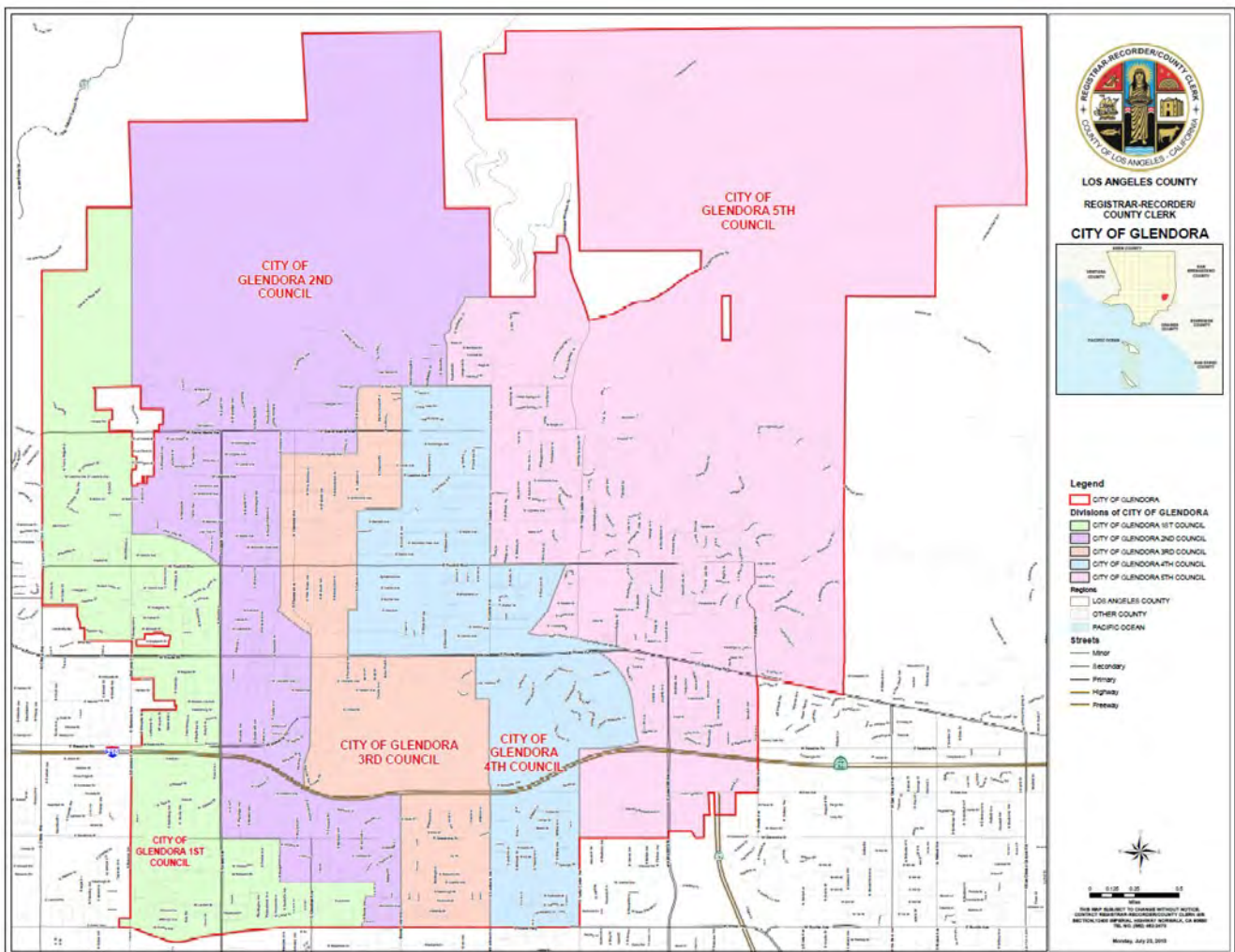
Note: Updated as of April 2019



CITY of GLENDORA LEGISLATIVE

City Council

Transition to District Elections will begin in 2020 and 2022



2020 Elections for Districts 2, 3 and 5

2022 Elections for Districts 1 and 4

The above map can be found on the City's website at www.cityofglendora.org/

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 for 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 Councilmembers are elected at-large to four-year terms. Beginning in March of 2020, the City Council will move to District Elections, for Districts 2, 3 and 5; District 1 and 4, will be elected in March of 2022. The Mayor, who is selected during the annual reorganization during the second meeting in March each year, presides over all Council meetings and is the ceremonial head of the City for official function. 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.

2018-19 MAJOR ACCOMPLISHMENTS

- After considerable review and a recommendation from the Planning Commission, approved the Arrow Highway Specific Plan which provides a new vision for the City's southern boundary at Arrow Highway.
- Conducted a wide ranging search and hired a new City Attorney and City Manager.
- At the recommendation of the Ad Hoc Citizens Advisory Committee, called a Special Municipal Election for Measure E; a 0.75% transaction and use tax that is expected to generate approximately \$4.1 million in FY2020 and approximately \$5 million per year thereafter. The Measure was passed by Glendora voters.
- At the most recent Strategic Planning Session adopted the Sixteenth and Seventeenth Strategic Plan and in the process adopted five new three year (2019 – 2022) strategic goals.
 - ◇ Increase financial stability and sustainability;
 - ◇ Enhance and modernize the organization;
 - ◇ Improve and maintain the city's infrastructure and facilities;
 - ◇ Implement strategic economic development; and
 - ◇ Enhance employee development and retention.
- Successor Agency approved a Purchase and Sale Agreement authorizing the sale of Site No. 4 of the Long Range Property Management Plan located at Route 66 and Parker Dr.
- Three Council Members served on appointments for the League of California Cities policy committees.

CITY of GLENDORA **LEGISLATIVE**

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Consider next action steps regarding pension obligation bonds. ✓

Review and consider recommended changes proposed by the Finance Department to a Citywide master fee schedule. ✓

Provide direction based on recommendations from the Public Works Department regarding the establishment of a maintenance and capital improvement program, including potential funding for the sewer system. ✓

Provide direction on the future use of the City-owned San Jose real property. ✓

Consider approval of a Station Area Plan prepared by the Community Development Department for the ¼ to ½ mile area surrounding the future Gold Line Station. ✓

Approve an Outreach/Education plan to address transitioning from an at-large to district election. ✓

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	129,980	121,000	121,000	121,083	123,184
531	Water Operating	31,278	31,900	31,900	31,810	32,032
Division Total		161,258	152,900	152,900	152,893	155,216

CITY of GLENDORA **LEGISLATIVE**

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	42,227	42,100	42,100	42,000	42,000
42110	Misc PERS	3,768	4,200	4,200	4,880	5,553
42111	PARS Retirement	950	1,100	1,100	945	945
42310	Employer Paid Benefits	46,119	47,200	47,200	46,794	46,794
42520	Workers Comp	1,715	1,800	1,800	1,774	1,774
51110	Office Supplies	192	200	200	-	-
51201.M	Legislative Advocacy	-	-	-	5,000	5,000
51201	Council Expenses	-	-	-	20,000	20,000
51780	Service Recognition	14,839	12,000	12,000	4,000	4,000
55320	Printing	683	1,500	1,500	-	-
55600	Training & Education	14,365	14,600	14,600	-	-
59801	Info Tech Charges	34,300	26,100	26,100	22,050	23,300
59807	Liability Ins Charges	2,100	2,100	2,100	5,450	5,850
Division Total		161,258	152,900	152,900	152,893	155,216

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51780	Service Recognition	Used to pay for community recognition awards. Prior years included employee recognition awards, now being reported in Human Resources.
51201	Legislative Advocacy & Council Expenses	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, and other factors.

CITY of GLENDORA LEGISLATIVE

CITY ATTORNEY - 4012

PROGRAM DESCRIPTION

The City Attorney acts as general counsel to the City Council and other City boards, committees, and commissions. The City Attorney also assists City staff in providing advice and direction related to the operation of the municipal government and is responsible for the review and preparation of resolutions, ordinances, contract services agreements and public works contracts. The City Attorney also acts as the City Prosecutor assisting staff in the enforcement of the Municipal Code.

The services of the City Attorney are provided via contract with the full service law firm of Aleshire & Wynder, LLP, which provides the City a full array of legal services, including labor relations, personnel matters, risk management matters, litigation by or against the City, and advising the Successor Agency to the former Community Redevelopment Agency of the City.

2018-19 MAJOR ACCOMPLISHMENTS

- Working with the Community Development Department, assisted with the development of local regulations to address recent State and Federal mandates, including responding to the Federal Communications Commission's Wireless Telecommunications Facility (WTF) rule making and recent State legislation addressing homelessness and housing issues.
- Assisted the City Council in hosting a "town hall" discussion of the California State Sanctuary laws, including coordinating presentations by representatives from the California Legislative Analyst's office and the Los Angeles County Sheriff's Department, and presenting a comprehensive report of the status or outcomes of the various law suits regarding these laws.
- Assisted City staff in an important code enforcement matter which resulted in a mandatory injunctive relief issued in favor of the City to redress and eliminate a long-standing series of life-safety municipal code violations.
- Assisted City staff in successful negotiations with various collective bargaining units resulting in new or extended Memoranda of Understanding.
- Assisted the Glendora Police Department in revising policies regarding the release of public records in response to recent State legislation.
- Represented Glendora Police Officers whom were required to provide testimony in various third-party litigation matters.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

CITY of GLENDORA LEGISLATIVE

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



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 watershed plan that the City of Glendora is partnering.

✓

Working with the City Manager's Office in assuring that the interests and rights of the City are fully protected during the "Gold Line" planning and implementation phases.

✓

Working with the Community Development Department, assist staff in complying with the ever changing "legal landscape" in State zoning and planning laws.

✓

Working with the City Clerk's Office to standardize, streamline, and train staff in the drafting, review, and implementation of contract services agreements and public works contracts.

✓

Working with the City Manager's Office, continue the review and up-date of the Glendora Municipal Code to reflect changes in State and Federal laws.

✓

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	414,943	489,290	492,290	553,000	569,745
209	Prop A Transit	-	3,000	3,000	3,000	3,000
290	Housing Authority	-	10,000	10,000	10,000	10,000
531	Water Operations	-	10,000	10,000	10,000	10,000
542	Liability Insurance	-	30,000	30,000	30,000	30,000
Division Total		414,943	542,290	545,290	606,000	622,745

CITY of GLENDORA LEGISLATIVE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
55200	Legal Services	351,214	298,000	298,000	328,000	336,250
55200.3	Personnel Matters	816	18,000	18,000	18,000	18,540
55200.31	Labor Negotiations	5,800	20,000	20,000	30,000	30,900
55200.4	City Council	11,479	65,000	65,000	65,000	66,950
55200.41	City Manager	1,176	18,000	18,000	18,000	18,540
55200.51	Police	12,274	18,000	18,000	40,000	41,200
55200.6	Planning	24,144	12,000	12,000	12,000	12,360
55200.61	Code Enforcement	6,921	65,000	65,000	65,000	66,950
55200.62	Successor Agency	-	4,000	1,000	4,000	4,120
55200.65	Public Works	-	4,545	4,545	4,000	4,545
55200.67	NPDES	144	5,000	5,000	5,000	5,000
55200.7	Library	975	13,000	13,000	13,000	13,390
55200.75	Community Services	-	4,745	4,745	4,000	4,000
Division Total		414,943	545,290	542,290	606,000	622,745

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.

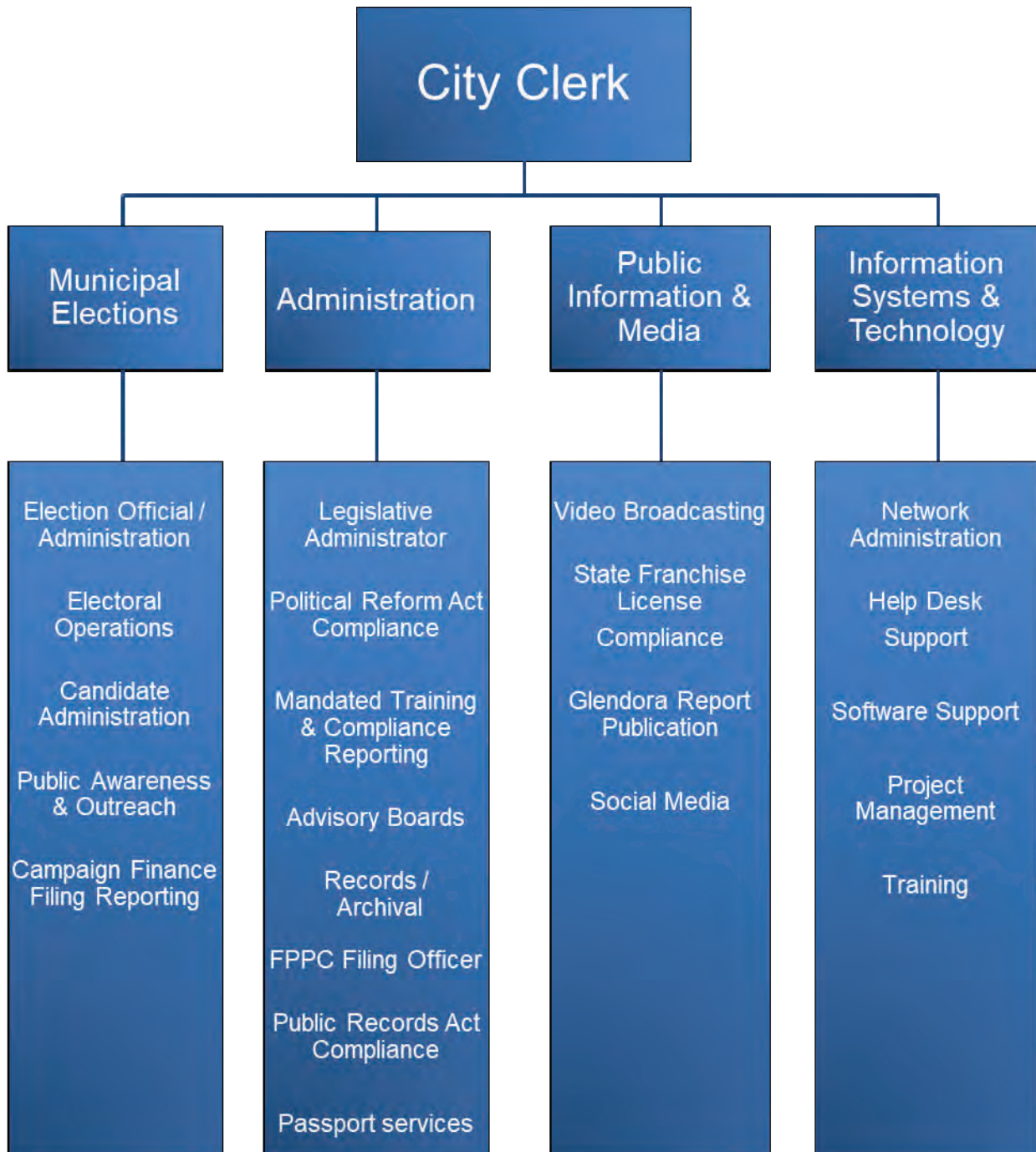
CITY of GLENDORA LEGISLATIVE



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CITY of GLENDORA CITY CLERK

ORGANIZATIONAL CHART



CITY of GLENDORA

CITY CLERK

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Full-Time Positions					
City Clerk / Communications Director	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk / Records Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00	1.00
Sr. Office Assistant	1.00	-	-	1.00	1.00
Media Specialist	1.00	1.00	1.00	-	-
Digital Medial Specialist	-	-	-	2.00	2.00
Info. Tech. Manager	-	-	-	1.00	1.00
Info. Systems Tech. Supervisor	-	-	-	2.00	2.00
Info. Systems Tech. Analyst	-	-	-	3.00	3.00
Part-Time Positions					
Office Aide III	0.50	0.50	0.50	-	-
Total Full-Time	4.00	4.00	4.00	12.00	12.00
Total Part-Time	0.50	0.50	0.50	-	-
Total Department FTE	4.50	4.50	4.50	12.00	12.00
Fund					
001—General Fund	N/A	N/A	N/A	4.18	4.18
531—Water Operations	N/A	N/A	N/A	0.69	0.69
548—Technology	N/A	N/A	N/A	7.13	7.13
Total Department FTE by Fund				12.00	12.00

CITY of GLENDORA CITY CLERK

ADMINISTRATION DIVISION - 4010

PROGRAM DESCRIPTION

The City Clerk's Department administers democratic processes such as, access to city records and all legislative actions, while ensuring transparency to the public. The Department ensures that all City Council actions are properly executed, recorded and archived, and serves as a compliance and filing officer.

Specific activities include:

- **Legislative Administration** – Provides legislative support through accurate and timely documentation and access to the legislative process of the City Council in compliance with State and municipal requirements.
- **Records Management** – Preserves and protects the official records of the City for administrative departments and the public so that they may be guaranteed timely access to information and the legislative process.

2018-19 MAJOR ACCOMPLISHMENTS

- Inventory and review of City's Administrative Policies was completed.
- Transition of the main telephone line from Police Department to the Library
- In coordination with the Library, centralized resident request for information to Library information kiosk.
- In collaboration with the City Attorney, standardized City Contract templates.
- Created a Board and Commission Handbook for City Council appointees.
- New Staff Report format created to increase transparency and information provided to the City Council and the public.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES						
Upgrade City's Agenda Management System to OnBase ECM Government Solutions Legislative Management System.	✓					
Implement Electronic Records Retention Management System to ensure timely and consistent retention and destruction of electronic records and data.			✓			
Develop centralized Transparency Portal.	✓					
Research the feasibility of centralizing public records request and utilizing electronic system to manage.	✓					
Update of the City Council and Administrative policies.	✓					
Develop a Board and Commission recruitment video.						✓

CITY of GLENDORA

CITY CLERK

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated	FY 2021 Projected
Agendas and packets prepared:						
Posted within mandated timeframes	%	Efficiency	100%	100%	100%	100%
Average number of days posted prior to meeting	#	Workload	n/a	7 days	7 days	7 days
Minutes Prepared:						
Average number of days required to prepare meeting minutes	#	Efficiency	n/a	7 days	7 days	7 days
Statement of Economic Interest reports processed:						
Filed by established deadlines	#	Workload	133	133	140	117
Posted to City's website within two working days of receipt	%	Efficiency	100%	100%	100%	100%
Public Records Acts Requests:						
Average number of days needed to respond.	#	Effectiveness	n/a	7.5	7.5	7.5
Requests resolved within 72 hours	#	Effectiveness	44	50	64	74
Requests resolved by on-line resources	#	Effectiveness	50	60	65	70
On-line Services						
Visits to Glendora Meeting/Video	#	Effectiveness	7042	7000	8500	9000
Visits to Glendora Documents	#	Efficiency	1803	2000	2500	2750
Subscribers utilizing RSS feed	#	Efficiency	630	657	709	799

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	327,647	399,590	398,400	414,252	426,178
531	Water Operating	76,033	99,590	99,200	112,560	117,370
548	Technology	-	-	-	28,902	30,399
Division Total		403,681	499,180	497,600	555,714	573,948

CITY of GLENDORA CITY CLERK

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	183,898	233,000	233,000	261,420	269,262
41120	Overtime	905	-	-	5,600	-
41210	Part Time	10,224	14,600	14,600	-	-
41360	Vehicle Allowance	3,078	3,100	3,100	3,060	3,060
42110	Misc PERS	40,998	60,700	60,700	75,576	86,005
42111	PARS Retirement	383	600	600	-	-
42290	Flex Benefit	21,989	31,500	31,500	35,301	36,360
42310	Employer Paid Benefits	3,913	5,200	5,200	5,816	5,991
42520	Worker Comp	1,663	2,000	2,000	2,267	2,335
45100	Temporary In Lieu of Perm	4,060	-	-	-	-
51110	Office Supplies	4,191	5,000	5,000	5,000	5,000
51500	Equipment Parts	4,045	1,500	1,500	3,000	3,000
51560	Operating Leases	20,591	30,600	33,780	33,500	35,000
55310	Advertising	17,446	14,000	14,000	14,000	14,000
55320	Printing	1,453	2,200	2,200	2,200	2,200
55340	Postage	1,257	1,400	1,800	1,800	1,800
55400	Dues & Memberships	1,399	1,400	1,640	2,575	2,575
55600	Training & Education	7,307	7,400	8,400	14,400	14,400
59100	Contract Services	32,680	49,400	46,160	49,400	49,400
59801	Info Tech Charges	30,600	22,300	22,300	29,000	30,900
59807	Liability Ins Charges	11,600	11,700	11,700	11,800	12,660
Division Total		403,681	497,600	499,180	555,714	573,948

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
55600	Training	Training seminars, conferences, and other meetings that provide staff the opportunity to be involved in regional and state issues that impact the City. The increased budget allows for additional technical training and Notary training.
59100	Contract Services	Contract services includes the city-wide records management program, updating/maintaining municipal code website, and NetFile.
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.

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. The Glendora General Municipal Election is held in March of even-numbered years. In March 2020 the City will begin its transition to district elections (District 2, 3 and 5), with the completion to district elections in 2022 (District 1 and 4). The Elections Services Division administers the City's municipal elections and related activities for candidates and voters so that they may be guaranteed fair and impartial elections in compliance with State and municipal requirements.

Specific activities include:

- **Candidate Administration** – Assist candidates, electors and other groups understand nomination and other compliance requirements, so they may effectively participate in the electoral process.
- **Public Awareness and Outreach** – Increase public awareness and understanding of the election process and the transition from at-large elections to district elections. Provide 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.

2018-19 MAJOR ACCOMPLISHMENTS

- Developed informational webpage with an interactive map to assist residents in locating their election district, as well as informational packets for mailing, when requested.
- Received and processed 66 campaign reports by mandated deadlines resulting in 100% compliance.
- Voter-Outreach Initiative conducted in conjunction with YES GOV educational program to engage High School students in registering to vote, utilization of smart voting and increase voter turnout.
- Conducted March 5, 2019, Municipal Election for Measure E (Transactions and Use Tax).
- Registered Voter turnout for March 2019 election of 6,597 (20.78%).

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

CITY of GLENDORA CITY CLERK

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Redesign Election Webpage(s) to address transition to District Elections.

✓

Develop a Plan for campaign resources to address changes relating to the transition from At-Large Elections to By-District Elections by July 2019 including updated web information, and campaign handbook.

✓

In collaboration with the Community Services Department and Glendora Public Library, create and implement a Voter-Outreach program.

✓

In collaboration with Glendora's Transportation Division, assess the feasibility of implementing a "Voter Transportation Program" for the March 2020 Election.

✓

Develop a Candidate Boot Camp for the March 2020 Election to disseminate information and resources to individuals interested in running for Glendora City Council.

✓

Research the feasibility of hosting a candidate forum for March 2020 Election.

✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Campaign Disclosure Statements notification and filing requirements are met:	#	Workload	66	36	36
Filed by established deadlines.	%	Efficiency	100%	100%	100%
Posted to City's website within 2 working days hours of receipt.	%	Efficiency	100%	100%	100%
Voter Outreach and Activities	#	Workload	1	1	2

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	14,349	441,000	449,000	99,300	9,000
Division Total		14,349	441,000	449,000	99,300	9,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51110	Office Supplies	-	5,000	5,000	5,000	2,000
55310	Advertising	-	15,000	2,000	3,000	500
55320	Printing	-	-	2,000	1,500	500
55600	Training & Education	-	5,000	-	5,000	5,000
59100	Contract Services	14,349	416,000	440,000	84,800	1,000
Division Total		14,349	441,000	449,000	99,300	9,000

CITY of GLENDORA

CITY CLERK

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
59100	Contract Services	Charges related to municipal election costs which include Election Consulting Services, Translation Services and contracting with Los Angeles County.

CITY of GLENDORA CITY CLERK

PASSPORT SERVICES - 4015

PROGRAM DESCRIPTION

The City Clerk's Department is a designated Passport Acceptance Agency, authorized by the U.S. Department of State to accept Passport applications. We provide walk-in passport services Monday through Thursday from 8:00 a.m. to 3:00 p.m., except holidays and Fridays by appointment only. The program is a full-service passports operation, including processing of new applications, renewal applications, forms, and photos.

- First Time Applicants
- Self-Renewals
- Passport Photos

2018-19 MAJOR ACCOMPLISHMENTS

- Attained City Council approval to become a Passport Acceptance Agency.
- Completed training of staff to launch Passport services by July 2019.
- Developed information page on the city webpage.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Implement initial phase of the Passport Program and provide progress report to City Council.



Develop a staff guideline for passport processing.



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
Passport applications accepted	#	Workload	N/A	N/A	500	700
New passport applications received	#	Workload	N/A	N/A	200	300
Renewal applications received	#	Workload	N/A	N/A	300	400
Passport photos processed	#	Workload	N/A	N/A	550	750

CITY of GLENDORA CITY CLERK

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	-	12,000	12,000	60,433	64,617
Division Total		-	12,000	12,000	60,433	64,617

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	-	-	-	27,616	28,444
42110	Misc PERS	-	-	-	8,021	9,128
42290	Flex Benefit	-	-	-	7,140	7,354
42310	Employer Paid Benefits	-	-	-	917	944
42520	Workers Comp	-	-	-	239	247
51500	Equipment Parts	-	3,500	3,500	2,000	2,000
51550	Photographic Supplies	-	500	500	2,000	4,000
55310	Advertising	-	1,500	1,500	6,000	6,000
55340	Postage	-	6,500	6,500	6,500	6,500
Division Total		-	12,000	12,000	60,433	64,617

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased. Passport revenues are expected to cover the increased compensation costs.
51500	Equipment Parts	Parts and materials related to the repair and maintenance of passport equipment. This will include items such as keyboards, mice, camera's, backdrop, cables and other related items.
51550	Photo Supplies	Costs directly related to camera supplies.
55310	Advertising	Cost of media and news advertising for initial launch of program.
55340	Postage	Mailing costs for processing passports at the Department of State.

CITY of GLENDORA CITY CLERK

INFORMATION TECHNOLOGY DIVISION - 4019/4032

PROGRAM DESCRIPTION

The Information Technology (IT) Division provides centralized information technology and technical service to all departments and divisions within the City of Glendora. IT supports and provides enterprise-wide integrated system solutions to ensure the efficient utilization of technology resources and investments, serves as a technical consultant for all of the City's technological needs, manages the City's technology Infrastructure, applications, and wireless communications. The Information Technology Division strives to maintain the highest level of reliable service to the City Departments and the Community, by providing secure, proven, innovative technologies that enhance operational efficiencies while providing convenient access to government information and services for citizens, visitors and businesses.

Specific activities include:

- Network/Operations – Manages City's data centers and networks to support effective communication and collaboration and systems standards and policies for connected computing environments and develops solutions that allow external organizations to securely access the corporate network.
- Applications and Hardware Support – Provides technology assistance to internal customers, set up hardware and software, troubleshoot technical issues and perform root cause analysis to reduce instances of technical problems.
- Security – Responsible for defining, communicating and enforcing technology-related policies, standards and procedures, while mitigating risk related to internal and external data breaches and cyber attacks
- Administration – Oversees IT initiatives to ensure that all technology-related projects run smoothly and align with overall City's strategy, research and make recommendations on technology-related improvements.

2018-19 MAJOR ACCOMPLISHMENTS

- Presented results of the IT Assessment to City Council.
- Police Vehicle communication and computer systems to a secure cellular 4G network capability.
- City-wide Orbacom Panic Button replacement.
- Network switching equipment replacement.
- Assignment of independent network for all Police Department computer workstations.
- Pentamation ERP upgrade to Central Square Finance/Community Plus
- Mitel Phone systems upgrade, server migration, and phone service consolidation.
- Replaced Data Center Halon fire suppression system with new, clean air NOVEC system.
- Expanded public WIFI access to all city owned buildings funded by a Corporation for Education Network Initiatives in California (CENIC) broadband initiative.
- Transition to city-wide Microsoft Enterprise Agreement

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

CITY of GLENDORA CITY CLERK

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Develop a city-wide security awareness training program			✓
Establish annual security audit/penetration testing			✓
Analyze City software system utilization and best practices to assign I.T. and Departmental roles and responsibilities.	✓		
Standardize systems and software utilized city-wide.		✓	
Develop an IT systems user training program plan and budget to ensure appropriate user trainings and address training needs.			✓
Review and analyze current IT Infrastructure to ensure system reliability and accessibility.		✓	
Review mobile (Field-Based) software and equipment to ensure optimal performance		✓	
Development of IT Action Plan	✓		

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
PCs and Tablets Supported	#	Workload	352	359	367	372
Maintenance / Support Requests	#	Workload	1450	1400	2100	2200
Service Requests response times:						
Low/Medium Requests—resolved within two working days	%	Efficiency	n/a	n/a	95%	97%
High Requests—resolved within one working day			n/a	n/a	95%	97%
Critical Requests—resolved within four hours			n/a	n/a	95%	97%

CITY of GLENDORA

CITY CLERK

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
548	Technology	1,393,644	1,691,311	1,542,828	1,933,174	1,997,194
Division Total		1,393,644	1,691,311	1,542,828	1,933,174	1,997,194

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	363,963	476,400	476,400	592,382	610,154
41120	Overtime	4,381	5,500	5,500	10,000	10,000
42110	Misc PERS	81,929	119,200	119,200	172,057	195,801
42290	Flex Benefit	55,924	71,500	71,500	82,719	85,200
42310	Employer Paid Benefits	8,972	12,400	12,400	15,638	16,107
42520	Workers Comp	3,069	4,000	4,000	5,136	5,290
51110	Office Supplies	647	1,000	1,000	1,500	1,500
51500	Equipment Parts	28,928	65,000	60,000	68,000	68,000
51500.60	Software	13,043	10,000	10,000	15,000	15,000
55400	Dues & Memberships	160	4,000	3,000	4,000	4,000
55600	Training & Education	1,020	11,796	10,000	30,000	30,000
56100	Building Maintenance	24,650	-	-	-	-
57050	Phone	178,409	160,000	160,000	153,000	153,000
57050.10	Cellular Phones	43,623	50,000	45,000	55,000	56,500
57055	Internet	29,463	40,000	35,000	48,100	48,100
59100	Contract Services	74,993	98,366	70,000	70,000	40,000
59100.60	Software Maintenance	338,176	357,000	383,000	432,242	559,542
59100.61	Network Maintenance	4,983	7,000	6,828	39,400	50,000
72000	Capital Outlay	2,000	147,950	35,000	79,000	-
72000.10	Computers	102,968	40,200	25,000	51,000	35,000
72000.12	Network Equipment	28,622	6,000	6,000	5,000	10,000
72000.13	Printers	3,721	4,000	4,000	4,000	4,000
Division Total		1,393,644	1,691,311	1,542,828	1,933,174	1,997,194

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. Increased costs include reorganization staffing changes.
57050	Phones	City-wide phone costs are paid from this account to provide more efficiency in the management of the phone contract. Better contract prices resulted in reduced costs.
57050.10	Cellular Phones	City-wide cell phone costs are paid from this account to provide more efficiency in the management of the cell phone contracts consistency with the use of technology, and better contract prices.
59100	Contract Services	Contracts with third parties for projects that include the installation of equipment or software for infrastructure based on existing project backlog and/or requests from departments requiring additional expertise and customer service.
59100.60	Software Maintenance	City-wide software licenses such as the financial and permitting software, annual maintenance, updates and functionality throughout the year. Includes new time keeping software.
59100.61	Network Maintenance	Annual maintenance costs associated with maintaining the network and ensuring functionality through the year.
72000	Capital Outlay	Capital outlay covers ongoing replacements of servers, desktop computers, network equipment and printers.

CITY of GLENDORA

CITY CLERK

PUBLIC INFORMATION & MEDIA DIVISION - 4102

PROGRAM DESCRIPTION

The City Clerk's Public Information and Media Services Division leads the standardization and telling of Glendora's story through its communications and public information efforts, coordinates the City's KGLN Cable Television (governmental programming), leads the creation of original productions and the creation of a centralized information hub and brand standard centralization across City Departments and Divisions.

- Public Information – Performs professional marketing work, communicates through many types of media, and coordinates information flow to the public on a broad range of programs, activities, and services so the public receives accurate, timely and consistent information.
- KGLN Cable Television/Government Access Channel – Administers City's government access cable television station to provide government related information, events, programs and services. Ensures compliance with AB 2987 and Federal regulations pertaining to cable and video operations.
- Marketing and Brand Standard – Develop Brand Standards for the City of Glendora, coordinate and plan campaigns to present information, develop communications material and promote broad range of events and services to ensure efforts are focused, consistent, recognizable, and results-driven.
- Media – Coordinate 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. Utilizes multiple digital platforms to connect with the community on a wide array of topics to provide a welcoming resource for the community to learn, engage and provide input.
- City Website – Create and maintain City's website to ensure consistent design layout of the site and ensure site usability.

2018-19 MAJOR ACCOMPLISHMENTS

- Implemented service contract for maintenance of all Council Chamber and Bidwell Audio/Visual systems and equipment.
- Produced short film highlighting Glendora Library's 2018 Strategic Plan and Vision for the future of the Library.
- Launched live streaming of City events, such as Glendora Christmas Parade, Library Great Trivia Challenge, via the City's social media platforms.
- In collaboration with Glendora Library, Glendora Police Department, and IT Division coordinated the transition of the main City Hall telephone line from the Police Department to the Library.
- Brand Standardization Committee was formed to standardize City's marketing of services, programs and events, standardize and strategize how best to communicate with diverse clientele and address changing trends.
- Adopted Ordinance relating to custody and use of City seal and other insignia to ensure that the City seal and logos are appropriate utilized and to remove potential ambiguity regarding use by third-parties.
- In collaboration with the Glendora Library, established an E-Government information kiosk for public use at the Glendora Library.

CITY of GLENDORA CITY CLERK

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Develop a marketing plan for Passport Program services.	✓	
Conduct a feasibility assessment to restructure and improve the City's website user interface.	✓	
Develop a marketing plan for recruiting for City Council appointed Boards and Commissions.	✓	
Develop external communications strategies and recommended resources for Council for consideration.	✓	
Research and present an outline to City Manager regarding the development of an Internship Program		✓
Develop an online training strategy for website maintenance and updating that aligns with Organization and Employee Needs.		✓
Implement streaming of all public meetings in high definition audio/video via OnBase Government Solutions.	✓	
Produce a new employee orientation video for use during City employee orientations.		✓
Conduct feasibility assessment of broadcasting and streaming live from Library Bidwell Forum.	✓	
Expand the City's video programming by utilizing City's website, cable channel and social media platforms for production of new content highlighting City events, programs and services.	✓	
Develop and implement a video retention policy		✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Go, Glendora! Broadcasts	#	Workload	6	6	6	6
Media Promotional Videos	#	Workload	10	10	12	12
Special Events						
Broadcasted KGLN	#	Workload	10	12	15	15
Social Media Promoted	#	Workload	60	63	75	75

CITY of GLENDORA

CITY CLERK

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	128,680	137,600	134,600	130,787	136,183
230	PEG	36,974	86,743	86,983	84,200	78,500
Division Total		165,655	224,343	221,583	214,987	214,683

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	55,374	54,000	54,000	63,913	65,831
41120	Overtime	1,420	-	-	-	-
42110	Misc PERS	12,339	13,500	13,500	18,564	21,125
42290	Flex Benefit	12,674	12,600	12,600	12,600	12,978
42310	Employer Paid Benefits	1,626	1,800	1,800	2,076	2,138
42520	Worker Comp	448	500	500	554	571
51200	Division Supplies	2,555	36,443	36,443	3,500	3,500
51500	Equipment Parts	5,696	10,000	10,000	10,000	10,000
55320	Printing	23,100	30,500	30,500	24,500	24,500
55340	Postage	18,000	21,000	18,000	4,950	4,950
55600	Training & Education	80	6,000	6,000	6,000	6,000
57060	Cable TV Service	1,143	1,500	1,740	1,800	1,800
59100	Contract Services	-	4,500	4,500	4,500	4,500
59801	Info Tech Charges	27,500	28,300	28,300	40,400	42,700
59807	Liability Ins Charges	3,700	3,700	3,700	3,630	4,090
72000	Capital Outlay	-	-	-	18,000	10,000
Division Total		165,655	224,343	221,583	214,987	214,683

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.
51200	Division Supplies	Upgrades and costs associated with the audio visual and technology needs in the Council Chambers and/or Bidwell Forum.
55340	Postage	Covers postage for various public information documents. Costs were reduced in the new Two-Year Budget based on the change in distribution and publication strategy of the Glendora Report.
59100	Contract Services	Costs include license fee, maintenance & service contracts, and Cable TV projects, rentals, etc .
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.
72000	Capital Outlay	PEG funded media and/or public information project needs.

CITY of GLENDORA

CITY MANAGER

ORGANIZATIONAL CHART



CITY of GLENDORA

CITY MANAGER

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	-	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Part-Time Positions					
Administrative Intern	0.32	0.32	0.32	-	-
Total Full-Time	3.00	3.00	3.00	2.00	2.00
Total Part-Time	0.32	0.32	0.32	-	-
Total Department FTE	3.32	3.32	3.32	2.00	2.00
Fund					
001—General Fund	N/A	N/A	N/A	1.45	1.45
285—Affordable Housing	N/A	N/A	N/A	0.05	0.05
290—Housing Authority	N/A	N/A	N/A	0.10	0.10
531—Water Operation	N/A	N/A	N/A	0.40	0.40
Total Department FTE By Fund				2.00	2.00

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 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.

2018-19 MAJOR ACCOMPLISHMENTS

- Working with the Ad-Hoc Citizen's Advisory Committee, Finance Department, City Clerk Department and the City Council brought forward Glendora's Measure E ballot measure which was approved by Glendora voters.
- Working with the Successor Agency to the Glendora Community Redevelopment Agency (CRA) and the Planning Department;
 - ◇ Marketed and drafted a purchase agreement for the sale of former CRA property consisting of three parcels on Parker and Route 66 for their development consistent with the updated Route 66 Specific Plan.
 - ◇ Marketed and negotiated the sale of former RDA property consisting of two parcels at Amelia and Route 66.
- Coordinated with the Successor Agency to the Glendora Community Redevelopment Agency (RDA) on implementation of the Long Range Property Management Plan and selling the two remaining properties.
- Combined the Glendora Report with the Community Services Recreation Guide and expanded on marketing opportunities for Glendora businesses to increase cost efficiency and support of Glendora businesses.
- In alignment with the City's Strategic Goal to Enhance and Modernize the Organization, presented a reorganization strategy to City Council relocating divisions among departments for enhanced efficiency.
- Implemented an "Ask the City" program with the Chamber of Commerce in order to help facilitate communication between the City and the local business community.
- Selected as Chair of the Gold Line Technical Advisory Committee.
- Selected as a representative of the San Gabriel Council of Government's City Manager Steering Committee.
- Working with Finance and Human Resources, negotiated bargaining agreements with the City's employee groups: AFSCME (General Unit), Police Officers Association, and Management.
- Moved the City towards preparation of a two-year budget for FY 2019-2020 and FY 2020-2021.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

CITY of GLENDORA

CITY MANAGER

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Provide the City Council with an update on fiscal viability of Strategic Planning objectives.

✓

With input from the Executive Team, create an incentive program for staff input regarding organizational effectiveness and cost savings and present to the City Council for consideration.

✓

Implementation of the reorganizational plan for city departments and services.

✓

Review and make recommendation for the creating and implementation of a successful City-Wide performance management process to ensure optimal organizational performance.

✓

✓

Present to the City Council the results of the assessment of the City's technology status.

✓

Work with all departments to review the City's various policies and procedures.

✓

Continue to coordinate with the planning and preparation for the Gold Line extension through Glendora, ensuring Glendora's best interests are heard and considered.

✓

Working with the Community Development Department and Public Works Department review the list of city owned properties and facilities and prepare a strategy for most efficient use and/or development opportunities.

✓

Hold meetings with department employees to review the City's Strategic Plan and discuss implementation of the Strategic Plan into each Department's work plan.

✓

Working with the Executive Team, evaluate a gap analysis for departmental and employee training, including funding sources.

✓

Strategic Plan oversight of adopted objectives. The Strategic Plan objectives will be reviewed and updated with new objectives established for completion ever six months with four Strategic Plans carried out within the next two years.

✓

Work with Finance and Human Resources department on long-term contracts with the City's represented employee groups

✓

CITY of GLENDORA

CITY MANAGER

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Community Survey - Telephone	#	Workload	N/A	608	N/A	600
Quality of Life (Excellent/Good)	%	Effectiveness	90%	N/A	N/A	N/A
Satisfaction of City Services			86%	N/A	N/A	N/A
Satisfaction - Communication			83%	N/A	N/A	N/A

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	336,631	323,538	324,450	309,562	318,240
285	Affordable Housing	16,654	17,400	17,400	15,545	16,065
290	Housing Authority	33,310	34,600	34,600	31,090	32,129
531	Water Operating	119,856	147,890	147,890	138,410	141,799
Division Total		506,453	523,428	524,340	494,608	508,234

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	275,414	277,200	277,200	255,445	255,445
41360	Vehicle Allowance	7,061	7,100	7,100	7,020	7,020
42110	Misc PERS	73,810	84,100	84,100	87,361	99,417
42290	Flex Benefit	24,095	24,000	24,000	23,991	23,991
42310	Employer Paid Benefits	15,165	15,500	15,500	5,185	5,185
42520	Worker Comp	2,284	2,400	2,400	2,215	2,215
51110	Office Supplies	1,454	1,500	1,500	1,500	1,500
51560	Operating Leases	4,241	3,000	1,850	2,000	2,100
51750	Food Supplies	5,261	5,600	5,800	6,000	6,000
55320	Printing	262	750	500	750	750
55400	Dues & Memberships	737	1,200	800	1,200	1,200
55600	Training & Education	10,047	7,000	5,000	8,000	8,000
56200	Equipment Maintenance	-	500	500	-	-
59100	Contract Services	27,000	10,000	10,000	10,000	10,000
59801	Info Tech Charges	25,100	16,700	16,700	14,700	15,500
59807	Liability Ins Charges	16,100	16,300	16,300	9,240	9,910
59990	Contingency	18,422	50,578	55,090	60,000	60,000
Division Total		506,453	523,428	524,340	494,608	508,234

CITY of GLENDORA

CITY MANAGER

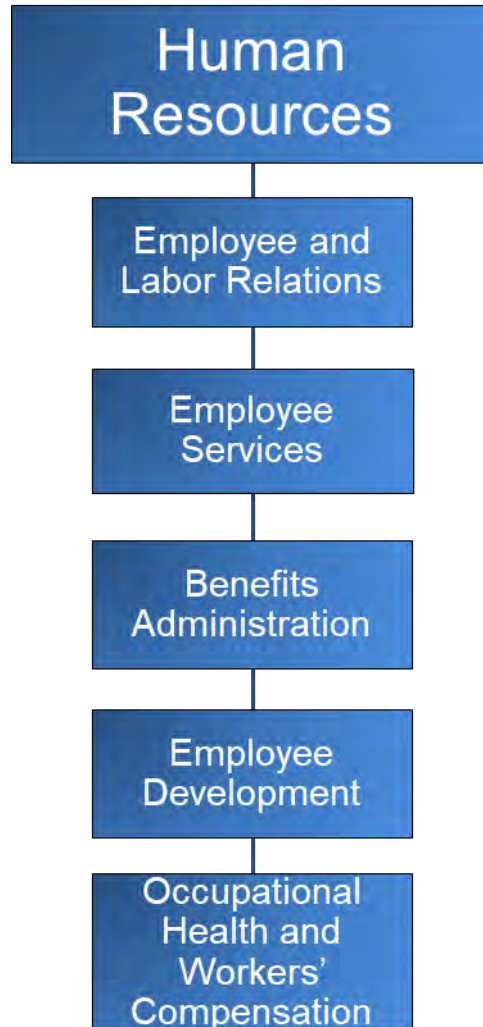
PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies.
55320	Printing	Costs associated with printing materials for the City Manager's office.
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.

CITY of GLENDORA

HUMAN RESOURCES

ORGANIZATIONAL CHART



CITY of GLENDORA

HUMAN RESOURCES

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Full-Time Positions					
Human Resources Director*	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst*	1.00	1.00	1.00	1.00	1.00
Human Resources Technician*	1.00	1.00	1.00	1.00	1.00
Total Full-Time	4.00	4.00	4.00	4.00	4.00
Total Part-Time	-	-	-	-	-
Total Department FTE	4.00	4.00	4.00	4.00	4.00
Fund					
001—General Fund	N/A	N/A	N/A	1.92	1.92
531—Water Operation	N/A	N/A	N/A	1.08	1.08
541—Worker's Comp	N/A	N/A	N/A	1.00	1.00
Total Count By Fund				4.00	4.00

CITY of GLENDORA

HUMAN RESOURCES

HUMAN RESOURCES DIVISION - 4103

PROGRAM DESCRIPTION

In support of the Strategic Plan, the Human Resources Department serves as a partner in providing a wide range of cooperative services for employees and City departments. We recognize that employees are one of the most valuable resources and represent a significant investment for the City. The Human Resources Department strives to maximize the potential of every employee through training, development and succession planning.

Specific activities include:

- **Administration:** Develop and update policies and procedures; process personnel transactions; maintain employee records; and coordinate Employee Service Awards.
- **Employment Services:** Attract, develop and retain a diverse, professional, ethical, honest and highly qualified workforce; utilize contemporary strategies and best practices to ensure equal opportunity in employment; provide support services to lead staff, supervisors, managers and directors on succession planning.
- **Employee and Labor Relations:** Foster and maintain harmonious working relationships with employees, managers, and labor groups; administer and interpret labor agreements consistently and fairly; provide guidance and support to employees and managers regarding grievance resolution, employment policy issues, laws, regulations and mandates.
- **Employee Development and Training:** Work with departments to develop, coordinate, and schedule specific and strategic employee training and development programs; comply with State and/or Federal mandated training requirements; and support employee development for succession planning.
- **Benefits Administration:** Administer employee health benefit programs; provide CalPERS and retirement assistance; conduct Interactive Process/Accommodation meetings; process Unemployment Insurance claims, Family Medical Leave Act and California Family Rights Act and regulations in conjunction with employee leave.
- **Occupational Health and Workers' Compensation:** Administer Department of Transportation statutory random drug testing program; monitor California Department of Motor Vehicles Class B License renewals; facilitate Ergonomic Assessment and other occupation health programs. Coordinate Workers' Compensation program with Risk Management.

2018-19 MAJOR ACCOMPLISHMENTS

- Citywide implementation of New Employee Welcome notification.
- Implemented more efficient Citywide online Sexual Harassment Training in compliance with SB1343.
- Enhanced the Human Resources page on the Employee Intranet to be user friendly and forward facing for employee use during Open Enrollment.
- Established pilot Restitution Program to seek reimbursement for damage to City property resulting in recovery of approximately \$45,000.
- Successfully negotiated successor bargaining agreement with Police Management Association (PMA).

CITY of GLENDOBA

HUMAN RESOURCES

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Update and create new class specifications, reclassify affected positions and recruit for new/vacant positions resulting from the Reorganization Plan.



Develop a succession planning framework in collaboration with all departments.



Update the City's Personnel Rules, Policies and Procedures.



Increase employee engagement by expanding annual Health Benefits Fair and Open Enrollment to educate employees regarding available benefits and services.



Develop gap analysis for HR departmental and employee training, including funding sources, and submit to the City Manager.



Develop a citywide online training strategy that aligns with employee needs identified through gap analysis.



Enhance employee preparation for promotional opportunities through training sessions that include: use of the City's online application system, resume writing, interview skills, leadership training, and training needs identified through gap analysis.



CITY of GLENDORA

HUMAN RESOURCES

PERFORMANCE MEASURES						
Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Recruitments opened	#	Workload	50	32	50	35
Average time to establish employment list	Days	Efficiency	51	50	50	46
Average time to fill vacancy	Days	Workload	111	98	98	94
Average number of applications received per recruitment	Days	Workload	66	63	70	75
Number of full time hires	#	Workload	22	33	40	25
Number of part time hires	#	Workload	47	22	23	23
Time spent processing new full time hire <i>(AB119 compliant orientation)</i>	Hours	Efficiency	1.0	1.3	1.3	1.3
Time spent processing new part time hire	Hours	Efficiency	0.5	0.5	0.5	0.5
Total number of full time separations	#	Workload	31	23	13	10
Total number of resignations	#	Workload	26	10	5	5
Total number of retirements	#	Workload	5	12	8	5
Total number of involuntary separations	#	Workload	0	1	0	0
Training courses for full time employees coordinated by Human Resources	#	Workload	58	65	57	41
Employees attending courses	#	Workload	199	252	130	250

CITY of GLENDORA

HUMAN RESOURCES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	284,096	276,000	266,945	483,044	463,644
531	Water Operating	122,173	128,900	131,300	184,956	168,113
541	Worker's Comp	120,953	128,500	128,500	153,537	159,149
542	Liability Insurance	123,204	128,500	128,500	-	-
Division Total		650,426	661,900	655,245	821,537	790,906

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	347,539	366,400	366,400	359,739	370,531
41120	Overtime	236	-	-	-	-
41210	Part Time	5,071	-	-	-	-
41360	Vehicle Allowance	3,471	3,600	3,600	3,600	3,600
42110	Misc PERS	75,894	87,600	87,600	102,070	116,156
42111	PARS Retirement	-	-	-	-	-
42290	Flex Benefit	42,582	45,700	45,700	47,482	48,906
42310	Employer Paid Benefits	6,895	7,600	7,600	7,708	7,939
42520	Worker Comp	2,859	3,200	3,200	3,119	3,212
51110	Office Supplies	3,340	5,800	5,800	5,800	5,800
51115.1	Ergonomic Equipment	-	-	-	3,500	3,500
51560	Operating Leases	748	3,000	3,000	3,000	3,000
51780	Service Recognition	-	-	-	8,000	8,000
55130	Medical	28,229	19,200	19,200	26,900	24,400
55316	Recruitment Expenses	32,305	34,700	28,100	41,600	41,000
55320	Printing	169	1,000	1,000	450	450
55340	Postage	1,352	1,400	1,400	1,700	1,700
55400	Dues & Memberships	4,520	4,300	4,245	2,250	2,350
55600	Training & Education	1,976	7,800	7,800	17,700	19,000
55600.1	Training & Education -Citywide	2,755	2,500	2,500	11,400	7,800
59100	Contract Services	48,687	31,300	31,300	120,750	64,412
59801	Info Tech Charges	21,100	15,900	15,900	22,000	24,000
59807	Liability Ins Charges	20,700	20,900	20,900	32,770	35,150
Division Total		650,426	661,900	655,245	821,537	790,906

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.
51115.10	Ergonomic Equipment	Use to cover ergonomic assessment requests by employees and related equipment.
51780	Service Recognition	Used to pay for employee recognition event and awards.
55130	Medical	Costs associated with Hepatitis Vaccine-A & B Series, DOT Drug Screen and Post-Accident Testing. Increase anticipated due to citywide reorganization and related to pre-employment physicals.
55316	Recruitment Expenses	Costs associated with recruitments including citywide reorganization.
55340	Postage	Postage for return of test materials.
55400	Dues & Memberships	Membership in professional organizations supporting Human Resources, Workers' Compensation, Labor Relations, and staff development supporting succession planning.
55600	Training & Education	Trainings, seminars, webinars, and conferences to remain educated and current on matters related to Human Resources, Workers Compensation, updates regarding CalPERS, State and Federal laws, mandates and changes.
55600.1	Training & Education-Citywide	Costs include City membership in San Gabriel Valley Consortium which provides access to cost effective monthly trainings available to all city staff. Mandated Reasonable Suspicion Training as mandated by Department of Transportation.
59100	Contract Services	Operating service contracts including CalOpps, Bilingual Testing services, Employee Assistance Program, Fingerprinting and investigation services and drug testing, interactive accommodation processes, and first aid services with City's Occupational Health Provider. Costs fluctuate from year-to-year based on activity. Consultant services in 2020 increased to cover costs to update Personnel Rules & policies per Strategic Plan.

CITY of GLENDORA

HUMAN RESOURCES



CITY of GLENDORA **FINANCE**

ORGANIZATIONAL CHART



CITY of GLENDORA **FINANCE**

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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
Finance/ Risk Management Supervisor	-	-	-	1.00	1.00
Management Analyst (Water)	-	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Payroll Accountant	-	-	1.00	1.00	1.00
Senior Accounting Technician	3.00	3.00	2.00	2.00	2.00
Accounting Technician	3.00	3.00	3.00	3.00	3.00
Business Systems Analyst	-	-	1.00	-	-
Information Systems Technology Supervisor	1.00	1.00	1.00	-	-
Digital Media Specialist	1.00	1.00	1.00	-	-
Information Systems Technology Analyst	1.50	1.50	1.00	-	-
Total Full-Time	15.50	15.50	16.00	14.00	14.00
Total Part-Time	-	-	-	-	-
Total Department FTE	15.50	15.50	16.00	14.00	14.00
Fund					
001—General Fund	N/A	N/A	N/A	5.38	5.38
209—Prop A Transit	N/A	N/A	N/A	0.02	0.02
215—AQMD	N/A	N/A	N/A	0.02	0.02
285—Affordable Housing	N/A	N/A	N/A	0.07	0.07
290—Housing Authority	N/A	N/A	N/A	0.10	0.10
531— Water Operations	N/A	N/A	N/A	6.65	6.65
541— Worker’s Comp	N/A	N/A	N/A	0.44	0.44
542— Liability Insurance	N/A	N/A	N/A	1.20	1.20
548— Technology	N/A	N/A	N/A	0.07	0.07
549— Vehicles	N/A	N/A	N/A	0.05	0.05
Total Department FTE by Fund				14.00	14.00

CITY of GLENDORA

FINANCE

FINANCE DIVISION - 4216

PROGRAM DESCRIPTION

The Finance Department accounts for all 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 opinion of the City/Agency's 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** - Maintains compliance with various applicable pronouncements and in particular those established by the Governmental Accounting Standards Board (GASB). Responsible for the daily financial transactions for the City, and timely and accurate presentation of financial reports.
- **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 project financing and debt service obligations.
- **Utility Billing** - Coordinates customer service requests, billing, and collecting water service payments.
- **Business License** - Manages the business license program that issues new licenses, annual renewals, gross receipt verification programs, and provides mandated business license information to the State.
- **Cashiering and Public Counter** - Provides cashiering for all departments and all city hall transactions.

2018-19 MAJOR ACCOMPLISHMENTS

- Completed required annual audits for the City's Comprehensive Annual Financial Report (CAFR), Single Audit Act, Prop. A, Prop. C, Measure R, and Measure M by the required deadlines with unqualified audit opinions.
- Received the Government Finance Officers Association (GFOA) and California Society of Municipal Finance Officers (CSMFO) Award for Distinguished Budget Presentation for Fiscal Year 2018-19.
- Received the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR) for the 11th year in a row and for the 18th time in the last 19 years (in 2006 the City was entrenched in a financial system conversion and did not submit an application).
- Completed City Council Strategic Plan objectives –
 - ◇ Provided recommendations in August 2018 and implemented the City Council's direction regarding the City's pension obligations at council meetings in December 2018 and March 2019. The recommendation is to move forward with issuing Pension Obligation Bonds.
 - ◇ Provided staff liaison assistance to the Ad Hoc Citizen's Advisory Committee (Committee) that was tasked with evaluating possible new revenue sources to address funding needs and evaluating expenditures. Finance provided many documents for the Committee's review that are available on the city website. The final report from the Committee is expected to be completed by June 30, 2019.
 - ◇ Submitted to the City Council, the Committee's recommendation for a vote of the community on a transaction and use tax (sales tax). Measure E was passed by the voters on March 5, 2019. Finance coordinated with the State the next steps for implementation and collection of the tax.
 - ◇ Submitted a two year budget for Council consideration and adoption.
- Prepared and distributed to all utility customers the "Budget in Brief" summary of key points from the budget document. Also available through the city website.

CITY of GLENDORA **FINANCE**

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Review and recommend updates to the purchasing ordinance and policies.



Initiate a request for proposals for a citywide fee study and present results to City Council for consideration. This is a lengthy and intense project impacting all departments.



Provide recommendations and implement a time keeping software solution.



Prepare a Popular Financial Annual Report (PFAR) for the public that summarizes key points from the Comprehensive Annual Financial Report.



Initiate a new Enterprise Resource Planning (ERP) software selection assessment. This is a lengthy and intense project impacting all departments.



Provide the City Council with final Pension Obligation Bond issuance recommendation.



Develop gap analysis for Finance departmental and employee training, including funding sources, and submit to the City Manager.



Analyze requirements of SB998 – Water Shutoff Protection Act and implement required policy and process changes by February 1, 2020.



CITY of GLENDORA **FINANCE**

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Distribute and/or Present Financial Reports to City Council for Mid-Year, Budget and CAFR	%	Effectiveness	100%	100%	100%	100%
Distribute and/or Present Monthly Financial Reports to City Council for Investments and Financial Status	%	Effectiveness	100%	100%	100%	100%
Unmodified "Clean" Audit Opinion Obtained for CAFR	Yes/No	Effectiveness	Yes	Yes	Yes	Yes
Awards Received for Financial Reporting Excellence	#	Effectiveness	4	3	3	3
Water Accounts Managed	#	Workload	13,485	13,500	13,500	13,500
Water payments received electronically	#	Efficiency	48%	49%	49%	49%
Average Portfolio Par Balance	\$	Workload	\$63.7M	\$65.7M	\$65.9M	\$65.9M
LAIF average earnings	%	Effectiveness	1.36%	2.20%	2.50%	3.00%
Portfolio average earnings			1.56%	1.90%	2.00%	2.50%
Annual payments received at Public Counter	#	Workload	15,852	15,800	15,800	15,800
Annual payments processed	#	Workload	5,898	5,747	5,900	5,900
Checks	#	Workload	4,689	5,260	5,000	4,500
ACH/Wires			1,300	487	900	1,400

CITY of GLENDORA **FINANCE**

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	676,437	732,222	731,622	702,298	734,652
209	Prop A Transit	2,381	2,100	2,100	1,963	2,064
215	AQMD	1,246	2,300	2,300	2,174	2,288
285	Affordable Housing	20,819	22,050	22,100	23,267	24,425
290	Housing Authority	28,444	30,050	30,100	31,738	33,371
531	Water Operating	754,334	847,173	847,273	943,384	983,783
541	Worker's Compensation	10,896	16,900	16,900	74,575	78,454
542	Liability Insurance	77,834	84,500	84,500	176,203	185,231
548	Technology	31,946	35,100	35,100	8,884	9,343
549	Vehicles	7,194	5,700	5,700	5,970	6,278
Division Total		1,611,530	1,778,094	1,777,695	1,970,456	2,059,890

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	607,759	806,900	806,900	949,760	976,512
41120	Overtime	2,926	-	-	1,000	1,000
41360	Vehicle Allowance	2,426	2,600	2,600	2,520	2,520
42110	Misc PERS	129,205	203,800	203,800	285,251	322,291
42290	Flex Benefit	105,273	135,400	135,400	151,307	155,530
42310	Employer Paid Benefits	14,458	21,000	21,000	24,797	25,498
42520	Workers Comp	5,010	7,700	7,700	7,761	7,979
45100	Temporary In Lieu Of Perm	182,943	-	-	-	-
51110	Office Supplies	8,143	21,022	21,022	12,300	12,700
51560	Operating Leases	6,337	6,000	5,800	6,050	6,100
55110	Audit Services	35,526	36,300	36,300	38,500	39,500
55320	Printing	25,696	22,700	22,700	31,200	31,900
55340	Postage	53,484	42,000	41,700	46,700	47,800
55400	Dues & Memberships	1,449	2,500	2,500	4,000	4,000
55450	Bank Service Charges	137,916	159,900	160,000	166,700	169,600
55600	Training & Education	5,753	11,000	11,000	19,500	20,300
59100	Contract Services	137,727	162,973	162,973	135,000	143,000
59801	Info Tech Charges	108,900	95,300	95,300	51,450	54,350
59807	Liability Ins. Charges	40,600	41,000	41,000	36,660	39,310
Division Total		1,611,530	1,778,094	1,777,695	1,970,456	2,059,890

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. Increased costs include reorganization staffing changes.
55320	Printing	Printing and mailing of various City documents such as the Budget, CAFR, 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.
55110	Audit Services	Audit services for the Comprehensive Annual Financial Report.
59100	Contract Services	Charges related to armored truck services, sales and property tax audits that provide revenue to the City, preparation of claims for reimbursements from the State, preparation of financial disclosures for bonds and actuarial evaluation. This account increased to reflect the estimated HdL costs for administration of the business license program. These costs are offset by business license revenues.
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. Changes in charges reflect updated allocation methodology.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors.

CITY of GLENDORA FINANCE

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:

- Providing recommendations and expertise in the areas of insurance, loss control, and claims management.
- Participating in the Independent Cities Risk Management Authority (ICRMA) pooled resources program.
- Monitoring insurance requirements involving vendors engaged in business with the City to ensure proper limits of general liability coverage are maintained.
- Coordinating a variety of training and workshops related to risk management.

Through the City's participation in ICRMA, the City maintains comprehensive insurances including General Liability; Property; Auto Physical Damage (APD); Underground Storage Tank (UST); 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 ICRMA. A third-party claims administrator provides workers' compensation administration services.

2018-19 MAJOR ACCOMPLISHMENTS

- Worked with our General Liability third party administrator to develop flow chart of how claims are managed. This will be used for future training.
- Worked with ICRMA to complete a site visit for a property appraisal assessment inventory of all city facilities.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR OBJECTIVES						
Provide centralized contract and insurance review.	✓	✓				✓
Provide City Council an annual report that includes information on number of claims, total liability, and trends.	✓	✓				✓
Expand training opportunities in safety and injury prevention, contract management, and other topics that mitigate risk exposure.	✓	✓				✓

CITY of GLENDORA **FINANCE**

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
General Liability Claims Filed During the Year	#	Workload	37	20	30	30
Claims Acted Upon Within 45 Days of Receipt (sent to TPA and acknowledged to claimant)	%	Efficiency	100%	100%	100%	100%
Total Open Liability Claims	#	Workload	4	14	5	5
Total Amount Liability Claims Paid	\$	Workload	\$61,668	\$47,671	\$60,000	\$60,000
Liability - Percentage funded (Assets/Liabilities)	%	Efficiency	89%	89%	89%	89%
Worker's Compensation Claims Filed During the Year	#	Workload	25	20	20	20
Total Open W/Comp Claims	#	Workload	21	30	25	25
Total Amount W/Comp Claims Paid	\$	Workload	\$10,385	\$1,595	\$1,500	\$1,500
W/Comp - Percentage funded (Assets/Liabilities)	%	Efficiency	58%	58%	58%	58%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
541	Worker's Comp	572,006	836,000	836,000	807,000	807,450
542	Liability Insurance	1,674,193	1,609,500	1,609,500	1,546,000	1,664,000
Division Total		2,246,200	2,445,500	2,445,500	2,353,000	2,471,450

CITY of GLENDORA FINANCE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51110	Office Supplies	1,092	1,100	1,100	-	-
51115.1	Ergonomic Equipment	-	2,500	2,500	-	-
55200	Legal Services	2,277	-	-	-	-
55400	Dues & Memberships	350	1,700	1,700	-	-
55600	Training & Education	6,591	23,500	23,500	5,000	5,000
57410	Insurance	313,817	362,700	362,700	350,000	350,000
57410.11	General Liability	828,416	870,000	870,000	796,000	876,000
57410.12	Property Insurance	393,295	424,000	424,000	434,000	472,000
59100	Contract Services	66,742	85,000	85,000	43,000	43,450
59910	Workers Comp Claims	225,412	450,000	450,000	450,000	450,000
59920	Liability Claims	363,048	200,000	200,000	250,000	250,000
59925	Unemployment Insurance	45,161	25,000	25,000	25,000	25,000
Division Total		2,246,200	2,445,500	2,445,500	2,353,000	2,471,450

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
55600	Training & Education	Trainings, conferences and seminars related to Risk Management.
57410	Insurance	Coverage provide through Independent Cities Risk Management Authority (ICRMA) associated with the workers' compensation program, and various other insurance programs.
57410.11	General Liability	Coverage provided through ICRMA for claims and losses arising from third-party personal injury and bodily injury. Coverage includes damage caused by City infrastructure or operations.
57410.12	Property Insurance	Coverage provided through ICRMA for the replacement cost value of City infrastructure, vehicles, equipment and property.
59100	Contract Services	Costs associated with the Third-Party administration of the City's Worker's Comp program, and clinical services for injured employees.
59910	Workers Comp Claims	Costs associated with managing and settling workers' compensation claims.
59920	Liability Claims	Costs associated with managing and settling liability claims.

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 no employees assigned to this Division. However, there are personnel costs associated with employer paid benefits for retirees and education reimbursements for employees who qualify per the terms of their bargaining unit agreements.

This Division accounts for principal and interest payment for debt and bonds across all funds. These include the Pension Obligation Bond, Water bonds and Successor Agency bonds. A full list of the debt principal and interest payments is provided in the Budget Guide and Financial Policies section of the budget book.

The City is considering issuing new Pension Obligation Bonds for an amount no greater than \$65 million during the first quarter of fiscal year 2019-2020. Funding for the POBs will come from multiple operating funds with the majority coming from the General Fund. This will replace the existing payments made to CalPERS for the Unfunded Accrued Liability (UAL) currently being paid through the retirement budget line item.

The Division is also used for budgeting anticipated impacts of labor negotiations not yet adopted by the City Council.

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	1,126,029	1,125,587	1,135,587	2,486,634	3,399,135
400	Redev Obligation Retirement	2,032,926	2,041,823	2,041,823	2,045,829	2,045,162
405	Energy Efficiency	73,594	77,200	77,200	81,005	85,019
531	Water Operating	1,947,899	2,036,919	2,036,912	2,395,327	2,627,151
Division Total		5,180,448	5,281,529	5,291,522	7,008,795	8,156,467

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
41000	Salary Set Aside	-	-	-	1,263,065	2,545,455
41120	Overtime Set Aside	-	-	-	-	-
42310	Employer Paid Benefits	217,207	195,000	195,000	235,000	235,000
45100	Temporary In Lieu of Perm.	479	-	-	-	-
55400	Dues & Memberships	50,515	63,000	63,000	66,000	68,000
55700	Education Reimbursement	35,977	40,000	40,000	40,000	40,000
57210	County Adm Cost	88,695	90,000	90,000	100,000	100,000
59100	Contract Services	17,800	5,000	5,000	180,000	5,000
59990	Contingency	-	-	-	200,000	200,000
80000	Long Term Principal	3,181,934	3,336,896	3,336,896	3,537,186	3,752,821
81000	Interest	1,587,838	1,551,633	1,561,626	1,387,544	1,210,191
Division Total		5,180,448	5,281,529	5,291,522	7,008,795	8,156,467

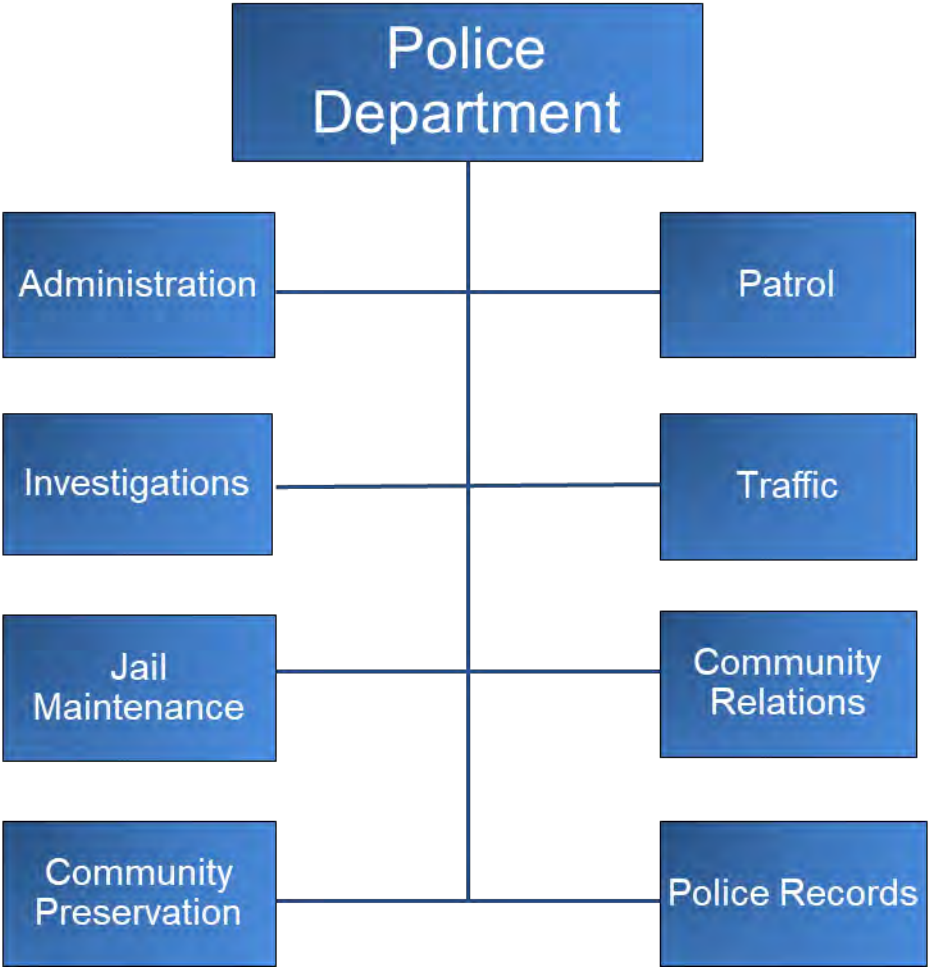
CITY of GLENDORA **FINANCE**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41000	Salary Set Aside	Anticipated impacts of labor negotiations with employment groups within the City that will be moved to the affected divisions once the MOU has been approved.
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.
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.
55700	Education Reimbursement	Employee reimbursements for completed college courses as agreed to in the various employee association MOUs.
57210	County Admin	County charges for collecting property taxes on behalf of the City.
59100	Contract Services	Costs cover annual debt service trustee fees. Fiscal Year 2020 includes Measure E implementation costs with the State.
59990	Contingency	Charges for unforeseen circumstances that require funding but were not anticipated during the development of the annual budget.

CITY of GLENDORA POLICE

ORGANIZATIONAL CHART



CITY of GLENDORA POLICE

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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
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	5.00	5.00	5.00
Police Officer	34.00	35.00	35.00	35.00	35.00
Police Corporal	7.00	7.00	7.00	7.00	7.00
Police Service Representative I (Dispatcher)	5.00	5.00	5.00	5.00	5.00
Police Service Representative II (Disp/Jailer)	3.00	3.00	3.00	3.00	3.00
Police Records Specialist	4.00	4.00	4.00	4.00	4.00
Community Preservation Officer	2.00	2.00	2.00	2.00	2.00
Jailer	5.00	5.00	5.00	5.00	5.00
Community Services Officer	8.00	8.00	8.00	8.00	8.00
Information Systems Technology Supervisor	1.00	1.00	1.00	-	-
Information Systems Technology Analyst	1.50	1.50	2.00	-	-
Part-Time Positions					
Community Services Officer	0.50	0.50	0.50	0.50	0.50
Police Service Representative I	0.51	0.51	0.51	0.51	0.51
Police Service Representative II	0.39	0.39	0.39	0.39	0.39
Police Officer	1.69	1.69	1.70	1.70	1.70
Police Cadet	3.75	3.75	3.75	3.75	3.75
Reserve Police Officer	0.48	0.48	0.30	0.30	0.30
Total Full-Time	85.50	86.50	87.00	84.00	84.00
Total Part-Time	7.31	7.31	7.14	7.14	7.14
Total Department FTE	92.81	93.81	94.14	91.14	91.14
Fund					
001-General Fund	N/A	N/A	N/A	90.10	90.10
210- COPS	N/A	N/A	N/A	0.94	0.94
531- Water Operations	N/A	N/A	N/A	0.10	0.10
Total Department FTE by Fund				91.14	91.14

CITY of GLENDORA POLICE

ADMINISTRATION DIVISION - 5126

PROGRAM DESCRIPTION

The Administrative Division also known as the Office of the Chief is responsible for the overall leadership, proactive, and efficient delivery of public safety services to the City of Glendora. The Division manages a wide-range of duties, such as policy development, recruitment, background and hiring, training, risk management and liability mitigation for the Police Department.

Administration analyzes the police department's response to area crime, and implements improvements while overseeing the direction of law enforcement as a whole in our community; to include policies and procedures, the police budget, and employee performance.

2018-19 MAJOR ACCOMPLISHMENTS

- Acquired a State Homeland Security Grant Program funds, \$83,911, for the purchase of interoperable handheld law enforcement radios.
- Provided Emergency Operations Center (EOC) refresher training to police and city EOC staff members in conjunction with the Great ShakeOut National event. The Police Captain also attended Cal EOS Operations Section Chief training.
- Advanced the police department's strategic planning objectives and the Citywide strategic goal to enhance employee development and retention through following training: two police lieutenants completed California POST's Management course, one police lieutenant completed Internal Affairs training, and four police sergeants completed Internal Affairs training; all five police lieutenants and sergeants have now completed the POST mandated training and certifications for above listed courses.
- Replaced all Mobile Data Computers (MDC's) with new contemporary MDC's into the patrol vehicle fleet. This will assist our patrol officers and Community Service Officers in the field with a quicker response and secure access to information.
- Hired twelve staff, to fill vacancies, for varying job classifications (e.g. Police Officer, Dispatcher, Records Specialist and Cadet).

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Conduct a police facilities needs assessment.



Participate in the Foothill Gold Line Construction Authority meetings; continue to attend and collaborate with other City Divisions to provide unified input to the City of Glendora Gold Line route.



Develop a gap analysis for departmental and employee training.



CITY of GLENDORA POLICE

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Complete the POST application for a Department wide Team Building Workshop to establish strategic and long-term goals for the Police Department.

✓ ✓

Update the department's succession plan; to include ensuring each rank mentors and develops the rank below them as well as reviewing /evaluating department staffing and distribution of collateral duties annually.

✓ ✓

Apply for State Homeland Security Grant Program funding for replacement of the armored law enforcement rescue vehicle.

✓ ✓ ✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
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.	%	Workload	100%	100%	100%	100%
Maintain POST training standards for each officer by coordinating and scheduling required training.	#	Workload	53	58	58	58
Maintain jail compliance standards and correct any deficiencies discovered on annual audits by the eight jail regulatory agencies.	%	Effectiveness	100%	100%	100%	100%
Schedule and hold management/supervisor staff meetings. Discuss status of goals, department operations, etc.	#	Workload	-	-	8	8

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	2,928,235	3,114,845	3,117,064	3,454,315	3,606,568
207	Grants	2,413	-	-	-	-
208	Asset Forfeiture	35,000	35,000	35,000	35,000	35,000
210	COPS	-	-	-	110,854	115,145
Division Total		2,965,649	3,149,845	3,152,064	3,600,169	3,756,713

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	640,926	661,208	661,208	618,777	637,340
41120	Overtime	14,049	9,000	9,000	9,000	9,000
41120.79	O/T Foothill Air Support	7,739	12,000	12,000	12,000	12,000
41310	Holiday Pay	3,311	-	-	-	-
41360	Vehicle Allowance	3,621	3,600	3,600	3,600	3,600
41370	Uniform Allowance	3,864	2,400	2,400	2,350	2,421
42110	Misc. PERS	44,323	50,900	50,900	54,282	60,534
42112	Safety PERS	193,330	231,952	231,952	296,554	336,885
42290	Flex Benefit	69,347	72,185	72,185	68,440	70,493
42310	Employer Paid Benefits	12,578	12,500	12,500	12,672	13,052
42520	Worker Comp	43,528	43,000	43,000	45,501	46,867
51110	Office Supplies	13,006	12,000	12,000	12,000	12,500
51200	Division Supplies	51,228	50,000	50,000	50,000	50,000
51200.8	Emergency Prep	20,826	31,000	31,000	31,620	32,252
51400	Building Materials	97	4,000	4,000	4,000	4,000
51510.01	Bulletproof Vests	2,413	-	-	-	-
51750	Food Supplies	16,123	13,000	13,000	12,500	12,000
55320	Printing	4,778	3,750	3,750	3,825	3,902
55340	Postage	6,430	5,000	7,200	7,500	7,500
55350	Miscellaneous	2,639	1,500	1,569	1,500	1,500
55400	Dues & Memberships	4,992	5,000	5,200	5,250	5,510
55450	Bank Services Charges	-	4,750	4,500	4,550	4,700
55600	Training & Education	66,229	21,900	21,900	22,338	22,784
55610	POST Training	-	51,200	51,200	52,224	53,268
56200	Equipment Maint	1,784	1,000	1,000	1,000	1,000
57060	Cable TV Service	2,447	2,200	2,200	2,244	2,288
57100	Electric	89,136	90,000	90,000	91,000	92,000
57150	Gas	10,168	10,000	10,000	10,000	10,000
59100	Contract Services	120,562	123,400	123,400	127,150	129,693
59100.48	COM-NET	35,000	35,000	35,000	35,000	35,000
59550	Uniform & Linen Laundry	24,174	21,000	21,000	21,420	21,848
59801	Info Tech Charges	515,900	618,300	618,300	904,053	920,230
59805	Vehicle Charges	367,100	367,100	367,100	459,750	472,400
59807	Liability Ins Charges	574,000	580,000	580,000	618,069	670,146
Division Total		2,965,649	3,149,845	3,152,064	3,600,169	3,756,713

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.
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 Aid dues, Nixle 360 notification system and purchase of emergency preparation supplies for the Emergency Operations Center.
55600	Training & Education	Trainings, seminars, and conferences and costs associated with travel and lodging.
55610	POST Training	Police Officer Standards and Training specific training and costs associated with travel and lodging.
59100	Contract Services	Foothill Air Support Team (FAST) helicopter contract. Background checks for potential new hires including credit checks, polygraphs and physical agility testing. Wellness/Counseling 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. Charges have increased due to reorganization.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department. Charges have changed to reflect updated methodology.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Charges have changed to reflect updated methodology.

CITY of GLENDORA POLICE

PATROL DIVISION - 5127

PROGRAM DESCRIPTION

The Patrol Division is the most highly visible division of our police department. The division operates 24 hours a day, seven days a week and represents the majority of the department's staffing. The Division's primary mission is to ensure the safety and security of the community by providing professional law enforcement services.

Specific activities include:

- Solving any District policing problems in an effort to reduce crime and enhance the quality of life for the residents of Glendora.
- Maintaining a minimum average response time of four minutes or less to emergency calls for service to ensure the highest level of public safety.
- Maintaining a long, positive, and collaborative partnership with our schools and keeping our schools safe. In furtherance of this goal, continue to provide a liaison officer, continue in depth discussions about our current practices and procedures, and work together to identify and implement preventative and security measures; this includes providing training and safety drills. Lieutenant Watch Commanders meet with school principals during the school year in order to update contact lists, share information and collaborate to solve school related issues.
- Patrol Division staff can be assigned collateral tasks such as:

- | | | |
|--|---|-------------------------------|
| ◇ Citrus College Liaison | ◇ Force training team member | ◇ Mutual Aid Area D Commander |
| ◇ Community Impact Team | ◇ Gold Line Liaison | ◇ Program management |
| ◇ Emergency Services Manager | ◇ Grant coordinator | ◇ Social Media team |
| ◇ Fleet Manager | ◇ Honor Guard | ◇ Spillman manager |
| ◇ Foothill Special Enforcement Team member | ◇ Law Enforcement Medical member (E.M.T.) | |

Collateral duties vary in depth and scope; see CIT example below.

- Patrol Officers comprise the Community Impact Team (CIT) on a collateral duty basis outside their normally scheduled shifts. CIT officers analyze crime trends and use data-driven metrics to reduce crime. CIT officers conduct surveillance, deploy video surveillance devices, and conduct targeted enforcement. A CIT officer also works in coordination with the Homeless Outreach Service Team (HOST) and Homeless Assistance Liaison Officer (HALO) Program.
- In addition to the above, CIT officers supplement the Investigation Division with the service of search warrants, surveillance, apprehension of wanted subjects, and coordinating with Los Angeles County Probation Department by conducting probation compliance checks.

2018-19 MAJOR ACCOMPLISHMENTS

- Participated in the "Great Shakeout" disaster training exercise in October 2018 by conducting a critical facilities drill, focusing on critical city infrastructure.
- The Mental Health Evaluation Team (MET) responded to numerous crisis interventions and conducted outreach visits to provide resources and build rapport with those experiencing crisis and their families. MET also provided department-wide training each month.
- Assigned Patrol personnel in the collateral duty assignment of Emergency Medical Technicians conducted briefing training twice per deployment period. Personnel were also recertified on the AED and Ambu breathing devices. During the second quarter of 2018, patrol supervisors were instructed in the use of nasal Naloxone in order to effectively treat accidental Opioid exposure by employees.

CITY of GLENDORA POLICE

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Patrol officers will receive recertification training twice yearly on advanced first aid techniques such as automated external defibrillator (AED) and Ambu breathing devices. Patrol officers, Community Service Officers and Jail trained staff will also receive training in the use and deployment of nasal Naloxone, used to overcome the effects of opioid overdose on public rescue calls.

✓

Crime prevention through environmental design will be incorporated in day-to-day patrol operations; to include parks, schools, buildings and residential areas. We will concentrate on developing the influence of law enforcement in the design of various facilities with a goal of preventing crime and reducing law enforcement calls for service.

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Patrol Lieutenant Watch Commanders will meet with each school principal at the start and mid-point of the school year in order to update contact lists, share information and collaborate to solve school related issues.

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CITY of GLENDORA POLICE

PERFORMANCE MEASURES						
Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Total Calls for Service Received	#	Workload	40,707	42,000	42,725	42,800
Response Time to Emergency	#	Workload	3:45	3:47	3:45	3:50
Response Time to Non-	#	Efficiency	18:54	19:00	19:05	19:10
Response Time to Report Calls	#	Efficiency	29:14	29:35	29:40	29:45
Response Time to Alarm Calls	#	Efficiency	13:55	14:05	14:10	13:10
Arrests Made	#	Workload	2,402	2,480	2,520	2,560
Supervisors conduct an annual review of 16 key policies related to critical incidents and performance with field personnel.	#	Workload	16	16	16	16

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	8,325,134	9,191,551	9,191,551	9,701,159	10,206,426
208	Asset Forfeiture	425,396	300,000	271,315	49,000	25,000
210	COPS	-	18,600	18,600	-	-
Division Total		8,750,530	9,510,151	9,481,466	9,750,159	10,231,426

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	4,288,353	4,731,243	4,731,243	4,741,802	4,884,057
41120	Overtime	915,576	616,859	588,174	600,000	600,000
41120.11	O/T Special PD Services	-	94,750	94,750	85,000	80,000
41210	Part Time	259,145	196,700	196,700	202,142	208,206
41310	Holiday Pay	260,573	215,452	215,452	223,025	229,716
41370	Uniform Allowance	35,450	33,200	33,200	33,200	34,196
42110	Misc. PERS	160,320	179,510	179,510	200,789	228,498
42111	PARS Retirement	2,034	2,900	2,900	5,796	5,970
42112	Safety PERS	1,508,229	1,912,088	1,912,088	2,068,382	2,349,682
42290	Flex Benefit	583,787	686,875	686,875	743,614	765,923
42310	Employer Paid Benefits	103,958	104,847	104,847	105,946	109,124
42520	Worker Comp	371,241	435,227	435,227	434,593	447,631
51200	Division Supplies	31,015	29,000	29,000	29,000	29,000

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51210	K-9 Supplies	519	4,500	4,500	4,500	4,500
51510	Safety Supplies	24,898	50,000	50,000	49,000	25,000
55130	Medical	2,922	11,000	11,000	11,220	11,444
56200	Equipment Maintenance	1,167	1,000	1,000	1,000	1,000
59100	Contract Services	156,404	205,000	205,000	211,150	217,480
59510	Special Police Services	44,939	-	-	-	-
Division Total		8,750,530	9,510,151	9,481,466	9,750,159	10,231,426

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51200	Division Supplies	Costs associated with restocking of evidence collection supplies, patrol equipment, training supplies, etc.
51510	Safety Supplies	Used to purchase firearms, slings, helmets, breeching equipment, lights, and other related equipment for police officers within the department.
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.
41120.11	Special Police Services	Costs associated with additional services need for special events such as parades, school events and HOST details. These costs are then recovered through a fee to responsible party.

CITY of GLENDORA POLICE

INVESTIGATIONS DIVISION - 5128

PROGRAM DESCRIPTION

The Investigation's Division mission is to conduct follow-up on criminal cases that were initiated by Patrol, liaison with the Los Angeles District Attorney's Office to file criminal complaints and traffic offenses, as well as safeguard property that is deemed as evidence and/or safekeeping to ensure proper chain of custody.

Investigations Division staff can be assigned collateral tasks such as:

- ◇ Bike Patrol
- ◇ Cellphone Forensics
- ◇ CERT
- ◇ Community Impact Team
- ◇ Emergency Services
- ◇ Foothill Special Enforcement Team member
- ◇ Force training team member
- ◇ Gold Line Liaison
- ◇ Honor Guard
- ◇ MAIT Team member
- ◇ OTS Grant manager
- ◇ Recruit Team
- ◇ Spillman manager

2018-19 MAJOR ACCOMPLISHMENTS

- Advanced a Part 1 Crime clearance rate of 32.2% for calendar year 2018, 25% was the minimum to be achieved during this fiscal year.
- Revamped the Property and Evidence Manual, updating legislative changes and contemporary evidence handling procedures. The document will be finalized next year.
- Conducted forensic examination of computers and cellular phones in several criminal investigations yielded evidence which has led to arrests and successful prosecution.
- Identified several crime trends, made proactive arrests, and increased the quality of life for several neighborhoods through the Community Impact Team
- Investigators provided numerous community presentations on topics such as identity theft/financial crimes, narcotics, social network/computer crimes, preventing crimes against children, and workplace violence. The Investigators also conducted twelve (12) Active Shooter presentations.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



The Investigations Division Sergeant and Lieutenant will develop a gap analysis for Investigations personnel training.



The Investigations Division will coordinate the use of technology and a variety of undercover and patrol investigative resources to develop operation plans and complete enforcement details to address current crime trends and quality of life issues



CITY of GLENDORA POLICE

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



The Investigations Division and the Community Impact Team (CIT) will coordinate the Los Angeles County Homeless Outreach Service Team (HOST) program, providing outreach services to persons who are homeless within Glendora and cities in the eastern San Gabriel Valley.

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A property and evidence audit will be conducted by the Investigations Lieutenant ensuring Commission on Police Officer Standards of Training (POST) standards are met.

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The Investigation Division supervisors will conduct four audits for each investigator to ensure thorough and complete work product is provided in accordance with current case law, current legislation, and Department Policy.

✓

✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Contact Crime Victims within 30 days	%	Effectiveness	90%	90%	90%	90%
Cases Assigned to Investigators	#	Workload	3,161	3,200	3,200	3,250
Cases Assigned to Court Officer	#	Workload	1,280	1,350	1,400	1,400
Part 1 Crimes in Glendora	#	Workload	1,633	1,700	1,800	1,800
Part 1 Crime Clearance Rate	%	Efficiency	24.7%	30%	30%	30%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	2,269,314	2,544,920	2,544,920	2,904,490	3,061,083
208	Asset Forfeiture	221,869	242,300	242,300	10,000	10,000
Division Total		2,491,183	2,787,220	2,787,220	2,914,490	3,071,083

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	1,297,099	1,424,580	1,424,580	1,393,553	1,435,360
41120	Overtime	311,666	280,664	280,664	280,000	280,000
41310	Holiday Pay	45,513	35,200	35,200	37,369	38,490
41370	Uniform Allowance	10,913	11,900	11,900	12,300	12,669
42110	Misc. PERS	25,287	26,800	26,800	31,205	35,511

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
42112	Safety PERS	477,828	627,557	627,557	718,290	815,978
42290	Flex Benefit	160,467	191,940	191,940	224,983	231,732
42310	Employer Paid Benefits	29,082	26,700	26,700	28,692	29,553
42520	Worker Comp	101,473	121,879	121,879	123,097	126,789
51200	Division Supplies	339	2,000	2,000	2,000	2,000
51500	Equipment Parts	2,301	4,000	4,000	4,000	4,000
59100	Contract Services	29,215	34,000	34,000	59,000	59,000
Division Total		2,491,183	2,787,220	2,787,220	2,914,490	3,071,083

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51200	Division Supplies	Costs associated with restocking of division supplies, investigations equipment, training supplies, etc.
59100	Contract Services	Funds are used to pay informants for information that leads to the solving a crime, fingerprint, DNA services, blood alcohol testing and sexual assault examinations.

CITY of GLENDORA POLICE

TRAFFIC DIVISION - 5129

PROGRAM DESCRIPTION

Officers assigned to the Traffic Division engage in a three-pronged approach to traffic safety; education, enforcement and a partnership with the City traffic engineers combine to reduce traffic collisions. Members of the Traffic Division participate in grant-funded operations obtained through the STEP (Selective Traffic Enforcement Program). STEP programs focus on enforcement of pedestrian violations, driving under the influence of alcohol and/or drugs, use of handheld electronic devices, as well as other accident-causing violations. The Traffic Division is tasked with investigating traffic collisions, ranging from non-injury to fatal injury collisions.

Traffic Division staff may be assigned collateral tasks such as:

- Explorer Program
- Foothills Special Enforcement Team member
- Major Accident Investigation Team (MAIT)
- Bicycle Patrol

2018-19 MAJOR ACCOMPLISHMENTS

- Obtained the Office of Traffic Safety “STEP” grant in the amount of \$100,000 during the current 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, two (2) DUI/CDL checkpoints, and covered the training expenses for officers to attend traffic related training courses.
- Coordinated Traffic Control and Crowd Management training for our volunteers (Auxiliary, CERT, and GEARS), Police Cadets, and Police Explorers.
- Coordinated school zone traffic enforcement and educational operations with reduced staffing. When available, traffic officers, in coordination with school resource officers and patrol officers conducted enforcement operations at various schools.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES						
Request a new STEP grant. The grant, if acquired, will be used to fund enforcement and educational operations.	✓					
Conduct a review of high collision locations and primary collision factors. Use this data to proactively work the identified locations and educate drivers on traffic safety.		✓				✓
Each week Traffic Division personnel will coordinate school-zone traffic enforcement and education operations in coordination with our school resource officers and patrol officers.		✓				✓

CITY of GLENDORA POLICE

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Citations Written by Motors	#	Workload	1109	850	1100	1100
Conducted Safety Checkpoints under DUI sweep	#	Workload	2	2	2	2
Traffic Collisions that resulted in fatalities	#	Efficiency	2	0	0	0
Non-injury Traffic Collisions reported	#	Efficiency	464	396	400	400
Injury Traffic Collisions reported	#	Efficiency	232	204	225	225
Conduct a review, once a month, of high collision locations and primary collision factors. Use this data to proactively work the identified locations and educate the public on traffic safety.	#	Efficiency	-	-	12	12

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
001	General Fund	701,249	752,193	757,560	801,412	854,006
Division Total		701,249	752,193	757,560	801,412	854,006

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	293,778	317,009	317,009	311,760	321,113
41120	Overtime	13,973	-	-	-	-
41310	Holiday Pay	9,734	7,800	7,800	5,638	5,808
41370	Uniform Allowance	2,850	2,900	2,900	1,900	1,957
42110	Misc. PERS	664	-	-	-	-
42112	Safety PERS	134,522	168,291	168,291	184,633	209,743
42290	Flex Benefit	36,407	38,900	38,900	33,600	34,608
42310	Employer Paid Benefits	5,527	5,700	5,700	5,825	6,000
42520	Worker Comp	24,392	26,300	26,300	28,996	29,866
51200	Division Supplies	6,280	5,000	5,000	5,150	5,305
56200	Equipment Maintenance	1,200	1,000	1,000	1,100	1,200
59100	Contract Services	171,921	179,293	184,660	222,810	238,407
Division Total		701,249	752,193	757,560	801,412	854,006

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.
51200	Division Supplies	Purchase and maintenance of radar equipment, message boards, DUI/radar trailer, and 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

This Division performs and coordinates community relations programs, school safety education programs, organizes neighborhood watch meetings, coordinates National Night Out, and conducts a Citizen Academy classes. The full-time School Resource Officer provides security and mentoring for students at Glendora High School, Whitcomb High School, and Glendora middle schools within the Glendora Unified School District.

As our Community Relations Division consists of one person, personnel from other divisions are assigned community outreach collateral tasks such as:

- Explorer Program
- Child Safety Seat program
- Social Media Team
- Social Health awareness campaigns such as Pink Patch Project, Movember, Special Olympics support, and Denim Day

2018-19 MAJOR ACCOMPLISHMENTS

- Utilize tools such as the private social network Nextdoor for reaching out to the community. In addition to the aforementioned, we continue to utilize Facebook, Twitter, Nixle, Instagram, and the city website to convey up-to-date information regarding traffic, street closures, weather conditions and other City issues.
- Added the Wildlife Watch segment in the Neighborhood Watch Program and the Citizen’s Academy.
 - ◇ Coffee with a Cop
 - ◇ Hosted a booth at the Halloween Trick or Treat
 - ◇ Glendora Day at the Fair
 - ◇ Youth Explorer program
 - ◇ First Christian Empty Bowls
 - ◇ Battle of the Badges Blood Drive
 - ◇ Patrol Ride-a-long experiences
 - ◇ ABC 7 Spark of Love
 - ◇ Operation Christmas Shoe Box
 - ◇ Auxiliary Santa Home Visits
 - ◇ Downtown Christmas Holiday Stroll
- Numerous community outreach efforts occurred through events such as:

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES

Community Relations Community Service Officer (CSO) will proactively conduct four Neighborhood Watch meetings and conduct three Neighborhood Block Captain’s Meeting.



CITY of GLENDORA POLICE

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



A “best practices” review of the Neighborhood Watch program with the goal of further developing the program. The addition of using the “Nextdoor” social network function has been reviewed and will be utilized for better communication with the community. This falls in line with contemporary Community Relations practices for technology. Glendora Police Department’s “Nextdoor” accessibility campaign will launch during this fiscal year.

✓

Community Relations Division CSO will develop a Community Incident Response (CIR) team plan. The team would be deployed to a specific area and/or neighborhood in the City of Glendora after a critical incident or incident attracting attention. The CIR team would be tasked with going door-to-door canvassing the area assessing needs and/or providing resource info to residents and business owners.

✓

✓

The Community Relations CSO will conduct one Kids Safety Academy (KSA) program this fiscal year. The Safety Academy is for elementary school students ages 6 to 12 and their parents. Sessions are meant for the police department to build a relationship with our younger school aged youth and provide them with safety education in various subjects. Examples of subjects are: stranger danger, park safety, bike safety, 9-1-1, community leadership and environmental awareness

✓

✓

Launch a new program; Back to School program. The Glendora Police Department will partner with our community and local businesses to collect and distribute back-to-school supplies to those students in need. The school supplies would be collected at three different activities leading up to the upcoming school year. Deliveries to the schools within Glendora would begin in August right as school begins.

✓

✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Rides-A-Longs	#	Workload	88	108	115	115
Attendees for National Night Out Program	#	Workload	750	1,000	1,000	1,000
Attendees for Open House	#	Workload	1000	1,200	1,000	1,000
Citizens Academy	#	Effectiveness	1	1	1	1
Community Presentations	#	Workload	66	70	75	80
Neighborhood Watch members	#	Workload	900	975	1025	1040
Neighborhood Watch meetings	#	Workload	-	-	4	4

CITY of GLENDORA POLICE

PERFORMANCE MEASURES (cont'd)

Measurement	Unit of	Type of	FY 2018	FY 2019	FY 2020	FY 2021
Kids Safety Academy	#	Workload	-	-	1	TBD
Community Incident Response Team	#	Workload	-	-	2	4

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	234,368	240,434	240,434	346,013	363,643
Division Total		234,368	240,434	240,434	346,013	363,643

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	100,720	105,634	105,634	158,938	163,706
41120	Overtime	7,468	6,800	6,800	6,000	5,000
41210	Part Time	43,024	40,000	40,000	43,309	44,609
41310	Holiday Pay	711	2,700	2,700	4,274	4,402
41370	Uniform Allowance	887	900	900	1,400	1,442
42110	Misc. PERS	14,969	13,400	13,400	15,603	17,756
42111	PARS Retirement	-	-	-	1,624	1,673
42112	Safety PERS	33,994	37,600	37,600	63,167	71,758
42290	Flex Benefit	18,645	18,600	18,600	29,400	30,282
42310	Employer Paid Benefits	3,209	3,200	3,200	4,532	4,668
42520	Worker Comp	10,217	10,100	10,100	16,066	16,548
51200	Division Supplies	524	1,500	1,500	1,700	1,800
Division Total		234,368	240,434	240,434	346,013	363,643

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.

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, respond to public records requests, and processes criminal/civil discovery requests.

2018-19 MAJOR ACCOMPLISHMENTS

- Participated in a sit-a-long in dispatch to experience the beginning process of our calls for service as well as a ride-a-long with the court officer to acquire a better understanding of overall court filing procedures.
- Participated in training for the California Sex and Arson Registry (CSAR) Web. This allows Specialists to become proficient in the use of the new Sex and Arson registrant system which was implemented by the California Department of Justice.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES	\$					
Records Specialists will participate in cross-training within the Records Division of specialized tasks that are currently handled as collateral duties.		✓			✓	
Records Specialists will participate in a sit-a-long with the jailer to understand the booking process for suspects and will participate in a sit-a-long in the Investigations Division to experience the detectives' process for investigations.		✓			✓	
Records Specialists will complete 16 hours of update training in the Spillman database.	✓				✓	✓
Records Division personnel will complete a re-certification exam for all "Full Access" and "Less-Than Full Access" operators of the California Law Enforcement Telecommunications System (CLETS).						✓
In 2021 the Federal Bureau of Investigation (FBI) is requiring every law enforcement agency to change the process by which they report crime statistics. Records Specialists will be given training on the new reporting system and the changes that will be required to accommodate the new reporting requirements.						✓

CITY of GLENDORA POLICE

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Reports Processed	#	Workload	5350	5400	5400	5400
Traffic Citations Processed	#	Workload	2160	2300	2300	2300
Reports Requests from Public	#	Workload	2150	2250	2350	2450
In-Custody Reports Processed (within 48 hours)	%	Efficiency	100%	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	499,519	568,100	543,300	563,961	590,227
Division Total		499,519	568,100	543,300	563,961	590,227

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	194,458	251,500	251,500	241,083	248,315
41120	Overtime	8,304	8,200	8,200	8,000	7,800
41210	Part Time	116,092	89,700	62,000	97,500	100,425
41310	Holiday Pay	2,592	5,100	5,100	4,801	4,945
41370	Uniform Allowance	1,400	1,400	1,400	700	721
42110	Misc. PERS	53,140	63,900	63,900	70,833	80,608
42111	PARS Retirement	2,976	3,400	3,400	3,656	3,766
42290	Flex Benefit	45,636	60,400	60,400	47,735	49,167
42310	Employer Paid Benefits	6,973	9,300	9,300	8,936	9,204
42520	Worker Comp	7,521	10,200	10,200	10,475	10,790
51110	Office Supplies	17,419	16,500	16,500	16,830	17,160
51200	Division Supplies	1,390	1,500	1,500	1,550	1,600
51560	Operating Leases	19,715	14,000	16,900	21,500	22,000
55320	Printing	3,147	15,000	15,000	12,000	15,000
59100	Contract Services	18,757	18,000	18,000	18,360	18,725
Division Total		499,519	568,100	543,300	563,961	590,227

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items.
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 OPERATIONS 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 Department. We operate a 24-hour facility that is staffed by certified Police Jailers. The Glendora Police Department Jail is regulated by the Board of State and Community Corrections and Title 15 of the California Code of Regulations.

2018-19 MAJOR ACCOMPLISHMENTS

- Inspections by the following regulatory agencies found the Glendora Jail to be in full compliance with all standards:
 - ◇ Corrections Standards Authority Biennial Jail Inspection
 - ◇ LA County Juvenile Court
 - ◇ STC Training Plan & STC Program Monitoring
 - ◇ LA County Fire Department
 - ◇ LA County Public Health Environment Health
 - ◇ Superior Court of LA County
 - ◇ LA County Public Health Medical/Mental Health
 - ◇ Civil Grand Jury Jail Inspection
- Fully integrated the jail module of our Spillman computer system with the Los Angeles County Sheriff Department's system to streamline booking procedures and eliminate non-essential duplicate work.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES	\$					
Complete biannual recertification for all Jailers on Automated External Defibrillators (AEDs). In-house instructors will provide two recertifications during the fiscal year.						✓
Review and update, if needed, the booking process; to include initial screening and needs assessment of those being booked in our facility.						✓
Records Division personnel will complete a re-certification exam for all "Full Access" and "Less-Than Full Access" operators of the California Law Enforcement Telecommunications System (CLETS).						✓

CITY of GLENDORA POLICE

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Glendora PD Bookings	#	Workload	2,136	2,170	2,200	2,200
Irwindale PD Bookings	#	Workload	133	75	N/A	N/A
Compliant with BSCC STC Training mandates	%	Efficiency	-	-	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	378,949	434,400	434,400	426,837	445,535
Division Total		378,949	434,400	434,400	426,837	445,535

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	177,717	238,900	238,900	225,452	232,215
41120	Overtime	58,322	35,000	35,000	35,000	35,000
41210	Part Time	4,489	-	-	-	-
41310	Holiday Pay	12,873	5,700	5,700	6,521	6,716
41370	Uniform Allowance	1,800	1,400	1,400	1,350	1,391
42110	Misc. PERS	41,577	60,800	60,800	66,569	75,756
42290	Flex Benefit	41,426	43,200	43,200	43,200	44,496
42310	Employer Paid Benefits	6,874	7,700	7,700	7,590	7,818
42520	Worker Comp	16,844	23,400	23,400	22,545	23,221
51200	Division Supplies	5,024	5,500	5,500	5,610	5,722
51400	Building Materials	1,768	3,000	3,000	3,000	3,000
51750	Food Supplies	10,236	9,800	9,800	10,000	10,200
Division Total		378,949	434,400	434,400	426,837	445,535

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
551750	Food Supplies	Food costs that meets the Title 15 minimum requirements for un-sentenced 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 is maintaining an environment that is safe and secure for detainees.

CITY of GLENDORA POLICE

COMMUNITY PRESERVATION DIVISION - 5139

PROGRAM DESCRIPTION

Community Preservation Division consists of Code Enforcement and is the City of Glendora's liaison for animal control services. The mission of the Community Preservation Division is to maintain quality of life and to work in partnership with the Glendora residents to promote a safe and desirable living and working environment throughout the City. Community Preservation Officers (CPO's) enforce the City of Glendora's municipal and zoning codes, address property maintenance and codes related to residential and commercial properties. They balance their enforcement with educating residents and business owners when possible.

Animal Control is handled by Inland Valley Humane Society (IVHS) on a contract basis. IVHS is responsible for the enforcement of all State, County, and Municipal codes that pertain to the safety, welfare, and protection of domestic animals. Wildlife issues are handled by the California Department of Fish and Wildlife.

2018-19 MAJOR ACCOMPLISHMENTS

- Successfully hired and trained the position of a second Community Preservation and both CPO staff members attended and completed the California Association of Code Enforcement Officers (CACEO) Intermediate Module 2 Academy.
- Continued to meet quarterly with our allied city departments, such as Planning, Building, Finance and Public Works. These meetings serve to collaborate on efficiencies in preserving a high quality of life throughout our community. The meetings have yielded positive results such as better communication and collaborative problem solving related to zoning and enforcement of the municipal code.
- Utilized our new method to prioritize code enforcement issues to assist in continuing to provide a high level of customer service throughout fiscal year 2018-2019. Provided initial response to all 'priority' cases for the best possible customer service by 48 hours, excluding weekends and holidays, and all other cases by 20 days.
- Monitored and tracked wildlife complaints and observations in conjunction with the California Department of Fish and Wildlife. All wildlife calls that are called in through our police dispatch center are captured in our CAD software. Incorporated Wildlife segment into the Neighborhood Watch program and Citizen's Academy.
- Implemented successfully a new schedule which allows Code Enforcement to be available to the public longer hours during the week and on Saturdays.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Collaborate with City digital media specialist(s) for a spot light segment on Community Preservation for an episode of "Go Glendora". Topics would include common neighborhood complaints, investigative steps and goal oriented enforcement through compliance.



CITY of GLENDORA POLICE

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



In support of the Glendora Police Department's mission statement, provide outstanding personal and professional service, Community Preservation personnel will strive to conduct follow-up with reporting parties within ten business days of the initial call and every 30 days thereafter for prolonged cases.



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY2019 Estimated	FY 2020 Projected	FY 2021 Projected
Respond within two business days to code violations	%	Efficiency	99%	99%	99%	99%
Financial Institution home registries	#	Workload	10	8	4	2
Cases Handled	#	Workload	1,188	1,464	1,740	1,800
Business Contacts	#	Workload	72	120	520	520
Correction Notices	#	Workload	456	500	556	570
Citations	#	Effectiveness	96	120	100	90

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	297,649	323,900	323,911	342,260	355,959
531	Water Operating	4,153	7,400	7,400	8,344	8,762
Division Total		301,803	331,300	331,311	350,603	364,721

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	94,170	103,400	103,400	106,487	109,681
41120	Overtime	1,119	1,000	1,000	3,700	3,700
41310	Holiday Pay	39	-	-	-	-
41370	Uniform Allowance	450	500	500	450	464
42110	Misc. PERS	20,840	26,000	26,000	31,060	35,346
42290	Flex Benefit	14,839	22,800	22,800	22,800	23,484
42310	Employer Paid Benefits	2,830	3,500	3,500	3,577	3,684
42520	Worker Comp	3,785	4,300	4,300	4,497	4,632

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
55450	Bank Service Charges	4,603	-	-	-	-
59100	Contract Services	-	3,500	3,500	-	-
59530	Animal Shelter Services	159,128	166,300	166,311	178,033	183,730
Division Total		301,803	331,300	331,311	350,603	364,721

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
59530	Animal Shelter Services	IVHS contracted services.

CITY of GLENDORA POLICE

OFFICE OF TRAFFIC SAFETY GRANT - 5194

PROGRAM DESCRIPTION

The Traffic Division uses education, enforcement, and effective partnerships that produce successful programs which save lives. Each year the division applies for a Selective Traffic Enforcement Program (STEP) grant from the California Office of Traffic Safety.

2018-19 MAJOR ACCOMPLISHMENTS

- Successfully completed the 2017-2018 STEP grant which included publicizing enforcement/education activity and raising the general public awareness regarding the problems associated with alcohol/drugs and driving. Maintained the Department Social Media presence ensuring to publicize all education/enforcement efforts completed to enhance public safety, DUI events and information.
- Completed two DUI checkpoints resulting in numerous subjects being arrested, thousands of vehicles passing through the checkpoint, dozens of drivers checked in the secondary inspection area, and thousands of views on the Department Facebook page.
- Completed 19 DUI saturation patrol operations, 2 warrant service operations, 2 Know Your Limit details, 21 traffic enforcement operations, 8 distracted driving enforcement details, 4 highly publicized pedestrian and bicycle enforcement operations, and 5 traffic safety educational presentations reaching over 300 community members.
- 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 the “worst of the worst” DUI offenders.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



2018-19 STEP Grant Objectives (remaining for 2019)

Publicize activity and results Glendora Police Department DUI efforts as well as raising the general public awareness regarding the problems associated with drinking/drugs and driving through September 30, 2019.



Maintain a monthly “Hot Sheet” program to notify patrol and traffic officers 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, 2019.



Participate in a total of ten National community education/enforcement campaigns.



CITY of GLENDORA POLICE

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



2018-19 STEP Grant Objectives (remaining for 2019) - cont'd

Conduct a total of 19 DUI roving/saturation patrols, 8 Distracted Driving details, 2 DUI/CDL checkpoints, 2 warrant service operations, 2 Know Your Limit campaigns, 21 Traffic Enforcement patrols, 4 bicycle/pedestrian enforcement operations, and 5 educational presentations in the City of Glendora by September 30, 2019.



2019-20 STEP Grant Goals and Objectives (if awarded, for October 2019 - September 2020)

Obtain an OTS STEP grant in the amount up to \$272,000 for state fiscal year 2019-2020 to assist in reduction of the number of persons killed and injured in traffic collisions.



Conduct City of Glendora DUI 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 2020.



The media component of the OTS Traffic Safety grant is managed by utilizing the Glendora Police Department Social Media Team using various social media platforms. Utilize the Social Media Team is provided information to disseminate to the public regarding current enforcement periods, public service announcements, DUI enforcement notifications on major holidays and covers other goals listed in our grant requirements.



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	State FY 2018 Actual	State FY 2019 Estimated	State FY 2020 Projected	State FY 2021 Projected
Persons injured in collisions	#	Effectiveness	193	195	200	200
Collisions due to drug or alcohol	#	Effectiveness	28	35	40	40
Injuries due to drug or alcohol	#	Effectiveness	6	9	10	10
DUI arrests	#	Workload	183	200	210	215

CITY of GLENDORA POLICE

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
207	Grants	54,158	83,911	83,911	-	-
254	Office of Traffic Safety Grants	96,817	116,647	116,647	-	-
Division Total		150,975	200,558	200,558	-	-

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41120	Overtime	119,427	105,692	105,692	-	-
42290	Flex Benefit	43	-	-	-	-
42520	Worker Comp	1,666	3,157	3,157	-	-
55320	Printing	5,494	86,613	86,613	-	-
55600	Training & Education	2,500	5,096	5,096	-	-
59100	Contract Services	21,845	-	-	-	-
Division Total		150,975	200,558	200,558	-	-

PRIMARY PROGRAM EXPENDITURE EXPLANATION

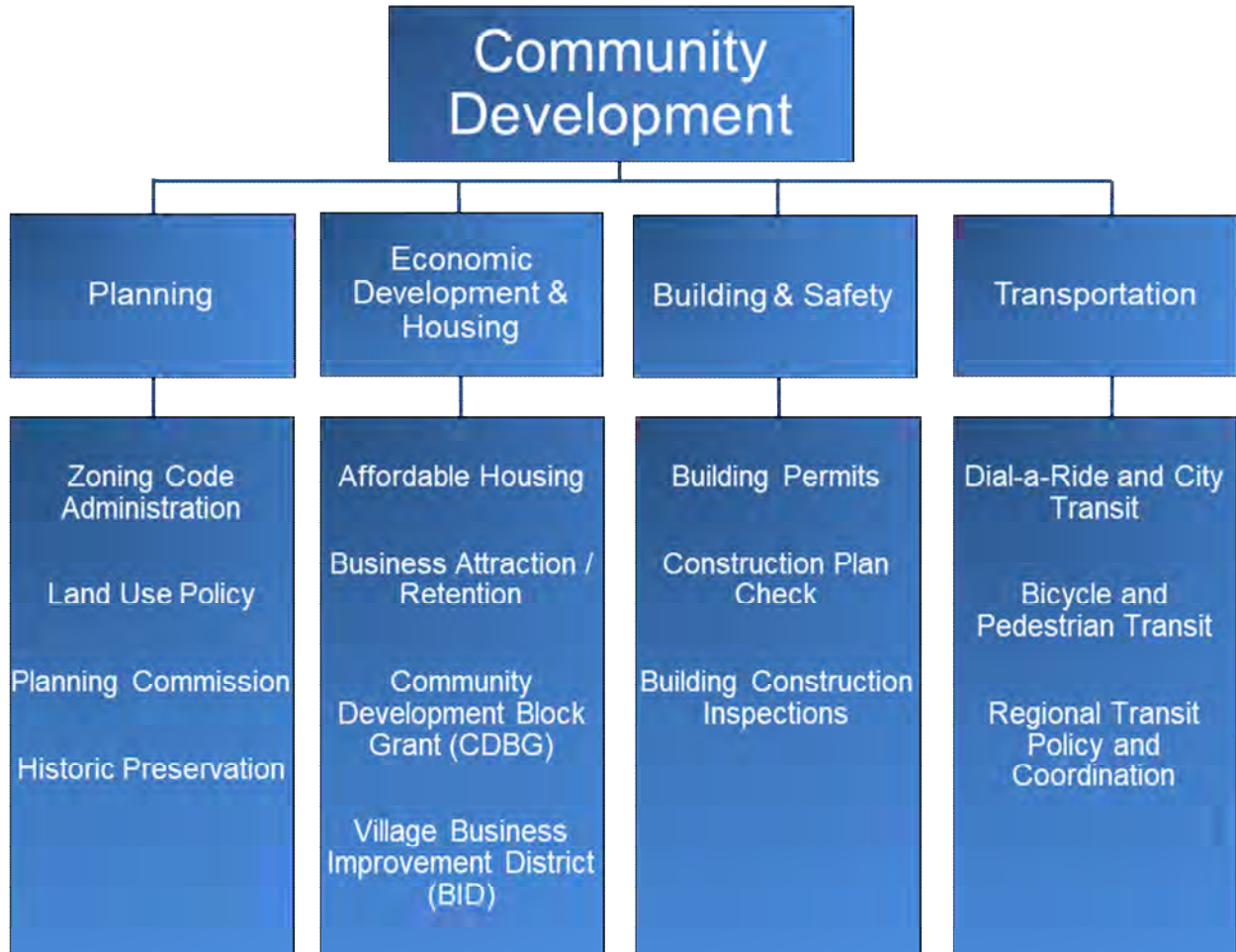
Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Only certain labor related costs are allowed by the Grants.
51200 - 72000	Operating Accounts	The OTS Grant is awarded based on the State's fiscal year (Oct 1 - Sept 30). When awarded, it is taken to City Council for budget appropriations.

CITY of GLENDORA POLICE



CITY of GLENDORA COMMUNITY DEVELOPMENT

ORGANIZATIONAL CHART



CITY of GLEN DORA

COMMUNITY DEVELOPMENT

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Full-Time Positions					
Community Development Director *	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development & Housing Mgr.	-	-	-	1.00	1.00
City Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Assistant Planner	1.00	1.00	2.00	1.00	1.00
Associate Planner	1.00	1.00	-	1.00	1.00
Building Official	-	-	-	1.00	1.00
Building Inspector	-	-	-	2.00	2.00
Building Technician	-	-	-	1.00	1.00
Plans Examiner	-	-	-	1.00	1.00
Transportation Superintendent	-	-	-	1.00	1.00
Management Analyst (Environmental)	1.00	1.00	1.00	-	-
Part-Time Positions					
Senior Office Assistant	0.50	0.50	-	-	-
Management Analyst (Transportation)	-	-	--	0.84	0.84
Building Inspector	-	-	-	0.20	0.20
Office Aide IV (Building)	-	-	-	0.63	0.63
Administrative Intern (Econ. Dev.)	-	-	0.50	0.32	0.32
Planning Technician	-	-	-	0.50	0.50
Total Full-Time	7.00	7.00	7.00	13.00	13.00
Total Part-Time	0.50	0.50	0.50	2.49	2.49
Total Department FTE	7.50	7.50	7.50	15.49	15.49
Fund					
001– General Fund	N/A	N/A	N/A	11.96	11.96
209-Prop A Transit	N/A	N/A	N/A	1.64	1.64
215– AQMD	N/A	N/A	N/A	0.02	0.02
255– Measure M	N/A	N/A	N/A	0.18	0.18
285– Affordable Housing	N/A	N/A	N/A	0.53	0.53
290– Housing Authority	N/A	N/A	N/A	1.03	1.03
531– Water Operations	N/A	N/A	N/A	0.13	0.13
Total Department FTE by Fund				13.00	13.00

CITY of GLENDORA

COMMUNITY DEVELOPMENT

PLANNING DIVISION - 6051

PROGRAM DESCRIPTION

The Planning Division's responsibilities are divided into two major categories.

- **Current Planning** - Under this function, the Division 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 zoning entitlements for subdivisions, new construction and certain commercial uses.
- **Advance Planning** - Under this function, the Division addresses land use policy formulation and implementation. 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 and Zoning Code, establishment and maintenance of specific plans, performing land use studies and working on regional planning activities through regional and state governmental organizations.

2018-19 MAJOR ACCOMPLISHMENTS

- Completed the Arrow Highway Specific Plan.
- Developed standards and a new permit process for Wireless Telecommunications Facilities in the public right-of-way.
- Participated with Metro's expansion of Gold Line service. Staff also worked with Metro on development of a Gold Line First/Last Mile Plan.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES						
Evaluate and upgrade TRAKit permitting system to new version.		✓				✓
Coordinate land development policies with Metro's expansion of Gold Line service.			✓	✓		✓
Pursuant to State law, develop regulations for sidewalk vendors.	✓		✓			✓
Update the City's Mills Act Agreement Program for historic landmarks.		✓	✓			✓
Amend the zoning code to address internal conflicts and/or sections that are outdated due to changes in land use law.		✓		✓		✓
Initiate comprehensive update to the General Plan Housing Element.		✓		✓		✓

CITY of GLEN DORA

COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Average days to review building plan check submittals	#	Efficiency	11.79	10	10	10
Advance planning projects to be initiated/completed (e.g. zoning code amendments, specific plans, etc.)	#	Workload	2	2	3	4
Zoning entitlements/applications to be reviewed	#	Workload	46	45	45	45
Building permit applications to be reviewed	#	Workload	1,400	1,000	1,000	1,000

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	676,354	680,500	659,477	773,118	810,292
285	Affordable Housing	53,350	71,800	71,800	81,857	86,148
321	Capital Projects	54,252	338,549	338,549	-	-
Division Total		783,955	1,090,849	1,069,826	854,975	896,440

DIVISION BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	441,648	419,400	419,400	469,339	483,419
41120	Overtime	2,168	1,000	1,000	2,000	2,000
41210	Part Time	924	14,100	14,100	23,024	23,715
41360	Vehicle Allowance	3,078	2,400	2,400	1,980	1,980
42110	Misc. PERS	98,681	107,300	107,300	135,902	154,656
42111	PARS Retirement	35	500	500	863	889
42290	Flex Benefit	53,368	62,700	62,700	61,542	63,388

CITY of GLENDORA

COMMUNITY DEVELOPMENT

DIVISION BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
42310	Employer Paid Benefits	8,958	9,700	9,700	11,501	11,847
42520	Worker Comp	4,079	4,200	4,200	4,064	4,186
51110	Office Supplies	5,215	3,000	2,701	3,500	3,500
51560	Operating Leases	2,625	2,800	2,500	3,200	3,300
55310	Advertising	1,825	3,000	1,045	3,000	3,000
55320	Printing	475	1,000	244	2,000	2,000
55340	Postage	7,171	10,000	9,000	7,500	7,500
55400	Dues & Memberships	1,879	1,500	1,500	1,500	1,500
55600	Training & Education	4,423	6,000	4,812	6,000	6,000
59100	Contract Services	55,503	354,549	339,024	15,000	15,000
59801	Info Tech Charges	41,500	36,800	36,800	50,800	52,650
59805	Vehicle Charges	2,900	2,900	2,900	3,300	3,400
59807	Liability Ins Charges	47,500	48,000	48,000	48,960	52,510
Division Total		783,955	1,090,849	1,069,826	854,975	896,440

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
59100	Contract Services	Contract services requested during the year for GIS Services; CEQA analysis and other 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.

CITY of GLENDORA COMMUNITY DEVELOPMENT

ECONOMIC DEVELOPMENT AND HOUSING DIVISION - 6008

PROGRAM DESCRIPTION

Economic development focuses on facilitating the growth of existing businesses, and working to attract new businesses to Glendora. The City Council has adopted a goal to “Implement Strategic Economic Development” within the City’s Strategic Plan. 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 investment opportunities.

2018-19 MAJOR ACCOMPLISHMENTS

- Provided support to the business community by way of holding four business workshops educating business owners and managers on various business related topics.
- Held a Development Workshop with builders, contractors, engineers and architects in order to improve the efficiency of the development permitting process.
- Assisted with marketing for the sale of the last two remaining real estate properties held by the Successor Agency to the former Glendora Community Redevelopment Agency.
- In partnership with the Finance Department, began a review of the business license processes and ordinance review for potential opportunities to improve best practices.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City’s infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as ‘other’ in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Review City-owned properties and analyze their potential for economic development.



Continue to develop relationships with owners of real property that has been identified as having the potential for redevelopment opportunities.



Continue to market commercial vacancies within the City, with specific emphasis on matching tenants with key sites.



Review the City’s development process and procedures and revise as needed.



DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	168,697	188,500	185,700	139,942	144,513
Division Total		168,697	188,500	185,700	139,942	144,513

CITY of GLENDORA

COMMUNITY DEVELOPMENT

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	89,904	95,800	95,800	55,627	57,296
41210	Part Time	7,423	9,100	9,100	9,498	9,783
41360	Vehicle Allowance	-	-	-	360	360
42110	Misc PERS	20,058	24,000	24,000	15,775	17,952
42111	PARS Retirement	278	300	300	356	367
42290	Flex Benefit	11,022	11,000	11,000	12,316	12,685
42310	Employer Paid Benefits	1,994	2,400	2,400	1,444	1,487
42520	Workers Comp	815	900	900	565	582
51110	Office Supplies	-	500	300	500	500
55320	Printing	605	5,000	4,500	5,000	5,000
55340	Postage	721	2,000	900	1,000	1,000
55350	Miscellaneous	3,870	-	-	-	-
55400	Dues & Memberships	1,555	1,500	1,500	1,500	1,500
55600	Training & Education	2,953	6,000	5,000	6,000	6,000
59100	Contract Services	2,500	5,000	5,000	5,000	5,000
59600	Aid To Civic Organization	25,000	25,000	25,000	25,000	25,000
Division Total		168,697	188,500	185,700	139,942	144,513

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
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. Marketing material promoting the City as a great place to live, work and play.
55600	Training & Education	Attend training seminars and conferences, such as Regional ICSC Conference and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
59100	Contract Services	Contract with outside consultants to support and assist with void analysis and business attraction.
59600	Aid to Civic Organization	Agreement with the Chamber of Commerce.

CITY of GLENDORA

COMMUNITY DEVELOPMENT

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	162,024	176,000	176,000	178,536	183,892
41120	Overtime	77	-	-	-	-
41360	Vehicle Allowance	2,704	2,700	2,700	2,580	2,580
42110	Misc. PERS	37,727	47,400	47,400	57,288	65,194
42290	Flex Benefit	14,902	16,000	16,000	16,893	17,400
42310	Employer Paid Benefits	4,164	4,600	4,600	3,570	3,678
42520	Worker Comp	1,338	1,500	1,500	1,548	1,594
45100	Temporary in Lieu of Perm	29,327	-	-	-	-
55110	Audit Services	5,526	5,700	5,700	5,500	5,500
55200	Legal Services	5,436	-	-	-	-
55450	Bank Services Charges	7,501	7,700	7,724	8,500	8,500
59100	Contract Services	44,247	45,600	47,300	62,700	62,700
85010	Pass Through Payments	55,833	-	-	-	-
Division Total		370,805	307,200	308,924	337,115	351,037

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
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.

CITY of GLENDORA COMMUNITY DEVELOPMENT

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 May 14, 2019. 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 Council adopted a Five-Year Consolidated Plan (2018-2023) on April 24, 2018. Each year the City adopts an Annual Action Plan to fund specific projects.

FY 2018-19 MAJOR ACCOMPLISHMENTS

- Completed a street resurfacing project in the neighborhood of Laxford Street and Vecino Avenue Census Tract 4039.02 block group 3.
- Engaged the Housing Rights Center to provide Fair Housing Services with dispute resolutions; educate landlords, tenants and the general public regarding housing rights and responsibilities.
- Administered the CDBG grant in compliance with HUD regulations.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Complete a street resurfacing project in the neighborhood of Census Tract 4039.02.



Complete a street resurfacing project in the neighborhood of Census Tract 4011.01.



Complete One-Year Action Plan by May 31 each year, and the Consolidated Plan Annual Performance and Evaluation Report by September of each year.



Work jointly with Housing Rights Center to schedule one fair housing workshop each year.



CITY of GLENDORA

COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Ensure that City maintains an unexpended fund balance of less than 150% of the annual CDBG entitlement	%	Effectiveness	15%	20%	<50%	<50%
Goal of 1 Public improvement project per year	#	Effectiveness	1	1	2	1

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
212	CDBG	55,322	80,987	35,000	55,000	55,000
Division Total		55,322	80,987	35,000	55,000	55,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
59100	Contract Services	35,961	40,987	20,000	40,000	40,000
59100.05	Fair Housing Contract	15,147	15,000	15,000	15,000	15,000
60133	Small Business Assistance	4,213	25,000	-	-	-
Division Total		55,322	80,987	35,000	55,000	55,000

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
59100	Contract Services	Contract with the Housing Rights Center, Grant Administration, Preparation of one-year action plan and the Consolidated Annual Performance Evaluation Report (CAPER).

CITY of GLENDORA

COMMUNITY DEVELOPMENT

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 Community Redevelopment Agency (CRA). 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 CRA. Additionally, the housing function includes administration of the City's Mobile Home Park Rent Stabilization Ordinance.

FY 2018-19 MAJOR ACCOMPLISHMENTS

- Amended the Ground Lease and Development Agreement with the Heritage Oaks Senior Apartments to increase the number of low income units from 47 to 52.
- Monitored the Elwood Apartments and Heritage Oaks Senior Apartments affordability agreements.
- Administered portfolio of affordable housing loans and mobile home rent stabilization ordinance.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Complete required monitoring pursuant to affordable housing agreements associated with the Elwood Apartments.



Monitor Ground Lease requirements and conduct an on-site review of the low-income units at the Heritage Oaks Senior Apartments.



Administer City and Housing Authority loan portfolio.



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY2021 Projected
Complete required monitoring of the Elwood Apartments	Yes/No	Effectiveness	Yes	Yes	Yes	Yes

CITY of GLENDORA

COMMUNITY DEVELOPMENT

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
290	Housing Authority	116,459	233,038	198,038	185,140	192,737
Division Total		116,459	233,038	198,038	185,140	192,737

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	72,492	89,500	89,500	104,055	107,177
41120	Overtime	181	-	-	-	-
41360	Vehicle Allowance	362	400	400	360	360
42110	Misc. PERS	18,546	22,700	22,700	29,850	33,969
42290	Flex Benefit	11,147	13,800	13,800	8,755	9,017
42310	Employer Paid Benefits	1,452	2,000	2,000	2,218	2,284
42520	Worker Comp	601	800	800	902	929
55110	Audit Services	3,947	4,000	4,000	4,000	4,000
55200	Legal Services	162	49,838	49,838	-	-
59100	Contract Services	7,568	50,000	15,000	35,000	35,000
Division Total		116,459	233,038	198,038	185,140	192,737

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
59100	Contract Services	Costs related to enforcing Heritage Oaks Ground Lease and affordable housing covenants. Consultant services to assist in compliance with the State HOME Loan Agreement and Housing Authority Regulatory Agreement associated with the Elwood Apartments.

CITY of GLENDORA

COMMUNITY DEVELOPMENT

BUILDING & SAFETY DIVISION - 6064

PROGRAM DESCRIPTION

The Building & Safety Division administers and interprets the Building Code to ensure that new construction and building occupancy meets accepted health and safety standards. Duties include construction plan review, inspection services, issuance of permits and Certificates of Occupancy.

2018-19 MAJOR ACCOMPLISHMENTS

- Completed the following community outreach events:
 - ◇ “Code & Coffee” training events for contractors, architects and engineers;
 - ◇ A Podcast regarding water heater installation and a YouTube video explaining plan submittal requirements for the Building Division website;
 - ◇ Saturday morning “Meet & Greet” information booth at Home Depot;
 - ◇ Earth Day code information booth;
 - ◇ Building & Safety Week activities.
- The Insurance Services Office (ISO) reviewed the Building and Safety function and issued a positive insurance rating for the City of Glendora.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as ‘other’ in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES	\$					
Implement TRAKiT Permitting System Mobile PDA Module.	✓					✓
Evaluate and upgrade TRAKiT permitting system to new version.	✓		✓			✓
Scan and index all building structural plans into the City's electronic document management system.	✓					✓
Train Building Division staff and the public on the significant changes in the 2019 California codes.	✓				✓	✓

CITY of GLENDORA

COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Monthly reports to City Manager prepared and submitted by the 15th of each month	%	Efficiency	100%	100%	100%	100%
Building inspections completed (Annually)	#	Workload	10,430	10,200	10,000	10,000
% of building inspections completed within 24 hours of request	%	Efficiency	100%	100%	100%	100%
Plan checks completed within 30 days	#	Workload/ Efficiency	1,400	1,114	1,000	1,000
Average # of Days in Plan Check	#	Workload/ Efficiency	12.03	10.50	10.00	10.00
% of plans approved after 1st resubmittal	%	Effectiveness	85%	87%	89%	90%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	624,180	654,824	679,550	712,594	732,435
260	Plan Maintenance	38,815	220,508	108,000	3,000	103,000
531	Water Operating	55,548	56,000	56,000	15,444	16,221
Division Total		718,543	931,333	843,550	731,037	851,656

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	390,944	393,400	393,400	395,057	406,909
41120	Overtime	3,584	500	5,000	5,000	5,000
41210	Part Time	27,911	36,000	36,000	37,666	38,795
41360	Vehicle Allowance	6,759	6,800	6,800	6,720	6,720
41370	Uniform Allowance	-	-	-	500	515
42110	Misc. PERS	84,969	99,100	99,100	114,579	130,391
42111	PARS Retirement	622	1,400	1,400	1,412	1,455
42290	Flex Benefit	63,734	64,000	64,000	52,004	53,564
42310	Employer Paid Benefits	8,828	10,100	10,100	9,831	10,126
42520	Worker Comp	14,174	15,200	15,200	13,769	14,182
45100	Temporary In Lieu of Perm	22,336	-	30,000	-	-

CITY of GLENDORA

COMMUNITY DEVELOPMENT

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51110	Office Supplies	7,836	13,000	13,000	23,000	13,000
55320	Printing	3,213	2,000	2,000	2,000	2,000
55450	Bank Services Charges	743	1,360	850	850	850
55600	Training & Education	4,291	3,000	3,000	4,000	3,000
59100	Contract Services	69,901	206,773	135,000	50,000	150,000
59805	Vehicle Charges	8,700	8,700	8,700	14,650	15,150
72000	Capital Outlay	-	70,000	20,000	-	-
Division Total		718,543	931,333	843,550	731,037	851,656

PRIMARY PROGRAM EXPENDITURES EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51110	Office Supplies	Several accounts were eliminated and combined into the Office Supplies account. This account now includes Office Supplies; Office Equipment/Furniture; Subscriptions and Publications; Dues and Memberships; and purchasing of printer cartridges for the automated permitting system.
55320	Printing	Printing of job cards, correction notices, STOP WORK notices, and informational handouts.
55600	Training & Education	This account now includes certification fees for International Code Council required certifications (and renewals) for staff (i.e., Building Official; Plans Examiner, Building Inspectors, Building & Safety Superintendent). It also includes travel expenses for International Code Council (ICC) and California Building Officials (CALBO) and other regulatory agencies seminars and training.
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, expedited reviews requested by applicants; FOG (Fats, Oil & Grease); code training sessions (including materials) for staff as well as local contractors. The file maintenance contract service account will be used for the document management program of scanning the structural plans and calculations; enhancing the permitting system; consultant services for the TRAKiT automated permitting system and the yearly maintenance fees for TRAKiT and the Microfiche ViewScanner.

CITY of GLENDORA

COMMUNITY DEVELOPMENT

TRANSPORTATION DIVISION - 6086

PROGRAM DESCRIPTION

The Transportation Division is responsible for maintaining and operating the City of Glendora’s public transit system, planning for bicycle and pedestrian improvements, and encouraging City employees and residents to reduce the number of single-occupancy car trips. The Transportation Division is also responsible for compliance reporting as well as regional coordination for transportation projects and policy.

2018-19 MAJOR ACCOMPLISHMENTS

- Executed agreement with Metro for the procurement and installation of TAP readers on dial-a-ride and fixed-route vehicles.
- In partnership with the San Gabriel Valley Council of Governments (SGVCOG), developed the Glendora Bicycle and Pedestrian Master Plan.
- Obtained environmental clearance to proceed to the Design Phase for the Glendora Urban Trail System Phase 2 and 3.
- Secured \$50,000 in Mobile Source Reduction Committee funds to purchase zero-emission transit vehicle.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as ‘other’ in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES	\$	Lightbulb	Traffic Cone	Plant	People	Torch
Coordinate with the Gold Line Foothill Construction Authority on impacts to Glendora.	✓		✓	✓		
Create a City of Glendora Transit Plan.	✓	✓	✓			✓
Conduct annual Customer Satisfaction Survey.	✓	✓				✓
Complete design and start construction on Glendora Urban Trail Phase 2 & 3.	✓		✓			✓
Develop ordinance governing “micro mobility” devices.	✓	✓	✓			✓

CITY of GLENDORA

COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY2019 Estimated	FY2020 Projected	FY2021 Projected
Increase monthly ridership						
Dial-A-Ride			2,088	1,977	1,997	2,017
Metrolink Shuttle	#	Passengers	152	169	169	171
Gold Line Shuttle			1,769	1,688	1,700	1,717
Midday Teen Center Shuttle			1,089	1,151	1,186	1,245
Reduce the average hourly cost rate per passenger						
Dial-A-Ride	\$	Cost	17.46	19.90	16.60	20.78
Metrolink Shuttle		Effectiveness	28.14	25.99	25.00	30.21
Gold Line Shuttle			7.30	8.08	7.00	9.24
Midday Teen Center Shuttle			2.92	2.96	2.50	2.27
Passengers per hour						
Dial-A-Ride		Passengers	2.2	2.1	2.1	2.2
Metrolink Shuttle	#	per Hour	1.4	1.5	1.5	1.5
Gold Line Shuttle		Workload	5.2	4.8	4.8	1.9
Midday Teen Center Shuttle			9.7	18.3	19.2	19.8
On time performance						
Dial-A-Ride		On-Time	98	97	98	97
Metrolink Shuttle	%	Performance	93	95	95	95
Gold Line Shuttle		Effectiveness	94	96	96	97
Midday Teen Center Shuttle			99	98	98	99
\$7 Bus Pass Subsidies	#	Workload	914	916	920	924
	\$	Investment	6,398	6,412	6,440	6,468

¹ Subsidy for Glendora residents only. Includes Foothill Transit Adult, Student, Senior/Disabled 31-Day Pass and Metro Adult, Student, Senior/Disabled 30-Day Pass.

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
209	Prop A Transit	1,551,138	1,782,719	1,758,493	1,293,326	1,417,189
215	AQMD (Air Quality Management)	16,355	191,100	13,100	14,117	14,571
255	Measure M	-	23,400	23,400	25,763	27,087
Division Total		1,567,493	1,997,219	1,794,993	1,333,206	1,458,848

CITY of GLENDORA

COMMUNITY DEVELOPMENT

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	266,143	324,100	324,100	97,581	100,509
41120	Overtime	19,688	-	-	-	-
41210	Part Time	95,366	115,700	115,700	48,718	50,180
41360	Vehicle Allowance	905	900	900	-	-
41370	Uniform Allowance	-	-	-	250	258
42110	Misc PERS	58,070	92,500	92,500	32,086	36,514
42111	PARS Retirement	3,312	2,900	2,900	-	-
42290	Flex Benefit	44,106	51,500	51,500	11,060	11,392
42310	Employer Paid Benefits	8,335	10,100	10,100	2,736	2,819
42510	ALTCOM	9,771	16,500	10,000	10,000	10,300
42520	Worker Comp	13,778	20,300	20,300	5,779	5,953
51200	Division Supplies	7,866	9,200	6,500	8,200	8,200
51650	Fuel	37,675	45,000	45,000	47,000	48,000
55320	Printing	9,836	12,100	5,000	10,000	10,000
55400	Dues & Memberships	12,645	700	630	1,000	1,000
55600	Training & Education	2,217	2,500	100	4,500	4,500
56500	Landscaping	8,400	8,500	8,644	5,700	5,700
57100	Electric	5,874	7,500	7,500	7,500	7,500
57150	Gas	608	700	700	700	700
57160	Water	2,257	2,500	2,100	2,200	2,200
58240	Special Events-Transit	76,232	85,000	75,000	85,000	85,000
58250	Transit Fares	9,796	8,000	10,000	10,000	10,000
59100	Contract Services	56,512	68,800	60,000	65,300	65,300
59300	Dial A Ride	686,537	761,900	761,900	810,845	857,325
59550	Uniform & Linen Laundry	634	1,000	1,100	1,100	1,100
59801	Info Tech Charges	38,900	40,000	40,000	18,350	19,400
59805	Vehicle Charges	65,300	65,300	65,300	47,600	49,000
59807	Liability Ins Charges	11,800	11,900	11,900	-	-
72000	Capital Outlay	14,930	-	-	-	-
72300	Vehicles	-	232,119	65,619	-	66,000
Division Total		1,567,493	1,997,219	1,794,993	1,333,206	1,458,848

CITY of GLENDORA

COMMUNITY DEVELOPMENT

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110-45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased. Compensation costs have changes as a result of the reorganization.
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 four 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 and Village Bus Plaza 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 and Gold Line 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. Charges have changed due to risk transfer in the transit contract.
72300	Vehicles	Costs associated with transit system vehicles. Fiscal Year 2019 includes the purchase of an Americans with Disabilities Act (ADA) compliant transit van.

CITY of GLENDORA

COMMUNITY DEVELOPMENT

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. The assessment is estimated to generate approximately \$54,800 in each of the next two FY's 2019-20 and 2020-21. Special events are anticipated to generate an additional \$45,000.

2018-19 MAJOR ACCOMPLISHMENTS

- Recipient of the Best Downtown Reader's Choice Award conducted by the San Gabriel Valley News Group. This is the 8th consecutive year this award has been received.
- Implemented a new event, Friday Night Twilight, a series of activities held throughout the summer months to encourage visitors into the Village on Friday evenings.
- Reduced expenses through the expanded use of sponsorships for events.
- Hired a new marketing consultant to maintain the websites, significantly reducing marketing costs.
- Created an Ambassador group comprised of BID merchants that provide current, relevant content to be posted on social media.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and modernize the organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic development



Enhance employee development and retention

Objectives that may be specific to a department or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES						
Encourage members use "business spotlights" on the BID website, and request posts on social media outlets.				✓		✓
Encourage BID members to participate in events hosted by the Business Improvement District.				✓		✓
Plan marketing programs and activities that will increase foot traffic, dining and shopping in the Glendora Village.				✓		✓
Review the assessment methodology to determine if a change is warranted.				✓		✓

CITY of GLEN DORA

COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Showcase at least 12 different businesses on the Business Spotlight on BID website.	#	Workload	14	16	16	20
Generate new social media "followers"	#	Awareness	303	600	600	600
Website and/or blog page views	#	Awareness	65,807	62,640	65,000	65,000
Event revenue met.	%	Efficiency	103%	103%	100%	100%
Revenues > Expenditures	\$	Efficiency	\$8,400	\$380	\$1,000	\$1,000

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
231	Business Improv. District	95,428	102,220	97,758	99,100	99,100
Division Total		95,428	102,220	97,758	99,100	99,100

DIVISION EXPENSE BY LINE ITEM

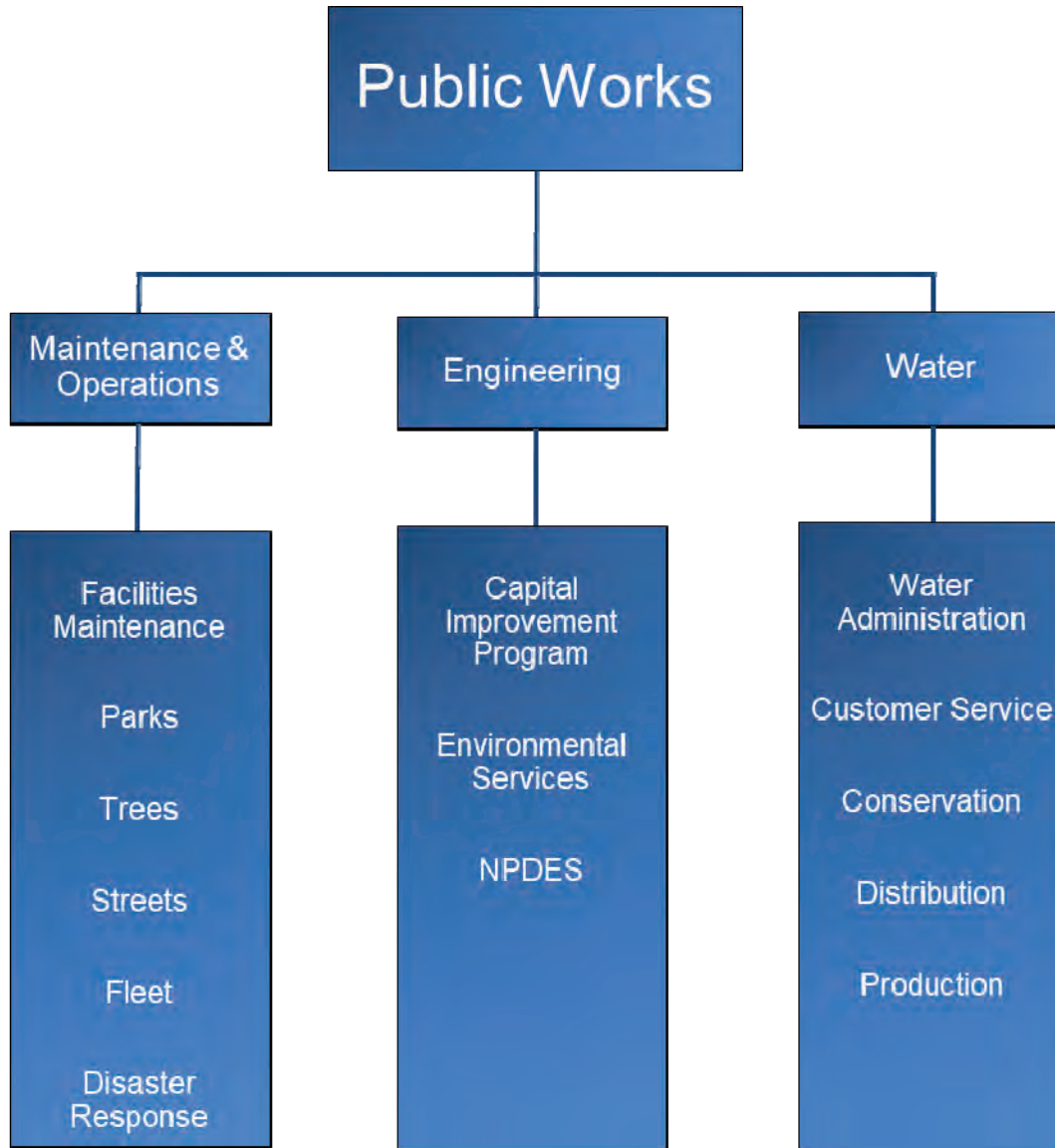
Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
55315	Marketing/promotions	29,610	32,500	25,700	22,500	22,500
55350	Miscellaneous	6,277	6,920	6,920	8,100	8,100
55400	Dues & Memberships	300	300	-	-	-
56500	Landscaping	12,996	13,000	13,000	13,000	13,000
59511.01	Wine Walk	16,988	20,000	20,000	20,000	20,000
59511.02	Chalk Walk	6,041	5,000	5,000	8,000	8,000
59511.05	Halloween Walk	2,414	3,000	2,512	3,000	3,000
59511.06	Holiday Stroll	18,124	18,000	18,183	18,000	18,000
59511.07	Summer Sidewalk Sale	288	500	-	-	-
59512	Winter Sidewalk Sale	561	500	-	-	-
59513	Small Business Saturday	1,767	2,500	2,443	2,500	2,500
59514	Friday Night Twilight	60	-	4,000	4,000	4,000
Division Total		95,428	102,220	97,758	99,100	99,100

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 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Full-Time Positions					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director (Operations)*	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director (Water)	-	-	-	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant	4.00	4.00	4.00	4.00	4.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Registered Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00
Public Works Maintenance & Operations Manager	-	1.00	1.00	1.00	1.00
Maintenance Superintendent	1.00	-	-	-	-
PW Maintenance & Operations Supervisor*	-	-	-	1.00	1.00
Street Supervisor	1.00	1.00	1.00	-	-
Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Parks Supervisor	-	-	-	1.00	1.00
Landscaping Supervisor	-	-	-	1.00	1.00
Water Division Manager	1.00	1.00	1.00	1.00	1.00
Water Superintendent	1.00	1.00	1.00	-	-
Water Supervisor *	-	-	-	1.00	1.00
Water Conservation Officer	2.50	2.00	2.00	2.00	2.00
Water Maintenance Lead worker	2.00	2.00	2.00	2.00	2.00
Water Service Representative	1.00	1.00	1.00	1.00	1.00
Meter Reader	2.00	-	-	-	-
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
Management Analyst (Water)	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant (Water)	0.50	1.00	1.00	1.00	1.00
Management Analyst (Environmental)	-	-	-	1.00	1.00
Construction Inspector	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00
Equipment Operator	3.00	3.00	3.00	3.00	3.00
Senior Maintenance Worker	5.00	5.00	5.00	5.00	5.00
Sr. Maintenance Worker/Welder	1.00	1.00	1.00	1.00	1.00
Maintenance Lead worker	3.00	3.00	3.00	5.00	5.00

CITY of GLENDORA PUBLIC WORKS

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Maintenance Worker	6.00	7.00	7.00	11.00	11.00
Building & Safety Superintendent	1.00	1.00	1.00	-	-
Plans Examiner	1.00	1.00	1.00	-	-
Building Inspector	2.00	2.00	2.00	-	-
Building Technician	1.00	1.00	1.00	-	-
Part-Time Positions					
Water Conservation Officer	1.00	0.48	0.50	0.50	0.50
Meter Reader	-	0.46	-	-	-
Office Aide IV	0.50	0.50	0.63	-	-
Comm. Svcs. Coordinator (Parks/Trees)	-	-	-	0.84	0.84
Maintenance Aide I	-	-	-	0.56	0.56
Maintenance Aide II	0.45	0.45	-	4.80	4.80
Building Inspector	0.79	0.79	0.20	-	-
Total Full-Time	56.00	55.00	55.00	60.00	60.00
Total Part-Time	2.73	2.67	1.33	6.70	6.70
Total Department FTE	58.73	57.67	57.67	66.70	66.70

Fund

001– General Fund	N/A	N/A	N/A	14.59	14.59
202– Street Lighting Assessment	N/A	N/A	N/A	0.03	0.03
205– Gas Tax	N/A	N/A	N/A	2.89	2.89
209– Prop A Transit	N/A	N/A	N/A	3.14	3.14
222– Measure R	N/A	N/A	N/A	6.27	6.27
530– Water Capital Projects	N/A	N/A	N/A	0.80	0.80
531– Water Operations	N/A	N/A	N/A	35.98	35.98
549– Vehicles	N/A	N/A	N/A	3.00	3.00
Total Department FTE by Fund				66.70	66.70

CITY of GLENDORA PUBLIC WORKS

ADMINISTRATION DIVISION - 6561

PROGRAM DESCRIPTION

The Administration Division ensures that the Public Works Department is efficiently managed to facilitate operations. Duties include oversight capital improvement projects, public works inspections, oversight for City owned buildings, administrative management of the water system, traffic signal system, compliance with National Pollutant Discharge Elimination System (NPDES) requirements, oversight for street maintenance, street lighting, parks, trees, fleet maintenance, regulation compliance and budget.

The Administration Division provides technical and administrative support for proposed developments, issues permits, processes various requests from citizens, and support services to other departments.

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.

2018-19 MAJOR ACCOMPLISHMENTS

- Provided design review and input for the Gold Line Light Rail Transit Phase 2B Project to ensure Gold Line includes the City's infrastructure requirements.
- Administered the Community Development Block Grant (CDBG) funded project for street improvements on Laxford Street and Vecino Avenue.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities









Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES						
Participate on the Measure W Stormwater Steering Committee.	✓		✓			
Develop plans for a multi-agency storm water capture project for our Upper San Gabriel River (USGR) Enhanced Watershed Management Program (EWMP),				✓		
Prepare a maintenance and capital improvement program, including potential funding the sewer system.	✓		✓			
Develop an enhanced Paving Plan, including the use of revenue sourced from water and other utilities	✓		✓			
Develop and implement training plan for department employees.		✓			✓	
Develop a Policies and Procedures Manual for the Department.		✓				✓

CITY of GLENDORA PUBLIC WORKS

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Oversee implementation of Department reorganization.	✓	✓	✓
Oversee Gold Line Light Rail Transit Phase 2B Project design to ensure Gold Line includes the City's infrastructure requirements.		✓	✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Projects budgeted are awarded within current fiscal year	#	Workload	85%	85%	90%	90%
Change Orders < 10% of construction cost	#	Efficiency	100%	100%	100%	100%
Project completed within current fiscal year	#	Efficiency	75%	82%	90%	90%
Project completed on or below adopted budget with a budget appropriation	#	Efficiency	70%	80%	100%	100%
Apply for at least two grants	#	Efficiency	3	4	4	4
Grants Received	#	Efficiency	2	2	2	2
Non-budgeted Projects completed	#	Workload/ Efficiency	7	2	2	2

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	647,725	642,501	640,191	1,018,080	1,007,485
202	Street Lighting Assessment	14,822	50,000	7,000	18,642	18,941
260	Permit File Maintenance	-	30,000	-	30,000	30,000
321	Capital Projects	-	20,000	-	-	-
531	Water Operations	312,479	329,200	329,200	373,149	392,267
Division Total		975,025	1,071,701	976,391	1,439,870	1,448,693

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	433,106	440,300	440,300	436,762	449,865
41120	Overtime	2,335	500	500	500	500
41210	Part Time	755	-	-	-	-
41360	Vehicle Allowance	2,535	2,500	2,500	2,304	2,304

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
41370	Uniform Allowance	-	-	1,300	500	515
42110	Misc PERS	96,210	112,500	112,500	128,712	146,474
42111	PARS Retirement	32	-	-	-	-
42290	Flex Benefit	55,595	58,400	58,400	58,328	60,078
42310	Employer Paid Benefits	8,145	9,000	9,000	9,444	9,728
42520	Worker Comp	14,413	17,000	17,000	17,132	17,646
51110	Office Supplies	3,727	4,500	4,500	4,500	4,500
51560	Operating Leases	5,764	4,500	4,450	4,500	4,600
51750	Food Supplies	1,520	1,000	1,000	1,000	1,000
55320	Printing	588	2,500	1,500	2,500	2,500
55340	Postage	1,131	1,000	1,000	1,000	1,000
55400	Dues & Memberships	1,255	1,800	1,410	1,800	1,800
55600	Training & Education	3,775	3,700	3,100	3,700	3,700
57120	Traffic Signal Lighting	34,924	36,000	34,430	36,000	36,000
59100	Contract Services	50,516	136,801	43,801	73,000	73,000
59801	Info Tech Charges	143,800	123,700	123,700	203,857	212,857
59805	Vehicle Charges	5,800	5,800	5,800	283,027	224,644
59807	Liability Ins Charges	109,100	110,200	110,200	171,303	195,981
Division Total		975,025	1,071,701	976,391	1,439,870	1,448,693

PRIMARY PROGRAM EXPENDITURES EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
57120	Traffic Signal Lighting	Electricity costs for the operation of traffic signal lights throughout the City.
59100	Contract Services	Professional Engineering services 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. Vehicle charges increased. Under Community Services in prior years.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors.

CITY of GLENDORA PUBLIC WORKS

ENVIRONMENTAL SERVICES DIVISION - 6554

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 & Demolition) Ordinance Waste Management Plan applications, administering related elements of the solid waste contract with Athens Services, Used Oil and Hazardous Waste Recycling Grant, and Beverage Container Grants, and other energy efficiency programs. Specific activities include:

- Coordinating of the annual Earth Day Event.
- Completing annual AB939 (California recycling law) report and any other requirements of CalRecycle.
- Ensuring compliance with AB341 (Mandatory Commercial Recycling), including outreach to the business sector regarding education and monitoring recycling activities.
- Ensuring compliance with AB1826 (Mandatory Commercial Organic Recycling), including annual outreach to commercial business owners and multi-family units regarding the tiered requirements to arrange for organic recycling services.
- 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 grant and recycling program.
- Providing administration of related elements of the solid waste contract with Athens Services.

FY 2018-19 MAJOR ACCOMPLISHMENTS

- Hosted the annual Earth Day Festival with a various schedule of activities, and a comprehensive communication campaign highlighting all of the Environmental programs of the City.
- Incorporated rates for Organics Recycling Program into the solid waste contract with Athens Services in order to be compliant with AB1826 (Mandatory Commercial Organic Recycling).
- Collaborated with Athens Services to implement the Organics Education Plan for commercial and multi-family customers.
- Conducted annual site visits of the City's used oil certified compliance centers.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Develop and implement a plan to spend used motor oil and beverage container recycling grant funding on additional outreach and programs, such as additional advertisement.



Ensure Athens Services upholds compliance with AB1594 (Green Material Used as Alternative Daily Cover), as of January 1, 2020. All source-separated residential green waste must be diverted from landfills.



CITY of GLENDORA PUBLIC WORKS

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Ensure compliance with AB1826, (Mandatory Commercial Organic Recycling), as of the new tiered deadline of January 1, 2019 including conducting outreach to impacted commercial clients and ensuring accurate reporting for compliance with AB 939.



Promote the City's environmental programs to community members at various events throughout the year. Earth Day was previously the only event where this division performed outreach.



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Complete AB939, Beverage Container and Used Oil Grant annual reports by required deadlines	#	Efficiency	Yes	Yes	Yes	Yes
Track the solid waste disposal rate as required by State law (cannot exceed 5.4 PPD)*	Pounds/person/day	Workload	4.7 PPD	4.6 PPD	4.6 PPD	4.6 PPD

*PPD data is reported by the State one year in arrears

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	86,711	152,800	152,915	163,563	168,834
214	Used Oil Block Grant	13,739	14,200	17,408	14,200	14,200
228	Beverage Recycling Grant	37,159	15,300	12,000	12,000	12,000
285	Affordable Housing	22,206	19,400	19,400	-	-
Division Total		159,815	201,700	201,723	189,763	195,034

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	39,006	77,300	77,300	68,673	70,733
41120	Overtime	-	-	115	-	-
41360	Vehicle Allowance	-	800	800	180	180
42110	Misc. PERS	8,653	20,000	20,000	20,091	22,863
42290	Flex Benefit	10,661	11,700	11,700	12,821	13,206

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
42310	Employer Paid Benefits	1,025	1,800	1,800	1,469	1,513
42520	Worker Comp	324	600	600	328	338
51200	Division Supplies	30,130	56,200	56,200	52,700	52,700
51200.01	Div Supplies – CA Bev Prog	-	13,300	10,000	10,000	10,000
55310	Advertising	5,285	-	2,775	3,000	3,000
55350	Miscellaneous	196	-	-	-	-
59100	Contract Services	64,535	20,000	20,433	20,500	20,500
Division Total		159,815	201,700	201,723	189,763	195,034

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51200	Division Supplies	The state grants received from Used Oil and Beverage Container recycling will provide funding for these costs, covering Earth Day and other community education.
59100	Contract Services	\$20,000 for contract services to negotiate an amendment to the Athens Services contract for compliance with state legislation, AB 1826 Mandatory Commercial Organic Recycling.

CITY of GLENDORA

PUBLIC WORKS

STREET MAINTENANCE DIVISION - 6562

PROGRAM DESCRIPTION

The Street Maintenance Division is responsible for 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 contracted 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 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 mains.
- Oversight of Los Angeles County contract and catch basin clean out program of city's 212 storm water catch basins twice a year.
- Assist Engineering Division staff with construction preparation needs such as patching and weeding.
- 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.
- 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 (iWorqs Requests) within one business day and take corrective action (dependent on severity and staff resources) within three business days.
- Respond within 24 hours to uplifted sidewalks and make repairs (i.e., ramp sidewalks or place barricades).

2018-19 MAJOR ACCOMPLISHMENTS

- Replaced 400 non-compliant street/traffic signs with signage that complies with the new Manual on Uniform Traffic Control Devices (MUTCD).
- Performed sidewalk grinding program which has saved the City approximately \$1,800,000 in sidewalk replacement costs.
- Crack sealed six lineal miles of streets, prior to slurry seal project.
- Responded to and filled pot holes within 24 hours of being reported (Monday thru Friday).

CITY of GLENDORA PUBLIC WORKS

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities









Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES						
Prepare and implement new strategy for a comprehensive sidewalk repair program.	✓		✓			
Develop and implement service district maps for overall street maintenance program.	✓		✓			
Develop a staff training plan for Public Works re-organization	✓		✓		✓	
Implement a new work order/citizen request system bringing a mobile app for residents to report issues.			✓			
Coordinate with Engineering Division for an Geographic Information System (GIS) assessment of street related needs.	✓	✓	✓			

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Potholes patched	#	Workload	1000	1,200	1,800	1,800
Sidewalks ramped	#	Workload	54	56	60	60
Street crack sealing	Lineal miles	Workload	6	8	10	10
Skin patching	Sq. ft.	Workload	6000	6200	6,500	6,500
Road/speed markers replaced	#	Workload	100	400	400	400
Asphalt tonnage used	Tons	Workload	600	750	700	700
Sidewalk demo/poured	Sq. ft.	Workload	8000	7800	10,000	10,000
Curb & gutter demo/poured	Linear feet	Workload	200	180	200	200
Sidewalk lift grinding	Linear feet	Workload	400	425	600	600
Signs installed/replaced	#	Workload	500	500	500	500

CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES (cont'd)

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Stop bars painted	#	Workload	100	105	110	115
Street legends re-painted	#	Workload	170	175	175	175
Refreshing red curb paint	Linear feet	Workload	16000	16,200	16,500	16,725
Parking stalls re-painted	#	Workload	350	400	450	450
Crosswalks re-painted	#	Workload	83	83	83	83
Respond to sanitary sewer overflow reports within one hour	%	Effectiveness	100%	100%	100%	100%
Streets related staff requests responded to and completed	#	Workload	220	275	300	306

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	18,175	20,700	11,046	20,700	21,091
202	Street Lighting Assessment	329,089	347,800	341,300	347,800	347,800
205	Gas Tax	805,190	1,004,500	937,210	1,007,418	1,035,990
222	Measure R	494,370	537,200	538,600	588,249	617,155
531	Water Operating	229,245	275,200	229,979	299,324	310,854
Division Total		1,876,069	2,185,400	2,058,135	2,263,491	2,332,890

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	574,009	621,700	621,700	694,208	715,034
41120	Overtime	55,705	78,200	25,504	54,500	54,500
41360	Vehicle Allowance	2,850	3,700	3,700	3,600	3,600
41370	Uniform Allowance	-	-	-	2,000	2,060
42110	Misc. PERS	124,526	155,600	155,600	201,633	229,458
42290	Flex Benefit	102,285	116,600	116,600	119,558	123,144
42310	Employer Paid Benefits	14,881	16,300	16,300	18,373	18,924
42520	Worker Comp	38,020	42,500	42,500	46,950	48,359
51110	Office Supplies	422	600	414	600	610
51200	Division Supplies	14,497	9,200	8,333	10,700	10,915

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51400	Building Materials	308	2,800	1,510	1,300	1,326
51500	Equipment Parts	11,315	21,000	7,613	21,020	21,440
51750	Food Supplies	523	500	-	500	510
52100	Street Repair & Maintenance	167,363	278,000	261,095	278,000	283,260
54200	Agricultural Supplies	-	2,000	677	2,000	2,040
55400	Dues & Memberships	303	500	150	500	510
55600	Training & Education	3,034	2,900	2,537	2,900	2,960
56400	Traffic Signal Maintenance	141,089	140,000	140,000	140,000	142,800
57050	Phone	-	2,500	-	-	-
57100	Electric	2,210	4,100	2,300	2,500	2,500
57110	Street Lighting	416,181	438,000	428,700	438,000	438,000
57170	Refuse Disposal	1,852	7,000	593	7,000	7,140
59100	Contract Services	16,146	50,300	32,281	50,300	51,300
59550	Uniform & Linen Laundry	8,053	10,900	9,528	10,900	11,100
59805	Vehicle Charges	180,500	180,500	180,500	156,450	161,400
Division Total		1,876,069	2,185,400	2,058,135	2,263,491	2,332,890

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
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.
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 alternative-fueled vehicles and equipment. The primary purpose of Fleet Maintenance is to provide vehicle and equipment acquisitions, preventative maintenance, repairs and fueling services to City departments.

Specific activities include:

- Conducting 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).
- Utilizing a Preventative Maintenance Program (PMP) to minimize fleet operational downtime and maintenance costs. Preventive maintenance actions include vehicle inspection, lubrication, adjustment, cleaning, testing, repair, and/or worn parts replacement.
- Utilizing reports from Verizon's Network Fleet System, which 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.

2018-19 MAJOR ACCOMPLISHMENTS

- Provided a more expeditious turnaround of vehicles and equipment submitted to Fleet Maintenance for service by returning vehicles on the same day 99% of the time.
- Re-bid the City's existing fuel contract in July 2018 using the County of Ventura contract for cost savings.
- Evaluated a new software system for fleet maintenance and asset management system which will track cost of repairs and maintenance records of vehicles.
- Developed a draft five year vehicle replacement plan along with writing a new vehicle replacement policy.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

CITY of GLENDORA PUBLIC WORKS

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Explore setting up a Joint Powers Agreement with surrounding cities for purchasing fuel. ✓

Implement a new software system for Fleet Maintenance Management that will work with an overall Work Management system ✓

Evaluate alternative fuels systems for Maintenance and Police Vehicles. ✓ ✓

Use and update the new five year vehicle replacement plan for budgeting in each department. ✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Vehicles and Equipment Serviced	#	Workload	1,401	1,444	1,581	1,612
Police Department	#	Workload	633	653	714	728
Maintenance Divisions	#	Workload	527	543	595	607
Water Division	#	Workload	241	248	272	277

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
549	Vehicles	2,164,600	2,364,253	2,324,531	1,309,377	1,149,416
DIVISION TOTAL		2,164,600	2,364,253	2,324,531	1,309,377	1,149,416

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	160,981	184,000	184,000	199,083	205,055
41120	Overtime	449	1,000	1,721	1,000	1,020
41210	Part Time	9,921	-	-	-	-
41370	Uniform Allowance	-	-	-	500	515
41370	Uniform Allowance	-	-	-	500	515
41390	Tool Allowance	-	-	-	1,000	1,030
42110	Misc PERS	36,754	46,000	46,000	56,966	64,827
42290	Flex Benefit	31,809	35,900	35,900	35,981	37,060

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
42310	Employer Paid Benefits	4,164	5,100	5,100	6,162	6,347
42520	Worker Comp	12,144	13,600	13,600	14,205	14,631
51110	Office Supplies	449	500	-	500	510
51200	Division Supplies	5,421	8,000	8,694	8,000	8,160
51400	Building Materials	1,481	1,000	110	1,000	1,020
51500	Equipment Parts	143,010	130,000	130,000	130,000	132,600
51500.6	Software	540	1,500	1,500	500	500
51610	Car Washes	14,855	10,000	10,455	10,000	10,200
51650	Fuel	271,205	300,000	300,000	306,000	315,000
55400	Dues & Memberships	127	300	300	300	310
55600	Training & Education	213	2,000	3,378	2,000	2,040
57100	Electric	15,283	15,600	15,600	15,600	15,600
57150	Gas	686	2,900	1,200	1,200	1,200
59100	Contract Services	96,252	126,225	86,345	125,000	125,000
59550	Uniform & Linen Laundry	4,602	7,000	7,000	7,000	7,140
59801	Info Tech Charges	13,700	14,100	14,100	16,000	17,500
72000	Capital Outlay	-	40,000	40,000	-	-
72300.51	Vehicles - Police	408,722	679,000	679,000	55,250	55,250
72300.68	Vehicles - PW Streets	89,892	139,035	139,035	44,200	88,400
72300.69	Vehicles - PW Water	812,037	326,087	326,087	165,220	38,500
72300.75	Vehicles - Com Services	29,902	275,406	275,406	106,710	-
Division Total		2,164,600	2,364,253	2,324,531	1,309,377	1,149,416

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51650	Fuel	Fuel for City vehicles.
59100	Contract Services	For services that would need to be submitted to authorized dealerships for repairs, where City staff is not equipped with the knowledge and/or tools to conduct certain types of extensive repairs on vehicles.
72300	Vehicle Replacement	Reflects vehicle and equipment replacement requested to the Public Works Maintenance and Operations Manager, by the Police and Community Services Departments, and Water and Streets Divisions based on 5-year vehicle replacement plan.

CITY of GLENDORA

PUBLIC WORKS

ENGINEERING DIVISION - 6565

PROGRAM DESCRIPTION

The Engineering Division is responsible for design and administration of capital improvement projects, including water, sewer, street and facility improvement projects, traffic signal operations and traffic safety. The Engineering Division is also responsible for plan checking, permitting and inspection of public improvements and grading operations. The Division also provides technical support to the Water, Street, Parks and Trees Divisions of the Public Works Department, as well as to the Building and Safety Division, Planning, and Police Departments.

Specific activities include:

- Administer citywide CIP Projects.
- Provide plan checking of all proposed public improvements for development projects, including but not limited to street, water, sewer, storm drain, and traffic signal improvements.
- Provide plan checking of private grading and drainage plans, Storm Water Pollution Prevention Plans (SWPPP), Low Impact Development Plans (LID), building plans, utility permits, traffic control, encroachment permits, traffic impact report, geotechnical reports, and sewer studies.
- Provide assistance to Planning Review Committee for new developments.
- Provide inspection of all Capital Improvement Projects, development improvements, traffic control, Storm Water Pollution Prevention Plans (SWPPP), Low Impact Development Plans (LID), Utility Companies works including excavation permits, and encroachment permits.
- Coordinate with new developments, review plan submittals to Los Angeles County and State Water Board for compliance with City, County and State requirements.
- Investigate and resolve traffic signal operations and traffic safety issues.
- Provide support to the residents for concerns regarding drainage, record search, existing utilities, pedestrian path of travel.

2018-19 MAJOR ACCOMPLISHMENTS

- Completed design and construction of the following Street Capital Improvement Program Projects:
 - ◊ Alleys Improvements for FY 2017-18
 - ◊ Pasadena Avenue - from Ada Avenue to Railroad
 - ◊ Glendora Avenue - from Gladstone Street to Juanita Avenue
 - ◊ Claraday Street and Greer Street Improvements
 - ◊ Route 66 street rehabilitation project - from Grand Avenue to 500' east; and
 - ◊ Laxford and Vecino Street Improvements
- Completed design and construction of the following Water Capital Improvement Program Projects:
 - ◊ Glendora Avenue - from Gladstone Street to Juanita Avenue
 - ◊ Pasadena Avenue - from Ada Avenue to Railroad; and
 - ◊ Laurel Avenue - from Grand Avenue to Pennsylvania Avenue
- Completed the construction of Country Club Reservoir.
- Worked with the consultant for water quality sampling from Vosberg Well and further studies.
- Piloted GIS project for the water system.
- Implemented a program for scanning, archiving of record plans of the City's infrastructure.
- Installed sewer and storm drain files onto City's Geographic Information System (GIS).
- Provided plan review turnaround of average 20 days.

CITY of GLENDORA PUBLIC WORKS

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Conduct an assessment of the City's existing pavement condition and develop a 5-year plan for street rehabilitation projects	✓		✓			
Conduct an assessment of the City's existing traffic signals and develop a 5-year capital improvement plan.	✓		✓			
Complete Water, Street and Facilities Capital Improvement Projects.				✓		
Continue to implement a program for scanning, archiving and retrieval of record plans.		✓	✓			
Develop an assessment of the City's GIS needs.	✓	✓	✓			
Review and update Public Works plan review and permitting processes and procedures to develop a comprehensive manual		✓				✓
Update City Standard Designs & Specifications		✓	✓			✓
Update On-call Consultant Services contracts for Engineering and Construction Management Support.	✓					✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
# of Plan Checks with average 20-	#	Workload	1,581	1,650	1,700	1,700
# of Inspections	#	Workload	1,834	2,200	2,300	2,300
# of Capital Improvement Program projects budgeted	#	Workload	24	36	24	24
Capital Improvement Projects designed and awarded for construction	%	Efficiency	75%	75%	10%	10%

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	106,785	127,500	122,600	419,468	424,050
260	Permit File Maintenance	-	20,000	20,000	-	-
321	Capital Projects	65,955	154,045	154,045	157,000	160,000
530	Water Capital Projects	77,437	78,400	78,400	54,703	57,455
531	Water Operations	595,877	620,400	624,640	660,132	693,433
Division Total		846,054	1,000,345	999,685	1,291,303	1,334,938

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
41110	Regular Time	502,886	514,000	514,000	521,649	537,298
41120	Overtime	7,932	6,500	4,500	6,500	6,500
41310	Holiday Pay	279	-	-	-	-
41360	Vehicle Allowance	1,086	1,100	1,100	1,836	1,836
41370	Uniform Allowance	-	-	-	1,250	1,288
42110	Misc PERS	109,881	129,000	129,000	152,411	173,444
42290	Flex Benefit	83,499	84,800	84,800	76,542	78,838
42310	Employer Paid Benefits	11,818	13,200	13,200	13,255	13,653
42520	Worker Comp	17,319	18,400	18,400	21,710	22,361
45100	Temporary In Lieu of Perm	6,936	-	6,240	-	-
51110	Office Supplies	2,388	4,000	1,800	4,000	4,000
51560	Operating Leases	4,303	4,800	3,850	4,500	4,600
55320	Printing	1,288	3,500	1,750	3,000	3,000
59100	Contract Services	81,265	205,845	205,845	469,300	472,300
59550	Uniform & Linen Laundry	574	600	600	600	620
59805	Vehicle Charges	14,600	14,600	14,600	14,750	15,200
Division Total		846,054	1,000,345	999,685	1,291,303	1,334,938

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
59100	Contract Services	On Call consultant services such as surveying, geotechnical, construction inspection, analysis of needs for the graphic information system (GIS) 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, Parks Facilities 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.

Specific activities include:

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

2018-19 MAJOR ACCOMPLISHMENTS

- Performed 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.
- Upgraded to HVAC at Police Department, Library and City Hall.
- Responded to over 450 staff requests for service and completed 92% of those requests within the same day, and 96% within the same week.
- Researched a new Building Maintenance Software which will work with Fleet Management Software and will replace IWORQS Citizen Request and work orders.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Contribute to Facility Assessment project which will establish short and long term budgeting strategies for maintenance, repairs and / or replacement of facility assets.



Establish citywide facility maintenance plan in coordination with various departments in order to achieve economies of scale intended through reorganization strategy.



Identify vendor to implement Facilities maintenance software for tracking assets and scheduling preventative maintenance at all city facilities.



CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Facility related iWorQ requests responded to and completed	#	Workload	310	450	600	650
Facility-related staff requests (non-iWorQ) responded to and completed	#	Workload	648	583	500	450
% of maintenance requests	%	Effectiveness	97%	97%	97%	98%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	321,655	376,800	370,130	370,872	377,258
531	Water Operating	29,038	30,800	30,650	31,267	32,386
Division Total		350,693	407,600	400,780	402,139	409,644

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	52,898	54,800	54,800	54,837	56,482
41120	Overtime	4,119	7,800	3,582	7,816	7,833
41370	Uniform Allowance	-	-	-	250	258
42110	Misc. PERS	12,151	13,700	13,700	15,927	18,125
42290	Flex Benefit	12,673	12,700	12,700	12,600	12,978
42310	Employer Paid Benefits	1,624	1,900	1,900	1,855	1,911
42520	Worker Comp	3,948	4,000	4,000	4,133	4,257
51110	Office Supplies	845	1,800	774	1,000	1,020
51200	Division Supplies	2,938	2,000	2,000	2,000	2,040
51400	Building Materials	2,609	10,000	9,574	10,000	10,200
51500	Equipment Parts	3,428	10,000	10,000	10,000	10,200
56100	Building Maintenance	49,017	45,000	45,000	45,000	45,000
56100.51	Building Maint - Police	31,855	30,000	30,000	30,000	30,000
56100.7	Building Maint - Library	26,302	28,000	28,000	28,000	28,000
57100	Electric	31,233	32,700	31,700	32,700	32,700

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
57150	Gas	750	1,500	1,350	1,150	1,150
59100	Contract Services	62,002	99,000	99,000	99,000	99,000
59805	Vehicle Charges	15,100	15,100	15,100	17,350	17,900
59807	Liability Ins Charges	37,200	37,600	37,600	28,520	30,590
Division Total		350,693	407,600	400,780	402,139	409,644

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110-452100	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51400	Building Materials	Purchase of building materials and associated repair and/or replacement of physical repairs at each respective Civic Center building.
56100	Building Maintenance	Maintenance and repair of HVAC systems, emergency generators, elevators, and 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.
59525	Certificates & Licenses	Costs associated with the regulatory agency certifications & licenses required for elevators, underground storage tanks, and generators.
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.

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. 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 CIP schedule and budget.
- Providing oversight and rate recommendations for the Water Commission and City Council.
- Administering the Water Conservation Program.
- Preparing the Consumer Confidence Report and distributing to customers before July 1st as required by the State Water Resources Control Board.

2018-19 MAJOR ACCOMPLISHMENTS

- Assisted Engineering with design and construction of the Loraine Avenue, Pasadena, and Laurel water main replacement projects.
- Provided project direction and recommendations during construction of the Country Club reservoir.
- Completed and submitted the 2018 Consumer Confidence Report to the residents of Glendora and Department of Water Resources before July 1st. This is a requirement from Department of Water Resources to inform the residents that water quality standards have been met by the city.
- Completed and submitted the annual Water system report for 2018 before June 1st to the Department of Water Sources.
- Worked with Consultant for water quality sampling, pump testing, and review for possible mitigation of Vosberg Well-7.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Review and update vendor contracts for service/maintenance



Continue evaluating Vosberg Well-7 pumping and sampling results. Staff will use this data to conduct a feasibility study for a potential rehabilitation/treatment project.



CITY of GLENDORA PUBLIC WORKS

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Provide project direction and recommendations during the design and construction phases Water Capital Improvement Projects.

✓

Continue to work with other Departments within Public works to make procedures more productive with Asset Management and tracking of workload day to day for reporting purposes.

✓

Submit the annual Water system report for 2019 to the Department of Water Sources which is required annually.

✓

Complete and submit the 2019 Consumer Confidence Report to the residents of Glendora and Department of Water Resources. This is a requirement from Department of Water Resources to inform the residents that water quality standards have been met by the city.

✓

✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Monthly water quality reports mailed to the Department of Public Health no later than the 10th of each month	%	Efficiency	100%	100%	100%	100%
Monthly production reporting logged and forwarded to Watermaster by end of each quarter	%	Efficiency	100%	100%	100%	100%
Water Quality Complaints	#	Workload/ Efficiency	790	1,000	1,000	1,000

DIVISION BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
531	Water Operating	1,160,957	1,295,489	1,311,653	1,521,048	1,369,575
Division Total		1,160,957	1,295,489	1,311,653	1,521,048	1,369,575

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	136,255	171,800	171,800	198,134	204,078
41360	Vehicle Allowance	2,897	3,000	3,000	2,880	2,880
42110	Misc. PERS	33,506	43,000	43,000	57,548	65,490
42290	Flex Benefit	20,453	24,200	24,200	27,173	27,988

CITY of GLENDORA

PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
42310	Employer Paid Benefits	3,352	3,900	3,900	4,349	4,480
42520	Worker Comp	4,357	5,300	5,300	6,752	6,955
45100	Temporary In Lieu of Perm	24,970	-	22,464	-	-
51110	Office Supplies	5,349	5,000	5,000	5,000	5,000
51400	Building Materials	130	400	200	400	400
51500	Equipment Parts	-	500	500	500	500
51560	Operating Leases	3,327	4,500	3,400	3,550	3,600
55320	Printing	5,722	17,000	12,000	12,000	12,000
55340	Postage	-	15,000	15,000	15,000	15,000
55400	Dues & Memberships	18,055	25,000	25,000	25,000	25,000
55600	Training & Education	6,678	10,000	10,000	10,000	10,000
57201	Taxes	11,665	12,000	12,000	12,000	12,000
59100	Contract Services	103,542	163,789	163,789	230,000	160,000
59805	Vehicle Charges	192,000	192,000	192,000	310,870	188,750
59807	Liability Ins Charges	588,700	599,100	599,100	599,891	625,454
Division Total		1,160,957	1,295,489	1,311,653	1,521,048	1,369,575

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.
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	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	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors.

CITY of GLENDORA PUBLIC WORKS

WATER CUSTOMER SERVICE DIVISION - 6568

PROGRAM DESCRIPTION

The Water Customer Service Division is responsible for maintaining approximately 13,500 residential and commercial water meters. This Division implements the Large Meter Testing and Small Meter programming. Water usage revenues are dependent upon the meter accuracy achieved from these programs. This Division has installed 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 100% complete.

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.

2018-19 MAJOR ACCOMPLISHMENTS

- Addressed issue in the Meter AMI software. Lowering a high number of no-reads: approximately 100 to 10 or less no-reads per cycle.
- Trained personal on field IT trouble shooting and programming Meters and MXU's.
- Replaced 8 twenty-year old fire hydrant construction meters to keep better track of water used by contractors.
- Tested and calibrated all 3" - 8" water meters in the city to ensure accurate water usage.
- Tested and calibrated all City owned backflows to ensure compliance with California Administrative Code, Title 17, Chapter V, Sec. 7583 to 7622.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Mail BackFlow Device notifications to Glendora customers. Results will be collected and filed by staff, then submitted to the State of California as required by law.



Replace 4 twenty-year old Fire Hydrant construction meters with newer, more accurate meters to better track water used by Contractors.



Coordinate with Capital Improvements Projects to swap out aging meter components not swapped out during the AMI upgrade.



Continue working with Distribution to replace the last 15 old metal lid meter vaults with hinged meter lid vaults.



CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Meters Programmed	#	Workload	341	534	500	500
Meter Re-Reads	#	Workload	1169	2708	1,500	1,500
Meters Maintenance	#	Workload	761	1548	1000	1000
Customer Service Calls	#	Workload	450	843	700	700
Service Turn On/Off	#	Workload	802	1770	1200	1200
Customer Water Quality Tests	#	Workload	4	6	5	5
Shut Off Blue Tags for Repairs or	#	Workload	1,060	6247	4000	4000
Backflow Inspections	#	Workload	27	32	32	32
Water Service Line Inspections	#	Workload	0	0	1	1

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
531	Water Operating	400,064	523,956	545,454	588,844	606,841
Division Total		400,064	523,956	545,454	588,844	606,841

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	76,493	125,400	125,400	175,642	180,911
41120	Overtime	9,311	3,200	8,150	8,200	8,400
41210	Part Time	66	-	-	-	-
41370	Uniform Allowance	-	-	-	500	515
42110	Misc. PERS	31,465	31,400	31,400	51,015	58,055
42290	Flex Benefit	18,025	28,700	28,700	25,731	26,503
42310	Employer Paid Benefits	2,360	3,900	3,900	5,265	5,423
42520	Worker Comp	5,276	8,700	8,700	13,240	13,637
45100	Temporary In Lieu of Perm.	41,192	-	16,848	-	-
51110	Office Supplies	2,743	2,000	2,000	2,000	2,000

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51200	Division Supplies	1,231	1,500	1,500	2,500	2,500
51500	Equipment Parts	346	1,000	700	-	-
53540	Meter Parts and Supplies	22,666	52,156	59,156	60,339	61,545
55320	Printing	399	1,000	1,000	1,000	1,000
57150	Gas	614	800	800	800	800
59100	Contract Services	57,817	120,300	113,300	98,300	98,300
59550	Uniform & Linen Laundry	1,861	3,100	3,100	3,162	3,252
59801	Info Tech Charges	128,200	140,800	140,800	141,150	144,000
Division Total		400,064	523,956	545,454	588,844	606,841

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
53540	Meter Parts and Supplies	To refurbish meters and purchase new meters.
51200	Division Supplies	Field equipment and peripherals such as updated readers and programing equipment
59100	Contract Services	Meter repairs, meter testing, annual census contracts, and Flexnet IT support as required.
51500	Equipment Parts	Necessary hand and power tools as required for Customer Service and field crews.
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.

CITY of GLENDORA 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 providing 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. Administering the Water Conservation Rebate Program.
- Regulation – Utilizing governance as a tool to promote and ensure continuity in City water conservation initiatives. Monitoring user action for compliance with various stage designations of conservation mandates.

2018-19 MAJOR ACCOMPLISHMENTS

- Conducted presentations to local schools, clubs/organizations, and groups to educate the youth of Glendora about water conservation and water use efficiency.
- Conducted public outreach to educate residents about water conservation rebate opportunities and water use efficiency at the following events:
 - ◇ 50's Flashback
 - ◇ Cullen Elementary
 - ◇ Earth Day
 - ◇ Glendora High School
 - ◇ Goddard Middle School
 - ◇ La Fetra Elementary
 - ◇ National Night Out
 - ◇ Sellers Elementary
 - ◇ Sutherland Elementary
 - ◇ Washington Elementary
 - ◇ Water Awareness Carnival
 - ◇ Willow Elementary
- Held Water Awareness Carnival, in May 2019 to embolden the need for continued water awareness and efficiency throughout the City as well as California as a whole.
- Held a Poster and Slogan contest for the sixth time and received over 400 student posters that show how effective the student presentations and education materials have been over the past few years.
- Continued efforts in reducing water usage and achieved conservation of 13.91% comparing 2005 to 2018 toward the State conservation mandate of 20% by 2020.
- Conducted regular weekend and weekday early morning/evening patrols to continue to address 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.
- Met with owner/management from local restaurants and hotels/motels to review their water consumption history, discuss available City programs/incentives, and provide them with materials and handouts on water conservation.
- Participated in the US Environment Protection Agency's WaterSense Fix-a-Leak Week for the third year in the month of March to promote locating and repairing leaks within the home .
- Implemented an outreach program which includes offering a public workshop or giveaway event six times each year to ensure that the message of water conservation and efficiency is being promoted regularly.
- Distributed over 1,000 rain barrels through the course of the fiscal year to residents of Glendora for rain water collection.

CITY of GLENDORA PUBLIC WORKS

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Hold at least one (1) workshop on garden landscape and one (1) Water Information workshop for education and efficiency support.



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 elementary schools to encourage student involvement and gather the effectiveness of the student presentations.



Send out a mailing with specific education materials to Glendora Water Customers to encourage continued water efficiency and promote rebate options for their homes.



Hold a Conservation-specific event for residents of Glendora and surrounding areas to encourage water awareness and efficiency in the region.



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Education and Outreach programs	#	Workload	787	700	700	700
Rebate Applications Processed	\$	Effectiveness	140	300	300	300
<i>Reduce water consumption by 20% by 2020 (Note: Target base year is 2005 prior to the start of the Water Conservation Program)</i>	%	Effectiveness	14%	20%	20%	20%
Water conservation notices	#	Workload	111	100	100	100
Water Use Efficiency Surveys/ Inspections	#	Workload	395	350	350	350

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
531	Water Operating	128,200	140,800	140,800	141,150	144,000
Division Total		400,064	523,956	545,454	588,844	606,841

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	154,516	155,500	155,500	204,387	210,518
41120	Overtime	3,128	-	2,500	-	-
41210	Part Time	13,406	23,500	23,500	23,502	24,207
41370	Uniform Allowance	-	-	-	500	515
42110	Misc PERS	33,247	38,900	38,900	59,364	67,556
42111	PARS Retirement	503	900	900	881	908
42290	Flex Benefit	35,493	35,400	35,400	33,847	34,863
42310	Employer Paid Benefits	4,319	5,500	5,500	6,241	6,429
42520	Worker Comp	5,169	5,900	5,900	5,340	5,501
51110	Office Supplies	1,331	1,500	1,500	1,500	1,500
55320	Printing	3,939	7,000	10,000	12,000	7,000
55340	Postage	5,119	15,000	18,500	22,500	18,500
55400	Dues & Memberships	1,500	1,500	1,500	1,500	1,500
55600	Training & Education	870	2,000	2,000	2,000	2,000
66010	Water Conservation Rebates	83,299	150,000	150,000	150,000	150,000
Division Total		345,838	442,600	451,600	523,563	530,996

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
55340	Postage	Costs for mailing informational conservation publications to residents including water billing inserts, pamphlets, and flyers on water efficiency.
66010	Conservation Rebates	Costs associated with conservation events, promotional materials, education programs, incentive programs, as well as providing rebates to residents who have installed water efficient fixtures in or around their homes.

CITY of GLENDORA PUBLIC WORKS

DISTRIBUTION DIVISION - 6570

PROGRAM DESCRIPTION

The Water Distribution Division is responsible for maintaining 227 miles of water lines that distribute water to approximately 13,500 water service connections, approximately 43,230 consumers, and 1,775 fire hydrants within the water distribution system. This Division 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.

Specific activities include:

- Responding to leaks within two hours.
- Prioritizing leaks, coordinate underground alert notifications, and complete repairs in a timely fashion.
- Exercising valves for efficient operation and repairs.
- Adjusting flushing program to meet current drought conditions.

2018-19 MAJOR ACCOMPLISHMENTS

- Acquired two shipping containers to consolidate and organize material/ files in the water yard.
- Replaced 10 damaged/aging hydrants within the City of Glendora
- Installed a light for afterhours cleaning of the Vactor truck.
- Installed the final three 6” meters requiring replacement in the City.
- Replaced blower motor on air conditioning unit in control room.
- Installed “Panic Button” at front desk to ensure the safety of front counter staff.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Begin to operate 3250 valves for system maintenance and Department of Public Health requirements.



Perform flushing program on 1500 hydrants to meet Department of Water Resources requirements and water quality assurance.



Replace the remaining 15 outdated meter vaults in the City of Glendora.



Set up racks in water yard to organize meter boxes and lids.



CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Total water leaks	#	Workload	671	870	1,020	1,020
Leak repairs completed in an average week	#	Workload	13	17	19	19
Main Leaks	#	Workload	421	500	575	575
Service Leaks	#	Workload	63	100	120	120
Service Replacements	#	Workload	49	70	50	50
Meter Service Maintenance	#	Workload	138	200	275	275
Water Project Inspections	#	Workload	52	75	75	75
Emergency Callouts	#	Workload	92	150	150	150
Shutdowns	#	Workload	56	60	50	50
Dump Runs	#	Workload	15	100	200	200
Fire Hydrant Maintenance, Repairs and Replacement	#	Workload	39	40	30	30
USA's Marked	#	Workload	3120	3000	3000	3000
Emergency USAs	#	Workload	405	400	400	400
Valve Maintenance/Exercise	#	Workload	100	200	3,250	3,250
Water Quality Flushing	#	Workload	20	40	540	540
IWORQ Requests	#	Workload	731	750	1000	1000

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
531	Water Operating	1,557,223	1,978,000	1,718,530	1,944,948	1,994,301
Division Total		1,557,223	1,978,000	1,718,530	1,944,948	1,994,301

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	437,342	556,500	556,500	513,681	529,092
41120	Overtime	121,730	90,500	82,000	90,500	90,500
41370	Uniform Allowance	-	-	-	2,250	2,318
42110	Misc PERS	99,111	139,200	139,200	148,960	169,517
42290	Flex Benefit	102,677	121,500	121,500	113,940	117,358
42310	Employer Paid Benefits	14,400	17,000	17,000	17,013	17,523
42520	Worker Comp	32,249	40,800	40,800	38,538	39,694

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51110	Office Supplies	18,727	-	16,830	-	-
51200	Division Supplies	4,034	4,700	4,000	4,700	4,794
51400	Building Materials	4,782	5,100	5,000	5,100	5,202
51420	Electric Parts	6,663	6,700	6,000	6,700	6,834
51500	Equipment Parts	7,854	9,300	9,000	9,300	9,486
52100	Street Repair & Maintenance	240,000	240,000	240,000	240,000	240,000
53520	Water Line Parts and Supplies	172,127	210,000	210,000	214,200	218,484
55400	Dues & Memberships	2,500	-	-	-	-
56300	Water Line Repair & Maint	15,777	25,000	24,000	25,500	26,010
57100	Electric	3,857	3,400	3,400	3,400	3,400
57170	Refuse Disposal	-	128,000	128,000	130,560	133,171
59100	Contract Services	266,318	365,000	100,000	365,000	365,000
59550	Uniform & Linen Laundry	7,075	15,300	15,300	15,606	15,918
Division Total		1,557,223	1,978,000	1,718,530	1,944,948	1,994,301

PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51200 - 51500	Division Supplies	Parts and supplies purchased to repair and maintain water infrastructure.
52100	Street Repairs & Maintenance	Costs for asphalt and repairing of the street due to water line repair or replacement.
56300	Water Line Repair & Maintenance	Costs for base and sand used for backfill. Used for contractor to do dump runs when Division is overloaded with leaks. Account used to purchase items related to water line repair ;(I.E. wattles, pump parts, etc.)
53520	Water Line Parts & Supply	Costs for PVC piping, bands, and other materials required for the repair and maintenance of water mains.
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

PUBLIC WORKS

PRODUCTION DIVISION - 6571

PROGRAM DESCRIPTION

The Water Production Section is responsible for the production, disinfection, and transmission of safe and reliable drinking water to the residents of Glendora. The primary objective of this Section 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 Section 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.

Specific activities include:

- Collecting water samples to maintain the highest quality water for our customers and to ensure that all water sources meet the legally required level of safety assurance.
- Performing maintenance on pumps, wells, reservoirs, SCADA, valves, electrical panels and other system devices.

2018-19 MAJOR ACCOMPLISHMENTS

- Cleaned and inspected two reservoirs in-house. Contracted dive inspections of six additional reservoirs and dry inspection on two hydro-pneumatic tanks to meet state requirements for maintaining water quality.
- Inspected and cleaned Grand Pressure Regulating Valve (PRV) station and Gladstone PRV station to meet fire flow standards.
- Completed cathodic inspections on 16 reservoirs along with a written report describing operating data and recommendations.
- Purchased new license agreement, software, and computer for secondary back-up SCADA system.
- Completed Lead testing for Glendora Unified and Charter Oak Unified to meet State requirements.
- Completed Lead and Copper samples to meet State water quality requirements.
- Rebuilt and cleaned 3 Cla-Valves with new internal rubber kits, new stainless steel tubing and valves.
- Acquired quotes to install cathodic protection in four reservoirs to help maintain the integrity of the internal coatings.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

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CITY of GLENDORA PUBLIC WORKS

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Update SCADA at eight (8) sites.	✓	✓	✓
Install new cathodic protection in four reservoirs to help maintain the integrity of the interior coatings.	✓		✓
Rebuild and clean eight (8) Cla-Valves with new internal rubber kits, new stainless steel tubing, and valves.			✓
Work with a contractor to inspect and test cathodic protection at various reservoirs to maintain integrity and longevity of interior coating and cathodic systems.			✓
Work with contractor to dive and inspect additional reservoirs to meet State requirements for water quality.			✓
Paint Hicrest pump station building to improve aesthetics as it is in a residential and visible location.			✓
Update cathodic protection for North Glendora Reservoir to help maintain the integrity of the interior coatings.			✓
Inspect and clean Grand Pressure Regulating Valve (PRV) station and Gladstone PRV station to meet fire flow standards.			✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Production Water Meters Read	#	Workload	19,471	18,675	18,675	18,675
Pump & Well Maintenance	#	Workload	150	123	115	115
Water quality tests which met or exceeded state health department minimum standards	#	Workload	744	808	808	808
Water quality test per health department standards (Specials: New main installation, reservoir inspections / cleaning)	#	Workload	101	100	200	200
Air Vac Maintenance	#	Workload	197	205	205	205
SCADA Maintenance	#	Workload	20	5	4	4
Chlorine Residual Tests	#	Workload	3,314	3,660	3,660	3,660
Reservoirs Cleaned / Inspected	#	Workload	0	8	6	6
Fire Flow Tests	#	Workload	21	25	25	25
Pump Station Valve Maintenance	#	Workload	189	160	160	160

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
531	Water Operating	4,289,421	6,339,600	6,626,700	6,094,722	6,153,342
Division Total		4,289,421	6,339,600	6,626,700	6,094,722	6,153,342

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	322,962	299,000	299,000	305,574	314,742
41120	Overtime	65,508	46,700	60,500	46,700	46,700
41370	Uniform Allowance	-	-	-	1,250	1,288
42110	Misc PERS	63,678	74,800	74,800	88,754	101,002
42290	Flex Benefit	60,600	62,300	62,300	60,600	62,418
42310	Employer Paid Benefits	9,666	9,600	9,600	9,918	10,216
42520	Worker Comp	20,615	21,800	21,800	23,034	23,725
51110	Office Supplies	2,455	2,400	2,400	2,448	2,496
51200	Division Supplies	2,471	1,800	1,500	1,800	1,800
51400	Building Materials	1,609	2,000	1,500	2,000	2,000
51500	Equipment Parts	18,843	16,000	15,000	16,000	16,000
53100	Purchased Water	216,392	566,300	861,808	266,300	266,300
53120	Replenishment Water	1,270,388	1,108,400	1,108,400	1,108,400	1,108,400
53150	Pumping Expense	835,245	2,321,300	2,320,892	2,321,300	2,321,300
53110	Assessments	1,148,666	1,350,000	1,350,000	1,377,000	1,404,540
53510	Chlorination Supplies	28,655	30,000	30,000	30,600	31,212
53530	Pump & Well Supplies	3,573	10,000	10,000	10,000	10,200
53560	SCADA System	35,410	75,000	75,000	76,500	78,030
55400	Dues & Memberships	2,500	-	-	-	-
56320	Pump, Well, Reservoir Repair	96,732	200,000	200,000	204,000	208,080
56330	Telemetry Repair	2,866	7,000	7,000	7,140	7,282
59100	Contract Services	75,595	125,000	105,000	125,000	125,000
59550	Uniform & Linen Laundry	4,992	10,200	10,200	10,404	10,612
Division Total		4,289,421	6,339,600	6,626,700	6,094,722	6,153,342

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.
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.
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.
53120	Replenishment Water	Used to pay for replenishment water that is required to compensate for water that is produced above Glendora's well production allocation (water rights). This allocation varies from year-to-year based on the safe yield limit set by the Water Master.
53150	Pumping Expense	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. This line item also covers materials for water quality.
56320	Pump, Well, Res. 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

PUBLIC WORKS

NPDES COMPLIANCE DIVISION - 6575

PROGRAM DESCRIPTION

The NPDES (National Pollutant Discharge Elimination System) Compliance Division, created in fiscal year 2013-2014, is responsible for ensuring compliance of public and private construction and industrial and commercial businesses under the three NPDES Permits: Municipal Separate Storm Sewer System (MS4), Construction, and Industrial/Commercial.

The NPDES permit program, which was created by the Clean Water Act of 1972, addresses water pollution by regulating point sources that discharge pollutants to waters of the United States. The permit contains limits on what can be discharged, monitoring and reporting requirements, and other provisions to ensure that the discharge does not negatively impact water quality or public health. In essence, the permit translates general requirements of the Clean Water Act into specific provisions tailored to the operations of each industry discharging pollutants.

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.
- Managing the implementation of the Enhanced Watershed Management Plan (EWMP).
- Compiling necessary data required for preparation of the annual report of NPDES activities for review to the Regional Quality Control Board.
- Overseeing Measure W funding with Director participating as an Upper San Gabriel River Watershed Area Steering Committee Member.

2018-19 MAJOR ACCOMPLISHMENTS

- Implemented the storm water Coordinated Integrated Monitoring Plan (CIMP) in compliance with the current Municipal NPDES permit.
- Participated and contributed to the Upper San Gabriel River (USGR) Enhanced Watershed Management Plan (EWMP) Group for the development of a design concept report for the Finkbiner Park Stormwater Infiltration project (preliminary engineering and conceptual design) to implement MS4 Permit requirements on a watershed scale.
- Incorporated Low Impact Development design for all residential construction, by installing infiltration trenches, rain gardens, rain barrels, vegetation swales to increase infiltration to the ground waters.

CITY of GLENDORA PUBLIC WORKS

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Review Federal and State grant opportunities to implement NPDES projects as required by the EWMP.



Develop plans for a multi-agency stormwater capture project (to replace Finkbiner Park project), one of seven multi-agency projects, to implement the Upper San Gabriel River (USGR) Enhanced Watershed Management Program (EWMP).



Work with Consultant to prepare report to install effective storm water infiltration devices within the right of way.



Develop Green Street Manual and install infiltration elements in street improvement projects where feasible



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Enhanced Watershed Management Plan (EWMP) Implementation milestones met in order to comply with the Municipal NPDES permit	%	Effectiveness	100%	100%	100%	100%
Coordinated Integrated Monitoring Program (CIMP) Implementation milestones met in order to comply with the Municipal NPDES permit	#	Effectiveness	100%	100%	100%	100%
Grants successfully applied for and received	#	Workload	0	0	2	5
Public Education and Outreach sessions taught	#	Workload	2	2	2	2

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	243,992	274,745	274,745	249,500	253,700
Division Total		243,992	274,745	274,745	249,500	253,700

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
55120	Consultants	2,721	-	-	-	-
55200	Legal Services	495	-	-	-	-
55320	Printing	-	1,000	1,000	-	-
55600	Training & Education	-	9,511	9,511	9,500	9,500
59100	Contract Services	223,058	234,234	234,234	210,000	214,200
59400	Permits	17,718	30,000	30,000	30,000	30,000
Division Total		243,992	274,745	274,745	249,500	253,700

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
55600	Training & Education	Provide annual required training on storm water 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	Services to ensure compliance and implementation of MS4 Permit & EWMP requirements. Fats, Oils and Grease (FOG) inspections performed by a contractor to comply with the Industrial Permit. Costs are recovered through fees assessed to the businesses requiring inspection.
59400	Permits	Annual permit costs paid to the Regional Water Quality Control Board (RWQCB) and Los Angeles County as required by the MS4 Permit

CITY of GLENDORA

PUBLIC WORKS

PARKS DIVISION - 6582

PROGRAM DESCRIPTION

The primary function of the Parks Division is the maintenance of approximately 918 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; installing and maintaining all bus stops and amenities; and assisting Trails Volunteers with maintaining the trails within Glendora.

The Parks Division also manages the Beautification Crew, 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

2018-19 MAJOR ACCOMPLISHMENTS

- Standardized park amenities: three wood picnic tables were replaced with concrete tables at the equestrian center and installed new trash cans and BBQ pits to the area.
- Researched potential funding options to replace playground that is old and non-compliant located at the Teen Center by April 2019.
- Worked with the Water Division to assist in funding and replacing two drinking fountains at Finkbiner Park to reduce water.
- Increased the frequency of pressure washing areas that are high revenue producing reservation sites from "as needed" to "monthly" during the period of high demand in spring and summer.
- Increased the protection of valuable mature trees located in the wilderness areas by installing boulders in their proximity to discourage off-roading and parking too close to the trunks of said trees.
- Created a volunteer group for the South Hills Dog Park to assist in reporting maintenance issues and monitoring the park to encourage residents to take ownership of the space.
- Designed and installed landscaping for the Glendora Urban Trail in the Louie Pompei Sports Park parking lot. In addition, staff began the maintenance of the new hiking facility without additional resources.

CITY of GLENDORA PUBLIC WORKS

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities









Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES						
Collect irrigation system data and map out the location of valves for easily accessible information.	✓					
Replenish the tree population lost in the windstorm of October 2018 at Louie Pompei Sports Park. Staff will identify non-invasive, drought-tolerant trees and install them.	✓		✓			
In order to enhance the equestrian center, following the restroom renovation project, staff will design and install new landscaping close to the building to increase the curb appeal with the intent of increasing rentals at this site.					✓	
Research potential funding options to replenish the rubber mulch in playgrounds where the surfacing is a safety hazard.	✓		✓			
Encourage volunteerism by changing use policies for non-paying sport field users to require participation in a clean-up day of the park they utilize.					✓	
Increase the safety of park users by removing aging path infrastructure that is lifting due to weathering, such as bender board, and replace with more durable materials.					✓	
Reduce the impact rainstorms have on park usage by finding ways to build infrastructure to lessen damage to amenities, such as the dog park.					✓	
Find ways to improve aging restroom facilities by researching grants or other funding opportunities.					✓	

CITY of GLENDORA

PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Acres of park turf mowed	#	Workload	900	900	900	900
Emergency call-outs addressed within 2 hours	%	Efficiency	100%	100%	100%	100%
Site inspections completed according to work plan:						
<ul style="list-style-type: none"> All parks (weekly) All playgrounds (weekly) All restrooms (daily) All bus stops (weekly) 	#	Workload	52	45	52	52
			52	26	52	52
			260	365	365	365
			52	26	52	52
Parks maintained according to Park Maintenance Manual Standards	%	Efficiency	95%	85%	95%	95%
Maintenance items performed:						
<ul style="list-style-type: none"> Restroom maintenance Playground maintenance Irrigation maintenance/repair Planters maintenance Right of Way weed abatement 	#	Workload	2,920	3,160	3,160	3,160
			45	30	30	30
			975	375	450	450
			52	45	52	52
			2	4	4	4

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	1,113,135	1,180,700	1,158,310	1,219,845	1,236,857
222	Measure R	10,424	14,200	14,270	13,281	13,805
321	Capital Projects	16,318	-	-	-	-
531	Water Operating	44,856	54,400	49,725	54,749	56,430
Division Total		1,184,733	1,249,300	1,222,305	1,287,875	1,307,092

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	360,965	376,800	376,800	355,944	366,622
41120	Overtime	23,702	10,000	4,845	10,000	10,000
41210	Part Time	124,705	146,200	146,200	132,159	136,124
41360	Vehicle Allowance	2,118	2,100	2,100	-	-
41370	Uniform Allowance	-	-	-	1,040	1,071

CITY of GLENDORA

PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
42110	Misc PERS	78,214	100,300	100,300	99,132	112,812
42111	PARS Retirement	4,765	4,900	4,900	4,205	4,331
42290	Flex Benefit	72,874	74,900	74,900	65,269	67,227
42310	Employer Paid Benefits	11,331	12,900	12,900	12,532	12,908
42520	Worker Comp	28,727	31,900	31,900	31,996	32,956
51110	Office Supplies	3,769	5,400	2,370	5,400	5,400
51500	Equipment Parts	28,834	25,600	25,600	25,600	26,112
51560	Operating Leases	2,318	2,200	2,000	2,100	2,100
51750	Food Supplies	1,825	2,500	1,940	2,500	2,500
54200	Agricultural Supplies	35,276	22,400	22,400	25,000	22,400
55400	Dues & Memberships	633	1,000	1,000	1,000	1,000
55600	Training & Education	7,097	6,500	1,800	6,500	6,500
56100	Building Maint	15,951	18,700	17,600	18,700	18,700
56500	Landscaping	4,851	8,000	8,000	18,700	8,000
56550	Trails Maintenance	4,804	4,000	4,000	4,000	4,000
57050	Phone	-	1,700	1,700	-	-
57100	Electric	85,001	93,000	85,000	87,000	87,000
57150	Gas	383	500	500	500	500
57160	Water	1,489	1,500	2,200	2,300	2,400
59100	Contract Services	247,339	259,800	254,850	259,800	259,800
59100.28	Contract Weed Abatement	16,390	30,000	30,000	110,000	110,000
59550	Uniform & Linen Laundry	5,054	6,500	6,500	6,500	6,630
72000.75	Furniture	16,318	-	-	-	-
Division Total		1,184,733	1,249,300	1,222,305	1,287,875	1,307,092

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.
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.
54200	Agricultural Supplies	Supply pesticide chemicals, top dressers, seed and decomposed granite. Sports fields are renovated twice per year and pathways are renovated annually to provide safe 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.
59100	Contract Services	Park facilities contractors includes services for electrical, plumbing, pest control, HVAC, landscape maintenance, janitorial services and litter removal services.
59100.28	Contract Weed Abatement	Weed abatement of large open-space areas throughout the City.
59550	Uniform and Linen Laundry	Parks staff uniform, headwear and laundering services are paid out of this account, as well as boots for FT staff.

CITY of GLENDORA

PUBLIC WORKS

TREE DIVISION - 6584

PROGRAM DESCRIPTION

The Tree Division is responsible for the management of approximately 16,000 City trees and provides:

- Administration of the annual tree maintenance contract for City trees
- On-going tree maintenance for safety, tree health, and aesthetics
- Management and assessment of dead and undesirable trees for potential removal
- Oversight of the landscape maintenance of assessment sites and medians
- Planting of new trees in right-of-way easements
- Oversight of the annual Bougainvillea pruning
- Oversight of the installation and removal of the holiday lights on the trees in the Glendora Village and in front of City Hall
- Citywide weed abatement of the major right-of-ways, large drainage areas, channels and city owned lots.
- Oversight of the Citywide Landscape Maintenance Contract for work done in the parks, medians, assessment sites, reservoirs and various other sites.

The tree maintenance contract allows City-owned trees to be trimmed within a five-year grid cycle, with the exception of the Palm trees which are trimmed on a three-year cycle; the Glendora Village Ficus trees which are trimmed on a bi-annual basis to reduce fruit droppings and for the annual hanging of the holiday lights; all other Ficus trees are trimmed on an annual basis to retain their traditional “gumdrop” shape.

2018-19 MAJOR ACCOMPLISHMENTS

- Implemented a plan to check all City trees for the removal or replacement of tree stakes in order to promote the development of young trees.
- Identified two possible grants that provide assistance in replanting trees in the City in order to meet our goal of a 2:1 ratio. The projects aim to involve the local community and youth in the planting and after care of the trees, as well as the reduction of greenhouse gas in the area.
- Conducted the first annual meeting with Landscape Maintenance District 1 residents to continue to educate and engage more property owners about the assessment landscape.
- Developed a Tree Pest Management Program to allow for better monitoring and treatment of diseased trees.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as ‘other’ in the last column.

CITY of GLENDORA PUBLIC WORKS

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Apply for tree grants to help in meeting our 2:1 ratio and develop a project that involves the community and youth in the planting process. ✓

Work with various City Departments involved both directly and indirectly to revise the City's Urban Forestry Manual and in doing so, review and address the policies and procedures for maintaining City Trees, including surrounding hardscape. ✓

Train weed abatement team to structurally prune young trees to provide a more desirable and stable tree at maturity and decrease the likelihood of branch failures. ✓

Consolidate and centralize all Urban Forest related information to one page on the City's website. In order to provide the public easier access to all things Urban Forest. ✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Emergency call-outs addressed within 2 hours*	%	Efficiency	98%	100%	100%	100%
Trees trimmed annually	#	Workload	3,112	2,690	4,030	4,030
Trees removed annually	#	Workload	207	140	150	150
Trees planted annually	#	Workload	124	90	300	300
Weed Abatement in ROW Annually	#	Linear Feet	275,000	275,000	275,000	275,000

*The unit of measure in FY-2018 and prior was the percentage of emergency calls that were handled within 2-hours. Starting FY-2019, we will measure the total number of emergency calls received verses the number of calls that were responded to within the 2-hour goal response time.

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	656,105	719,311	712,786	719,224	727,433
202B	Landscape Assessment	54,417	39,917	50,647	44,073	44,073
205	Gas Tax	133,805	159,326	159,326	154,225	158,447
209	Prop A Transit	-	-	-	260,807	271,674
531	Water Operating	12,450	15,200	15,200	15,200	15,200
Division Total		856,777	933,754	937,959	1,193,528	1,216,826

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	72,383	72,838	72,838	194,345	200,176
41120	Overtime	674	5,800	500	5,800	5,800
41210	Part Time	13,806	19,100	19,100	113,941	117,359
41360	Vehicle Allowance	1,521	1,500	1,500	-	-
41370	Uniform Allowance	-	-	-	460	474
42110	Misc PERS	15,948	23,006	23,006	56,448	64,237
42111	PARS Retirement	518	700	700	3,521	3,627
42290	Flex Benefit	11,076	11,125	11,125	34,796	35,840
42310	Employer Paid Benefits	1,788	1,936	1,936	7,129	7,343
42520	Worker Comp	3,324	3,472	3,472	18,690	19,251
54100	Trees, Shrubs & Plants	4,452	5,000	5,000	5,000	5,000
54200	Agricultural Supplies	21,594	18,000	18,000	17,000	17,000
55320	Printing	1,293	500	500	1,500	1,500
55600	Training & Education	605	700	300	700	700
56200	Equipment Maint	3,440	2,600	2,600	2,800	2,800
56500	Landscaping	113,007	136,626	136,626	140,725	144,947
57050	Phone	7,280	8,000	8,000	-	-
57100	Electric	21,145	22,100	22,100	20,900	20,900
57160	Water	1,195	1,500	1,200	1,300	1,400
59100	Contract Services	78,831	118,611	118,611	80,200	80,200
59100.27	Tree Trimming Contract	437,078	442,200	442,200	442,200	442,200
59550	Uniform & Linen Laundry	894	1,500	975	2,000	2,000
Division Sub-total		811,852	896,814	890,289	1,149,455	1,172,754

Landscape Assessment Zones

56500.01	Highland/Oak Knoll	4,368	4,672	5,055	5,394	5,394
56500.02	Banna/Arrow Hwy	3,673	-	-	-	-
56500.03	GMR/Palm Drive	9,701	7,396	7,983	9,813	9,813
56500.05	Hampton/Sunflower	2,118	2,322	3,469	4,443	4,443
56500.08	GMR/Boulder Springs	5,694	4,923	6,550	6,202	6,202
56500.10	Kregmont/Englewild	2,095	-	-	-	-
56500.11	Glendora Bougainvillea	708	8,241	11,125	10,904	10,904
56500.12	Hunter's Trail	767	-	-	-	-
56500.13	No. Loraine/Palm Dr.	275	247	1,163	1,133	1,133

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
Landscape Assessment Zones (cont'd)						
56500.14	Jenifer/Mauna Loa	838	-	-	-	-
56500.15	West Sierra Madre	6,318	-	-	-	-
56500.18	Greenfield Court	2,638	-	-	-	-
56500.19	Hidden Springs	5,732	3,997	6,538	6,184	6,184
57210	County Admin Cost	-	5,142	-	-	-
Division Sub-total		44,925	36,940	41,883	44,073	44,073
Division Total		856,777	933,754	932,172	1,193,528	1,216,827

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
54200	Agricultural Supplies	Costs were increased to purchase and install new tree grates throughout the City.
56500	Landscaping	Landscape and tree maintenance for medians within the City.
59100	Contract Services	Reflects the new landscape maintenance contact cost which includes the medians, assessment sites, several parks and facilities including planters.
59100.27	Contract Services Tree Trimming Contract	Citywide Tree Maintenance contract includes tree maintenance, removals and plantings.

CITY of GLENDORA

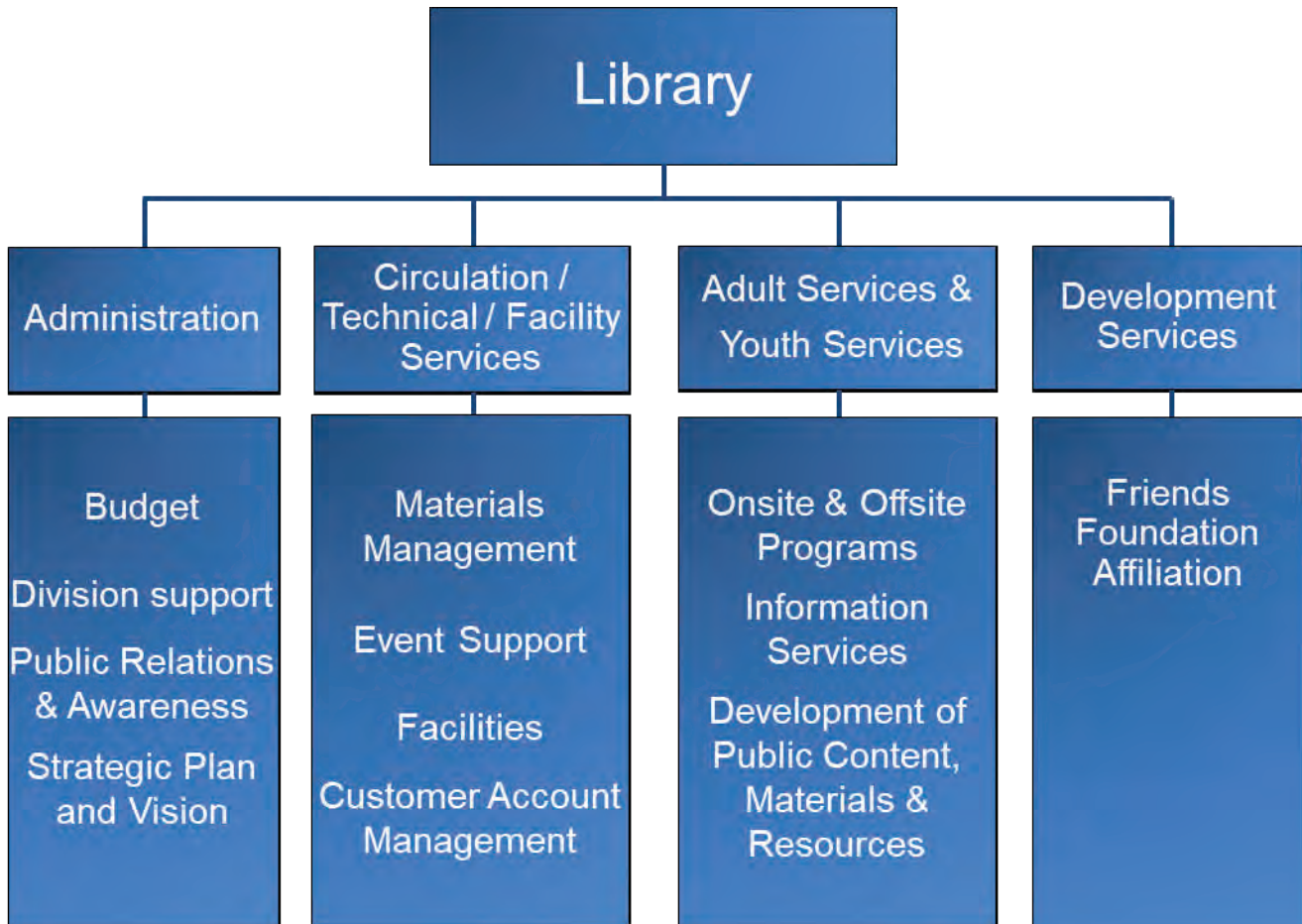
PUBLIC WORKS



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CITY of GLENDORA LIBRARY

ORGANIZATIONAL CHART



CITY of GLENDORA LIBRARY

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Full-Time Positions					
Library Director	1.00	1.00	1.00	1.00	1.00
Senior Librarian	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	-	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Library Services Manager	-	-	1.00	1.00	1.00
Support Services Manager	1.00	1.00	-	-	-
Librarian I	2.00	2.00	1.00	1.00	1.00
Librarian II	1.00	1.00	2.00	2.00	2.00
Library Technician	2.00	2.00	2.00	2.00	2.00
Senior Library Technician	2.00	2.00	2.00	2.00	2.00
Part-Time Positions					
Librarian I	-	-	-	-	-
Librarian II	0.52	0.63	0.63	0.63	0.63
Library Aide I	2.02	2.02	2.02	2.02	2.02
Library Aide II	1.87	1.87	1.87	1.87	1.87
Library Aide III	1.93	1.93	1.93	1.25	1.25
Library Aide IV	1.99	1.99	0.49	0.49	0.49
Library Aide V	2.43	2.53	2.53	1.66	1.66
Total Full-Time	11.00	11.00	11.00	12.00	12.00
Total Part-Time	10.86	10.96	9.46	7.90	7.90
Total Department FTE	21.86	21.96	20.46	19.90	19.90
Fund					
001-General Fund	N/A	N/A	N/A	19.26	19.26
229- Friend Foundation	N/A	N/A	N/A	0.64	0.64
Total Department FTE by Fund				19.90	19.90

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 among 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 five divisions: Administration; Youth Services and Adult Services (which together comprise Public Services); Support Services; and Development Services, all together serving more than 5,000 visitors over six days/51 hours a week.

The Library has a collection of approximately 151,000 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.

Since 2018, the Library staff, Board of Library Trustees, and other Library teams have been cultivating a culture of ongoing strategic planning. A continual series of community discussions will be developed to address over time each of the following public library responsibilities, with regard to the world of ideas:

- Human Development: Supporting participation in the world of ideas through all stages of life
- Interpretation and Context: Supporting greater understanding of informational accuracy, perception, and influence
- Organization: Providing order in a chaotic information world
- Physiology: Providing access to the world of ideas for a physically and neurologically diverse community
- Preservation: Seeking enduring methods for accessing the world of ideas and its products
- Protection and Availability: Supporting the valuation and obtainability of intellectual property, data, and the world of ideas
- Proximity: Bringing the world of ideas geographically closer
- Sustainability: Addressing limited material and energy resources

CITY of GLENDORA LIBRARY

ADMINISTRATION DIVISION - 7076

PROGRAM DESCRIPTION

- Administration is responsible for the overall leadership and management of the Library. Specific activities of include:
- Supporting the five-member Board of Library Trustees.
- Preparing, administering and monitoring the Library'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, and other media opportunities; community presentations and outreach to various groups and organizations throughout Glendora.
- Overseeing the City/Library affiliation with the Glendora Public Library Friends Foundation.
- Mentoring staff to further enhance their customer service and library skills through staff development and training opportunities.

2018-19 MAJOR ACCOMPLISHMENTS

- Enhanced and modernized the City organization by:
 - ◇ Coordinating with other City departments to transfer the answering of the main City Hall telephone line from the Police Department to the Library.
 - ◇ Presenting to the Board of Library Trustees for consideration the sequence of topics for ongoing community strategic planning.
 - ◇ Preparing for Council consideration a memorandum of understanding between the City and the Glendora Public Library Friends Foundation.
 - ◇ Presenting to Board of Library Trustees for consideration the defined Council, Trustee, Foundation, and City roles regarding the Library Department oversight, support and administration.
- Improved the Library customer experience by implementing interior signage improvements for accessibility.
- Working with Information Services, expanded public access to the opportunities of the online world, via the Libraries Illuminated grant. Library-branded wireless access is now available at 8 other public City facility locations and the Library.
- Worked with the City Clerk and presented to City Council for direction the possibility of developing a Citizens Government Academy to enhance communication, raise awareness, and invest in future generations of Glendora leadership. Following discussion regarding costs and staffing levels, City Council received and filed the report; the project was not included in the City's next six-month objectives.

CITY of GLENDORA LIBRARY

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Seek consultant services to measure the effectiveness of current space utilization and of the Library building, analyze benchmarks and standards, assess evolving service and community needs, and present viable alternatives for improved success.

✓

✓

Work with City Administration, Finance, and Human Resources, addressing the Library salary structure within the parameters of City policy and procedure, including impacts of minimum wage increases across all Library jobs.

✓

Dedicate a Library position to work directly with the Digital Media Specialist to communicate the value of the Library to the community, ensure a consistent Library identity and branding, and develop a unique and recognizable voice for the Library.

✓

Provide input to City Manager to create an incentive program for staff input regarding organizational effectiveness and cost saving, for presentation to the City Council.

✓

With Executive Team, develop a gap analysis for departmental and employee training, including funding sources and present to the City Manager.

✓

Conduct community-wide strategic planning discussions, focusing on the responsibilities of public libraries as prioritized by community survey.

✓

Identify needs and desired outcomes of services indicated by the Library strategic planning discussions and the City's Strategic Plan; implement accordingly.

✓

Assess and evaluate service impacts as they relate to the City's Strategic Planning goals and objectives, Library strategic planning discussions, and the identified responsibilities of public libraries.

✓

CITY of GLENDORA LIBRARY

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected	FY 2020 Projected
Library Places						
Total Library Visitors (brick & mortar)	#	Workload	286,541	275,079	258,500	248,200
Internet Sessions	#	Workload	24,629	23,120	21,700	20,390
Wi-Fi Uses	#	Workload	50,965	365,000	375,000	375,000
Copy Center jobs	#	Workload	87,666	87,000	87,000	87,000
Total Library web page visits (virtual "branch")	#	Workload	123,016	130,000	142,220	155,500
Library Content						
Total Items Loaned and/or Renewed	#	Workload	289,704	276,900	264,700	253,100
Electronic Items Downloaded	#	Workload	21,145	25,750	31,370	34,500
Total Electronic Subscription Resources -Searches	#	Workload	103,563	108,500	115,500	118,000
Library People						
Total Requests for Information/Adult & Youth	#	Workload	36,533	34,500	34,000	34,000
Circulation Services customers served	#	Workload	24,494	24,000	23,500	23,500
Copy Center Customers served	#	Workload	9,553	9,100	8,800	8,450
Onsite event attendance	#	Workload	36,471	36,600	36,900	37,300
Offsite event attendance	#	Workload	12,398	13,000	13,500	14,000
Number of Literacy Students Active, monthly average	#	Workload	28	28	28	28
Literacy Hours Tutored	#	Workload	1,348	1,300	1,300	1,300
Monthly volunteers, monthly average	#	Workload	181	180	180	180
Library Visibility						
Number of People reached via Social Media	#	Workload	240,098	275,300	315,500	361,000

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	910,795	830,650	820,450	855,498	889,479
207	Grants	16,948	-	-	-	-
229	Friends Foundation	74,662	3,525	3,525	-	-
321	Capital Projects	-	-	-	19,154	-
Division Total		1,002,406	834,175	823,975	874,652	889,479

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	210,976	198,300	198,300	248,951	256,420
41120	Overtime	53	-	-	-	-
41210	Part Time	104,481	-	-	-	-
41360	Vehicle Allowance	3,621	3,400	3,400	3,348	3,348
42110	Misc. PERS	48,645	52,300	52,300	72,308	82,286
42111	PARS Retirement	3,920	-	-	-	-
42290	Flex Benefit	24,320	21,700	21,700	21,807	22,462
42310	Employer Paid Benefits	5,201	4,000	4,000	5,186	5,342
42520	Worker Comp	2,614	1,700	1,700	2,128	2,192
51110	Office Supplies	7,592	10,500	9,500	9,000	9,000
51200	Division Supplies	-	1,000	1,000	-	-
51400	Building Materials	14,253	14,000	14,000	14,000	14,500
51560	Operating Leases	6,277	6,300	5,550	6,350	6,450
55320	Printing	3,945	3,600	3,600	1,600	2,000
55340	Postage	2,518	3,050	2,850	3,000	3,000
55400	Dues & Memberships	6,122	9,500	8,800	9,200	9,200
55600	Training & Education	2,077	9,525	8,175	8,850	8,850
57100	Electric	67,931	65,900	65,900	65,900	65,900
57150	Gas	1,814	6,100	2,000	2,000	2,000
59100	Cenic Grant	3,969	-	-	-	-
59100	Contract Services	31,063	36,100	36,000	36,100	36,100
59550	Uniform & Linen Laundry	-	-	-	2,000	-
59801	Info Tech Charges	298,000	261,500	261,500	284,400	296,750
59807	Liability Ins Charges	135,600	123,700	123,700	59,370	63,680
72000.1	Computers	4,167	2,000	-	-	-
72000.12	Library Illuminated Grant	12,979	-	-	-	-

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
72000.12	Network Equipment	268	-	-	-	-
72000.7	Equipment	-	-	-	19,154	-
Division Total		1,002,406	834,175	823,975	874,652	889,479

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased. Changes reflect GPL Friends Foundation (GPLFF) taking responsibility for the management and funding of employees staffing the "new" Foundation Office and the creation of a full-time Administrative Assistant in Administration.
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. Changes in FY 21 reflect rising material costs.
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. Changes reflect rising printing costs and recommended reallocation of funds to newly created Uniform and Linen Laundry account.
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 and City Hall buildings.
59100	Contract Services	Costs for the Library's platform fees, cataloging and Inter-Library Loan Service.
59550	Uniform & Linen Laundry	Costs associated with printing of Library staff uniforms. Funds reallocated from Printing account.
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.
72000.7	Equipment	Costs are associated with three self-check machines that are being replaced due to their age and the ability to obtain replacement parts.

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 and provide excellent customer service.

Specific activities include:

- Checking out and checking in library materials; responding to customer account inquiries; and issuing library cards.
- Responding to the facility needs of a 30,000-sq.-ft. building, and maintaining a safe and welcoming environment for 250,000 visitors annually (5,000/week).
- Coordinating the rental of meeting rooms including set-up and break-down. Maintaining the Library's automation systems.
- Shelving materials promptly and accurately to improve customer access and service.
- 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.
- Lending and borrowing library materials by inter-library loan (ILL) and keeping statistics.

2018-19 MAJOR ACCOMPLISHMENTS

- In conjunction with Public Works, improved and maintained the Library's facility by coordinating these approved Capital Improvement Program Projects to enhance the Library users' experience:
 - ◊ Elevator modernization project
 - ◊ Replacement of the HVAC chiller and JACE controller

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Enhance the Library users' experience and modernize the organization by replacing the Library's self-check machines.



Coordinate approved Capital Improvement Program Projects to enhance the Library users' experience, in conjunction with Public Works. .



CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	395,035	517,000	523,960	540,490	562,947
Division Total		395,035	517,000	523,960	540,490	562,947

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	149,679	222,700	222,700	219,093	225,666
41120	Overtime	163	-	-	-	-
41210	Part Time	131,608	155,000	155,000	175,372	180,633
42110	Misc. PERS	31,724	55,700	55,700	63,636	72,417
42111	PARS Retirement	4,956	5,800	5,800	6,576	6,774
42290	Flex Benefit	33,435	44,800	44,800	42,678	43,958
42310	Employer Paid Benefits	6,184	8,800	8,800	8,715	8,977
42520	Worker Comp	2,227	3,200	3,200	3,420	3,523
45100	Temporary In Lieu of Perm	15,026	-	6,960	-	-
51200	Division Supplies	15,767	21,000	21,000	21,000	21,000
55700	Education Reimbursement	4,266	-	-	-	-
Division Total		395,035	517,000	523,960	540,490	562,947

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51200	Division Supplies	Supplies such as security cases, book ends, books jackets, stickers, etc.

CITY of GLENDORA LIBRARY

YOUTH SERVICES DIVISION - 7078

PROGRAM DESCRIPTION

The Youth Services and Adult Services Divisions together comprise 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. Youth Services helps children 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:

- 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 programs for birth through high school.
- Providing youth leadership opportunities through year-round volunteering, starting at age 10, including Summer Reading programs, after-school and weekend hours; and the Teen Advisory Board.
- Pursuing grants to support programs and collections.
- Conducting outreach to local schools, preschools, PTA and school library technicians.

2018-19 MAJOR ACCOMPLISHMENTS

- Enhanced the partnership with Charter Oak Unified School District by implementing a new Memorandum of Understanding to provide professional library services to the school district. Staff met with administration to review the MOU and attended quarterly Library Committee meetings.
- Began using impact surveys to measure effectiveness of and make improvements to Library Youth programs such as storytime and Harry Potter Science.
- Enhanced and modernized the City organization by implementing online youth volunteer applications and scheduling processes.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Explore bringing sensory storytimes to the Glendora community providing enhanced access to the world of ideas for the physically and neurologically diverse community.



Seek out opportunities to engage students on days when school is not in session or school dismisses early.



CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	215,248	212,900	212,900	214,089	222,688
207	Grants	-	5,000	4,781	-	-
229	Friends Foundation	-	70,428	70,428	-	-
Division Total		215,248	288,328	288,109	214,089	222,688

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	80,527	81,300	81,300	81,335	83,775
41210	Part Time	57,738	60,300	60,300	62,865	64,750
42110	Misc. PERS	26,621	26,600	26,600	23,624	26,884
42111	PARS Retirement	711	800	800	2,357	2,428
42290	Flex Benefit	18,865	18,800	18,800	18,796	19,360
42310	Employer Paid Benefits	2,779	3,300	3,300	3,358	3,459
42520	Worker Comp	1,157	1,200	1,200	905	932
51200	Division Supplies	1,323	32,900	32,900	1,250	1,500
51300	Content For The Public	25,526	40,203	39,984	19,600	19,600
55320	Printing	-	9,175	9,175	-	-
58100	Recreation Actv & Events	-	4,550	4,550	-	-
59550	Uniform & Linen Laundry	-	3,200	3,200	-	-
72000.1	Computers	-	6,000	6,000	-	-
Division Total		215,248	288,328	288,109	214,089	222,688

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51200	Division Supplies	Acquisition of program and outreach materials such as pencils, bookmarks and Children's Room supplies.
51300	Content for the public	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.
51200 - 72000.1	Various	Programs and supplies historically funded or supplemented by Friends Foundation.

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 lifelong learning, personal growth, enjoyment, and civic involvement.

Adult Services supports the community's interests in continuing education, recreational pursuits, intellectual exchange, and informed citizenship by: providing assistance and instruction to people of all ages in using Library services; 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, website management; and managing the materials and resources for adults.

Specific activities include:

- Partnering with local educational institutions, service groups, and community organizations, to encourage reading and provide cultural/educational/entertainment opportunities.
- 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.
- Providing opportunities for civic involvement through volunteer positions.
- Writing grants and seeking additional revenue streams to support programs and collections.
- Promoting and maintaining access to the Library's collections by implementing materials displays and signage.

2018-19 MAJOR ACCOMPLISHMENTS

- Encouraged adults to learn and explore popular online games that the young people in their lives: provided Online Gaming-Demystified was provided at 3 different locations, including the benefits of playing, keeping kids safe and a chance to play the games. One attendee commented "Great workshop, we parents don't always take the time to see what our kids are up to in technology so this is an eye opener to pay more attention to their tech. activities."
- Launched a direct mail campaign to 1,300 Glendora homes to draw community members to Online Gaming-Demystified programming. One attendee remarked that she was grateful for the postcard as she wouldn't have known about the program otherwise.
- Boosted the community's knowledge of Glendora eLibrary services through demonstrations at the City of Glendora's Teen Center to their Teen Advisory Board and at the La Fetra Center.
- Enhanced community access to Library services by beginning implementation on a mobile app that will simplify access to Library resources and ebooks for the community.
- Enhanced and modernized the City organization by implementing an E-government kiosk for public use of the Library.
- Brought the world of virtual reality to Glendora using grant funding from the Glendora Public Library Friends Foundation, by providing programs that gave community members the opportunity to learn about and interact with virtual reality.

CITY of GLENDORA LIBRARY

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Seek grant funding for a multi-use resource center, the function of which can morph over time dependent on community needs. The station will help to overcome the overwhelming amount of topical information and provide organization by bringing together needed resources, in an easy-to-use resource center.



Preserve and make available for public use materials of local historical significance to the City of Glendora and greater community, using technology obtained through a grant.



DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	423,394	416,000	432,780	436,927	454,269
207	Grants	-	3,000	2,695	-	-
229	Friends Foundation	-	100,937	100,937	38,213	39,360
Division Total		423,394	519,937	536,412	475,141	493,629

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	186,303	206,100	206,100	202,969	209,058
41210	Part Time	36,280	75,037	75,037	93,547	96,353
42110	Misc. PERS	40,893	51,600	51,600	58,952	67,088
42111	PARS Retirement	1,361	2,797	2,797	3,508	3,613
42290	Flex Benefit	31,461	39,200	39,200	35,018	36,068
42310	Employer Paid Benefits	5,758	7,240	7,240	7,476	7,701
42520	Worker Comp	1,839	2,412	2,412	2,571	2,648
45100	Temporary In Lieu of Perm	12,820	-	16,880	-	-

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51200	Division Supplies	393	8,000	7,900	800	800
51300	Content For the Public	106,286	102,876	102,571	70,300	70,300
55320	Printing	-	2,085	2,085	-	-
58100	Recreation Activities & Events	-	100	100	-	-
59100	Contract Services	-	22,490	22,490	-	-
Division Total		423,394	519,937	536,412	475,141	493,629

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
51200	Division Supplies	Acquisition of display supplies, local history supplies and iPad accessories.
51200 - 59100	Various	Programs and supplies historically funded or supplemented by Friends Foundation.

CITY of GLENDORA LIBRARY

DEVELOPMENT DIVISION - 7080

PROGRAM DESCRIPTION

The Development Division represents the oversight and support of the City/Library/Friends Foundation affiliation, including liaising with the 21-member Friends Foundation Board, the Executive Committee, and the Executive Director.

2018-19 MAJOR ACCOMPLISHMENTS

- Strengthened financial sustainability and enhanced communication by streaming The Great Trivia Challenge 27 live from the City of Glendora - Local Government Facebook page.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement Strategic Economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Implement new memorandum of understanding between City and Glendora Public Library Friends Foundation



DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	-	144,400	144,350	61,033	63,983
229	Friends Foundation	-	47,014	47,014	-	-
Division Total		-	191,414	191,364	61,033	63,983

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	-	20,500	20,500	20,896	21,523
41120	Overtime	-	5,500	5,500	-	-
41210	Part Time	-	102,263	102,263	-	-
41360	Vehicle Allowance	-	300	300	252	252
42110	Misc. PERS	-	5,400	5,400	6,069	6,907
42111	PARS Retirement	-	3,303	3,303	-	-
42290	Flex Benefit	-	2,600	2,600	2,571	2,648

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
42310	Employer Paid Benefits	-	1,660	1,660	439	452
42520	Worker Comp	-	888	888	176	181
51110	Office Supplies	-	1,000	1,000	1,000	1,000
51400	Building Materials	-	900	900	900	900
51560	Operating Leases	-	650	700	700	700
55320	Printing	-	400	400	300	300
57100	Electric	-	4,200	4,200	4,200	4,200
57150	Gas	-	400	400	400	400
59550	Uniform & Linen Laundry	-	-	-	100	100
59801	Info Tech Charges	-	28,100	28,100	18,350	19,400
59807	Liability Ins Charges	-	13,300	13,300	4,680	5,020
Division Total		-	191,364	191,414	61,033	63,983

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	Changes reflect GPL Friends Foundation taking responsibility for the management and funding of employees staffing the "new" Foundation Office.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies not otherwise provided by GPL Friends Foundation.
51400	Building Materials	Minor repairs and renovations to the building and equipment not otherwise funded by GPL Friends Foundation.
51560	Operating Leases	Costs associated with the lease of the copy/printing machines in the Library that supplement copying facilities provided by GPL Friends Foundation.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the community to market programs and services; business cards and stationary, that supplement printing provided by GPL Friend Foundation.
57100-57150	Utilities	Electricity and gas costs associated with operating offices within the Library facility.
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.

CITY of GLENDORA LIBRARY

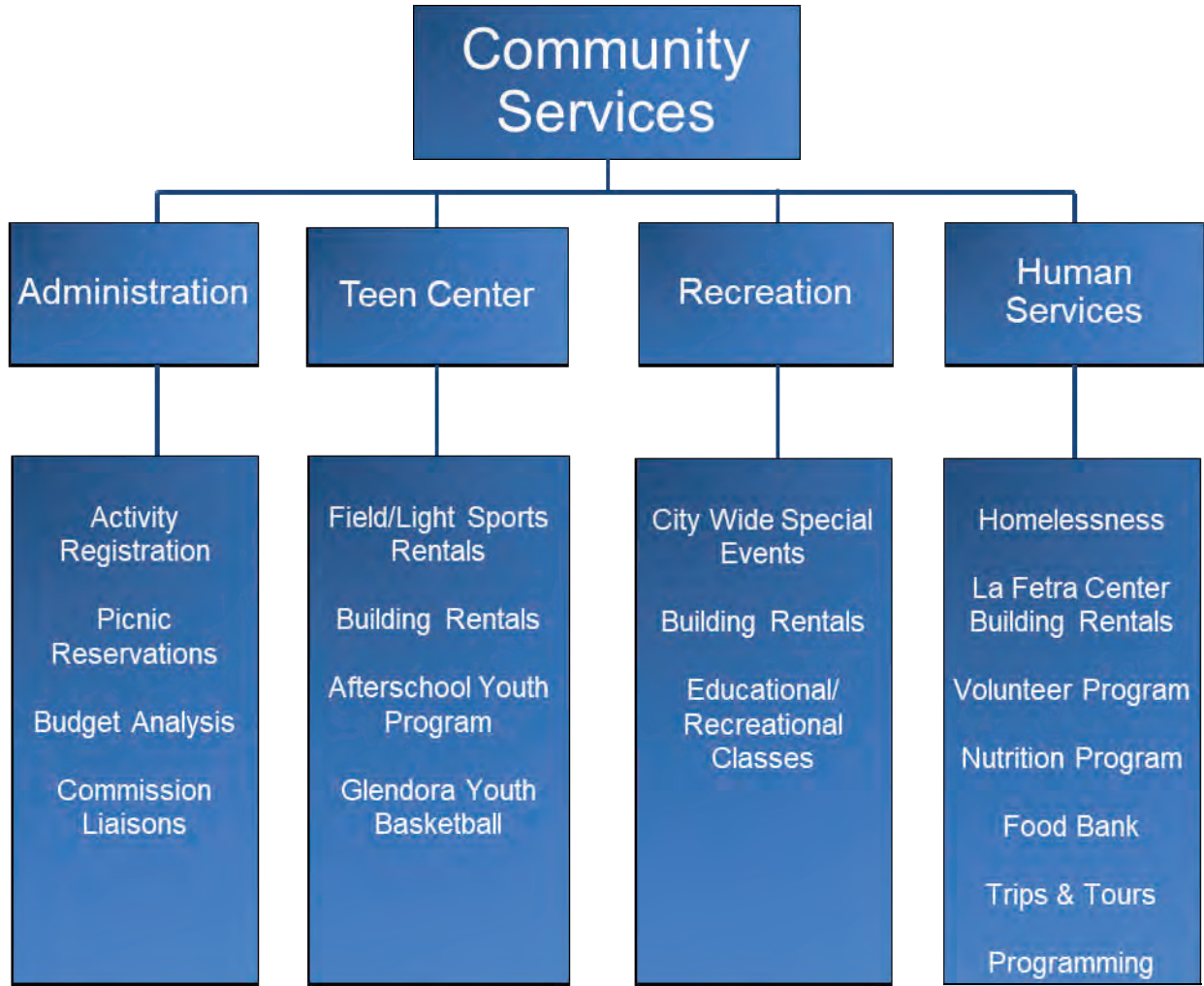


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CITY of GLENDORA

COMMUNITY SERVICES

ORGANIZATIONAL CHART



CITY of GLENDORA

COMMUNITY SERVICES

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Full-Time Positions					
Community Services Director	1.00	1.00	1.00	1.00	1.00
Assistant Community Services Director	-	1.00	1.00	-	-
Parks/Community Services Manager	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
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Community Services Coordinator	2.00	2.00	2.00	2.00	2.00
Office Assistant	-	1.00	1.00	2.00	2.00
Transportation Programs Analyst	1.00	1.00	-	-	-
Transportation Superintendent	-	-	1.00	-	-
Parks Supervisor	1.00	1.00	1.00	-	-
Landscape Contracts Supervisor	1.00	1.00	1.00	-	-
Maintenance Lead worker	2.00	2.00	2.00		
Maintenance Worker	4.00	4.00	4.00	-	-
Part-Time Positions					
Community Services Coordinator	-	1.68	1.68	-	-
Administrative Aide I	0.65	0.65	0.65	0.65	0.65
Office Aide I	0.22	0.22	0.36	0.36	0.36
Office Aide III	0.72	0.72	0.72	0.72	0.72
Office Aide IV	3.37	0.84	0.84	0.84	0.84
Assistant Recreation Leader	0.58	0.58	0.63	0.63	0.63
Maintenance Aide I	3.76	2.23	0.56	-	-
Maintenance Aide II	3.18	3.18	4.80	-	-
Recreation Leader	1.10	1.10	1.50	1.50	1.50
Recreation Specialist I	1.75	1.80	1.80	0.96	0.96
Recreation Aide	6.16	6.16	5.72	5.72	5.72
Trip & Tour Coordinator	0.60	-	-	-	-
Total Full-Time	19.00	20.00	20.00	11.00	11.00
Total Part-Time	22.09	19.16	19.26	11.38	11.38
Total Department FTE	41.09	39.16	39.26	22.38	22.38

CITY of GLENDORA

COMMUNITY SERVICES

AUTHORIZED POSITIONS

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Fund					
001-General Fund	N/A	N/A	N/A	21.69	21.69
209- Prop A Transit	N/A	N/A	N/A	0.24	0.24
217- LA County Park Propositions	N/A	N/A	N/A	0.45	0.45
Total Department FTE by Fund				22.38	22.38

CITY of GLENDORA

COMMUNITY SERVICES

ADMINISTRATION DIVISION - 7581

PROGRAM DESCRIPTION

The Community Services Administration Division directs and evaluates Recreation, Human Services, and Teen Center Divisions; 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; 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 Activity Guide; 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 three volunteer groups; Youth Sports Council, Glendora Trails Volunteers, and the Senior Advisory Committee.

2018-19 MAJOR ACCOMPLISHMENTS

- Completed the installation of ADA accessible bathrooms and snack bar for Carlyle Linder Equestrian Park.
- A Memorandum of Understanding (MOU) was established with the Community Services Foundation to have a better understanding of their role.
- Received \$19,000 for the Habitat Conservation Foundation (HCF) grant for the Big Dalton Interpretive Signs and Kiosks.
- Successful planning and execution of Earth Day 2019.
- Renewed the agreement with Glen Oaks Golf and Learning Center for 5 more years.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Develop a gap analysis for departmental and employee training, including funding sources to present to City Manager.



Increase safety for staff by installing security doors in the Administrative office in conjunction with the Public Works Department.



Enhance staff knowledge by attending trainings for Activenet, Microsoft Office, and other useful trainings.



Increase park rentals by 20% by advertising more and posting on social media.



Enhance the presentation of the parks and increase participant enjoyment, and collaborate with service organizations/The Community Services Foundation to add new features or rehabilitate park amenities.



CITY of GLENDORA COMMUNITY SERVICES

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Increase the appeal to reserve picnic sites, apply for grant monies to install a new shade structure at Gladstone Park.

✓

Increase partnership and potential cost sharing opportunities, communication and collaboration with Glendora Unified School District.

✓

Establish an MOU with Glendora Unified School District and American Little League for field use.

✓

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected	FY 2021 Projected
Phone Calls Answered	#	Workload	9,788	10,000	10,000	10,000
Assist walk-in customers	#	Workload	1,219	2,500	2,500	2,500
Walk-in Registration at City Hall through Activenet	#	Workload	1,537	1,300	1,300	1,300
Tap Cards Sold	#	Workload	155	550	550	550
Process class and trip registrations:						
Community Services	%	Workload	14%	12%	12%	12%
Teen Center	%	Workload	15%	12%	12%	12%
La Fetra	%	Workload	9%	12%	12%	12%
Legion Building	%	Workload	12%	9%	9%	9%
Online	%	Workload	50%	55%	55%	55%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	989,942	989,100	991,300	786,350	824,287
207	Grants	27,600	22,400	-	-	-
209	Prop A Transit	-	-	-	36,714	38,647
Division Total		1,017,542	1,011,500	991,300	823,065	862,934

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	213,055	221,100	221,100	301,843	310,898
41120	Overtime	1,233	-	-	-	-
41210	Part Time	3,001	-	-	-	-
41360	Vehicle Allowance	2,698	2,700	2,700	3,600	3,600
42110	Misc PERS	48,167	57,200	57,200	88,555	100,776
42111	PARS Retirement	110	-	-	-	-
42290	Flex Benefit	35,432	35,000	35,000	35,167	36,222
42310	Employer Paid Benefits	4,740	5,300	5,300	6,684	6,885
42520	Worker Comp	4,713	5,000	5,000	7,256	7,474
51110	Office Supplies	6,710	4,500	4,500	4,500	4,500
51560	Operating Leases	5,688	5,000	4,200	4,800	4,900
51750	Food Supplies	1,501	1,500	1,500	1,500	1,500
55320	Printing	36,050	39,925	39,500	39,500	39,500
55340	Postage	11,929	11,075	12,000	12,000	12,500
55400	Dues & Memberships	1,508	1,300	1,300	1,300	1,300
55450	Bank Services Charges	22,552	20,000	22,500	22,500	22,750
55600	Training & Education	5,702	4,000	4,000	4,000	4,000
59100	Contract Services	38,051	28,400	6,000	6,000	6,000
59801	Info Tech Charges	184,500	177,100	177,100	154,400	163,400
59805	Vehicle Charges	174,400	174,400	174,400	7,600	7,850
59807	Liability Ins Charges	215,800	218,000	218,000	121,860	128,880
Division Total		1,017,542	1,011,500	991,300	823,065	862,934

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.
51750	Printing	Costs associated with the printing of the Community Services Activity Guide/Glendora Report three times a year.
55340	Postage	Mailing of the Community Services Activity Guide three times a year and to pay postage for registration receipts.
55450	Bank Service Charge	Fees incurred from Activenet (our current vendor) for registration and reservation use when customers registers in person.
59100	Contract Services	Outside professional services, contracted offsite storage, and any unforeseen costs.
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. Decrease in allocation due to reorganization.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Decrease in allocation due to reorganization.

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 18 city-wide special events to promote the well-being and enjoyment of life for the Glendora community. Glendora residents of all ages actively use the city's recreation facilities to participate in sports, fitness, cultural, educational programs, and spring and summer day camps that are available to them through this division. Contributing to the success of the programs the Recreation Division coordinates the production of the tri-annual Community Services Activity Guide distributed to all homes and business within the city. In addition to recreational programming, the Recreation Division's American Legion Building is used as a rental facility for large events.

2018-19 MAJOR ACCOMPLISHMENTS

- Enhanced the existing Pre-School program at the Liberty House by building a shade structure over the concrete patio to provide shade to pre-school students during lunch and activities.
- Partnered with local businesses to provide gift baskets, raffle prizes, and refreshments at events to enhance the overall experience.
- Solicited sponsorships in the amount of \$1,500 to offset costs of the annual Halloween Carnival event.
- Offered a larger variety of classes for citizens by recruiting new instructors who offered 35 new classes.
- Created new marketing material, including pamphlets, application folders, and outdoor 4 x 4 signs to increase awareness of rental opportunities and to enhance rental appeal at the Legion Building.
- Hosted an Open House event to increase awareness of summer recreation programs.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Enhance participant experience and modernize the Legion Building with purchase of camera for dance room that would feed to TV in lobby so parents can watch the students participating in dance classes.



Provide convenience to participants paying for activities held outdoors with credit card payment option.



Provide a safe and secure environment with new safety procedure handbook for Pre-School program.



Co-host Jump into Summer Kickoff event with Community Services Foundation.



Create and implement a system with the Parks Division to seamlessly work together on projects within the new reorganizational structure that ensure programs and facility needs are met.



CITY of GLENORA COMMUNITY SERVICES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Participants registering for recreational classes	#	Workload	6822	6900	7000	7000
New recreational classes added	#	Workload	35	15	18	19
Participants in the 18 City wide special events annually: Halloween, Jump n Jammin', Easter, Santa Party, six Movies, seven Concerts, Holiday Home Decorating Contest, Holiday Stroll and Tree Lighting	#	Workload	25,000	24,600	25,200	25,500
Participants who volunteer for City-wide special events	#	Effectiveness	300	340	340	350
Facility Rentals:						
Legion Building	#	Workload	49	47	47	47
Scout Hut	#	Workload	330	330	330	330
Brochures mailed	#	Effectiveness	54,525	54,800	54,800	54,800

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	731,629	753,800	753,600	761,688	779,297
Division Total		731,629	753,800	753,600	761,688	779,297

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	159,490	182,400	182,400	187,676	193,306
41120	Overtime	1,013	1,500	1,500	1,600	1,700
41210	Part Time	98,397	102,600	102,600	96,628	99,527
41360	Vehicle Allowance	2,354	2,300	2,300	2,340	2,340
42110	Misc PERS	35,604	45,600	45,600	53,715	61,128
42111	PARS Retirement	3,711	3,800	3,800	3,624	3,732
42290	Flex Benefit	24,371	31,600	31,600	32,149	33,114
42310	Employer Paid Benefits	5,024	6,200	6,200	6,167	6,352
42520	Worker Comp	9,624	10,300	10,300	10,289	10,598
51110	Office Supplies	5,199	3,200	3,200	3,200	3,200
51500	Equipment Parts	2,880	3,200	3,200	3,200	3,200

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM (cont'd)

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
51750	Food Supplies	1,401	1,200	1,200	1,200	1,200
55320	Printing	9,360	8,500	8,500	8,500	8,500
55400	Dues & Memberships	944	1,000	1,000	1,000	1,000
55600	Training & Education	2,122	2,800	2,800	2,800	2,800
56100	Building Maintenance	10,265	10,000	10,000	10,000	10,000
57150	Gas	2,752	3,100	2,900	3,100	3,100
57410	Insurance	-	11,000	11,000	11,000	11,000
58100	Activities & Events	58,381	42,659	43,500	51,500	51,500
58200	Trips & Tours	3,934	-	-	-	-
58300	Contract Classes	274,184	237,000	237,000	237,000	237,000
59100	Contract Services	14,315	24,441	27,800	19,800	19,800
59100.29	Contract GHS Aquatics	-	13,200	9,000	9,000	9,000
59550	Uniform & Linen Laundry	6,306	6,200	6,200	6,200	6,200
Division Total		731,629	753,800	753,600	761,688	779,297

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased.
56100	Building Maintenance	Used for repairing roof, doors, plumbing, locksmith, windows, painting, electrician etc. for the Legion Building, Youth Center, Liberty House and Scout Hut.
58100	Activities/Events	Recreation Activities/Special Events consists of coordinating city-wide special events like Halloween Carnival, and Summer Concerts in the Park and Movies in the Park.
58300	Contract Classes	Contract instructors who teach classes in the Community Services brochure for tots to adults.
59100	Contract Services	Annual cost for cleaning Legion Building, Youth Center, Scout Hut, and Liberty House.
59550	Uniform and Linen Laundry	Day camp participant shirts, and recreation staff shirts and sweatshirts.

CITY of GLENDORA

COMMUNITY SERVICES

HUMAN SERVICES DIVISION - 7585

PROGRAM DESCRIPTION

The Human Services Division coordinates services and strives to maximize the quality of life for the older adult population. Through the planning and implementation of special events for interaction and involvement, educational, recreational, and social service based programming and developing partnerships with service providers and agencies to best meet the needs of adults and seniors including improving community outreach and awareness. Marketing strategies used to accomplish these goals include the publication and mailing of the La Fetra Times, preparing senior information for the Community Services Guide along with flyers, brochures, press releases, and social services awareness materials. 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.

The Human Services Division is also responsible for the implementation of the Homelessness Plan and yearly updates to City Council. This includes applying for grants, funds or services for our Homeless population through the County of Los Angeles and Measure H. Work with Los Angeles County and Los Angeles Homeless Service Authority for Homeless (LAHSA) oversight.

2018-19 MAJOR ACCOMPLISHMENTS

- Over 1,200 low income seniors benefited from the monthly food distribution program.
- Over 9,500 meals were provided to Senior Citizens and Meals on Wheels clients.
- Staff recruited five new volunteers which increased our volunteer pool.
- Increased programming for participants still in the workforce staff by implementing four new afternoon fee based classes.
- Planned and implemented six new special events: Wood Sign Painting Event, La Fetra Center Picnic, Participation Week, Intergenerational Art Show, Ice Cream Celebration, and the Mother's Day Lounge.
- Hosted Active Shooter training to participants and staff.
- Implemented four new non fee based programs: Spring Floral Arrangement, Apple Photo Class, Help with Your Computer Program, and Assert Your Power Class.
- Increased amount of rentals from 34 last year to 45 this year through new marketing strategies such as Yelp, Pinterest, and designing new La Fetra Rental packets.
- Planned and implemented a Caregiver/Health Worker Symposium to bring awareness to "caregiver burnout" followed by an evening of pampering.
- Started implementation of objectives for the Homelessness Plan.
- Applied for and was awarded two grants from the Los Angeles County Homeless Initiative Home for Good Program. One grant was collaborating with the Cities of Azusa, Covina, Duarte and West Covina on a grant for five Housing Navigators, the other was collaborating with San Dimas and La Verne for a Housing Coordinator.

CITY of GLENDORA COMMUNITY SERVICES

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Advocate for the City of Glendora to the County of Los Angeles for local per capita funding for Measure H Funds.



Apply for Measure H funding opportunities.



Work with Union Station Homeless in Pasadena on a Homeless caseworker.



Plan and implement a new special event in order to bring a wider group of participants to the La Fetra Center and provide community outreach and socialization for our participants.



Expand the Day Trips program to offer short overnight trips in order to offer a wider variety of trip options.



Revamp the Volunteer Program Hours to include new badges



PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Meals provided to senior citizens at the La Fetra Center and Meals-on-Wheels	#	Workload	17,200	17,250	17,300	17,500
Volunteer hours received through the Senior Center volunteer program annually	#	Workload	9,100	9,200	10,000	10,000
Customers who rated our programs and customer service as very good or excellent	%	Effectiveness	95%	97%	97%	97%
Fee based programs offered to participants	#	Workload	12	12	17	17

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	458,916	495,400	493,800	556,932	573,251
217	LA County Parks Props	-	9,500	9,500	-	-
Division Total		458,916	504,900	503,300	556,932	573,251

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	97,916	125,000	125,000	159,541	164,327
41120	Overtime	39	500	900	1,500	1,500
41210	Part Time	114,963	117,000	117,000	112,449	115,823
42110	Misc PERS	28,345	31,300	31,300	43,890	49,947
42111	PARS Retirement	3,241	4,400	4,400	4,217	4,343
42290	Flex Benefit	19,759	21,500	21,500	22,562	23,238
42310	Employer Paid Benefits	3,952	4,900	4,900	5,790	5,964
42520	Worker Comp	5,855	7,000	7,000	4,183	4,309
51110	Office Supplies	9,668	6,300	6,300	6,300	6,300
51500	Equipment Parts	7,616	6,500	8,500	6,500	6,500
51750	Food Supplies	7,524	8,600	8,600	8,600	8,600
55320	Printing	7,347	8,000	8,000	8,000	8,000
55400	Dues & Memberships	165	300	300	300	300
55600	Training & Education	2,183	2,000	2,000	2,000	2,000
56100	Building Maint	43,094	44,500	44,500	44,500	44,500
56200	Equipment Maint	2,569	-	-	-	-
58100	Activities & Events	16,994	13,000	13,000	13,000	13,000
58200	Trips & Tours	35,618	38,000	38,000	38,000	38,000
58220	Extended Trips & Tours	2,386	3,000	4,000	4,000	4,000
58300	Contract Classes	17,835	19,500	19,500	19,500	19,500
58600	Homelessness	-	6,000	6,000	29,000	30,000
59100	Contract Services	31,846	37,600	32,600	23,100	23,100
Division Total		458,916	504,900	503,300	556,932	573,251

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.
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 for special events and related items.
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	This account is used to for extended 3-10 day trips. Participants make payments directly to the tour operator and commission is then paid to the city by the tour operators.
58300	Contract Classes	Classes provided by instructors at the La Fetra Center. Costs are recovered through fees charged to participants.
58600	Homelessness	Implementation of a city-specific plan to combat and prevent homelessness.
59100	Contract Services	Annual costs for the security and alarm system at the facility. YWCA is the City's shared cost for daily nutrition program seniors.

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 through its Teen Advisory Board and excursions. Glendora Residents of all ages actively use the Center to participate in sports leagues, meetings, classes and special events. The Teen Division coordinates and oversees the Glendora Youth Basketball League, Field and Tennis Courts Rentals, as well as using the Teen Center as a rental facility for large events.

2018-19 MAJOR ACCOMPLISHMENTS

- Glendora Youth Basketball League held steady with 82 teams in total for grades Kindergarten – High School.
- Revenue for Teen Center Rentals, Field and Lights Rentals and Tennis Court rentals exceeded \$90,000.
- The HVAC and Roof Replacement project was completed.
- Held training and educational opportunities for the Youth Advisory Board. Topics were; Human Trafficking presented by Project Sister, Day One – Drunk Karts a program that allows teens to safely drive under the influence to see how it affects their impairment and the Glendora Public Library educated the students on using their website to the fullest.
- Hosted the 11th Annual Middle School Summit with 60 participants, as well as the fifteenth Annual Teen Summit with 66 Participants, to provide a safe space for teens to discuss issues facing the community.

2019-21 STRATEGIC GOALS

Goals and objectives linked to the City Council adopted Strategic Goals are identified by the five icons below.



Increase financial stability and sustainability



Enhance and Modernize the Organization



Improve and maintain the City's infrastructure and facilities



Implement strategic economic Development



Enhance employee development and retention

Objectives that may be departmental specific or a legislative mandate are listed last and identified as 'other' in the last column.

2019-21 TWO-YEAR STRATEGIC OBJECTIVES



Modernize the TAP Card Machine placement at the Teen Center to streamline the Mid- Day Shuttle.



Increase Teen Center rental revenue by 5% by reaching out to club sports organizations and marketing on social media.



Enhance employee development and retention with training for part-time staff.



Through the Youth Advisory Board conduct two new community outreach youth programs.



CITY of GLEN DORA

COMMUNITY SERVICES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Summer Participants	#	Workload	7,154	8,000	8,500	8,500
Total number of attendance for the year	#	Workload	53,853	54,000	55,000	55,000
Trips offered	#	Workload	12	14	15	15
Shuttle rides provided from local middle schools to Teen Center	#	Workload	13,073	13,100	13,500	13,500
Volunteers for youth basketball	#	Workload	164	166	168	168
Participants in youth basketball	#	Workload	728	745	750	750
Lunches served through Glendora Unified School District's Summer Lunch Program	#	Workload	1,891	2,000	2,200	2,200

DIVISION EXPENSE BY FUND

Fund	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
001	General Fund	320,145	345,600	345,800	396,980	409,771
217	LA County Parks Props	92,761	93,100	93,100	95,944	97,158
Division Total		412,907	438,700	438,900	492,924	506,929

DIVISION EXPENSE BY FUND

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
41110	Regular Time	106,402	108,000	108,000	109,432	112,714
41120	Overtime	583	1,500	1,500	1,500	1,500
41210	Part Time	109,349	125,950	125,950	170,339	175,449
41360	Vehicle Allowance	1,267	1,300	1,300	1,260	1,260
42110	Misc PERS	23,736	27,000	27,000	32,580	37,076
42111	PARS Retirement	4,122	4,746	4,746	5,638	5,807
42290	Flex Benefit	16,822	16,800	16,800	17,135	17,650
42310	Employer Paid Benefits	3,818	4,295	4,295	4,642	4,781
42520	Worker Comp	8,154	8,662	8,662	9,750	10,042
51110	Office Supplies	3,873	2,700	2,700	2,700	2,700
51240	Youth Basketball	45,045	42,847	42,847	42,850	42,850
51500	Equipment Parts	2,034	2,600	2,600	2,600	2,600
51750	Food Supplies	866	1,000	1,000	1,000	1,000
55320	Printing	1,957	2,500	2,500	2,500	2,500

CITY of GLEN DORA

COMMUNITY SERVICES

DIVISION EXPENSE BY FUND

Account	Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Projected	FY 2020 Budget	FY 2021 Budget
55400	Dues & Memberships	305	400	400	400	400
55600	Training & Education	1,387	1,900	1,900	1,900	1,900
56100	Building Maint	19,868	20,400	20,400	20,400	20,400
57060	Cable TV Service	1,852	1,500	1,900	1,900	1,900
57100	Electric	41,514	47,300	47,300	47,300	47,300
57150	Gas	237	500	300	300	300
58100	Activities & Events	9,417	8,400	8,400	8,400	8,400
58200	Trips & Tours	9,443	7,800	7,800	7,800	7,800
59550	Uniform & Linen Laundry	854	600	600	600	600
Division Total		412,907	438,700	438,900	492,924	506,929

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased. Part Time salaries have increased as a result of minimum wage increases passed by the State.
51240	Youth Basketball	Payment for referees, scorekeepers, uniforms, and trophies.
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.
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 GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION SUMMARY BY DEPARTMENT

Department	Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
City Clerk's Office	Total Full-Time	4.00	4.00	4.00	12.00	12.00
	Total Part-Time	0.50	0.50	0.50	-	-
	Total Department FTE	4.50	4.50	4.50	12.00	12.00
City Manager	Total Full-Time	3.00	3.00	3.00	2.00	2.00
	Total Part-Time	0.32	0.32	0.32	-	-
	Total Department FTE	3.32	3.32	3.32	2.00	2.00
Human Resources	Total Full-Time	4.00	4.00	4.00	4.00	4.00
	Total Part-Time	-	-	-	-	-
	Total Department FTE	4.00	4.00	4.00	4.00	4.00
Finance	Total Full-Time	15.50	15.50	16.00	14.00	14.00
	Total Part-Time	-	-	-	-	-
	Total Department FTE	15.50	15.50	16.00	14.00	14.00
Police	Total Full-Time	85.50	86.50	87.00	84.00	84.00
	Total Part-Time	7.31	7.31	7.14	7.14	7.14
	Total Department FTE	92.81	93.81	94.14	91.14	91.14
Community Development	Total Full-Time	7.00	7.00	7.00	13.00	13.00
	Total Part-Time	0.50	0.50	0.50	2.49	2.49
	Total Department FTE	7.50	7.50	7.50	15.49	15.49
Public Works	Total Full-Time	56.00	55.00	55.00	60.00	60.00
	Total Part-Time	2.73	2.67	1.33	6.70	6.70
	Total Department FTE	58.73	57.67	56.33	66.70	66.70
Library	Total Full-Time	11.00	11.00	11.00	12.00	12.00
	Total Part-Time	10.86	10.96	9.46	7.90	7.90
	Total Department FTE	21.86	21.96	20.46	19.90	19.90
Community Services	Total Full-Time	19.00	20.00	20.00	11.00	11.00
	Total Part-Time	22.09	19.16	19.26	11.38	11.38
	Total Department FTE	41.09	39.16	39.26	22.38	22.38
Citywide Authorized Positions	Total Full-Time	205.00	206.00	207.00	212.00	212.00
	Total Part-Time	44.31	41.42	38.51	35.61	35.61
	Total Citywide FTE	249.31	247.42	245.51	247.61	247.61

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
City Clerk's Office					
Full-Time Positions					
City Clerk / Communication Director *	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk / Records Manager *	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00	1.00
Sr. Office Assistant	1.00	-	-	1.00	1.00
Media Specialist	1.00	1.00	1.00	-	-
Digital Media Specialist	-	-	-	2.00	2.00
Info. Tech. Manager	-	-	-	1.00	1.00
Info. Systems Tech. Supervisor	-	-	-	2.00	2.00
Info. Systems Tech. Analyst	-	-	-	3.00	3.00
Part-Time Positions					
Office Aide III	0.50	0.50	0.50	-	-
Total Full-Time	4.00	4.00	4.00	12.00	12.00
Total Part-Time	0.50	0.50	0.50	-	-
Total Department FTE	4.50	4.50	4.50	12.00	12.00
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	-	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Part-Time Positions					
Administrative Intern	0.32	0.32	0.32	-	-
Total Full-Time	3.00	3.00	3.00	2.00	2.00
Total Part-Time	0.32	0.32	0.32	-	-
Total Department FTE	3.32	3.32	3.32	2.00	2.00
Human Resources Department					
Full-Time Positions					
Human Resources Director*	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst*	1.00	1.00	1.00	1.00	1.00

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Human Resource Department (cont'd)					
Human Resources Technician*	1.00	1.00	1.00	1.00	1.00
Total Full-Time	4.00	4.00	4.00	4.00	4.00
Total Part-Time	-	-	-	-	-
Total Department FTE	4.00	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
Finance/ Risk Management Supervisor	-	-	-	1.00	1.00
Management Analyst (Water)	-	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Payroll Accountant	-	-	1.00	1.00	1.00
Senior Accounting Technician	3.00	3.00	2.00	2.00	2.00
Accounting Technician	3.00	3.00	3.00	3.00	3.00
Business Systems Analyst	-	-	1.00	-	-
Information Systems Technology Supervisor	1.00	1.00	1.00	-	-
Digital Media Specialist	1.00	1.00	1.00	-	-
Information Systems Technology Analyst	1.50	1.50	1.00	-	-
Total Full-Time	15.50	15.50	16.00	14.00	14.00
Total Part-Time	-	-	-	-	-
Total Department FTE	15.50	15.50	16.00	14.00	14.00

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 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
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	5.00	5.00	5.00
Police Officer	34.00	35.00	35.00	35.00	35.00
Police Corporal	7.00	7.00	7.00	7.00	7.00
Police Service Representative I (Dispatcher)	5.00	5.00	5.00	5.00	5.00
Police Service Representative II (Disp/Jailer)	3.00	3.00	3.00	3.00	3.00
Police Records Specialist	4.00	4.00	4.00	4.00	4.00
Community Preservation Officer	2.00	2.00	2.00	2.00	2.00
Jailer	5.00	5.00	5.00	5.00	5.00
Community Services Officer	8.00	8.00	8.00	8.00	8.00
Information Systems Technology Supervisor	1.00	1.00	1.00	-	-
Information Systems Technology Analyst	1.50	1.50	2.00	-	-
Part-Time Positions					
Community Services Officer	0.50	0.50	0.50	0.50	0.50
Police Service Representative I	0.51	0.51	0.51	0.51	0.51
Police Service Representative II	0.39	0.39	0.39	0.39	0.39
Police Officer	1.69	1.69	1.70	1.70	1.70
Police Cadet	3.75	3.75	3.75	3.75	3.75
Reserve Police Officer	0.48	0.48	0.30	0.30	0.30
Total Full-Time	85.50	86.50	87.00	84.00	84.00
Total Part-Time	7.31	7.31	7.14	7.14	7.14
Total Department FTE	92.81	93.81	94.14	91.14	91.14

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Community Development Department *					
Full-Time Positions					
Community Development Director *	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development & Housing Manager*	-	-	-	1.00	1.00
City Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Assistant Planner	1.00	1.00	2.00	1.00	1.00
Associate Planner	1.00	1.00	-	1.00	1.00
Building Official	-	-	-	1.00	1.00
Building Inspector	-	-	-	2.00	2.00
Building Technician	-	-	-	1.00	1.00
Plans Examiner	-	-	-	1.00	1.00
Transportation Superintendent	-	-	-	1.00	1.00
Management Analyst (Environmental)	1.00	1.00	1.00	-	-
Part-Time Positions					
Senior Office Assistant	0.50	0.50	-	-	-
Management Analyst (Transportation)*	-	-	-	0.84	0.84
Building Inspector	-	-	-	0.20	0.20
Office Aide IV (Building)	-	-	-	0.63	0.63
Administrative Intern (Econ. Dev.)	-	-	0.50	0.32	0.32
Planning Technician	-	-	-	0.50	0.50
Total Full-Time	7.00	7.00	7.00	13.00	13.00
Total Part-Time	0.50	0.50	0.50	2.49	2.49
Total Department FTE	7.50	7.50	7.50	15.49	15.49
Public Works Department					
Full-Time Positions					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director (Operations)*	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director (Water)	-	-	-	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Public Works Department (continued)					
Civil Engineering Assistant	4.00	4.00	4.00	4.00	4.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Registered Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00
Public Works Maintenance & Operations Manager	-	1.00	1.00	1.00	1.00
Maintenance Superintendent	1.00	-	-	-	-
PW Maintenance & Operations Supervisor*	-	-	-	1.00	1.00
Street Supervisor	1.00	1.00	1.00	-	-
Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Parks Supervisor	-	-	-	1.00	1.00
Landscaping Supervisor	-	-	-	1.00	1.00
Water Division Manager	1.00	1.00	1.00	1.00	1.00
Water Superintendent	1.00	1.00	1.00	-	-
Water Supervisor*	-	-	-	1.00	1.00
Water Conservation Officer	2.50	2.00	2.00	2.00	2.00
Water Maintenance Lead Worker	2.00	2.00	2.00	2.00	2.00
Water Service Representative	1.00	1.00	1.00	1.00	1.00
Meter Reader	2.00	-	-	-	-
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
Management Analyst (Water)	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant (Water)	0.50	1.00	1.00	1.00	1.00
Management Analyst (Environmental)	-	-	-	1.00	1.00
Construction Inspector	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00
Equipment Operator	3.00	3.00	3.00	3.00	3.00
Senior Maintenance Worker	5.00	5.00	5.00	5.00	5.00
Sr. Maintenance Worker/Welder	1.00	1.00	1.00	1.00	1.00
Maintenance Lead worker	3.00	3.00	3.00	5.00	5.00
Maintenance Worker	6.00	7.00	7.00	11.00	11.00
Building & Safety Superintendent	1.00	1.00	1.00	-	-
Plans Examiner	1.00	1.00	1.00	-	-

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Public Works Department (continued)					
Building Inspector	2.00	2.00	2.00	-	-
Building Technician	1.00	1.00	1.00	-	-
Part-Time Positions					
Water Conservation Officer	1.00	0.48	0.50	0.50	0.50
Meter Reader	-	0.46	-	-	-
Office Aide IV	0.50	0.50	0.63	-	-
Comm. Svcs. Coordinator (Parks/Trees)	-	-	-	0.84	0.84
Maintenance Aide I	-	-	-	0.56	0.56
Maintenance Aide II	0.45	0.45	-	4.80	4.80
Building Inspector	0.79	0.79	0.20	-	-
Total Full-Time	56.00	55.00	55.00	60.00	60.00
Total Part-Time	2.73	2.67	1.33	6.70	6.70
Total Department FTE	58.73	57.67	57.67	66.70	66.70
Library Department					
Full-Time Positions					
Library Director	1.00	1.00	1.00	1.00	1.00
Senior Librarian	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	-	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Library Services Manager	-	-	1.00	1.00	1.00
Support Services Manager	1.00	1.00	-	-	-
Librarian I	2.00	2.00	1.00	1.00	1.00
Librarian II	1.00	1.00	2.00	2.00	2.00
Library Technician	2.00	2.00	2.00	2.00	2.00
Senior Library Technician	2.00	2.00	2.00	2.00	2.00
Part-Time Positions					
Librarian II	0.52	0.63	0.63	0.63	0.63
Library Aide I	2.02	2.02	2.02	2.02	2.02
Library Aide II	1.87	1.87	1.87	1.87	1.87
Library Aide III	1.93	1.93	1.93	1.25	1.25

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Library Department (cont'd)					
Library Aide IV	1.99	1.99	0.49	0.49	0.49
Library Aide V	2.43	2.53	2.53	1.66	1.66
Total Full-Time	11.00	11.00	11.00	12.00	12.00
Total Part-Time	10.86	10.96	9.46	7.90	7.90
Total Department FTE	21.86	21.96	20.46	19.90	19.90
Community Services Department					
Full-Time Positions					
Community Services Director	1.00	1.00	1.00	1.00	1.00
Assistant Community Services Director	-	1.00	1.00	-	-
Parks/Community Services Manager	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
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Community Services Coordinator	2.00	2.00	2.00	2.00	2.00
Office Assistant	-	1.00	1.00	2.00	2.00
Transportation Programs Analyst	1.00	1.00	-	-	-
Transportation Superintendent	-	-	1.00	-	-
Parks Supervisor	1.00	1.00	1.00	-	-
Landscape Contracts Supervisor	1.00	1.00	1.00	-	-
Maintenance Lead worker	2.00	2.00	2.00	-	-
Maintenance Worker	4.00	4.00	4.00	-	-
Part-Time Positions					
Community Services Coordinator	-	1.68	1.68	-	-
Administrative Aide I	0.65	0.65	0.65	0.65	0.65
Office Aide I	0.22	0.22	0.36	0.36	0.36
Office Aide III	0.72	0.72	0.72	0.72	0.72
Office Aide IV	3.37	0.84	0.84	0.84	0.84

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Community Services Department (continued)					
Assistant Recreation Leader	0.58	0.58	0.63	0.63	0.63
Maintenance Aide I	3.76	2.23	0.56	-	-
Maintenance Aide II	3.18	3.18	4.80	-	-
Recreation Leader	1.10	1.10	1.50	1.50	1.50
Recreation Specialist I	1.75	1.80	1.80	0.96	0.96
Recreation Aide	6.16	6.16	5.72	5.72	5.72
Trip & Tour Coordinator	0.60	-	-	-	-
Total Full-Time	19.00	20.00	20.00	11.00	11.00
Total Part-Time	22.09	19.16	19.26	11.38	11.38
Total Department FTE	41.09	39.16	39.26	22.38	22.38
Citywide Authorized Positions					
Grand Total Full-Time	205.00	206.00	207.00	212.00	212.00
Grand Total Part-Time	44.31	41.42	38.51	35.61	35.61
Grand Total Citywide FTE	249.31	247.42	245.51	247.61	247.61

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITIONS SUMMARY RECONCILIATION

Department	Position	Reason	FTE
Adopted FY 18-19 Budgeted Positions (Full Time and Part Time)			245.26
FY18-19 Position Changes (throughout year)			
Part-Time Positions			
Community Services	Recreation Aide	Changed number of hours	0.25
Subtotal Net change			0.25
Total Changes to Budget Positions			0.25
Amended FY18-19 budget Positions			245.51
Proposed FY19-20 position changes (listed only where title and pay changed)			
Full-Time Positions			
City Clerk	City Clerk/Communication Director	Reclassification from City Clerk	-
City Clerk	Deputy City Clerk/Records Manager	Reclassification from Deputy City Clerk	-
City Clerk	Sr. Office Assistant	Position added (PT eliminated)	1.00
City Clerk	Digital Media Specialist	Reclassification from Media Specialist	-
City Clerk	IT Manager	Reclassification from Bus. Systems Analyst	-
Finance	Finance/Risk Management Supervisor	Position Added	1.00
Finance	Management Analyst (Water)	Position Added	1.00
Comm. Development	Community Development Director	Reclassification from Planning Director	-
Comm. Development	Associate Planner	Reclassification from Assistant Planner	-
Comm. Development	Building Official	Reclassification from Building & Safety Superintendent	-
Comm. Development	Economic & Housing Development Manager	Reclassification from Assistant to the City Manager	-
Library	Administrative Assistant	Position added (PT eliminated)	1.00
Community Services	CS Assistant Director stipend	Stipend	
Community Services	Office Assistant	Position added (PT eliminated)	1.00
Public Works	Assistant PW Director	Reclassification from Assistant Comm. Serv. Director	-
Net change in Full time positions			5.00

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITIONS SUMMARY RECONCILIATION

Department	Position	Reason	FTE
FY 19-20 Position Changes (continued)			
Part-Time Positions			
City Clerk	PT - Office Aide III	Position eliminated (FT Added)	(0.50)
Comm. Development	PT - Planning Technician	Reclassification from Admin Intern	-
Comm. Development	PT - Management Analyst	Reclassification from Community Services Coordinator	-
Library	PT - Library Aide III	Position eliminated	(0.69)
Library	PT - Library Aide V	Position eliminated (FT Added)	(0.87)
Community Services	PT - Recreation Specialist I	Position eliminated (FT Added)	(0.84)
Net change in Part Time changes			(2.90)
Total Changes to Budgeted Positions			2.10
Total FY 19-20 Budgeted Positions			247.61
Proposed FY20-21 position changes (listed only where title and pay changed)			
Full time Positions			
Net change in Full time positions			-
Part time Positions			
Net change in Part time positions			-
Total Changes to Budgeted Positions			-
Total FY 20-21 Budgeted Positions			247.61

*Title is new/changed

CITY of GLENDDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION SUMMARY BY FUND

Fund	Position	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
001 General Fund	Full -Time	135.56	139.74	139.74
	Part -Time	30.73	30.79	30.79
	Total Fund FTE	166.29	170.53	170.53
202 Street Lighting Assessment	Full -Time	0.04	0.03	0.03
	Part -Time	-	-	-
	Total Fund FTE	0.04	0.03	0.03
202B Landscaping Assessment	Full -Time	0.09	-	-
	Part -Time	-	-	-
	Total Fund FTE	0.09	-	-
205 Gas Tax	Full -Time	2.62	2.89	2.89
	Part -Time	-	-	-
	Total Fund FTE	2.62	2.89	2.89
208 Asset Forfeiture	Full -Time	0.54	-	-
	Part -Time	-	-	-
	Total Fund FTE	0.54	-	-
209 Prop A Transit	Full -Time	4.21	2.76	2.76
	Part -Time	3.78	2.28	2.28
	Total Fund FTE	7.99	5.04	5.04
210 COPS	Full -Time	1.23	0.94	0.94
	Part -Time	-	-	-
	Total Fund FTE	1.23	0.94	0.94
215 AQMD	Full -Time	0.04	0.04	0.04
	Part -Time	-	-	-
	Total Fund FTE	0.04	0.04	0.04
217 LA County Park Prop	Full -Time	-	-	-
	Part -Time	0.45	0.45	0.45
	Total Fund FTE	0.45	0.45	0.45
222 Measure R	Full -Time	5.76	5.79	5.79
	Part -Time	0.48	0.48	0.48
	Total Fund FTE	6.24	6.27	6.27
229 Friends Foundation	Full -Time	-	-	-
	Part -Time	1.82	0.64	0.64
	Total Fund FTE	1.82	0.64	0.64
255 Measure M	Full -Time	0.18	0.18	0.18
	Part -Time	-	-	-
	Total Fund FTE	0.18	0.18	0.18

CITY of GLEN DORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION SUMMARY BY FUND

Fund	Position	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
285 Affordable Housing	Full -Time	0.92	0.65	0.65
	Part -Time	-	-	-
	Total Fund FTE	0.92	0.65	0.65
290 Housing Authority	Full -Time	1.30	1.23	1.23
	Part -Time	-	-	-
	Total Fund FTE	1.30	1.23	1.23
530 Water Capital Projects	Full -Time	0.80	0.80	0.80
	Part -Time	-	-	-
	Total Fund FTE	0.80	0.80	0.80
531 Water Operations	Full -Time	41.98	44.06	44.06
	Part -Time	1.23	0.98	0.98
	Total Fund FTE	43.21	45.04	45.04
541 Worker's Comp	Full -Time	1.11	1.44	1.44
	Part -Time	-	-	-
	Total Fund FTE	1.11	1.44	1.44
542 Liability Insurance	Full -Time	1.40	1.20	1.20
	Part -Time	-	-	-
	Total Fund FTE	1.40	1.20	1.20
548 Technology	Full -Time	6.17	7.20	7.20
	Part -Time	-	-	-
	Total Fund FTE	6.17	7.20	7.20
549 Vehicle	Full -Time	3.05	3.05	3.05
	Part -Time	-	-	-
	Total Fund FTE	3.05	3.05	3.05
Citywide Authorized Positions	Total Full-Time	207.00	212.00	212.00
	Total Part-Time	38.51	35.61	35.61
	Total Citywide FTE	245.51	247.61	247.61

CITY of GLENDORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY (as of 5/2019)

Position	Salary Range		
Accountant	4,668	-	5,674
Accounting Manager	6,928	-	8,421
Accounting Supervisor	6,021	-	7,318
Accounting Technician	3,363	-	4,088
Administrative Assistant	3,827	-	4,652
Assistant Community Services Director	7,033	-	8,548
Assistant Finance Director	8,476	-	10,303
Assistant Planner	5,148	-	6,257
Assistant Public Works Director	8,476	-	10,303
Assistant to the City Manager	6,690	-	8,132
Associate Planner	5,148	-	6,257
Building Official	8,049	-	9,783
Building Inspector	4,637	-	5,637
Building Technician	3,717	-	4,518
Building/Safety Superintendent	6,149	-	7,474
Business Systems Analyst (IT)	5,326	-	6,474
City Clerk/ Communications Director*	11,519	-	14,386
City Council	700	-	700
City Manager	19,041	-	19,041
City Planner	8,049	-	9,783
Civil Engineering Assistant	5,052	-	6,141
Community Development Director*	12,712	-	15,875
Community Preservation Officer	3,917	-	4,761
Community Services Coordinator	3,606	-	4,383
Community Services Director	11,520	-	14,387
Community Services Officer	3,586	-	4,359
Construction Inspector	4,615	-	5,609
Deputy City Clerk/ Records Manager*	6,149	-	7,474
Digital Media Specialist	5,326	-	6,474
Engineering Aide I	2,999	-	3,645
Engineering Aide II	3,573	-	4,343
Engineering Technician	4,109	-	4,994
Equipment Maintenance Supervisor	5,159	-	6,271
Equipment Operator	3,790	-	4,607
Executive Assistant	4,617	-	5,612
Finance Director/Treasurer	12,792	-	15,975
Finance/Risk Management Supervisor*	6,021	-	7,318
Housing & Economic Development Manager*	8,049	-	9,783
Human Resources Analyst*	5,049	-	6,138
Human Resources Technician*	4,215	-	5,123
Human Resources Director*	12,402	-	15,488
Human Services Superintendent	6,690	-	8,132

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY (as of 5/2019)

Position	Salary Range		
Information Systems Technology Analyst	5,326	-	6,474
Information Systems Technology Supervisor	6,294	-	7,651
Information Technology Manager*	8,476	-	10,303
Jailer	3,388	-	4,118
Landscape Contracts Supervisor	5,144	-	6,253
Librarian I	3,970	-	4,826
Librarian II	4,368	-	5,309
Library Director	10,731	-	13,402
Library Services Manager	6,928	-	8,421
Library Technician	3,051	-	3,709
Maintenance Lead Worker	4,171	-	5,070
Maintenance Lead Worker/Park Care	4,171	-	5,070
Maintenance Worker	3,418	-	4,155
Management Analyst	4,833	-	5,875
Mechanic	4,070	-	4,947
Media Specialist	3,700	-	4,497
Meter Reader	3,416	-	4,152
Office Assistant	2,984	-	3,627
Parks Supervisor	5,144	-	6,253
Payroll Accountant	4,668	-	5,674
Planning Director	12,712	-	15,875
Planning Technician	3,837	-	4,664
Plans Examiner	5,440	-	6,612
Police Captain	13,152	-	15,987
Police Chief	15,722	-	19,635
Police Corporal	6,832	-	8,305
Police Lieutenant	11,521	-	14,004
Police Officer	6,497	-	7,897
Police Officer Trainee	3,815	-	4,637
Police Records Specialist	3,045	-	3,701
Police Records Supervisor	5,179	-	6,295
Police Sergeant	9,503	-	11,551
Police Service Representative I	3,839	-	4,667
Police Service Representative II	4,224	-	5,134
Principal Civil Engineer	7,880	-	9,578
Public Works Director	12,961	-	16,186
Public Works Maintenance & Operations Manager*	7,649	-	9,297
Public Works Maintenance & Operations Supervisor*	5,119	-	6,222
Recreation Superintendent	6,690	-	8,132
Recreation Supervisor	5,060	-	6,150

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY (as of 5/2019)

Position	Salary Range		
Registered Associate Civil Engineer	5,698	-	6,926
Senior Accountant	5,135	-	6,242
Senior Accounting Technician	3,700	-	4,497
Senior Community Services Officer	4,124	-	5,013
Senior Librarian	5,049	-	6,138
Senior Library Technician	3,357	-	4,080
Senior Maintenance Worker	3,760	-	4,570
Senior Maintenance Worker/Welder	3,951	-	4,802
Senior Meter Reader	3,762	-	4,573
Senior Office Assistant	3,288	-	3,996
Senior Planner	6,021	-	7,318
Senior Water Systems Operator	4,501	-	5,471
Street Supervisor	5,119	-	6,222
Support Services Manager	5,049	-	6,138
Support Services Supervisor	6,501	-	7,902
Transportation Programs Analyst	5,487	-	6,670
Transportation Superintendent	6,690	-	8,132
Water Conservation Officer	3,917	-	4,761
Water Division Manager	7,880	-	9,578
Water Maintenance Lead Worker	4,171	-	5,070
Water Service Representative	3,757	-	4,566
Water Superintendent	5,565	-	6,765
Water System Operator I	3,735	-	4,540
Water System Operator II	4,100	-	4,983

**Title is new/changed*

CITY of GLENDORA

AUTHORIZED POSITIONS

PART-TIME CLASSIFICATION & SALARY (as of 5/2019)

Position	Salary Range		
Accounting Technician	19.40	-	23.59
Administrative Aide I	15.30	-	18.61
Administrative Assistant	22.08	-	26.84
Administrative Intern	13.59	-	16.54
Assistant Mechanic	18.05	-	21.95
Assistant Planner	27.03	-	32.86
Assistant Recreation Leader	13.30	-	16.19
Building Inspector	26.75	-	32.52
City Planner	46.43	-	56.44
Civilian Background Investigator	30.41	-	36.97
Community Services Coordinator	20.80	-	25.29
Community Services Officer	20.69	-	25.15
Court Liaison Officer	23.07	-	28.05
Digital Media Specialist	29.10	-	35.37
Engineering Technician	23.70	-	28.81
Housing Grants Coordinator	29.55	-	35.92
Human Resource Analyst	29.13	-	35.41
Information Systems Technology Analyst	30.73	-	37.35
Jailer	19.54	-	23.76
Librarian I	22.91	-	27.84
Librarian II	25.20	-	30.63
Library Aide I	12.00	-	14.60
Library Aide II	13.80	-	16.79
Library Aide III	15.54	-	18.90
Library Aide IV	17.36	-	21.12
Library Aide V	24.09	-	29.30
Library Page	12.00	-	14.60
Maintenance Aide I	12.00	-	14.60
Maintenance Aide II	17.15	-	20.87
Maintenance Aide III	27.18	-	33.05
Maintenance Worker	19.72	-	23.97
Management Analyst	27.88	-	33.89
Marketing Intern	12.00	-	14.60
Mechanic	23.48	-	28.54
Meter Reader	19.71	-	23.95
Office Aide I	12.00	-	14.60
Office Aide II	13.20	-	16.06
Office Aide III	13.39	-	16.87
Office Aide IV	14.72	-	17.92
Office Assistant	17.21	-	20.92
Parks Maintenance Instructor	25.33	-	30.79
Police Cadet	12.00	-	14.60
Police Lieutenant	63.91	-	77.68

*Title is new/changed

CITY of GLENDORA

AUTHORIZED POSITIONS

PART-TIME CLASSIFICATION & SALARY (as of 5/2019)

Position	Salary Range		
Police Officer	37.48	-	45.56
Police Records Specialist	17.57	-	21.35
Police Sergeant	52.72	-	64.08
Police Service Representative I	22.15	-	26.92
Police Service Representative II	24.37	-	29.62
Recreation Aide	12.00	-	14.60
Recreation Leader	14.20	-	17.28
Recreation Specialist I	14.67	-	17.83
Recreation Specialist II	19.70	-	23.93
Reserve Police Officer	13.20	-	16.06
Risk Management Analyst	29.13	-	35.41
Scorekeeper	12.00	-	14.60
Senior Building Inspector	27.92	-	33.93
Senior Office Assistant	18.97	-	23.05
Trainee	12.00	-	14.60
Trip & Tour Coordinator	14.67	-	17.83
Water Conservation Officer	22.60	-	27.47

**Title is new/changed*

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	153
Population **	52,122
Unemployment Rate ****	3.6%

POLICE PROTECTION

Sworn Officers	54
Fire Protections—LA County Fire Department	4 Stations located within City Limits

RECREATION

Parks	16
Park Acreage	1,307b
Libraries	1
Library Holdings	148,372
Teen Center	1
Senior Center	1

WATER SERVICES

Service Provider	City of Glendora
Customers	13,500

CITY EMPLOYEES

Full Time Equivalents	247.06 (FY20); 247.56 (FY21)
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HOUSING & CONSTRUCTION

Total Housing Units	17,612
2018 Median Single Family Home Value ***	\$620,000
Persons per Households*	3

LABOR & EMPLOYMENT

Total Civilian Labor Force*	63.7%
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SOURCES

*	United States Census Bureau
**	State of California Department of Finance
***	HdL Companies
****	State of California Employment Development Department
*****	United States Census Bureau Fact Finder

CITY of GLENDORA APPENDIX

PRINCIPAL EMPLOYERS

Current Year and Ten Years Ago

Employer	2019			2009		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Citrus Community College District	819	1	3.20%	700	1	8.37%
Glendora Unified School District	798	2	2.96%	734	2	3.13%
Foothill Presbyterian Hospital	661	3	2.53%	558	5	1.90%
County of Los Angeles - DCFS	608	4	2.38%	592	3	2.46%
Glendora Grand, Inc.*	355	5	1.59%	N/A	N/A	N/A
Ormco Corporation	345	6	1.39%	600	4	1.97%
Wal-Mart Stores, Inc.	419	7	1.23%	287	7	1.17%
Glendora Community Hospital	339	8	1.17%	320	6	1.26%
City of Glendora	276	9	1.15%	376	10	0.97%
Sam's	213	10	0.79%	210	8	0.93%

*Effective Feb. 2010 Integrated Nursing & Rehab CA was replaced by Glendora Grand, Inc. Prior to Consolidation of Integrated Nursing & Rehab CA and Glendora Grand, Inc., Integrated Nursing & Rehab CA was not a principal employer.

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, property taxes, franchise fees, service fees, and a variety of other 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 – ASSESSMENT DISTRICT: 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 residents 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 (TDA/BIKEWAY): 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 – 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 on street-related construction and/or maintenance 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 DEVELOPMENT FUND: The Park Development Fund revenue is received through the collection of park in-lieu fees pursuant to City Council Resolution 2012-46. Revenues arising from these fees may only be used for park projects.

FUND 207 – GRANT FUND: The Grant Fund revenue comes from a variety of federal and state grant sources. Currently the fund includes grants for the Library and Police department that are received throughout the year. Typically these grants only span for one cycle during the awarded fiscal year.

FUND 208 – ASSET FORFEITURE FUND: The Asset Forfeiture Fund revenues are derived through the seizure of drug-related assets by the Glendora Police

CITY of GLENDORA

APPENDIX

Department pursuant to applicable State and Federal law. Expenditure of such revenue is restricted to drug enforcement-related projects and/or programs, currently the City defrays the cost of eligible overtime expenses within the Police Department.

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 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 or Metro). 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.

Expenditures fund included all operating and maintenance expense for the City's local transit system and for service to the Metro Link terminal in Covina.

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 3229 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 or Metro). 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 primarily to fund eligible street projects and provide small business assistance loans.

FUND 213 – HOME-STATE GRANT FUND: The City and Redevelopment Agency jointly applied and received HOME funding from the State of California Department of Housing and Community Development to establish a First Time Home Buyer and Tenant-Based rental Assistance Program.

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 (AQMD): 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 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 sub-

CITY of GLENDORA

APPENDIX

ject to a periodic AQMD audit.

FUND 217 – PARK PROPOSITION FUND: The 1992 and 1996 operations and maintenance funding concluded in 2015 and 2019 respectively.

Measure A - This new revenue source was approved by the voters in November 2016. It is a 1/2 percent per square foot of development tax to fund parks and open space programs in the County. The City is eligible to receive a local return based on population and percentage of development in the County. This is a permanent tax.



FUND 218 – PROP 1C – CAL-HOME HOUSING FUND: On November 2, 2007, the City issued a Standard Agreement (06-CalHome-233) with the State of California, Department of Housing and Community Development for \$240,000. The Grant was 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 may only be used for the maintenance and improvement of local transportation facilities.

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 distribut-

ed 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 expected to be funded within the City of Glendora by the proceeds of the Measure R sales tax include:

- Synchronize traffic signals
- Repair potholes
- Link local rail lines through a regional connector
- Improve freeway traffic flow (210)
- 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).

FUND 229 – FRIENDS FOUNDATION FUND: This fund primarily includes support from the Glendora Public Library Friends Foundation to cover staffing costs dedicated to the Foundation and other costs needed to operate various Library programs. The fund also includes library grants, such as the California State Library Adult Literacy Program.

FUND 230 – PEG FUND: These funds are collected by service providers through the fees charged by com-

CITY of GLENDORA

APPENDIX

munications companies such as AT&T, Charter Cable, and Frontier Cable Company, through the franchise agreements with the city. A portion of the franchise fee is the Public, Education, and Government (PEG) fee which pays for capital equipment and projects providing for the 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 are 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 makes 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 234 – HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP) FUND: This Fund is a Federal-aid program with the purpose to achieve a significant reduction in traffic fatalities and serious injuries on all public roads. These funds are eligible for work on any public road or publicly owned bicycle or pedestrian pathway or trail, that improves the safety for its users.

FUND 244 - AB 109 REALIGNMENT FUND: In 2011, AB 109 was signed to help California reduce the number of inmates in the state's prisons. Its funding stream is received through VLF and sales tax revenue.

FUND 246 - HIGHWAY BRIDGE REPLACEMENT AND REHABILITATION (HBRR) FUND: This Fund is a Federal-aid program to assist the States in the replacements and rehabilitation of bridges declared unsafe because of structural deficiencies, physical deterioration, or functional obsolescence.

FUND 254 - SELECTIVE TRAFFIC ENFORCEMENT (STEP) FUND: This Fund is a Federally funded program through the Office of Traffic and safety. Its intent is to fund best practice strategies to reduce the number of collision casualties resulting from alcohol and other primary factors.

FUND 255 – MEASURE M FUND: November 2016, Los Angeles County voters approved Measure M, an additional 0.5% sales tax for transportation improvements.

FUND 256 – ROAD MAINTENANCE REHABILITATION FUND: In 2017, the State Legislature passed SB1 which increases the funding for street projects. Revenue is restricted for street-related construction and/or maintenance projects.

FUND 257 – ATP GRANT: In 2017, the City was awarded the Augmented 2017 Active Transportation Program Grant. A 3 year mid-cycle program which allocates new funding for active transportation through the Road Repair and Accountability Act of 2017. The funding provides a significant boost towards meeting our region's goal for greater mobility and sustainability. Funds will be programmed for the next phases of the San Dimas Wash Urban Trail Project.

FUND 258 – MEASURE W FUND: On the November 2018 ballot, Los Angeles voters approved the Safe Clean Water Parcel Tax of 2.5 cents a square foot of "impermeable space." Revenue generated from Measure W will be used to pay for regional and municipal projects that improve water quality, prepare for future drought, and provide community benefits such as parks or wetlands. It is anticipated that the funds will be used for storm water projects in compliance with the MS4 permit.

FUND 259 – PROP 68 FUND: On June 5, 2018 California voters passed a general obligation bond pursuant to Division 45 of the Public Resources Code, relating to drought, water, parks, climate, coastal protection, and outdoor access for all programs.

FUND 260 – PLAN MAINTENANCE FEES FUND: The City collects file maintenance fees with all permits to cover costs associated with maintaining the permitting system and related documents.

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.

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

CITY of GLENDORA

APPENDIX

by the City Council annually and included in the fiscal policies.

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.

The Capital Project funds are used to repair and improve facilities and parks, as well as street rehabilitation.

FUND 322 – STORMWATER PROJECTS: Per the reserve policy adopted by the City Council, a portion of excess General Funds, if any, are transferred to fund storm water projects. These funds are being reallocated to the Capital Projects Fund effective FY20.

FUND 405 – ENERGY EFFICIENT PROJECT FUND: In June 2013, the City entered into a lease agreement for the Energy Efficiency Performance Project with 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 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 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.

INTERNAL SERVICE FUNDS

Internal Service Funds account for special internal activities and services performed for other departments in the City on a 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.

There are four Internal Service Funds, as follows:

FUND 541 – WORKERS COMPENSATION FUND: The Workers Compensation Fund covers workers compensation benefits claims against the City and receives its funding through worker's compensation 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.

FUND 542 – GENERAL LIABILITY FUND: The General Liability Fund establishes covers liability claims against the City and receives its funding through liability allocation 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.

FUND 548 – TECHNOLOGY FUND: The Technology Fund is responsible for acquiring and maintaining capitalized radio, telephone, internet communications equipment, hardware and software for City departments, and recovers the cost of purchases and maintaining the systems through charging each department through a monthly allocation.

FUND 549 – VEHICLE REPLACEMENT FUND: The Vehicle Fund is 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 purchases and maintaining the fleet through charging each department through a monthly allocation.

GLENDORA HOUSING AUTHORITY

On January 10, 2012, the City Council established the Glendora Housing Authority and designated the City

CITY of GLENDORA APPENDIX

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.

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.

FUND 400 – 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 annually listing every currently scheduled payment.



CITY of GLENDORA APPENDIX

GLOSSARY OF TERMS



Accounting Standards: Generally accepted accounting principles (GAAP) and the Governmental Accounting Standards Board (GASB) guide local and state agencies' recording and reporting of financial information. The standards establish such guidelines as when transactions are recognized and the content of the annual financial reports.

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 internal service provided, which is based on experience and/or a proportionate share (based on factors such as payroll, vehicle repair trend, etc.).

Annualize: Taking charges that occur infrequently 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. In the State of California, assessed value is established by the County for the secured and unsecured property tax rolls and is governed under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978). Proposition 13 modified the value of real taxable property for 1979 by rolling back values to 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 and financial records 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 Resources: 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 estimated revenues 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.

Budget Amendments: The City Council has the sole

CITY of GLENDORA

APPENDIX

responsibility for adopting the City's budget, and may amend 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 Balance: The overall difference between government proposed revenues and spending plan.

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 and Fiscal Policies: General and specific guidelines adopted by the City Council that governs the budget preparation and administration.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. For government it typically means modified accrual.

Building Permit: Fee required for new construction or any alterations or addition to a residence or commercial building. The fees are provided in the Master Fee Schedule.

Business License Tax: A fee collected from those conducting business within the City.

Capital Improvements Projects / Program (CIP): Construction projects costing \$5,000 or more are considered to be a Capital Improvement Project. A construction project is a physical improvement or construction on City asset with a life expectancy of three or more years. These capital projects can span fiscal years and have multiple funding sources. Minor capital projects of less than \$5,000 are included within the operating budgets.

Capital Outlay: Expenditures for furniture, equipment, or software with a useful 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.

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 for providing a specific benefit service to specific members of 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 (estimated): Funds intended for emergencies and economic uncertainties within operating funds.

Contingency (Emergency Reserve): Funds set aside per City Council policy within the fund balance for emergencies and economic uncertainties.

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.

Deficit (budgetary): Higher appropriations (spending plan) than estimated revenues for the budget year. This is also referred to as a Structural Deficit.

Deficit (fiscal): Higher liabilities than assets during the single accounting period.

Depreciation: Method for decreasing the asset value of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Disbursement: Payment for goods and services.

Employee Services: Salaries and fringe benefits earned by employees of the City for work performed.

Encumbrance: The commitment of appropriated funds in the form of a purchase order to purchase goods which have not yet been received, or services that have yet to be rendered.

CITY of GLENDORA

APPENDIX

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 and utilize accrual accounting. These programs are entirely, or predominately, self-supporting, and render services on a user charge basis to the general public.

Expenditure: The disbursement of resources, typically money, on an expense of the City.

Fee: A charge for services not to exceed the estimated cost of providing the service for which the fee is charged. Public agency fees may not exceed the estimated reasonable cost of providing the particular service or facility for which the fee is charged including overhead.

Fines, Forfeitures and Penalties: Revenues received resulting from violations of various City and State laws, and from damage to City property.

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 a fiscal year of July 1 to June 30.

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. Examples in the City's budget are: Legislative, Administration, 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. The major types of funds are: General, Special Revenue, Capital, Debt, Internal Service, Enterprise, and Agency.

Fund Balance (Net Position): The difference between a fund's asset and liabilities. Portions of the fund balance may be nonspendable, restricted,

committed, assigned or unassigned for various purposes, such as contingencies, encumbrances or specific projects.

General Fund: The primary operating fund of the City.

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).

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 goods and services provided by one department to other departments of the City on a cost reimbursement basis. The City has the following 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 – Licenses, such as business license grant permission to operate a business in the City. Permits of various types regulate business or residential activities per the municipal code, such as a 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

CITY of GLENDORA

APPENDIX

operations.

Miscellaneous Revenue: This revenue source consists of one time and/or, low dollar value revenue.

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.

Operating Expenses: The cost for personnel, materials, supplies, 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.

Pension Obligation Bonds (POB): Bonds issued to reduce unfunded pension liability.

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/Program requests: Generally defined as any project (other than capital projects), program, proposed staffing change, new vehicles or equipment, capital outlay or other change that changes the budget and most likely 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.

Program: Group activities, operations, or organizational units directed to attaining specific purposes or objectives.

Purchase Order: Document that authorizes a transaction to purchase goods or services. A purchase order encumbers funds, which makes that budget unavailable for other transactions.

Reserve: Per GASB 54, the term technically means funds externally restricted with externally enforceable limitations on their use. The term is often used to describe what has been set aside in the fund balance for a specific purpose through policy or council action.

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 approach to protect a government’s assets against accidental loss in the

CITY of GLENDORA

APPENDIX

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, and Workers' Compensation.

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.

Taxes: A means by which governments finance their expenditures imposed on property, sales and merchandise, e.g. Property Tax, Sales Tax, Income Tax.

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 . 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. 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.



CITY of GLENDORA

APPENDIX

SUMMARY OF ACRONYMS

ADA – Americans with Disabilities Act	HUD – Housing and Urban Development
ADMIN – Administration	ICBO – International Conference of Building Officials
AED – Automated External Defibrillator	ICRMA – Independent Cities Risk Management Authority
AMR – Automated Meter Reading	IS – Information Systems
AQMD – Air Quality Management District	IT – Information Technology
ATP – Active Transportation Program	JPA – Joint Powers Agreement
BID – Business Improvement District	LAFCO – Los Angeles County Local Agency Formation Commission
CAFR – Comprehensive Annual Financial Report	MGMT – Management
CALBO – California Building Officials	MOU – Memorandum of Understanding
CALPERS – California Public Employees’ Retirement System	MTA – Metropolitan Transportation Authority
CD – Certificate of Deposit	NHTSA – National Highway Traffic Safety Administration
CDBG – Community Development Block Grant	NPDES – National Pollutant Discharge Elimination System
CEQA – California Environmental Quality Act	NTD – National Transit Database
CIP – Capital Improvement Project/Program	O/T – Over-Time
CIT – Community Impact Team	OTS – Office of Traffic Safety
CLETS – California Law Enforcement Telecommunications System	PC – Personal Computer
CMO – City Manager’s Office	PD – Police Department
COG – Council of Governments	P/T – Part-Time
COMP – Compensation	PEG – Public, Educational, and Governmental Access Television
CRA – Community Redevelopment Agency	PEPRA – Public Employees’ Pension Reform Act
CSO – Community Services Officer	PMA – Police Management Association
DUI – Driving Under the Influence	POA – Police Officers’ Association
ED – Economic Development	POST – Police Officers Standards and Training
EDMS – Electronic Document Management System	PSR – Police Service Representative
EOC – Emergency Operation Center	RFID – Radio Frequency Identification
EPA – Environmental Protection Agency	RFP – Request for Proposal
EWMP – Enhanced Watershed Management Plan	RM – Risk Management
FMLA – Family Medical Leave Act	RORF – Redevelopment Obligation Retirement Fund
FOIA – Freedom of Information Act	RPTTF – Redevelopment Property Tax Trust Fund
FPPC – Fair Political Practices Commission	SCADA – Supervisory Control and Data Acquisition
FTE – Full-Time Equivalent Employee	SCAG – Southern California Association of Governments
FTHB – First Time Home Buyer	SLESF – Supplemental Law Enforcement Services Fund
FY – Fiscal Year	STEP – Selective Traffic Enforcement Program
GAAP – Generally Accepted Accounting Principles	SVCS – Services
GASB – Government Accounting Standards Board	SWPPP – Storm Water Pollution Prevention Plans
GF – General Fund	TDA – Transportation Development Act
GFOA – Government Finance Officers Association	TOT – Transient Occupancy Tax
GIS – Graphic Information System	TPA – Third-party Administrator
GMEA – Glendora Municipal Employees Association	TUT – Transaction & Use Tax
GMA – Glendora Management Association	TULIP – Tenant Users Liability Insurance Protection
HHWE – Household Hazardous Waste Element	VLF – Vehicle License Fees
HMI – Human Machine Interface	WIFI – Wireless Fidelity
HR – Human Resources	WMP – Waste Management Plan
HSIPL – Highway Safety Improvement Program	