

FISCAL YEAR
2017-2018
ADOPTED BUDGET



CITY OF CALIFORNIA
CITY OF GLENDORA

CITY of GLENDORA

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INTRODUCTION

USER GUIDE TO THE BUDGET

A local government budget is a plan to match existing resources with the needs of the community. The functions of local government stem from three levels of policy direction: federal, state and local. Within this intergovernmental system, local government has the responsibility to provide basic public services such as maintaining streets and roadways, providing traffic management systems, maintaining parks, providing water utility, providing community services, and ensuring public safety. Local government must also fulfill certain state and national policy objectives such as transportation and environmental protection while implementing the expectations and values of its citizens. This guide is designed to assist readers in understanding the information provided in the FY 2017-18 Budget, as well as how the document is organized.

INTRODUCTION

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

CITY MANAGER'S BUDGET MESSAGE

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

BUDGET GUIDE AND FINANCIAL POLICIES

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

FINANCIAL SUMMARIES

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

CAPITAL IMPROVEMENT PROGRAM

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

DEPARTMENTAL SECTIONS

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

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/Risk Management
- Finance
- Police
- Planning
- Public Works
- Library
- Community Services

APPENDIX

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

CITY of GLENDORA

INTRODUCTION

GLENDORA, THE COMMUNITY

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



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

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



Glendora is one of Southern California's most attractive residential communities, with a unique diversity of homes spanning a variety of income levels, from cozy turn-of-the-century craftsman style cottages to prestigious executive estates. Glendora is truly a "community," fostered by superior educational,

youth, family, and senior programs, active service organizations, and cultural resources. There is a strong, team-oriented relationship between business and municipal government, with accessible City leadership encouraging successful business development.

CITY of GLENDORA

INTRODUCTION

ELECTED AND APPOINTED OFFICIALS



Gary Boyer
MAYOR



Mendell Thompson
MAYOR PRO TEM



Judy Nelson
COUNCIL MEMBER



Karen Davis
COUNCIL MEMBER



Michael Allawos
COUNCIL MEMBER

ADVISORY BODIES

- Community Services Commission
- Planning Commission
- Board of Library Trustees
- Water Commission

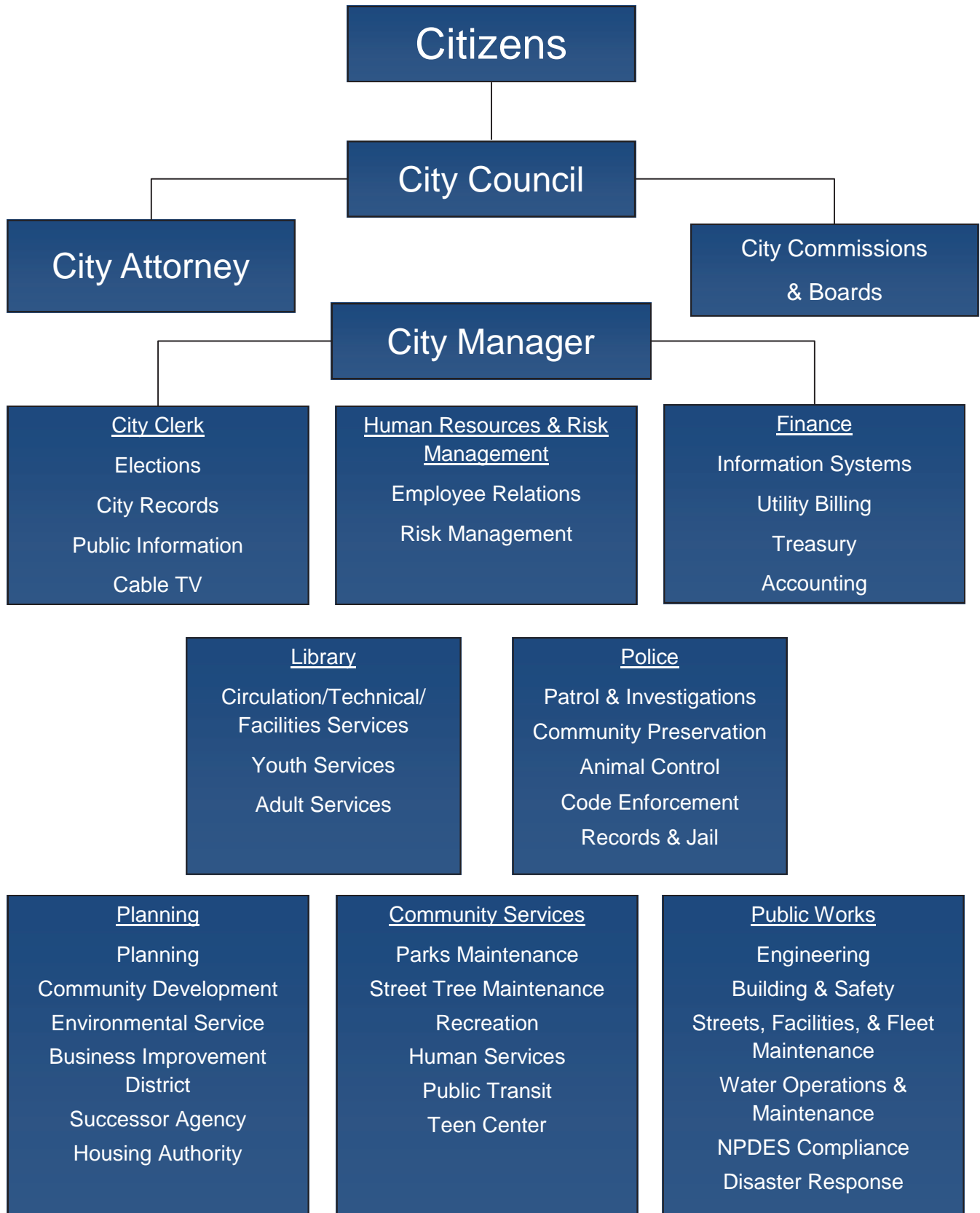
APPOINTED OFFICIALS & DEPARTMENT HEADS

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

CITY of GLENDORA

INTRODUCTION

CITY-WIDE ORGANIZATIONAL CHART



CITY of GLENDORA

INTRODUCTION

GFOA BUDGET AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendora, California, for its annual budget for FY 2016-17 beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and communications device.

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

CITY of GLENDORA

INTRODUCTION

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 FY 2016-17 beginning July 1, 2016. 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.

CITY of GLENDORA

BUDGET MESSAGE

May 19, 2017



Honorable Mayor and City Council,

The Budget for Fiscal Year 2017-18 was developed adhering to Council's priorities by providing: mandated services; contract obligations; revenue-generating programs; limiting liability exposure; public safety; quality of life services; and community engagement. Wherever possible, we continue to reinvent how we do municipal government. The City was recognized as the Best Friendly City and the Best Downtown for six consecutive years (2012 through 2017) in the San Gabriel Valley, a Playful City USA for six years, Most Business Friendly City in Los Angeles County (population under 65,000) in 2014 (next time we are eligible to apply is in 2019 due to mandatory 5 year sit out period) and Tree City USA for 24 consecutive years. Other acknowledgements and awards are noted in the accomplishment section of the department/division pages. Our success is seen through residents who are very happy with Glendora's municipal services and the Glendora high quality of life. We hold true to our City motto as the *Pride of the Foothills*.

Glendora is a \$68 million public corporation of multiple funds and entities, including the Glendora Successor Agency and Glendora Housing Authority. Through fiscal prudence and sound financial planning, our municipal services continue to be exceptional in all areas of operations. This is possible with the wise guidance of the City Council, the proud support of the community and volunteers, and the daily efforts of our dedicated staff.

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

STRATEGIC PLAN

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

Vision Statement

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

Mission Statement

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

Core Values

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

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

CITY of GLENDDORA

BUDGET MESSAGE

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

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

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

BUDGET DOCUMENT HIGHLIGHTS

Each year the budget is presented, it is updated with the goal that the format and content achieve transparency, ease of use, and understanding. Many of the content changes are recommended by the Government Finance Officers Association (GFOA) in an effort to continuously improve and raise the standard of the quality of the budget document. This year, the budget includes new information regarding the capital improvement program that shows a tentative five year plan.

Other changes made in the ongoing process of improving the quality of the budget include:

1) The combining of funds to streamline the accounting and reporting requirements to outside agencies.

- The Transit Fund into the Prop A fund (F209)
- The RDA debt service fund with the Redevelopment Obligation Retirement (F400)

By combining these funds, the transfers in and out were eliminated, which has reduced the amounts in the transfer line items throughout the budget summaries.

2) Removing audit specific line items (not budget related). These are recorded as part of the year end accrual / audit process. These include depreciation and unrealized gains/ losses.

Both of these adjustments do change the information presented in the actual column for Fiscal Year 2014-15 and Fiscal Year 2015-16.

GENERAL FUND HIGHLIGHTS

The General Fund is structurally balanced. Revenues exceed expenditures. The budgetary surplus /contingency of \$ 238,060 is just short of 1% of the operating budget (less debt service). The Budget surplus policy goal is between 1% to 2%.

General Fund Revenues: \$28.8 million

The General Fund revenues are projected at \$28.8 million. Revenue projections are based on a number of factors that include trend analysis, professional judgement, and projections by the City's sales and property tax consultants. These estimates reflect the City's best estimate of available operating resources for the upcoming fiscal year. Economic improvements and expectations have been incorporated. Property tax revenues reflect the improvement in assessed values from the economy. Sales tax also shows some improvement. Other revenues show a decline or status quo. This is true for permits for building and planning where development projects are slowing down. Overall, Fiscal Year 2018 revenues show a net increase of 3% from the Fiscal Year 2017 midyear projection as adjusted net of the County settlement. Additional information and key highlights regarding the revenues are discussed in more detail in the Financial Summaries section of the budget document.

General Fund Expenditures: \$28.5 million

General Fund expenditures (including transfers out) are projected at \$28.5 million. The budget maintains the

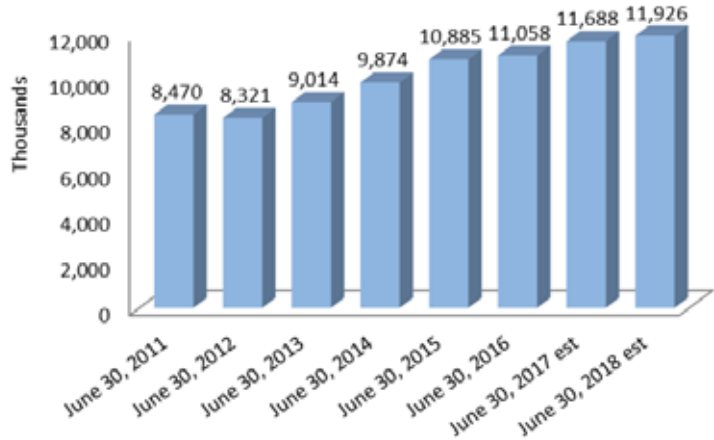
CITY of GLENDORA BUDGET MESSAGE

existing levels of service with some additions for staffing and operations as described below. Each year the departments evaluate and submit their departmental budgets and new requests. These requests represent new initiatives, service expansions, workload efficiencies, and/ or mandated funding requirements. The following new operational requests were approved by the City Manager for inclusion in the General Fund budget.

Contract increases for organic waste negotiation and Traffic control master	\$12,198
Facility repairs and equipment	22,050
Parks maintenance - Lasering baseball field	37,000
Beautification - Funding for 85 new trees	36,000
Full time and Part time staffing in Planning, Police, Library, and Community Services.	187,655

General Fund Reserves

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



Reserves have been and continue to be a critical component in the fiscal stability of the City of Glendora. Reserves are relied upon to provide cash flow stability during the months when revenues are not available, such as, property tax revenues, which are received in the last seven months of the fiscal year. Reserves have been relied upon to minimize service cuts to the community due to the effects of the Great Recession and the

General Fund Reserves	
Beginning available balance @ July 1, 2017 est.	\$ 11,687,522
Estimated Revenues	28,803,807
Estimated Expenditures	28,565,747
Budget surplus subtotal	238,060
Projected available reserves @ June 30, 2018 est.	\$ 11,925,582

elimination of redevelopment in California. As seen in the graph, the reserves have steadily grown since Fiscal Year 2011-12.

The General Fund reserves are estimated at \$11.9 million for Fiscal Year 2017-18, excluding the PERS reserve of \$1.1M. The budgeted reserves are projected at 43.7%.

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

CITY of GLENDORA

BUDGET MESSAGE

General Fund – Multi Year Projection

A five year forecast projection has been prepared and is included in the Financial Summaries section of the budget document. The forecast assists the policy makers and public to better understand the long-term impacts that policies and other factors outside the control of the City may have upon the financial resources. While forecasts are fluid, they do include the best information from leading institutions and other independent sources available to provide the most accurate picture possible. The changes in the CalPERS discount rate show significant increases in pension costs beginning in Fiscal Year 2018-19.

OTHER FUND HIGHLIGHTS

Special Revenue Funds

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

Below are some observations highlighting key Special Revenue Funds.

Streetlight and Landscape Assessment District Funding – During the Strategic Plan in May 2016, an objective was established to evaluate the costs for service compared to revenues for both districts. Efforts to increase the Streetlight Assessment District levy in 2010, by an average of \$12 per year was defeated by the property owners. Since then, fund deficits in Fiscal Years 2010-11 and 2011-12 were avoided because of General Fund transferred \$78,000 and \$42,303, respectively. Since then, delays in the implementation of Edison rate increases have allowed for a structurally balanced budget. The fund is currently financially stable so no action to increase the tax levy was recommended.

For the Landscape Assessment District, the City Council received a report in December 2016 and April 2017 providing an update on each of the zones within the district. Three zones were approved to be vacated and as a result have been removed from the budget. Five zones were approved to remain status quo. However, two of the zones were identified as providing special benefit to a Water facility and a city trail. These two zones receive a subsidy from the Water Fund (\$2,900) and General Fund (\$4,100). The remaining zones could have the services adjusted to stay within the assessment revenue. However, because for some zones this would be a significant reduction in service provided, the Council approved a General Fund subsidy of approximately \$14,000 to maintain the current service levels.

In both the Lighting and Landscape Assessment Districts, any changes in costs, whether increases in Edison rates, water rates, or landscape and tree trimming rates creates a challenge in balancing the budget each year. Either the General Fund will be the funding source for future operations in the event service levels remain the same and costs continue to escalate or the benefiting property owners approve a rate increase to fully carry the financial burden associated with these programs through the Prop 218 voting process specifically designed for Assessment Districts.

Asset Forfeiture Fund – Asset Forfeiture funds are currently being used for eligible overtime costs, supplies and equipment for the Police Department. Use of Asset Forfeiture Funds



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BUDGET MESSAGE

provides some relief to the General Fund. However, the revenue in this fund fluctuates from year to year due to the nature of cases and court proceedings. Due to the successful efforts of the Police Department actively participating in cases resulting in asset forfeiture funds becoming available to the City of Glendora and as long as the Federal government does not end the program, the City should continue to benefit and receive this revenue.

Asset Forfeiture revenues may be at risk of being lost due to pending Federal/State legislation that is seeking regulation that could negatively impact the City.

Gas Tax Fund – The Gas Tax fund covers operations and capital projects related to street maintenance. The majority of the funds are used for maintenance with some annual allocations for capital projects. The State recently passed SB1, a Transportation Funding legislation that provides additional funding for road maintenance. For FY18, this resulted in an increase of \$450,000 in revenues in the Gas Tax Fund for a total of \$1,467,633. For FY19, the revenues are estimated to increase to \$2,083,622. Included in the regulations of SB1 is a maintenance of effort (MOE), which means the City cannot supplant existing levels of city General Fund spending on streets and roads.

Prop A & C (transit) – Funds from these Propositions that were passed by the voters in Los Angeles County are dedicated to fund transit costs associated with developing and/or improving local public transit, paratransit, and related transportation infrastructure, as well as, transit service and/or equipment purchases. The funds are the backbone that sustains the transit system in the City of Glendora. Without these funds, there would not be a transit system. As part of the FY18 budget process, the old Transit Fund (F533) was collapsed into the Prop A Fund. This action was done with approval from Metro, which administers the distribution of funds and approval of compliance reporting. Ultimately, it streamlines the day to day budget management and reporting processes. Prop C is used to supplement the operational costs and for capital projects.

Measure R & Measure M– Measure R increased the county sales tax from 8.25% to 8.75% (a half-cent increase) to fund transportation projects. Measure R funds are currently used for operational costs with staffing costs maintaining City streets.

During the November 2016 elections, the voters approved Measure M which adds an additional 1/2 cent sales tax upon the current Measure R. Measure M does not sunset. It has a local return component. The details are still being finalized. For purposes of the budget, a new fund was set up for Measure M with the assumption that the City would receive a minimum of \$652,293.

Capital Project Funds

Capital Projects – Funding comes primarily from surplus revenues in the General Fund per the reserve policy. There is estimated available balance \$4.4 million, which includes the \$2 million Council set aside for discussion and prioritization. At the May 23, 2017 Council meeting, over \$3 million in projects were prioritized and voted on for inclusion in the FY18 budget. The list includes street projects, facility repairs, facility improvements and other requests.

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



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BUDGET MESSAGE

Enterprise Funds

There are now two enterprises in Glendora; the Water utility and the La Fetra Senior Center. An Enterprise Fund is intended to function similar to a business where operations are funded through fees.

Water Operations and Capital Projects – The City of Glendora has approximately 13,300 water connections. The proposed budget includes a conservative revenue estimate that reflects the impact of the water rate increases. \$5 million has been set aside for capital projects. Water conservation efforts are still a priority.

Internal Service Funds

The Internal Service funds include Worker's Compensation, Liability Insurance, Technology and Vehicles. The revenues in these funds come from charges to the departments/funds that receive these services. The Worker's Compensation allocation to the departments was increased again by 10% as part of a multi year strategy to address operating deficits. The Vehicle fund shows a deficit. However, the deficit represents the purchase of vehicles and equipment funded from the reserves.

Glendora Housing Authority

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

Glendora Successor Agency

The Agency receives revenues from property taxes related to the dissolved Redevelopment Agency. These funds are used to pay the debt service obligations of the Redevelopment Agency bonds, costs of the wind down process and the administrative costs. The budget in this document reflects the amounts presented in the Recognized Obligation Payment Schedule (ROPS) that was approved by the Oversight Board in January 2017 and subsequently by the Department of Finance (DOF) of the State of California.

CAPITAL PROJECTS

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

The City has an active CIP program. The Capital Improvement Program section of this budget document includes a listing of projects completed during Fiscal Year 2017, a list of projects recommended for Fiscal Year 2018, which is summarized by funding source and is also included in the new 5 year Capital Improvement projects schedule, which is summarized by type of project. Capital projects often cross fiscal years due to the timing of design, bids, award, and construction.

The Council prioritization of projects for the Capital Projects Fund (F321) was completed in May 2017 and has been incorporated into the final adopted budget.

The proposed capital projects program for Fiscal Year 2017-18 totals \$7,979,855. The majority of the capital projects are within the Water system (\$3,565,000) and the Capital Projects fund (\$3,249,000).

Transportation Projects - A comprehensive analysis of the funding available for transportation projects will be done and presented to Council in the upcoming months. This will include the new dollars from Measure M and the recently approved SB 1, and the existing resources from Gas Tax, Measure R, Prop C and other grant funding.

CITY of GLENDORA

BUDGET MESSAGE

STAFFING

Municipal services are provided primarily through staffing, even though Glendora has historically put a priority on technology investments and other efficiencies in service delivery in order to create a streamlined organization.

Proposed staffing for Fiscal Year 2017-18 includes 206 full-time and 42.99 part-time equivalent employees for a total of 248.99 full time equivalents (FTE). This is an overall net decrease from the prior year of .33 FTEs. The Staffing section of the budget document provides a summary of the budgeted positions by department, a detailed schedule of staffing trends by year and a reconciliation of the changes made to the authorized positions. Also included in this section are the Salary Schedules for all authorized positions.

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

- Police - With the impacts of AB109 and Proposition 47, our police department has had to deal with an increase in part 1 crimes. By adding an additional officer, there will be more capacity to deal with this increase along with adding preventative patrol.
- Public Works, Planning, Library and Community Services adjusted a combination of full time positions and part time hours for a net full time equivalent decrease of 1.32 FTE. Public Works eliminated a Water Conservation Officer as part of the plan to reduce the temporary staffing that was added during the peak of the conservation efforts. Public Works also eliminated a Meter Reader position as a result of the implementation of the smart water meters project.

The changes reflect the dynamic nature of managing the programs and resources within each department.

FUTURE OUTLOOK

The future outlook provides information on known challenges and uncertainties that may or will affect the City going forward. The models for economic recovery in the past no longer apply. Challenges and uncertainty are often the norm of the 'new normal'.

Areas that provide consistent uncertainty include:

- The economy in general. International, national and state economic condition can change rapidly.
- Local economy. City revenue growth is constrained due to employment, housing factors and the well-being of the local businesses, including the retail establishments that generate sales tax.
- Natural disasters. The Colby Fire and subsequent Winter Storms are the most recent local examples.
- Unfunded mandates can come from various sources that include federal and state legislation, regulatory agencies such as the AQMD, case law, and voter approved propositions.

Below are some known regulatory challenges of which some have already been factored into the budget, others are on the horizon.

- State Unfunded Mandates:
 - ◇ Minimum wage increases are mandated by AB10 (State of California Minimum Wage Law) to



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BUDGET MESSAGE

increase to \$15 per hour by 2020 with adjustments effective January of each year until 2020.

- ◇ AB1522 – California’s new paid sick leave law took effect July 1, 2015. Impact for Glendora is with part time, temporary, and seasonal employees. Costs to manage the this benefit were absorbed within the payroll processes.
- ◇ Flores et al v. City of San Gabriel - the Ninth District Court ruled in favor of the plaintiffs resulting in changes to how regular rate of pay is calculated. Although the ruling is being appealed by the City of San Gabriel, the impacts of various parts of the ruling affect the calculations of FLSA (Fair Labor Standards Act). Changes to the regular rate of pay affect the overtime calculations resulting in increased costs to the City.
- ◇ Public Safety Realignment (AB 109) – Through AB109, the State reduced the State’s prison population by 30,000 to 40,000 in 2013 by transferring “low risk” inmates to county facilities and expanding the use of parole and probation services. The City participates in a local task force to address the impacts of AB109. The State has eliminated the annual funding of approximately \$85,000. The General Fund absorbed the staffing costs previously funded by the AB109 revenues.
- ◇ 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. Compliance with the standards is in the millions. The only known funding source of funding for this legal requirement is the General Fund. During the FY17 midyear review, a separate fund was set up to track the Storm water projects, which now has just over \$1.5 million available. The FY18 budget includes 2 smaller projects, some additional storm water studies and the beginning planning costs for the downtown parking lot project.

Funding for the State Water Resources Control Board approved LA MS4 permit projects is unavailable and unknown. Estimated costs to implement the EWMP capital improvements may be as high as \$233 million.

- Federal Unfunded Mandates:

- ◇ Implementing the Affordable Care Act – In March 2010, President Obama signed the Affordable Care Act (ACA), a law designed to provide affordable health insurance coverage to all American workers. The cost of complying with and implementing the Federal Law is largely borne by employers. The law has various phases of implementation. Several recently approved MOUs included the Safe Harbor provision. It is unclear what will happen with the Act under the current president or the costs of the remaining provisions.

Other challenges on the horizon include:

- Employee Compensation – Labor agreements with the Police Officers Association (POA) expire June 2017 and Police Managers’ (PMA) expire June 2018. Adjustments at some level are expected over the next three to five years to keep the City’s salary structure within the City’s ability to pay.
- Escalating Retirement Costs – The City has made efforts to contain costs. Effective Fiscal Year 2014-15, all employees now pay 100% of the employee’s share of the PERS contribution. The City also implemented a second tier of benefits for both the Miscellaneous and Safety plans (second tiers at “2%@60” and “2%@50” formulas, respectively) along with the tiers required by PEPR. Due to new significant changes by CalPERS to their actuarial assumptions, rates continue to increase. The most recent change reduces the assumptions around the discount rate from 7.50% to 7.0%. The impacts of these changes are shown on the multi-year forecasting model for the General Fund.
- Infrastructure Improvements – There is a challenge in bringing together adequate financial resources to maintain and restore streets, roads, alleys, water infrastructure, etc. The useful life of much of our

CITY of GLENDORA

BUDGET MESSAGE

infrastructure – largely established during the mid-20th Century – is coming to an end. The City continues to seek grants, development fees and other funding sources to systemically address the needs. The increase in water rates begins to address the water infrastructure needs. The recently passed Measure M and SB 1, provide additional funding to deal with streets.

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

In addition, the Crowther Teen Center is partially funded from Prop A Operations (F217). The annual costs to operate the Center are approximately \$90,000. The remaining Prop A funds are not sufficient to cover the operating costs during FY18. Therefore, a subsidy from the General Fund of \$31,293 was necessary. Funding from the recent voter approved Measure A, will be sufficient to cover the operating costs in the future beginning with budget year 2018-19.

- Gold Line project - The Gold Line project will begin construction of Phase 2B in the next 18 - 24 months. This will involve a considerable number of improvements through Glendora, including 3 bridge structures. 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 construction authority to mitigate the short term construction impacts. This will necessitate expenditures by the City with consultants to review plans and possibly participation in some improvements to provide a more aesthetic look for our community.

CONCLUSION

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

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

Respectfully Submitted,



Chris Jeffers
City Manager

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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 accessed through the City's website at www.ci.glendora.ca.us.

BUDGET BASIS AND PROCEDURES

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

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

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

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

BASIS OF BUDGETING

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

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

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

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BUDGET GUIDE

BUDGET APPROACH

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

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

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

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

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

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

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



Community Survey – Consistent with the priorities and desires communicated by residents in the Community Satisfaction Survey conducted Fall 2016, we have continued to focus on the services that the community wants from us, such as a robust website and social media communications, a high level of public service, ample parks and recreations services, and a strong and vibrant Library.

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BUDGET 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 2017-2018

March 2017	Budget instructions distributed to departments
March 1, 2017	City Council review of Midyear budget and the General Fund Financial Forecast
March 24, 2017	Budget Document Deadline (requested budget, policy issues, capital outlay and capital improvement projects, goals, objectives and performance measures)
April 2017	City Manager review of operating and capital improvement budgets and policy issues with departments
May 2017	Finance publishes the proposed budget document and distributes to the City Council.
June 27, 2017	City Council – Special Budget Study Session
June 27, 2017	Public Hearing with City Council /Adoption of Proposed Budget and Capital Improvement Program (CIP) for Fiscal Year 2017-18
August 2017	Adopted budget document 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.

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

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“severe financial hardship” is declared by the Governor and approved by two-thirds of the Legislature. In addition, it requires repayment of revenues taken before hardship can again be declared, and limits declaration of hardship to twice every ten years.

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

BASIS OF ACCOUNTING

ACCOUNTING SYSTEM

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

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity.



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

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

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

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

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

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

Successor Agency Funds - Pursuant to ABX1 26, Chapter 5, Statutes of 2011, (Dissolution Act) redevelopment agencies (RDAs) throughout California were dissolved February 1, 2012, and replaced with Successor Agencies. On March 27, 2012, City Council adopted a Resolution as Successor Agency to the Glendora Community Redevelopment Agency and appointed two members to the Oversight Board representing the Successor

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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 benefited from the distributions of tax increment and other revenues of the Successor Agency.

MASTER SCHEDULE OF FEES FOR SERVICE

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



CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

TRANSPARENCY

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

BUDGETARY POLICY

APPROPRIATIONS AND BUDGETARY CONTROL

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

BALANCED BUDGET

The City will maintain a balanced operating budget for the General Fund and any other fund (i.e., 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% to 2% positive variance between revenues and expenditures each year. This budget contingency shall protect against economic and performance fluctuations that might otherwise create imbalanced General Fund outcomes at year end.

FINANCIAL PLANNING

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



CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

FUND BALANCE RESERVE POLICIES

GENERAL FUND RESERVE

Fund Balance Policy for General Fund (GASB 54 compliant)

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

Procedures

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

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

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

Committed Fund Balance

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

Contingency Reserve

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

Assigned Fund Balance

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

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

Continuing Appropriations

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

Debt Service

Established to provide for future debt service obligations.

Unassigned Fund Balance

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

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

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

Fund Balance Classification

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

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

WATER FUND RESERVES

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

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

INTERNAL SERVICE FUNDS

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

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

ENTERPRISE FUNDS

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

ACCOUNTING FINANCIAL REPORTING POLICIES

ACCOUNTING

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

ACCOUNTING AND REPORTING STANDARDS

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

FINANCIAL REPORTING

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

TREASURY MANAGEMENT

TREASURY MANAGEMENT

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

COST RECOVERY AND FEES FOR SERVICE

COST RECOVERY AND FEES FOR SERVICE

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

CAPITAL IMPROVEMENT, DEBT AND ASSET POLICIES

INFRASTRUCTURE

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

CITY of GLENDORA

FISCAL & BUDGETARY POLICIES

FINANCING METHODS AND INDEBTEDNESS

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

FIXED ASSETS AND INFRASTRUCTURE ASSETS

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

EMPLOYEE COMPENSATION

EMPLOYEE COMPENSATION

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



CITY of GLENDORA

EMPLOYEE COMPENSATION

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

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

- The MOU with the Glendora Municipal Employees Association (GMEA) was adopted on September 13, 2016, commenced on February 1, 2016 and expires January 31, 2019. The MOU includes salary increases as follows: 2% in July 2016, 1.5% in February 2017, 2% in February 2018.
- The MOU with the Glendora Management Association (GMA) was adopted on June 28, 2016, commenced on July 1, 2016 and expires June 30, 2019. The MOU includes salary increases as follows: 2% in July 2016, 1.5% in July 2017, and 2% in July 2018.
- The Police Officers Association (POA) is currently in negotiations with the City for a successor MOU. The previous contract was from July 1, 2014 to June 30, 2017.
- The MOU with the Police Management Association (PMA) commenced on July 1, 2015 and expires on June 30, 2018. The MOU includes salary increases as follows: 2.25% in July 2015, 2% in July 2016, 1% in July 2017.
- The Resolution for salary increases for City Department Directors and Executive Management Contract Employees was approved on June 28, 2016. The Resolution allows for salary increases as follows: 2% in July 2016, 1.5% in July 2017, and 2% in July 2018.
- The employment agreement between the City and the City Manager was extended effective on July 11, 2014 through July 31, 2018.

EMPLOYEE RETIREMENT

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

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

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

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

LEGAL DEBT LIMIT MARGIN

Under state law, the City has a legal debt limitation not to exceed 15% of the total adjusted assessed valuation of taxable property within City boundaries. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to that legal debt limit. The table below summarizes the City's debt limit margin over a three-year period:

Computation of Legal Bonded Debt Limit Margin

Years Ended 2015 - 2017 (in thousands of dollars)

	2015	2016	2017
Assessed Valuation	\$ 5,963,444	\$ 6,323,792	\$ 6,636,369
Conversion Percentage	25%	25%	25%
Adjusted Assessed Value	\$ 1,490,861	\$ 1,580,948	\$ 1,659,092
Debt Limit Percentage	15%	15%	15%
Debt Limit	\$ 223,629	\$ 237,142	\$ 248,864
Total Net Debt Applicable to the Limit:			
General Obligation Bonds	\$ 5,320	\$ 3,875	\$ 3,385
Legal Debt Margin	\$ 219,309	\$ 233,267	\$ 245,479

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
2018	305,000	198,869
2019	315,000	186,469
2020	325,000	173,466
2021	340,000	159,538
2022	355,000	144,769
2023-2026	3,070,000	380,236
	4,710,000	1,243,347

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
2018	380,000	401,215
2019	395,000	384,743
2020	695,000	358,875
2021	1,235,000	310,625
2022	1,300,000	247,250
2023-2025	4,295,000	328,875
	8,300,000	2,031,583

2003 Revenue Tax Allocation Bonds, Series B		
	Principal	Interest
2018	430,000	64,630
2019	455,000	39,762
2020	480,000	13,488
	1,365,000	117,880

1998 SERIES A REVENUE TAX ALLOCATION BONDS

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

1998 Revenue Tax Allocation Bonds, Series A (Refunding Loans)		
	Principal	Interest
2018	250,000	17,263
2019	260,000	5,850
	510,000	23,113

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		
	<u>Principal</u>	<u>Interest</u>
2018	805,000	467,263
2019	830,000	434,563
2020	865,000	400,663
2021	905,000	365,263
2022	935,000	328,462
2023-2027	5,235,000	1,088,389
2028-2030	2,965,000	149,730
	<u>12,540,000</u>	<u>3,234,333</u>

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		
	<u>Principal</u>	<u>Interest</u>
2018	350,000	374,700
2019	355,000	362,350
2020	370,000	346,000
2021	390,000	327,000
2022	405,000	307,125
2023-2027	2,360,000	1,202,250
2028-2032	3,000,000	558,000
2033	690,000	17,250
	<u>7,920,000</u>	<u>3,494,675</u>

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,		
	Principal	Interest
2018	610,000	155,221
2019	670,000	117,587
2020	740,000	76,234
2021	815,000	30,568
	<u>2,835,000</u>	<u>379,610</u>

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
2018	51,934	21,660
2019	56,896	20,304
2020	62,186	18,819
2021	67,821	17,198
2022	73,826	15,431
2023-2027	473,836	44,825
2028-2029	75,797	1,179
	<u>862,296</u>	<u>139,416</u>

CITY of GLENDORA

DEBT

OUTSTANDING BONDED DEBT SERVICE REQUIREMENTS

Issue Date	Description	Average Interest Rate	Final Maturity Date	FY 2017-18					
				Principal	Interest	Total	Total Outstanding Principal	Total Outstanding Interest	Total Outstanding
Governmental Fund Type:									
General Fund:									
Pension Obligation Bonds									
6/10/2009	2009 - Series A Taxable Pension Obligation Bonds CalPERS Side-Fund Refinance	5.95%	6/1/2021	610,000	155,221	765,221	2,225,000	224,389	2,449,389
Energy Efficiency Fund:									
Capital Lease									
6/2/2013	Pinnacle Public Finance Energy Efficiency Perf. Project	2.55%	1/2/2028	51,934	21,660	73,594	810,362	117,756	928,118
Total Governmental Fund				661,934	176,880	838,815	3,035,362	342,146	3,377,507
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	805,000	467,263	1,272,263	11,735,000	2,767,070	14,502,070
1/26/2016	City of Glendora Water Revenue refunding Bonds Series 2016A	2.0% to 5.0%	10/1/2032	350,000	374,700	724,700	7,570,000	3,119,975	10,689,975
Total Business-Type Activities				1,155,000	841,963	1,996,963	19,305,000	5,887,045	25,192,045
Fiduciary Activities:									
Glendora Successor Agency Trust for Former Redevelopment Agency									
6/26/2012	Loan from City of Glendora Resolution No. 2012-09			-	-	-	6,278,809	-	6,278,809
10/1/1998	Project Area 1 1998 Series A Tax Allocation Refunding Bonds	3.15% to 4.50%	9/1/2018	250,000	17,263	267,263	260,000	5,850	265,850
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	380,000	401,215	781,215	7,920,000	1,630,368	9,550,368
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	430,000	64,630	494,630	935,000	53,250	988,250
3/29/2006	Project Area 1 2006 Revenue Bonds, Series B - Diamond Ridge improvements	3.25% to 4.50%	3/1/2026	305,000	198,869	503,869	4,405,000	1,044,478	5,449,478
Total Fiduciary Funds				\$ 1,365,000	\$ 681,977	\$ 2,046,977	\$ 19,798,809	\$ 2,733,946	\$ 22,532,755

CITY of GLENDORA DEBT

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CITY of GLENDDORA

GANN APPROPRIATIONS LIMIT

GANN SPENDING LIMITS

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

The City of Glendora calculated the Gann Limit of \$126,645,561 for Fiscal Year 2017-18 using the prior year's limitation of \$120,559,318 multiplied by the 3.69% (1.0369) increase in per capita income multiplied by the 1.31% (1.0131) increased population growth in the City of Glendora. The City's appropriations that are subject to the limit is \$23,948,657. The City has never exceeded the limit. Total General Fund appropriations are only 18.91% of the limit.

APPROPRIATIONS LIMIT CALCULATION FOR FISCAL YEAR 2017-18

I Appropriations Limit

Prior Year, 2016-17 Adopted Limit		\$	120,559,318
Change Factors:			
Change in LA County Population (Note 1)	1.0131		
Change in Per Capita Income (Note 2)	1.0369		1.0505
			<hr/>
Current Year, 2017-18 Appropriations Limit		\$	126,645,561

II Appropriations Subject to Limit

Projected 2017-18 Revenues, General Fund	23,948,657
--	------------

III Amount Over/(Under) Limit (I - II)	(102,696,904)
--	---------------

IV Total City Appropriations as a % of Limit	18.91%
--	--------

Note 1: Change in City of Glendora's population growth, 1.31%, exceeded LA County's 0.57% growth. Total City population as of January 1, 2017 is 52,608.

Note 2: Change in California per capita income, 3.69% provided by the State of California.

RESOLUTION CC 2017-26

A RESOLUTION OF CITY COUNCIL OF THE CITY OF GLENDORA, CALIFORNIA, DETERMINING AND ESTABLISHING AN APPROPRIATIONS LIMIT FOR FISCAL YEAR 2017-18 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 2017-18 Fiscal Year to be \$126,645,561 as shown in Exhibit A.

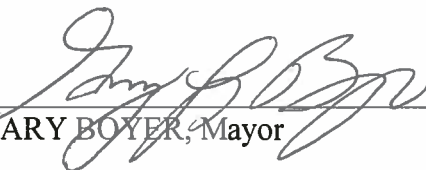
SECTION 2. Said Appropriation Limit shall be adhered to in the City of Glendora's budget for the 2017-18 fiscal year.

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

APPROVED and **PASSED** this 27th day of June, 2017.

City Council of Glendora, California

BY:


GARY BOYER, Mayor

APPROVED AS TO FORM:



D. WAYNE LEECH, City Attorney

CERTIFICATE

I, Kathleen R. Sessman, City Clerk of the City of Glendora, do hereby certify that the foregoing Resolution was duly adopted by the City Council of the City of Glendora at a regular meeting held on the 27th day of June, 2017, by the following vote:

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

Dated: June 28, 2017


KATHLEEN R. SESSMAN, City Clerk

JOINT RESOLUTION

CC 2017-23

CC 2017-23 (SA)

FN 2017-04

HA 2017-04

A JOINT RESOLUTION OF THE CITY COUNCIL, SUCCESSOR AGENCY, PUBLIC FINANCE AUTHORITY AND HOUSING AUTHORITY OF THE CITY OF GLENDORA, CALIFORNIA, ADOPTING THE ANNUAL BUDGET FOR THE CITY OF GLENDORA FOR THE 2017-18 FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018

**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 budget to the Glendora City Council, Glendora Successor Agency, Glendora Housing Authority and Glendora Public Financing Authority for Fiscal Year 2017-2018 commencing July 1, 2017; 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 in fiscal year 2017-2018; and

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

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

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

NOW, THEREFORE, THE CITY COUNCIL 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 its proposed budget incorporated herein by reference for the City of Glendora for the fiscal year beginning July 1, 2017 and ending June 30, 2018 including the recommended adjustments and the City Council actions approving changes to the

proposed budget regarding the capital improvement program and a General Fund subsidy to the Landscape.

SECTION 2. The City Council, as Successor Agency to the Glendora Community Redevelopment Agency, does hereby adopt the proposed budget as incorporated hereinto by this reference for the City of Glendora, as Successor Agency to the Glendora Community Redevelopment Agency, for the fiscal year beginning July 1, 2017 and ending June 30, 2018. 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.

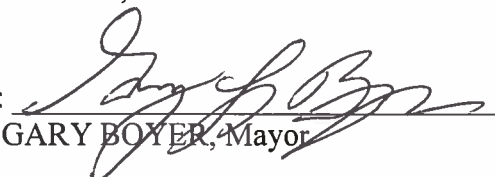
SECTION 5. Per the adopted Financial Policies, the City Manager/Executive Director is authorized to transfer appropriations between departments or functions, provided that no change is made in the total amount of the annual budget of any single fund.

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

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

APPROVED and PASSED this 27th day of June, 2017.

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

BY: 
GARY BOYER, Mayor

APPROVED AS TO FORM:


D. WAYNE LEECH, Attorney

CERTIFICATION

I, Kathleen R. Sessman, City Clerk/Agency Secretary of the City of Glendora, do hereby certify that the foregoing Resolution was duly adopted by the City Council, Successor Agency, Housing Authority and Public Financing Authority to the former Glendora Community Redevelopment Agency of the City of Glendora at a regular meeting held on the 27th day of June, 2017, by the following vote:

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

Dated: June 28, 2017



KATHLEEN R. SESSMAN
City Clerk/Agency Secretary

CITY of GLENDORA
GANN APPROPRIATIONS LIMIT

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CITY of GLENDORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY

Fund	Estimated Available Balance	FY 2018 Estimated Revenue	FY 2018 Estimated Expenses	Estimated Contingency	Projected Available Balance
001 - General Fund	11,687,522	28,803,807	28,565,747	238,060	11,925,582
Special Revenue Funds					
202 - Street Lighting Assessment	30,346	371,500	352,750	18,750	49,096
202A - Street Improve Assessment	28,224	200	-	200	28,424
202B - Landscape Assessment	16,499	62,006	61,584	422	16,921
203 - TDA/Bikeway	-	34,107	34,107	-	-
205 - Gas Tax	144,686	1,467,633	1,270,155	197,478	342,164
206 - Parks Development	(196,540)	200,000	-	200,000	3,460
208 - Asset Forfeiture	736,743	465,500	1,065,800	(600,300)	136,443
209 - Prop A Transit	760,657	1,393,362	1,651,683	(258,321)	502,336
210 - COPS	97,529	120,500	104,700	15,800	113,329
211 - Prop C Transit	(102,465)	817,793	426,500	391,293	288,828
212 - CDBG	54,649	326,468	326,475	(7)	54,642
213 - HOME State Grant	86,440	-	-	-	86,440
214 - Used Oil	6,414	16,500	14,500	2,000	8,414
215 - AQMD (Air Quality Management)	84,348	63,950	23,200	40,750	125,098
217 - LA County Park Propositions	16,092	74,200	90,200	(16,000)	92
218 - Cal Home Housing	43,951	-	-	-	43,951
221 - STPL Street Construction	244,277	-	-	-	244,277
222 - Measure R	445,730	610,057	632,200	(22,143)	423,587
228 - Container Recycling Grant	39,688	13,400	13,000	400	40,088
229 - Library Grants	23,160	138,000	137,400	600	23,760
230 - PEG (Public, Educ. & Gov't)	181,787	103,000	73,500	29,500	211,287
231 - BID (Business Improvement Dist.)	38,368	98,700	112,700	(14,000)	24,368
234 - Highway Safety Improvement	-	123,000	123,000	-	-
244 - AB 109 Realignment	71,127	-	-	-	71,127
246 - Highway Bridge Repair	-	221,425	221,425	-	-
255 - Measure M	-	652,293	100,000	552,293	552,293
260 - Permit File Maintenance	502,616	85,000	75,000	10,000	512,616
285 - Affordable Housing	1,892,352	20,000	112,600	(92,600)	1,799,752
Special Revenue Fund Subtotal	5,246,677	7,478,594	7,022,479	456,115	5,702,792

CITY of GLENDORA

FINANCIAL SUMMARY

AVAILABLE BALANCE SUMMARY (continued)

Fund	Estimated Available Balance	FY 2018 Estimated Revenue	FY 2018 Estimated Expenses	Estimated Contingency	Projected Available Balance
Capital Funds					
321 - Capital Projects	4,402,457	59,107	3,249,000	(3,189,893)	1,212,564
322 - Stormwater Projects	1,542,276	10,000	110,000	(100,000)	1,442,276
405 - Energy Efficient	-	73,595	73,595	-	-
Capital Projects Subtotal	5,944,733	142,702	3,432,595	(3,289,893)	2,654,840
Enterprise Funds					
530 - Water Capital Projects	75,671	5,050,000	3,633,100	1,416,900	1,492,571
531 - Water Operations	5,356,192	18,601,050	17,497,456	1,103,594	6,459,786
534 - La Fetra Center	81,069	43,000	48,563	(5,563)	75,506
Enterprise Funds Subtotal	5,512,931	23,694,050	21,179,119	2,514,931	8,027,862
Internal Service Funds					
541 - Worker's Comp	2,238,616	929,000	927,400	1,600	2,240,216
542 - Liability Insurance	1,534,892	1,814,500	1,838,000	(23,500)	1,511,392
548 - Technology	254,630	1,612,000	1,612,100	(100)	254,530
549 - Vehicles	2,960,502	1,026,400	2,356,100	(1,329,700)	1,630,802
Internal Service Subtotal	6,988,640	5,381,900	6,733,600	(1,351,700)	5,636,940
TOTAL CITY FUNDS	35,380,502	65,501,053	66,933,540	(1,432,487)	33,948,015
Glendora Housing Authority					
290 - Housing Authority	2,005,162	130,375	299,900	(169,525)	1,835,637
Successor Agency					
400 - Redev Oblig Retirement (RORF)	2,062,404	2,434,980	2,375,900	59,080	2,121,484
Total All Funds	39,448,068	68,066,408	69,609,340	(1,542,932)	37,905,136

CITY of GLENDORA

BUDGET SUMMARY - OVERVIEW

OVERVIEW OF RESOURCES (REVENUE)

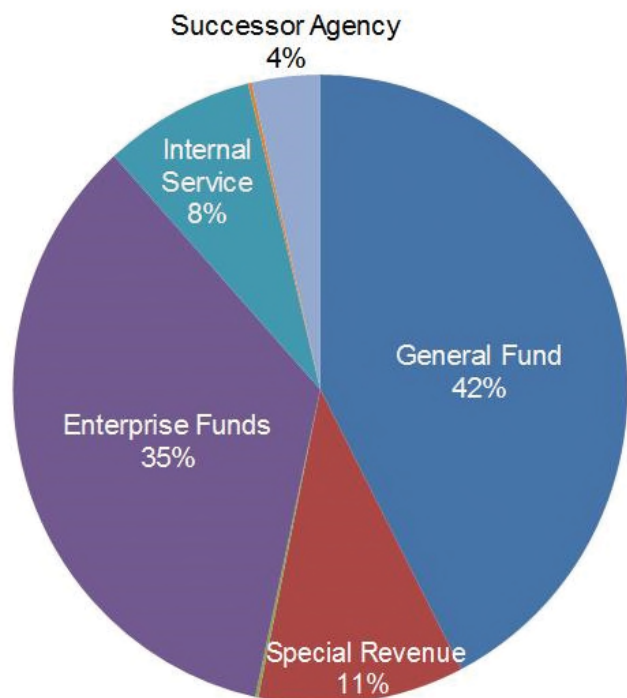
The Proposed budget for Fiscal Year (FY) 2017-18 reflects a conservative and consistent approach to forecasting revenues in the budget. Revenue forecasting is challenging when preparing the budget since all other aspects of the budget depend on whether there are sufficient revenues and resources for the proposed expenditures, programs and capital projects. Trend analysis, economic indicators, and professional judgement are used to arrive at the revenue estimates. The following section provides the an overview of the revenues for all City funds.

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

SUMMARY OF REVENUES BY FUND TYPE

Fund Type	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
General Fund	27,839,486	28,608,655	30,519,988	30,469,489	28,803,807
Special Revenue	11,207,062	6,817,087	7,968,544	7,709,862	7,478,594
Capital Projects	2,975,355	3,133,518	70,175	2,070,175	142,702
Enterprise Funds	21,146,173	18,277,988	20,088,050	21,123,747	23,694,050
Internal Service	5,473,665	5,164,878	5,015,095	4,992,795	5,381,900
Housing Authority	787,366	132,299	143,375	175,375	130,375
Successor Agency	2,318,427	2,455,976	2,503,092	2,828,888	2,434,980
Grand Total	71,747,533	64,590,401	66,308,319	69,370,331	68,066,408

As total estimated revenues for all Fund Types for Fiscal Year 2017-18 is \$68,066,408. General Fund revenues are \$28,803,807, comprising 42% of total City-wide revenues. The chart to the right illustrates the percent of total revenues by fund type. Capital Projects and Housing Authority are not visible because of its small contribution for FY 2018. The General Fund is typically the largest fund receiving revenues from property and sales taxes and many other sources the City depends on to provide services to the residents.



CITY of GLENDORA

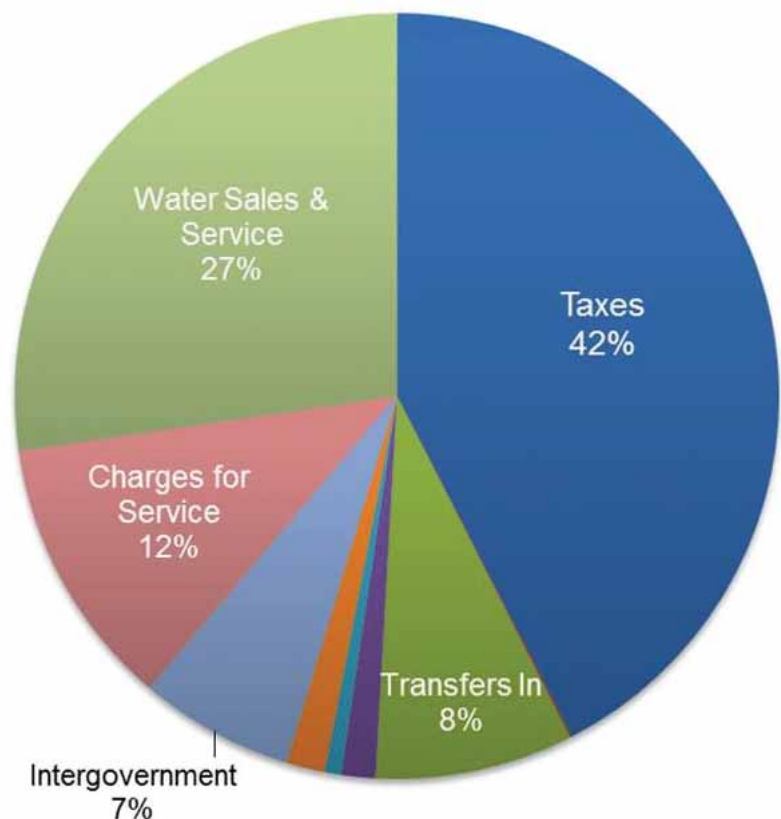
BUDGET SUMMARY - OVERVIEW

SUMMARY OF REVENUES BY CATEGORY

Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Taxes	26,263,554	27,411,425	30,253,509	30,787,726	28,847,661
Licenses & Permits	1,251,459	1,514,025	1,173,300	1,110,110	986,800
Fines & Forfeitures	607,617	588,138	490,300	464,800	468,000
Money & Property	1,927,116	1,508,006	1,187,050	1,163,535	1,127,975
Intergovernmental	7,195,085	4,163,542	4,608,120	4,673,440	4,521,040
Charges for Service	7,541,341	8,097,760	7,568,255	7,337,310	7,797,450
Water Sales & Service	16,350,427	14,358,178	16,753,150	17,839,650	18,525,650
Miscellaneous	(393,036)	193,522	431,300	150,425	58,100
Transfers In	11,003,970	6,757,156	3,843,335	5,843,335	5,733,732
Grand Total	71,747,533	64,590,401	66,308,319	69,370,331	68,066,408

Taxes are the major funding source for services provided by the City. Taxes included property, sales, and business taxes. Water Sales and Service revenues are restricted for water related services only. Licenses and permits vary upon the amount of development occurring in the City for the year. Money and Property consists of interest earnings and rental income generated from rental of City facilities for special events by a third party. These items are not labeled on the chart but make up 4% combined. Charges for service are made up of services provided by the Departments such as Police, Planning, Public Works, Library and Community Services.

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



CITY of GLENDORA

BUDGET SUMMARY - OVERVIEW

OVERVIEW OF APPROPRIATIONS (EXPENDITURES)

The Proposed budget for Fiscal Year (FY) 2017-18 also reflects a conservative and consistent approach to forecasting expenditures in the budget. More information is available in the Budget Guide section of the budget document regarding the *Basis of Budgeting* and the *Budget Approach* when preparing the budget. Expenditure budgets include a review of the programs, activities and functions of each department, then a review of the cost of the staffing and other resources needed to accomplish those activities. The following section provides an overview of the expenditures for all City funds.

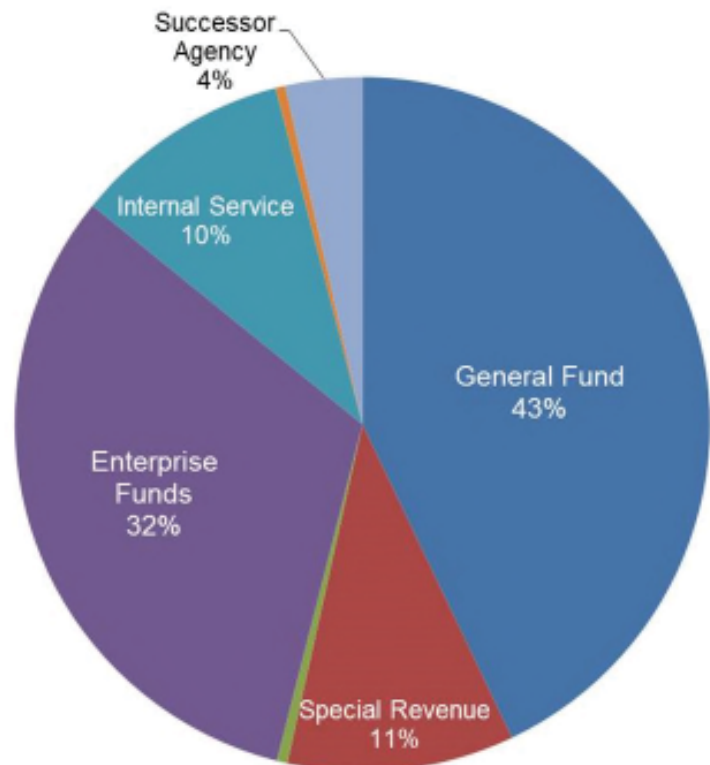
The following table of Expenditure Summary – All Fund Types provides a perspective of all expenditures grouped by the fund types. The fund types are described in the Budget Guide section of this budget document.

SUMMARY OF EXPENDITURES BY FUND TYPE

Fund Type	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
General Fund	26,792,485	27,887,014	28,028,435	28,932,025	28,565,747
Special Revenue	7,287,513	6,526,212	11,457,464	10,253,873	7,022,479
Capital Project	1,560,985	1,213,054	3,007,828	509,326	3,432,595
Enterprise Funds	17,499,319	12,474,534	27,975,894	20,749,983	21,179,119
Internal Service	5,147,432	4,671,185	6,599,665	6,337,055	6,733,600
Housing Authority	1,730,766	230,100	250,700	260,700	299,900
Successor Agency	3,285,345	2,084,031	2,414,492	2,392,904	2,375,900
Grand Total	63,303,846	55,086,129	79,734,477	69,435,866	69,609,340

Total estimated expenditures for all Fund Types for Fiscal Year 2017-18 is \$69,609,340. General Fund expenditures are \$28,565,747, comprising 43% of the City-wide total. The chart to the right illustrates expenditures as a percent of the City-wide total. Housing Authority is not visible because of its small expense for FY 2018. General Fund typically has the largest expenditures because it covers the costs of providing the majority of City Services. Enterprise Funds are restricted to spending for services for which they are collected. For example, the Water Fund may only be used for expenses related to providing safe and reliable water services.

The actual information for FY 2015 and FY 2016 have been updated with the new fund structure for Transit activities.



CITY of GLENDORA

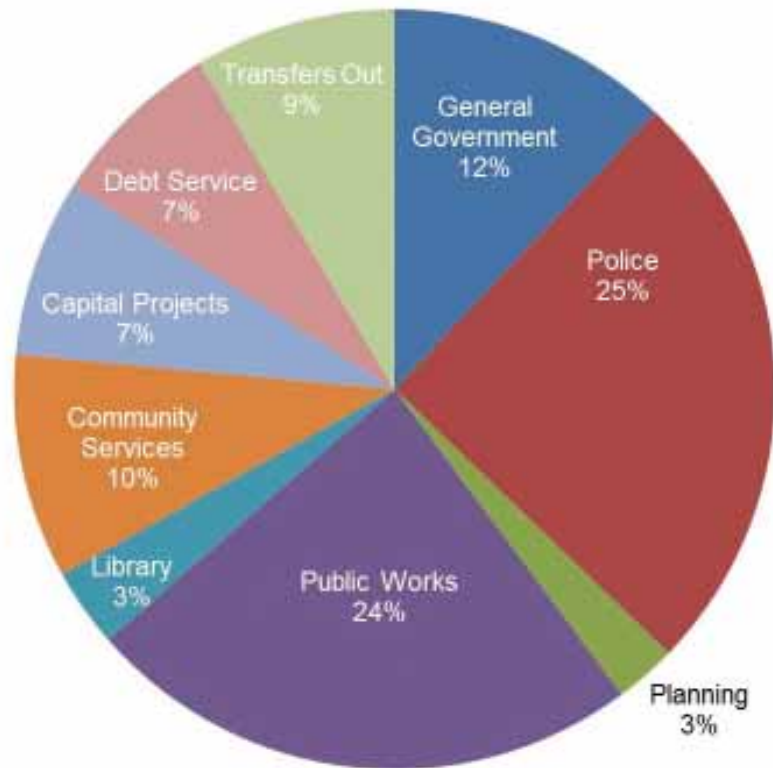
BUDGET SUMMARY - OVERVIEW

SUMMARY OF EXPENDITURES BY FUNCTIONAL DEPARTMENT

Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
General Government	7,148,965	6,893,311	8,191,087	7,635,260	7,988,956
Police	14,892,797	15,391,071	16,089,218	15,464,877	16,736,100
Planning	2,504,182	1,706,445	2,360,576	1,871,716	1,740,800
Public Works	14,839,080	12,363,772	15,930,638	14,360,676	15,797,430
Library	1,866,177	1,898,417	2,170,800	2,170,621	2,227,150
Community Services	5,341,697	5,732,830	6,680,139	6,338,210	6,354,022
Capital Projects	3,026,995	1,741,550	19,388,197	10,687,845	8,092,355
Debt Service	2,679,983	2,601,578	5,079,526	5,063,326	4,938,795
Transfers Out	11,003,970	6,757,156	3,843,335	5,843,335	5,733,732
Grand Total	63,303,846	55,086,129	79,733,517	69,435,866	69,609,340

Police services typically make up the highest expenditure 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 that there are restricted uses for most funds except for the General Fund. If the City is no longer able to receive special revenue from other government entities, then the General Fund would be responsible for those services.



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

CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

GENERAL FUND REVENUES (RESOURCES)

The General Fund revenue budget for Fiscal Year (FY) 2017-18 is projected to be \$28.8 million. The General Fund provides the majority of ongoing governmental services that are not funded through restricted special revenue funds. These services include Police, Library, Community Service, Planning, Public Works, and general government administrative departments. This fund is supported by general taxes including property and sales tax, and other revenue sources, such as charges for services, licenses, permits, and fines.

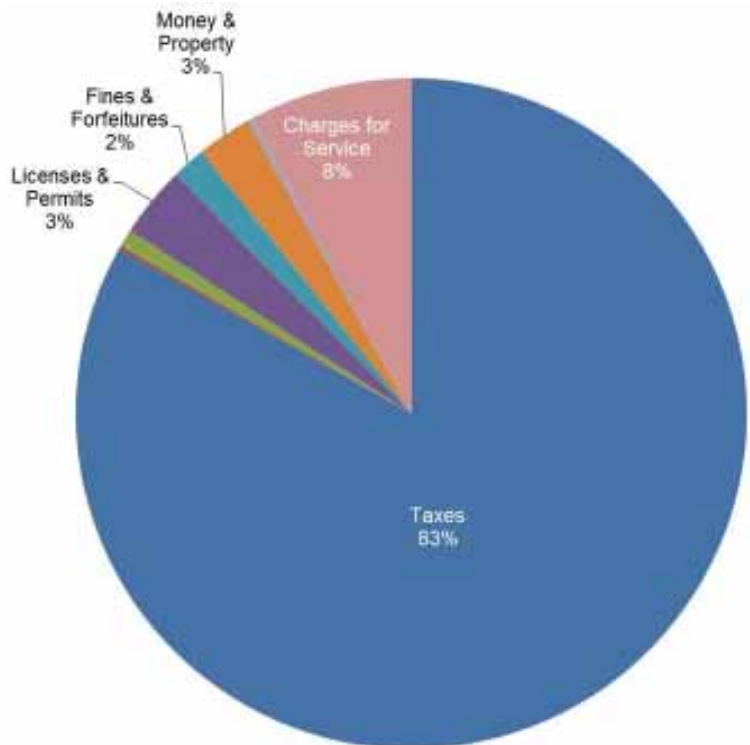
GENERAL FUND REVENUES BY CATEGORY

Fund Type	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Taxes	21,705,742	22,485,585	25,328,128	25,554,549	23,948,657
Licenses & Permits	1,251,459	1,514,025	1,173,300	1,110,110	986,800
Fines & Forfeitures	607,617	588,138	490,300	464,800	468,000
Money & Property	763,296	844,105	734,600	741,410	770,300
Intergovernmental	437,257	159,685	68,500	64,000	64,000
Charges for Service	2,655,772	2,674,315	2,343,860	2,173,095	2,265,950
Miscellaneous	49,038	92,016	131,300	111,525	50,100
Transfers In	369,305	250,787	250,000	250,000	250,000
Grand Total	27,839,486	28,608,655	30,519,988	30,469,489	28,803,807

The Revenue Summary by Category table provides a four-year perspective that currently highlights the steady growth in revenues for the General Fund.

For FY2018, taxes show an increase year over year primarily from property taxes resulting from the improved housing market. Permits are decreasing as development projects slow down.

The FY 2017 taxes revenue includes the one-time settlement funds of \$2.5 million from the impound account Los Angeles County was holding since 2009 for the old Redevelopment Project Area 3.



CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

The following table focuses on the top five revenue categories, which make up 92% of all General Fund revenues projected for FY18.

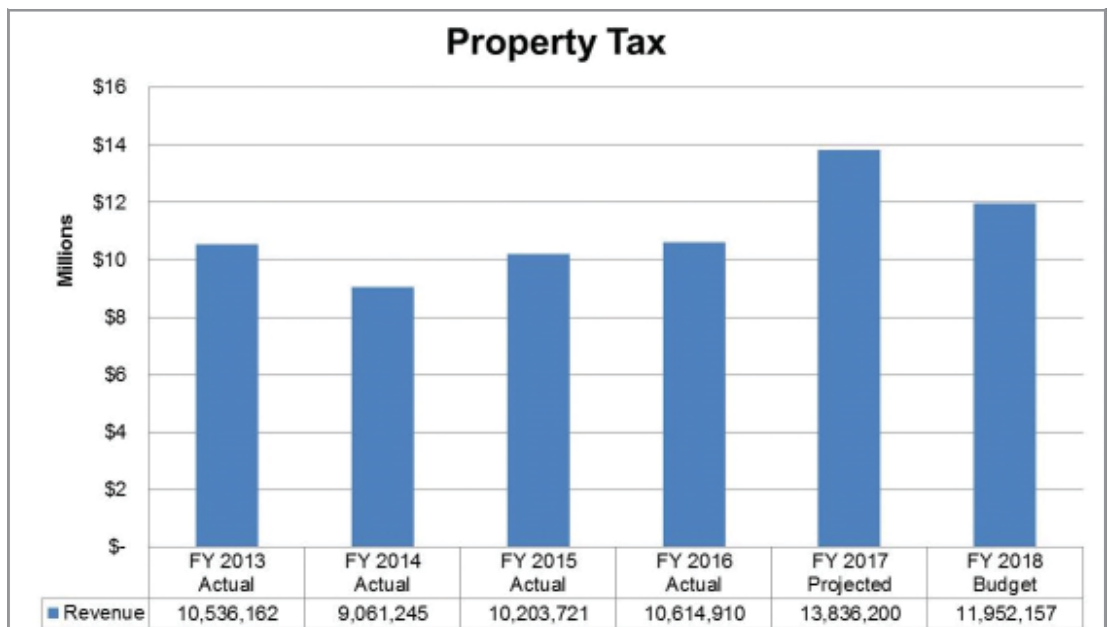
GENERAL FUND TOP 5 LEADING REVENUES

Fund Type	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Property Taxes	10,203,721	10,614,910	13,665,828	13,836,200	11,952,157
Sales Tax	8,485,243	9,017,576	8,792,300	8,923,849	9,150,000
Charges for Service	2,118,665	2,674,315	2,343,860	2,173,095	2,265,950
Franchise Tax	2,655,772	2,015,409	2,076,500	2,019,500	2,041,500
Licenses & Permits	1,251,459	1,514,025	1,173,300	1,110,110	986,800
Grand Total	24,714,859	25,836,236	28,051,788	28,062,754	26,396,407

Property Taxes are imposed on real (secured) and personal (unsecured) property. The tax is constitutionally limited to 1% of assessed value by Proposition 13. Assessed valuation adjustments, when made, are limited to the lesser of a 2% annual increase or the growth in the California index of the CPI. Property transfers resulting from sales transactions and new construction trigger new appraisals with the new assessed value being the current market price, resulting in some assessments that exceed the 2% cap. It is important to note that the City's share of the base property tax amounts to approximately 10% of the Proposition 13 1% levy limitation. So, for a home with an assessed value of \$500,000, the base 1% property tax is \$5,000 and the City will receive \$500 as its share. Property taxes continue to be the largest category of income to the City, comprising 40% General Fund revenues.

In FY 2017, the City received over \$2 Million from LA County for property taxes collected and impounded for the former redevelopment agency Project Area #3. This was a one time payment to clear the impound account. Now that the impound account has been closed, the General Fund will receive an estimated increase in Redevelopment Property Tax Trust Fund (RPPTF) revenue of \$250,000 for a budgeted total of \$550,000 annually.

This is Glendora's share among the taxing agencies benefiting from the dissolution of the Redevelopment Agency. The remaining growth in Property Taxes is a reflection of the increases in assessed property tax values resulting in higher property taxes being paid.

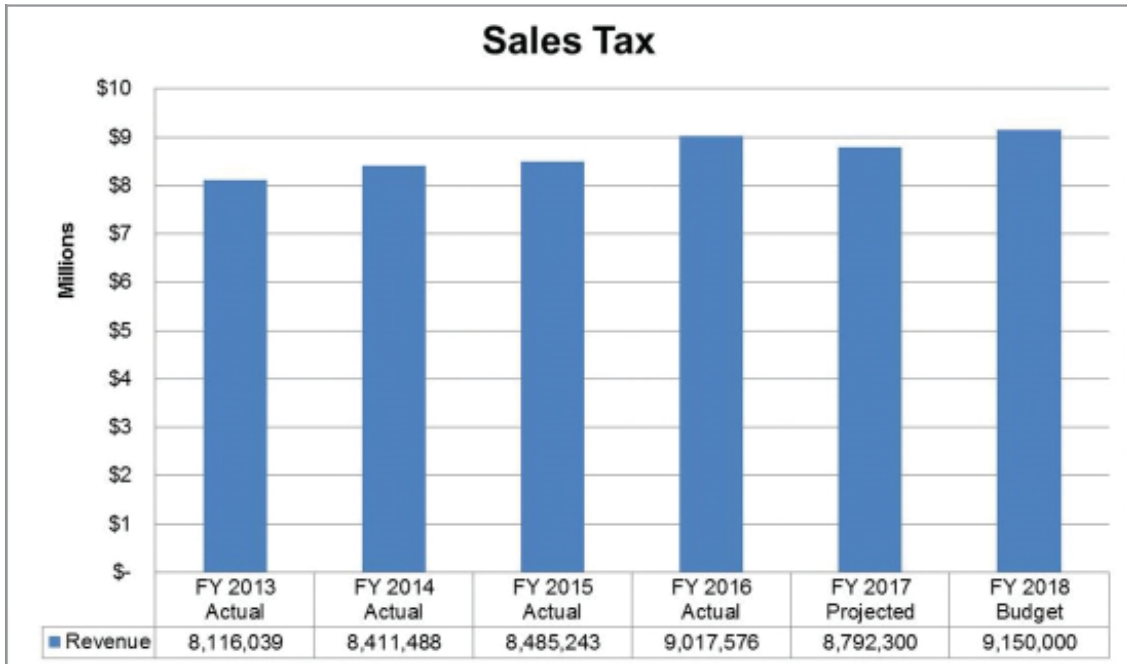


CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

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

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



Sales tax has shown some steady growth. The Sales tax in-lieu (Triple Flip), imposed by the State, ended in FY2016, which accounts for the extra bump in sales tax. However, consumer behavior is moving towards online purchases which is taking away from the traditional brick and mortar stores. There are currently 10 businesses, all located within the commercial corridor created by the Glendora redevelopment efforts known as MarketPlace/ Auto Centre, that generate over 50% of sales tax revenues. .

Top Sales Tax Producers

(In Alphabetical Order)

Albertsons	Colley Ford	Old Navy
Arco AM/PM	Glendora Arco	Petsmart
Barnes & Noble	Glendora Chrysler/ Jeep Dodge	Sam's Club with fuel
Bath & Body Works	Glendora Hyundai	Toyota of Glendora
Bed Bath & Beyond	Home Depot	Ulta Beauty
Best Buy	Home Goods	Verizon Wireless
BevMo	In-N-Out Burgers	Vons
Chevrolet of Glendora	Kohl's	Walmart
Circle K 76		

Source: HdL Coren & Cone

CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

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

Licenses & Permits includes Building permits and all other types of permits collected by the City departments (i.e. swap meet vendor permits, etc). A majority of this revenue consists of building permits. Over the last two years, the City has experienced a significant amount of development. However, FY 2018 revenues are projected lower to the changes development environment. Developments included in the FY 2018 revenue projections include:

- City Ventures @ Foothill Blvd - Phase 5 & 5B
- 155 N Wabash Ave - 8 units
- Monrovia Nursery - Phase 5B
- Vermont Station - 12 Single Family Homes
- 552 W. Foothill Blvd - Medical Building

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. Unfortunately, the City has contested the methodology to no avail, thus resulting in a permanent reduction in this source of revenue.

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

Intergovernmental are those revenues collected by other government agencies and then distributed to the cities. Through various forms of legislation and in an effort to balance the State budget, these revenues have been eroded significantly throughout the years. For FY18 this category includes estimated revenues of \$23,000 for Motor Vehicle in Lieu, \$25,000 for SB90 State Mandate reimbursements and \$6,000 for reimbursements from Irwindale for use of the City's jail.

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



CITY of GLENDORA

BUDGET SUMMARY - GENERAL FUND

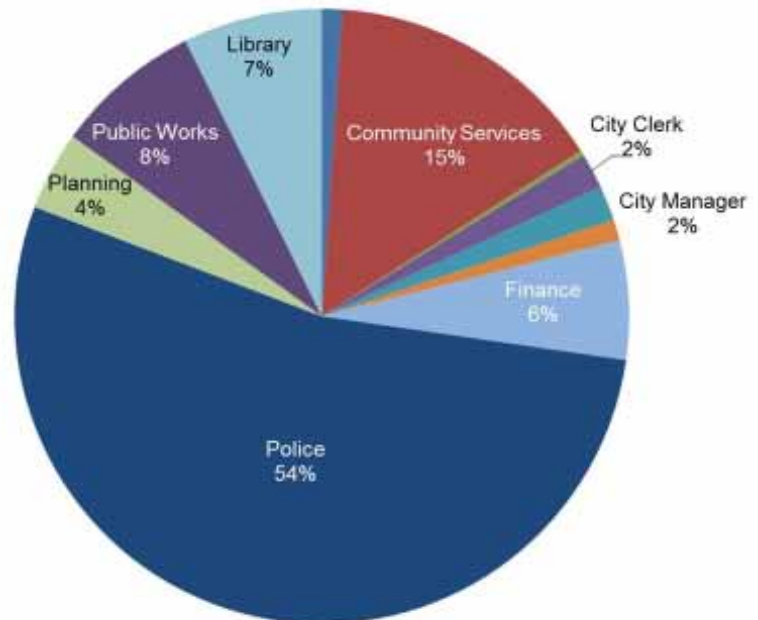
GENERAL FUND EXPENDITURES (APPROPRIATIONS)

The General Fund budget for FY 2018 is \$28,552,010, which maintains the current level of services with some enhancements as described throughout the budget document. Estimated General Fund revenues of \$28.8 million are sufficient to cover the proposed expenditures. The table below provides an overview of General Fund expenses by Department.

GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Legislative	254,043	259,413	294,900	289,900	305,900
City Clerk	557,400	432,383	652,500	570,103	530,500
City Manager	444,350	437,396	516,400	438,400	524,000
Human Resources	398,742	447,433	490,200	489,350	312,300
Finance	1,509,746	1,696,948	1,832,835	1,705,158	1,789,200
Police	12,817,580	13,457,310	14,481,840	13,934,584	15,279,300
Planning	1,009,765	1,077,350	1,166,800	1,145,000	1,186,000
Public Works	2,127,489	1,884,053	2,334,263	2,171,635	2,208,694
Library	1,738,901	1,777,745	2,013,000	2,012,821	2,089,750
Community Services	3,715,330	3,617,218	4,204,645	4,134,022	4,249,392
Transfers	2,219,139	2,799,766	41,052	2,041,052	90,711
Grand Total	26,792,485	27,887,014	28,028,435	28,932,025	28,565,747

All of the departments were affected in some way by the increase in pension costs described in the budget message. Police shows a bigger increase in the area of pension costs, the addition of another police officer, and increased demands with technology. Community Services has had increased costs associated with removing dead trees and planting new trees. Human Resources expenses in the General Fund decreased due to changes in the allocation of compensation in the Worker's Compensation, Liability Insurance and Water Funds to reflect the true costs of administering these programs.



CITY of GLENDORA

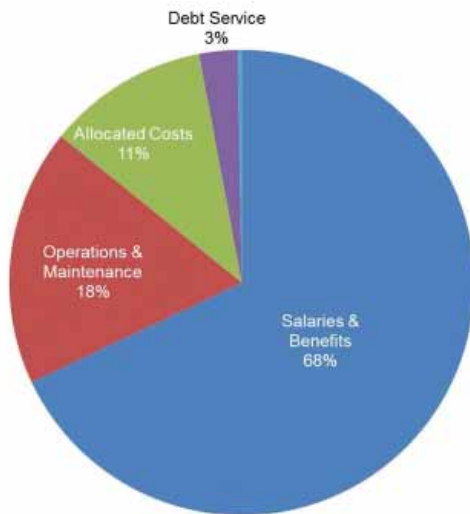
BUDGET SUMMARY - GENERAL FUND

GENERAL FUND EXPENDITURES BY CATEGORY

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

GENERAL FUND EXPENSES BY CATEGORY

Department	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Salaries & Benefits	16,264,810	17,106,477	18,672,900	17,898,645	19,405,236
Operations & Maintenance	4,613,772	4,553,523	5,527,898	5,205,743	5,099,400
Allocated Costs	3,002,541	2,676,925	3,047,300	3,047,300	3,205,100
Debt Service	692,223	750,323	739,285	739,285	765,300
Transfers	2,219,139	2,799,766	41,052	2,041,052	90,711
Grand Total	26,792,485	27,887,014	28,028,435	28,932,025	28,565,747



Salaries and Benefits: The salaries and benefits budget includes all known increases to salaries per the approved MOUs and increases in CalPERS retirement and medical benefits for next fiscal year. Total salaries and benefits for the General Fund for Fiscal Year 2018 are \$19,405,236, an overall increase of 3.9%. This is mainly due to CalPERS decreasing the discount rate (assumed interest earnings used by the actuaries) which results in rate increases and higher costs. Also included are the minimum wage increases, and an increase of 10% in the workers' compensation allocation that was implemented City-wide in the multi year strategy to achieve a structurally balanced budget for that fund. This category of expense makes up 68% of total General Fund expenditures.

Operation & Maintenance: The Maintenance and Operations 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 just under \$5.1 million. Costs in this area have seen a steady increase to address service area demands such as maintaining trees and in particular dealing with NPDES compliance. Costs in this area fluctuate from year to year depending on the impacts of the winter storms.

Allocated Costs: Allocated costs are charges from the City's Internal Service Funds for centralized technology and vehicle services as well as general liability and property insurance. Allocated costs for the General Fund for next year total \$3.2 million. Compared to FY17, this is an 5% increase. The primary reason for the increase is due to the increase in general liability costs by nearly \$90,000.

Debt Service: The General Fund has a pension obligation bond that was issued to retire a Police retirement liability account with CalPERS. The debt service payment on the bond grows slightly each year according to the debt service requirement under the bond covenants. Debt service for FY18 increased by 3.5%.

Transfers: For FY18, the transfers out are for the debt service on the energy efficiency project financing, a subsidy for the Teen Center (Fund 217) since Measure A funding will not begin until FY19, and a subsidy of one of the landscape district zones (Fund 202B).

CITY of GLENDORA BUDGET SUMMARY - GENERAL FUND

GENERAL FUND FIVE-YEAR FINANCIAL FORECAST

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

The Budget Projection provides Actual activity for FY16, the amended midyear budget for FY17 and the proposed budget for FY18. The projection includes several footnotes that provide additional explanations for specific lines items. Below are additional observations about the forecast for year FY19 through FY22:

Revenues - Overall revenues are conservatively forecasted with average increases of 2%. It is expected that some revenues will increase and others will decrease.

- Property and sales taxes are showing growth.
- Revenues related to development show low or no growth.

Expenditures - Overall expenditures are conservatively forecasted with average increases of 3%. Although there are future years that show operating deficits, the budget policy requires a balanced budget. Whatever actions are necessary to provide a balanced budget will be taken before presentation to Council for adoption.

- Negotiation impacts of MOUs that expire June 2017 and in future budget years have not been included.
- The Retirement line item has been updated to reflect the projected increases from the changes CalPERS recently made to the rates. The projections are conservatively calculated at the mid range of what could happen.
- Impacts of the Affordable Care Act (ACA) and the recent 2017 updates have not been assumed and included in the forecast.
- Election costs have been estimated at \$100,000 in the forecast due the legislation requiring consolidation of elections. Council will be considering the transition plan in the months to come.
- Prop A—operational funds / Parks relates to funding for the Teen Center. FY18 is a transitional year where the Prop A funding expires and is insufficient for the operating costs. A transfer from the General Fund to the Prop A fund was necessary to cover operations. However, in FY19, we are expecting the new Measure A funds will become available and will cover operating costs.
- The \$250,000 revenue for administrative costs with the wind down of the redevelopment agencies are expected to go away as soon as FY19 per SB107. The impact of this loss is included in the projection.
- Beginning FY22, the debt service payments for the pension obligation bonds will cease. This provides some relief for the increases in pension costs.
- Increases in allocations from the internal service funds for the cost to replace vehicles, expand the use of technology or other increases are not included in the projection and will need to be addressed each budget year.
- Impacts of the Storm Water capital projects mandates have not been assumed in the forecast.

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

CITY OF GLENDORA
GENERAL FUND MULTI-YEAR BUDGET PROJECTION
FISCAL YEAR ENDING JUNE 30, 2018 through 2022

	A		B		C		D		E		F		G	
	Actual FY 15-16	Amended FY 16-17	ESTIMATE FY 17-18	ESTIMATE FY 18-19	ESTIMATE FY 19-20	ESTIMATE FY 20-21	ESTIMATE FY 21-22							
Revenue														
1 Prop Tax - Secured, Unsecured, suppl	\$ 5,458,605	\$ 5,834,700	\$ 6,121,200	4.9%	\$ 6,557,100	3.5%	\$ 6,557,100	3.5%	\$ 6,557,100	3.5%	\$ 6,557,100	3.5%	\$ 6,786,600	3.5%
2 (1) Prop Tax - Redistributed RPTTF	350,302	2,812,700	550,000	-80.4%	561,100	1.0%	561,100	1.0%	561,100	1.0%	561,100	1.0%	566,700	1.0%
3 Property Tax In-Lieu of VLF	4,806,003	5,018,428	5,280,957	5.2%	5,657,100	3.5%	5,657,100	3.5%	5,657,100	3.5%	5,657,100	3.5%	5,855,100	3.5%
4 Sales Tax	8,582,558	8,345,300	8,700,000	4.3%	9,328,200	3.6%	9,514,800	2.0%	9,514,800	2.0%	9,514,800	2.0%	9,705,100	2.0%
5 Sales Tax - Prop 172	435,019	447,000	450,000	0.7%	456,000	0.7%	456,000	0.7%	456,000	0.7%	456,000	0.7%	459,100	0.7%
6 Franchise Fees	2,015,409	2,076,500	2,041,500	-1.7%	2,165,800	3.0%	2,165,800	3.0%	2,165,800	3.0%	2,165,800	3.0%	2,230,800	3.0%
7 Business License Tax	428,855	383,500	415,000	8.2%	423,400	1.0%	423,400	1.0%	423,400	1.0%	423,400	1.0%	427,600	1.0%
8 Real Property Transfer	259,411	270,000	250,000	-7.4%	255,000	1.0%	255,000	1.0%	255,000	1.0%	255,000	1.0%	257,600	1.0%
9 Transient Occupancy Tax	149,422	140,000	140,000	0.0%	142,800	1.0%	142,800	1.0%	142,800	1.0%	142,800	1.0%	144,200	1.0%
10 Licenses & Permits	1,514,025	1,173,300	986,800	-15.9%	1,006,700	1.0%	1,006,700	1.0%	1,006,700	1.0%	1,006,700	1.0%	1,016,800	1.0%
11 Fines & Forfeitures	588,138	490,300	468,000	-4.5%	470,400	0.5%	472,800	0.5%	472,800	0.5%	472,800	0.5%	475,200	0.5%
12 Rents & Interest	844,105	734,600	770,300	4.9%	774,200	0.5%	778,100	0.5%	778,100	0.5%	778,100	0.5%	782,000	0.5%
13 (2) Plan, Bldg & Eng	1,221,173	1,005,800	855,500	-14.9%	864,100	0.5%	864,100	0.5%	864,100	0.5%	864,100	0.5%	868,500	0.5%
14 (3) Admin, Recreation & Library	1,158,159	1,114,660	1,183,550	6.2%	1,207,400	1.0%	1,207,400	1.0%	1,207,400	1.0%	1,207,400	1.0%	1,219,500	1.0%
15 (4) All Other	797,471	673,200	591,000	-12.2%	344,000	0.5%	345,700	0.5%	345,700	0.5%	345,700	0.5%	347,400	0.5%
Total Revenues	28,608,655	30,519,988	28,803,807	-5.6%	29,370,900	2.0%	30,221,300	2.9%	30,407,900	0.6%	31,142,200	2.4%		
Expenditures														
16 (5) Salaries	11,834,996	12,659,300	13,009,900	2.8%	13,270,098	2.0%	13,495,690	1.7%	13,698,125	1.5%	13,698,125	1.5%	13,903,597	1.5%
17 (6) Retirement	2,917,445	3,365,300	3,589,573	6.7%	4,115,150	14.6%	4,903,550	19.2%	5,581,600	13.8%	5,581,600	13.8%	6,170,500	10.6%
18 (6) MISC PERS RATES AS A % OF PAY	18,566	20,999	22,189	30.10%	25,855	30.10%	30,109	33.40%	33,409	35.90%	33,409	35.90%	35,909	38.40%
19 SAFETY PERS RATES AS A % OF PAY	35,133	39,252	42,509	48.90%	48,909	56.40%	56,409	62.20%	62,209	66.80%	62,209	66.80%	66,809	72.60%
20 Other Benefits	2,319,023	2,648,300	2,805,763	5.9%	2,861,878	2.0%	2,919,116	2.0%	2,977,498	2.0%	2,977,498	2.0%	3,037,048	2.0%
21 Maintenance & Operations	4,588,537	5,348,698	5,099,400	-4.7%	5,201,388	2.0%	5,305,416	2.0%	5,411,524	2.0%	5,411,524	2.0%	5,519,755	2.0%
22 (7) Prop A - operational funds / Parks	1,800,658	1,922,200	1,992,300	3.6%	2,032,146	2.0%	2,077,146	2.0%	2,118,689	2.0%	2,118,689	2.0%	2,161,063	2.0%
23 Allocated Costs - Internal Svc Funds	876,267	1,125,100	1,212,800	7.8%	1,237,056	2.0%	1,306,797	2.0%	1,332,933	2.0%	1,332,933	2.0%	1,359,592	2.0%
24 Allocated Costs - Insurance		159,900	100,000	-	100,000	-	100,000	-	100,000	-	100,000	-	100,000	-
25 Elections	750,323	739,285	765,300	3.5%	787,587	2.9%	816,234	3.6%	845,569	3.6%	845,569	3.6%	874,811	3.6%
26 Debt Service	2,799,766	41,052	90,711	121.0%	90,711	0.0%	90,711	0.0%	90,711	0.0%	90,711	0.0%	90,711	0.0%
27 Transfers Out														
Total Expense	27,887,014	28,009,135	28,565,747	2.0%	29,696,014	4.0%	30,914,659	4.1%	32,156,649	4.0%	32,242,265	0.3%		
Operating Surplus or (Deficit)	\$ 721,641	\$ 2,510,854	\$ 238,060		\$ (325,114)		\$ (693,359)		\$ (1,748,749)		\$ (1,100,065)			
(10) Budget Surplus goal = 1% of Exp.		365,054	272,288		277,097		288,177		300,077		312,204			
Net Surplus/(Deficit)		2,145,800	(34,228)		(602,212)		(981,537)		(2,048,826)		(1,412,269)			
34 Beginning Available Fund Balance														
35 Ending Available Fund Balance		11,687,522	11,925,582	43.7%	11,687,522	42.9%	11,600,468	40.1%	10,907,108	36.2%	9,158,359	30.4%	8,058,294	25.7%
36 Working Cap. Reserve (45% of exp.)		11,289,262	12,585,637		12,813,766		13,322,386		13,870,777		14,429,672			
37 Above/(Below) Maximum Reserve goal		399,260	(660,055)		(1,213,298)		(2,415,278)		(4,712,418)		(6,371,378)			

NOTES:

- (1) The General Fund is now receiving its share in the allocation as a result of the dissolution of the RDA
- (2) Revenues from permits and fees are subject to development activity
- (3) includes Athens Environmental Fee.
- (4) FY19 includes the loss of the RPTTF administrative revenue funds of \$250,000
- (5) Forecast includes impact of increases in existing MOU agmts. No costs included for future MOUs that have not yet been ratified.
- (6) Category includes PERS, PARS & rate impacts for recent actuarial changes.
- (7) PERS rates are per the August 2016 valuation which include the estimates for increases from the change in discount rate (midrange assumption)
- (8) State Proposition A Parks Bond funds, used for operations & maintenance of the Teen Center are ending in FY18. Subsidy from GF in Transfer Out for FY18. New Measure A will cover costs in FY19.
- (9) Debt service includes public safety pension obligation bond pmts (ends in June 2021)
- (10) FY18 includes lease payments on the energy efficiency projects & subsidy for teen center & one Landscape district zone.
- (11) Calculation is (total expense less debt service and transfers out of prior year) X (1%)

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

SPECIAL REVENUE FUNDS

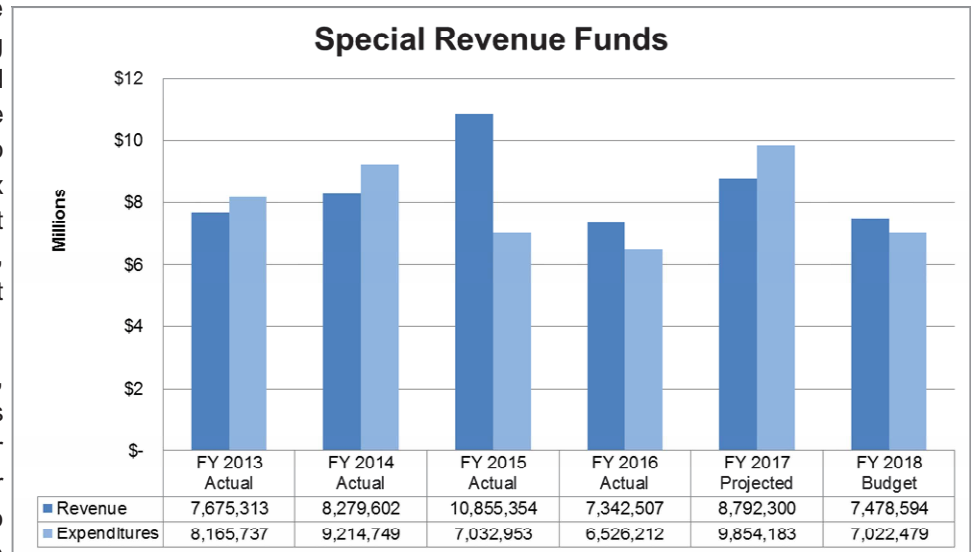
Special Revenue Funds consist of those "restricted receipts" which may not be used for general municipal purposes. They are restricted for specific purposes by Local Ordinance, State or Federal Statute. For FY 2018, Special Revenue funds are expected to generate \$7.48 million in revenue by the following categories:

Streets & Transit Funding from Prop A & C, Measure R & M and State Gas Tax	\$ 5,319,670
Police Grants, Asset Forfeiture, AB 109 Realignment and COPS Funding	586,000
Parks and Landscape Districts	336,206
Planning, Clerk, Library (CDBG, PEG, BID, and others)	1,236,718

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) and special fee sources established by the City (e.g., Park and Recreation Facilities, Affordable Housing Fees). The revenue accumulation patterns for special revenue funds can vary significantly from year to year based on the availability of funding and/or expenditure timing for grant awards and reimbursement.

Within the Special Revenue Funds are several operating funds. These funds are relied upon annually to cover staff time providing services related to street maintenance (Gas Tax and Measure R), transit operations (Prop A and Prop C), and police overtime (Asset Forfeiture).

As can be seen from the table, the Special Revenue funds fluctuate from year to year based on which grants or special funding is available to the City. When preparing the



budget for Special Revenue Funds, staff relies primarily on the other government agencies to provide estimates. When a grant is awarded, it is presented to Council and budget adjustments are made after the Council action, since grants are not always guaranteed.

Should funding for special revenues end, it is likely that the associated services would also be eliminated or absorbed by the General Fund. AB 109 Realignment Funding will longer be received. As a result, the cost of a full-time officer was absorbed into the General Fund. Prop A Funding from LA County ends during FY18. The General Fund will cover any operating deficits until Measure A funding is available in FY19.

Overall revenues have decreased by approximately \$1.3 million. Gas tax was increased by over \$450,000 as a result of the passage of SB1 which provides additional revenue for local streets and transportation programs. Measure M, which was passed by the voters in November 2016 will provide an additional \$652,293 in FY18 for roadway projects. The Landscape Assessment District budgets have been reduced to reflect the assessment revenue for each zone. This will result in reduced service levels for several zones unless further action is taken to subsidize the district with General Fund resources or the benefiting properties vote for an increase in assessments.

CITY of GLENDORA

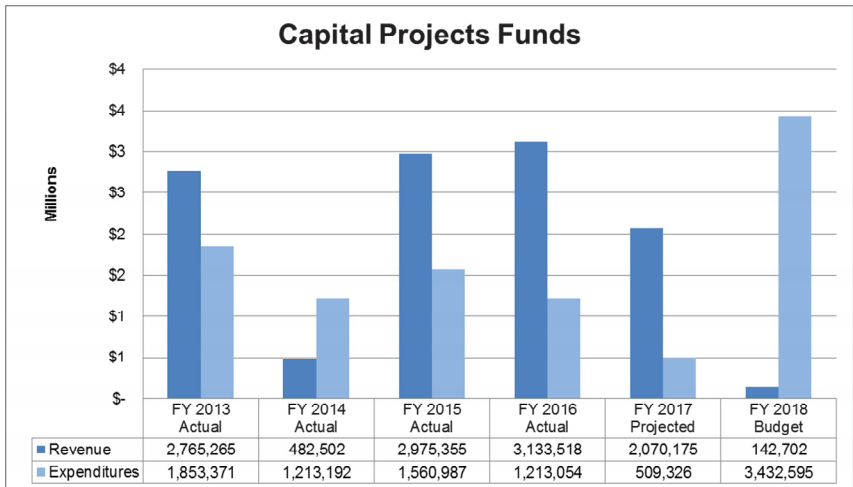
BUDGET SUMMARY - OTHER FUNDS

Prop A Transit now includes the operational budget for the Transit System. Previously it was transfers out to the Transit Fund. The consolidation of the two funds was done to simplify the reporting requirements to Metro and better manage the operational budget by minimizing transfers between the transit related funds including Proposition C.

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.

Details on the Capital Projects are provided in the Capital Improvement Program section of the budget. Projects proposed for FY18 funding include projects to improve facilities, parks, and streets. The Gold Line project costs are now being tracked in the Capital Projects fund vs. the General Fund because it is project based rather than an ongoing operational cost.



When the General Fund reserve policy was updated in June 2015, it included funding for stormwater projects. These funds are now accounted for in the Stormwater Projects fund. The funds are used for compliance with storm water permits such as the MS4 permit. The projects for FY18 include bringing two areas in the City Yard into compliance.

ENTERPRISE FUNDS

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

The City maintains two distinct enterprise operations that collectively comprise 35% of City-wide revenues annually. The City's largest Enterprise operation is the Water Fund. The other Enterprise fund is the La Fetra Senior Center which derives its income through user charges from rentals. The Transit Fund is no longer reported as an Enterprise Fund as it was consolidated with Proposition A - Transit (a Special Revenue fund).

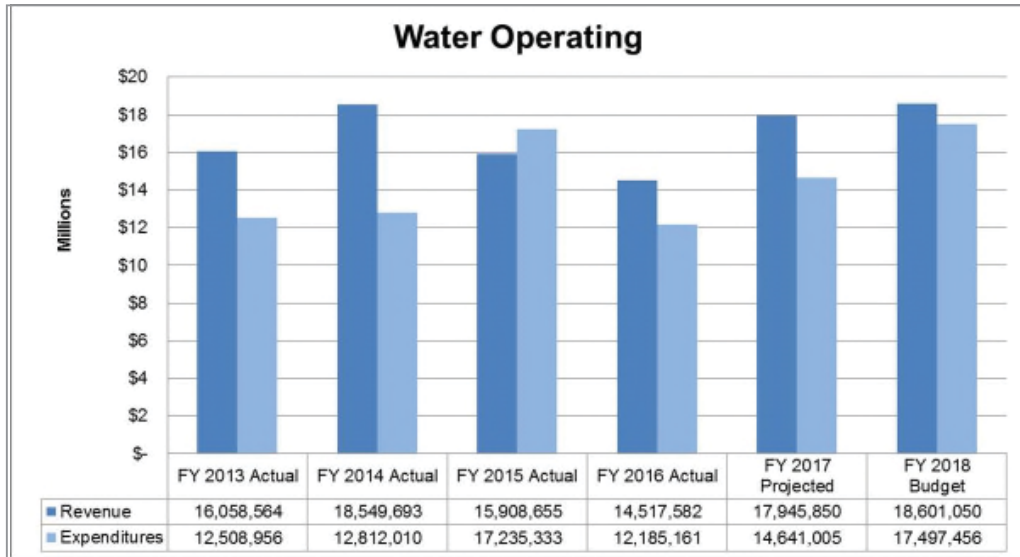
REVENUE SUMMARY

Fund	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Water Capital	236,631	265,630	11,890,761	6,051,369	3,633,100
Water Operating	17,235,333	12,185,161	16,027,533	14,641,005	17,497,456
La Fetra	27,355	23,742	57,600	57,609	48,563
Grand Total	17,499,319	12,474,534	27,975,894	20,749,983	21,179,119

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

The Water Operating and Capital Funds make up for the largest share of the City's enterprise operations. Although the drought emergency for California has been lifted, revenue estimates for the FY18 budget were conservative assuming continued conservation efforts. The increase in projected revenues for FY 18 is a result of the rate increase adopted in December 2016 and implemented January 2017.



INTERNAL SERVICE FUNDS

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

AVAILABLE BALANCE SUMMARY FOR INTERNAL SERVICE FUNDS

Fund	Estimated Available Balance	FY 2018 Estimated Revenue	FY 2018 Estimated Expenses	Estimated Contingency	Projected Available Balance
Worker's Comp	2,238,616	929,000	927,400	1,600	2,240,216
Liability Insurance	1,534,892	1,814,500	1,838,000	(23,500)	1,511,392
Technology	254,630	1,612,000	1,612,100	(100)	254,530
Vehicles	2,960,502	1,026,400	2,356,100	(1,329,700)	1,630,802
Internal Service Subtotal	6,988,640	5,381,900	6,733,600	(1,351,700)	5,636,940

Workers' Compensation Fund accounts for the City's worker's compensation program and claims management. The department allocations have been increased by 10% for FY 18 as part of a multiyear strategy to have a structurally balanced budget. The beginning available balance is based on available cash balances. Per the reserve policy there must be sufficient cash to cover annual operating costs.

Liability Insurance Fund accounts for the City's insurance programs and claims management. For FY 2018, the City's annual premium has increased as a result of the Risk Pool increasing the confidence level from 50% to 70%. The primary purpose of the funding guideline is to ensure the integrity and financial stability of the pool in the event of a large claim. Additional information regarding the Workers' Compensation and General Liability program is available in the Human Resources and Risk Management section of the budget.

CITY of GLENDORA

BUDGET SUMMARY - OTHER FUNDS

Technology Fund is used to account for all technology functions and costs Citywide. The fund accounts for costs associated with the operation, maintenance and upgrades to the City's network and website, computer workstations and other equipment such as printers and servers, and software costs associated with the various systems used by City departments. Operational costs have increased to account for the ongoing maintenance of existing hardware and software, including new systems like Spillman.

Vehicle Replacement Fund is used to account for the maintenance and replacement of the City's vehicle fleet and equipment. The fund shows an operating deficit which represents the cost of replacing vehicles. This approach utilizes the savings set aside for such purposes. However, future budgets will require the allocation to include the cost of replacing vehicles. Each year the methods for charging the departments are evaluated and modified as necessary.

HOUSING AUTHORITY

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

GLENDORA SUCCESSOR AGENCY

Pursuant to ABX1 26, Chapter 5, Statues 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 FY18 revenue estimate for the Successor Agency is based on an annualized estimate of the recognized obligations payments that have already been approved by the Oversight Board and State Department of Finance. These annual recognized obligations include debt service, bond expenses and other miscellaneous expenses. The General Fund receives \$250,000 of the allotment for administration costs associated with the wind down. With the wind down there is no longer a need to keep two separate funds to track the activity. The Debt Service fund (Fund 491) was combined with Fund 400 - Redevelopment Obligation Retirement (RORF). This simplifies and improves the reporting requirements to the DOF.

CITY of GLENDDORA

FINANCIAL SUMMARY

SUMMARY OF REVENUES BY FUND

Fund	Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	27,839,486	28,608,655	30,519,988	30,469,489	28,803,807
Special Revenue Funds						
202	Street Lighting Assessment	356,343	356,974	364,200	364,200	371,500
202A	Street Improve Assessment	7,231	312	100	200	200
202B	Landscape Assessment	80,528	46,192	46,442	46,242	62,006
203	TDA/Bikeway	28,376	-	90,206	90,206	34,107
205	Gas Tax	1,331,319	1,122,064	1,016,526	1,016,526	1,467,633
206	Park Development	139,399	333,483	505,000	205,500	200,000
207	Grants	19,170	75,698	154,291	151,291	-
208	Asset Forfeiture	975,303	778,459	950,800	1,000,500	465,500
209	Prop A Transit	1,250,080	1,550,522	1,498,800	1,531,882	1,393,362
210	COPS	106,385	115,616	115,764	129,974	120,500
211	Prop C Transit	753,261	788,429	794,627	794,627	817,793
212	CDBG	515,857	239,998	496,249	466,981	326,468
213	HOME State Grant	290	47,324	450	450	-
214	Used Oil Block Grant	17,018	14,344	19,050	19,034	16,500
215	AQMD	65,244	83,382	64,700	64,200	63,950
217	LA County Park Propositions	151,863	691	121,800	92,100	74,200
218	Prop 1C Cal Home Housing	39,684	549	200	300	-
219	Prop 1B Local Streets	379	646	500	500	-
221	STPL Street Construction	99,973	3,288	366,815	445,102	-
222	Measure R	560,420	582,521	590,772	590,022	610,057
224	LAC Wind Damage Grant	20,289	75	-	-	-
225	Homeland Security Grant	2,125,102	-	-	-	-
228	Container Recycling Grant	353	14,358	13,500	13,597	13,400
229	Library Grants	132,276	120,118	156,500	71,376	138,000
230	Public, Educ, Govt Access	107,024	98,304	103,750	103,500	103,000
231	Business Improve District	103,040	91,097	100,350	100,200	98,700
234	Highway Safety Improvement	-	-	-	-	123,000
240	CAL Recycle TDP Grant	148,002	643	-	-	-
244	AB 109 Realignment	111,633	108,660	93,800	108,000	-

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF REVENUES BY FUND (continued)

Fund	Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Special Revenue Funds (continued)						
246	Highway Bridge Program	27,341	-	-	-	221,425
254	Office of Traffic Safety Grant	349,664	217,753	173,352	173,352	-
255	Measure M	-	-	-	-	652,293
260	Plan Maintenance Fees	-	-	110,000	110,000	85,000
285	Affordable Housing	1,584,216	25,588	20,000	20,000	20,000
Special Revenue Funds Subtotal		11,207,062	6,817,087	7,968,544	7,709,862	7,478,594
Capital Project Funds						
321	Capital Projects	2,714,048	3,066,585	-	2,000,000	59,107
322	Stormwater Projects	-	-	-	-	10,000
405	Energy Efficient	261,307	66,933	70,175	70,175	73,595
Capital Project Funds Subtotal		2,975,355	3,133,518	70,175	2,070,175	142,702
Enterprise Funds						
530	Water Capital	5,216,236	3,735,967	3,192,800	3,135,620	5,050,000
531	Water Operating	15,908,655	14,517,582	16,847,250	17,945,850	18,601,050
534	La Fetra	21,281	24,439	48,000	42,277	43,000
Enterprise Funds Subtotal		21,146,173	18,277,988	20,088,050	21,123,747	23,694,050
Internal Service Funds						
541	Workers Comp	1,175,804	1,382,654	762,995	762,995	929,000
542	Liability Insurance	1,372,752	1,306,857	1,683,300	1,683,300	1,814,500
548	Technology	1,227,316	1,286,830	1,427,800	1,405,500	1,612,000
549	Vehicles	1,697,792	1,188,536	1,141,000	1,141,000	1,026,400
Internal Service Funds Subtotal		5,473,665	5,164,878	5,015,095	4,992,795	5,381,900
Housing Authority						
290	Housing Authority	787,366	132,299	143,375	175,375	130,375
Successor Agency						
400	Redev. Oblig. Retirement	2,318,427	2,455,976	2,503,092	2,828,888	2,434,980
REVENUES GRAND TOTAL		71,747,533	64,590,401	66,308,319	69,370,331	68,066,408

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Property Taxes						
31101	Current Secured	4,768,086	5,121,737	5,500,000	5,500,000	5,720,000
31102	Current Unsecured	129,526	149,650	100,000	130,000	130,000
31103	Supplemental Cur & Unsec	132,742	132,736	100,000	132,700	132,700
31104	Prior Year Sec & Unsec	276,355	(26,928)	-	-	-
31105	Prior Year Supplemental	(186)	(36,364)	-	-	-
31106	Other Property Tax	1,598	44	-	-	-
31107	Redemption Master	24,190	44,212	60,000	60,000	60,000
31108	Redemption Supplemental	(260)	526	6,700	10,000	10,000
31109	Redemption Master Penalty	25,559	28,219	25,500	10,000	25,000
31110	Redemption Suppl. Penalty	1,656	1,479	-	1,000	1,000
31112	RPTTF Redistribution	269,081	350,302	2,812,700	2,950,000	550,000
31120	Crossing Guard Prop Tax	7,917	8,103	7,500	7,500	7,500
31121	Home Property Tax Relief	35,313	35,194	35,000	35,000	35,000
31130	Prop Tax In-lieu Of MVLF	4,532,144	4,806,003	5,018,428	5,000,000	5,280,957
Property Taxes Total		10,203,721	10,614,910	13,665,828	13,836,200	11,952,157
Sales Tax						
31201	Sales And Use Tax	6,039,848	7,043,599	8,345,300	8,476,849	8,700,000
31202	Sales Tax In-lieu	2,015,871	1,538,959	-	-	-
31203	Ps Sales Tax (Prop 172)	429,524	435,019	447,000	447,000	450,000
Sales Tax Total		8,485,243	9,017,576	8,792,300	8,923,849	9,150,000
Franchise Tax						
31301	Franchise Tax-Edison	489,925	481,569	496,000	439,000	440,000
31302	Franchise Tax-Gas	157,934	128,562	159,500	159,500	159,500
31303	Franchise Tax-Refuse	822,399	854,950	830,000	830,000	852,000
31304	Franchise Tax-Cable TV	583,827	458,564	530,000	530,000	530,000
31305	Franchise Tax-Towing	44,925	74,025	41,000	41,000	40,000
31306	Franchise Tax-Suburban	19,655	17,740	20,000	20,000	20,000
Franchise Tax Total		2,118,665	2,015,409	2,076,500	2,019,500	2,041,500

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Business Tax						
31401	Business Taxes	444,110	428,855	383,500	385,000	415,000
Business Tax Total		444,110	428,855	383,500	385,000	415,000
Other Tax						
31502	Real Property Transfer Tax	316,758	259,411	270,000	250,000	250,000
31560	Transient Occupancy Tax	137,245	149,422	140,000	140,000	140,000
Other Tax Total		454,004	408,834	410,000	390,000	390,000
Licenses & Permits						
32101	Building Permits	725,702	1,014,648	858,600	783,345	658,000
32120	Street/curb/driveway Per	8,935	10,611	10,000	3,000	4,000
32121	Excavation Permits	31,583	47,841	50,000	43,500	45,000
32122	Encroachment Permits	17,791	17,333	7,500	11,000	10,000
32123	Oversized Load Permit	2,030	2,644	1,500	1,600	1,600
32201	Animal Licenses	201,062	146,148	-	-	-
32205	Residential Parking Pmt	25,825	29,317	25,000	28,035	28,000
32206	Temporary Parking	175,287	192,104	165,000	185,000	185,000
32208	Preferential Parking	105	470	500	500	500
32212	Bicycle Licenses	153	36	100	100	100
32215	Massage Therapy	1,188	-	-	-	-
32216	Street Vendor Permits	-	440	500	330	500
32217	Swapmeet Vendor	57,153	48,738	50,000	50,000	50,000
32220	Alarm Permits	2,620	2,165	2,600	2,600	2,600
32230	Banner Permit	2,025	1,530	2,000	1,100	1,500
Licenses & Permits Total		1,251,459	1,514,025	1,173,300	1,110,110	986,800

CITY of GLENDORA

FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Fines & Forfeitures						
33101	Municipal Code Violations	28,834	18,291	15,000	8,000	8,000
33102	Parking Citations	387,301	382,964	346,800	346,800	350,000
33103	Vehicle Code Fines	191,482	186,883	128,500	110,000	110,000
	Fines & Forfeitures Total	607,617	588,138	490,300	464,800	468,000
Money & Property						
34101	Interest Earnings	134,805	225,766	165,000	165,000	200,000
34110	Interest On CRA Loans	24,245	22,380	-	-	-
34115	Rental Income	572,493	573,422	549,000	551,000	548,500
34115.BW	Bidwell Forum Rental	-	2,103	2,100	2,500	3,000
34115.LB	Legion Bldg., Rentals	31,416	13,375	17,500	22,000	18,000
34115.SC	Scout Hut Rentals	1,400	7,060	1,000	810	800
34116	Rental Fee-City Facilities	50	-	-	-	-
34120	Damage To City Property	(1,112)	-	-	100	-
	Money & Property Total	763,296	844,105	734,600	741,410	770,300
Police						
36201	School Resources Officer	98,400	98,400	98,400	98,400	98,400
36202	School Dist Cross Guards	28,500	32,000	32,000	32,000	32,000
36204	Special Police Services	30,307	76,440	24,000	24,000	24,000
36205	DUI Response Fee	2,682	8,741	2,000	2,000	2,000
36206	Police Records Fee	13,127	14,311	15,000	15,000	15,000
36207	Disorderly Gathering Fee	2,184	3,703	3,000	2,750	2,500
36208	Fingerprinting Fee	10,499	18,782	14,000	15,000	15,000
36210	Massage Establishment Fee	1,119	-	-	-	-
36213	Early Morning Parking Meter	758	(758)	-	-	-
36214	Booking Fees	2,469	20,646	8,000	16,000	16,000
36215	Vehicle Impound Fees	36,477	20,200	25,000	20,000	20,000
36216	Vacant Prop. Registration	3,060	2,520	2,000	2,000	2,000
	Police Total	229,581	294,984	223,400	227,150	226,900

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GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Public Works & Planning						
36102	Building Processing Fee	3,185	2,702	2,200	3,000	3,000
36103	Building Readdress Fee	9,990	7,770	3,500	4,000	3,500
36111	Zoning & Subdivision Fee	101,011	156,607	100,000	80,000	80,000
36112	Environ Impact Report Fee	70	7,495	-	-	-
36113	Plan Checking	461,076	409,394	386,200	296,385	275,500
36116	FOG Inspections	16,020	18,720	18,000	18,000	18,000
36117	NPDES Industrial Insp	43,483	(99)	-	12,000	73,000
36119	SWPPP Inspections	33,917	42,518	25,000	25,000	25,000
36120	Eng & Inspection Fee	200,899	186,810	125,000	25,000	50,000
36121	Grading Plan Check	44,146	29,161	20,000	15,000	15,000
36122	Expediated Plan Check	86	-	-	-	-
36123	Grading & Permit Inspect	60,809	41,442	35,000	15,000	15,000
36124	Traffic Plan Review	8,160	16,906	12,500	18,000	20,000
36125	Misc Plan Review	24,647	23,858	12,000	15,000	16,000
36128	Street & Traffic Sign Fee	13,050	-	-	-	-
36129	Traffic Signal Maint Fee	104,714	-	-	-	-
36130	Final Parcel Map Fee	5,112	1,805	3,900	5,820	4,000
36131	Street Repair Admin Chg	240,000	240,000	240,000	240,000	240,000
36136	Sewer Acreage Fees	47,486	25,032	15,000	9,000	10,000
36137	Drainage Check Fee	7,061	11,052	7,500	6,500	7,500
36138	HOA Barranca Storm Drain	2,180	-	-	-	-
Public Works & Planning Total		1,427,100	1,221,173	1,005,800	787,705	855,500
Library						
36502	Library Fees	43,690	43,188	42,000	36,500	37,500
36506	Copy Fees	13,580	15,636	16,000	17,000	19,000
Library Total		57,270	58,824	58,000	53,500	56,500

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FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Community Services						
36301	Recreation Fees	75,859	18,539	55,000	38,000	48,000
36302	Contract Classes	351,926	431,568	350,000	385,000	375,000
36304	Recreation Insurance	1,100	14,972	11,000	5,000	11,000
36305	Pool Maintenance Fees	6,360	6,430	7,000	6,500	7,000
36307	Activities & Events	-	771	2,200	3,600	3,000
36310	Trips & Tours	61,640	65,422	61,000	56,000	56,000
36311	Extended Trips & Tours	14,341	18,286	20,000	15,000	15,000
36312	Adult Tn Center Open Play	1,743	1,371	1,500	1,500	1,500
36313	Youth Basketball Program	54,875	52,477	64,900	65,180	65,000
36340	Lighting Fees	26,085	27,345	27,000	27,000	27,000
36341	Tree Fees	3,681	20,773	25,000	25,700	10,000
36510	Administrative Fees	39,155	64,939	43,000	60,000	60,000
Community Services Total		636,765	722,893	667,600	688,480	678,500
Miscellaneous Fee						
36503	Sale Of Printed Material	1,587	11,206	2,500	1,200	1,000
36506	Copy Fees	1,245	525	1,000	1,000	750
36507	Misc Fees	10,746	19,651	9,000	9,000	3,300
36508	Insurance Admin	250	-	-	-	-
36517.01	Environ Adm Fee	291,226	345,060	345,060	345,060	350,000
36518	Business License App Fee	-	-	31,500	60,000	93,500
37101	Sale Of Equipment	2,265	9,628	6,000	6,000	5,000
37102	Sale Of Unclaimed Prop	150	828	500	500	500
37108	Returned Check Charge	150	25	100	25	100
37112	Court Ordered Restitution	3,137	370	4,000	4,800	1,000
37113	Legal Settlements	-	1,209	21,400	21,400	-
37125	Advertising Fees	1,175	1,000	2,000	2,600	2,500
37126	Miscellaneous Receipts	38,810	78,955	76,000	76,200	41,000
37139	Developer Reimbursements	3,351	-	21,300	-	-
Miscellaneous Total		354,093	468,457	520,360	527,785	498,650

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FINANCIAL SUMMARY

GENERAL FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Intergovernmental						
35101	Motor Vehicle In-lieu	21,650	20,764	23,500	25,000	23,000
35104	Disability Access & Educ.	2,929	3,534	3,000	3,000	3,000
35141	POST	33,638	6,715	7,000	5,000	7,000
35185	SB 90 Mandates	318,287	114,421	25,000	25,000	25,000
35320	Jail Fees-Irwindale	9,413	14,250	10,000	6,000	6,000
35321	Successor Agency Pass Thru	51,340	-	-	-	-
Intergovernmental Total		437,257	159,685	68,500	64,000	64,000
Transfers						
39207	T/I - Grants	-	137	-	-	-
39220	T/I - Avoid The 100	20,098	-	-	-	-
39240	T/I - Cal Recycle Fnd	-	643	-	-	-
39243	T/I - Avoid The 100C	1,148	-	-	-	-
39249	T/I - Ludwig Explorer Grt	-	7	-	-	-
39321	T/I - Capital	95,077	-	-	-	-
39400	T/I - RDA Obl Ret (RORF)	252,983	250,000	250,000	250,000	250,000
Transfers Total		369,305	250,787	250,000	250,000	250,000
GENERAL FUND TOTAL		27,839,486	28,608,655	30,519,988	30,469,489	28,803,807

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FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
202 - Street Lighting Assessment						
31152	Street Light Assessment	352,152	356,673	364,200	364,200	371,500
34101	Interest Earnings	170	301	-	-	-
39202A	T/I - Street Improvement	4,021	-	-	-	-
	202 Total	356,343	356,974	364,200	364,200	371,500
202A - Street Improvement Assessment						
31153	Street Improvement Assmt	6,884	-	-	-	-
34101	Interest Earnings	347	312	100	200	200
	202A Total	7,231	312	100	200	200
202B - Landscape Assessment						
31151	Landscape Assessment	62,827	45,514	46,242	46,242	41,269
34101	Interest Earnings	265	677	200	-	-
39202A	T/I - Street Improvement	17,436	-	-	-	-
39001	T/I - General Fund	-	-	-	-	17,837
39531	T/I - Water Operations	-	-	-	-	2,900
	202B Total	80,528	46,192	46,442	46,242	62,006
203 - TDA/Bikeway						
35131	Bicycle/Pedestrian Funds	28,376	-	90,206	90,206	34,107
	203 Total	28,376	-	90,206	90,206	34,107
205 - Gas Tax						
34101	Interest Earnings	8,641	2,602	3,000	3,000	3,000
35115	Gas Tax 2105	356,058	284,409	301,830	302,834	304,341
35116	Gas Tax 2106	167,544	171,791	160,411	187,691	188,613
35117	Gas Tax 2107	380,888	369,867	412,657	391,177	393,164
35118	Gas Tax 2107.5	7,500	7,500	7,500	7,500	7,500
35119	Gas Tax 2103	729,364	494,171	239,297	124,324	209,646
35120	Road Maint Loan Reprmnt	-	-	-	-	59,912

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
35121	Road Maint Rehab Acct	-	-	-	-	301,957
37126	Miscellaneous Receipts	5,179	3,468	-	-	-
205 Total		1,331,319	1,122,064	1,016,526	1,016,526	1,467,633
206 - Park Development						
31530	Construction Dev Fee	136,409	325,195	220,000	200,000	200,000
34101	Interest Earnings	2,989	8,289	5,000	5,500	-
37115	LA County Regional Park	-	-	250,000	-	-
37116	California HCF Program	-	-	30,000	-	-
206 Total		139,399	333,483	505,000	205,500	200,000
207 - Grants						
35153	ABC Grant	3,840	-	35,031	35,031	-
35187	Grant Rev #OP1614	-	75,698	79,260	76,260	-
37104	Explorers Grant	14,996	-	-	-	-
39001	T/I - General Fund	334	-	-	-	-
35167	Bus Stop Mgmt Plan	-	-	40,000	40,000	-
207 Total		19,170	75,698	154,291	151,291	-
208 - Asset Forfeiture						
34101	Interest Earnings	11,170	17,251	14,500	14,500	14,500
35210	Justice (DEA)	847,915	752,754	935,300	985,000	450,000
35211	Calmmet (Fed)	57,792	8,454	1,000	1,000	1,000
35213	Customs Border Patrol	36,923	-	-	-	-
39001	T/I - General Fund	12,317	-	-	-	-
39225	T/I - Asset Forfeiture	9,186	-	-	-	-
208 Total		975,303	778,459	950,800	1,000,500	465,500

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
209 - Prop A Transit						
31565	Prop A-Transit Tax	896,043	925,797	942,920	942,920	973,862
34101	Interest Earnings	3,437	7,215	3,500	3,500	3,500
34117	Gain/Loss-Disp Of Assets	2,000	27,454	-	-	-
35169	Msrc Clean Trans. Grant	-	30,000	-	30,000	-
35226	Nat'l Transport Funding	-	54,180	55,500	58,582	58,000
36330	Transit Fares	22,269	26,209	28,000	28,000	28,000
37122	Bus Pass Subsidy	5,244	4,916	6,000	6,000	6,000
39211	T/I - Prop C	321,088	474,752	462,880	462,880	324,000
	209 Total	1,250,080	1,550,522	1,498,800	1,531,882	1,393,362
210 - COPS						
34101	Interest Earnings	155	998	650	650	500
35143	COPS Funds (Supl Law Enf)	106,230	114,618	115,114	129,324	120,000
	210 Total	106,385	115,616	115,764	129,974	120,500
211 - Prop C Transit						
31566	Prop C-Transit Tax	744,193	768,219	782,127	782,127	807,793
34101	Interest Earnings	9,068	20,210	12,500	12,500	10,000
	211 Total	753,261	788,429	794,627	794,627	817,793
212 - CDBG						
34160	Program Income	32,676	15,544	78,100	78,100	-
35240	Requested Program	-	215,636	337,681	337,681	251,175
35243.04	ADA Restrooms	155,000	-	-	-	-
35243.05	Carroll/Washington St	179,617	-	-	-	-
35243.07	LA Fetra Restrm Remodel	4,929	-	-	-	-
35245	CDBG Administration Rev	34,182	7,506	50,293	15,700	50,293
35252	Small Business Assistance	109,453	1,311	30,175	35,500	25,000
	212 Total	515,857	239,998	496,249	466,981	326,468

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
213 - HOME State Grant						
34101	Interest Earnings	290	672	450	450	-
35180	Home Grant Revenue	-	46,652	-	-	-
213 Total		290	47,324	450	450	-
214 - Used Oil Block Grant						
34101	Interest Earnings	136	250	75	100	-
35171.65	Used Oil Block Grant	16,882	14,094	18,975	18,934	16,500
214 Total		17,018	14,344	19,050	19,034	16,500
215 - AQMD						
34101	Interest Earnings	1,607	1,626	750	-	-
35122	AQMD Fees	63,636	81,756	63,950	63,950	63,950
215 Total		65,244	83,382	64,700	63,950	63,950
217 - LA County Park Propositions						
34101	Interest Earnings	476	691	300	100	-
35330	Open Space District	151,387	-	121,500	92,000	42,907
35333	Measure A	-	-	-	-	-
39001	T/I - General Fund	-	-	-	-	31,293
217 Total		151,863	691	121,800	92,100	74,200
218 - Prop 1C Cal Home Housing						
34101	Interest Earnings	277	549	200	300	-
35180.07	Rehab Reimbursement	39,407	-	-	-	-
218 Total		39,684	549	200	300	-
219 - Prop 1B Local Streets						
34101	Interest Earnings	379	646	500	500	-
219 Total		379	646	500	500	-

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
221 - STPL Street Construction						
34101	Interest Earnings	1,767	3,288	1,100	-	-
35250	STLP Funding	98,206	-	305,435	384,822	-
39211	T/I - Prop C	-	-	60,280	60,280	-
	221 Total	99,973	3,288	366,815	445,102	-
222 - Measure R						
34101	Interest Earnings	2,861	6,229	4,250	3,500	4,200
35125	Measure R Local Return	557,559	576,292	586,522	586,522	605,857
	222 Total	560,420	582,521	590,772	590,022	610,057
224 - LAC Wind Damage Grant						
34101	Interest Earnings	2	75	-	-	-
35324	Windstorm Replacmt Grant	20,286	-	-	-	-
	224 Total	20,289	75	-	-	-
225 - Homeland Security Grant						
34101	Interest Earnings	102	-	-	-	-
35220.13	2011 Homeland Security	2,125,000	-	-	-	-
	225 Total	2,125,102	-	-	-	-
228 - Beverage Container Recycling Grant						
34101	Interest Earnings	353	618	200	300	-
35170	Beverage Container Recyc	-	13,740	13,300	13,297	13,400
	228 Total	353	14,358	13,500	13,597	13,400
229 - Library Grants						
34101	Interest Earnings	-	65	-	-	-
35162	Literacy Program (SB 70)	20,131	25,311	18,500	25,376	-
35303	Friends Contributions	112,145	94,742	138,000	46,000	138,000
	229 Total	132,276	120,118	156,500	71,376	138,000

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
230 - Public, Education, Government Access						
31304.48	PEG Fees	103,777	91,894	100,000	100,000	100,000
34101	Interest Earnings	3,247	6,410	3,750	3,500	3,000
	230 Total	107,024	98,304	103,750	103,500	103,000
231 - Business Improve District						
31403	BID Assessment	49,711	49,901	55,400	55,400	55,200
34101	Interest Earnings	454	810	450	300	300
36509.01	Wine Walk	49,320	36,498	44,000	44,000	40,000
36509.02	Chalk Walk	3,355	3,888	500	500	3,200
37126	Miscellaneous Receipts	200	-	-	-	-
	231 Total	103,040	91,097	100,350	100,200	98,700
234 - Highway Safety Improvement						
35251	Federal-Aid Highway Funds	-	-	-	-	123,000
	234 Total	-	-	-	-	123,000
240 - CAL Recycle TDP Grant						
34101	Interest Earnings	-	13	-	-	-
35175	Recycle TCP	148,002	630	-	-	-
	240 Total	148,002	643	-	-	-
244 - AB 109 Realignment						
34101	Interest Earnings	538	1,220	300	-	-
35183	AB109 Realignment	111,095	107,440	85,500	100,000	-
35188	CA DOJ	-	-	8,000	8,000	-
	244 Total	111,633	108,660	93,800	108,000	-
246 - Highway Bridge Replacement						
35332	Grant	27,341	-	-	-	221,425
	246 Total	27,341	-	-	-	221,425

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
254 - Office of Traffic Safety Grant						
34101	Interest Earnings	10	-	-	-	-
35184	DUI Avoid Campaign	240,517	-	-	-	-
35186	STEP Reimbursements	106,752	132,884	70,000	70,000	-
35187	Grant Rev #OP1614	-	84,868	103,352	103,352	-
39001	T/I - General Fund	2,052	-	-	-	-
39243	T/I - Avoid The 100C	334	-	-	-	-
	254 Total	349,664	217,753	173,352	173,352	-
255 - Measure M						
35334	Measure M	-	-	-	-	652,293
	255 Total	-	-	-	-	652,293
260 - Plan Maintenance Fees						
34101	Interest Earnings	-	-	10,000	10,000	10,000
36104	Permit File Mainten Fee	-	-	100,000	100,000	75,000
	260 Total	-	-	110,000	110,000	85,000
285 - Affordable Housing						
34101	Interest Earnings	11,900	25,588	20,000	20,000	20,000
39290	T/I - Housing Authority	1,572,316	-	-	-	-
	285 Total	1,584,216	25,588	20,000	20,000	20,000
290 - Housing Authority						
34101	Interest Earnings	184,877	14,768	15,000	15,000	15,000
34115	Rental Income	26,749	15,375	15,375	15,375	15,375
34118	Sale Of Capital Asset	575,739	-	-	-	-
34160	Program Income	-	102,156	113,000	145,000	100,000
	290 Total	787,366	132,299	143,375	175,375	130,375

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
321 - Capital						
34101	Interest Earnings	-	-	-	-	25,000
37139	Developer Reimbursements	76,572	55,132	-	-	-
39001	T/I - General Fund	1,503,776	2,030,488	-	2,000,000	-
39203	T/I - TDA	-	-	-	-	34,107
39391	T/I - CRA Area #1	1,133,700	980,965	-	-	-
	321 Total	2,714,048	3,066,585	-	2,000,000	59,107
322 - STORMWATER PROJECTS						
34101	Interest Earnings	-	-	-	-	10,000
	322 Total	-	-	-	-	10,000
400 - Redev Obligation Retirement						
31142	ROPS Distributions	2,205,816	2,362,647	2,414,492	2,742,288	2,349,380
34101	Interest Earnings	7,307	7,721	3,000	1,000	-
34115	Rental Income	99,876	85,608	85,600	85,600	85,600
39321	T/I - Capital	5,428	-	-	-	-
	400 Total	2,318,427	2,455,976	2,503,092	2,828,888	2,434,980
405 - Energy Efficient						
39001	T/I - General Fund & Capital	219,265	39,156	41,052	41,052	41,581
39530	T/I - Capital Projects	160,000	-	-	-	-
39531	T/I - Water Operations	42,042	27,777	29,123	29,123	32,014
	405 Total	261,307	66,933	70,175	70,175	73,595

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OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
530 - Water Capital						
34101	Interest Earnings	93,946	168,537	100,000	100,000	50,000
35159	Grant Revenue	-	336,441	-	-	-
36127	Water Rights Fee	-	1,018,645	57,100	-	-
36143	In Lieu Fee	-	-	35,700	35,620	-
37126	Miscellaneous Receipts	-	2,264	-	-	-
39531	T/I - Water Operations	5,122,290	2,210,080	3,000,000	3,000,000	5,000,000
	530 Total	5,216,236	3,735,967	3,192,800	3,135,620	5,050,000
531 - Water Operating						
34101	Interest Earnings	74,801	109,774	70,000	70,000	70,000
36120	Eng & Inspection Fee	46,265	24,219	3,000	-	-
36139	Backflow Plan Check	955	1,680	1,400	1,400	1,400
36503	Sale Of Printed Material	2,258	4,339	2,000	2,000	2,000
36603	Energy Charge	1,442,176	1,074,339	1,654,200	1,596,900	1,676,800
36604	Purchased Water	1,997,866	851,098	1,573,400	2,020,800	2,121,800
36605	Uniform Base	5,582,678	4,845,468	5,926,500	6,771,600	7,110,200
36606	Readiness To Serve Fee	6,481,280	7,249,061	7,246,300	7,199,100	7,307,100
36607	Fire Service Charges	34,023	35,752	35,000	35,000	35,000
36608	Hydrant Meter Sales	8,400	5,300	5,500	6,000	6,500
36616	Sales To Other Water Comp	319,957	49,481	35,000	-	15,000
36618	Meter Installation Fee	70,309	10,848	31,000	35,000	30,000
36625	Front Footage Charges	-	11,753	12,000	10,000	12,000
36626	Water Acreage Charges	216,202	40,902	40,900	20,000	40,000
36627	Water Service Install Chg	-	8,663	3,000	-	3,000
36628	Reconnect Fees	17,471	17,500	15,000	15,000	15,000
36629	Water Bill Penalties	178,456	157,261	175,000	130,000	153,000
36630	Conservation Violations	1,607	750	250	250	250
37108	Returned Check Charge	1,961	2,939	2,000	2,000	2,000
37126	Miscellaneous Receipts	(568,012)	16,453	15,800	30,800	-
	531 Total	15,908,655	14,517,582	16,847,250	17,945,850	18,601,050

CITY of GLENDORA

FINANCIAL SUMMARY

OTHER FUND REVENUES BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
534 - La Fetra						
34101	Interest Earnings	692	1,204	1,000	-	-
34115	Rental Income	20,590	23,236	25,000	16,000	18,000
35325	Partners Contribution	-	-	22,000	26,277	25,000
	534 Total	21,281	24,439	48,000	42,277	43,000
541 - Workers Comp						
36430	Insurance Chargeback	528,546	645,551	762,995	762,995	929,000
37121	Subrogation Recovery	5,862	6,981	-	-	-
39001	T/I - General Fund	641,396	730,122	-	-	-
	541 Total	1,175,804	1,382,654	762,995	762,995	929,000
542 - Liability Insurance						
36304	Recreation Insurance	15,954	(7,255)	-	-	-
36430	Insurance Chargeback	1,342,875	1,304,759	1,683,200	1,683,200	1,814,500
37121	Subrogation Recovery	13,923	9,354	100	100	-
	542 Total	1,372,752	1,306,857	1,683,300	1,683,300	1,814,500
548 - Technology						
36401	IT Charges	1,199,632	1,286,830	1,405,500	1,405,500	1,612,000
37126	Miscellaneous Receipts	27,684	-	22,300	-	-
	548 Total	1,227,316	1,286,830	1,427,800	1,405,500	1,612,000
549 - Vehicles 549 - Vehicles						
34101	Interest Earnings	33,310	50,625	40,000	40,000	-
34117	Gain/loss-Disp Of Assets	(9,658)	46,800	-	-	-
36420	Vehicle Charges	1,674,141	1,078,082	1,101,000	1,101,000	1,026,400
39224	T/I - LAC Wind Damage	-	13,029	-	-	-
	549 Total	1,697,792	1,188,536	1,141,000	1,141,000	1,026,400
	TOTAL REVENUES	71,747,533	64,590,402	66,308,319	69,370,331	68,066,408

CITY of GLENDDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY FUND

Fund	Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	26,792,485	27,887,014	28,028,435	28,932,025	28,565,747
Special Revenue Funds						
202	Street Lighting Assessment	349,188	349,990	358,950	358,950	352,750
202A	Street Improve Assessment	21,457	-	-	-	-
202B	Landscape Assessment	68,530	83,782	48,473	75,217	61,584
203	TDA	28,373	2,815	90,206	90,206	34,107
205	Gas Tax	1,727,019	1,187,210	1,263,022	1,270,311	1,270,155
206	Park Development	84,147	103,942	1,416,586	1,303,253	-
207	Grants	20,098	75,835	151,531	123,589	-
208	Asset Forfeiture	1,074,220	1,210,447	1,305,993	1,166,981	1,065,800
209	Prop A Transit	1,033,420	1,222,495	1,646,810	1,644,025	1,651,683
210	COPS	87,059	60,600	94,900	94,900	104,700
211	Prop C Transit	653,259	490,281	2,173,233	1,349,369	426,500
212	CDBG	507,560	295,147	401,329	399,857	326,475
214	Used Oil Block Grant	17,006	14,094	31,799	15,000	14,500
215	AQMD	15,531	281,068	30,500	19,605	23,200
217	Prop A Operations	75,178	74,844	86,100	82,100	90,200
219	Prop 1B Local Streets	-	-	50,674	50,674	-
221	STLP	98,206	-	384,823	384,822	-
222	Measure R	424,721	460,865	667,400	664,075	632,200
224	LAC Wind Damage Grant	7,334	13,029	-	-	-
225	Homeland Security	36,870	-	-	-	-
228	Recycling Grant	11,509	10,079	18,320	18,000	13,000
229	Library Grants	127,275	120,672	137,300	137,300	137,400
230	PEG	32,494	39,125	459,305	440,585	73,500
231	BID	96,276	107,729	109,000	108,359	112,700
234	Highway Safety Improvement	-	-	-	-	123,000
240	Cal Recycle TDP Grant	148,002	643	-	-	-
243	Avoid the 100	1,481	-	-	-	-
244	AB 109 Realignment	110,546	118,602	125,200	127,200	-

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY FUND (continued)

Fund	Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Special Revenue Funds (continued)						
246	Highway Bridge Rep Grant	4,200	-	-	-	221,425
249	Explorer Grant	14,989	302	-	-	-
254	OTS Grant	411,564	202,615	127,651	80,595	-
255	Measure M	-	-	-	-	100,000
260	Plan Maintenance Fees	-	-	103,500	75,000	75,000
285	Affordable Housing	-	-	173,900	173,900	112,600
Special Revenue Funds		7,287,513	6,526,212	11,456,504	10,253,873	7,022,479
Capital Projects Fund						
321	Capital	1,060,215	1,134,240	2,842,630	360,641	3,249,000
322	Stormwater Projects	-	-	-	-	110,000
405	Energy Efficiency	500,770	78,814	165,198	148,685	73,595
Capital Projects Fund Subtotal		1,560,985	1,213,054	3,007,828	509,326	3,432,595
Enterprise Funds						
530	Water Capital	236,631	265,630	11,890,761	6,051,369	3,633,100
531	Water Operating	17,235,333	12,185,161	16,027,533	14,641,005	17,497,456
534	La Fetra	27,355	23,742	57,600	57,609	48,563
Enterprise Funds Subtotal		17,499,319	12,474,534	27,975,894	20,749,983	21,179,119
Internal Service Funds						
541	Workers Comp	1,999,645	1,334,647	967,700	767,800	927,400
542	Liability Insurance	1,122,356	1,285,290	1,685,400	1,665,850	1,838,000
548	Technology	1,139,491	1,193,452	1,951,407	1,922,448	1,612,100
549	Vehicles	885,939	857,797	1,995,158	1,980,957	2,356,100
Internal Service Funds Subtotal		5,147,432	4,671,185	6,599,665	6,337,055	6,733,600
Housing Authority						
290	Housing Authority	1,730,766	230,100	250,700	260,700	299,900
Successor Agency						
400	Redev. Oblig. Retirement	3,285,345	2,084,031	2,414,492	2,392,904	2,375,900
EXPENDITURE GRAND TOTAL		63,303,846	55,086,129	79,733,517	69,435,866	69,609,340

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001 - General Fund						
Legislative						
4000	City Council	96,488	103,374	114,900	112,900	125,900
4012	City Attorney	157,555	156,039	180,000	177,000	180,000
	Legislative Subtotal	254,043	259,413	294,900	289,900	305,900
City Clerk						
4010	City Clerk	320,757	318,115	379,300	367,500	397,300
4011	Elections	110,491	122	152,400	82,471	1,500
4102	Public Education	126,152	114,146	120,800	120,132	131,700
	City Clerk Subtotal	557,400	432,383	652,500	570,103	530,500
City Manager & Human Resources						
4101	City Manager	312,948	290,545	323,800	322,200	339,900
4108	Economic Development	131,402	146,851	192,600	116,200	184,100
4103	Human Resources	398,742	447,433	490,200	489,350	312,300
	City Manager & HR Subtotal	843,092	884,829	1,006,600	927,750	836,300
Finance						
4216	Finance	574,989	655,728	681,700	669,350	710,300
4306	Non-Departmental	934,757	1,041,220	1,151,135	1,035,808	1,078,900
	Finance Subtotal	1,509,746	1,696,948	1,832,835	1,705,158	1,789,200
Police						
5126	Police Administration	2,397,892	2,467,852	2,688,800	2,110,500	2,847,000
5127	Patrol	6,537,751	6,908,696	7,596,100	7,595,300	7,972,700
5128	Investigations	1,909,783	1,978,466	2,075,300	2,075,800	2,274,900
5129	Traffic	570,679	635,393	669,300	669,332	688,700
5131	Community Relations	183,727	200,466	207,800	207,800	216,000
5132	Police IT	3,762	3,676	5,000	5,000	5,000
5133	Records	550,167	564,799	542,700	541,700	551,400
5134	Jail	400,473	411,139	422,800	454,400	420,500
5139	Community Preservation	263,346	286,823	274,040	274,752	303,100
	Police Subtotal	12,817,580	13,457,310	14,481,840	13,934,584	15,279,300

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Planning						
6051	Planning	640,667	711,838	781,100	747,300	786,100
6052	Successor Agency	283,955	275,753	293,300	293,300	305,200
6054	Environmental Services	85,142	89,760	92,400	104,400	94,700
	Planning Subtotal	1,009,765	1,077,350	1,166,800	1,145,000	1,186,000
Public Works						
6561	Public Works Administration	544,671	526,392	615,500	565,052	655,500
6562	Streets	18,973	17,383	24,500	24,515	26,500
6564	Building & Safety	545,170	537,734	640,300	632,800	653,294
6565	Engineering	95,622	125,653	171,302	163,000	126,800
6566	Facilities Maintenance	321,231	299,099	360,053	392,068	385,600
6575	NPDES Compliance	283,051	204,333	462,608	367,000	301,000
6594	Disaster Response	318,771	173,458	60,000	27,200	60,000
	Public Works Subtotal	2,127,489	1,884,053	2,334,263	2,171,635	2,208,694
Library						
7076	Library Administration	797,251	809,406	926,800	926,535	959,850
7077	Support Services	405,758	393,702	457,700	457,786	477,600
7078	Youth Services	241,431	195,104	201,200	201,200	215,800
7079	Adult Services	294,461	379,533	427,300	427,300	436,500
	Library Subtotal	1,738,901	1,777,745	2,013,000	2,012,821	2,089,750
Community Services						
7581	Community Services Admin	1,153,144	870,974	936,000	936,000	973,400
7582	Parks	880,152	907,482	1,134,265	1,082,672	1,130,750
7583	Recreation	651,183	741,542	722,300	711,600	732,100
7584	Trees	421,702	464,826	656,580	652,450	631,700
7585	Human Services	360,312	360,098	434,000	434,000	460,342
7588	Teen Center	248,838	272,296	321,500	317,300	321,100
	Community Services Subtotal	3,715,330	3,617,218	4,204,645	4,134,022	4,249,392
9098	Transfers	2,219,139	2,799,766	41,052	2,041,052	90,711
	001 Total	26,792,485	27,887,014	28,028,435	28,932,025	28,565,747

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
202 - Street Lighting Assessment						
6561	Public Works Administration	8,646	11,620	11,200	11,200	5,000
6562	Streets	340,542	338,369	347,750	347,750	347,750
202 Total		349,188	349,990	358,950	358,950	352,750
202A - Street Improvement Assessment						
9098	Transfers	21,457	-	-	-	-
202A Total		21,457	-	-	-	-
202B - Landscape Assessment						
7584	Trees	68,530	83,782	48,473	75,217	61,584
202B Total		68,530	83,782	48,473	75,217	61,584
203 - TDA						
9098	Transfers	28,373	2,815	90,206	90,206	34,107
203 Total		28,373	2,815	90,206	90,206	34,107
205 - Gas Tax						
6562	Streets	886,846	774,512	936,900	944,989	1,027,600
7584	Trees	138,540	141,124	158,100	157,300	157,300
9999	CIP	701,633	271,574	168,022	168,022	85,255
205 Total		1,727,019	1,187,210	1,263,022	1,270,311	1,270,155
206 - Park Development						
7582	Parks	3,741	-	-	-	-
9999	CIP	80,407	103,942	1,416,586	1,303,253	-
206 Total		84,147	103,942	1,416,586	1,303,253	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
207 - Grants						
5194	OTS Grants	-	75,698	111,531	83,589	-
7586	Public Transit	-	-	40,000	40,000	-
9098	Transfers	20,098	137	-	-	-
	207 Total	20,098	75,835	151,531	123,589	-
208 - Asset Forfeiture						
5126	Police Administration	50,687	18,167	35,000	35,000	35,000
5127	Patrol	414,179	540,975	369,902	374,902	405,000
5128	Investigations	206,561	286,569	237,400	227,400	255,800
5129	Traffic	-	1,823	1,840	1,840	-
5132	Police IT	226,286	142,522	94,654	98,143	195,000
9999	CIP	176,507	220,392	567,197	429,696	175,000
	208 Total	1,074,220	1,210,447	1,305,993	1,166,981	1,065,800
209 - Prop A Transit						
4216	Finance	698	1,731	2,000	2,000	2,200
7586	Public Transit	1,032,722	1,220,765	1,542,310	1,539,525	1,649,483
9999	CIP	-	-	102,500	102,500	-
	209 Total	1,033,420	1,222,495	1,646,810	1,644,025	1,651,683
210 - COPS						
5132	Police IT	87,059	60,600	94,900	94,900	104,700
	210 Total	87,059	60,600	94,900	94,900	104,700
211 - Prop C Transit						
7586	Public Transit	197,745	-	-	-	-
9098	Transfers	321,088	474,752	524,120	523,160	324,000
9999	CIP	134,426	15,529	1,650,073	826,209	102,500
	211 Total	653,259	490,281	2,174,193	1,349,369	426,500

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
212 - CDBG						
6056	CDBG	168,014	65,614	136,329	134,857	75,300
9999	CIP	339,546	229,533	265,000	265,000	251,175
	212 Total	507,560	295,147	401,329	399,857	326,475
214 - Used Oil Block Grant						
6054	Environmental Services	17,006	14,094	31,799	15,000	14,500
	214 Total	17,006	14,094	31,799	15,000	14,500
215 - AQMD						
4216	Finance	1,463	1,232	2,200	2,205	2,200
7586	Public Transit	14,067	279,835	28,300	17,400	21,000
	215 Total	15,531	281,068	30,500	19,605	23,200
217 - Prop A Operations						
7582	Parks	1,983	4,000	4,000	-	-
7588	Teen Center	73,196	70,844	82,100	82,100	90,200
	217 Total	75,178	74,844	86,100	82,100	90,200
219 - Prop 1B Local Streets						
9999	CIP	-	-	50,674	50,674	-
	219 Total	-	-	50,674	50,674	-
221 - STLP						
9999	CIP	255,029	98,206	-	-	-
	221 Total	255,029	98,206	-	-	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
222 - Measure R						
6562	Streets	420,261	455,561	506,100	506,100	521,100
7582	Parks	4,460	5,304	11,300	7,900	11,100
9999	CIP	-	-	150,000	150,075	100,000
	222 Total	424,721	460,865	667,400	664,075	632,200
224 - LAC Wind Damage Grant						
7584	Trees	7,334	-	-	-	-
9098	Transfers	-	13,029	-	-	-
	224 Total	7,334	13,029	-	-	-
225 - Homeland Security						
9098	Transfers	36,870	-	-	-	-
	225 Total	36,870	-	-	-	-
228 - Recycling Grant						
6054	Environmental Services	11,509	10,079	18,320	18,000	13,000
	228 Total	11,509	10,079	18,320	18,000	13,000
229 - Library Grants						
7076	Library Administration	127,275	111,280	137,300	137,300	137,400
7079	Adult Services	-	9,392	-	-	-
	229 Total	121,952	127,276	139,939	139,939	137,300
230 - PEG						
4102	Public Education	32,494	39,125	60,700	41,980	63,500
9999	CIP	-	-	398,605	398,605	10,000
	230 Total	32,494	39,125	459,305	440,585	73,500

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
231 - Business Improvement District						
4390	BID Tax	96,276	107,729	109,000	108,359	112,700
	231 Total	96,276	107,729	109,000	108,359	112,700
240 - Cal Recycle TDP Grant						
9098	Transfers	-	643	-	-	-
9999	CIP	148,002	-	-	-	-
	240 Total	148,002	643	-	-	-
243 - Avoid the 100						
9098	Transfers	1,481	-	-	-	-
	243 Total	1,481	-	-	-	-
244 - AB 109 Realignment						
5128	Investigations	110,546	118,602	125,200	127,200	-
	244 Total	110,546	118,602	125,200	127,200	-
246 - Highway Bridge Replacement						
9999	CIP	4,200	-	-	-	221,425
	246 Total	4,200	-	-	-	221,425
249 - Explorer Grant						
5194	OTS Grants	14,989	302	-	-	-
	249 Total	14,989	302	-	-	-
254 - OTS Grant						
5194	OTS Grants	411,564	202,615	127,651	80,595	-
	254 Total	411,564	202,615	127,651	80,595	-

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
255 - Measure M						
9999	CIP	-	-	-	-	100,000
255 Total		-	-	-	-	100,000
260 - Plan Maintenance Fees						
6564	Building	-	-	103,500	75,000	75,000
260 Total		-	-	103,500	75,000	75,000
285 - Affordable Housing						
4101	City Manager	-	-	16,600	16,600	16,700
4216	Finance	-	-	17,700	17,700	20,700
6051	Planning	-	-	55,400	55,400	52,800
6054	Environmental Services	-	-	84,200	84,200	22,400
285 Total		-	-	173,900	173,900	112,600
290 - Housing Authority						
4101	City Manager	-	-	32,200	32,200	30,300
4216	Finance	-	-	25,100	25,100	28,500
6051	Planning	8,450	-	-	-	-
6059	Housing Authority	150,000	230,100	193,400	203,400	241,100
9098	Transfers	1,572,316	-	-	-	-
290 Total		1,730,766	230,100	250,700	260,700	299,900
321 - Capital						
4306	Non-Departmental	24,386	-	25,000	25,000	-
6051	Planning	14,891	193,202	542,441	90,000	-
7582	Parks	-	55,154	17,846	17,846	-
9098	Transfers	100,505	-	-	-	-
9999	CIP	920,433	885,883	2,257,343	227,795	3,249,000
321 Total		1,060,215	1,134,240	2,842,630	360,641	3,249,000

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
322 - Stormwater Projects						
9999	CIP	-	-	-	-	110,000
322 Total		-	-	-	-	110,000
400 - RORF						
4306	Non-Departmental	870,391	812,386	2,048,604	2,048,604	2,047,000
6052	Successor Agency	1,028,270	40,679	115,888	94,300	78,900
9098	Transfers	1,386,683	1,230,965	250,000	250,000	250,000
400 Total		3,285,345	2,084,031	2,414,492	2,392,904	2,375,900
405 - Energy Efficiency						
4306	Non-Departmental	101,307	66,933	70,175	70,175	73,595
9999	CIP	399,463	11,881	95,023	78,510	-
405 Total		500,770	78,814	165,198	148,685	73,595
530 - Water Capital						
6565	Engineering	71,115	75,691	78,600	79,900	68,100
7582	Parks	214	63,423	4,044	4,000	-
7584	Trees	5,301	126,516	417,122	150,000	-
9098	Transfers	160,000	-	-	-	-
9999	CIP	-	-	11,390,996	5,817,469	3,565,000
530 - Total		236,631	265,630	11,890,761	6,051,369	3,633,100

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
531 - Water Operating						
4000	City Council	23,745	27,977	27,800	27,800	31,800
4010	City Clerk	66,298	60,933	78,300	73,300	81,300
4101	City Manager	127,952	127,744	139,100	139,100	125,000
4103	Human Resources	83,187	112,073	100,300	100,350	129,000
4216	Finance	559,434	620,002	711,480	703,900	775,856
4306	Non-Departmental	1,057,086	981,013	2,173,862	2,173,862	2,051,800
5139	Community Preservation	1,914	5,856	8,000	8,025	8,200
6561	Public Works Administration	286,818	274,273	308,800	308,800	336,000
6562	Streets	170,437	198,013	264,200	279,200	294,600
6564	Building	47,883	48,732	52,300	52,800	54,300
6565	Engineering	541,040	517,640	570,700	573,200	587,800
6566	Facilities Maintenance	27,840	34,125	28,700	29,200	29,500
6567	Water Administration	1,089,771	1,163,230	1,254,286	1,225,986	1,266,686
6568	Customer Service	513,241	544,498	558,000	518,759	606,100
6569	Conservation	559,972	970,186	559,600	402,300	425,000
6570	Water Distribution	1,915,732	1,728,551	2,339,682	2,259,000	1,722,500
6571	Water Production	4,946,773	2,491,334	3,759,000	2,672,000	3,871,700
7582	Parks	36,858	34,943	49,100	49,100	50,200
7584	Trees	15,019	6,180	15,200	15,200	15,200
9098	Transfers	5,164,332	2,237,857	3,029,123	3,029,123	5,034,914
531 Total		17,235,333	12,185,161	16,027,533	14,641,005	17,497,456
534 - La Fetra						
7585	Human Services	27,355	23,742	57,600	48,600	48,563
9999	CIP	-	-	-	9,009	-
534 Total		27,355	23,742	57,600	57,609	48,563

CITY of GLENDORA

FINANCIAL SUMMARY

FUND EXPENDITURES BY DIVISION

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
541 - Workers Comp						
4103	Human Resources	67,987	59,328	77,400	77,450	126,000
4216	Finance	13,969	14,945	15,300	15,350	15,600
4220	Risk Management	1,917,688	1,260,373	875,000	675,000	785,800
	541 Total	1,999,645	1,334,647	967,700	767,800	927,400
542 - Liability Insurance						
4103	Human Resources	59,988	55,739	77,400	77,450	125,900
4216	Finance	2,169	2,200	2,600	2,600	2,600
4220	Risk Management	1,060,199	1,227,351	1,605,400	1,585,800	1,709,500
	542 Total	1,122,356	1,285,290	1,685,400	1,665,850	1,838,000
548 - Technology						
4216	Finance	28,667	32,407	33,100	33,100	34,200
4219	Information Technology	559,392	681,005	1,167,857	1,156,649	1,124,800
5132	Police IT	551,432	480,040	401,300	398,699	453,100
9999	CIP	-	-	349,150	334,000	-
	548 Total	1,139,491	1,193,452	1,951,407	1,922,448	1,612,100
549 - Vehicles						
4216	Finance	5,467	4,415	5,600	5,600	6,100
6563	Fleet Maintenance	880,473	853,382	1,917,058	1,902,857	2,350,000
9999	CIP	-	-	72,500	72,500	-
	549 Total	885,939	857,797	1,995,158	1,980,957	2,356,100
	TOTAL EXPENDITURES	63,303,846	55,086,129	79,733,517	69,435,866	69,609,340

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Legislative						
4000	City Council	120,233	131,351	142,700	140,700	157,700
4012	City Attorney	157,555	156,039	180,000	177,000	180,000
	Legislative Total	277,788	287,390	322,700	317,700	337,700
City Clerk						
4010	City Clerk	387,055	379,047	457,600	440,800	478,600
4011	Elections	110,491	122	152,400	82,471	1,500
4102	Public Education	158,645	153,271	181,500	162,112	195,200
	City Clerk Total	656,192	532,440	791,500	685,383	675,300
City Manager						
4101	City Manager	440,900	418,289	511,700	510,100	511,900
4108	Economic Development	131,402	146,851	192,600	116,200	184,100
	City Manager Total	572,302	565,140	704,300	626,300	696,000
Human Resources						
4103	Human Resources	609,905	674,573	745,300	744,600	693,200
4220	Risk Management	2,977,887	2,487,724	2,480,400	2,260,800	2,495,300
	Human Resources Total	3,587,792	3,162,298	3,225,700	3,005,400	3,188,500
Finance						
4216	Finance	1,187,555	1,332,661	1,496,780	1,476,905	1,598,256
4219	Information Technology	559,392	681,005	1,167,857	1,156,649	1,124,800
4306	Non-Departmental	2,987,928	2,901,552	5,468,776	5,353,449	5,251,295
	Finance Total	4,734,875	4,915,218	8,133,413	7,987,003	7,974,351
Police						
5126	Police Administration	2,448,578	2,486,019	2,723,800	2,145,500	2,882,000
5127	Patrol	6,951,931	7,449,671	7,966,002	7,970,202	8,377,700
5128	Investigations	2,226,890	2,383,636	2,437,900	2,430,400	2,530,700
5129	Traffic	570,679	637,216	671,140	671,172	688,700
5131	Community Relations	183,727	200,466	207,800	207,800	216,000
5132	Police IT	868,540	686,837	595,854	596,742	757,800

CITY of GLENDORA

FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
5133	Records	550,167	564,799	542,700	541,700	551,400
5134	Jail	400,473	411,139	422,800	454,400	420,500
5139	Community Preservation	265,260	292,679	282,040	282,777	311,300
5194	OTS Grants	426,553	278,609	239,182	164,184	0
	Police Total	14,892,797	15,391,071	16,089,218	15,464,877	16,736,100
Planning						
6051	Planning	664,008	905,040	1,378,941	892,700	838,900
6052	Successor Agency	1,312,226	316,432	409,188	387,600	384,100
6054	Environmental Services	113,657	113,932	226,719	221,600	144,600
6056	CDBG	168,014	65,614	136,329	134,857	75,300
6059	Housing Authority	150,000	230,100	193,400	203,400	241,100
4390	BID	96,276	107,729	109,000	108,359	112,700
	Planning Total	2,504,182	1,738,848	2,453,576	1,948,516	1,796,700
Public Works						
6561	Public Works Administration	840,135	812,285	935,500	885,052	996,500
6562	Streets	1,841,260	1,783,840	2,079,450	2,102,554	2,217,550
6563	Fleet Maintenance	880,473	853,382	1,917,058	1,902,857	2,350,000
6564	Building & Safety	593,053	586,466	796,100	760,600	782,594
6565	Engineering	707,778	718,985	820,602	816,100	782,700
6566	Facilities Maintenance	349,071	333,224	388,753	421,268	415,100
6567	Water Administration	1,089,771	1,163,230	1,254,286	1,225,986	1,266,686
6568	Customer Service	513,241	544,498	558,000	518,759	606,100
6569	Conservation	559,972	970,186	559,600	402,300	425,000
6570	Water Distribution	1,915,732	1,728,551	2,339,682	2,259,000	1,722,500
6570	Water Production	4,946,773	2,491,334	3,759,000	2,672,000	3,871,700
6575	NPDES Compliance	283,051	204,333	462,608	367,000	301,000
6594	Disaster Response	318,771	173,458	60,000	27,200	60,000
	Public Works Total	14,839,080	12,363,772	15,930,638	14,360,676	15,797,430

CITY of GLENDORA FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES BY DEPARTMENT

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
Library						
7076	Library Administration	924,526	920,686	1,084,600	1,084,335	1,097,250
7077	Technical/Circulation	405,758	393,702	457,700	457,786	477,600
7078	Youth Services	241,431	195,104	201,200	201,200	215,800
7079	Adult Services	294,461	388,925	427,300	427,300	436,500
	Library Total	1,866,177	1,898,417	2,170,800	2,170,621	2,227,150
Community Services						
7581	Community Services Admin	1,153,144	870,974	936,000	936,000	973,400
7582	Parks	927,407	1,070,306	1,220,555	1,161,518	1,192,050
7583	Recreation	651,183	741,542	722,300	711,600	732,100
7584	Trees	656,426	822,428	1,295,475	1,050,167	865,784
7585	Human Services	387,667	383,840	491,600	482,600	508,905
7586	Transportation	1,243,837	1,500,600	1,610,610	1,596,925	1,670,483
7588	Teen Center	322,033	343,140	403,600	399,400	411,300
	Community Services Total	5,341,697	5,732,830	6,680,139	6,338,210	6,354,022
Transfers						
9098	Transfers	11,003,970	6,757,156	3,843,335	5,843,335	5,733,732
	Transfers Total	11,003,970	6,757,156	3,843,335	5,843,335	5,733,732
Capital						
9999	CIP	3,026,995	1,741,550	19,388,197	10,687,845	8,092,355
	Capital Total	3,026,995	1,741,550	19,388,197	10,687,845	8,092,355
TOTAL EXPENDITURES		63,303,846	55,086,129	79,733,517	69,435,866	69,609,340

CITY of GLENDORA

FINANCIAL SUMMARY

APPROPRIATIONS BY DEPARTMENT MATRIX

Fund	Name	Legislative	City Clerk	City Manager	Human Res	Finance	Police	Planning	Public Works	Library	Comm Svc
001	General Fund	X	X	X	X	X	X	X	X	X	X
202	Street Lighting Assessment								X		
202B	Landscape Maint Assessment										X
205	Gas Tax								X		X
208	Asset Forfeiture						X				
209	Prop A Transit					X					X
210	COPS						X				
211	Prop C Transit										X
212	CDBG							X			
214	Used Oil Block Grant							X			
215	AQMD					X					X
217	Prop A Operations										X
222	Measure R								X		X
228	Container Recycling Grant							X			
229	Library Grants									X	
230	PEG		X								
231	Business Improvement District							X			
260	Permit File Maintenance Fee								X		
285	Affordable Housing			X		X		X			
290	Housing Authority			X		X		X			
400	RDA Obligation Retirement Fund							X			
530	Water Capital								X		
531	Water Operating	X	X	X	X	X	X		X		X
534	La Fetra										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

		TRANSFER FROM					
		001 General	203 TDA	211 Prop C	400 RORF	531 Water Op	Total
TRANSFER TO	001 General Fund				250,000		250,000
	202B Landscape Assess	17,837				2,900	20,737
	209 Prop A Transit			324,000			324,000
	217 Park Propositions	31,293					31,293
	321 Capital Projects		34,107				34,107
	405 Energy Efficient	41,581				32,014	73,595
	530 Water Capital					5,000,000	5,000,000
	Total	90,711	34,107	324,000	250,000	5,034,914	5,733,732

INTERFUND TRANSFERS DETAILS

Transfers From	Amount
001-9098-90202B	17,837
001-9098-90217	31,293
001-9098-90405	41,581
203-9098-90321	34,107
211-9098-90209	324,000
400-9098-90001	250,000
531-9098-90202B	2,900
531-9098-90405	32,014
531-9098-90530	5,000,000
Total	5,733,732

Transfers To	Amount
202B-9098-39001	17,837
217-9098-39001	31,293
405-9098-39001	41,581
321-9098-39203	34,107
209-9098-39211	324,000
001-9098-39400	250,000
202B-9098-39531	2,900
405-9098-39531	32,014
530-9098-39531	5,000,000
Total	5,733,732

CITY of GLENDORA

CAPITAL PROGRAM

CAPITAL PROJECTS

The Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for planning, managing, and financing the City's capital and infrastructure assets. The CIP is dynamic and is updated periodically to address the changing needs, priorities, and financial conditions of the City.

The projects contained in the CIP are recommended to maintain the existing infrastructure of the City and to properly provide for the health, safety and general well-being of Glendora's residents. The CIP and future amendments are designed to make the most effective use of all financial resources available to the City including applicable fund reserves, ongoing estimated revenues, grants, and borrowing.

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

Most of the CIP projects are funded with non-discretionary funds (such as Gas Tax, transportation, and water funds). These funds are restricted in the manner in which they can be used.

Staff proposes regular projects based on input from a variety of sources including citizen complaints, leak history of water mains, Water Master Plan, the pavement management system (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.

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.



- Completed Projects
- 5 Year Capital Improvement Program Schedule for FY 2018 through FY 2022. This is a new report.
- FY 2018 Project Summary Report - provides a project list by fund and Project Summary by Fund.
- Project Highlights & Operational Impacts - descriptions of the proposed projects for FY18, the project budget, funding sources and the operating impact.

The CIP section includes the projects approved by Council May 2017.

CITY of GLENDORA

CAPITAL PROGRAM

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 revenue which must be spent on street-related construction and/or maintenance projects. In 2017, the State Legislature passed SB1 which increases the funding for street projects.
206	Park & Development	The Park & Recreational Facilities Fund revenue is received through the collection of park development impact fees and park in-lieu fees paid by new development projects. Funds are used to mitigate the impact of new development on the City by adding to or improving existing park and recreational facilities.
208	Asset Forfeiture	The Asset Forfeiture Fund revenues are derived through the seizure of drug-related assets by the Glendora Police Department pursuant to applicable State and Federal law. Asset Forfeiture Fund expenditures defray the cost of eligible expenses within the Police Administration and Patrol Divisions, which includes personnel and equipment costs.
211	Prop C Transit	In 1990, Los Angeles County voters adopted Proposition C, the second of two ½ cent sales taxes, to finance a county-wide transit development program. Proposition C funds are administered by the Metropolitan Transit Authority (MTA). Local Return funds are allocated and distributed monthly to jurisdictions on a per capita basis. Proposition C funds may be used for developing and/or improving local public transit, paratransit, and related transportation infrastructure, as well as transit services and/or equipment purchases.
212	Community Development Block Grant (CDBG)	The City receives CDBG revenue from the U. S. Department of Housing and Urban Development (HUD). Because Glendora has a population in excess of 50,000, it is considered an entitlement city and receives its allocation of funds directly from HUD. Funds are used for community activities and capital projects that meet the target area criteria.
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

Fund	Name	Description
221	Surface Transportation Local Program (STLP)	Started in 2000, the State Transportation Board continues to make available \$6.5 million annual in STLP “flexible funds” statewide for qualified transit projects. STLP is one of the programs within TEA-21 that is flexible in the type of projects that are eligible e.g. highway or transit purposes. The process involves a transfer of funding from the Department’s federal highway (FHWA) account to appropriate federal transit (FTA) accounts statewide. As the State Transportation Board made this funding available for transit purposes, the STLP funding is distributed only to the State’s federal transit programs and cities or regions that participate in FTA programs and have operating systems in place to utilize the funding.
222	Measure R	Measure R increases the country sales tax from 8.25% to 8.75% (a half-cent increase) to fund transportation projects. Projects that are expected to be funded by the proceeds of the Measure R sales tax include: Synchronize traffic signals, repair potholes, keep senior/student/disabled fares low, provide clean fuel buses, and community traffic relief.
234	Highway Safety Improvement Program (HSIP)	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.
246	Highway Bridge Replacement and Rehabilitation (HBRR)	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.
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.
321	Capital	In fiscal year 2001-2002, the City Council adopted an ordinance creating a Capital Projects Fund pursuant to Section 53730 et seq, California Government Code. At present, the only revenue sources available to the Capital Projects Fund are from the General Fund where excess General Funds, if any, are transferred to the Capital Projects Fund at year end per reserve policy unless the transfer is overridden by an action of the City Council.
530	Water Capital	The Water Capital Projects Master Plan Fund accounts for capital improvements to the City’s water system which includes improvements to wells, pumps, booster systems, pipes, and other water system-related structures, and to capital projects identified in the City’s water system master plan. Funding comes from a portion of the water service fee.

CITY of GLENDORA

CAPITAL PROGRAM

PROJECTS COMPLETED IN FY 2016-17

Project Name	Project Total Cost
Traffic Signal Upgrade	168,598
Wabash Street Improvement	30,397
Big Tree Park	48,546
Grand-Leadora-Sierra Madre	242,980
Traffic Signal Battery Backup	59,399
Plymouth Ave Street Improvements	249,915
Baseline-Grand to Glendora	373,074
Finance/City Clerk Remodel	48,431
Library Automatic Door Replacement	37,039
Library Deck Waterproofing	12,232
Route 66 to Country Club Water Main Replacement	564,996
Turf Removal Drought Tolerant - Medians	333,061
Mountain View and Dalton Ave. Water Main Replacement	290,922
Meda Ave. Water Main Replacement	141,783
Whitcomb Alley Water Main Replacement	381,245
Baldy Vista Ave. and Donington St. Water Main Upsizing	604,033
Total	3,586,651

5 YEAR CAPITAL IMPROVEMENT PROGRAM

This is the first year a 5 year plan that has been presented in the budget document. It is categorized by the following type of infrastructure improvements:

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

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 specific projects that have already been identified and some generic projects such as "Street Rehabilitation" or "Water Main Replacement" that will be defined in more detail during each budget cycle.

This schedule does not mean that the funding has been identified for the projects listed. 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. In the coming months, there will be a Transportation plan developed for streets, transit and other related needs that analyzes the new funding sources from Measure M and A, SB1, grants and existing funding sources

CITY of GLENDORA

CAPITAL PROGRAM

5 YEAR CAPITAL IMPROVEMENT PROGRAM

Project Description	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	Total
<u>FACILITIES</u>						
City Hall Carpet Replacement	-	-	30,000	-	-	30,000
City Hall City Clerk's Front Counter	-	15,000	-	-	-	15,000
City Hall Concrete Repair	-	-	25,000	-	-	25,000
City Hall Door Security	30,000	-	-	-	-	30,000
City Hall Electrical Updating	-	-	20,000	-	-	20,000
City Hall Exterior Paint	-	75,000	-	-	-	75,000
City Hall HVAC Thermostat Replace	20,000	-	-	-	-	20,000
City Hall PW/Planning Remodel	130,000	-	-	-	-	130,000
City Hall Roof Repair	130,000	-	-	-	-	130,000
City Hall Sewer Line Replacement	20,000	-	-	-	-	20,000
Big Dalton Day Camp Building	-	-	400,000	-	-	400,000
Finkbiner Preschool Bldg Furn./Supplies	22,000	-	-	-	-	22,000
La Fetra Interior Painting/Wood Repair	56,000	-	-	-	-	56,000
Legion Building Replace HVAC	36,000	-	-	-	-	36,000
Lighting for various recreation facilities	-	-	25,000	-	-	25,000
Scout Hut Replace HVAC	-	-	-	-	18,000	18,000
Teen Center Interior Painting	-	17,000	-	-	-	17,000
Teen Center Replace HVAC	-	-	90,000	-	-	90,000
Teen Center Replace Roof	-	-	-	60,000	-	60,000
Youth Center Flooring	85,000	-	-	-	-	85,000
Bidwell Carpet/Curtain Replacement	55,000	-	-	-	-	55,000
Bidwell Roof Replacement	-	-	75,000	-	-	75,000
City Hall Signage & Marquee	-	75,000	-	-	-	75,000
Library Electrical Transformers	250,000	-	-	-	-	250,000
Library Fire Alarm System	-	17,000	-	-	-	17,000
Library Friends Room Automatic Door	-	-	-	15,000	-	15,000
Library HVAC - Boiler	-	-	-	-	225,000	225,000
Library HVAC - Chiller	-	-	425,000	-	-	425,000
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 Plaza Waterproofing/Rain Gutter	170,000	-	-	-	15,000	185,000

CITY of GLENDORA

CAPITAL PROGRAM

5 YEAR CAPITAL IMPROVEMENT PROGRAM (cont.)

Project Description	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	Total
<u>FACILITIES (continued)</u>						
Library Roof over Upper lobby	-	-	25,000	-	-	25,000
Library/Plaza Entrance Shade Structures	-	-	-	125,000	-	125,000
Police Heat/Air Repair	150,000	-	-	-	-	150,000
Police Lobby Automatic Doors	-	-	-	-	60,000	60,000
Police Locker Room Remodel	135,000	-	-	-	-	135,000
Police Parking Lot Perimeter Security	185,000	-	-	-	-	185,000
Police Replace Security Camera System	175,000	-	-	-	-	175,000
Police Roof Repairs	120,000	-	-	-	-	120,000
Streets Yard ADA Restroom Remodel	-	85,000	-	-	-	85,000
Streets Yard Asphalt Replacement	-	-	-	-	40,000	40,000
Streets Yard Roof Repairs	-	-	45,000	-	-	45,000
FACILITIES Total	1,769,000	302,000	1,160,000	222,000	448,000	3,901,000
<u>STREETS</u>						
Goldline Engineering (reserves available)	220,000	50,000	50,000	50,000	50,000	420,000
Left Turn Phasing	149,680	-	-	-	-	149,680
Parking Lot Rehabilitation Project	250,000	-	-	-	-	250,000
San Dimas Wash Bridge Improve - Design	250,000	-	-	-	-	250,000
Street - Alley Rehabilitation	400,000	-	-	-	-	400,000
Street - Claraday Improvements	251,175	-	-	-	-	251,175
Street - Colorado Rehabilitation	-	50,000	-	-	-	50,000
Street - Crosswalk at Valley Center Ave	30,000	-	-	-	-	30,000
Street - Glendora Ave Resurfacing	120,000	-	-	-	-	120,000
Street - Leadora Resurfacing	-	850,000	-	-	-	850,000
Street - Lone Hill Av Improvements Ph 2	100,000	650,000	-	-	-	750,000
Street - Pasadena Resurfacing	200,000	-	-	-	-	200,000
Street - Route 66 Street Improvements	-	-	990,000	-	-	990,000
Street - Rte 66 Improvements to Grand	65,000	-	-	-	-	65,000
Street Rehabilitation	-	2,000,000	2,100,000	2,600,000	2,600,000	9,300,000
Traffic Signal Enhancements	100,000	100,000	100,000	100,000	100,000	500,000
STREETS Total	2,135,855	3,700,000	3,240,000	2,750,000	2,750,000	14,575,855

CITY of GLENDORA

CAPITAL PROGRAM

5 YEAR CAPITAL IMPROVEMENT PROGRAM (cont.)

Project Description	Year 1 FY 2018	Year 2 FY 2019	Year 3 FY 2020	Year 4 FY 2021	Year 5 FY 2022	Total
<u>STORMWATER</u>						
Downtown Parking Lot NPDES	50,000	270,000	2,700,000	-	-	3,020,000
NPDES Studies	-	230,000	-	-	-	230,000
Streets Yard Trash Bunker Slab	25,000	-	-	-	-	25,000
Streets Yard Wash Bay	35,000	-	-	-	-	35,000
STORMWATER Total	110,000	500,000	2,700,000	-	-	3,310,000
<u>PARKS</u>						
Equestrian Center ADA Bathrooms	400,000	-	-	-	-	400,000
Park Facilities Security Camera System	-	175,000	-	-	-	175,000
San Dimas Wash Urban Trail	-	-	712,000	658,000	-	1,370,000
PARKS Total	400,000	175,000	712,000	658,000	-	1,945,000
<u>WATER TRANS & DIST</u>						
Ada Ave. Main Replacement						-
Connection of Zone 28 to Zone 13	-	-	-	-	-	-
Gladstone Res & Booster Demolition	70,000	300,000	-	-	-	370,000
Glendora Avenue Water Main Replace	275,000	-	-	-	-	275,000
Hidden Springs Reservoir	-	-	-	-	1,495,000	1,495,000
Lorraine Ave Water Main Replacement	2,875,000	-	-	-	-	2,875,000
Main Replacement	-	1,540,000	1,750,000	1,750,000	2,000,000	7,040,000
Pasadena Ave. Water Main Replacement	220,000	-	-	1,150,000	-	1,370,000
South Hills West Reservoir	-	-	-	1,150,000	-	1,150,000
Well 7 Sampling Study	125,000					125,000
WATER TRANSMISSION Total	3,565,000	1,840,000	1,750,000	4,050,000	3,495,000	14,700,000
<u>WATER PUMPS & BOOSTERS</u>						
Big Dalton Pump Station	-	-	1,000,000	-	-	1,000,000
Bluebird Booster & Distribution System	-	440,000	1,400,000	-	-	1,840,000
Silent Ranch Pump Station	-	-	-	300,000	-	300,000
WATER PUMPS & BOOSTERS Total	-	440,000	2,400,000	300,000	-	3,140,000
CAPITAL PROGRAM TOTAL	7,979,855	6,957,000	11,962,000	7,980,000	6,693,000	41,571,855

CITY of GLENDORA

CAPITAL PROGRAM

FY 2018 PROJECT SUMMARY REPORT

Summary by Project	FY 2018 Budget
205 - Gas Tax	
Left Turn Phasing	26,680
San Dimas Wash Bridge Improvements Design	28,575
Street - Crosswalk at Valley Center Ave	30,000
205 - Gas Tax Total	85,255
208 - Asset Forfeiture	
Police Security Camera System Replacement	175,000
208 - Asset Forfeiture Total	175,000
212 - CDBG	
Street - Claraday Improvements	251,175
212 - CDBG Total	251,175
222 - Measure R	
Traffic Signal Enhancements	100,000
222 - Measure R Total	100,000
234 - HSIP	
Left Turn Phasing	123,000
234 HSIP Total	123,000
246 - HBRR	
San Dimas Wash Bridge Improvements Design	221,425
246 - HBRR Total	221,425
255 - Measure M	
Street - Lone Hill Avenue Improvements Phase 2	100,000
255 - Measure M Total	100,000

CITY of GLENDORA

CAPITAL PROGRAM

FY 2018 PROJECT SUMMARY REPORT

Summary by Project	FY 2018 Budget
321 - Capital	
Goldline Engineering (reserves available)	220,000
Bidwell Carpet/Curtain Replacement	55,000
City Hall Door Security	30,000
City Hall HVAC Thermostat Replacement	20,000
City Hall Public Works/Planning Remodel	130,000
City Hall Roof Repair	130,000
City Hall Sewer Line Replacement	20,000
Finkbiner Preschool Building Furn./Supplies	22,000
La Fetra Interior & Wood Repair	56,000
Legion Building Replacement HVAC	36,000
Library Electrical Transformers	250,000
Library Plaza Waterproofing	170,000
Police Heat/Air Repair	150,000
Police Locker Room Remodel	135,000
Police Parking Lot Perimeter Security	185,000
Police Roof Repairs	120,000
Youth Center Flooring	85,000
Parking Lot Rehabilitation	250,000
Street - Alley Rehabilitation	400,000
Street - Glendora Ave Rehabilitation	120,000
Street - Pasadena Resurfacing	200,000
Street - Rte 66 Improvements to Grand	65,000
Equestrian Center ADA Bathrooms	400,000
321 - Capital Total	3,249,000
322 - Stormwater	
Downtown Parking Lot NPDES	50,000
Streets Yard Trash Bunker Slab	25,000
Streets Yard Wash Bay	35,000
322 - Stormwater Total	110,000

CITY of GLENDORA

CAPITAL PROGRAM

FY 2018 PROJECT SUMMARY REPORT

Summary by Project	FY 2018 Budget
530 - Water	
Gladstone Reservoir and Booster Demolition	70,000
Glendora Avenue Water Main Replacement	275,000
Lorraine Ave Water Main Replacement	2,875,000
Pasadena Ave. Water Main Replacement	220,000
Well 7 Sampling Study	125,000
530 - Water Total	3,565,000
Grand Total	7,979,855

FY 2018 PROJECT SUMMARY BY FUND

Summary by Fund	FY 2017 Budget
205 - Gas Tax	85,255
208 - Asset Forfeiture	175,000
212 - CDBG	251,175
222 - Measure R	100,000
234 - HSIP	123,000
246 - HBRR	221,425
255 - Measure M	100,000
321 - Capital	3,249,000
322 - Stormwater	110,000
530 - Water	3,565,000
Grand Total	7,979,855

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2018 Budget
Fund 205 - Gas Tax		
Left Turn Phasing	<p>The intersection of Barranca/Foothill has a high volume of traffic and pedestrians. Installing protected left turn phasing will increase traffic safety and reduce accidents. Caltrans Local Assistance and has approved funding the project using Federal HSIP grant funding. This project will install protected left turn phasing for all legs of the Barranca/Foothill intersection.</p> <p><i>Operational Impact: None.</i></p>	26,680
San Dimas Wash Bridge Improvements	<p>The bridge over the San Dimas Wash along Lone Hill Avenue is not up to current standards. The City received Grant funding from the Federal Government Highway Bridge Replacement & Rehabilitation to evaluate bridges within City limits. The San Dimas Wash Bridge was recommended for improvements that would widen the street and upgrade the railing. This project entails design for construction in subsequent years. The funding for this project is shared between the grant and Gas Tax.</p> <p><i>Operational Impact: None.</i></p>	28,575
Crosswalk at Valley Center Ave	<p>Upgrade the existing lighted crosswalk along Valley Center Avenue approximately 750 feet south of Foothill Boulevard at Glendora High School. The flashing pavement lights are failing and the flashing beacon has poor visibility.</p> <p><i>Operational Impact: It will reduce liability concerns by providing a safer pedestrian crossing especially for students who attend Glendora High School. It will also reduce maintenance costs of trying to repair the existing crosswalk.</i></p>	30,000
		Gas Tax Total 85,255
Fund 208 - Asset Forfeiture		
Police Security Camera System	<p>The current security cameras in the police facility are poor quality and have limited coverage. There are no cameras that are continuously recorded and users must manually select a camera to record the feed. There are no cameras covering the evidence rooms. The Commission on Peace Officer Standards and Training recommends that the entry and exit point of evidence rooms be continuously recorded and the footage saved for a minimum of one year. Based upon industry best practices, the front lobby, and parking lot entrances should be recorded continuously. This project entails replacing the security cameras in the police facility with high definition cameras that present a clearer image and better coverage than the current cameras. Additional cameras will be added to monitor access to the four police evidence rooms.</p> <p><i>Operational Impact: The camera feed from the evidence rooms, front lobby, parking lot entrance, and parking lot exit will be continuously recorded on a local server. The feed from other cameras can be recorded as needed. Maintenance and services necessary to continue and store the recordings.</i></p>	175,000
		Asset Forfeiture Total 175,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2018 Budget
Fund 212 - CDBG		
Claraday Street Improvements	<p>Repair the badly deteriorated pavement and sidewalks on Claraday Street from Bonnie Cove Avenue to the easterly cul-de-sac, and Greer Avenue from Claraday Street to Arrow Highway.</p> <p><i>Operational Impact: Maintenance costs will decrease when the road is rehabilitated, alleviating the need for concrete and asphalt repairs where there are potholes, cracks in the roadway and sidewalk, or raised sidewalk.</i></p>	251,175
CDBG Total		251,175
Fund 222 - Measure R		
Traffic Signal Enhancements	<p>The Traffic Master Plan identifies locations throughout the City where the traffic signal controllers and equipment must routinely be repaired and/or replaced to ensure reliable and safe traffic control throughout the City.</p> <p><i>Operational Impact: Maintenance costs for the troubleshooting and maintenance of older traffic signal equipment and parts will decrease when the older materials and technology is replaced.</i></p>	100,000
Measure R Total		100,000
Fund 234 - HSIP		
Left Turn Phasing	<p>The intersection of Barranca/Foothill has a high volume of traffic and pedestrians. Installing protected left turn phasing will increase traffic safety and reduce accidents. Caltrans Local Assistance and has approved funding the project using Federal HSIP grant funding. This project will install protected left turn phasing for all legs of the Barranca/Foothill intersection. Gas Tax will be funding the local agency match.</p> <p><i>Operational Impact: None.</i></p>	123,000
HSIP Total		123,000
Fund 246 - HBRR		
San Dimas Wash Bridge Improvements	<p>The bridge over the San Dimas Wash along Lone Hill Avenue is not up to current standards. The City received Grant funding from the Federal Government Highway Bridge Replacement & Rehabilitation to evaluate bridges within City limits. The San Dimas Wash Bridge was recommended for improvements that would widen the street and upgrade the railing. This project entails design for construction in subsequent years. The funding for this project is shared between the grant and Gas Tax.</p> <p><i>Operational Impact: None.</i></p>	221,425
HBRR Total		221,425

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Fund 255 - Measure M		
Lone Hill Avenue Improvements Phase 2	<p>This streets is recommended for rehabilitation according to the Pavement Management System. It has a pavement condition index (PCI) of 36 out of 100. This project entails the design portion for asphalt concrete resurfacing from Route 66 to Auto Center Drive. This treatment will extend the life of the pavement approximately 15 years.</p> <p><i>Operational Impact: Maintenance costs will decrease when the road is rehabilitated, alleviating the need for concrete and asphalt repairs where there are potholes, cracks in the roadway and sidewalk, or raised sidewalk.</i></p>	100,000
Measure M Total		100,000
Fund 321 - Capital		
Gold Line	<p>Engineering consulting costs to assist the City in the review and planning of the extension of the Gold Line. The City will be using reserves set aside for this project.</p> <p><i>Operational Impact: None.</i></p>	220,000
Bidwell Carpet/Curtain Replacement	<p>The Bidwell Forum hosts community meetings, special events, the Emergency Operations Center (EOC), and City sponsored meetings. The existing carpet is over 17 years old, and has endured wear and tear beyond repair from the annual foot traffic of over 15,000 visitors. The curtains are worn and frayed and will be replaced to match the replaced carpet.</p> <p><i>Operational Impact: None.</i></p>	55,000
City Hall Door Security	<p>The existing entry door security system is antiquated and frequently malfunctions. The new hardware would allow doors to be programmed through computer software and allow for expansion of use by outfitting additional doors that require restricted access throughout the facility.</p> <p><i>Operational Impact: Maintenance costs and staff time would decrease due to reduction in malfunctioning instances with the new software.</i></p>	30,000
City Hall HVAC Thermostat Replacement	<p>City Hall HVAC thermostats are currently antiquated and not suited for commercial type use. Upgraded thermostats will prevent the HVAC system from malfunctioning and will be placed in the offices according to the vent analysis. They will also allow designated staff to lock, monitor, and make adjustments off-site from mobile devices</p> <p><i>Operational Impact: Maintenance costs for calling an HVAC specialist for services will decrease and will extend the life of the HVAC system.</i></p>	20,000
City Hall Public Works/Planning Remodel	<p>Existing workstations and file storage are aging and inadequate for current needs. New furniture and file storage will improve the efficiency of the workspace and also provide ADA accessibility.</p> <p><i>Operational Impact: None.</i></p>	130,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
City Hall Roof Repair	<p>The City Hall facility roof is dilapidated and has severe leaks throughout. A complete removal and replacement of the roof is necessary in order to appropriately complete repairs.</p> <p><i>Operational Impact: Maintenance and repair costs will decrease and will extend the life of the facility.</i></p>	130,000
City Hall Sewer Line Replacement	<p>The sewer line that serves the restroom located on the engineering floor is consistently in need of clearing by staff and/or a contractor at least four times a year. This is due to a less than 1% slope that runs from the line to the main line.</p> <p><i>Operational Impact: Replacement of the line would alleviate all the costs associated with maintenance costs from staff or contractors.</i></p>	20,000
Finkbiner Preschool Furn./Supplies	<p>Furniture is needed in the new recreation building at Finkbiner Park in order to operate the new programming schedule. Furniture includes tables, chairs, bookshelves and storage units</p> <p><i>Operational Impact: None.</i></p>	22,000
La Fetra Interior & Wood Repair	<p>Due to the large volume of rental participants, the La Fetra Center is in need of interior painting and wood molding repair. Painting and upgrading the expansion building would assist the rental program to attract more renters.</p> <p><i>Operational Impact: Decrease in maintenance of spot repairs.</i></p>	56,000
Legion Building Replacement HVAC	<p>The Legion building's HVAC units are currently over 20 years old and do not operate efficiently. These units will be replaced with energy efficient units.</p> <p><i>Operational Impact: HVAC costs will decrease from the replacement units.</i></p>	36,000
Library Electrical Transformers	<p>The Library's main electrical transformers have exhausted their recommended lifetime and are approaching 50 years in service. The replacements would allow for a minimized risk of failures that could cause interruptions in service and significant building damage.</p> <p><i>Operational Impact: None.</i></p>	250,000
Library Plaza Waterproofing	<p>Installation of a new waterproofing deck coating system and repairs to the Pedestrian Plaza Deck and Steps will alleviate the leaks into the Library.</p> <p><i>Operational Impact: Decrease in repairs caused by leak damage.</i></p>	170,000
Police Heat/Air Repair	<p>The Police department's existing HVAC system contains antiquated airways that signal inaccurate information to its sensors that controls the temperature in each room. Replacement of these airways will correct the signals preventing wide-spread temperature variations and dust/debris from blowing out of the vents into work areas.</p> <p><i>Operational Impact: HVAC repair and maintenance costs will decrease.</i></p>	150,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Police Locker Room Remodel	<p>The locker rooms located at the Police department were installed in 1966 when officers were not equipped with the additional uniform and equipment requirements. Modernized lockers would provide a more efficient space to store the officer's additional storage demands.</p> <p><i>Operational Impact: None.</i></p>	135,000
Police Parking Lot Perimeter Security	<p>The existing perimeter wall is less than five-feet high in many areas and has enabled subjects to jump the wall and enter the police facility. The project includes replacement gates, that have a maximum six-foot height, and also improve the parking lot, which has deteriorated through normal use and create additional parking spots.</p> <p><i>Operational Impact: None.</i></p>	185,000
Police Roof Repairs	<p>The Police department's roof contains two separate areas that require attention, as leaks have been affecting workspaces and threatening the file storage areas.</p> <p><i>Operational Impact: Decrease in repair costs and extend the life of the facility.</i></p>	120,000
Youth Center Flooring	<p>The Youth Center Building is 5,199 square feet and receives approximately 125 visitors a day. The existing foundation of the floor is cracking and needs to be repaired. This includes demolition of existing floor, asbestos removal, new french drain system, and new floor installation.</p> <p><i>Operational Impact: This repair will reduce maintenance costs and extend the life of the building.</i></p>	85,000
Parking Lot Rehabilitation	<p>The City owns several parking lots at or near the downtown Village. This project will rehabilitated and extend the life of the parking lots that require repaving.</p> <p><i>Operational Impact: Maintenance costs associated with filling potholes and spot repairs will be reduced once the parking lots are resurfaced.</i></p>	250,000
Alley Rehabilitation	<p>Throughout the City, there are a large number of alleys that are in poor condition. This project will repave some of the badly deteriorated alleys.</p> <p><i>Operational Impact: Maintenance costs associated with filling potholes and spot repairs will be reduced once the alleys are resurfaced.</i></p>	400,000
Glendora Ave. Rehabilitation	<p>The water line on Glendora Ave. from Gladstone to Juanita has experienced a significant amount of water leaks over past years, which have caused many pavement patches. Based on the condition of the street from the patching and installation of new replacement water line this segment will require resurfacing.</p> <p><i>Operational Impact: Maintenance costs associated with filling potholes and spot repairs will decrease.</i></p>	120,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Pasadena Ave. Resurfacing	<p>The water line on Pasadena Ave. from Ada to the Railroad Tracks has experienced a significant amount of water leaks over the past year, which have caused many pavement patches. Based on the condition of the street from the patching and installation of new replacement water line this segment will require resurfacing.</p> <p><i>Operational Impact: Maintenance costs associated with filling potholes and spot repairs will decrease.</i></p>	200,000
Route 66 Improvements to Grand	<p>A portion of Route 66 between Grand Ave. and Vermont Ave. fronting a new development, will be rehabilitated by the developer per their conditions of approval. This project will continue past the limits of the developers rehabilitation, for continuity purposes and to rehab the deteriorating condition of Route 66 between Grand and Vermont Ave.</p> <p><i>Operational Impact: Maintenance costs associated with filling potholes and spot repairs will decrease.</i></p>	65,000
Equestrian Center ADA Bathrooms	<p>This project will update the Equestrian Center restrooms and snack bar to current ADA standards. It also includes providing accessible parking and path of travel from grandstands to the snack bar and restrooms.</p> <p><i>Operational Impact: None.</i></p>	400,000
Capital Projects Total		3,249,000
Fund 322 - Stormwater		
Downtown Parking Lot	<p>In an effort to comply with 2012 MS4 Permit requirements and achieve water quality standards adherent to the permit, the City will have a consultant prepare preliminary design for the following project: Construct underground infrastructure to capture and infiltrate urban runoff and storm water from approximately 181 acres. The infrastructure includes one diversion line and pre-treatment and underground infiltration systems with a total capture capacity of 4.1 acre-feet (equivalent to 1.3 mil gallons). The project would capture approximately 65 acre-feet of storm water on an average year to help recharge the Main San Gabriel Basin. The site for the proposed infiltration systems currently serves as a parking lot and will continue to serve as a parking lot after project completion, however it will be enhanced to include LID features as well as a drought-tolerant educational garden within the raised median areas.</p> <p><i>Operational Impact: None.</i></p>	50,000
Streets Yard Trash Bunker Slab	<p>The trash bunker at the City's Public Works Street Yard is used by Athens Street Sweeping Services and Public Works Street Yard and Community Services Parks staff to dump City trash. Due to NPDES regulations, all trash and liquids must be contained within the bunker at all times. Due to the slope of the concrete slab, all liquids emanating from the bunker currently run into a (testable) drain located adjacent to the wash.</p>	25,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Streets Yard Trash Bunker Slab (cont.)	Breaking out the existing concrete and pouring back a new slab that slopes away from the drain would contain all liquids and bring the City into compliance with NPDES regulations.	
Streets Yard Wash Bay	<p>The wash-bay at the City's Public Works Street Yard is used by Public Works Street Yard, Water Division, and Community Services Parks staff to wash vehicles and equipment. Due to NPDES regulations, all liquids must be contained within the wash-bay at all times and rain water cannot get into the clarifier causing it to overflow. Due to the clarifier not being covered, during rains, all liquids emanating from the clarifier (during rains) currently run into a (testable) drain located adjacent to the wash. Installing a cover over the wash-bay would contain all liquids within the clarifier and bring the City into compliance with NPDES regulations.</p> <p><i>Operational Impact: The cover will have to be inspected annually to ensure safety and that no repairs are necessary. This will be included in staff time.</i></p>	35,000
NPDES Total		110,000
Fund 530 - Water		
Gladstone Reservoir and Booster Demolition	<p>The reservoir was built in 1925 and is 92 years old. Average service life of a reservoir is 50 years. This reservoir is no longer necessary for the water system. The wooden roof is deteriorating and the structure is subject to vandalism, creating a health and safety concern for the community. The project entails demolition of both the reservoir and booster station that are no longer in use. The reservoir is made of concrete with a wooden roof and the booster station is metal with other inert waste.</p> <p><i>Operational Impact: Maintenance of these facilities will decrease. There would be no further impact to the operations of the Water System.</i></p>	70,000
Glendora Avenue Water Main Replacement	<p>Recommended by the Water Master Plan, this line has experienced a significant amount of main leaks and breaks. The project will consist of replacing 1,300 linear feet of 62 year old steel along Glendora between Gladstone Street and Juanita Avenue. 12 inch ductile iron pipe will be the material used.</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>	275,000
Lorraine Ave Water Main Replacement	<p>Replacement of 4 water mains along this street is necessary due to the number of water leaks and breaks this line has experienced. This street is also due for rehabilitation, therefore the projects will take place concurrently. The mainline pipes have exceeded their life expectancy and require replacement. The project will consist of replacing 3,955 linear feet of 12 inch cast iron pipe along Lorraine Avenue.</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>	2,875,000

CITY of GLENDORA

CAPITAL PROGRAM

PROJECT HIGHLIGHTS & OPERATIONAL IMPACTS

Project Name	Description	FY 2017 Budget
Pasadena Ave Water Main Replacement	<p>Recommended by the Water Master Plan, this line has experienced a significant amount of main leaks and breaks. The project will consist of replacing 900 linear feet of 83 year old steel along Pasadena Avenue between Ada Avenue and the railroad tracks. 8 inch ductile iron pipe will be the material used.</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>	220,000
Well 7 Sampling Study	<p>This well is located in Azusa and draws water from the San Gabriel Canyon Sub-basin of the Main San Gabriel Basin. This project determine the best method to mitigate contaminant levels and bring this well back online. It has been inactive for over 20 years.</p> <p><i>Operational Impact: If this well is brought back online, there will be maintenance and operational costs association with electricity and routine mechanical maintenance.</i></p>	125,000
Water Total		3,565,000

CITY of GLENDORA LEGISLATIVE

CITY COUNCIL - 4000

PROGRAM DESCRIPTION

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

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

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

2016-17 MAJOR ACCOMPLISHMENTS

- Encouraged open communication with the community through informal Council led community conversations which are held quarterly.
- Approved a contract with Economic Planning Systems to complete an economic study of the Route 66 corridor which studied the economic market viability of the corridor. The Planning Commission has recommended changes to the Route 66 Specific Plan.
- Appointed an Arrow Highway Steering Committee to formulate a Specific Plan for the corridor as a part of the City's Strategic Plan to enhance economic development. The Steering Committee presented a Specific Plan recommendation to the Planning Commission at the May 2017 meeting.
- Reviewed and adopted the thirteenth and fourteenth Strategic Plan. The Plan provides for five primary goals; Maintain financial stability; Enhance economic development with community involvement; Enhance services to support the evolving community in a changing environment; Enhance internal and external communication; and Maintain and improve the city's infrastructure and facilities.
- The fiscal year 2015-16 ended with revenues exceeding expenditures which allowed the City to improve General Fund Reserves and set aside funding for Capital and Storm Water projects.
- Entered into a Master Cooperation Agreement (MCA) with the Metro Gold Line Foothill Construction Authority which identifies the project scope and responsibilities of each of the parties involved with Phase 2B of the extension. City Council continued to advocate for the funding of the Gold Line 2B phase that will bring the light rail system through Glendora. This is a critical transportation component for the San Gabriel Valley which was passed in the November 2016 elections .

CITY of GLENDORA LEGISLATIVE

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	96,488	103,374	114,900	112,900	125,900
531	Water Operating	23,745	27,977	27,800	27,800	31,800
Division Total		120,233	131,351	142,700	140,700	157,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	42,113	42,243	42,100	42,100	42,100
42110	Misc PERS	3,788	3,149	3,600	3,600	3,800
42111	PARS Retirement	-	951	1,100	1,100	1,100
42310	Employer Paid Benefits	24,969	37,128	35,400	35,400	47,200
42520	Workers Comp	1,085	1,307	1,700	1,700	1,800
51110	Office Supplies	-	-	200	200	200
51780	Service Recognition	14,703	9,351	17,000	15,000	17,000
55320	Printing	51	1,492	1,500	1,500	1,500
55600	Training & Education	6,645	7,345	6,600	6,600	6,600
59801	Info Tech Charges	24,900	26,850	31,500	31,500	34,300
59807	Liability Ins Charges	1,979	1,535	2,000	2,000	2,100
Division Total		120,233	131,351	142,700	140,700	157,700

CITY of GLENDORA LEGISLATIVE

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51780	Service Recognition	Used to pay for employee and community recognition awards.
55600	Training & Education	Costs associated with sending City Council members to conferences, seminars and training to provide information and opportunities for the City and to help advocate on behalf of the City. Examples include the League of California Cities and SCAG.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increases in liability charges required to fund updated reserve requirements from the City Risk Pool.

CITY of GLENDORA LEGISLATIVE

CITY ATTORNEY - 4012

PROGRAM DESCRIPTION

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

Specific service activities are:

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

2016-17 MAJOR ACCOMPLISHMENTS

- The City, in conjunction with Risk Management and the City's third party administrator, were able to keep the City's general liability costs (inclusive of attorney fees, court costs, and settlement costs) on a per claim basis among the lowest of all of the member cities comprising the Independent Cities Risk Management Authority ("ICRMA").
- Several cases were successfully defended at an early stage of a lawsuit, resulting in a substantial savings in defense costs and fees:
 - ◇ Helen Gonzales vs. City of Glendora, et al., Los Angeles County Superior Court Case No.: BC546967 – a personal injury dangerous condition of property claim where plaintiff alleged she tripped and fell as a result of a 1.5 inch elevation differential between two adjacent sidewalk slabs, causing plaintiff significant injuries, including an injured back requiring surgery, injuries to her knees, ankles, right hip, a cracked tooth, headaches, and a dropped uterus. The court granted the City's motion for summary judgment, and entered judgment for the City on September 20, 2016, with plaintiff receiving nothing from the City.
 - ◇ Latourelle vs. City of Glendora et al, Los Angeles County Superior Court Case No. KC067150 - action alleging numerous causes of action for Trespass to Land, Nuisance, Extortion, Conversion, Trespass to Chattel, 42 USC § 1983 Warrantless Entry onto Property, Intentional Infliction of Emotional Distress, Inverse Condemnation, Negligence, and Civil Conspiracy, claiming that the City police department assisted a private water company in turning off water to Latourelle and damaging private property. The Court granted the City's demurrer to the second amended complaint filed by Latourelle, and entered a judgment in favor of the City and the police officers and against Latourelle. Latourelle has filed a notice of appeal of the judgment entered against him. (A demurrer generally assumes the truth of all material facts alleged in the complaint and the defendant cannot present evidence to the contrary, even if those facts appear to be obvious fabrications by the plaintiff or are likely to be easily disproved during the litigation of the case. That is, the point of the demurrer is to test whether a cause of action or affirmative defense as pleaded is legally insufficient even if all facts pleaded are assumed to be true).

- ◇ Lorraine Gonzales vs. City of Glendora, Los Angeles County Superior Court Case No. BC573803 - personal injury dangerous condition of property claim wherein plaintiff alleges she tripped and fell as a result of an elevation differential on sidewalk slabs. The City filed a motion for summary judgment. Before the hearing on the motion, Plaintiff agreed that the motion was well taken, and agreed to dismiss the case against the City in return for the City waiving costs. The case was dismissed.
- ◇ Munjekovich vs. City of Glendora, Los Angeles County Superior Court, Central Judicial District Case No. BC583417 - personal injury dangerous condition of public property complaint arising from an auto versus bicycle accident at the intersection of Foothill Blvd., and Wabash. Plaintiff contended that the intersection was dangerous due to a sight distance problem preventing the driver from seeing plaintiff before the accident. The City demurred to the complaint, which was sustained by the Court with leave to amend. After several communications with plaintiff's attorney, and in inspection of the intersection, the City persuaded plaintiff to dismiss the case with the City paying nothing to the plaintiff.

2017-18 MAJOR GOALS & OBJECTIVES

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

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	157,555	156,039	180,000	177,000	180,000
Division Total		157,555	156,039	180,000	177,000	180,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
55200	Legal Services	138,147	144,235	144,000	144,000	144,000
55200.41	City Manager	7,650	2,148	15,000	15,000	15,000
55200.51	Police	6,729	4,401	15,000	15,000	12,000
55200.60	Planning	1,680	-	3,000	-	3,000
55200.61	Code Enforcement	1,470	5,255	2,000	3,000	5,000
55200.65	Public Works	1,879	-	1,000	-	1,000
Division Total		157,555	156,039	180,000	177,000	180,000

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

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

CITY of GLENDORA CITY CLERK

ORGANIZATIONAL CHART



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AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	-	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	-	-	-	-
Media Specialist	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00
Office Aide III	0.50	0.50	0.50	0.50	0.50
Total Full-Time	4.00	4.00	4.00	4.00	4.00
Total Part-Time	0.50	0.50	0.50	0.50	0.50
Total Full Time Equivalent (FTE)	4.50	4.50	4.50	4.50	4.50

CITY of GLENDORA CITY CLERK

ADMINISTRATION DIVISION - 4010

PROGRAM DESCRIPTION

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

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

Specific Activities:

Legislative Administration – Manages the preparation, verification and compliance of legislative agendas and notices pursuant to established mandates, completes the necessary arrangements to ensure effective meetings, and is responsible for recording the decisions which constitute the building blocks of our representative government.

Records/Archival Administration – Manages the preservation and protection of the public record and archives in accordance with City, State and Federal statutes. By statute, the clerk is required to maintain and index the Minutes, Ordinances and Resolutions adopted by the legislative body.

Political Reform Act Officer/Filing Officer – Manages and ensures the City's compliance with Federal, State, and local statutes including the Political Reform Act, the Brown Act, the Public Records Act, Ethics training, and various Fair Political Practices Commission (FPPC) regulations; and serves as a compliance and filing officer.

Advisory Boards – Manages and oversees compliance with the Maddy Appointive List Act, and manages the appointment process to the various boards, commissions and committees.

2016-17 MAJOR ACCOMPLISHMENTS

- Administered Record Center archival and destruction involving approximately 51 file box transactions to ensure compliance with local, state and federal retention, ensure proper maintenance and storage of City records, allows for more efficient use of filing and office space, reduce cost of records storage, allow for easier and faster retrieval.
- Converted and restored paper stored historical City resolutions, 25 binders to ensure proper maintenance and preservation of historic permanent City records.
- Scanned, indexed and quality-controlled more than 20,510 images (pages) into City's Electronic Document Management System (EDMS) databases to improve workflow, security and accountability, reduce the need for paper storage and improve transparency by making accessibility 24/7, 365 days a year and providing easier access to the public.
- Conducted an update of the City's Records Retention Schedule, which allowed the City to take a more

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dynamic approach to keeping the City's Records Retention Schedule updated and in compliance with litigation and laws that are continuously changing by including an annual review of the City's Records Retention Schedule to ensure City's compliance with legislation, city wide staff training on destruction procedures, policies, and forms for destroying records in compliance with laws and "best practices" and classification of vital records to assist the City in developing disaster recovery plan.

- In collaboration with City Attorney, held an annual Ralph M. Brown Act (Brown Act) training for City Council members and City Commission and Committee members to ensure compliance and understanding of the regulations of the Brown Act amongst City of Glendora elected and appointed officials.
- Provided administrative support to the Oversight Board and COM-NET Board in compliance with open meeting laws and assisted in the transitioning of COM-NET to West Covina for administrative support.

2017-18 MAJOR GOALS AND OBJECTIVES

- In collaboration with Public Works and Community Services, research and make recommendations for transitioning to an online bid management system to standardize and streamline bid process, ensure risk reduction, eliminate redundancies and streamline and manage the entire bid process online to increase vendor pool, improve estimates and visibility, increase competition and lower costs. By December 2017.
- Manage conversion from City's current EDMS and ECM solutions (SIRE) to OnBase ECM government solutions or to a new Electronic Document Imaging and Records Management Software System (EDMS) and Legislative Management System (which includes: Agenda and Meeting Management, Video/Audio Management System, Minutes, Committee Manager, Forms, Workflow, AgendaToGo and Voting) is the upgrade path for current SIRE customers which will ensure system stability and compatibility, allow for future development, support and upgraded features, and ensure systems compatibility with various software's and allow for the expansion of the workflow system, functionality and efficiency. By March 2018.
- Automate Management and Administration of Public Records Act Requests to improve efficiencies, customer service, and decrease costs. By June 2018.
- Research the automation and management of board, commission and committee recruitment and application process to improve efficiencies, expand outreach, centralize information, and fill vacancies faster and more consistently. By June 2018.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Agendas and packets prepared: <ul style="list-style-type: none"> Posted within mandated timeframes. Prepared. 	% #	Efficiency Workload	100% 100	100% 103	100% 102
Minutes prepared: <ul style="list-style-type: none"> Presented for approval at next regularly-scheduled meeting. Minutes prepared. 	% #	Efficiency Workload	89% 100	95% 103	98% 102
Filings processed under Political Reform Act: <ul style="list-style-type: none"> Filed by established deadlines. Posted to City's website within 2 working days hours of receipt. 	# %	Workload Efficiency	124 100%	117 100%	116 100%
Public Records Acts Requests, Governmental Claims and Lawsuits received and processed: <ul style="list-style-type: none"> Requests responded to within mandated timeframes. Requests with same-day responses. Received and processed. 	% % #	Effectiveness Efficiency Workload	100% 16% 454	100% 17% 545	100% 21% 545
Sire Document-Imaging and Agenda Workflow Systems: <ul style="list-style-type: none"> Documents Scanned, Indexed and Quality-Controlled. Visits to Documents. Boards utilizing SIRE Agenda Workflow Module. Meetings streamed live and accessible by the public 	# # # #	Efficiency Effectiveness Efficiency Efficiency	17,295 pp 1,228 9 94	20,510 pp 1,411 8 96	10,000 pp 1,900 7 100
Streaming Video and Minutes Maker: <ul style="list-style-type: none"> Visits to Glendora Meeting/ Video. Boards/Commissions posting agendas and minutes on Sire. 	# #	Effectiveness Efficiency	4250 9	5,417 8	6,000 7

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	320,757	318,115	379,300	367,500	397,300
531	Water Operating	66,298	60,933	78,300	73,300	81,300
Division Total		387,055	379,047	457,600	440,800	478,600

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	190,095	164,993	203,100	203,100	219,100
41120	Overtime	206	-	7,500	-	2,000
41210	Part Time	6,667	5,923	14,900	14,900	13,600
41360	Vehicle Allowance	3,069	3,079	3,200	3,200	3,200
42110	Misc PERS	33,858	31,627	45,000	45,000	50,400
42111	PARS Retirement	-	222	600	600	600
42290	Flex Benefit	28,815	22,238	29,600	29,600	33,600
42310	Employer Paid Benefits	4,404	3,773	5,100	5,100	5,600
42520	Workers Comp	993	1,000	1,700	1,700	2,100
45100	Temporary In Lieu Of Perm	-	12,138	-	10,000	-
51110	Office Supplies	2,363	3,095	5,000	5,000	5,000
51500	Equipment Parts	1,530	3,004	3,000	1,000	3,000
51560	Operating Leases	29,921	31,089	36,000	26,000	36,000
55310	Advertising	12,283	13,573	14,000	14,000	14,000
55320	Printing	423	1,611	2,200	1,000	2,200
55340	Postage	871	763	1,700	1,000	1,700
55400	Dues & Memberships	1,031	1,144	1,400	1,400	1,400
55600	Training & Education	4,535	4,026	5,400	6,000	5,400
59100	Contract Services	9,387	17,040	29,500	23,500	37,500
59801	Info Tech Charges	49,384	50,381	38,000	38,000	30,600
59807	Liability Ins. Charges	7,220	8,327	10,700	10,700	11,600
Division Total		387,055	379,047	457,600	440,800	478,600

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PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
59100	Contract Services	Charges related to shredding services, off site scanning services for document preservation, Quality Code Publishing monthly fees and maintenance of the municipal code website. Increase of \$8,000 reflecting a transfer from IT (5482419 59100.60) to 4010-59100 to cover annual cost for 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. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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MUNICIPAL ELECTIONS - 4011

PROGRAM DESCRIPTION

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

Specific activities include:

Municipal Election Administration – Conduct elections in accordance with Federal, State, and local laws in a manner that encourages participation and equality. Manage the Election process from Election pre-planning to certification of election results and filing of final campaign disclosure documents.

Electoral Operations – Evaluate operations to ensure that resources are properly allocated and managed in a cost-effective manner and that the services provided are commensurate with the needs of the community.

Candidate Administration – Assist candidates, electors and other groups to meet nomination and other compliance requirements, and participate effectively in the electoral process.

Public Awareness and Outreach - Increase public awareness and understanding of the election and provide eligible electors with a voting experience that is convenient and easy to access, timely in mandated requirements, easy to understand, respectful, courteous, and confidential. Ensure information such as sample ballot, candidate list, and other information is available on the website.

2016-17 MAJOR ACCOMPLISHMENTS

- Conducted a Consolidated 2017 General Municipal Election to elect two (2) members to serve on the City Council with a potential cost saving of \$80,000, and resulted in a 20.8% voter turnout.
- Conducted three (3) Voter Outreach events to encourage voter participation and assist voters in registering and/or updating their registration during the year.
- Created and launched new Election Website sections to distribute election information specific to the 2017 General Municipal Election as well as year-round information to allow for timely reporting of election information, results and figures, in an easy-to-access and navigate format.

2017-18 MAJOR GOALS AND OBJECTIVES

- Centralize access of Fair Political Practice Commission (FPPC) Campaign Disclosure filings and allow for electronic filing of forms with accessibility 24/7, 365 days a year, to improve transparency and provide easier access to required filing by the public. By June 2018.
- Present a report to the City Council outlining the various options available for Council consideration to ensure the City's compliance with SB 415 and which would meet the City's statutory requirement to have adopted a plan prior to January 1, 2018.
- In collaboration with the Community Services Department and Glendora Library, create and develop a Voter-Outreach program to increase voter registration and assist with voter education to increase voter turnout. By

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June 2018.

- In collaboration with Glendora’s Transportation Division, research the feasibility of implementing a “Voter Shuttle” on Election Day’s. By June 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Election related information available on City’s website within 1 working day of receipt	%	Effectiveness	95%	100%	100%
Registered Voters who Voted	%	Efficiency	N/A	30%	N/A
Campaign Disclosure Statements notification and filing requirements are met	#	Workload	77	89	36
• Filed by established deadlines.	%	%	100%	100%	98%
• Posted to City’s website within 2 working days hours of receipt.	%	%	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	110,491	122	152,400	82,471	1,500
Division Total		110,491	122	152,400	82,471	1,500

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41120	Overtime	2,771	14	-	-	-
41210	Part Time	521	-	10,000	-	-
42110	Misc PERS	20	-	-	-	-
42310	Employer Paid Benefits	55	-	-	-	-
51110	Office Supplies	1,854	108	3,000	271	500
55310	Advertising	1,810	-	3,000	2,000	-
55340	Postage	12,002	-	15,000	-	-
55600	Training & Education	2,238	-	3,000	200	-
59100	Contract Services	89,220	-	118,400	80,000	1,000
Division Total		110,491	122	152,400	82,471	1,500

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
59100	Contract Services	Charges related to municipal election costs. These costs arise every other year for Council elections and the costs are anticipated to decrease due to the consolidation with Los Angeles County.

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PUBLIC INFORMATION & MEDIA DIVISION - 4102

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Upgraded the Audio/Visual Equipment and Broadcast system used to facilitate public meetings in Council Chamber, city news and information on KGLN to ensure system reliability and public accessibility, to improve quality and efficiencies, and to promote advancements in technology by upgrading to digital format and signals.
- Created 5 videos for Glendora Public Library to promote and market Library programs, ideas and Information and Imagination.
- In collaboration with the Glendora Building and Safety Department, created a Residential Building Permit Process informational video for Glendora residents to access on City's website to assist residential in navigating the building permit process.
- Implemented a consistent brand between KGLN Government Channel, Bulletin Board and the City's Website to better promote, market, and distribute information to Glendora residents.
- In collaboration with Information Technology, created a new show entitled "Inside Glendora" highlighting unique people, places and things in Glendora available for residents to view on the City's Media Center website page, Facebook Page and YouTube Channel.
- Purchased new outdoor speaker system for use at Movies in the Park and other City events, to enhance production quality and the experience of community participants.

2017-18 MAJOR GOALS AND OBJECTIVES

- In order to meet community needs for the broadcast of City meetings, develop a maintenance and replacement plan of the Audio/Visual Broadcast equipment to ensure the reliability and compatibility of the system with technology advancements and the life expectancy of the equipment by June 2018.

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- Upgrade City Hall display televisions and research the feasibility and benefits of expanding the City's TV programming to off-site locations expanding the scope of information provided, in order to increase communication outreach and awareness. By December 2017.
- Expand programming on the City's Media Center and YouTube Channel to address issues of concern for the community such as home security, wildlife interaction, crime prevention, transportation, water conservation and cost, legislative issues in order to enhance transparency and expand awareness with Glendora residents. By May 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Marquee Advertising Hours	#	Workload	16,230	16,230	16,230
Total City Broadcast/Bulletin Board Hours	#	Workload	7,322	7,322	7,322
Go, Glendora! Broadcasts	#	Workload	6	6	6
Media Promotional Videos	#	Workload	16	24	26
Special Events	#	Workload	10	14	20

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	126,152	114,146	120,800	120,132	131,700
230	PEG	32,494	39,125	60,700	41,980	63,500
Division Total		158,645	153,271	181,500	162,112	195,200

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	48,282	48,951	52,900	52,900	52,500
41120	Overtime	594	1,071	-	-	-
42110	Misc PERS	8,101	9,123	10,900	10,900	11,700
42290	Flex Benefit	10,230	10,264	10,300	10,300	12,600
42310	Employer Paid Benefits	1,417	1,406	1,700	1,700	1,700
42520	Workers Comp	247	312	400	400	500
51200	Division Supplies	8,380	11,684	20,600	9,800	19,500
51500	Equipment Parts	1,381	1,710	9,000	7,000	10,000
51550	Photographic Supplies	-	-	500	-	-
55320	Printing	29,538	22,332	23,000	22,332	29,000
55340	Postage	18,700	18,000	18,200	18,200	20,000
55600	Training & Education	-	-	1,000	80	500
57060	Cable TV Service	1,308	1,433	1,500	1,500	1,500
59100	Contract Services	7,535	4,160	4,500	-	4,500
59801	Info Tech Charges	18,732	20,138	23,600	23,600	27,500
59807	Liability Ins Charges	4,200	2,688	3,400	3,400	3,700
Division Total		158,645	153,271	181,500	162,112	195,200

CITY of GLENDORA CITY CLERK

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	DVDs and other supplies necessary for the Division and are not directly related to the repair or maintenance of video equipment.
51500	Equipment Parts	Video and cable supplies for the Council Chamber as well as video editing software to enable broadcast of Council meetings.
55320	Printing	Printing of Glendora publications to notify residents of current events throughout the City.
55340	Postage	Mailing of Glendora publications to the residents. Costs have increased due to new development increasing the number of homes that will receive the publications.
55600	Training & Education	Staff training and development for operations and use of video equipment.
59100	Contract Services	Services related to the audio/visual broadcast system
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA CITY MANAGER

ORGANIZATIONAL CHART



CITY of GLENDORA

CITY MANAGER

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	-	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	-	-	-	-
Administrative Intern	0.32	0.32	0.32	0.32	0.32
Total Full-Time	3.00	3.00	3.00	3.00	3.00
Total Part-Time	0.32	0.32	0.32	0.32	0.32
Total Department FTE	3.32	3.32	3.32	3.32	3.32

CITY of GLENDORA

CITY MANAGER

CITY MANAGER DIVISION - 4101

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Worked with various Departments, continued to monitor the progress under the comprehensive Water Conservation Plan. Cumulatively, the City and its residents conserved approximately 28% water compared to the amount used in 2013 and the State's mandate for Glendora of 20%.
- Worked with Public Works and the Finance Departments successfully increased the water rates in order to maintain the Capital Improvement Program; the process included several community meetings discussing the necessity of the increase.
- With the Planning Department, worked with developers on projects that have brought large national tenants into the Marketplace and the former Ralphs shopping center. These joint efforts have brought Sprouts, Marshalls, Aldi, Chick-Fil-A and Pickup Stix to our long list of major retailers located in the City.
- Served as chair of the San Gabriel Valley Council of Governments City Managers Technical Advisory Committee which advises on various regional issues impacting the San Gabriel Valley. Through this position, led the effort through the San Gabriel Valley Council of Governments to negotiate a higher local return with the recently passed Measure A, which now returns to cities approximately 40% of revenues. As opposed to the 30% originally proposed.
- Worked with all Departments practiced various mitigation measures during one of the wettest winters in the past decade and avoided any significant mud and debris flows that otherwise may have occurred as a result of the fire damage in the Foothills.
- Worked with the Successor Agency to the Glendora Redevelopment Agency secured a release of tax increment held by the County of Los Angeles pursuant to Health and Safety Code Section 33333.13. As a result, the City will receive \$2.5 million of the over \$24 million collected by the County
- Monitored departments as they follow through with objectives established in the adopted City Strategic Plan. During the past fiscal year, a 90% completion rate was achieved.

CITY of GLENDORA CITY MANAGER

2017-18 MAJOR GOALS AND OBJECTIVES

- Monitor our fiscal position with the City Council and Finance Department as we project that over the course of time the rise in expenditures could outpace revenues without careful planning. During the year, continued dialog will be needed between policy makers and stakeholders on the budgetary issues so that decisions may be made in a timely manner.
- Work with Planning Department on the completion of a new Specific Plan for the Arrow Highway corridor and an updated Route 66 Specific Plan by the end of 2017. The Specific Plans will be developed to support economic vitality and the community's expectations.
- Work with Public Works Department in the implementation of the Enhanced Watershed Management Plan (EWMP), once approved by the Los Angeles Regional Water Quality Control Board, to ensure compliance with the milestones.
- Work through the Successor Agency to implement the Long Range Property Management Plan for the former Glendora Redevelopment properties in compliance with AB 1484 and SB107, consistent with appropriate zoning goals within the City's General Plan and various Specific Plans. Specifically, the City will work to sell two parcels located in the South Hills area.
- Coordinate the compliance with the objectives adopted within the City's Strategic Plan. The Strategic Plan objectives will be reviewed and updated with new objectives established for completion by November 2017 and May 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Constituent Requests	#	Workload	957	1,000	1,000
City Council	#	Workload	184	200	200
Suggestion Box	#	Workload	12	12	10
Community Survey - Telephone	#	Workload	N/A	622	N/A
Quality of Life (Excellent/Good)				90%	
Satisfaction of City Services	%	Effectiveness		86%	
Satisfaction - Communication				83%	
Department Objectives Completed	%	Efficiency	84%	89%	90%
Completion of Strategic Plan Objectives	%	Efficiency	89%	90%	90%

CITY of GLENDORA

CITY MANAGER

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	312,948	290,545	323,800	322,200	339,900
285	Affordable Housing	-	-	16,600	16,600	16,700
290	Housing Authority	-	-	32,200	32,200	30,300
531	Water Operating	127,952	127,744	139,100	139,100	125,000
Division Total		440,900	418,289	511,700	510,100	511,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	243,202	240,838	271,000	271,000	271,300
41360	Vehicle Allowance	6,243	6,279	7,100	7,100	7,100
42110	Misc PERS	56,750	58,158	72,200	72,200	72,800
42290	Flex Benefit	21,031	20,901	21,500	21,500	24,100
42310	Employer Paid Benefits	13,295	12,155	13,900	13,900	11,200
42520	Workers Comp	1,268	1,534	2,200	2,200	2,300
51110	Office Supplies	1,601	1,067	3,700	2,500	2,500
51560	Operating Leases	6,459	6,591	7,500	7,500	7,500
51750	Food Supplies	5,023	5,250	5,100	5,500	5,500
55320	Printing	59	60	2,200	2,000	2,200
55400	Dues & Memberships	455	55	1,200	1,200	1,200
55600	Training & Education	7,296	6,896	19,600	19,500	12,500
56200	Equipment Maintenance	-	-	500	500	500
59100	Contract Services	21,844	-	-	-	-
59801	Info Tech Charges	18,682	20,138	23,600	23,600	25,100
59807	Liability Ins Charges	8,777	11,582	14,900	14,900	16,100
59990	Contingency	28,914	26,786	45,500	45,000	50,000
Division Total		440,900	418,289	511,700	510,100	511,900

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 with new PERS rates. Workers Compensation allocation increased by 10% in ongoing effort to stabilize the fund.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies. It also includes printer consumables that are now being budgeted into each department.
55320	Printing	Costs associated with printing materials for the City Manager's office. Costs have increased for the purchase of printer ink and toner, which was previously provided by Information Technology.
55600	Training & Education	Training seminars, conferences, and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
59990	Contingency	Charges for unforeseen circumstances that require funding but were not anticipated during the development of the annual budget. Items that have been paid from this line item include property taxes as a result of possessory interest, the Futurist presentation, and beneficial trainings for Directors.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA CITY MANAGER

ECONOMIC DEVELOPMENT DIVISION - 4108

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Marketed and administered the Economic Development Loan Grant approving two businesses for participation, one new and one expanding. The program assisted with business development and growth and resulted in job creation.
- Provided owner and developer support, alongside Planning and Public Works, for the development of key sites such as Sprouts/Marshalls shopping center and the new developments in the Marketplace.
- Developed an updated Community Profile marketing piece to be shared with developers and potential new businesses in the marketing efforts of the City.
- In a collaborative effort, developed the Customer Bill of Rights with the Public Works and Planning Departments to promote resources, best practices and expectations to applicants in the development process. The Bill of Rights garnered a Merit Award from the California Association for Local Economic Development.
- Held six business workshops educating business owners and managers on various business related topics in order to assist local entrepreneurs with the start up or growth of their business. Workshops were presented through the Employee Development Department (EDD), Department of Labor Standards Enforcement (DLSE) and Service Corps of Retired Executives (SCORE).

2017-18 MAJOR GOALS AND OBJECTIVES

- Market the Economic Development Loan Grant Program and approve one to two new or expanding businesses to participate in the program by June 2018.
- Continuous improvement of the City's permit process in order to achieve more efficiency by streamlining processes for the development community.
- Work with the Planning Department on a review of sign regulations by the end of 2017 in order to recommend

CITY of GLENDORA CITY MANAGER

and implement code amendment(s) that will better support the existing business community and attraction efforts for new business into the city.

- Continue to market all available commercial vacancies within the City, with specific emphasis on matching tenants with key sites such as the Mayflower Center, former Vons center on Arrow Highway and the anchor space at the Glendora Promenade.
- Forward to the City Council an annual report by Glendora Chamber of Commerce as it relates to their activities in assisting incoming and existing businesses, and support efforts of marketing and branding.
- Provide the City Manager with support in other areas such as Water Conservation, following County's efforts to form a Community Choice Aggregation (Energy) Program and legislative support as directed to ensure timely and compliant action is achieved.

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	131,402	146,851	192,600	116,200	184,100
Division Total		131,402	146,851	192,600	116,200	184,100

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	65,014	78,770	84,000	8,400	89,300
41210	Part Time	7,164	4,041	10,100	10,100	9,100
42110	Misc PERS	11,386	14,681	17,700	17,700	19,800
42111	PARS Retirement	-	152	400	400	400
42290	Flex Benefit	9,869	10,673	10,900	10,900	10,900
42310	Employer Paid Benefits	1,606	1,774	2,300	2,300	2,400
42520	Workers Comp	380	528	800	800	800
51110	Office Supplies	529	384	900	600	800
55320	Printing	1,133	4,830	3,500	3,500	3,500
55340	Postage	355	1,220	2,000	1,500	2,000
55350	Miscellaneous	-	-	2,500	2,500	2,500
55400	Dues & Memberships	670	1,470	1,500	1,500	1,500
55600	Training & Education	1,522	3,328	6,000	6,000	6,100
59100	Contract Services	6,775	-	25,000	25,000	10,000
59600	Aid To Civic Organization	24,998	25,000	25,000	25,000	25,000
Division Total		131,402	146,851	192,600	116,200	184,100

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 with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the business community to market space available within the City.
55600	Training & Education	Attend training seminars and conferences, such as Regional ICS Conference and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
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.

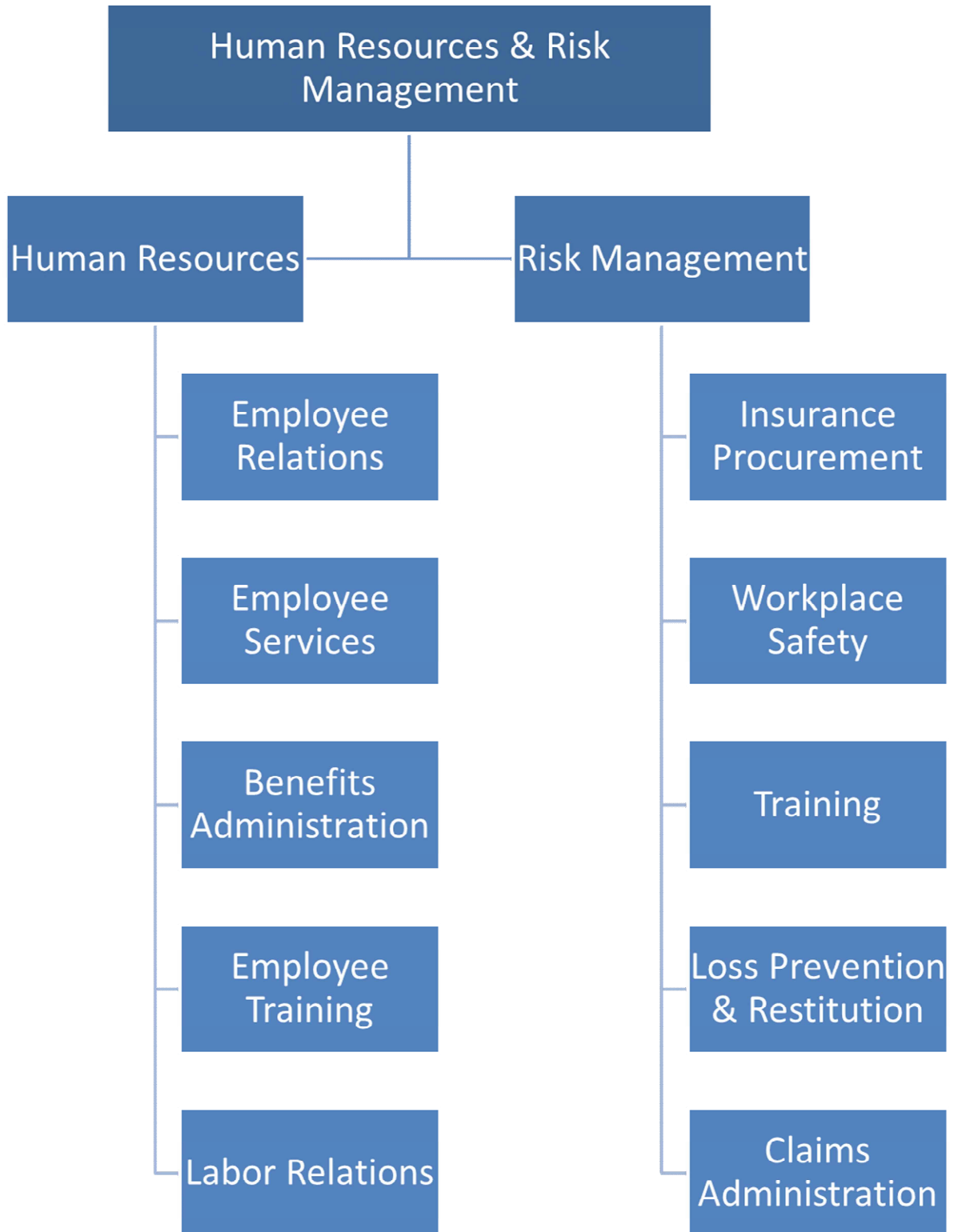
CITY of GLENDORA

CITY MANAGER

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CITY of GLENDORA HUMAN RESOURCES

ORGANIZATIONAL CHART



CITY of GLENDORA

HUMAN RESOURCES

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Human Resources/Risk Management Director	1.00	1.00	1.00	1.00	1.00
Human Resources/Risk Management Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources/Risk Management Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	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 Full Time Equivalent (FTE)	4.00	4.00	4.00	4.00	4.00

CITY of GLENDORA HUMAN RESOURCES

HUMAN RESOURCES DIVISION - 4103

PROGRAM DESCRIPTION

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

The City maintains a dedicated, professional and highly skilled workforce, retaining employees that have over 35 years of service. The Division also provides consulting, facilitation and other strategic professional Human Resources services to City Departments and all employees.

Specific activities include:

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

CITY of GLENDORA HUMAN RESOURCES

2016-17 MAJOR ACCOMPLISHMENTS

- Worked closely with each of the City's four employee Associations to successfully transition Pre Employment Physicals and Department of Transportation (DOT) Class A and B Physicals to a new Occupational Health Services Provider – Irwindale Industrial Clinic.
- Held the first annual Health Benefits Fair to provide full time employees with comprehensive information to assist them in understanding benefits and resources available to them through employment with Glendora.
- Revamped the Human Resources Division portal on the City's Intranet to be more user friendly, comprehensive and provide simple effective access to employees needing immediate information on various City policies, procedures, programs and benefits.
- Successfully completed a nationwide executive recruitment for Police Chief.
- Transitioned contract for Bilingual Skills Testing to Los Angeles Unified School District which allows for remote testing, broader range of languages tested, and improves efficiency.
- Negotiated a multi-year successor bargaining agreement with the Glendora Municipal Employees Association to replace the terms and conditions that expired on January 31, 2015.

2017-18 MAJOR GOALS AND OBJECTIVES

- Revamp New Employee Orientation materials to include a benefits worksheet to better educate new team members about benefits and resources available to them upon employment by December.
- Create a Recruitment Video promoting the quality of life and attraction of employment with Glendora to be utilized for social media outreach. Video to be completed by June.
- Expand utilization of social media resources in July for recruitment and outreach purposes to remain competitive in the employment market.
- Conduct quarterly Supervisory Trainings to lead staff and first line supervisor on topics to enhance and update their overall skills and abilities in supervisory roles. Trainings to be completed by June.

CITY of GLENDORA

HUMAN RESOURCES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
External recruitments	#	Workload	45	35	40
• Recruitment and hiring new employee	Days	Workload	60 Days	60 Days	60 Days
• Recruitment and creation of eligibility list	#	Workload	23 Days	20 Days	20 Days
• Average # of applications received per recruitment	Days	Workload	146	150	160
• New full time hires	#	Workload	31	21	26
• Hours spent processing a new full time hire	Hours	Efficiency	0.75 hr.	1 hr.	1 hr.
• New part time hires	#	Workload	46	25	30
• Hours spent processing a new part time hire	Hours	Efficiency	.5 hr.	.5 hr.	.5 hr.
Separations (full time)	#	Workload	28	15	10
• Voluntary	#	Workload	16	13	5
• Retirement	#	Workload	8	2	5
• Involuntary	#	Workload	4	0	0
Training	#	Workload	45	54	45
• Training courses for FT employees coordinated by the Division	#	Workload	187	412	205
• Employees attending courses	#	Workload	90%	100%	100%
• Employees participating in training	%	Effectiveness			

CITY of GLENDORA

HUMAN RESOURCES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	398,742	447,433	490,200	489,350	312,300
531	Water Operating	83,187	112,073	100,300	100,350	129,000
541	Worker's Comp	67,987	59,328	77,400	77,450	126,000
542	Liability Insurance	59,988	55,739	77,400	77,450	125,900
Division Total		609,905	674,573	745,300	744,600	693,200

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	339,595	336,244	350,000	350,000	359,800
41120	Overtime	-	21	-	300	-
41210	Part Time	274	14,934	-	-	-
41360	Vehicle Allowance	3,610	3,623	3,800	3,800	3,600
42110	Misc PERS	57,831	47,834	77,200	77,200	83,600
42111	PARS Retirement	-	123	-	-	-
42290	Flex Benefit	39,665	39,539	43,900	43,900	45,800
42310	Employer Paid Benefits	5,875	6,074	7,500	7,500	7,600
42520	Workers Comp	1,734	2,087	2,800	2,800	3,200
51110	Office Supplies	3,719	2,782	6,600	6,600	5,800
51560	Operating Leases	-	-	-	-	800
55130	Medical	13,033	16,676	12,700	12,700	15,600
55200	Legal Services	75,910	126,195	125,000	125,000	70,000
55316	Recruitment	27,479	29,050	24,200	24,200	28,100
55320	Printing	41	313	700	700	1,800
55340	Postage	800	614	1,400	1,400	1,400
55400	Dues & Memberships	3,081	3,414	3,500	2,500	4,300
55600	Training & Education	3,525	3,269	7,800	7,800	7,800
55600.1	Training & Educ-Citywide	-	2,031	3,200	3,200	3,200
59100	Contract Services	12,802	6,202	35,000	35,000	9,000
59801	Info Tech Charges	14,171	18,781	20,800	20,800	21,100
59807	Liability Ins. Charges	6,760	14,769	19,200	19,200	20,700
Division Total		609,905	674,573	745,300	744,600	693,200

CITY of GLENDORA

HUMAN RESOURCES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies.
55130	Medical	Physical exams for potential candidates during the recruitment process and DOT related medical costs.
55200	Legal Services	Labor negotiation costs and Liebert Cassidy Whitmore consortium that provides training and education throughout the year for employees.
55316	Recruitment Expenses	Advertising, testing, and background for the selection of qualified applicants for new and vacant positions.
59100	Contract Services	Employee assistance and other programs provided to City employees.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA HUMAN RESOURCES

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 comprehensive Risk Management services to all City departments.
- Procuring and maintaining adequate resources for workers' compensation and liability coverage; protecting property.
- Administering general liability and workers' compensation insurance claims.
- 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 entities engaged in business with the City to ensure proper limits of general liability coverage are maintained.
- Seeking restitution for damage to City property.
- Coordinating a variety of training and workshops related to risk management.
- Participating in the City's Safety Committee to proactively manage onsite risk.

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

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

2016-17 MAJOR ACCOMPLISHMENTS

- Established a risk assessment process to better mitigate liability exposure for special events. Assessment process ensures appropriate level of coverage for the activity, timely receipt of insurance certification and/or purchase of additional insurance based upon exposure of event.
- Conducted multiple "Workers' Compensation 101" trainings citywide for department supervisor and leads to update and educate on the Workers' Compensation system and protection and safety of employees.
- Collaborated with all four employee Associations to successfully transition the City's occupational health services to a new resource – Irwindale Industrial Clinic, after notification from the City's then current provider that they were no longer providing occupational health services.
- Conducted three mini training sessions for the Safety Committee on topics including Cal OSHA and Risk Management services to educate and enhance member understanding of mitigation of liability exposures.

CITY of GLENDORA

HUMAN RESOURCES

2017-18 MAJOR GOALS AND OBJECTIVES

- By June, establish a Wellness Program for employees which will offer an alternative resource for a healthy work environment.
- Transition Human Resources and Risk Management Technician onto ICRMA Claims Committee and Human Resources and Risk Management Analyst onto ICRMA Governing Board by December.
- Provide safety training on regulations and programs to prevent injuries and reduce liability exposure to the City. Trainings to be completed by June.
- Engage a consultant by December to assess if the City's participation in the current insurance pool is most cost effective and beneficial in addressing the City's needs.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Claims Acted Upon Within 45 Days of Receipt (sent to TPA and acknowledged to claimant)	%	Efficiency	100%	100%	100%
Liability Claims Filed During the Year	#	Workload	25	42	35
Total Current Open Claims	#	Workload	2	6	6
Total Annual Claims Costs Paid	\$	Workload	\$53,040	\$60,000	\$40,000
Experience Modification Factor (Ex-Mod): City's loss experience as it compares to the loss experience of the ICRMA Insurance pool for worker's comp	15 ICRMA Cities	Highest ICRMA Ex-Mod	1.55%	1.46%	1.55%
Glendora Ex-Mod Factor		Efficiency	0.82%	0.84%	0.84%

CITY of GLENDORA

HUMAN RESOURCES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
541	Worker's Comp	1,917,688	1,260,373	875,000	675,000	785,800
542	Liability Insurance	1,060,199	1,227,351	1,605,400	1,585,800	1,709,500
Division Total		2,977,887	2,487,724	2,480,400	2,260,800	2,495,300

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	41,815	62,366	57,700	57,700	58,500
41360	Vehicle Allowance	228	543	600	-	600
42110	Misc PERS	7,047	9,547	12,700	-	14,200
42290	Flex Benefit	3,242	3,909	4,700	-	4,700
42310	Employer Paid Benefits	750	1,003	1,100	-	1,100
42520	Workers Comp	215	309	500	-	500
51110	Office Supplies	249	192	1,100	1,100	1,100
51115.10	Ergonomic Equipment	-	-	5,000	5,000	5,000
55200	Legal Services	83,886	9,086	76,000	76,000	52,000
55400	Dues & Memberships	875	1,620	2,000	2,000	1,800
55600	Training & Education	3,240	6,149	29,100	29,100	24,000
57410	Insurance	182,662	204,885	246,000	246,000	315,800
57410.11	General Liability	397,072	499,722	732,300	732,300	820,000
57410.12	Property Insurance	418,611	391,172	411,600	411,600	416,000
59100	Contract Services	100,330	62,247	75,000	75,000	105,000
59910	Workers Comp Claims	1,703,845	1,035,864	600,000	400,000	450,000
59920	Liability Claims	17,864	172,963	200,000	200,000	200,000
59925	Unemployment Insurance	15,957	26,149	25,000	25,000	25,000
Division Total		2,977,887	2,487,724	2,480,400	2,260,800	2,495,300

CITY of GLENDDORA

HUMAN RESOURCES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased due to the increase in PERS rates. Workers Comp has increased by 10%
55200	Legal Services	Legal Services that advise and defend the City for any claims against the City including damage to private property and workers compensation claims.
55600	Training & Education	Trainings, conferences and seminars related to Risk Management. It also funds mandatory training requirements for public officials. The increase is attributed to new staff and the requirement of public roles and responsibilities training that occurs biannually.
57410	Insurance	Costs associated with being a part of the Independent Cities Risk Management Authority (ICRMA) which allows the city to reduce liability insurance by working in conjunction with other cities to increase purchasing power.
57410.11	General Liability	Coverage for claims and losses arising from third-party personal injury and bodily injury. Coverage includes damage caused by City infrastructure or operations. Costs have increased 30% due to ICRMA increasing the confidence level to 70% which gives greater assurance that funds are available to pay claims on behalf of risk pool members.
57410.12	Property Insurance	Coverage provided for the replacement cost value of City infrastructure and property. The increase is due to the increase in premium for ICRMA.
59100	Contract Services	Costs associated with the Third-Party administrator for the City's Worker's Compensation program.
59910	Workers Comp Claims	Costs associated with managing and settling worker's compensation claims.
59920	Liability Claims	Costs associated with managing and settling liability claims.

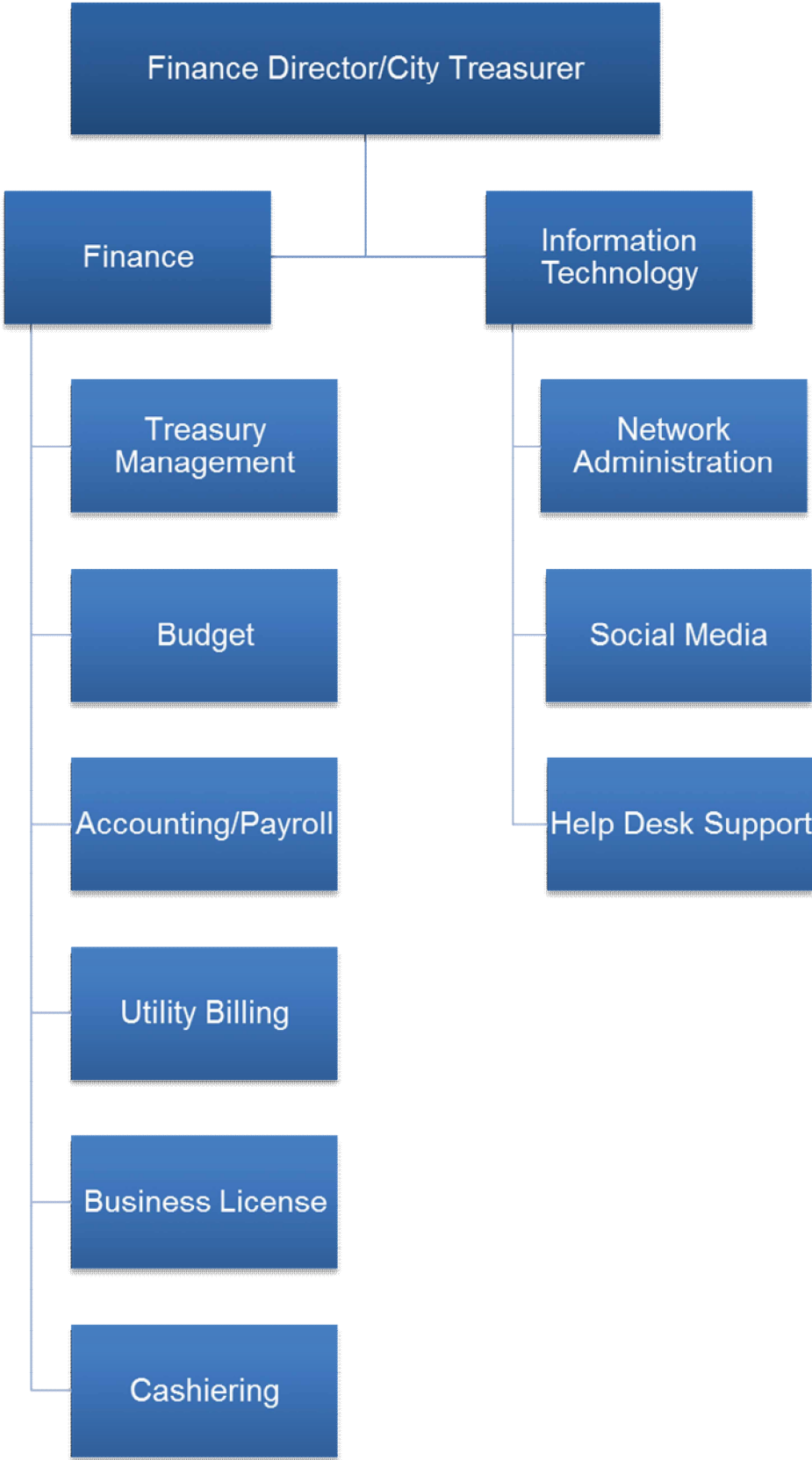
CITY of GLENDORA

HUMAN RESOURCES

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CITY of GLENDORA FINANCE

ORGANIZATIONAL CHART



CITY of GLENDORA **FINANCE**

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Finance Director/City Treasurer	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00	1.00
Information Systems Technology Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00	1.00
Digital Media Specialist	0.39	0.50	1.00	1.00	1.00
Information Systems Technology Analyst	1.50	1.50	1.50	1.50	1.50
Senior Accounting Technician	3.00	3.00	3.00	3.00	3.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Total Full-Time	13.50	14.50	15.50	15.50	15.50
Total Part-Time	0.39	0.50	-	-	-
Total Full Time Equivalent (FTE)	13.89	15.00	15.50	15.50	15.50

CITY of GLENDORA FINANCE

FINANCE DIVISION - 4216

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Completed required annual audits for the Single Audit Act, Prop. A, Prop. C, Measure R, and Air Quality Management District (AQMD) by the required deadlines with unqualified audit opinions. In addition, this year the City also received a "clean" audit opinion from the IRS and CalPERS.
- Received the Government Finance Officers Association (GFOA) and added the California Society of Municipal Finance Officers (CSMFO) Award for Distinguished Budget Presentation for the Fiscal Year 2016-17 Budget.
- Received the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR) for Fiscal Year Ended June 30, 2016.

- Completed Strategic Plan goals to –
 - ◇ Present to the City Council for consideration a business license automation contract. The contract will allow for online registration and research capabilities.
 - ◇ Present recommendations to the City Council for consideration merchant fee/service fee to be applied to certain City fees via master fee schedule update. As a result of this effort, the City will be able to reduce the cost of merchant fees.
 - ◇ Present to the City Council for consideration the future of the Investment Advisory Committee. As a result of this discussion, Council decided to decommission the Committee.
- Successfully stream lined processes and improved efficiencies, such as:
 - ◇ Offering the Automated Clearing House (ACH) payment option for Accounts Payable vendors, this provides another measure for fraud protection.
 - ◇ Implemented a spreadsheet timecard City-wide improving the accuracy of information submitted for payroll processing.
 - ◇ Utilized features in the Sungard software to generate Accounts Receivable invoice, which reduces the reliance on paper driven processes.
 - ◇ Automated the 1099 form submission to the IRS, which is the preferred method for transmitting data and provides greater reporting accuracy.
 - ◇ Implemented the use of project codes for the Capital Improvement Program (CIP) projects and other programs, providing the departments with additional information to manage projects and programs
 - ◇ Consolidated the number of budget account line items from approximately 5,000 to 2,500, improving efficiency and budget management.

2017-18 MAJOR GOALS AND OBJECTIVES

- Identify and implement a solution to enhance utility billing online services and electronic communications by June 2017.
- Apply for and receive a certification of the City's annual investment policy by the California Municipal Treasurer's Association, which provides a peer review of the policy for accountability and assurances that we are following best practices.
- Evaluate options for an Enterprise Resource Planning (ERP) software to replace the existing Sungard (Pentamation) Finance software. The current system is cumbersome. The City has encountered several challenges with customer service and timely upgrades from Sungard.

CITY of GLENDORA **FINANCE**

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Distribute and/or Present Financial Reports to City Council for Mid-Year, 3rd Quarter Review and Budget	%	Effectiveness	100%	100%	100%
Unmodified "Clean" Audit Opinion Obtained for CAFR	Yes/No	Effectiveness	Yes	Yes	Yes
Awards Received for Financial Reporting Excellence	#	Effectiveness	2	3	4
Annual Covered Payroll	\$	Workload	\$18.8M	\$18.3M	\$18.0M
Water Accounts Managed	#	Workload	13,309	13,350	13,425
Water payments received electronically	#	Efficiency	52%	54%	58%
Average Portfolio Par Balance (City)	\$	Workload	\$58.5M	\$57.2M	\$58.2M
Increased earnings of City Portfolio over LAIF Book Rates of Return	%	Effectiveness	0.46%	0.59%	0.68%
Annual Payments Processed at Public Counter	#	Workload	20,010	18,093	18,000

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	564,272	641,375	670,700	669,350	710,300
209	Prop A Transit	698	1,731	2,000	2,000	2,200
211	Prop C Transit	698	-	-	-	-
215	AQMD	1,463	1,232	2,200	2,205	2,200
285	Affordable Housing	-	-	17,700	17,700	20,700
531	Water Operating	-	-	25,100	25,100	28,500
533	Transit	559,434	620,002	711,480	703,900	775,856
541	Worker's Compensation	13,969	14,945	15,300	15,350	15,600
542	Liability Insurance	2,169	2,200	2,600	2,600	2,600
548	Technology	28,667	32,407	33,100	33,100	34,200
549	Vehicles	5,467	4,415	5,600	5,600	6,100
Division Total		1,176,838	1,318,308	1,485,780	1,476,905	1,598,256

CITY of GLENDORA **FINANCE**

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	550,915	655,265	713,400	713,400	731,400
41120	Overtime	2,463	171	-	405	200
41360	Vehicle Allowance	639	1,521	2,100	2,100	2,056
42110	Misc PERS	92,014	116,040	150,100	150,100	166,500
42290	Flex Benefit	85,352	105,173	113,300	113,300	130,500
42310	Employer Paid Benefits	12,855	15,016	18,800	18,800	19,800
42520	Workers Comp	2,798	3,892	6,400	6,400	6,500
45100	Temporary In Lieu Of Perm	12,690	13,698	-	-	-
51110	Office Supplies	7,819	11,802	7,300	7,300	10,000
51560	Operating Leases	1,966	2,539	2,000	2,000	5,500
55110	Audit Services	26,440	35,450	37,500	36,000	45,000
55320	Printing	6,665	7,954	8,000	8,000	8,000
55340	Postage	14,255	14,258	47,000	47,000	29,000
55400	Dues & Memberships	1,895	1,999	3,000	3,000	3,000
55450	Bank Service Charges	100,059	132,777	115,000	115,000	129,800
55600	Training & Education	3,620	6,686	13,980	6,900	17,000
57050	Phone	1,034	1,184	700	-	-
59100	Contract Services	131,213	50,356	103,500	103,500	144,500
59801	Info Tech Charges	106,686	113,393	106,000	106,000	108,900
59807	Liability Ins. Charges	15,460	29,134	37,700	37,700	40,600
Division Total		1,176,838	1,318,308	1,485,780	1,476,905	1,598,256

CITY of GLENDORA **FINANCE**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies.
51560	Operating Leases	Costs associated with the lease of large industrial copiers and printers for the Department.
55110	Audit Services	Audit Services has been consolidated under Finance division accounts.
55320	Printing	Printing and mailing of various City documents such as the Budget, CAFR, and accounts payable. Cost savings are expected with the outsourcing of Business License activity to HdL and expanding the use of ACH transactions.
55340	Postage	Postage costs for mailing out utility bills, accounts payable checks and miscellaneous invoices to residents, contractors and vendors. Costs have decreased due to the availability of electronic payments.
55600	Training & Education	Training allows staff to attend educational seminars and conferences to ensure compliance with new reporting standards and enhance usage of the financial software updates.
55450	Bank Service Charges	Merchant bank fees, credit card fees, and banking fees are paid in this line item. Costs have increased as a result of adding the name of the payee on Positive Pay, a banking program to deter fraud.
59100	Contract Services	Charges related to armored truck services, sales and property tax audits that provide revenue to the City, preparation of claims for reimbursements from the State, preparation of financial disclosures for bonds and actuarial evaluation. This account increased by \$60,000 to reflect the estimated HdL costs for administration of the business license program. These costs are offset by business license revenues. Third party printing costs for utility bills were also consolidated to this line item, whereas it was previously budgeted in Customer Service for water (Division 6568)
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

INFORMATION TECHNOLOGY DIVISION - 4219

PROGRAM DESCRIPTION

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

2016-17 MAJOR ACCOMPLISHMENTS

- Completed a full redesign and upgrade of the City and Police Datacenters. New Datacenters were sized for 5 years of growth, increased speeds 10-fold and implemented new layers of security to protect City/Police data.
- Upgraded Library and Bidwell's Public access wireless network infrastructure to the latest hardware and standards.
- Per the Strategic Plan goal to increase the use and development of technology to benefit the community, the Division, expanded the city's social media reach by an estimated 71% on Facebook, 24% on Twitter and 126% on Instagram through an aggressive outreach campaign. The Division developed dynamic content through all social media outlets and continued to engage the public through community events, social media booth displays and targeted advertising.
- Upgraded the City's Point-to-Point wireless links that provide all network communications to the Water, Street, La Fetra, Legion, Transportation, Pompei Park, Teen Center, and Parks facilities. The upgrade improves network speed, is easier to manage and provides the infrastructure needed for other software and networking requirements.

2016-17 MAJOR GOALS AND OBJECTIVES

- Complete the implementation of Corporation for Education Network Initiatives in California (CENIC) high-speed broadband fiber network which will provide 1 Gig Wi-Fi connection to the public in the City Hall/Library vicinity, which is approximately 10x's faster than the current system. This project is funded through a grant through the Library consortium.
- Evaluate the results of the IT Assessment and recommend next steps based on the recommendations from the Assessment.
- Upgrade staff computer operating systems to Windows 10 Enterprise, allowing for increased asset security, manageability, and support.
- Implementing Mobile Device Management solution to secure, support, and maintain mobile devices and their data. (Cell phones, Tablets, Laptops)
- Expand the City's social media reach by a target 75% on Facebook and 15% on Twitter with an aggressive outreach campaign. Continue to develop dynamic content through all social media outlets and to engage the public through community events, social media booth displays and targeted advertising.
- Expand the City's video production, to take advantage of current trends, by highlighting City events and services through live streaming opportunities.
- Continue to replace the end-of-life network infrastructure with built-in failover redundancy. This includes new network switches, wireless access points and UPS backup equipment.

CITY of GLENDORA **FINANCE**

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
PCs Supported	#	Workload	230	235	245
Maintenance / Support Requests	#	Workload	860	1,100	1,300
Critical/Urgent Support Requests Responded to Within Service Level Agreement	%		-	90%	95%
Maintenance / Support Requests Resolved Within Service Level Agreement	%	Effectiveness	-	90%	95%
Social Media Reach (Facebook Likes/ Twitter Followers)	#	Effectiveness	1737 Likes / 2,061 Followers	2,550 Likes / 3,200 Followers	2,850 Likes / 3,400 Followers

CITY of GLENDORA **FINANCE**

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
548	Technology	559,392	681,005	1,167,857	1,156,649	1,124,800
Division Total		559,392	681,005	1,167,857	1,156,649	1,124,800

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	163,879	204,931	262,100	262,100	263,300
41120	Overtime	-	-	-	1,000	-
41210	Part Time	35,274	27,318	-	-	-
42110	Misc PERS	25,976	9,233	54,500	54,500	58,400
42290	Flex Benefit	23,051	28,765	36,500	36,500	37,700
42310	Employer Paid Benefits	4,760	5,243	6,700	6,700	6,900
42520	Workers Comp	2,303	2,195	2,300	2,300	2,200
51110	Office Supplies	710	161	1,000	1,000	1,000
51500	Equipment Parts	30,150	7,268	16,500	16,500	20,000
51500.60	Software	10,198	20,765	15,000	15,000	15,000
55400	Dues & Memberships	2,740	2,500	5,000	4,000	4,100
55600	Training & Education	2,268	8,994	16,000	15,800	10,000
57050	Phone	-	-	125,300	141,437	105,000
57050.10	Cellular Phones	-	-	70,400	67,500	57,500
57055	Internet	23,682	22,680	40,600	22,600	30,000
59100	Contract Services	1,690	24,159	144,825	140,000	140,000
59100.60	Software Maintenance	181,276	217,972	228,900	228,712	231,700
59100.61	Network Maintenance	10,183	2,127	13,000	13,000	3,000
72000	Capital Outlay	13,581	13,394	50,833	50,000	-
72000.10	Computers	1,369	-	16,500	16,500	105,000
72000.11	Servers	-	-	22,000	22,000	-
72000.12	Network Equipment	6,955	57,428	37,400	37,000	30,000
72000.13	Printers	19,348	25,872	2,500	2,500	4,000
Division Total		559,392	681,005	1,167,857	1,156,649	1,124,800

CITY of GLENDORA **FINANCE**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
57050	Phones	Citywide phone costs are paid from this account to provide more efficiency in the management of the phone contract that allows staff the opportunity to negotiate better contract prices.
57050.10	Cellular Phones	Citywide cell phone costs are paid from this account to provide more efficiency in the management of the cell phone contracts that allows staff to provide consistency with the use of technology and negotiate 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	Citywide software licenses such as the financial and permitting software. This line provides funding for the annual maintenance of these platforms and ensures updates and functionality throughout the year. Some web based software that do not require IT maintenance, such as CalOpps and Netfile, are paid for in the managing departments (HRRM and City Clerk).
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. A major purchase for FY 2018 is Microsoft Windows Upgrades.

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. The Division costs associated with the audit have been moved under the Finance Division.

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

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	934,757	1,041,220	1,151,135	1,035,808	1,078,900
321	Capital Improvement	24,386	-	25,000	25,000	-
400	Redev Obligation Retirement	870,391	812,386	2,048,604	2,048,604	2,047,000
405	Energy Efficiency	101,307	66,933	70,175	70,175	73,595
531	Water Operating	1,057,086	981,013	2,173,862	2,173,862	2,051,800
Division Total		2,987,928	2,901,552	5,468,776	5,353,449	5,251,295

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41120	Overtime	-	-	107,150	-	-
42310	Employer Paid Benefits	144,779	152,055	162,100	162,100	193,100
55320	Printing	6,598	7,934	8,000	-	-
55400	Dues & Memberships	51,884	55,318	68,300	68,300	68,300
55700	Education Reimbursement	28,616	33,305	25,000	30,000	25,000
57210	Cnty Adm Cost	74,471	77,821	78,000	81,523	82,000
59100	Contract Services	1,597	5,943	33,700	25,000	-
80000	Long Term Principal	507,508	532,916	3,147,280	3,147,280	3,181,935
81000	Interest	2,148,230	2,013,879	1,839,246	1,839,246	1,700,960
81050	Interest On City Advance	24,245	22,380	-	-	-
Division Total		2,987,928	2,901,552	5,468,776	5,353,449	5,251,295

CITY of GLENDORA **FINANCE**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
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.
57210	County Admin	County charges for collecting property taxes on behalf of the city.
80000-81000	Long Term Principal & Interest	Debt service payments for bonds described in the Debt Section of the Budget Guide & Financial Policies

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CITY of GLENDORA POLICE

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CITY of GLENDORA POLICE

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Info Systems Tech Supervisor	1.00	1.00	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	5.00	5.00
Police Sergeant	5.00	5.46	5.00	5.00	5.00
Info Systems Tech Analyst	1.50	1.50	1.50	1.50	1.50
Police Service Rep I (Dispatcher)	5.96	5.82	5.51	5.51	5.51
Police Service Rep II (Dispatcher/Jailer)	3.24	3.24	3.39	3.39	3.39
Police Records Specialist	4.00	4.00	4.00	4.00	4.00
Community Preservation Officer	1.44	1.50	1.50	2.50	2.50
Jailer	5.00	5.00	5.00	5.00	5.00
Community Services Officer	8.00	8.00	8.00	8.00	8.00
Senior Community Services Officer	1.00	1.00	1.00	-	-
Police Officer	33.70	34.75	35.33	35.69	36.69
Police Corporal	7.00	7.00	7.00	7.00	7.00
Animal Control Officer	-	-	-	-	-
Police Cadet	3.74	3.50	3.75	3.75	3.75
Reserve Police Officer	0.48	0.48	0.48	0.48	0.48
Court Liaison Officer	0.39	0.46	-	-	-
Emergency Services Coordinator	0.34	-	-	-	-
Civilian Background Investigator	0.24	-	-	-	-
Total Full-Time	83.50	84.50	85.50	85.50	86.50
Total Part-Time	8.52	8.20	6.95	7.31	7.31
Total Department FTE	92.02	92.70	92.45	92.81	93.81

CITY of GLENDORA POLICE

ADMINISTRATION DIVISION - 5126

PROGRAM DESCRIPTION

The Administration Division provides administrative and operational support for the Police Department. The Division manages a wide-range of duties, including human resource issues, recruitment, background, and hiring, training, and risk management for the Police Department. The Division is led by the Chief of Police with the assistance of the Captain. A Support Services Civilian Supervisor is responsible for the management and operation of the police facility, the Community Preservation unit, and serves as the department's Jail Manager. The city's emergency services/disaster response is also coordinated through the Administration Services Division.

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- P.O.S.T. and STC compliance; all officers, dispatchers, and jailers completed the mandated state training; successfully passed our POST Audit in January 2016 and our STC audit in July 2016. The Field Training Officer (FTO) program trained three police officers for successful integration into patrol.
- Command Staff, which included supervisors and managers, attended a Team Building Workshop (TBW) in May 2017 in an effort to reinforce teamwork, improve efficiencies, and capitalize on the strengths of the department. As a result of the TBW the police department was able to develop a strategic plan which included items such as reviewing and assessing our current stage of team development, developing a succession plan, setting and aligning goals, clarify roles and responsibilities, and focus on the future of the department.
- Oversaw the implementation of the Spillman CAD/RMS system. This system replaced a 17 year old system and required extensive department coordination and training. An analysis of the early stages of implementation has shown that this system has the ability to support the day-to-day police operations, enhance public safety, and support efficient use of resources and effective tactical deployment. We are hopeful that the Community Dashboard module, when implemented, will be able to provide community members with crime information in their neighborhood and city, as "live calls" is not applicable in this new system.
- Maintained jail facilities and received full compliance inspection reviews from all regulatory agencies authorized to conduct jail audits and inspections. Receiving a compliance rating assists in avoiding unnecessary and unwarranted litigation claims that can arise with the operation of a jail facility.
- Provided Emergency Operations Center (EOC) refresher training to police and city EOC staff members.

CITY of GLENDORA POLICE

2017-18 MAJOR GOALS AND OBJECTIVES

- Attend and participate in the Foothill Gold Line Construction Authority meetings specific to the Glendora to Montclair 12.3 mile, six station light rail project. Provide input relative to the line area specific to Glendora as appropriate.
- Develop and accomplish a planning schedule for a five-year Capital Improvement Project plan by January 2018; to include identifying a financing plan. Complete the following capital improvement projects: police facility roof repair and the police facility heat/air repair by August 2018.
- Complete a phased approach of replacing aging Mobile Data Computers (MDC's) with new contemporary MDC's into the patrol vehicles which will assist our patrol officers in the field with a quicker response and secure access to information. Install half of the MDC's by June 2018 and the remaining other half of the MDC's by June 2019.
- Captain and watch commanders to meet quarterly with the Los Angeles County Fire Department's command staff to facilitate communication, problem solving, and planning issues of mutual concern.
- Provide annual Emergency Operations Center (EOC) refresher training to police and city EOC staff members by June 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Supervisors conduct an annual review of 16 key policies related to critical incidents and performance with field personnel.	#	Workload	16	16	16
Liaison with school district officials to maintain dialogue related to enhanced youth safety and criminal prevention strategies by attending PTA, Articulation, and Coordinated School Health meetings.	%	Effectiveness	100%	100%	100%
Maintain POST training standards for each officer by coordinating and scheduling required training.	#	Workload	53	53	53
Maintain jail compliance standards and correct any deficiencies discovered on annual audits by the eight jail regulatory agencies.	%	Effectiveness	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	2,397,892	2,467,852	2,688,800	2,110,500	2,847,000
208	Asset Forfeiture	50,687	18,167	35,000	35,000	35,000
Division Total		2,448,578	2,486,019	2,723,800	2,145,500	2,882,000

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	549,788	563,961	585,000	585,000	606,100
41120	Overtime	11,555	14,899	11,000	14,300	17,000
41310	Holiday Pay	-	-	700	700	800
41360	Vehicle Allowance	3,611	3,623	3,600	3,600	3,600
41370	Uniform Allowance	4,350	4,750	2,400	2,400	2,400
42110	Misc PERS	-	-	-	-	44,300
42112	Safety PERS	152,385	179,618	202,600	202,600	175,100
42290	Flex Benefit	59,149	58,835	59,600	59,600	66,900
42310	Employer Paid Benefits	8,287	8,353	8,600	8,600	12,300
42520	Workers Comp	23,626	29,372	36,500	36,500	42,100
51110	Office Supplies	16,292	16,778	11,100	11,100	12,000
51200	Division Supplies	62,167	58,014	42,100	42,100	46,000
51200.80	Emergency Prep	73,007	100,150	29,800	29,800	30,000
51400	Building Materials	3,434	2,875	4,000	2,500	14,000
51750	Food Supplies	15,849	16,618	14,000	14,000	14,000
55320	Printing	8,452	4,348	3,500	4,000	3,500
55340	Postage	9,004	8,605	5,500	5,500	5,500
55350	Miscellaneous	1,668	2,129	1,300	1,300	1,500
55400	Dues & Memberships	5,157	5,707	7,000	7,000	7,000
55600	Training & Education	57,424	56,367	59,000	59,000	65,000
56200	Equipment Maintenance	1,076	2,209	1,500	1,000	1,500
57060	Cable TV Service	1,556	2,066	1,500	2,000	2,000
57100	Electric	91,584	93,977	92,000	93,000	93,000
57150	Gas	6,888	12,621	8,000	10,000	10,000
59100	Contract Services	-	-	90,000	90,000	96,000
59100.48	Com-Net	32,183	18,167	35,000	35,000	35,000
59550	Uniforms	25,009	21,702	17,000	18,400	18,400
59801	Info Tech Charges	366,883	395,893	462,400	462,400	515,900
59805	Vehicle Charges	474,563	388,491	396,600	396,600	367,100
59807	Liability Ins Charges	383,632	415,893	532,500	532,500	574,000
Division Total		2,448,578	2,486,019	2,723,800	2,145,500	2,882,000

CITY of GLENDORA POLICE

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51110	Office Supplies	Supply purchases that include paper, pens, and other miscellaneous office supplies. Also includes awards and recognition for the Department.
51200	Division Supplies	On-duty and range ammunition, purchasing and replacing ballistic vests, and other safety supplies such as weapons, Tasers, and other less lethal equipment.
51200.8	Emergency Prep	Area D Mutual Aide dues, Nixel 360 notification system and purchase of emergency preparation supplies for the Emergency Operations Center.
51400	Building Materials	Costs associated with repairing and maintaining the Police facility. Costs have increased to pay for conference room upgrades to make it multi-functional such as a meeting area for social media during events.
55600	Training & Education	Trainings, seminars, and conferences. Also includes POST training and costs associated with travel.
59100	Contract Services	Foothill Air Support Team (FAST) helicopter contract. Background checks for potential new hires including credit checks, LA County Jail booking fees.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA POLICE

PATROL DIVISION - 5127

PROGRAM DESCRIPTION

The Patrol Division's primary mission is to ensure the safety and security of the community by providing professional law enforcement services. Employees provide round-the-clock public safety through field units, the communication center, and jail operations. Patrol Officers are assigned to one of four patrol beats (geographic areas) and are supported by Motorcycle Traffic Officers. The field Sergeant supervises field personnel and the Lieutenant Watch Commander manages the jail, dispatch center, and the entire shift operations. The Police Service Representatives are Public Safety Dispatchers answering business and emergency calls for police and fire services. They dispatch, monitor, and coordinate field units' responses to calls for service. Jailers book, process, and supervise prisoners in the jail, pending their release or transportation to court. The Glendora Police Department jail is projected to process 2,681 prisoners in FY 2016-17 which includes prisoners processed for the Irwindale Police Department.

Specific activities include:

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

CITY of GLENDORA POLICE

2016-17 MAJOR ACCOMPLISHMENTS

- Patrol personnel received extensive training on the new Spillman CAD/RMS system.
- Patrol personnel participated in the “Great Shakeout” training exercise by conducting a critical facilities drill.
- The Mental Evaluation Team (MET) responded to numerous crisis interventions and conducted outreach visits to provide resources and build rapport with the mentally ill and their families. MET also provided extensive department-wide training.
- Two (2) Tactical Medical Vehicles (TMV) were deployed in patrol. The TMV's are primarily driven by EMT's and are stocked with extra medical supplies to handle mass casualty incidents.
- Patrol personnel assigned the collateral duty assignment of Emergency Medical Technicians conducted briefing training twice per deployment period related to emergency trauma first aid and the use of a tourniquet. Personnel were also recertified on the AED and Ambu breathing devices.
- Patrol personnel attended six (6) Mandatory Force Training (MFT) sessions focusing on firearms training, less-than-lethal options, Taser liability training and arrest and control scenarios. This training was provided by the Force Training Staff.
- Foothills Special Enforcement Team (FSET) personnel provided briefing training to patrol officers twice per shift deployment related to advanced officer safety techniques and available tactical options.

2016-17 MAJOR GOALS AND OBJECTIVES

- Conduct annual refresher Spillman training for Patrol to ensure proper data-entry and ensure complete use of the software.
- Patrol officers will receive recertification training twice yearly on advanced first aid techniques such as automated external defibrillator (AED) and Ambu breathing devices. To be completed in October 2016 and April 2018.
- Patrol personnel assigned the collateral duty assignment of EMT will conduct briefing training twice per deployment period related to emergency trauma first aid and the use of a tourniquet. Part of the briefing training will also cover the equipment in the Tactical Medical Vehicles.
- Patrol personnel will attend six (6) Mandatory Force Training (MFT) sessions focusing on firearms training, less-than-lethal options, Taser liability training and arrest and control scenarios. This training will be provided by the Force Training Staff.
- Participate in the Great Shakeout in October 2017 by conducting a critical facilities drill and reviewing disaster procedures.
- Patrol watch commanders will meet with each school principal at the start and mid-point of the school year in order to share information and work together to solve school related issues.

CITY of GLENDORA POLICE

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Calls for Service Received	#	Workload	18,377	18,650	18,950
Response Time to Emergency Calls (minutes)	#	Workload	3:58	3:59	3:55
Response Time to Non-Emergency Calls	#	Efficiency	23:23	24:00	24:30
Response Time to Report Calls	#	Efficiency	26:42	26:57	27:30
Response Time to Alarm Calls	#	Efficiency	14:25	14:45	14:45
Arrests Made	#	Workload	2,582	2,600	2,750

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	6,537,751	6,908,696	7,596,100	7,595,300	7,972,700
208	Asset Forfeiture	414,179	540,975	369,902	374,902	405,000
Division Total		6,951,931	7,449,671	7,966,002	7,970,202	8,377,700

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	3,913,695	4,010,185	4,167,700	4,167,700	4,424,500
41120	Overtime	497,405	612,682	455,000	460,000	525,000
41210	Part Time	116,178	111,585	194,800	194,800	197,700
41220	Reserve Police	3,657	-	-	-	-
41310	Holiday Pay	164,210	166,367	159,000	159,000	180,600
41370	Uniform Allowance	32,756	32,950	34,300	34,300	34,500
42110	Misc PERS	-	-	-	-	152,000
42111	PARS Retirement	-	1,374	3,100	3,100	1,400
42112	Safety PERS	1,140,582	1,342,512	1,519,600	1,519,600	1,430,300
42290	Flex Benefit	541,618	545,732	672,500	672,500	610,200
42310	Employer Paid Benefits	86,043	88,765	91,100	91,100	94,000
42520	Workers Comp	214,817	263,284	334,600	334,600	399,400
51200	Division Supplies	31,393	39,567	24,800	24,800	28,000
51210	K-9 Supplies	357	2,755	4,000	4,300	4,500
51510	Safety Supplies	12,471	34,148	74,902	74,902	55,000
55130	Medical	9,330	9,545	10,600	10,000	10,600
56200	Equipment Maintenance	-	-	1,000	500	1,000
59100	Contract Services	166,343	166,979	195,000	195,000	205,000
59510	Special Police Services	20,070	21,242	24,000	24,000	24,000
72000	Capital Outlay	1,004	-	-	-	-
Division Total		6,951,931	7,449,671	7,966,002	7,970,202	8,377,700

CITY of GLENDORA POLICE

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits. One additional Police Officer has also been budgeted for.
51200	Division Supplies	Costs associated with restocking of evidence collection supplies, patrol equipment, training supplies, medical supplies, etc.
51510	Safety Supplies	Used to purchase firearms, slings, helmets, breaching equipment, lights, and other related equipment for police officers.
59100	Contract Services	Inter-Con parking citation enforcement contract fees for parking citation processing, Language Line interpretation and translation services fees for dispatch, and firearms training range rental fees.
59510	Special Police Services	Costs associated with additional services need for special events such as parades and school events. These costs are then recovered through a fee to responsible party.

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INVESTIGATIONS DIVISION - 5128

PROGRAM DESCRIPTION

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

The specific service objectives are as follows:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Investigators conducted annual registration checks and residence verification checks of all Glendora registered sex offenders to verify compliance with relevant State and City laws and regulations. Investigators also conducted two compliance check inspections on all parole, probation and Post Release Community Supervision (PRCS) registered sex offenders in Glendora.
- Investigators had a Part 1 Crime projected clearance rate of 32.16% (2015 National average is 22.9%) for 2016. Investigators also continued to make contact via letter or telephone with all victims of crimes that occur in Glendora within 30 days.
- Glendora Investigators served 105 search warrants during the calendar year 2016.
- In 2016, 523 pounds of prescription medicines were collected and safely disposed of with the DEA through the National Take Back Initiative and Earth Day. The prescription medicine drop off program is managed by the Investigations Division and provides a safe and secure location where the public can dispose of old or obsolete prescription medicines. This helps prevent prescription medicines from being used illegally or polluting the environment.
- With the success of prior GPS equipped items, additional specialized surveillance equipment was developed. Investigators and the Community Impact Team (CIT) deployed equipment on numerous occasions in the City

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where auto and commercial burglaries were taking place. This resulted in the apprehension of several burglars.

- The Investigations Division Lieutenant conducted the year end evidence and property audit with the Property and Evidence Specialist in December of 2016. All 11,881 items of evidence were accounted for and there were no significant issues.
- In 2015, Sergeant Amaro re-opened the 40 year old Cynthia Hernandez missing person case by obtaining DNA samples from her mother. Her unidentified body had been located years ago by the San Bernardino Sherriff's Department and the new DNA sample led to her identification. The San Bernardino County Sherriff's Department continued the investigation and Larry James Allred, M/61 was arrested. On April 20, 2016, the San Bernardino County District Attorney's Office charged Allred with murder. On September 16, 2016, Allred pled guilty to first degree murder.
- From July of 2016 to February of 2017, Investigation Division personnel have assisted the Drug Enforcement Agency Southwest Border Drug Task Force and seized over 78 pounds of cocaine, over 844 pounds of marijuana and over \$305,565.00.

2017-18 MAJOR GOALS AND OBJECTIVES

- Conduct annual registration checks and residence verification checks of all Glendora registered sex offenders to verify compliance with relevant State and City laws and regulations. Compliance checks will also be conducted on all parole, probation and PRCS sex offenders during two undisclosed operations annually.
- Crimes Against Persons Investigators will strive to decrease their case load to 40 or less active cases per Investigator that have not been adjudicated for more than 30 days and Crimes Against Property Investigators will strive to decrease their case load to 50 or less active cases per Investigator that have not been adjudicated for more than 30 days. Investigators will also continue to contact victims of crimes that occur in Glendora via letter or telephone within 30 days of the report and maintain a case clearance rate of 30% or greater.
- As subject matter experts, Investigators will continue to provide community presentations on topics such as identity theft/financial crimes, narcotics, social network/computer crimes and preventing crimes against children.
- The Community Impact Team (CIT) will utilize GPS equipped items and Wi-Fi cameras along with a variety of undercover and patrol investigative resources to develop operation plans to aggressively address community problems and conduct a minimum of one detail each month directed at arresting criminals for property thefts, auto thefts, graffiti, narcotics sales, sales of alcohol to minors and violent crimes.
- The Investigations Lieutenant will conduct an audit and year end summary of the evidence and property in December of 2016.
- The Investigations Bureau Lieutenant will review the outstanding missing persons log to ensure all investigative leads have been followed.
- Investigators will conduct regular compliance checks on all AB 109 probationers in the City.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Contact Crime Victims within 30 days	%	Effectiveness	99%	99%	99%
Cases Assigned to Investigators	#	Workload	3,754	3,800	3,850
Cases Assigned to Court Officer	#	Workload	1,273	1,300	1,325
Part 1 Crimes in Glendora	#	Workload	1,444	1,500	1,525
Part 1 Crime Clearance Rate	%	Efficiency	32.16%	33%	33%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	1,909,783	1,978,466	2,075,300	2,075,800	2,274,900
208	Asset Forfeiture	206,561	286,569	237,400	227,400	255,800
244	AB 109 Realignment	110,546	118,602	125,200	127,200	-
Division Total		2,226,890	2,383,636	2,437,900	2,430,400	2,530,700

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	1,289,590	1,341,215	1,344,500	1,344,500	1,352,600
41120	Overtime	147,900	215,578	165,000	165,000	195,000
41210	Part Time	79,538	-	-	-	-
41310	Holiday Pay	13,768	19,867	31,800	31,800	31,800
41370	Uniform Allowance	12,580	11,863	12,000	12,000	12,000
42110	Misc PERS	21,489	26,393	30,200	30,200	34,800
42112	Safety PERS	365,283	443,644	502,800	502,800	536,600
42290	Flex Benefit	164,158	169,847	167,900	167,900	178,400
42310	Employer Paid Benefits	26,950	27,752	27,100	27,100	27,300
42520	Workers Comp	71,416	85,131	102,100	102,100	112,200
51200	Division Supplies	1,394	8,738	2,000	2,000	2,000
51500	Equipment Parts	804	49	3,500	4,000	4,000
55600	Training & Education	-	-	-	2,000	-
59100	Contract Services	32,021	33,558	49,000	39,000	44,000
Division Total		2,226,890	2,383,636	2,437,900	2,430,400	2,530,700

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	Costs associated with restocking of evidence collection supplies, patrol equipment, training supplies, medical supplies, etc.
59100	Contract Services	Funds are used to pay informants for information that leads to the solving a crime, fingerprint, and DNA services.

CITY of GLENDORA POLICE

TRAFFIC DIVISION - 5129

PROGRAM DESCRIPTION

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

2016-17 MAJOR ACCOMPLISHMENTS

- Obtained the Office of Traffic Safety “STEP” grant in the amount of \$70,000 during this fiscal year. The funds from this grant paid for police personnel overtime during roving DUI saturation patrols, distracted driver operations, primary collision factor (PCF) traffic enforcement patrols, Click It or Ticket enforcement operations, 2 DUI/CDL checkpoints, and covered the training expenses for officers to attend traffic related training courses.
- Conducted 83 car seat inspections, which included 28 new installations.
- As part of the City Traffic Safety Advisory Committee, attended monthly meetings with the City of Glendora engineers to address community traffic safety issues to coordinate action to remedy problems.
- Coordinated daily school zone traffic enforcement and educational operations. Traffic officers, in coordination with school resource officers and patrol officers, followed school traffic enforcement plans to conduct enforcement operations at each school in the city during the morning drop-off and afternoon pick-up time periods to ensure appropriate coverage at each campus.
- Deployed the police department radar trailers, decoy car, and message boards as community needs dictated and based upon “Crossroads” collision data. Directed enforcement also conducted at these locations.
- Restored and refurbished second radar trailer and deployed back into service.
- Developed a bicycle/skateboard helmet safety program for middle school students.

2017-18 MAJOR GOALS AND OBJECTIVES

- Conduct two (2) Driving Under the Influence (DUI) Checkpoints and Safety Checkpoints in Glendora as funded by the Office of Traffic Safety STEP Grant. Additionally, there will be 24 scheduled DUI saturation patrols, 4 warrant sweep operations, 2 court sting operations, 10 primary collision factor operations, 10 distracted driver operations, and 3 Know Your Limit campaigns.
- Develop and manage a Traffic Safety Pledge Program for parents and student drivers in the Glendora Unified School district. The program will include 9 public schools and focus on driver education related to school traffic safety issues and coordinated enforcement operations.
- Each week Traffic Division personnel will coordinate school-zone traffic enforcement and education operations in coordination with our school resource officers and patrol officers, continually re-evaluating and improving upon the existing enforcement plans to ensure all schools receive proper coverage.
- The Traffic Division Supervisor will conduct a minimum of one meeting with the presiding West Covina Traffic Court Judge to determine citation trends, judgment trends, and to obtain information to aid officers in new improved techniques for issuing vehicle code violation citations. These meetings will be completed by May 2018.

CITY of GLENDORA POLICE

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Citations Written by Motors	#	Workload	1,191	567	1,300
Conducted Safety Checkpoints under DUI sweep	#	Workload	2	2	2
Traffic Collisions that resulted in fatalities	#	Efficiency	1	1	0
Non-injury Traffic Collisions reported	#	Efficiency	558	557	557
Injury Traffic Collisions reported	#	Efficiency	170	204	204

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	570,679	635,393	669,300	669,332	688,700
208	Asset Forfeiture	-	1,823	1,840	1,840	-
Division Total		570,679	637,216	671,140	671,172	688,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	264,705	287,962	294,800	294,800	293,800
41120	Overtime	1,435	4,727	-	32	-
41310	Holiday Pay	2,387	4,270	7,300	7,300	7,200
41370	Uniform Allowance	2,850	2,850	2,900	2,900	2,900
42110	Misc PERS	-	-	-	-	2,900
42112	Safety PERS	80,128	103,968	117,800	117,800	124,500
42290	Flex Benefit	33,865	35,501	35,300	35,300	38,900
42310	Employer Paid Benefits	4,809	5,062	5,700	5,700	5,700
42520	Workers Comp	14,525	19,425	23,500	23,500	25,800
51200	Division Supplies	8,254	3,454	9,840	9,840	8,000
56200	Equipment Maintenance	2,187	685	1,000	1,000	1,000
59100	Contract Services	155,533	169,312	173,000	173,000	178,000
Division Total		570,679	637,216	671,140	671,172	688,700

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PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	Purchase and maintenance of radar equipment, message boards, DUI/radar trailer, checkpoint supplies not covered by grants, alcohol screening devices, and traffic collision investigation supplies.
59100	Contract Services	Crossing guard services provided throughout the City. This contract is subject to increase by the minimum wage increase requirements of AB10 (State of California Minimum Wage Law)

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COMMUNITY RELATIONS DIVISION - 5131

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Utilized Facebook, Twitter, Nixle, Instagram, and the city website to convey up-to-date information regarding La Nina weather conditions and other City issues.
- The number of Neighborhood Watch participants has increased to approximately 800 members. A block captain's meeting was also conducted.
- Coordinated National Night Out Against Crime, Police Open House, Glendora Day at the Fair, Citizen's Academy, and several holiday special events.
- Helped coordinate the Department's participation in "Denim Day" as part of Sexual Violence Awareness Month.
- Coordinated responses by the Mental Health Evaluation Team (MET) with school officials that provided specialized assistance to students in need.

2017-18 MAJOR GOALS AND OBJECTIVES

- Coordinate National Night Out Against Crime, Police Open House, Glendora Day at the Fair, Citizen's Academy, and other special events.
- Assume responsibility from the Administration Division for the coordination of the Pink Patch Project, Movember, and Denim Day activities.
- Conduct a "best practices" review of the Neighborhood Watch program with the goal of further developing the program. This will include visits to other programs and a staff report presented to the Administration Division by November 1, 2017.
- Attend all school safety committee meetings and police articulation meetings.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Rides-A-Longs	#	Workload	86	90	90
National Night Out Program Attendees	#	Workload	1,000	1,000	1,000
Attendees for Open House	#	Workload	1,200	1,200	1,200
Citizens Academies	#	Effectiveness	2	1	1
Community Presentations	#	Workload	30	30	35
Neighborhood Watch members	#	Workload	775	800	900

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	183,727	200,466	207,800	207,800	216,000
Division Total		183,727	200,466	207,800	207,800	216,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	84,672	95,021	97,700	97,700	97,300
41120	Overtime	6,578	6,016	5,000	5,000	5,000
41210	Part Time	48,031	39,709	40,100	40,100	40,100
41310	Holiday Pay	-	-	800	800	800
41370	Uniform Allowance	887	887	900	900	900
42110	Misc PERS	-	-	-	-	20,400
42112	Safety PERS	20,562	31,408	35,300	35,300	19,300
42290	Flex Benefit	14,131	15,429	15,500	15,500	18,600
42310	Employer Paid Benefits	2,818	2,952	3,100	3,100	3,200
42520	Workers Comp	6,048	7,535	8,900	8,900	9,900
51200	Division Supplies	-	1,508	500	500	500
Division Total		183,727	200,466	207,800	207,800	216,000

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.

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POLICE INFORMATION TECHNOLOGY DIVISION - 5132

PROGRAM DESCRIPTION

The Police Information Technology Division provides network support, administration and maintenance for all Police Department computer systems, radio and telecom communications. This division administers over 120 end-user workstation and server systems encompassing the Police Station, operations vehicles and mobile solutions. The bureau also handles and maintains more than 100 portable radios including communications in 50 fleet vehicles that are utilized by the Police Department.

Specific activities include:

- Perform regular network analytics, security and penetration tests, design and implementation of new and current technologies to promote growth and modernization for the Police Department.
- Managing a full VMWare virtual server environment hosting over 50 servers and virtual workstations to ensure maximum uptime with lower administrative overhead.
- Maintaining and supporting the agency's telecom and radio communications equipment ranging from landlines, vehicles to portable handheld devices.
- Supporting and maintaining the 9-1-1 emergency platform and other critical systems for maximum capability and readiness.

2016-17 MAJOR ACCOMPLISHMENTS

- Data Center upgrade and replacement which encompassed multiple servers, routers, switches, fiber switches, smart UPS devices, and SAN storage units. This involved one year of design and planning as well as a vigorous four week installation and setup process.
- Spillman CAD/RMS implementation replacing a 17 year old system. This involved eight months of setup including a GIS mapping component and thirteen weeks of staff training.
- CalOES Emergency 9-1-1 Dispatch Center refresh. This is a state funded program which allots agencies funds based on call volume for replacing and upgrading all 9-1-1 related equipment and dispatcher work areas.
- Completed a station wide computer workstation replacement cycle. Forty-five machines, monitors and related equipment were replaced with new units for end-user operation.
- An Aruba wireless controller and wireless access points were implemented for the station with the ability to support and create separate secure networks across the city for staff and public use.

2017-18 MAJOR GOALS AND OBJECTIVES

- Vehicle modem and antenna replacement cycle. This will replace the 3G cellular wireless technology with modern 4G cellular communication. This will facilitate the new Spillman CAD/RMS system with increased bandwidth.
- Station wide IP address scheme migration. The goal is to move away from a real world routable IP address scheme to an internal private IP address range. A secondary result is to segregate the Shoretel phone traffic from internal network traffic for increased security and ease of management.
- Core network switch upgrade. Replace the three aging core network switching equipment which connects all

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ports at the Police Department to the enterprise domain network.

- Move and configure the previous 48 TB SAN (storage area network) equipment to another location for potential offsite replication. This allows for greater redundancy and further expedites recovery efforts post catastrophic event.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Service Requests	#	Workload	825	900	1,000
Requests Responded to within one Business Day	%	Efficiency	100%	100%	100%
Provide after hours on call personnel for emergency requests	%	Efficiency	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	3,762	3,676	5,000	5,000	5,000
208	Asset Forfeiture	226,286	142,522	94,654	98,143	195,000
210	COPS	87,059	60,600	94,900	94,900	104,700
548	Technology	551,432	480,040	401,300	398,699	453,100
Division Total		868,540	686,837	595,854	596,742	757,800

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	187,472	150,816	181,800	181,800	190,300
41120	Overtime	7,916	6,976	8,000	8,000	11,000
42110	Misc PERS	29,948	28,205	38,000	38,000	42,300
42290	Flex Benefit	23,460	22,906	26,300	26,300	31,300
42310	Employer Paid Benefits	4,681	3,659	4,600	4,600	4,900
42520	Workers Comp	1,571	1,266	1,400	1,400	1,600
51500	Equipment Parts	60,018	33,487	112,400	47,400	50,000
57050	Phone	204,661	208,006	25,000	100,000	101,000
59100	Contract Services	13,534	30,602	20,400	20,400	20,400
59100.60	Software Maintenance	143,652	58,392	90,000	90,000	150,000
59100.61	Network Maintenance	-	-	5,000	5,000	5,000
59100.67	911 Upgrade	-	-	10,400	10,399	-
72000	Capital Outlay	191,626	142,522	52,254	55,743	150,000
72000.10	Computers	-	-	7,700	7,700	-
72000.12	Network Equipment	-	-	12,600	-	-
Division Total		868,540	686,837	595,854	596,742	757,800

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PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51500	Equipment Parts	Parts and materials related to the repair and maintenance of information technology and infrastructure directly related to the Police Department. This will include items such as keyboards, mice, cables and other related items.
57050	Phone	Phone costs are associated directly with the Police facility including 9-1-1 and other landlines. The increased costs are a result of copper lines changing to optic fiber as required by the telecommunications company.
59100	Contract Services	Costs for first year contracts when purchasing new software such as for security and telecommunications for the Dispatch center.
72000	Capital Outlay	Costs for the purchase of radio equipment related to Spillman and Com Net. Additionally, mobile data terminals (MDT's) will be purchased to replace outdated equipment in police vehicles. Asset Forfeiture funds will pay for these items.

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POLICE RECORDS DIVISION - 5133

PROGRAM DESCRIPTION

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

Specific activities include:

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

2015-16 MAJOR ACCOMPLISHMENTS

- Completed first aid/CPR training certification and/or recertification for all current Records Specialists. Training was also completed for all current Cadets.
- Completed the necessary training for Records Specialists and Cadets to transition to the new Spillman RMS System. The system went live in September 2016 and all reports are now being processed through Spillman.
- Personnel received training on the city's updated record's retention policy.

2016-2017 MAJOR GOALS AND OBJECTIVES

- By December 1, 2017 complete a re-certification exam for all "Full Access" operators of the California Law Enforcement Telecommunications System (CLETS). The re-certification gives Records Specialists and Police Service Representatives full access to California Department of Justice records and is required under California Department of Justice regulations. Access to these records is mandatory for the Bureau to complete its daily duties.
- By January 1, 2018 implement a monthly training program for Cadets in order to strengthen skills and keep them in compliance with new procedures. Training will be presented by an employee who has expertise in the specific area of training. The training will result in efficiency in completing tasks and delivery of service to the public.
- By April 1, 2018 have each Records Specialist participate in a ride-a-long with a patrol officer so they may acquire a better understanding of the work officers perform, particularly how the reports are written. This will allow Records to assist Officers better when there are questions regarding reports.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Reports Processed	#	Workload	6,930	7,400	7,500
Traffic Citations Processed	#	Workload	4,401	3,500	4,400
Reports Requests from Public	#	Workload	1,367	1,400	1,450
In-Custody Reports Processed (within 48 hours)	%	Efficiency	100%	100%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	550,167	564,799	542,700	541,700	551,400
Division Total		550,167	564,799	542,700	541,700	551,400

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	249,632	234,767	244,700	244,700	246,000
41120	Overtime	10,669	7,180	8,500	9,500	9,500
41210	Part Time	112,632	129,857	88,200	88,200	88,100
41310	Holiday Pay	1,914	2,028	2,400	2,400	2,500
41370	Uniform Allowance	1,400	1,050	1,400	1,400	1,400
42110	Misc PERS	48,664	50,966	51,300	51,300	55,500
42111	PARS Retirement	-	3,704	3,400	3,400	3,300
42290	Flex Benefit	51,319	51,656	51,900	51,900	60,300
42310	Employer Paid Benefits	8,733	8,611	8,800	8,800	8,900
42520	Workers Comp	7,856	7,528	9,100	9,100	9,900
51110	Office Supplies	16,020	16,178	16,000	16,000	16,000
51200	Division Supplies	917	995	2,000	2,000	2,000
51560	Operating Leases	21,053	21,900	25,000	25,000	20,000
55320	Printing	8,292	9,056	15,000	10,000	10,000
59100	Contract Services	11,067	19,323	15,000	18,000	18,000
Division Total		550,167	564,799	542,700	541,700	551,400

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PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51110	Office Supplies	Miscellaneous desk supplies such as pens, paper and file folders necessary to maintain records.
51560	Operating Leases	Use and maintenance of the Division's three copiers.
59100	Contract Services	Shredding services to prevent identity theft or violation of privacy. Department of Justice for background checks, recovered by fees.

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JAIL MAINTENANCE DIVISION - 5134

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 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
- Jail personnel received update training on defensive tactics and searching.
- Installed texting (instant messaging) Android based tablets in cells to facilitate mandated inmate communication access.
- Implemented Spillman computer software for the Jail Division.
- Completed a steam/pressure wash and repainting of all jail cells and bunks.

2017-18 MAJOR GOALS AND OBJECTIVES

- Complete annual recertification for all Jailers on Automated External Defibrillators (AEDs) to allow Jailers to perform lifesaving care on inmates. In-house instructors will provide the recertification and this will be completed by June 2018.
- Ensure Jailers are up to date on custodial regulations and procedures by attending the required 24-hour Standards and Training for Corrections (STC) courses for Jailers.
- Staff will provide refresher training for jail personnel on defensive tactics by June 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Glendora PD Bookings	#	Workload	2,582	2,600	2,750
Irwindale PD Bookings	#	Workload	107	81	90

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	400,473	411,139	422,800	454,400	420,500
Division Total		400,473	411,139	422,800	454,400	420,500

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	234,164	231,760	246,300	246,300	230,800
41120	Overtime	25,990	32,769	20,000	25,000	30,000
41210	Part Time	-	-	-	25,000	-
41310	Holiday Pay	9,031	8,654	3,400	7,500	3,300
41370	Uniform Allowance	2,250	2,250	2,300	2,300	1,800
42110	Misc PERS	41,214	44,795	51,900	51,900	52,300
42290	Flex Benefit	51,149	50,256	51,100	51,100	55,800
42310	Employer Paid Benefits	7,993	7,877	8,000	8,000	7,700
42520	Workers Comp	14,277	16,798	20,800	20,800	19,800
51200	Division Supplies	5,874	6,261	6,500	4,000	6,500
51400	Building Materials	-	-	3,000	3,000	3,000
51750	Food Supplies	8,531	9,720	9,000	9,500	9,500
59550	Uniforms	-	-	500	-	-
DIVISION TOTAL		400,473	411,139	422,800	454,400	420,500

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
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 maintaining an environment that is safe and secure for detainees.

CITY of GLENDORA POLICE

COMMUNITY PRESERVATION DIVISION - 5139

PROGRAM DESCRIPTION

Community Preservation consists of Code Enforcement and coordinates animal control services. Code Enforcement works with a variety of City Departments and agencies within Los Angeles County. Code Enforcement investigates violations of the City Zoning Code, Municipal Code, State Health Code, and Uniform Housing Code. The Division works with the City Attorney to prepare legal actions when informal mitigation fails to remedy unsafe health and safety violations. Animal Control is handled by Inland Valley Humane Society (IVHS) 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.

Specific activities for Animal Control (IVHS) include:

- The IVHS Animal Control Officer is equipped to handle animal calls such as stray animals, sick or injured animals, removal of deceased animals, and other issues.
- Promoting animal licensing compliance by canvassing city neighborhoods to determine where unlicensed dogs are being housed and sending renewal notices as necessary. IVHS has the personnel to facilitate the canvassing.
- Specific activities for Code Enforcement include:
 - Aiding in eliminating substandard structures, blighted conditions, and promoting property maintenance.
 - Responding immediately to complaints that present an imminent threat to public health and safety.
 - Proactive patrols aimed at identifying and enforcing code violations while promoting voluntary compliance.
 - Promoting improvement or revitalization of neighborhoods.
 - Enforcing sign ordinances and business regulations.

2016-17 MAJOR ACCOMPLISHMENTS

- Issued 72 Administrative Citations.
- One Inspection Warrant was written, approved and executed.
- A second Community Preservation Officer was hired. This will allow better case management and a more efficient and effective response to code violations.
- Sent personnel to Urban Coyote Management training.
- Sent the current Community Preservation Officer to a specialized certification class.

2017-18 MAJOR GOALS AND OBJECTIVES

- Send the new Community Preservation Officer to basic code enforcement training class.
- Send the senior Community Preservation Officer to an advanced code enforcement class.
- Respond to community complaints and observed violations concerning illegal banners, displays, and maintenance of proper aesthetic standards in the business corridors. Violations will be corrected through education and enforcement.

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- Monitor and track wildlife complaints and observations in conjunction with the California Department of Fish and Wildlife

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Respond within two business days to code violations	%	Efficiency	99%	99%	99%
Financial Institution home registries	#	Workload	10	10	12
Cases Handled	#	Workload	726	900	1,100
Business Contacts	#	Workload	68	80	100
Correction Notices	#	Workload	178	225	250
Order to Comply	#	Effectiveness	3	5	8

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	263,346	286,823	274,040	274,752	303,100
531	Water Operating	1,914	5,856	8,000	8,025	8,200
Division Total		265,260	292,679	282,040	282,777	311,300

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	28,487	37,807	64,150	64,150	99,300
41120	Overtime	642	-	-	237	1,000
41310	Holiday Pay	-	171	1,500	1,500	1,500
41370	Uniform Allowance	-	450	1,000	1,000	500
42110	Misc PERS	4,809	7,083	21,600	21,600	22,500
42290	Flex Benefit	6,647	9,269	20,500	20,500	22,900
42310	Employer Paid Benefits	930	1,347	3,100	3,100	3,200
42520	Workers Comp	736	1,169	3,800	3,800	4,000
55450	Bank Service Charges	-	-	700	700	700
59100	Contract Services	501	10,626	13,500	14,000	3,500
59530	Animal Shelter Services	222,508	224,756	152,190	152,190	152,200
Division Total		265,260	292,679	282,040	282,777	311,300

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits. Increase in compensation accounts due to adding one additional Preservation Officer.
55450	Bank Service Charges	Charges incurred for electronically processing parking permit payments through PayPal.
59100	Contract Services	Annual maintenance costs for parking permit machines.
59530	Animal Shelter Services	IVHS 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. A sergeant manages the grant as a collateral assignment.

The current STEP grant in the amount of \$70,000 began on October 1, 2016 and will continue through September 30, 2017. The grant funds overtime to conduct DUI saturation patrols, DUI/driver's license checkpoints, educational presentations like "Know Your Limit", distracted driving operations, and Child Passenger Safety events. The grant also provides funding for the purchase of equipment for checkpoints, PAS devices, calibration equipment, and child passenger safety supplies.

2016-17 MAJOR ACCOMPLISHMENTS

- Successfully completed our 2015-2016 STEP grant which included publicizing activity and results of the Los Angeles County DUI Task Force and raising the general public awareness regarding the problems associated with drinking/drugs and driving. Maintained the Southern California Avoid DUI Task Force Facebook page which publicized DUI events and information. Conducted all required enforcement activity and satisfied all objectives of the grant.
- Successfully completed the 2015-2016 B.R.A.K.E.S. grant which provided funding for teen driving courses. This was a one year program by the California Office of Traffic Safety.
- 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.

2017-18 MAJOR GOALS AND OBJECTIVES

The below goals and objectives are identified in the current grant period which ends September 30, 2017 as well as the new proposed grant, which if awarded would begin October 1, 2017 and end September 30, 2018.

- **2016-2017 STEP Grant Objectives** (remaining for 2017)
 - ◇ Publicize activity and results of Los Angeles County's combined DUI efforts as well as raising the general public awareness regarding the problems associated with drinking/drugs and driving through September 30, 2017.
 - ◇ Develop and maintain a monthly "Hot Sheet" program to notify patrol and traffic officer to be on the lookout for identified repeat DUI offenders with a suspended or revoked license as a result of DUI convictions through September 30, 2017.
 - ◇ Conduct a total of 14 DUI roving/saturation patrols, 14 Distracted Driving details, 2 checkpoint, 2 warrant service operations, 2 Know Your Limit campaigns, 26 Traffic Enforcement patrols, and 5 educational presentations in the City of Glendora by September 30, 2017.
- **2017-2018 STEP Grant Goals and Objectives** (if awarded, for October 2017 - September 2018)
 - ◇ Obtain an OTS STEP grant in the amount of \$111,689.83 for state fiscal year 2017-2018 to assist in reduction of the number of persons killed and injured in traffic collisions.

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- ◇ 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 2018.
- ◇ The media component of the OTS Traffic Safety grant managed by utilizing the Glendora Police Department Social Media Team which uses various social media platforms. 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	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Persons injured in collisions	#	Effectiveness	236	232	232
Collisions due to drug or alcohol	#	Effectiveness	59	40	40
Injuries due to drug or alcohol	#	Effectiveness	9	4	4
DUI arrests	#	Workload	187	177	177

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
207	Grants	-	75,698	111,531	83,589	-
249	Ludwig Explorer Grant	14,989	295	-	-	-
254	Office of Traffic Safety Grants	411,564	202,615	127,651	80,595	-
Division Total		426,553	278,609	239,182	164,184	-

CITY of GLENDORA POLICE

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	57,116	57,292	16,096	16,096	-
41120	Overtime	109,115	96,297	133,496	64,558	-
41210	Part Time	103	-	-	-	-
41310	Holiday Pay	-	438	-	-	-
41370	Uniform Allowance	450	450	-	-	-
42110	Misc PERS	9,775	10,842	3,154	3,154	-
42111	PARS Retirement	-	-	-	3	-
42290	Flex Benefit	10,230	10,264	2,427	2,427	-
42310	Employer Paid Benefits	3,027	3,026	3,033	1,330	-
42520	Workers Comp	1,471	1,773	538	538	-
51200	Division Supplies	22,477	11,849	2,338	1,078	-
55320	Printing	-	-	100	-	-
55600	Training & Education	19,142	6,294	2,500	-	-
59100	Contract Services	168,647	80,084	75,500	75,000	-
72000	Capital Outlay	25,000	-	-	-	-
Division Total		426,553	278,609	239,182	164,184	-

PRIMARY PROGRAM EXPENDITURE EXPLANATION

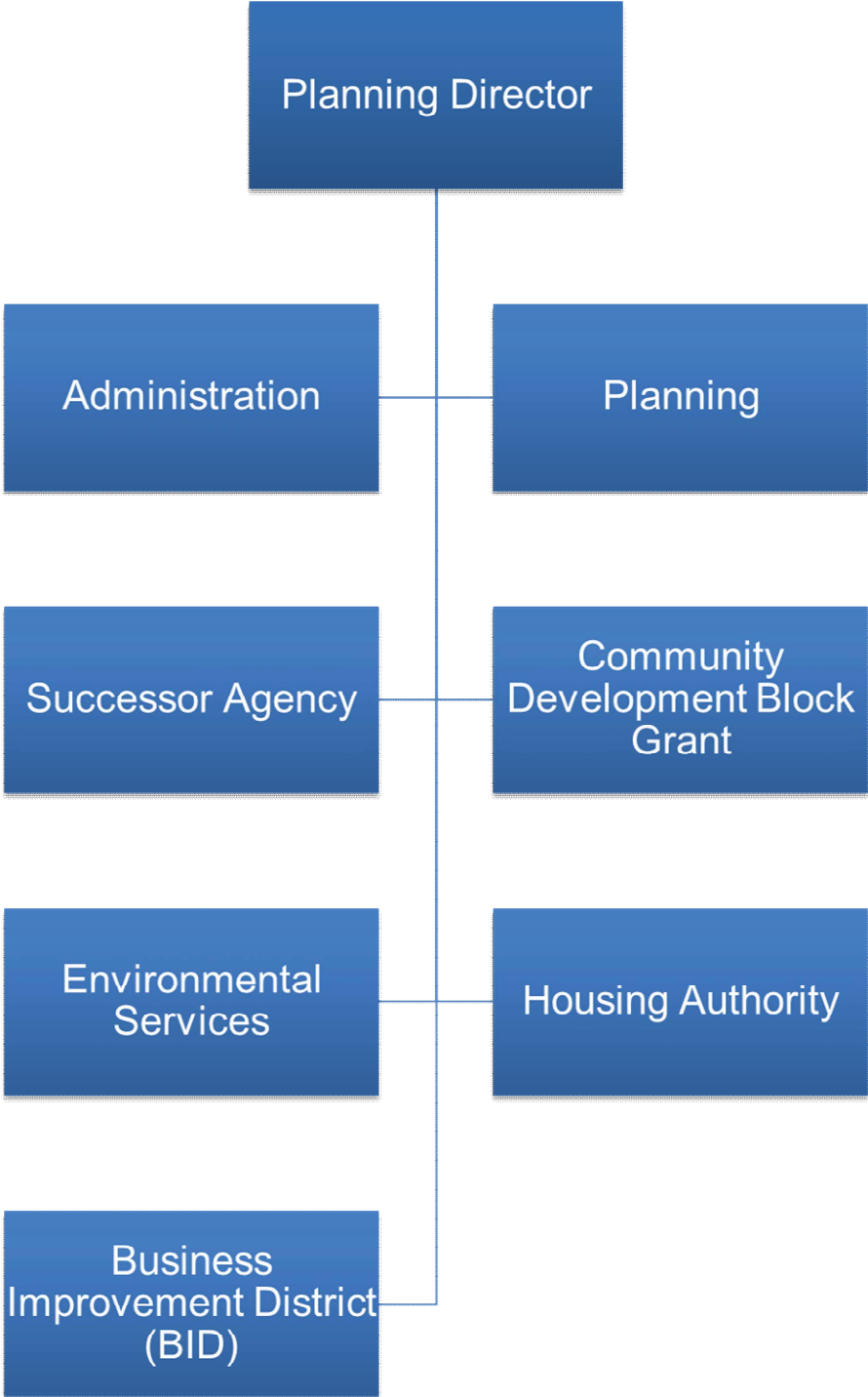
Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Only certain labor related costs are allowed by the Grants
51200 - 72000	Operating Accounts	The OTS Grant is awarded based on the State's fiscal year (Oct 1 - Sept 30). The budget is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

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ORGANIZATIONAL CHART



CITY of GLENDORA **PLANNING**

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Planning Director	1.00	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	-	-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Associate Planner	-	-	1.00	1.00	1.00
Assistant Planner	2.00	2.00	1.00	1.00	1.00
Management Analyst	-	-	1.00	1.00	1.00
Housing Grants Coordinator	0.75	0.75	0.75	-	-
Planning Manager	-	-	-	-	-
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50
BID Marketing Intern	-	0.25	-	-	-
Total Full-Time	5.00	5.00	6.00	7.00	7.00
Total Part-Time	1.25	1.50	1.25	0.50	0.50
Total Full Time Equivalent (FTE)	6.25	6.50	7.25	7.50	7.50

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ADMINISTRATION AND PLANNING DIVISION - 6051

PROGRAM DESCRIPTION

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

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

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

Current Planning

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

Advance Planning

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

2016-17 MAJOR ACCOMPLISHMENTS

- Increased the number of subscribers to the monthly Development Update report from 37 to 284. The report is emailed to subscribers and posted on the City's website in advance of regular Planning Commission meetings.
- Managed a \$321,000 consultant contract to guide the Arrow Highway Specific Plan process. The Arrow Highway Specific Plan Steering Committee completed a series of meetings formulating a vision for this important corridor along the City's southern boundary. The Steering Committee recommended a draft Specific Plan for approval with Planning Commission and Council hearings to complete this project by September of 2017.
- Accomplished several steps toward revising the Route 66 Specific Plan. Completed an economic study of the Route 66 Corridor. The economic study along with recommendations received over a series of special Planning Commission meetings will serve as the basis for a comprehensive revision. Revisions completed during the 2016-17 year include rezoning sections around the Glendora Presbyterian Hospital and the residential neighborhood north of the railroad tracks on Vermont Avenue. Additionally, the Planning

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Commission reviewed a draft revised Specific Plan. Future steps will include the preparation of an environmental document pursuant to the California Environmental Quality Act (CEQA). The goal is to complete the public hearings and adopt the revised Specific Plan by October 2017.

- The Planning Commission approved the development of a 150-bed assisted living facility for seniors on West Dawson Avenue
- Completed amendments to the Zoning Code to comply with State law regarding the regulation of marijuana and accessory dwelling units.
- Amended the Glendora Marketplace Specific Plan to facilitate the utilization of a newly constructed 35,000 square foot retail building for an Aldi grocery store and Guitar Center music store.
- Redesign of the department’s webpage to provide additional clarity and transparency regarding development activities and information on processes and services.
- Organized events for “Community Planning Month” including a “Future Planner’s Workshop” introducing urban planning concepts to elementary-age students and a “Photo Celebration” (digital exhibition) that garnered 41 submissions from the community.

2017-18 MAJOR GOALS AND OBJECTIVES

- Coordinate with the Successor to the Glendora Redevelopment Agency on implementation of the Long Range Property Management Plan (LRPMP). Pursuant to the Successor Agency’s direction, coordinate the disposition of LRPMP Site #5 (APNs: 8644-013-907 & 8644-015-915).
- Arrow Highway Specific Plan. This project involves the creation of a new land use plan for Arrow Highway. Major steps have been achieved in the past year, and the Specific Plan will be completed by September 2017.
- Route 66 Specific Plan. The Route 66 Specific Plan has been comprehensively studied and reviewed over the past two years. Public input on the Specific Plan has been received through ten meetings covering a comprehensive range of issues. Draft revisions have been prepared and presented to the Planning Commission. The goal is to complete the project by October 2017.
- Continuing efforts to engage Glendora residents on community planning matters, the Department will arrange activities for the national “Community Planning Month” in October. This year, the program will include a “future urban planners” seminar oriented toward high school students. The program will also include a community-wide activity similar to the Glendora Photo Celebration done in 2016.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Average days to review building plan check submittals	#	Efficiency	9	7	7
Advance planning projects to be initiated/completed (e.g. zoning code amendments, specific plans, etc.)	#	Workload	4	5	4
Zoning entitlements/applications to be reviewed	#	Workload	77	50	50
Building permit applications to be reviewed	#	Workload	1,381	1,200	1,200

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	640,667	711,838	781,100	747,300	786,100
285	Affordable Housing	-	-	55,400	55,400	52,800
290	Housing Authority	8,450	-	-	-	-
321	Capital Projects	14,891	193,202	542,441	90,000	-
Division Total		664,008	905,040	1,378,941	892,700	838,900

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	364,662	417,962	483,400	483,400	484,800
41120	Overtime	-	56	2,800	2,800	1,000
41210	Part Time	51,751	37,963	20,600	20,600	20,500
41360	Vehicle Allowance	3,075	3,079	3,200	3,200	3,200
42110	Misc PERS	66,098	83,344	108,700	108,700	115,600
42290	Flex Benefit	42,466	48,623	57,800	57,800	60,000
42310	Employer Paid Benefits	8,373	9,058	11,300	11,300	11,200
42520	Workers Comp	2,403	3,046	4,300	4,300	4,700
51110	Office Supplies	3,523	4,816	3,000	3,000	3,000
51560	Operating Leases	3,047	2,606	3,000	3,000	3,000
55310	Advertising	2,098	1,649	3,000	1,800	3,000
55320	Printing	1,676	309	3,000	1,000	3,000
55340	Postage	2,991	1,873	4,000	1,600	4,000
55400	Dues & Memberships	1,200	2,516	1,500	1,300	1,500
55600	Training & Education	2,831	1,195	8,500	5,000	8,500
59100	Contract Services	40,203	206,822	573,241	96,300	20,000
59801	Info Tech Charges	40,475	42,773	40,200	40,200	41,500
59805	Vehicle Charges	7,533	3,206	3,300	3,300	2,900
59807	Liability Ins Charges	19,603	34,143	44,100	44,100	47,500
Division Total		664,008	905,040	1,378,941	892,700	838,900

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PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
59100	Contract Services	Contract services that may be requested during the year for GIS Services; CEQA analysis of City initiated code changes and other projects. The Arrow and Route 66 Specific Plan are also funded from this line item.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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SUCCESSOR AGENCY DIVISION - 6052

PROGRAM DESCRIPTION

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

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

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

The source of the \$250,000 administrative cost reimbursement is the tax increment that previously accrued to the CRA. It is collected by the County of Los Angeles and distributed to the Successor Agency. In addition to administrative expenses, the successor agency receives tax increment in an amount sufficient to pay contractual obligations (including debt service on CRA bonds) payments and expenses associated with agreements that the agency entered prior to dissolution. The remaining increment not needed for administrative costs or for enforceable obligations is distributed to all taxing agencies that share in the property tax allocation. Glendora’s General Fund share is about 10%. Budget corresponds to ROPS submitted and approved by the Oversight Board in January 2017.

2016-2017 MAJOR ACCOMPLISHMENTS

- Completed Recognized Obligation Payment Schedules (ROPS) for July 2017 to June 2018. The ROPS is adopted on an annual basis.
- Secured a release of tax increment held by the County of Los Angeles pursuant to Health and Safety Code Section 33333.13. As a result, the City will receive \$2.5 million of the over \$24 million collected by the County.

2017-18 MAJOR GOALS & OBJECTIVES

- Coordinate the Successor Agency to the Glendora Redevelopment Agency implementation of the Long Range Property Management Plan (LRPMP). Specifically, the Successor Agency will work to sell two parcels located in the South Hills area. The parcels are identified as Site No. 5 in the LRPMP. The property originally acquired by the Redevelopment Agency in 1996 for the purpose of developing affordable housing. Current land regulation restricts the property to open space.
- In July 2018, duties of local Oversight Boards will be reassigned to a regional Oversight Board overseeing the remaining affairs of all the former redevelopment agencies in Los Angeles County. The Glendora Successor Agency will prepare for transferring these responsibilities to be completed by the end of the fiscal year.

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	283,955	275,753	293,300	293,300	305,200
400	Redev Obligation Retire	1,028,270	40,679	115,888	94,300	78,900
Division Total		1,312,226	316,432	409,188	387,600	384,100

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	133,099	163,805	168,800	168,800	174,600
41210	Part Time	2,652	-	-	-	-
41360	Vehicle Allowance	2,003	2,705	2,700	2,700	2,700
42110	Misc PERS	24,858	31,140	39,100	39,100	43,900
42290	Flex Benefit	12,015	13,016	15,100	15,100	16,000
42310	Employer Paid Benefits	3,672	3,872	4,300	4,300	4,500
42520	Workers Comp	698	956	1,300	1,300	1,500
55110	Audit Services	8,167	6,900	7,000	7,000	7,000
55200	Legal Services	17,303	7,650	10,000	10,000	10,000
55450	Bank Service Charges	6,220	7,792	7,420	7,500	7,500
59100	Contract Services	1,101,539	46,195	60,468	55,000	60,500
85010	Pass Through Payments	-	32,403	93,000	76,800	55,900
Division Total		1,312,226	316,432	409,188	387,600	384,100

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
55200	Legal Services	Legal advise dealing with the Community Redevelopment Agency wind down processes.
59100	Contract Services	Consulting services dealing with the Community Redevelopment Agency wind down processes.
85010	Pass Thru Payments	Projected payment of Silletto Amended and Restated Owner Participation Agreement, approved by the Redevelopment Agency Board on June 13, 2006, terms for tenant improvements.

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ENVIRONMENTAL SERVICES DIVISION - 6054

PROGRAM DESCRIPTION

Environmental Services includes coordination of all recycling and solid waste diversion programs, coordination of the annual Glendora Earth Day event, tracking State-mandated diversion compliance and reporting implementation of other State requirements and programs including C&D (Construction & Development) Ordinance Waste Management Plan applications, 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.
- Annual AB939 (California recycling law) report and any other requirements of CalRecycle.
- Ensure compliance with AB341 (Mandatory Commercial Recycling), including outreach to the business sector regarding education and monitoring recycling activities.
- Implementing State mandated Source Reduction and Recycling Element (SRRE) and a Household Hazardous Waste Element (HHWE).
- Managing the City's beverage container recycling grant and used motor oil grant and recycling program.
- Administration of related elements of the solid waste contract with Athens Services.

FY 2016-17 MAJOR ACCOMPLISHMENTS

- Rebranded the annual Earth Day Festival with a new logo and design, an updated schedule of activities, and incorporated digital elements such as a QR Code.
- Received a notice of compliance from CalRecycle for successfully completing the 2012-2015 Jurisdiction Review.
- Developed new forms and processes for compliance with CALGreen Waste Management 65% diversion requirement for construction and demolition projects.
- Reviewed AB 1826, Mandatory Commercial Organic Recycling, requirements with the City Council and recommended a course of action for future state-required compliance deadlines.

FY 2017-18 MAJOR GOALS & OBJECTIVES

- Ensure compliance with AB1826, (Mandatory Commercial Organic Recycling), including working with a consultant to develop a robust organic diversion and recycling program.
- Present AB 1826 compliance options to City Council for review and approval by May 2018.
- Develop and implement a plan to utilize Beverage Grant funding for recycling receptacles in public places by June 2018.
- Develop and implement a plan to spend Used Oil Grant funding on additional outreach and programs, such as a Public Service Announcement by June 2018.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Complete AB939, CMP and Used Oil Grant annual reports by required deadlines	#	Efficiency	Yes	Yes	Yes
Track the solid waste disposal rate as required by State law (cannot exceed 5.4 PPD)	Pounds/person/day	Workload	4.6 PPD	4.6 PPD	4.6 PPD

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	85,142	89,760	92,400	104,400	94,700
214	Used Oil Block Grant	17,006	14,094	31,799	15,000	14,500
228	Beverage Recycling Grant	11,509	10,079	18,320	18,000	13,000
285	Affordable Housing	-	-	84,200	84,200	22,400
Division Total		113,657	113,932	226,719	221,600	144,600

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	28,833	27,914	117,800	117,800	44,200
41120	Overtime	-	-	700	700	-
42110	Misc PERS	4,861	5,002	7,000	7,000	9,900
42290	Flex Benefit	4,808	4,253	4,800	4,800	11,300
42310	Employer Paid Benefits	769	747	1,000	1,000	1,300
42520	Workers Comp	153	171	300	300	400
51200	Division Supplies	31,693	34,804	45,000	37,000	40,000
59100	Contract Services	42,540	41,041	50,119	53,000	37,500
Division Total		113,657	113,932	226,719	221,600	144,600

CITY of GLENDORA **PLANNING**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	The state grants received from Used Oil and Beverage Container recycling will provide funding for these costs.
59100	Contract Services	\$35,000 for contract services to negotiate an amendment to the Athens Services contract for compliance with state legislation, AB 1826 Mandatory Commercial Organic Recycling.

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COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION - 6056

PROGRAM DESCRIPTION

Each year, the City of Glendora participates in the Community Development Block Grant Program (CDBG). All costs reflect program activities contained in the One Year Action Plan and approved by City Council on April 25, 2017. The CDBG Program is administered by the Department of Housing and Urban Development (HUD), and it provides funding for projects based on the following national objectives:

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

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

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

Grant administration includes 28 outstanding home improvement and seismic retrofit loans valued at more than \$660,000. The loans are secured with a deed of trust. When the loans are paid off, they are considered program income and provide funding for the current programs.

FY 2016-17 MAJOR ACCOMPLISHMENTS

- Completed a street resurfacing project in the neighborhood of East Plymouth Street between Sunflower and Bonnie Cove Avenues. Project completed in February 2017 and benefited approximately 1,350 low to moderate income persons.
- Provided two business assistance loans and created jobs for low- and moderate-income residents.
- Implemented a Fair Housing program.
- Administered the CDBG grant in compliance with HUD regulations benefiting approximately 50,000 residents.

FY 2017-18 MAJOR GOALS & OBJECTIVES

- Complete the federally-mandated One-Year Action Plan by May 31, 2018, and the Consolidated Plan Annual Performance and Evaluation Report by September 2017. These reports are required by HUD to receive funds through CDBG.
- Develop and adopt a Five-Year Consolidated Plan (2018-2023) as required per HUD regulations.
- Work jointly with Housing Rights Center to schedule a rental property owner workshop to update landlord/tenants on new state and federal laws on housing. The goal is to bring awareness to tenants of their rights under law and their obligations. The workshop will occur no later than February 2018.

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- Complete one loan under the business assistance program. The program provides financing to qualifying businesses and property owners for façade remodel projects, tenant improvements, acquisition of equipment, working capital and other expenses. Monitor past recipients for compliance with job creation for low- and moderate-income individuals. Complete the project by June 2018.
- Complete a street resurfacing project in the neighborhood of Claraday Street and Greer Avenue Census Tract 401.03 block group 2. Project to be completed by June 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Ensure that City maintains an unexpended fund balance of less than 150% of the annual CDBG entitlement	%	Effectiveness	1.59%	0.50%	<150%
Goal of 2 Business Assistance Loan/Grant Program	#	Effectiveness	2	2	1
Goal of 1 Public improvement project	#	Effectiveness	1	1	1

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
212	CDBG	168,014	65,614	136,329	134,857	75,300
Division Total		168,014	65,614	136,329	134,857	75,300

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	-	-	12,500	12,500	-
41210	Part Time	2,603	-	-	-	-
42110	Retirement	441	-	2,600	2,600	-
42290	Flex Benefit	-	-	2,200	2,200	-
42310	Employer Paid Benefits	36	-	300	300	-
42520	Workers Comp	-	-	100	100	-
59100	Contract Services	15,564	30,683	19,472	18,000	35,300
59100.05	Fair Housing Contract	15,000	15,000	15,000	15,000	15,000
60133	Small Business Assistance	134,371	19,932	84,157	84,157	25,000
Division Total		168,014	65,614	136,329	134,857	75,300

CITY of GLENDORA **PLANNING**

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
59100	Contract Services	Contract to the Housing Rights Center, preparation of one-year action plan, five-year consolidated plan, and the Consolidated Annual Performance Evaluation Report (CAPER).

CITY of GLENDORA **PLANNING**

HOUSING AUTHORITY DIVISION - 6059

PROGRAM DESCRIPTION

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

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

The Heritage Oaks Apartments for seniors consists of 157 apartments, with 47 apartments restricted to low income tenants. As part of compliance with a Ground Lease and Affordable Housing Agreement between the apartment building owners and the former Glendora Redevelopment Agency, the owners must file quarterly compliance reports with the City and an annual calculation of rental rates for the 46 low-income units. The Elwood Apartments consists of 87 units, which are all restricted to low income residents. Ten units at Elwood are restricted pursuant to a Federal HOME grant obtained by the City for construction of the apartments. Each year, the City conducts an on-site review of the Elwood Apartments and tenant files for compliance with the HOME Grant.

The portfolio of first-time homebuyer and housing rehabilitation loans consists of 49 loans with a total value of over \$2 million. The loans are all made to single-family homeowners and secured by a deed of trust. The loans require residency that is verified annually and loan payoffs are processed as they occur.

FY 2015-16 MAJOR ACCOMPLISHMENTS

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

FY 2016-17 MAJOR GOALS & OBJECTIVES

- Complete required monitoring pursuant to affordable housing agreements associated with the Elwood Apartments. On site monitoring to occur in March 2018.
- Monitor Ground Lease requirements for the Heritage Oaks Senior Apartments.
- Administer City and Housing Authority loan portfolio.
- Working with the San Gabriel Valley Council of Government, support State legislation to expand the range of programs eligible for financing by the Housing Authority. In particular, new legislation to allow financing housing for the homeless, permanent supportive housing, and transitional housing.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Complete required monitoring of the Elwood Apartments	Yes/No	Effectiveness	Yes	Yes	Yes

CITY of GLENDORA **PLANNING**

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
290	Housing Authority	150,000	230,100	193,400	203,400	241,100
Division Total		150,000	230,100	193,400	203,400	241,100

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	48,244	91,829	88,400	88,400	99,600
41120	Overtime	-	6	-	-	-
41210	Part Time	55,705	57,618	-	-	-
41360	Vehicle Allowance	1,273	1,509	400	400	400
42110	Misc PERS	19,471	30,001	19,000	19,000	20,300
42290	Flex Benefit	3,909	8,612	12,900	12,900	13,000
42310	Employer Paid Benefits	2,715	3,494	2,000	2,000	2,000
42520	Workers Comp	561	944	700	700	800
55110	Audit Services	500	5,000	5,000	5,000	5,000
55200	Legal Services	-	650	50,000	50,000	50,000
59100	Contract Services	17,623	30,436	15,000	25,000	50,000
Division Total		150,000	230,100	193,400	203,400	241,100

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
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 **PLANNING**

BUSINESS IMPROVEMENT DISTRICT DIVISION - 4390

PROGRAM DESCRIPTION

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

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

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

The BID is funded through annual assessments paid by businesses in the Glendora Village. The assessment is estimated to generate approximately \$55,200 in FY 2017-18. Special events are anticipated to generate an additional \$43,200. The City Manager's Office, Planning and Finance Departments provide administrative support for the BID.

FY 2016-17 MAJOR ACCOMPLISHMENTS

- Recipient of the Best Downtown Reader's Choice Award conducted by the San Gabriel Valley News Group. This is the 6th consecutive year this award has been received.
- Created promotional giveaway pieces including reusable tote bags and a magnetized calendar of events to keep the Glendora Village on the mind of consumers and aware of Village events.
- Held seven special events including: the Halloween Walk, the Holiday Stoll followed by Santa in the Village Plaza, the Wine Walk and the Chalk Art Festival.
- Expanded marketing efforts by reaching out and participating in events with the Azusa Pacific University and Glendora High School.
- Recommenced a collaborative marketing effort offering ad space at special pricing for individual businesses and center marketing for the Glendora Village as a whole with the San Gabriel Valley News Group, i.e. the San Gabriel Valley Tribune, Whittier Daily News and Pasadena Star News.
- BID businesses were emailed information on every BID Advisory Board Meeting; providing the members with prior notice and information on agenda topics and activities to be presented at the BID meetings.
- Conducted surveys of participating businesses and attendees of BID events to obtain information and perceptions of the Village, its businesses and events.

CITY of GLENDORA **PLANNING**

FY 2017-18 MAJOR GOALS & OBJECTIVES

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

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Showcase at least 12 different businesses on the Business Spotlight on BID website.	#	Workload	5	12	12
Generate new social media "Likes"	#	Awareness	310	279	300
Website and/or blog page views	#	Awareness	42,000	56,000	60,000
Meet projected event revenue.	%	Efficiency	90%	100%	100%
Monitor consumer satisfaction by way of surveys:					
• Surveys Completed	#	Participation	310	300	300
• Have you discovered new shops as a result of the events	%	Efficiency	89%	89%	89%
• As a result of the events, have you returned to shop, eat or visit any businesses?	%	Efficiency	87%	85%	85%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
231	Business Improv District	96,276	107,729	109,000	108,359	112,700
Division Total		96,276	107,729	109,000	108,359	112,700

CITY of GLENDORA **PLANNING**

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41210	Part Time	15	-	-	-	-
42110	Misc PERS	1	-	-	-	-
55315	Marketing/promotions	33,449	34,580	39,000	39,000	39,000
55350	Miscellaneous	8,471	6,115	8,900	8,900	8,900
55400	Dues & Memberships	300	300	300	300	300
56500	Landscaping	6,639	9,748	13,000	13,000	13,000
59511.01	Wine Walk	21,169	23,588	16,500	16,500	20,000
59511.02	Chalk Walk	4,580	6,438	5,000	5,000	5,000
59511.05	Halloween Walk	2,029	4,993	3,300	4,290	3,000
59511.06	Holiday Stroll	8,609	21,341	22,000	19,663	20,000
59511.07	Summer Sidewalk Sale	1,638	52	500	1,269	3,500
59511.08	January Clearance Events	603	576	500	437	-
59511.09	Santa ITVP	8,773	-	-	-	-
Division Total		96,276	107,729	109,000	108,359	112,700

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

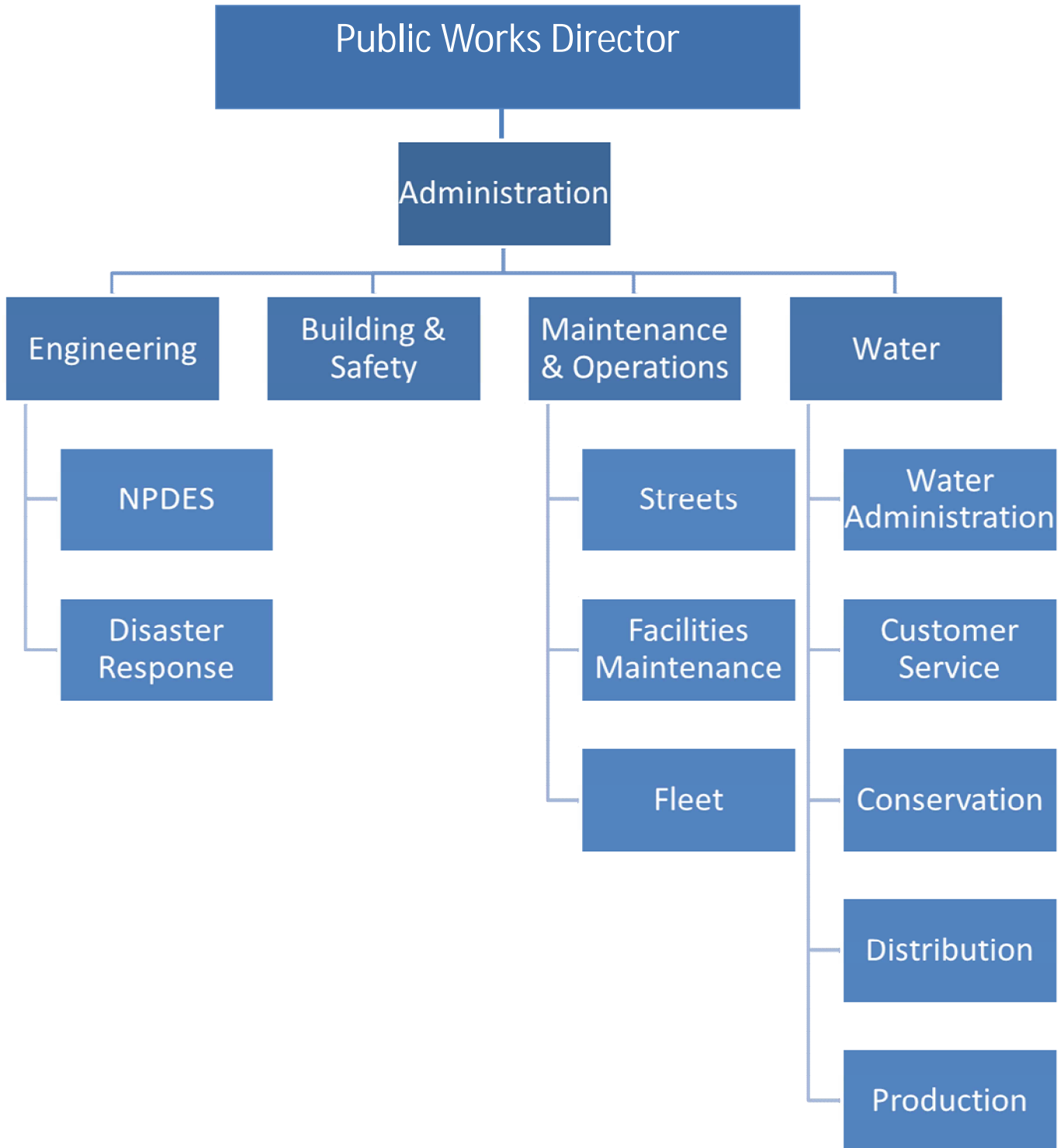
Account	Description	Explanation
55315	Marketing/Promotions	Marketing consultant, website and social media management, event print advertisements, general print advertisements, and internet advertisements
55350	Miscellaneous	Public Area Enhancements such as banners and sound system

CITY of GLENDORA **PLANNING**

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CITY of GLENDORA PUBLIC WORKS

ORGANIZATIONAL CHART



CITY of GLENDORA PUBLIC WORKS

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant PW Director/City Engineer	1.00	1.00	1.00	1.00	1.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00
Water Division Manager	1.00	1.00	1.00	1.00	1.00
Public Works Maintenance & Operations Manager	1.00	1.00	1.00	1.00	1.00
Building & Safety Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Management Analyst	1.00	1.00	2.25	1.00	1.00
Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Street Supervisor	1.00	1.00	1.00	1.00	1.00
Water Superintendent	1.00	1.00	1.00	1.00	1.00
Registered Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant	-	-	1.00	0.50	1.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.50	2.50	2.50	2.79	2.79
Building Technician	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant	4.00	4.00	4.00	4.00	4.00
Water Conservation Officer	2.00	2.82	4.82	3.50	2.48
Construction Inspector	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00
Equipment Operator	4.00	3.00	3.00	3.00	3.00
Water Maintenance Leadworker	2.00	2.00	2.00	2.00	2.00
Maintenance Leadworker	2.00	3.00	3.00	3.00	3.00
Water Service Representative	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	5.00	5.00	5.00	5.00	5.00
Meter Reader	2.00	2.00	2.00	2.00	1.46
Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Senior Water System Operator	1.00	1.00	1.00	1.00	1.00
Water System Operator II	2.00	2.00	2.00	2.00	2.00
Water System Operator I	2.00	2.00	2.00	2.00	2.00
Sr. Maintenance Worker/Welder	1.00	1.00	1.00	1.00	1.00
Maintenance Aide II	-	-	-	0.45	0.45
Office Aide IV	-	-	-	0.50	0.50

CITY of GLENDORA

PUBLIC WORKS

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Total Full-Time	55.00	55.00	59.00	56.00	55.00
Total Part-Time	0.50	1.32	1.57	2.73	2.67
Total Department FTE	55.50	56.32	60.57	58.73	57.67

CITY of GLENDORA

PUBLIC WORKS

ADMINISTRATION DIVISION - 6561

PROGRAM DESCRIPTION

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

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

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Completed 90 percent of all NPDES-mandated functions in-house.
- Completed and submitted the City's Annual NPDES Report to the State Water Quality Control Board.
- Administered the Community Development Block Grant (CDBG) funded project for street improvements on Suffolk Place, Barston Place, Grammont Place, and Plymouth Street.

2017-18 MAJOR GOALS AND OBJECTIVES

- In order to comply with the Municipal Separate Storm Sewer Systems (MS4) NPDES permit, the Division will evaluate the collected data for contaminants proposed by the Regional Water Quality Control Board from the City's watershed contribution to the impaired storm water flows and conduct additional sampling at monitoring locations listed in the Enhanced Watershed Management Plan.

CITY of GLENDDORA PUBLIC WORKS

- Continue to improve efficiency, by completing a comprehensive Policies and Procedures Manual for the Department by June 2018.
- Oversee Gold Line Light Rail Transit Phase 2B Project preliminary design to ensure Gold Line includes the City's infrastructure requirements.
- Recommend and implement capital improvement projects for additional Measure M and transportation funds by January 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Projects budgeted are awarded within current fiscal year	#	Workload	61%	82%	100%
Change Orders < 10% of construction cost	#	Efficiency	100%	100%	100%
Project completed within current fiscal year	#	Efficiency	100%	100%	100%
Project completed on or below adopted budget with a budget appropriation	#	Efficiency	100%	61%	100%
Apply for at least two grants	#	Efficiency	1	2	2
Grants Received	#	Efficiency	1	1	2
Non-budgeted Projects completed	#	Workload/ Efficiency	2	4	0

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	544,671	526,392	615,500	565,052	655,500
202	Street Lighting Assessment	8,646	11,620	11,200	11,200	5,000
531	Water Operating	286,818	274,273	308,800	308,800	336,000
Division Total		840,135	812,285	935,500	885,052	996,500

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	420,879	406,697	429,500	429,500	449,900
41120	Overtime	(111)	-2,680	-	-	-
41360	Vehicle Allowance	2,527	2,536	2,600	2,600	2,600
42110	Misc PERS	73,939	74,267	92,500	92,500	102,700
42290	Flex Benefit	48,087	45,065	50,700	50,700	57,500
42310	Employer Paid Benefits	8,079	7,304	9,100	9,100	9,400
42520	Workers Comp	10,376	11,073	14,800	14,800	13,500
51110	Office Supplies	4,130	3,545	6,000	6,000	6,000
51500	Equipment Parts	412	1,084	1,100	-	-
51560	Operating Leases	3,010	2,915	4,000	3,500	4,000
51750	Food Supplies	937	907	1,000	852	1,000
55320	Printing	1,283	545	3,700	1,050	3,700
55340	Postage	1,956	1,108	2,000	1,000	1,000
55400	Dues & Memberships	1,546	756	1,800	1,400	1,800
55600	Training & Education	2,428	3,200	3,700	2,200	3,700
57050	Phone	1,422	1,234	-	-	-
57120	Traffic Signal Lighting	39,718	38,102	36,000	32,050	36,000
59100	Contract Services	27,968	9,045	40,000	800	45,000
59801	Info Tech Charges	111,932	119,967	129,200	129,200	143,800
59805	Vehicle Charges	17,295	6,414	6,600	6,600	5,800
59807	Liability Ins. Charges	62,324	79,200	101,200	101,200	109,100
Division Total		840,135	812,285	935,500	885,052	996,500

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURES

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
57120	Traffic Signal Lighting	Electricity costs for the operation of traffic signal lights throughout the City.
59100	Contract Services	Shred-it services and 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.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA

PUBLIC WORKS

STREET MAINTENANCE DIVISION - 6562

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Street Division staff was instrumental in the preparations, response, and successful cleanup to Colby related mudflow emergencies.
- In order to reduce costs associated with complete sidewalk replacement, staff implemented a sidewalk grinding program that repaired 742 lineal feet of lifted sidewalks, saving the City approximately \$740,000 in sidewalk replacement costs.
- In order to extend the life expectancy of streets, began a City-wide systematic crack sealing program and was able to successfully crack seal eight lineal miles of streets.
- Street Division staff replaced 291 non-compliant street/traffic signs with signage that complies with the new Federal Highway Administration's Manual on Uniform Traffic Control Devices (MUTCD) sign reflectivity requirements.

CITY of GLENDORA

PUBLIC WORKS

2017-18 MAJOR GOALS AND OBJECTIVES

- Continue to replace non-compliant street/traffic signs with signage that complies with the new MUTCD sign reflectivity requirements at a rate of 300 per year or as resources allow, which is an increase of 150 signs compared to FY 16-17.
- Continue the systematic re-painting of the City's residential/controlled intersections which also includes the replacement of regulatory/street signage at those intersections.
- Due to the inclement weather during FY 16-17 City streets have been inundated with potholes. Staff has developed and will subsequently implement a program on July 3, 2017 by which potholes will be filled within 24 hours of being reported (Monday thru Friday).
- Continue the City's successful lifted-sidewalk grinding program that has thus far saved the City approximately \$750,000 in sidewalk replacement costs. The program allows staff to reduce costs associated with complete sidewalk replacement, and remove lifted sidewalk throughout the City in a more efficient manner.

CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Potholes patched	#	Workload	1,468	2,400	2,400
Sidewalks ramped	#	Workload	210	90	70
Street crack sealing	Lineal miles	Workload	0	8	7
Skin patching	Sq. ft.	Workload	22,270	6,000	6,000
Road/speed markers replaced	#	Workload	433	140	100
Asphalt tonnage used	Tons	Workload	683	750	600
Sidewalk demo/poured	Sq. ft.	Workload	12,256	10,000	10,000
Curb & gutter demo/poured	Linear feet	Workload	271	225	200
Sidewalk lift grinding	Linear feet	Workload	742	800	750
Signs installed/replaced	#	Workload	291	370	300
Stop bars painted	#	Workload	47	137	100
Street legends re-painted	#	Workload	163	290	200
Refreshing red curb paint	Linear feet	Workload	26,222	16,200	16,000
Parking stalls re-painted	#	Workload	381	525	500
Crosswalks re-painted	#	Workload	63	81	50
Respond to sanitary sewer overflow reports within one hour	%	Effectiveness	100%	100%	100%
Streets related staff requests responded to and completed	#	Workload	947	1,210	400

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	18,973	17,383	24,500	24,515	26,500
202	Street Lighting Assessment	340,542	338,369	347,750	347,750	347,750
205	Gas Tax	886,846	774,512	936,900	944,989	1,027,600
222	Measure R	420,261	455,561	506,100	506,100	521,100
246	Highway Bridge Road Repair	4,200	-	-	-	-
531	Water Operating	170,437	198,013	264,200	279,200	294,600
Division Total		1,841,260	1,783,840	2,079,450	2,102,554	2,217,550

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	503,138	555,067	603,200	603,200	612,100
41120	Overtime	24,529	32,412	47,000	62,000	62,000
41210	Part Time	35,334	9,923	14,000	16,430	14,700
41360	Vehicle Allowance	2,946	3,623	3,700	3,700	3,700
42110	Misc PERS	85,357	100,241	125,000	125,000	135,800
42111	PARS Retirement	-	419	-	664	600
42290	Flex Benefit	92,093	103,386	105,000	105,000	103,300
42310	Employer Paid Benefits	13,434	15,892	16,500	16,510	13,400
42520	Workers Comp	22,520	28,449	36,500	36,500	41,900
51110	Office Supplies	2,113	1,445	600	600	600
51200	Division Supplies	24,417	23,824	10,800	10,800	13,300
51400	Building Materials	3,112	578	2,500	2,500	4,500
51500	Equipment Parts	27,063	27,535	26,000	26,000	26,000
51750	Food Supplies	191	-	500	500	500
52100	Street Repair & Maintenance	107,513	147,568	246,000	246,000	286,000
54200	Agricultural Supplies	9,209	384	5,500	5,500	5,500
55400	Dues & Memberships	251	-	500	500	500
55600	Training & Education	3,247	757	1,900	1,900	1,900
56400	Traffic Signal Maintenance	119,015	90,513	110,000	115,000	150,000
57050	Phone	4,070	3,500	2,500	2,500	2,500
57100	Electric	4,016	2,430	4,100	4,100	4,100
57110	Street Lighting	430,614	418,706	437,950	437,950	437,950
57170	Refuse Disposal	12,378	5,280	8,000	8,000	8,000
59100	Contract Services	15,922	27,631	75,300	75,300	92,300
59550	Uniforms	6,758	7,527	15,900	15,900	15,900
59805	Vehicle Charges	287,819	176,749	180,500	180,500	180,500
73229	Lone Hill Bridge	4,200	-	-	-	-
Division Total		1,841,260	1,783,840	2,079,450	2,102,554	2,217,550

CITY of GLENDORA

PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	Miscellaneous supplies such as food and clothing supplies for the staff when they are working overtime or have encountered an immediate need for an item when working on asphalt or concrete.
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 GLENDDORA

PUBLIC WORKS

FLEET MAINTENANCE DIVISION - 6563

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Worked with the Finance Department in order to more efficiently manage the City equipment and vehicle fleet by developing and subsequently implementing a more accurate methodology to summarize fleet/asset maintenance costs and prepare summary reports.

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PUBLIC WORKS

- Staff was able to provide a more expeditious turnaround of vehicles and equipment that were submitted to Fleet Maintenance for service by returning vehicles on the same day 97% of the time, which was an increase of 5% over FY 16-17.
- Identified two types of comprehensive, GIS-integrated asset management public works software that will address current deficiencies in work orders, service requests, fleet maintenance and job costing.
- Conducted a survey of internal customers in order to ascertain the effectiveness of repairs, staff responsiveness, and overall service of Fleet Services staff at a 99% satisfaction rate.
- Began purchasing and using alternative fuel grades (i.e., 87 octane fuel instead of 91 octane fuel) in order to lessen the budgetary impact associated with fuel purchases. The purchasing of 87 octane fuel saved the City approximately \$80,000.
- Upon direction from City Administration, staff began efforts to restore the City's 1915 American LaFrance Fire Engine. The vehicle represented many important aspects about Glendora's history which up until the late 1960's were provided for by its very own municipal fire department and may very well may be the first piece of motorized fire equipment the City owned just a few years after it became an incorporated city on November 13, 1911. The initial restoration was completed prior to the City's Christmas Parade after several repairs of the body, paint, upholstery, fire hoses, repairs of deferred maintenance on the engine, and many other items.

2017-18 MAJOR GOALS AND OBJECTIVES

- Work towards being able to provide a more expeditious turnaround of vehicles and equipment that were submitted to Fleet Maintenance for service by returning vehicles on the same day 99% of the time.
- To ensure the City is receiving the best cost for fuel, staff will re-bid the City's existing fuel contract by January 1, 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Vehicles serviced	#	Workload	554	1,054	1,000
Equipment/machinery serviced	#	Workload	325	454	500
Results of internal customer satisfaction survey	%	Effectiveness	-	97%	98%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
549	Vehicles	880,473	853,382	1,917,058	1,902,857	2,350,000
DIVISION TOTAL		880,473	853,382	1,917,058	1,902,857	2,350,000

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	111,371	138,004	172,500	172,500	178,300
41120	Overtime	772	366	1,000	1,000	1,000
41210	Part Time	20,893	16,818	-	10,728	-
42110	Misc PERS	17,848	14,397	35,800	35,800	39,600
42290	Flex Benefit	20,744	25,030	31,000	31,000	33,500
42310	Employer Paid Benefits	7,850	3,803	4,600	4,600	4,900
42520	Workers Comp	5,943	8,499	11,100	11,100	12,900
51110	Office Supplies	168	1,084	1,000	1,000	1,000
51200	Division Supplies	1,739	1,706	8,200	8,200	8,200
51400	Building Materials	-	673	6,000	6,000	6,000
51500	Equipment Parts	124,205	141,330	123,500	123,500	123,500
51500.6	Software	468	1,369	1,500	1,500	1,500
51610	Car Washes	12,384	11,553	40,000	15,000	15,000
51650	Fuel	377,898	330,172	370,000	370,000	370,000
55400	Dues & Memberships	1,099	-	600	600	600
55600	Training & Education	2,792	17,836	2,000	2,000	2,000
57100	Electric	15,574	14,703	15,600	15,600	15,600
57150	Gas	2,436	1,470	2,900	2,900	2,900
59100	Contract Services	87,765	91,803	111,000	111,000	125,000
59550	Uniforms	6,394	5,291	8,800	8,800	8,800
59801	Info Tech Charges	21,295	21,712	16,100	16,100	13,700
72000	Capital Outlay	-	-	89,510	89,510	-
72300.51	Vehicles - Police	14,124	1,104	358,100	358,000	290,000
72300.68	Vehicles - Streets	1,838	-	45,041	45,041	316,000
72300.69	Vehicles - Water	9,667	-	323,959	323,950	780,000
72300.75	Vehicles - Comm Svc	15,207	4,660	137,248	137,428	-
Division Total		880,473	853,382	1,917,058	1,902,857	2,350,000

CITY of GLENDORA

PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51650	Fuel	Although approximately \$80,000 in cost saving was achieved during FY 16-17 by staff's decision to move to an 87 octane type fuel from a 91 octane; staff anticipates fuel prices rising moderately during FY 17-18.
59100	Contract Services	Due to the electronic complexities of newer vehicles and the City's updated vehicle and equipment fleet, City staff is not equipped with the knowledge and/or tools to conduct certain types of extensive repairs on vehicles that would need to be submitted to authorized dealerships for repairs.
72300	Vehicle Replacement	Reflects vehicle and equipment replacement requested to the Public Works Maintenance Superintendent, by the Police and Community Services Departments, and Water and Streets Divisions.

CITY of GLENDORA

PUBLIC WORKS

BUILDING & SAFETY DIVISION - 6564

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Continued to enhance the automated permitting system (CRW Software) with Building and Engineering Divisions working with Integrative Strategies, consultant for TRAKiT, to create customized reports, make required adjustments to each of the modules, and trouble-shoot software issues related to the automated permitting system. Staff worked with the IT Department for “back-end” programming and improvements. This resulted in a positive impact on customer service relating to our plan review, inspection and enforcement procedures.
- A Customer’s Bill of Rights was created that lists the City’s commitment to projects submitted which includes the customer’s rights to a safe and healthy environment, to be informed and heard, to question and receive timely responses from us, and the right to satisfaction of their needs throughout their construction endeavors. This Bill of Rights is on display at the public counter, on the Building Division’s website, and is given to applicants upon permit issuance.
- Staff reviewed and processed applications and conducted inspections on several major residential projects, including the Motif Development on Route 66 (126 residential units), Foothill Collection on Foothill Boulevard (144 residential units), Phases 3 and 4 of the Monrovia Nursery Project, and Gordon Highlands single family residences. Commercial developments included 655 South Grand Avenue (Sprouts/Marshalls/Coffee Bean); Guitar Center, Aldi’s, two Starbuck’s, AutoZone, Chick fil A, and Pick Up Stix.
- Staff achieved the required State of California continuing education hours by attending the annual CALBO Education Week, ICC and other regulatory agency seminars and workshops.

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PUBLIC WORKS

- Staff researched, conducted and participated in in-house training for the significant changes in the 2016 California Codes that were adopted by City Council and became effective on January 1, 2017.
- Staff updated all plan review checklists and handouts with the relevant changes in the 2016 California Codes.
- In January, 2017, a code training event was conducted by staff for contractors, architects and engineers to apprise them of the major changes in the 2016 code cycle.
- The entire Building Division staff participated in community outreach events; i.e., Earth Day and Building & Safety Week activities.

2017-18 MAJOR GOALS AND OBJECTIVES

- In another effort to improve customer service, Staff is coordinating with Sungard to modify the technical issues with their PDA Trak that we purchased in July, 2016. This a web interface for small devices and it will be offered to public users to give them the opportunity to schedule inspections and check the results via their phone. This PDA will also allow the public to check plan check status. It is anticipated that Sungard will complete the modifications and the PDA will be available for public use by September, 2017.
- Continue research with IT and City Clerk for a document management project to scan all of the structural plans, both residential and commercial, that are physically stored at City Hall. This project will increase efficiency and customer service by offering electronic viewing of the plans. The research phase will be completed by the end of the second quarter of FY17-18.
- By June 30, 2018 all Building Division staff will have completed the required State of California continuing education hours through the International Code Council, California Building Officials and other regulatory agencies. Certification testing will be encouraged for all trades.
- An outreach program will be initiated with a “Code and Coffee” hour training that will be offered quarterly to contractors, architects, engineers and citizens with topics relating to codes and procedures. Podcasts relating to construction issues will be created and made available on the Building Division’s website. A “Code and Coffee” session will be scheduled and a podcast will be available on the website by the end of the first quarter of FY17-18.
- Continue to strive towards a minimum average of ten days (or less) for plan review turn-around during our transition and training period following the May 1, 2017 retirement of our current Plans Examiner.
- Continue to complete inspections within 24 hours of them being scheduled.

CITY of GLENDORA PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Monthly reports to City Manager prepared and submitted by the 15th of each month	%	Efficiency	12-100%	12-100%	12 - 100%
Building inspections completed (Annually)	#	Workload	9,900	10,800	10,200
% of building inspections completed within 24 hours of request	%	Efficiency	100%	100%	100%
Results of internal customer satisfaction survey	%	Effectiveness	-	100%	100%
Plan checks completed within 30 days	#	Workload/ Efficiency	1,063	1,278	1,114
Average # of Days in Plan Check	#	Workload/ Efficiency	10.22	8.70	10
% of plans approved after 1st resubmittal	%	Effectiveness	85%	87%	90%
% of respondents rating helpfulness as good or excellent	%	Efficiency	100%	100%	100%
Training sessions attended by staff as per State mandate	#	Effectiveness	30	45 *2016 Code Training	30
Podcasts created relating to codes and division procedures – updated to website for public viewing.	#	Effectiveness	-	-	2
Updates to Building Division website	#	Effectiveness	-	-	2
Create an educational YouTube video to help the public better understand the permitting process, including the use of our online permitting system	#	Efficiency	-	1 (Plan check process)	1

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	545,170	537,734	640,300	632,800	653,294
260	Plan Maintenance	-	-	103,500	75,000	75,000
531	Water Operating	47,883	48,732	52,300	52,800	54,300
Division Total		593,053	586,466	796,100	760,600	782,594

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	378,243	381,319	391,800	391,800	394,400
41120	Overtime	3,865	1,076	-	9,000	-
41210	Part Time	34,555	19,763	65,200	15,000	67,400
41360	Vehicle Allowance	6,640	6,762	6,800	6,800	6,800
42110	Misc PERS	64,861	71,050	82,200	82,200	88,300
42111	PARS Retirement	-	669	2,500	2,500	2,500
42290	Flex Benefit	54,030	54,891	55,300	55,300	61,500
42310	Employer Paid Benefits	8,821	8,456	10,300	10,300	10,294
42520	Workers Comp	8,954	10,537	14,900	14,900	14,800
45100	Temporary In Lieu Of Perm	-	-	-	35,000	-
51110	Office Supplies	3,739	4,481	11,400	11,400	11,400
55320	Printing	2,642	2,140	2,800	2,000	2,000
55450	Bank Service Charges	294	624	1,000	1,000	1,000
55600	Training & Education	1,334	3,146	3,500	3,500	3,500
59100	Contract Services	10,008	11,930	138,500	110,000	110,000
59805	Vehicle Charges	15,066	9,621	9,900	9,900	8,700
Division Total		593,053	586,466	796,100	760,600	782,594

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURES EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
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	The accounts for Certification Fees and Travel Expenses were eliminated last year. 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	<p>Consultants for specialized plan reviews and inspections - including the State-mandated expedited plan reviews and inspections for solar photovoltaic systems and State-mandated CASP (California Accessibility Specialist) plan reviews and inspections. All jurisdictions are required to either have a certified CASP on staff or have a contract with a consultant that offers this service. This account is also used for over-flow residential and commercial plan review services, vacation/sick leave coverage, code training sessions (including materials) for staff as well as local contractors; Consulting services for the TRAKiT automated permitting system and yearly maintenance fee for the microfiche scanner..</p> <p>The file maintenance contract service funding will be used for the document management program of scanning the structural plans and calculations.</p>

CITY of GLENDORA

PUBLIC WORKS

ENGINEERING DIVISION - 6565

PROGRAM DESCRIPTION

The Engineering Division is responsible for plan checking, permitting and inspection of public improvements and grading operations, design and administration of budgeted capital improvement projects, including water, sewer, street and facility improvement projects, traffic signal operations and traffic safety. The Division provides budget recommendations for public projects, administration costs, and revenues for each fiscal year. The Division also provides technical support to the Water, Street and Building Divisions of the Public Works Department, as well as to the Community Services, Planning, and Police Departments.

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- A Customer's Bill of Rights was created and implemented that lists the City's commitment to and the Customers' rights to concise and clear review comments, to be informed and heard, to question and receive timely responses from us, and the right to satisfaction of their needs throughout all construction endeavors.
- Imported the City's Water Base Map into the City's Geographic Information System (GIS) along with Sewer and Storm Drain files. The GIS is used to provide immediate information with regards to existing utilities directly at the Public Works Counter and will be used to track water line maintenance and leak history as it is further developed.
- Provided technical and administrative support for the Water, Street and Building Divisions of the Public Works Department, as well as the Planning, Community Services, and Police Departments.
- Coordinated and administered the Landscaping and Lighting Maintenance District Assessment District renewal.
- Provided a plan review turnaround time of 30 days or less for all plan review types.

CITY of GLENDORA PUBLIC WORKS

2017-18 MAJOR GOALS AND OBJECTIVES

- Work with a consultant to conduct an assessment of the City’s GIS needs and prepare a plan to develop/ implement GIS technology best suited for our needs – to be completed by January 2018.
- In order to improve efficiency, implement a program for scanning, archiving and retrieval of record plans of the City’s infrastructure – to be completed by June 2018.
- In order to streamline Public Works plan review and permitting processes and procedures, staff continues to evaluate existing practices and revise where necessary or enact new practices for the purpose of creating a comprehensive manual of all Public Works plan review and permit issuance processes – majority to be complete by June 2018.
- In order to adapt our standards to the most current best practices in the industry, update all City Standard Designs & Specifications within the new fiscal year – to be completed by December 2017.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
# of Plan Checks	#	Workload	1,952	1,492	1,500
Average 20-Day Plan Check Review Time	Days	Efficiency	10.12	10.00	10.00
Plan Check Reviews less than 30 days	%	Effectiveness	95%	98%	100%
# of Inspections	#	Workload	1,129	645	700
At least 6 average number of inspections per day	#	Efficiency	4.5	4.25	4.5
Public Right of Way Inspections within 24 hours of request	%	Effectiveness	100%	100%	100%
# of Capital Improvement Program projects budgeted	#	Workload	24	21	20
Budgeted Capital Improvement Projects designed and awarded for construction	%	Efficiency	75%	82%	92%
Change order cost as a percentage of awarded construction contract amount (goal of 10% maximum)	%	Effectiveness	5%	5%	5%

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	95,622	125,653	171,302	163,000	126,800
530	Water Capital	71,115	75,691	78,600	79,900	68,100
531	Water Operating	541,040	517,640	570,700	573,200	587,800
Division Total		707,778	718,985	820,602	816,100	782,700

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	488,914	454,662	501,600	501,600	498,900
41120	Overtime	815	-1,145	-	5,300	5,000
41360	Vehicle Allowance	1,083	1,087	1,200	1,200	1,200
42110	Misc PERS	82,595	78,790	104,600	104,600	111,100
42290	Flex Benefit	72,565	63,210	74,900	74,900	74,300
42310	Employer Paid Benefits	11,907	10,095	12,500	12,500	12,300
42520	Workers Comp	11,572	11,341	16,100	16,100	17,500
51110	Office Supplies	174	455	5,000	5,000	5,000
51560	Operating Leases	4,518	5,387	5,000	5,000	5,000
55320	Printing	3,287	4,211	5,000	5,000	5,000
59100	Contract Services	17,511	75,400	77,802	68,000	32,200
59550	Uniforms	-	-	1,000	1,000	600
59805	Vehicle Charges	12,836	15,491	15,900	15,900	14,600
Division Total		707,778	718,985	820,602	816,100	782,700

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 100% in an ongoing effort to address prior deficits.
59100	Contract Services	As-needed 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, and the Water Division buildings located throughout the City. Services include preventative maintenance, janitorial (contract oversight), minor repairs of structures, utilities, equipment, mechanical and electrical systems, HVAC systems, plumbing, and painting. Every effort is made to enhance the appearance of facilities while being as cost-effective as possible. Facilities Maintenance also assists in managing Capital Improvement Projects for all City-owned buildings.

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Developed and implemented a customer satisfaction survey of City staff that works in Civic Center buildings (i.e., City Hall, Library, and Police Department) in order to gauge the effectiveness of the City's janitorial services contractor, responsiveness and completeness of work performed by City staff, and elicited feedback from employees regarding how better to improve services. Staff was given a 97% satisfactory rating, while the janitorial services contractor was given an 87% satisfactory rating.
- Staff was able to respond to over 400 staff requests for service and complete 92% of those requests within the same day, and 96% within the same week.
- Perform a HVAC vent analysis in order to ascertain what offices/work-areas are served by which thermostats and adjust vent/dampers accordingly in order to have offices/work-area temperatures within acceptable ranges.

2017-18 MAJOR GOALS AND OBJECTIVES

- Continue facility systematic periodic inspections of City Hall, Library, and Police Department to ensure building repairs such as roof repairs, plumbing repairs, electrical repairs, etc., are being performed in a timely, pro-active manner in order to minimize the likelihood of more costly future repairs.
- Based on the results of the FY 16-17 customer satisfaction survey of City staff that works in Civic Center buildings (i.e., City Hall, Library, and Police Department) that was designed to gauge the effectiveness of the City's janitorial services contractor, responsiveness and completeness of work performed by City staff, work to increase staff's rating from 97% to 99% satisfactory rating, and increase the janitorial services contractor from 87% to 95% satisfactory rating.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Facility related iWorQ requests responded to and completed	#	Workload	249	310	300
Facility-related staff requests (non-iWorQ) responded to and completed	#	Workload	410	648	650
% of maintenance requests responded to within one day	%	Effectiveness	96%	97%	98%
% of customer service responses rated as excellent	%	Effectiveness	97%	97%	100%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	321,231	299,099	360,053	392,068	385,600
531	Water Operating	27,840	34,125	28,700	29,200	29,500
Division Total		349,071	333,224	388,753	421,268	415,100

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DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	52,547	51,023	54,600	54,600	54,300
41120	Overtime	618	1,220	-	6,500	7,000
42110	Misc PERS	8,775	7,526	11,300	11,300	12,000
42111	PARS Retirement	-	-	-	15	-
42290	Flex Benefit	10,230	10,264	10,300	10,300	12,700
42310	Employer Paid Benefits	1,371	1,080	1,800	1,800	1,800
42520	Workers Comp	2,393	2,808	3,500	3,500	4,000
51110	Office Supplies	316	4,703	1,800	1,800	1,800
51200	Division Supplies	17,924	23,999	20,300	20,300	20,300
51400	Building Materials	8,687	10,861	15,000	16,000	15,000
51500	Equipment Parts	14,604	5,605	32,200	32,200	32,200
56100	Building Maintenance	28,357	27,069	20,000	30,000	35,000
56100.51	Building Maint - Police	6,022	15,724	20,000	30,000	20,000
56100.7	Building Maint - Library	7,202	10,287	20,000	25,000	20,000
57100	Electric	32,160	33,358	32,700	32,700	32,700
57150	Gas	823	1,189	1,500	1,500	1,500
59100	Contract Services	92,885	99,206	90,953	90,953	91,000
59525	Cert & License Renewals	2,268	570	1,500	1,500	1,500
59805	Vehicle Charges	30,131	534	16,800	16,800	15,100
59807	Liability Ins. Charges	31,757	26,197	34,500	34,500	37,200
Division Total		349,071	333,224	388,753	421,268	415,100

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
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, 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. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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WATER ADMINISTRATION DIVISION - 6567

PROGRAM DESCRIPTION

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

Specific activities include:

- Developing a \$5M CIP schedule and budget.
- Providing oversight and rate recommendations for the Water Commission and City Council.
- Administering the Water Conservation Program.
- Preparing the 2016 Consumer Confidence Report and distributing to customers before July 1st as required by the State Water Resources Control Board.

2016-17 MAJOR ACCOMPLISHMENTS

- Assisted with water infrastructure inspections to help with the workload of the Public Works Inspector and to keep projects on scheduled completion dates.
- Purchased 500 AF of Cyclic Storage from Three Valleys Municipal Water District (TVMWD) to provide replenishment water to the City and North Glendora Basins, saving approximately \$39,500 for future replenishment obligations.
- Assisted with Technical inspections of the Hicrest Reservoir project to meet all American Water Works and Department of Water Resources construction standards.
- Assisted with the structural assessment and design of the four million gallon Sierra Madre reservoir in preparation of upcoming Rehabilitation project.
- Assisted with the Country Club reservoir design to meet all American Water Works and Department of Water Resources construction standards.
- Completed and submitted the 2016 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.
- Managed and completed the City of Glendora advanced meter infrastructure to help with water conservation effects and to control loss revenue and water loss prevention.
- Completed and submitted the annual Water system report for 2016 to the Department of Water Sources, which is required annually.

2017-18 MAJOR GOALS AND OBJECTIVES

- Work with Consultant for water quality sampling and mitigation of Vosberg well-7. If we are able to bring this well back in service, it would help lower the need to import water to the City of Glendora. Sampling and analysis to be completed by June 30, 2018.

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- Work with Consultant with the design and replacement of well-10. Also with Consultant with the design and replacement of the Bluebird booster and distribution system. Both projects have been listed in the Water Master Plan. Completion date set for December 2017.
- Assist Engineering with design and build of the Loraine Avenue, Pasadena, and Glendora avenue water main replacement project, which help with control of water loss. All projects will be completed by June 30, 2018.
- Help with Inspection of the Country Club Reservoir project to meet all American Water Works and Department of Water Sources standards for construction. Project will be 50% complete by June 30, 2018.
- Review and development of long term water main replacement program using the 2016-17 Water Mater Plan. Complete a master list by January 2018.
- Continue to 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 2017 to the Department of Water Sources by April 1, 2018, which is required annually.
- Complete and submit the 2017 Consumer Confidence Report to the residents of Glendora and Department of Water Resources before July 1, 2017. This is a requirement from Department of Water Resources to inform the residents that water quality standards have been met by the city
- Work with Water Conservation Section to educate the public with the changes in messaging to promote Conservation as a more permanent way of life. This will be an ongoing program.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Monthly water quality reports mailed to the Department of Public Health no later than the 10th of each month	%	Efficiency	100%	100%	100%
Monthly production reporting logged and forwarded to Watermaster by end of each quarter	%	Efficiency	100%	100%	100%
Calls received at the Water Yard	#	Workload	5,334	4,000	4,000
Water Quality Complaints	#	Workload/ Efficiency	761	1,000	800
Walk-In Customers Served	#	Workload	717	500	600
Invoices Processed	#	Workload/ Efficiency	N/A	1,500	1,500
Purchase Orders Processed	#	Workload	N/A	150	150
Credit Card Invoices Processed	#	Workload	N/A	120	120
Emergency Waterline/Sewer-line repairs & paving	#	Workload	0	3	0

CITY of GLENDORA PUBLIC WORKS

DIVISION BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
531	Water Operating	1,089,771	1,163,230	1,254,286	1,225,986	1,266,686
Division Total		1,089,771	1,163,230	1,254,286	1,225,986	1,266,686

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	167,942	159,852	167,100	167,100	172,200
41120	Overtime	-	-	300	-	-
41360	Vehicle Allowance	2,888	2,898	2,900	2,900	3,000
42110	Misc PERS	26,710	30,261	35,100	35,100	38,200
42290	Flex Benefit	21,316	22,970	23,300	23,300	23,400
42310	Employer Paid Benefits	3,549	3,645	3,700	3,700	3,900
42520	Workers Comp	4,929	4,547	4,700	4,700	5,300
51110	Office Supplies	2,370	4,473	8,400	5,000	5,000
51400	Building Materials	668	-	800	200	400
51500	Equipment Parts	2,045	48	1,000	500	500
51560	Operating Leases	4,785	5,610	5,000	5,000	5,000
55200	Legal Services	-	-	15,000	-	15,000
55310	Advertising	-	-	1,500	-	-
55320	Printing	7,291	17,361	17,000	17,000	17,000
55400	Dues & Memberships	23,152	5,637	20,000	20,000	20,000
55600	Training & Education	20,976	12,447	15,000	8,000	10,000
57201	Taxes	9,922	12,167	12,000	12,000	12,000
59100	Contract Services	42,391	255,605	164,486	164,486	155,086
59805	Vehicle Charges	338,974	206,575	210,900	210,900	192,000
59807	Liability Ins. Charges	409,864	419,134	546,100	546,100	588,700
Division Total		1,089,771	1,163,230	1,254,286	1,225,986	1,266,686

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 42520	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
55200	Legal Services	Legal review of rates to ensure compliance with Prop 218 requirements when developing and adopting new water rates.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the business community to market space available within the City.
55400	Dues & Memberships	Membership to water associations such as American Water Works Association (AWWA), Southern California Water Utility Association (SCWUA)
55600	Training & Education	Training seminars, conferences, and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
57201	Taxes	Property taxes related to properties owned by the City located in other jurisdictions and within the City and are used for water operations.
59100	Contract Services	The amount of \$155,000 represents the Division's use of professional services needed throughout the year: specialized engineering analysis for updates to the Water Master Plan, Consumer Confidence Report, rate cases, feasibility studies for groundwater cleanup, potential well locations and surface water licenses.
59400	NPDES	Annual State permits that the Department of Water Resources and Department of Public Health require the City to maintain as a water purveyor.
59805	Vehicle Charges	Charges are based on the number and the type of vehicles used by each department, related equipment and fuel charges.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

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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 currently 98% 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.

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Completed Phase I and Phase II of the Flexnet Water meter project which installed 13,431 new meters or remote reading systems throughout the City to replace the antiquated meter reading system that was being utilized. The Flexnet Water Meter Project allows customers access to their water usage for monitoring at their own home and provides much needed troubleshooting assistance for customers with leaks or other water usage issues.
- Trained Water Conservation personnel on Flexnet software for customer water usage monitoring and problem solving to ensure efficiency and cooperation on customer usage disputes.

2017-18 MAJOR GOALS AND OBJECTIVES

- Expand the City's backflow testing program to include maintenance and testing of at least 80% of City owned backflow devices to bring the system testing in house rather than contract these services out by June 30, 2018.
- Train qualified personal for all field IT trouble shooting and programming of new Flex meters along with computer software training to improve customer service, meter reading and testing, and efficiency by June 30, 2018.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Meters Programmed	#	Workload	N/A	450	300
Meter Re-Reads	#	Workload	N/A	800	800
Meters Maintenance	#	Workload	N/A	400	400
Customer Service Calls	#	Workload	N/A	150	150
Service Turn On/Off	#	Workload	N/A	800	800
Water Quality Calls	#	Workload	N/A	50	50
Customer Water Quality Tests	#	Workload	N/A	20	20
Shut Off Blue Tags	#	Workload	N/A	800	800
Backflow Inspections	#	Workload	N/A	600	600
Water Service Line Inspections	#	Workload	N/A	20	20
Irrigation Plan Review	#	Workload	N/A	20	20

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
531	Water Operating	513,241	544,498	558,000	518,759	606,100
Division Total		513,241	544,498	558,000	518,759	606,100

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	170,368	179,164	225,200	225,200	185,100
41120	Overtime	7,389	9,539	3,200	3,200	3,200
41210	Part Time	50,673	38,231	-	6,700	22,800
42110	Misc PERS	28,976	37,383	46,600	46,600	41,100
42111	PARS Retirement	-	-	-	-	900
42290	Flex Benefit	31,441	33,668	43,800	43,800	38,300
42310	Employer Paid Benefits	5,646	4,691	5,800	5,800	5,000
42520	Workers Comp	9,713	11,455	13,900	13,900	13,700
51110	Office Supplies	2,607	1,806	3,000	2,000	2,000
51200	Division Supplies	672	1,005	3,400	1,500	1,500
51500	Equipment Parts	3,225	616	1,500	1,000	1,000
53540	Meter Parts & Supplies	86,613	96,017	72,000	50,000	50,000
55320	Printing	841	2,067	5,000	7,459	5,100
55600	Training & Education	9	18	-	-	-
57050	Phone	4,800	5,964	6,000	6,000	6,000
57150	Gas	780	818	800	800	800
59100	Contract Services	46,049	52,899	40,500	22,000	98,900
59550	Uniforms	7,344	8,744	16,500	12,000	2,500
59801	Info Tech Charges	56,096	60,413	70,800	70,800	128,200
Division Total		513,241	544,498	558,000	518,759	606,100

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PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
53540	Meter Parts and Supplies	To refurbish meters and purchase new meters. This budget was significantly reduced due to the mass meter replacement as part of the Flexnet Project to move the City to AMI meter reading.
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.

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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.

2016-2017 MAJOR ACCOMPLISHMENTS

- Water conservation staff conducted presentations to the following schools, clubs/organizations, and groups to educate the youth of Glendora about water conservation and water use efficiency:
 - ◇ Cullen Elementary
 - ◇ La Fetra Elementary
 - ◇ Sellers Elementary
 - ◇ Sutherland Elementary
 - ◇ Washington Elementary
 - ◇ Willow Elementary
 - ◇ Goddard Middle School
 - ◇ Glendora High School
- In addition, water conservation staff conducted public outreach to educate residents about water conservation rebate opportunities and water use efficiency at the following events:
 - ◇ 50's Flashback
 - ◇ Earth Day
 - ◇ National Night Out
- Held a Poster and Slogan contest for the fifth time and received over 400 student posters that show how effective the student presentations and education materials have been over the past few years.
- Achieved conservation of 30% comparing 2013 to 2016 per the state drought regulation guidelines and continued to exceed the State conservation mandate of 20% by 2020.
- Established partnerships from local merchants on eligible products for the rebate program and instituted rebates which focus specifically on rain water collection and use to encourage water conservation and storm water retention.
- Conducted regular weekend and weekday early morning/evening patrols to continue to monitor and promote conservation efforts. As a result of these efforts, water-related issues for excessive runoffs and broken sprinklers were addressed and resolved.
- Approximately eighty percent (80%) of the rebate applications were audited prior to approval to ensure

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installation of the water saving products at their place of residence or business.

- Conservation staff met with owner/management from local restaurants and hotels/motels to review their water consumption history, discussed available City programs/incentives, and provided them with materials and handouts on water conservation.
- Participated in the US Environment Protection Agency’s WaterSense Fix-a-Leak Week for the second year in the month of March to promote locating and repairing leaks within the home as a method of conserving and improving efficiency.
- Implemented an outreach program which includes offering a public workshop or giveaway event 6 times each year to ensure that the message of water conservation and efficiency is being promoted regularly.
- Distributed over 1,500 rain barrels through the course of the fiscal year to residents of Glendora for rain water collection.

2017-2018 MAJOR GOALS AND OBJECTIVES

- Continue to run the City-sponsored Rain Barrel giveaway program for storm water collection as part of our MS -4 permit requirements and water conservation efforts.
- Hold at least one (1) workshop on garden landscape and one (1) Water Information workshop for education and efficiency support by June 30, 2018.
- 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 by June 30, 2018.
- Continue Poster and Slogan contest with the elementary schools (6th year) to encourage student involvement and gather the effectiveness of the student presentations by April 2018.
- Send out a mailing with specific education materials to Glendora Water Customers to encourage continued water efficiency and promote rebate options for their homes by June 30, 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Education and Outreach programs	#	Workload	127	100	100
Rebate Applications Processed	\$	Effectiveness	526	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	28%	24%	24%
Water conservation notices	#	Workload	387	150	150
Water Use Efficiency Surveys/ Inspections	#	Workload	942	500	500

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DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
531	Water Operating	559,972	970,186	559,600	402,300	425,000
Division Total		559,972	970,186	559,600	402,300	425,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	118,520	229,949	157,600	157,600	148,200
41120	Overtime	335	4,003	-	-	-
41210	Part Time	26,241	49,114	49,100	49,100	22,400
42110	Retirement	18,035	37,730	32,300	32,300	32,900
42111	PARS Retirement	-	1,755	1,900	1,900	900
42290	Flex Benefit	20,732	41,363	30,600	30,600	33,000
42310	Employer Paid Benefits	3,520	6,631	5,800	5,800	5,100
42520	Workers Comp	3,166	6,446	7,000	7,000	5,500
51110	Office Supplies	1,158	1,538	1,800	1,500	1,500
55320	Printing	691	2,514	6,000	5,000	7,000
55340	Postage	16,154	1,104	12,500	8,000	15,000
55400	Dues & Memberships	1,500	1,500	1,500	1,500	1,500
55600	Training & Education	89	200	2,000	2,000	2,000
59100	Contract Services	-	-	1,500	-	-
66010	Conservation Rebates	349,833	586,338	250,000	100,000	150,000
Division Total		559,972	970,186	559,600	402,300	425,000

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PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits. Costs have decreased because conservation positions ended in December 2016.
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.

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DISTRIBUTION DIVISION - 6570

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Installed a new service at 1765 Hollyhill to take 500 feet of 4" line out of service that was located on private property and was prone to leaks.
- Repaired 80% of main leaks within 48 hours to reduce water loss and ensure that the streets and public areas remain safe for residents.

2016-17 MAJOR GOALS AND OBJECTIVES

- Work with Customer Service Lead to identify and replace 50% of the outdated meter vaults to ensure safety during operations by June 30, 2018.
- Purchase and install rack shelving for side of shop in order to organize parts and materials which maintains accuracy in stock and efficiency in repairs by June 30, 2018.
- Operate 3250 valves for system maintenance and Department of Public Health requirements by June 30, 2018.
- Continue to perform flushing program to meet Department of Water Resources requirements and water quality assurance.

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total water leaks	#	Workload	N/A	1,150	985
Leak repairs completed in an average week	#	Workload	N/A	23	19
Service Leaks	#	Workload	N/A	30	35
Service Replacements	#	Workload	N/A	80	50
Meter Service Maintenance	#	Workload	N/A	395	300
Water Project Inspections	#	Workload	N/A	65	50
Emergency Callouts	#	Workload	N/A	200	150
Shutdowns	#	Workload	N/A	60	50
Dump Runs	#	Workload	N/A	200	200
Fire Hydrant Maintenance, Repairs and Replacement	#	Workload	N/A	35	30
USA's Marked	#	Workload	N/A	2,500	2,500
Emergency USAs	#	Workload	N/A	350	350
Valve Maintenance/Exercise	#	Workload	N/A	300	3,250
Water Quality Flushing	#	Workload	N/A	70	540
IWORQ Requests	#	Workload	N/A	1,300	1,300

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
531	Water Operating	1,915,732	1,728,551	2,339,682	2,259,000	1,722,500
Division Total		1,915,732	1,728,551	2,339,682	2,259,000	1,722,500

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	754,551	728,970	815,900	815,900	541,600
41120	Overtime	85,632	121,862	110,000	110,000	80,000
42110	Misc PERS	112,780	(95,414)	168,000	168,000	120,100
42290	Flex Benefit	142,026	135,949	136,200	136,200	112,200
42310	Employer Paid Benefits	21,149	20,566	23,100	23,100	15,000
42520	Workers Comp	34,078	39,514	51,700	51,700	38,600
51110	Office Supplies	14,467	11,493	13,300	7,000	4,700
51200	Division Supplies	7,246	12,724	10,000	8,600	5,100
51400	Building Materials	8,510	5,536	12,000	10,000	6,700
51500	Equipment Parts	38,904	26,126	28,700	25,000	9,300
52100	Street Repair & Maint	240,710	243,571	240,000	240,000	240,000
53520	Water Line Parts & Supply	197,508	186,632	250,000	230,000	210,000
55400	Dues & Memberships	179	-	5,000	5,000	2,500
56300	Water Line Repair & Maint	-	9,481	43,000	43,000	75,000
57050	Phone	41,548	43,079	43,000	-	-
57100	Electric	3,247	3,257	3,400	-	3,400
57170	Refuse Disposal	30,445	41,552	128,000	128,000	128,000
59100	Contract Services	170,707	180,129	232,882	233,000	115,000
59550	Uniforms	12,045	13,526	25,500	24,500	15,300
Division Total		1,915,732	1,728,551	2,339,682	2,259,000	1,722,500

CITY of GLENDORA PUBLIC WORKS

PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200 - 51500	Division Supplies, Materials & Equipment	Parts and supplies purchased to repair and maintain water infrastructure.
52100	Streep 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 Division is responsible for the production, disinfection, and transmission of safe and reliable drinking water to the residents of Glendora. This Division was created for FY 2018 in an effort to enhance transparency and manage the water system effectively. The primary objective of this Division is to ensure that the 11 million gallons per day water demand meets or exceeds all water quality standards set forth by State and Federal Safe Drinking Water Acts. This Division collects and analyzes a monthly average of 300 samples for bacteriological disinfection, organic and inorganic presence, along with required result reporting to the State of California, Department of Public Health. Daily duties include the operation of the City's computerized Supervisory Control and Data Acquisition (SCADA) system that controls and monitors the operation of eight active wells, three Metropolitan Water District interconnections, 29 storage reservoirs, and 23 pump stations.

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.

2016-17 MAJOR ACCOMPLISHMENTS

- Cleaned and inspected five reservoirs and contracted dive inspections of three additional reservoirs to meet state requirements for maintaining water quality.
- Upgraded SCADA at Hook canyon pump station, Hicrest pump station and Bluebird pump station to improve reliability and ensure secure SCADA communications.
- Began installing SCADA at Rainbow hydro tank which previously was not part of the SCADA system and was unable to be reliably and efficiently monitored. Project to be completed in FY18.
- Rebuilt Grand Pressure Regulating Valve (PRV) station and stand by PRV station on Gladstone to establish a more reliable pressure level within the system and meet fire flow capabilities and standards.

2017-18 MAJOR GOALS AND OBJECTIVES

- Inspect and clean four reservoirs and work with contractor to dive/inspect four additional reservoirs to meet state requirements for water quality by June 30, 2018.
- Update SCADA at three sites and install solar at Glencoe reservoir to establish a reliable energy source, remove the outdated phone line, and enable secure SCADA communications by June 30, 2018.
- Work with a contractor to update cathodic protection at four reservoirs to maintain integrity and longevity of the interior coatings within the reservoir and water quality by June 30, 2018.
- Paint Hicrest pump station building to improve aesthetics as it is in a residential and visible location by June 30, 2018.
- Install posi locks which provide power hook-ups for the stand-by generator at Bluebird pump station which standardizes the hook-ups within the system and ensures that the current pump meets new AQMD requirements by June 30, 2018.

CITY of GLENDORA

PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Water Meters / Production Read	#	Workload	N/A	18,675	18,675
Pump & Well Maintenance	#	Workload	N/A	115	115
Water quality tests which met or exceeded state health department minimum standards	#	Workload	N/A	775	775
Water quality test per health department standards (Specials: New main installation, reservoir inspections / cleaning)	#	Workload	N/A	200	200
Air Vac Maintenance	#	Workload	N/A	130	130
SCADA Maintenance (Upgrades / Repairs)	#	Workload	N/A	2	4
Project Inspections	#	Workload	N/A	11	11
Chlorine Residual Tests	#	Workload	N/A	3,660	3,660
Reservoirs Cleaned / Inspected	#	Workload	N/A	6	8
Fire Flow Tests	#	Workload	N/A	20	20
Pump Station Valve Maintenance	#	Workload	N/A	130	130

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
531	Water Operating	4,946,773	2,491,334	3,759,000	2,672,000	3,871,700
Division Total		4,946,773	2,491,334	3,759,000	2,672,000	3,871,700

CITY of GLENDORA

PUBLIC WORKS

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	-	-	-	-	284,600
41120	Overtime	-	-	-	-	20,000
42110	Misc PERS	-	-	-	-	63,100
42290	Flex Benefit	-	-	-	-	60,600
42310	Employer Paid Benefits	-	-	-	-	9,000
42520	Workers Comp	-	-	-	-	20,700
51110	Office Supplies	-	-	-	-	2,400
51200	Division Supplies	-	-	-	-	2,500
51400	Building Materials	-	-	-	-	3,300
51500	Equipment Parts	-	-	-	-	18,800
53100	Purchased Water	2,619,379	334,736	1,075,000	300,000	600,000
53110	Assessments	494,494	520,164	437,000	437,000	627,000
53120	Replenishment Water	600,000	649,967	600,000	350,000	350,000
53150	Pumping	1,113,079	754,361	1,350,000	1,350,000	1,350,000
53510	Chlorination Supplies	16,694	27,289	30,000	18,000	30,000
53530	Pump & Well Supplies	9,887	7,362	10,000	10,000	10,000
53560	SCADA System	30,228	7,441	50,000	50,000	75,000
55400	Dues & Memberships	-	-	-	-	2,500
56320	Pump, Well, Rsvr Repair	63,012	189,997	200,000	150,000	200,000
56330	Telemetry Repair	-	17	7,000	7,000	7,000
59100	Contract Services	-	-	-	-	125,000
59550	Uniforms	-	-	-	-	10,200
Division Total		4,946,773	2,491,334	3,759,000	2,672,000	3,871,700

CITY of GLENDORA

PUBLIC WORKS

PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits. There are no prior year expenses because this Division was separated for FY 18 in an effort to enhance transparency and manage the water system effectively.
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 and fees paid to Metropolitan Water District to maintain an emergency connection.
53120	Replenishment Water	\$600,000 used to pay for replenishment water that is required to compensate for water that is produced above Glendora's well production allocation. This allocation varies from year-to-year based on the safe yield limit set by the Water Master.
53150	Pumping Expense	\$1,350,000 used to pay for Edison and City of Azusa Power for electricity to operate water wells and booster pumps.
53510	Chlorination Supplies	Salt and supplies for two onsite chlorine generation systems including 12.5% sodium hypochlorite when necessary for chlorinating reservoirs and pipelines. This line item also covers materials for water quality.
56320	Pump, Well, Reservoir Repair	Repairs and maintenance costs directly related to booster stations, wells, and reservoirs. This includes contractors that provide extensive services such as pulling a well for inspection and diving a reservoir to ensure the integrity of the inside.
59100	Contract Services	Security monitoring at water facilities, landscape services, pest control and general maintenance such as HVAC inspections, and electrical inspections.

CITY of GLENDORA

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.
- Developing the Enhanced Watershed Management Plan (EWMP) for the City of Glendora and managing implementation.
- Preparing annual Division budget including estimated NPDES permit compliance expenditures.
- Compile necessary data required for preparation of the annual report of NPDES activities for review to the Regional Quality Control Board.

2016-2017 MAJOR ACCOMPLISHMENTS

- Installed 3 additional dry well catch basins on Plymouth Street to infiltrate dry weather flows and a portion of wet weather storm water flows, and infiltrate a large amount of storm water runoff.
- 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 (preliminary engineering and conceptual design) to implement MS4 Permit requirements on a watershed scale.

2017-2018 MAJOR GOALS AND OBJECTIVES

- Prepare report on the cost effectiveness of various storm water infiltration devices installed within the right of way by January 2018.
- Update and map the City's storm drain system in Graphic Information System (GIS) by June 2018.
- Prepare preliminary design report (30% plans) for Downtown Properties Storm Water Quality Improvement Project by June 2018.
- Review Federal and State grant opportunities to implement NPDES projects as required by the EWMP.

CITY of GLENDORA

PUBLIC WORKS

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Enhanced Watershed Management Plan (EWMP) Implementation milestones met in order to comply with the Municipal NPDES permit	%	Effectiveness	100%	100%	100%
Coordinated Integrated Monitoring Program (CIMP) Implementation milestones met in order to comply with the Municipal NPDES permit	#	Effectiveness	N/A	100%	100%
Grants successfully applied for and received	#	Workload	1/0	0	1
Public Education and Outreach sessions taught	#	Workload	2	2	2

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	283,051	204,333	462,608	367,000	301,000
Division Total		283,051	204,333	462,608	367,000	301,000

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
55200	Legal Services	-	-	25,000	25,000	25,000
55320	Printing	-	-	1,000	1,000	1,000
55600	Training & Education	-	-	25,000	6,000	10,000
59100	Contract Services	-	-	155,000	155,000	235,000
59400	Permits	283,051	204,333	256,608	180,000	30,000
Division Total		283,051	204,333	462,608	367,000	301,000

CITY of GLENDORA

PUBLIC WORKS

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. Costs have increased for stormwater inspections of businesses and hire consultants that have the expertise to help the City comply with the NPDES Permit. Costs for the inspections passed through to businesses, and recovered through revenues.
59400	Permits	Annual permit costs paid to the Regional Water Quality Control Board (RWQCB) and Los Angeles County as required by the MS4 Permit. There has been a shift of expenses from Permit costs to Contract Services because the City is now hiring consultants to be in compliance with the NPDES Permit.

CITY of GLENDORA PUBLIC WORKS

DISASTER RESPONSE DIVISION - 6594

PROGRAM DESCRIPTION

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

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

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

2016-2017 MAJOR ACCOMPLISHMENTS

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

2017-2018 MAJOR GOALS AND OBJECTIVES

- In order to be responsive in the event of weather forecasts predicting large rainfall events and provide the highest level of service to our residents removing any mud flows, at a minimum, Public Works Department will activate field staff to patrol the burn area for each forecast of a ½ inch or greater rainfall event.
- Maintain an adequate supply of ready-made sand bags for Glendora residents during storms.
- Evaluate soil conditions by August of 2017 and schedule the removal of the K-rail as soon as soil conditions warrant removal.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
General Funds	\$	Cost	\$196,650	\$60,000	\$50,000
Staffing Hours (new measure)	#	Workload	n/a	2,000	1,500
Maintain K-Rail	Lineal Feet	Workload	9,030	9,030	9,030
Sandbags provided to the community	#	Workload	23,000	12,400	10,000

CITY of GLENDORA PUBLIC WORKS

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	318,771	173,458	60,000	27,200	30,000
Division Total		318,771	173,458	60,000	27,200	60,000

DIVISION EXPENSE BY LINE ITEM

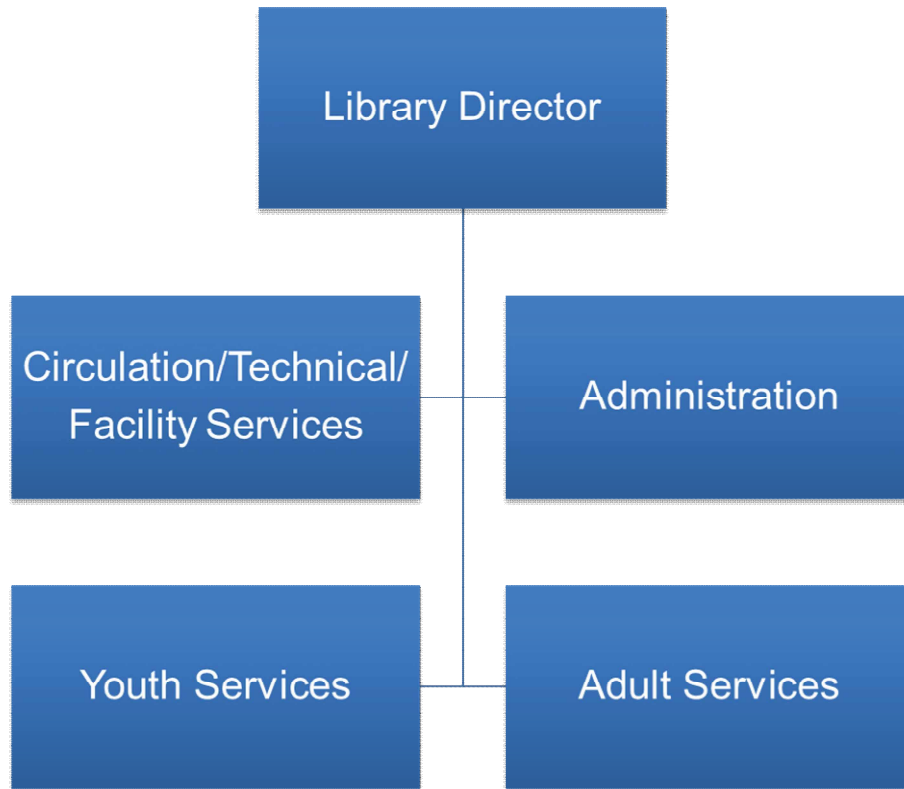
Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41120	Overtime	54,995	18,446	5,000	12,000	5,000
41210	Part Time	3,320	-	-	-	-
42110	Misc PERS	595	-	-	-	-
42111	PARS Retirement	-	75	-	-	-
42310	Employer Paid Benefits	919	335	-	200	-
51200	Division Supplies	112,557	27,287	15,000	5,000	10,000
57170	Refuse Disposal	24,445	14,614	10,000	-	5,000
59100	Contract Services	121,941	112,701	30,000	10,000	40,000
Division Total		318,771	173,458	60,000	27,200	60,000

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

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

CITY of GLENDORA LIBRARY

ORGANIZATIONAL CHART



CITY of GLENDORA LIBRARY

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Library Director	1.00	1.00	1.00	1.00	1.00
Senior Librarian	2.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00	1.00
Librarian I	1.33	2.00	2.00	2.00	2.00
Librarian II	1.50	1.52	1.52	1.52	1.63
Library Technician	3.00	2.00	2.00	2.00	2.00
Senior Library Technician	1.00	2.00	2.00	2.00	2.00
Library Aide V	1.75	2.43	2.43	2.53	2.53
Library Aide IV	1.34	1.99	1.99	1.99	1.99
Library Aide III	1.75	1.25	1.93	1.93	1.93
Library Aide II	2.48	2.56	1.87	1.87	1.87
Library Aide I	1.90	2.02	2.02	2.02	2.02
Total Full-Time	11.00	11.00	11.00	11.00	11.00
Total Part-Time	10.04	10.76	10.76	10.86	10.96
Total Full Time Equivalent (FTE)	21.04	21.76	21.76	21.86	21.96

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

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

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

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

CITY of GLENDORA LIBRARY

ADMINISTRATION DIVISION - 7076

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- For future ease of use and helping customers find resources and services, planned improvements to interior Library signage.
- Improved internet services with a five-times-faster connection for the public and enhanced Wi-Fi access by implementing Corporation for Education Initiatives in California project ("CENIC broadband") equipment and connections.
- Enhanced Night on the Plaza 2016 guest experience and streamlined fundraising operations by offering the convenience of mobile auction bidding.
- To explore operational best practices for the City's partnership with each of its three support foundations, coordinated a project with the Center for Nonprofit Management. Working with a core team of officers from each foundation and the Board of Library Trustees, as well as key City administrators, set up a documents review as well as over a dozen interviews and discussions with broader foundation teams, culminating in a report to inform the partnerships' next steps.

2017-18 MAJOR GOALS AND OBJECTIVES

- To simplify customers' access to valuable Library resources and improve their connection to programs and services, implement improvements to interior Library signage.
- To implement operational best practices identified in FY17 for the City's partnership with the Friends Foundation, work with the Foundation, Board of Library Trustees, and key City administrators on the partnership's next steps.
- To identify opportunities to follow best practices, build capacity for the future, create a new services vision, and identify next actions, work with consultants, Library partners, and the community to create the replacement for the expiring 2013-2018 Library Strategic Plan.

CITY of GLENDORA LIBRARY

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Staff community contacts (Library presence at tours, class visits, presentations, community meetings, etc)	#	Workload	152	132	140
People reached through community contacts	#	Effectiveness	11,760	14,000	14,000
Fundraisers net revenue	\$	Effectiveness	\$151,000	\$158,000	\$158,000
Friends Plaza Book Loft Sales	\$	Workload	\$35,006	\$31,000	\$31,000
Volunteer hours	#	Workload	12,071	11,600	12,000
Volunteer FTE as % of all Library FTE for Library purposes	%	Workload	21%	21%	21%
Patrons that have success in finding library material when: <ul style="list-style-type: none"> Browsing Looking for specific title Looking for specific subject Author 	#	Effectiveness	92% 55% 63%	92% 55% 62%	92% 56% 65%
Total annual circulation (items checked out & renewed) [Avg for comp populations: 206,748]	#	Workload	325,802	325,000	325,000
Items circulated per registered borrower (Number of things every cardholder checks out/renews, on average)	#	Workload	6.51	7.25	7.25
Holdings (items in collections) per capita [Avg for comp populations: 2] ¹	#	Workload	3.05	3.05	3.05
Hours open to public	#	Workload	2,546	2,580	2,600
Electronic books in materials collection (moved from Adult Services)	%	Workload	13.5%	13.7%	14%
Electronic subscription and resource materials use as percentage of total materials use	%	Workload	24%	29%	30%
Visits to online tutoring resource	#	Workload	1,775	2,100	2,000
Registered borrowers using Polaris notifications (holds, due dates, renewals)	%	Workload	62%	65%	67%

¹Averages pulled from 2014-2015 California State Library Statistics

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	797,251	809,406	926,800	926,535	959,850
229	Library Grants	127,275	111,280	137,300	137,300	137,400
321	Capital Improvement	-	-	20,500	20,500	-
Division Total		924,526	920,686	1,084,600	1,084,335	1,097,250

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	199,546	197,271	203,600	203,600	208,500
41120	Overtime	2,664	3,360	4,300	4,735	5,500
41210	Part Time	151,785	147,430	193,700	193,700	187,400
41360	Vehicle Allowance	3,611	3,623	3,600	3,600	3,600
42110	Misc PERS	40,374	38,946	45,900	45,900	49,600
42111	PARS Retirement	-	5,726	6,600	6,600	6,300
42290	Flex Benefit	21,557	22,354	22,600	22,600	24,100
42310	Employer Paid Benefits	5,341	5,647	6,900	6,900	6,800
42520	Workers Comp	1,862	2,191	2,900	2,900	3,200
51110	Office Supplies	3,120	4,112	12,600	12,600	12,600
51400	Building Materials	9,474	11,578	12,800	12,800	12,300
51560	Operating Leases	11,777	12,663	12,000	11,000	11,000
55320	Printing	1,099	2,027	4,000	3,500	4,000
55340	Postage	2,647	2,608	3,000	2,800	3,000
55400	Dues & Memberships	6,405	7,756	8,800	8,800	9,200
55600	Training & Education	3,868	4,941	7,900	7,900	8,850
57050	Phone	517	573	-	-	-
57100	Electric	69,796	71,620	70,100	70,100	70,100
57150	Gas	2,731	6,090	5,000	6,000	6,500
59100	Contract Services	11,000	27,578	43,600	43,600	31,100
59801	Info Tech Charges	229,284	245,359	268,400	268,400	298,000
59807	Liability Ins Charges	146,069	97,231	125,800	125,800	135,600
72000	Capital Outlay	-	-	20,500	20,500	-
Division Total		924,526	920,686	1,084,600	1,084,335	1,097,250

CITY of GLENDORA LIBRARY

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51110	Office Supplies	Miscellaneous desk supplies as well as printer supplies and any service recognition awards.
51400	Building Materials	Minor repairs and renovations to the building, book trucks, shelving and circulation equipment.
51560	Operating Leases	Costs associated with the lease of the copy/printing machines in the Library.
55320	Printing	Materials (flyers, postcards, brochures) developed to reach out to the community to market library programs and services; business cards and stationary.
55600	Training & Education	Training seminars, conferences, and other meetings that will provide staff the opportunity to be involved in regional and state issues that impact the City.
57100	Electric	Electricity costs associated with operating the Library facility.
59100	Contract Services	Costs for the Library's cataloging and Inter-Library Loan Service. The increases from midyear FY16/17 and for FY17/18 stem from consultant projects for foundation partnerships; strategic planning; and space utilization/facilities assessment.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA LIBRARY

SUPPORT SERVICES DIVISION - 7077

PROGRAM DESCRIPTION

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- In conjunction with Public Works, created a more inviting facility and reduced repairs by working on the Restroom Renovation Capital Improvement Project.
- Implemented updated room rental policy to maximize use of rental space for community needs. Since the beginning of FY 16-17, more than 360 additional people have utilized the library rental rooms as a result of the more inclusive policy. Additional revenue totals approximately \$1,400.
- Implemented GPL Study Space pilot program on Sundays, as well as the Library Snack Shack vending cart. Since opening, GPL Study Space has provided quiet study space on Sundays for over 40 individuals. The Library's Snack Shack has provided convenience snack goods on Sundays for GPL Study Space users and during library open hours. The Snack Shack has grossed approximately \$1,250 in sales from 35 introductory hours of operation.
- Implemented internally networked room reservation calendar to offer updated availability information to staff city-wide, re-designed the room application to be more user friendly, and improved tracking of events and communication of bookings.

CITY of GLENDORA LIBRARY

2017-18 MAJOR GOALS AND OBJECTIVES

- In conjunction with Public Works, protect Library materials, facility, and customer services by coordinating Library Plaza Waterproofing CIP project by December 2017.
- In an ongoing effort to identify student needs and create a welcoming facility, assess GPL Sunday Study Space and Library Snack Shack pilot programs for continuation as regular programs and funding before October 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Items checked out & renewed	#	Workload	325,802	325,000	325,000
Items checked-out per hour open	#	Workload	128	127	127
Items checked out using RFID self-check stations	%	Efficiency	14%	14%	17%
Materials used in library (in-library use) (Use of Library materials not otherwise measured by checkout and renewal)	#	Workload	119,288	95,000	95,000
Cost to process an item	\$	Efficiency	5.10	5.10	5.15
Items processed	#	Workload	5,734	5,400	5,500
Days from receipt of item to public availability	#	Efficiency	7	7	7
Holds on materials placed/year	#	Workload	15,820	16,000	16,000
Holds placed directly by patrons	%	Workload	75	81	81
Events in Library meeting rooms	#	Workload	685	750	750
Attendance at Library meeting room events	#	Workload	35,390	32,000	33,000

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	405,758	393,702	457,700	457,786	477,600
Division Total		405,758	393,702	457,700	457,786	477,600

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	201,309	173,273	196,400	196,400	199,600
41120	Overtime	-	102	-	86	-
41210	Part Time	103,769	125,687	141,700	141,700	148,600
42110	Misc PERS	36,789	31,341	40,800	40,800	44,300
42111	PARS Retirement	-	4,722	5,400	5,400	5,600
42290	Flex Benefit	40,437	34,233	41,700	41,700	47,700
42310	Employer Paid Benefits	6,900	6,385	7,800	7,800	8,100
42520	Workers Comp	1,607	1,865	2,800	2,800	2,600
51200	Division Supplies	14,947	16,094	21,100	21,100	21,100
Division Total		405,758	393,702	457,700	457,786	477,600

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	Supplies such as security cases, book ends, books jackets, stickers, etc. This line item remained the same as last year due to partial deferment of FY17 library card purchase in support of FY18 public engagement programming.

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. Staff is cross-trained to support both Youth and Adult Services to maximize flexibility in responding to daily public service demands. Youth and Adult Services staff selects and reviews all items purchased for the Library's collections in all formats, physical and virtual.

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- Library Strategic Plan objectives were established and presented to the Library Board, reflected below.
- Increased awareness and use of Library materials, both physical and electronic, by expanding Library card sign-up drive to include local private K-8 schools in addition to the public elementary schools. Foothill Christian Schools invited the Library to present e-resources and e-cards to all students 3-8th grades and conducted an e-card drive. Staff attended Back to School Night at Sandburg Middle School, issuing Library cards to families and providing information about Library services.
- Continued to develop community engagement in Glendora's youth by transferring initial volunteer processing to Public Services. All coordination of youth volunteers is now handled by the Youth Volunteer Coordinator.

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- Public Services staff analyzed of the size of the collection, the recommended size of the collection and current usage statistics. Recommendations for maximizing use of the collection include: relocating specific areas of the collection for ease of use, featuring collections near the front of the Library to attract users, and creating displays throughout the Library.

2017-18 MAJOR GOALS AND OBJECTIVES

- Maximize use of the Library collections, by implementing and evaluating recommendations made as a result of prior year evaluation of the Library's collections. June 2018.
- Create new Library users by providing Library services outside of the physical Library by locating 1 community event and providing Library services such as Library Cards, information, book return, or summer reading participation. December 2017.
- Inspire community engagement from Glendora's youth by launching an annual youth volunteer fair for middle school age students and for high school age students, coordinating volunteer services from other City departments and community organizations. May 2018.
- Further develop relationships with local K-12 schools as partners in education to design and deliver mutual programs and services of benefit to students of all ages.
- Encourage youth reading habits, by implementing 1 additional program for elementary school age children. May 2018

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PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Children reached via in-house storytimes, storytime visits to preschool and in-home daycare providers, for early childhood literacy development	#	Effectiveness	9,748	10,500	10,500
Storytime visits to local preschools and in-home daycare providers	#	Workload	37	43	40
School-age children connected with through class visits and library programs	#	Effectiveness	15,423	18,100	18,000
Youth Summer Reading Club registrations	#	Workload	2,825	3,100	3,100
Summer Reading Club registrations completed off-site	%	Efficiency	13.5%	14%	14%
Students who received homework assistance; online or at the Library's Homework Buddies	#	Workload	2,736	2,800	2,800
Youth reference & readers advisory questions answered through face-to-face, phone and email interactions	#	Workload	23,151	21,000	20,000
Average number of checkouts per child in Glendora	#	Workload	16.4	15.5	15
Number of Youth titles added	#	Workload	1,469	1,200	1,200

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	241,431	195,104	201,200	201,200	215,800
Division Total		241,431	195,104	201,200	201,200	215,800

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	114,986	78,561	80,100	80,100	80,100
41210	Part Time	48,151	47,338	48,500	48,500	57,900
42110	Misc PERS	25,415	20,739	23,200	23,200	25,100
42111	PARS Retirement	-	522	700	700	700
42290	Flex Benefit	20,098	15,630	15,700	15,700	18,800
42310	Employer Paid Benefits	3,224	2,493	3,000	3,000	3,100
42520	Workers Comp	865	799	1,000	1,000	1,100
51200	Division Supplies	971	975	1,000	1,000	1,000
51300	Books/records/tapes	27,720	28,048	28,000	28,000	28,000
Division Total		241,431	195,104	201,200	201,200	215,800

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	Acquisition of program and outreach materials such as pencils, bookmarks and Children's Room supplies.
51300	Books/Records/Tapes	Acquisition of all youth library materials, including print fiction and non-fiction, magazines, audio/visual materials and access to electronic resources for reading and research.

CITY of GLENDORA LIBRARY

ADULT SERVICES DIVISION - 7079

PROGRAM DESCRIPTION

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

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

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

- Maximized opportunities for community engagement through Library volunteerism by transferring the coordination of all adult Library main-floor volunteers to the Public Services division.
- Public Services staff analyzed the current size of the collection, the recommended size of the collection and current usage statistics. Recommendations for maximizing use of the collection include: relocating specific areas of the collection for ease of use, featuring collections near the front of the Library to attract users, and creating displays throughout the Library.
- Brought community interest information to customers by launching a new program series in partnership with the San Gabriel Valley Regional Conservancy.

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- Promoted Library services and supported a fellow City Department by participating in the City of Glendora's National Night Out Program, making approximately 400 new contacts. Staff also participated in Glendora High School's Color Run and the Dia de los Muertos Festival at Oakdale Memorial Park.

2017-18 MAJOR GOALS AND OBJECTIVES

- Further develop relationship with Citrus College as a partner in community education to design and deliver mutual programs and services of benefit to the local community. June 2018.
- Maximize use of the Library collections, by implementing and evaluating recommendations made as a result of prior year evaluation of the Library's collections. June 2018.
- Encourage lifelong learning by implementing a new program or program series that brings together local artisans to teach their craft. January 2018.
- Enhance Library user access to downloadable and streaming media technology by investigating local area Library consortia and streaming services. June 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Adult reference & readers advisory questions answered, through face-to-face, phone and email interactions	#	Workload	15,765	12,500	12,000
Average number of checkouts per person aged 15+ in Glendora	#	Workload	3.74	3.4	3
Average number of checkouts per adult item (turnover rate)	#	Workload	1.78	1.78	1.7
Adult titles selected	#	Workload	2,432	2,000	2,000
Users of computer workstations in Library	#	Workload	29,709	27,500	27,000
Programs for adults (staff & volunteer-led programs)	#	Workload	47	63	70
Attendance at Library programs for adults	#	Effectiveness	816	800	800

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	294,461	379,533	427,300	427,300	436,500
229	Library Grants	-	9,392	-	-	-
Division Total		294,461	388,925	427,300	427,300	436,500

CITY of GLENDORA LIBRARY

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	114,677	176,008	203,500	203,500	206,500
41210	Part Time	25,767	26,522	31,300	31,300	32,900
42110	Misc PERS	20,044	32,847	42,100	42,100	45,800
42111	PARS Retirement	-	988	1,200	1,200	1,300
42290	Flex Benefit	20,261	31,562	36,100	36,100	36,800
42310	Employer Paid Benefits	3,918	5,300	6,400	6,400	6,500
42520	Workers Comp	735	1,292	2,000	2,000	2,000
51200	Division Supplies	521	365	800	800	800
51300	Books/records/tapes	104,237	106,250	103,900	103,900	103,900
59100	Contract Services	4,302	7,790	-	-	-
Division Total		294,461	388,925	427,300	427,300	436,500

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51200	Division Supplies	Acquisition of display supplies, local history supplies and iPad accessories.
51300	Books/Records/Tapes	Acquisition of all adult library materials, including print fiction and non-fiction, magazines, audio/visual materials and access to electronic resources for reading and research.

CITY of GLENDORA COMMUNITY SERVICES

ORGANIZATIONAL CHART



CITY of GLENDORA COMMUNITY SERVICES

AUTHORIZED POSITIONS

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Community Services Director	1.00	1.00	1.00	1.00	1.00
Assistant Community Services Director	-	-	-	-	1.00
Parks/Community Services Manager	1.00	1.00	1.00	1.00	-
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00
Human Services Superintendent	1.00	1.00	1.00	1.00	1.00
Transportation Programs Analyst	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
Parks Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Landscape Contracts Supervisor	1.00	1.00	1.00	1.00	1.00
Community Services Coordinator	-	-	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	-	-	-
Office Assistant	-	-	-	-	1.00
Maintenance Leadworker	-	1.00	2.00	2.00	2.00
Senior Maintenance Leadworker	2.00	1.00	-	-	-
Maintenance Worker	4.00	4.00	4.00	4.00	4.00
Part-Time Positions					
Administrative Aide I	0.65	0.65	0.65	0.65	0.65
Office Aide I	0.22	0.22	0.22	0.22	0.22
Office Aide III	1.56	1.56	1.56	0.72	0.72
Office Aide IV	0.84	0.84	0.84	3.37	2.56
Assistant Recreation Leader	0.58	0.58	0.58	0.58	0.58
Maintenance Aide I	3.05	5.22	3.76	3.76	3.76
Maintenance Aide II	1.54	1.89	3.18	3.18	3.18
Recreation Leader	0.62	0.62	1.10	1.10	1.10
Recreation Specialist I	2.79	2.79	1.92	1.75	1.80
Recreation Aide	7.13	7.13	6.74	6.16	6.16
Trip & Tour Coordinator	0.60	0.60	0.60	0.60	-
Total Full-Time	18.00	18.00	19.00	19.00	12.00
Total Part-Time	21.18	22.10	19.86	22.09	20.72
Total Department FTE	39.18	40.10	38.86	41.09	40.72

CITY of GLENDORA COMMUNITY SERVICES

ADMINISTRATION DIVISION - 7581

PROGRAM DESCRIPTION

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

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

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

2016-17 MAJOR ACCOMPLISHMENTS

- In an effort to be eligible for certain grant funding, the City applied for and was recognized as a 2016 Playful City from the KaBoom Organization.
- In an effort to raise funds for the Community Services Foundation, the department partnered with the Community Services Foundation and hosted their first foundation event with a Golf Tournament.
- Partnered with the Community Services Foundation, Glendora Police Department and other community businesses in assembling and donating 12 bicycles to the Department of Children of Family Services to forward to youth in need during the Holiday Season.
- In an effort to increase facility rental revenue, additional marketing material (brochures) were designed and created for Big Tree Park and Picnic Shelter reservations.

CITY of GLENDORA COMMUNITY SERVICES

- Applied for and received Excess Funds from the Los Angeles County Regional Park and Open Space District for maintenance and servicing of the South Hills Park and Tree Planting Grant in the amount of \$36,802.

2017-18 MAJOR GOALS AND OBJECTIVES

- In order to be eligible for additional grant funding, apply for the KaBoom! Playful City USA grant, to be recognized as a Playful City for the 7th consecutive year, by August 2017
- In an effort to provide quality recreational trails for residents, and enhance the parks system, complete the first phase of the Glendora Urban Trails System from Louie Pompei to Sunflower Avenue by December 31, 2017.
- In an effort to alleviate general fund burden, apply for two grants to offset Department expenses. Possible grant opportunities include funding for urban trails or improvement grants from the County or State by June 2018.
- In order to reduce fees from Activenet our current recreation management software provider, review potential vendors for a provider or renegotiate current contract by April 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Process customer facility rental applications while customer is present	%	Efficiency	100%	100%	100%
Answering phones	#	Workload	9,047	9,500	9,000
Assist walk-in customers	#	Workload	2,094	2,500	2,500
Process registration	#	Workload	900	1,100	1,000
Youth 18 and under enrolled in summer activities	#	Workload	5,164	5,500	5,800
Process class and trip registrations:					
• Community Services			24%	23%	23%
• Teen Center	%	Workload	9%	9%	9%
• La Fetra			4%	4%	4%
• Legion Building			10%	9%	9%
• Online			53%	55%	55%
Facility rental application processed online	%	Efficiency	40%	45%	50%

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	1,153,144	870,974	936,000	936,000	973,400
Division Total		1,153,144	870,974	936,000	936,000	973,400

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	194,050	201,918	192,500	192,500	214,100
41120	Overtime	237	253	-	-	-
41210	Part Time	9,621	10,964	20,600	20,600	-
41360	Vehicle Allowance	2,746	2,699	2,200	2,200	2,200
42110	Misc PERS	34,808	39,210	42,500	42,500	49,700
42111	PARS Retirement	-	412	800	800	-
42290	Flex Benefit	23,686	24,727	25,300	25,300	33,000
42310	Employer Paid Benefits	4,193	4,352	4,500	4,500	4,900
42520	Workers Comp	3,100	3,920	4,200	4,200	4,700
51110	Office Supplies	6,941	3,528	8,000	8,000	5,500
51560	Operating Leases	653	469	2,000	2,000	2,000
51750	Food Supplies	1,777	1,172	1,500	1,500	1,500
55320	Printing	29,163	31,598	34,500	34,500	34,500
55340	Postage	11,781	10,872	11,500	11,500	11,500
55400	Dues & Memberships	1,057	1,015	1,300	1,300	1,300
55450	Bank Service Charges	15,445	20,485	20,000	20,000	20,000
55600	Training & Education	3,491	4,551	5,500	5,500	6,000
57050	Phone	259	-	-	-	-
59100	Contract Services	15,196	9,897	7,000	7,000	9,000
59801	Info Tech Charges	128,500	137,607	159,100	159,100	184,500
59805	Vehicle Charges	436,900	205,759	193,900	193,900	174,400
59807	Liability Ins Charges	229,539	155,568	199,100	199,100	214,600
Division Total		1,153,144	870,974	936,000	936,000	973,400

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51750	Printing	Costs associated with the printing of the Community Services Brochure three times a year.
55340	Postage	Mailing of the Community Services brochure three times a year and to pay postage for registration receipts. With online registration increasing, our mailings have decreased.
55450	Bank Service Charge	Fees incurred from Activenet (our current vendor) for registration and reservation use when customers register in person. This account has been increased by \$3,000 due to rate change from vendor. Revenues offset charges.
57050	Phone	Phone charges were consolidated to the Information Technology Budget.
59100	Contract Services	Outside professional services contracted, offsite storage, and any unforeseen costs. This has been combined with clothing supplies and miscellaneous expenses.
59801	Info Tech Charges	Allocated charges to each division to recover City-wide technology services provided to each Department as well as the replacement of computers, network equipment, and other technology costs.
59805	Vehicle Charges	Allocated charges based on the number and the type of vehicles, related equipment and fuel used by each Department.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA

COMMUNITY SERVICES

PARKS DIVISION - 7582

PROGRAM DESCRIPTION

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

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

Specific activities include:

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

2016-17 MAJOR ACCOMPLISHMENTS

- The Parks Division created and implemented a standardized replacement schedule for park amenities (playgrounds, picnic shelters, benches, etc.) to ensure equipment remains safe and appealing for users.
- Staff developed and administered a training program for field staff designed to improve their knowledge and skills regarding maintaining drought tolerant plant material to stay abreast of the changing landscaping trends and increase water efficiency.
- Developed and conducted bi-annual renovations of South Hills Dog Park and Bandshell at Finkbiner Park to ensure satisfactory conditions for high use areas.
- Staff completed the Big Tree Park Expansion project, ensuring the new addition blended in with existing park, making the park aesthetically pleasing for park users and increasing park space for the community.
- Provided additional amenity at wilderness areas Big Dalton Canyon and Carlyle E. Linder Equestrian Center, with the opening of restroom facilities, increasing resident use at both park spaces.

CITY of GLENDORA COMMUNITY SERVICES

2017-18 MAJOR GOALS AND OBJECTIVES

- Create partnerships with League members to increase safety of sports fields by training and working closer with maintenance volunteers, thereby reducing hazards and high-cost field renovations by December 2017.
- Reduce vandalism and increase recreational traffic to the Bonnie Cove trailheads area by installing barriers to prevent vehicular access to wilderness areas and amenities, such as picnic tables, trash receptacles, information kiosk, and dog waste bags to make area more user-friendly by December 2017.
- Develop a standardized replacement schedule for bus stop amenities before August 2017 to ensure amenities are uniform, safe and attractive.
- Develop a “Clean-Up” event with league groups to involve the young athletes in maintaining and caring for their parks once a year before the start of the season to increase ownership and involvement in their community by April 2018.
- In an effort to provide safer playing conditions, develop a standard and a system for ensuring the infields at the sports fields are receiving the level of service and material to include infield mix replenishment on a yearly basis and laser grading every 3-5 years by February 2018.

CITY of GLENDORA COMMUNITY SERVICES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Acres of park turf mowed	#	Workload	1,359.2	900	900
Emergency call-outs addressed within 2 hours	%	Efficiency	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 52 260 52	52 52 365 52	52 52 365 52
Parks maintained according to Park Maintenance Manual Standards	%	Efficiency	95%	95%	95%
Maintenance items performed:					
<ul style="list-style-type: none"> Restroom maintenance Playground maintenance Irrigation maintenance and repair Planters maintenance Right of Way weed abatement 	#	Workload	2,920 45 975 12 2	2,920 30 375 12 4	2,920 30 450 12 4

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	880,152	907,482	1,134,265	1,082,672	1,160,650
206	Park Development	3,741	-	-	-	-
217	Prop A Operations	1,983	4,000	4,000	-	-
222	Measure R	4,460	5,304	11,300	7,900	11,100
321	Capital Projects	-	55,154	17,846	17,846	-
530	Water Capital	214	63,423	4,044	4,000	-
531	Water Operating	36,858	34,943	49,100	49,100	50,200
Division Total		927,407	1,070,306	1,220,555	1,161,518	1,221,950

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	279,518	351,269	366,400	363,000	372,900
41120	Overtime	5,909	7,055	3,500	3,500	3,500
41210	Part Time	120,848	119,071	160,300	160,300	163,200
41360	Vehicle Allowance	975	2,119	2,100	2,100	2,200
42110	Misc PERS	50,372	64,692	76,000	76,000	82,800
42111	PARS Retirement	-	4,509	6,100	6,100	6,200
42290	Flex Benefit	53,844	65,255	64,700	64,700	47,000
42310	Employer Paid Benefits	16,031	14,269	12,700	12,700	12,900
42520	Workers Comp	15,080	20,920	28,800	28,800	32,900
51110	Office Supplies	3,945	8,967	7,900	7,500	7,900
51500	Equipment Parts	27,360	29,881	24,400	22,400	22,400
51750	Food Supplies	1,923	2,234	2,000	2,000	2,000
54200	Agricultural Supplies	22,862	17,459	30,700	27,500	27,500
55400	Dues & Memberships	585	1,235	1,000	1,000	1,000
55600	Training & Education	4,690	7,979	8,115	11,615	9,000
56100	Building Maintenance	13,829	21,795	18,700	18,700	18,700
56500	Landscaping	15,237	791	9,500	9,500	14,700
56550	Trails Maintenance	4,120	4,936	5,000	5,000	5,000
57050	Phone	6,308	7,022	7,200	3,200	3,200
57100	Electric	88,093	85,322	93,000	93,000	93,000
57150	Gas	395	438	500	500	500
57160	Water	733	1,825	1,500	1,500	1,500
57201	Taxes	-	-	3,000	2,207	-
59100	Contract Services	155,305	144,454	205,850	165,350	202,350
59100.28	Contract Weed Abatement	34,451	27,733	51,500	51,500	51,500
59550	Uniforms	4,995	3,921	8,200	-	8,200
71534	Turf Removal Drought Tol	-	-	4,044	4,000	-
72000	Capital Outlay	-	55,154	17,846	17,846	-
Division Total		927,407	1,070,306	1,220,555	1,161,518	1,221,950

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATION

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits. Part-Time salaries have increased as a result of minimum wage increases passed by the State.
51110	Office Supplies	Office supplies, office furniture, postage, printing and reproduction.
51500	Equipment Parts	Parts and supplies; repair and maintenance for existing equipment; equipment rental, safety supplies and small tools.
51710	Clothing Supplies	Parks staff uniform, boots and headwear.
54200	Agricultural Supplies	Supply fertilizers, pesticide chemicals, top dressers, seed and gravel. Sports fields are renovated twice per year and pathways are renovated annually to provide safe playing surfaces. All irrigation parts and supplies are purchased out of this account.
55600	Training and Education	Training for staff, continuing education units, certifications and renewals. Travel expenses, meetings and conference expenses are funded from this account.
56100	Building Maintenance	Minor repairs to restrooms, facilities, etc. to ensure they are safe and properly maintained. All building parts and supplies are funded out of this account.
56500	Landscaping	Large landscape renovations, including, but not limited to, rubber mulch and sod. All trees, plants and mulch are purchased out of this account.
57100	Electric	Electricity costs for operating lights, irrigation, and any other facilities and equipment at the City's 13 parks including Pompei Memorial Sports Park.
59100	Contract Services	Park facilities contractors that include services for electrical, plumbing, pest control, HVAC industry and landscape not otherwise be efficiently performed by the City. In addition, janitorial services and litter removal services are provided by a contractor. Lasering and leveling of Pompei Park.
59100.28	Contract Weed Abatement	Weed abatement throughout the City by Rancho Tivo Boer Goats and other contractors.

CITY of GLENDORA COMMUNITY SERVICES

RECREATION DIVISION - 7583

PROGRAM DESCRIPTION

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

Specific services and objectives are:

- Continue to strengthen relationships as the liaison with our school districts and City youth sports groups that service thousands of youth annually.
- Build partnerships with service organizations to generate sponsorships that will enhance the city's events and improve services for the citizens of Glendora.
- Coordinate and promote educational and recreational classes and trips for youth and adults that will meet the demand of the community.
- Marketing is accomplished through the use of social media, flyers, banners, and press releases as well as mailing of the Community Services Brochure to every home in the community.
- Coordinate City-wide special events to include: Halloween Carnival; Jump N Jammin; Easter Egg Hunt; Earth Day, Holiday Home Decorating Contest; Holiday Tree Lighting and Santa Visit; Gingerbread House Decorating House Party; Heritage Day, and Summer Concerts; and Movies in the Park.
- Provide quality customer service to assist residents in the best possible manner.

2016-17 MAJOR ACCOMPLISHMENTS

- To offer a new winter season city wide special event, the Recreation Division presented the Gingerbread House Decorating Party to the community. This event was well attended with over 300 participants.
- To enhance the interior and exterior appearance of the Legion Building, the Recreation Division added new carpet, new paint, and a new HVAC unit.
- To benefit working parents, extended care day camp hours were offered from 7:00 a.m.-6:00 p.m.
- To offer a larger variety of classes for citizens, the Recreation Division recruited new instructors to offer 28 recreation based classes to the community.
- Successfully partnered with Planning Department and hosted 2017 Earth Day to provide the community with a unique opportunity to learn about the environment in a family friendly setting
- Replaced the 15-year old Recreation and Teen Division truck, with a new vehicle that has the capacity to pull an event trailer. New vehicle will also be utilized for everyday use and after hour/weekend park closures and facility supervision.

CITY of GLENDORA COMMUNITY SERVICES

2017-18 MAJOR GOALS AND OBJECTIVES

- Expand existing pre-school program to provide more programs/class opportunities for pre-school age youth by Fall 2017.
- In an effort to reduce electricity usage and to coincide with the rest of the City's lighting fixtures, request funding and replace existing lighting fixtures with energy efficient lighting at the Legion Building, Youth Center, and the Scout Hut by Spring 2018.
- In an effort to increase awareness of rental opportunities, work with IT to develop a Legion Building website by Spring 2018.
- Offer youth activities prior to each Movie in the Park, to increase youth participation by Summer 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Participants registering for recreational classes	#	Workload	12,596	12,900	12,900
New recreational classes added	#	Workload	28	15	15
Participants in the 19 City wide special events annually (Halloween, Heritage Day, Jump n Jammin', Easter, Santa Party, Movies-6, Concerts-7, Holiday Home Decorating Contest, Holiday Stoll and Tree Listing)	#	Workload	25,000	25,100	25,200
Participants who volunteer for City wide special events	#	Effectiveness	300	380	400
Facility rentals at:					
• Legion Building	#	Workload	27	25	25
• Scout Hut			311	315	320
Brochures mailed	#	Effectiveness	53,407	53,800	53,800

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	651,183	741,542	722,300	711,600	732,100
Division Total		651,183	741,542	722,300	711,600	732,100

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	122,680	156,115	177,200	177,200	181,400
41120	Overtime	1,596	1,227	1,500	1,500	1,500
41210	Part Time	101,817	72,698	92,200	92,200	90,400
41360	Vehicle Allowance	2,347	2,355	2,400	2,400	2,400
42110	Misc PERS	24,508	29,076	37,000	37,000	40,200
42111	PARS Retirement	-	2,690	3,500	3,500	3,400
42290	Flex Benefit	16,283	24,592	28,100	28,100	31,500
42310	Employer Paid Benefits	4,145	4,787	5,800	5,800	5,900
42520	Workers Comp	5,493	6,525	8,700	8,700	9,500
51110	Office Supplies	3,674	3,270	3,200	3,200	3,200
51240	Youth Basketball	38,701	41,787	-	-	-
51500	Equipment Parts	3,471	4,211	3,200	3,200	3,200
51750	Food Supplies	1,047	677	1,200	1,200	1,200
55320	Printing	6,689	4,953	9,500	9,500	9,500
55400	Dues & Memberships	630	488	1,000	1,000	1,000
55600	Training & Education	2,934	2,020	2,800	2,800	2,800
56100	Building Maintenance	7,872	5,505	7,000	7,000	10,000
57050	Phone	1,743	1,229	3,000	-	-
57150	Gas	3,009	3,445	3,100	3,100	3,100
58100	Activities & Events	43,341	54,878	53,500	53,500	53,500
58200	Trips & Tours	6,115	5,923	7,000	6,500	7,000
58300	Contract Classes	227,398	284,111	237,000	237,000	237,000
59100	Contract Services	12,264	16,991	15,000	15,000	15,000
59100.29	Contract GHS Aquatics	8,699	5,744	13,200	6,000	13,200
59550	Uniforms	4,728	6,248	6,200	6,200	6,200
Division Total		651,183	741,542	722,300	711,600	732,100

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
56100	Building Maintenance	This account is used for repair roof, doors, plumbing, locksmith, windows, painting, electrician etc. for the Legion Building, Youth Center, and Scout Hut. It has increased to sand and re-coat the wood floor at the Legion Building for FY 2018.
58100	Activities/Events	Recreation Activities/Special Events category (A/C 58100) consists of \$53,500 for coordinating city-wide special events like Halloween Carnival, and Summer Concerts in the Park and Movies in the Park. Increase for two new special events- Jump N Jammin and Heritage Day.
58300	Contract Classes	Contract Classes category (A/C 58300) consists of \$237,000 for payment of contract instructors who teach classes in the Community Services brochure for tots to adults.
59550	Uniforms	Day camp participants' t-shirts, and recreation staff t-shirts and sweatshirts. Clothing Supplies category consists of \$6,200 for day camp participants t-shirts, and recreation staff t-shirts and sweatshirts

CITY of GLENDORA COMMUNITY SERVICES

TREE DIVISION - 7584

PROGRAM DESCRIPTION

The Tree Division is responsible for the management of approximately 16,000 City trees and provides: on-going tree maintenance for safety, tree health, and aesthetics; administration of the annual tree maintenance contract for City trees; management and assessment of dead and undesirable trees for potential removal; and oversight of the landscape maintenance of assessment sites and medians. The Tree Division is also responsible for planting new trees in right-of-way (ROW) easements; overseeing the annual Bougainvillea trimming; and the installation and removal of the holiday lights on the trees in the Glendora Village and in front of City Hall.

The tree maintenance contract allows City-owned trees to be trimmed within a five-year grid cycle. Within this program, the city trims Palm trees on a three-year cycle; the Glendora Village Ficus trees are trimmed on a bi-annual basis to reduce fruit droppings and for the annual hanging of the holiday lights; all other Ficus trees are trimmed on an annual basis to retain their traditional “gumdrop” shape.

2016-17 MAJOR ACCOMPLISHMENTS

- Improved our urban forest by removing approximately 85 trees within the Street Tree Inventory that were declared dead by the City Arborist and/or West Coast Arborist eliminating any hazards and providing a safe environment for residents.
- Promoted the City’s urban forest by acquiring Tree City USA status for 24th straight year. This recognizes and rewards community for annual advancements in urban forestry practices.
- To help support our urban forest provided education to the community about the importance of trees by providing bi-monthly tree-related articles to the Glendora Report.
- To keep existing trees healthy, stable and allow for better water penetration, a contractor loosened the compacted soil in City tree wells and created berms to keep trees saturated.
- To ensure all City trees are inspected in a timely manner with regard to resident requests, a contracted arborist
- Contracted an outside arborist to handle all tree service requests.
- To prepare for storm weather, installed waddles along seven storm drains in an effort to reduce the amount of debris that clog the drains.

2017-18 MAJOR GOALS AND OBJECTIVES

- To provide a standard level of care that will allow City medians to remain intact during developer construction, partner with the Public Works Department to develop guidelines for contractors who perform work on, in or near the medians by April 2018.
- To provide more growing space for trees and eliminate possible sidewalk hazards created by expanding tree roots, Implement a tree well widening program to increase the watering area and reduce future sidewalk damage by January 2018.

CITY of GLENDORA COMMUNITY SERVICES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2016 Estimated	FY 2017 Projected
Emergency call-outs addressed within 2 hours	%	Efficiency	98%	100%	100%
Trees trimmed annually	#	Workload	3,080	2,514	2,150
Trees removed annually	#	Workload	84	102	40
Trees planted annually	#	Workload	310	160*	120
Weed Abatement in ROW Annually	#	Linear Feet	N/A	250,000	275,000

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	421,702	464,826	656,580	652,450	631,700
202B	Landscape Assessment	68,530	83,782	48,473	75,217	61,584
205	Gas Tax	138,540	141,124	158,100	157,300	157,300
224	LAC Wind Damage Grant	7,334	-	-	-	-
530	Water Capital	5,301	126,516	417,122	51,155	-
531	Water Operating	15,019	6,180	15,200	15,200	15,200
Division Total		656,426	822,428	1,295,475	951,322	865,784

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	68,603	85,364	69,800	63,400	64,500
41120	Overtime	353	458	1,000	1,000	1,000
41210	Part Time	27,660	127,845	14,400	14,400	12,400
41360	Vehicle Allowance	733	1,521	1,600	1,600	1,500
42110	Retirement	12,347	16,074	14,650	14,650	14,300
42111	PARS Retirement	-	4,807	600	600	500
42290	Flex Benefit	13,306	16,889	9,666	9,666	9,600
42310	Employer Paid Benefits	2,137	3,895	1,850	1,850	1,700
42520	Workers Comp	2,568	9,492	2,936	2,936	3,000

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM (continued)

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
54100	Trees, Shrubs & Plants	12,431	5,171	5,000	5,000	5,000
54200	Agricultural Supplies	4,788	7,098	10,000	8,500	28,000
55320	Printing	950	8	500	500	500
55600	Training & Education	-	-	700	550	700
56200	Equipment Maintenance	2,550	1,326	3,600	3,600	3,600
56500	Landscaping	124,031	127,205	134,600	134,600	134,600
57050	Phone	155	1,189	8,800	8,000	8,000
57100	Electric	23,697	21,604	22,100	19,900	22,100
57160	Water	29,642	25,334	1,500	1,500	1,500
59100	Contract Services	91,441	88,924	81,100	81,100	81,100
59100.27	Tree Trimming Contract	209,690	258,156	453,100	453,100	409,100
59550	Uniforms	842	948	1,480	1,200	1,500
71534	Turf Removal Drought Tol	4,568	-	417,122	51,155	-
Division Total		632,494	803,310	1,256,104	878,807	804,200
Landscape Assessment Zones						
56500.01	Highland/Oak Knoll	3,854	2,200	3,840	6,698	6,631
56500.02	Banna/Arrow Hwy	1,349	1,200	2,544	3,925	3,420
56500.03	GMR/Palm Dr	5,788	3,600	8,377	8,445	8,752
56500.05	Hampton/Sunflower	109	-	945	5,796	3805
56500.06	Financial Way	659	600	1,178	1,823	-
56500.08	GMR/Boulder Springs	3,718	2,200	3,600	5,018	4,878
56500.09	Candish/Sunflower	35	-	908	4,125	-
56500.10	Kregmont/Englewild	1,038	242	1,357	2,846	2,622
56500.11	Glendora Bougainvillea	-	3,300	4,200	4,927	11,672
56500.12	Hunter's Trail	-	-	500	5,550	3,965
56500.13	N. Loraine/Palm Dr	243	-	546	2,209	1,060
56500.14	Jenifer/Mauna Loa	-	-	300	1,896	1,192
56500.15	W. Sierra Madre	1,369	1,715	4,113	5,256	5,727
56500.17	Claraday/Valley	990	960	1,555	2,642	-
56500.18	Greenfield Court	1,021	902	1,916	5,719	2,754
56500.19	Hidden Springs	3,759	2,200	3,492	5,640	5,106
Landscape Assessment Total		23,932	19,118	39,371	72,515	61,584

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
54200	Agricultural Supplies	Costs were increased to purchase and install new tree grates throughout the City.
56500	Landscaping	Costs related to the maintenance of medians throughout the City.
59100	Contract Services	Budget reflects the landscape maintenance of the medians, assessment sites, several parks and facilities all totaling \$65,900.
59100.27	Contract Services Tree Trimming Contract	The contract covers regular tree trimming throughout the City, including removal of dead or diseased trees, new tree planting, and extraordinary requests that may arise throughout the year, but were not anticipated.

CITY of GLEN DORA COMMUNITY SERVICES

HUMAN SERVICES DIVISION - 7585

PROGRAM DESCRIPTION

The Human Services Division coordinates the services for the mature adult population. Human Services strives to maximize the quality of life for older adults through education, recreation, and social service programs. All programs strive to honor older adults by promoting opportunities for well-being and lifelong learning while celebrating the life process. The varied needs of the senior population are met through social interaction and personal response to specific needs while promoting dignity, self-esteem, and independence.

Specific activities include:

- Marketing through the development, publication, and mailing of the monthly Senior Times bulletin, preparing the senior information for the Community Services Guide along with flyers, Division tri-fold brochures, press releases, and social service awareness materials.
- Providing programs for educational, recreational, and social service purposes.
- Providing Social Services to the community through the Information and Assistance referral program, coordination of Case Management services, information database management, and personal contacts.
- Providing variety of special events held annually to promote community interaction.
- Developing partnerships with service agencies that can best meet the needs of seniors.
- Maintaining the La Fetra Center to ensure a safe and healthy environment for participants.
- Improving community outreach, community services to seniors.
- Promoting improved quality of life for all seniors with the aid of Partners of La Fetra Center organization.

2016-17 MAJOR ACCOMPLISHMENTS

- Staff developed and implemented a Department wide volunteer/intern program with policy and procedure guidelines, to both increase the number of volunteers and to streamline the process amongst the departments divisions A volunteer/intern informational web page was developed with assistance from the IT department and was posted to the City web site in February of 2017 to provide future volunteers with current information about the volunteer program quickly
- A new computer lab was designed and implemented at the La Fetra Center. The lab became operational in April 2017. The lab provides older adults, many without access to home computers, the opportunity to do research, create documents, email, and search the web.
- Over 1,200 low income seniors benefited from the monthly food distribution program in FY 2016-17. Over 17,000 meals were provided to Senior Citizens and Meals on Wheels clients.
- Staff recruited 9 new volunteers which represents a 10% increase in our volunteer pool.
- Staff implemented a new Senior Home share program to assist older adults (55+) with affordable housing options. The program provides guidelines for senior homeowners who wish to rent a room to another senior, and suggested screening questions for both the renter and homeowner.
- Over 95% of participants continue to rate the services, programs and classes offered at the Center as very good to excellent.

CITY of GLENDORA COMMUNITY SERVICES

2017-18 MAJOR GOALS AND OBJECTIVES

- In an effort to expand services offered, staff will implement three new fee based classes by December 2017.
- To bring awareness to our trips and tours program, staff will enhance marketing efforts to include a comprehensive “travel news” brochure section for the Glendora Report.
- In an effort to increase community awareness of the La Fetra Center, staff will develop at least one new special event geared to the community at large by January 2018.
- In an effort to provide additional resources to Care Providers, staff will develop and host a Care Givers Conference by June 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Meals provided to senior citizens with noontime, take-out, and Meals-on-Wheels	#	Workload	17,100	17,150	17,200
Volunteer hours received through the Senior Center volunteer program annually	#	Workload	14,150	14,200	14,300
Provide senior citizens with 60 non-duplicated activities/services monthly (Example: Nutrition, which is daily, is only counted once)	#	Efficiency	3,975	4,100	4,100
Customers who rated our programs and customer service as very good or excellent; will target 90% or greater	%	Effectiveness	95%	95%	95%
Fee based programs offered to participants	#	Workload	24	29	34

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	360,312	360,098	434,000	434,000	460,342
534	La Fetra	27,355	23,742	57,600	48,600	48,563
Division Total		387,667	383,840	491,600	482,600	508,905

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	100,407	91,565	118,300	118,300	121,000
41120	Overtime	173	972	700	700	700
41210	Part Time	88,748	108,615	128,600	128,600	126,900
42110	Retirement	22,981	20,551	29,500	29,500	31,956
42111	PARS Retirement	-	3,209	4,000	4,000	3,892
42290	Flex Benefit	14,723	13,977	18,300	18,300	21,381
42310	Employer Paid Benefits	3,430	3,572	4,800	4,800	4,876
42520	Workers Comp	3,793	4,679	6,600	6,600	7,300
51110	Office Supplies	3,428	5,138	6,000	6,000	6,300
51500	Equipment Parts	7,890	7,744	11,000	11,000	11,000
51750	Food Supplies	6,753	5,452	7,400	7,400	8,600
55320	Printing	415	517	1,200	1,000	6,000
55400	Dues & Memberships	90	161	300	300	300
55600	Training & Education	211	335	1,400	1,300	3,300
56100	Building Maintenance	29,956	29,066	49,400	45,400	40,700
56200	Equipment Maintenance	2,329	1,901	2,800	2,800	2,800
58100	Activities & Events	1,792	2,679	2,500	1,800	15,500
58200	Trips & Tours	37,856	28,946	38,000	40,000	38,000
58220	Extended Trips & Tours	10,689	6,714	12,000	6,000	6,000
58300	Contract Classes	15,669	15,670	19,500	19,500	19,500
59100	Contract Services	35,216	31,565	28,200	28,200	31,700
59807	Liability Ins Charges	1,120	812	1,100	1,100	1,200
Division Total		387,667	383,840	491,600	482,600	508,905

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110-45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51500	Equipment parts	Cleaning supplies, and miscellaneous sundries and materials for the continued operation of the La Fetra Center.
51750	Food Supplies	Food, coffee supplies and related items. Reduction of \$500 is due to increased sponsorships of special events.
55600	Training & Education	New and existing staff will be attending American Society on Aging Conference and California Parks and Recreation Society to increase awareness and understand current trends and legislation in the industry. This budget has increased because staff has not been able to consistently attend the conferences due to location.
56100	Building Maintenance	Preventive Maintenance contracts for building maintenance to ensure the upkeep of the La Fetra Center. Contract include: janitorial services, HVAC, and plumbing services as needed.
58200	Trips and Tours	Purchase tickets, admissions, etc. to be reimbursed by fees collected.
58220	Extended Trips and Tours	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.
59100	Contract Services	Costs associated with providing the After Stroke Support Group at La Fetra Center. Annual costs for the security and alarm system at the facility. YWCA is the City's shared cost for daily nutrition program seniors.
59807	Liability Ins Charges	Allocated charges are calculated on the costs of each Department based on claims, personnel costs, facility costs and other factors. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA COMMUNITY SERVICES

TRANSPORTATION DIVISION - 7586

PROGRAM DESCRIPTION

The Transportation Division offers many different programs and activities that aim to promote the use of Public Transportation and Active Transportation amenities. Programs and services include the Mini-Bus, Dial-A-Ride paratransit service which provides curb to curb transportation to residents 55 years of age and older and disabled residents under 55 years of age; the Metrolink Commuter and Gold Line Commuter fixed route which provides transportation from Glendora to the Covina Metrolink Station and Metro Gold Line Station respectively during the morning and afternoon peak commute hours; the Crowther Teen and Family Center Midday fixed route, which offers midday bus service along two routes between schools, the library and the teen center; and a Bus Pass sales and resident subsidy program which allows the public to easily obtain fare and passes for public transportation. All of these services operate solely through the use of Local Return Funds, Proposition's A and C.

The division also manages the City's employee alternative commute and rideshare program, Altcom. This program rewards employees who choose to travel to work by means other than a single occupancy vehicle. Funds for this program come out of the City's Air Quality Management District (AQMD) Assembly Bill (AB) 2766 vehicle registration allocation.

Specific activities include:

- Operation of Mini-Bus, Dial-A-Ride Paratransit Service; Metrolink Commuter Fixed Route Shuttle; Gold Line Commuter Fixed Route Shuttle; Crowther Teen and Family Center Midday Shuttle.
- In support of the La Fetra Center, special transportation services are made available to program participants who would otherwise not be able to attend special events offered.
- Maintenance and general oversight of a fleet of ten paratransit vehicles to ensure that vehicles operate at peak efficiency thereby reducing air pollution and fuel consumption.
- Bus Pass Sales and Subsidy Program: the Transportation Center serves as a local Metro and Foothill Transit fare and monthly pass sales location. Sales of both regular priced and resident subsidy passes are completed through the loading of TAP cards.
- Development and maintenance of the City's bicycle and pedestrian projects and programs.
- Staff liaison between transportation agencies and the City.
 - ◇ Foothill Transit, LA Metro, Southern California Association of Governments (SCAG), San Gabriel Valley Council of Governments (SGVCOG), Foothill Gold Line Authority, AQMD and other Cities.
 - ◇ LA Metro Local Transit System Subcommittee (LTSS) Co-Chair. Attend meetings on a monthly basis to remain updated as to changes relating to local transportation programs and upcoming funding opportunities.
 - ◇ Attend Metro Workshops in order to gain access to new funding sources for potential future projects that will help coordinate transportation for the region.
 - ◇ Develop, revise, and submit Proposition A, C, and Measure R forms to the MTA for approval of transportation projects and annual spending.
 - ◇ National Transit Database (NTD) reporting which provides additional, ongoing transit revenue.
 - ◇ AQMD AB2766 annual reporting which ensures funding for the City's Altcom program and maintains compliance to allow the City to use funds on other congestion reduction and air pollution reduction projects.

CITY of GLENDORA COMMUNITY SERVICES

2016-17 MAJOR ACCOMPLISHMENTS

- Implemented the Gold Line Commuter Shuttle providing transportation to and from the Transit Parking Plaza and Crowther Teen & Family Center to the Citrus College/APU Gold Line Station in April 2016.
- Coordinated with the SGVCOG and four other jurisdictions to obtain funding for an Arrow Highway Complete Streets Demonstration project through the Southern California Association of Governments (SCAG), Sustainability Planning Grant program.
- Kick-started a Glendora Chapter of the Metro On The Move Riders Club in which trained, older adult, volunteer Travel Buddies teach other older adult community members how to utilize and travel safely on all types of public transit within the region.
- Through collaboration with Metro and the SGV COG, established a Pilot Bicycle Friendly Business District within the City's BID and Route 66 business corridors in order to encourage both the community and businesses to use and promote cycling as an alternative mode of transportation.

2017-18 MAJOR GOALS AND OBJECTIVES

- Continue to develop the City's bike programs and activities to make Glendora a more bicycle friendly City. This will include the development of the City's first Active Transportation Plan to begin in May of 2017; working with businesses to develop a sustainable Bike Friendly Business District by July 2018; and to continue to build and promote Glendora Bike Month in May 2018.
- Continue to focus on converting the Transportation Operations fleet vehicles to cleaner Compressed Natural Gas (CNG) fuel and more easily accessible vehicles by purchasing one new CNG fueled MV-1 van to replace one gasoline fueled van by January 2018.
- Develop route options for a more permanent, convenient and accessible Glendora EXPRESS City circulator shuttle route by December 2017 that will connect neighborhoods to the Gold Line, the Downtown Village, and other areas of interest during the mid-weekday and weekends.
- Develop a new marketing campaign for the Metrolink Shuttle, to run from July 2017 through December 2017, which focuses on bringing commuters into Glendora for work in order to try and regain ridership. Analyze the sustainability of the service once the campaign is complete and present a report to Council for action in February 2018.
- Identify a cost-effective alternative fare option such as a fare card, digital app, or transit account, for both Dial-A-Ride and Shuttle Services by March of 2018 in order to provide easy and convenient payment options for all types of users.

CITY of GLENDORA COMMUNITY SERVICES

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Increase monthly ridership					
• Dial-A-Ride	#	Workload	2,312	2,153	2,196
• Metrolink Shuttle			524	192 ²	196
• Gold Line Shuttle			621 ¹	1,135	1,158
• Midday Teen Center Shuttle			1,434	1,014	1,034
Reduce the average hourly cost rate per passenger					
• Dial-A-Ride	\$	Effectiveness	\$12.73	\$14.35	\$14.98 ⁴
• Metrolink Shuttle			\$14.47	\$19.94 ²	\$20.78 ⁴
• Gold Line Shuttle			\$15.55 ¹	\$9.53	\$9.91 ⁴
• Midday Teen Center Shuttle			\$0.94	\$2.10	\$2.18 ⁴
Passengers per hour					
• Dial-A-Ride	#	Workload	2.71	2.43	2.47
• Metrolink Shuttle			2.57	1.75 ²	1.78
• Gold Line Shuttle			2.15 ¹	3066	3.73
• Midday Teen Center Shuttle			35.02	16.58 ³	16.91
On time performance					
• Dial-A-Ride	%	Effectiveness	96%	97%	98%
• Metrolink Shuttle			98%	96%	98%
• Gold Line Shuttle			98%	97%	98%
• Midday Teen Center Shuttle			100%	100%	100%
\$7 Bus Pass Subsidies ⁵	# \$	Workload Investment	176 \$1,232.00	252 \$1,764.00	302 \$2,114.00

¹ Shuttle Start-Up in April 2016. Operation was in service for only 3 months in FY15-16.

² Metrolink Shuttle passenger numbers decreased due to opening of the Metro Gold Line in March of 2016.

³ Passengers per hour decreased due to additional service hours added.

⁴ Increased costs associated with newly signed transit contract for base years FY18-FY22.

⁵ 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 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
207	Grant Fund	-	-	40,000	40,000	-
209	Prop A Transit	1,032,722	1,220,765	1,542,310	1,539,525	1,649,483
211	Prop C Transit	197,047	-	-	-	-
215	AQMD	14,067	279,835	28,300	17,400	21,000
Division Total		1,243,837	1,500,600	1,610,610	1,596,925	1,670,483

CITY of GLENDORA

COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	221,273	234,609	270,900	270,900	300,000
41120	Overtime	1,741	2,148	-	-	-
41210	Part Time	80,273	73,913	99,200	99,200	73,000
41360	Vehicle Allowance	903	906	1,500	1,500	1,440
42110	Mics PERS	40,491	23,503	58,300	58,300	68,499
42111	PARS Retirement	-	2,431	3,700	3,700	2,662
42290	Flex Benefit	33,235	36,244	41,900	41,900	50,882
42310	Employer Paid Benefits	6,299	6,515	8,300	8,300	8,700
42510	Altcom	11,662	11,359	16,500	13,000	16,500
42520	Workers Comp	7,767	9,361	12,900	12,800	14,500
51200	Division Supplies	5,762	5,089	9,000	9,000	9,000
51650	Fuel	7,802	11,923	35,000	35,000	45,000
55320	Printing	12,690	8,538	12,100	12,100	12,100
55400	Dues & Memberships	17,847	16,931	600	665	700
55600	Training & Education	1,926	1,810	1,700	1,700	1,700
56500	Landscaping	-	3,000	8,500	5,650	8,500
57050	Phone	3,068	3,400	2,000	2,000	-
57100	Electric	7,073	6,415	7,500	7,500	7,500
57150	Gas	613	701	700	700	700
57160	Water	2,658	1,703	2,500	2,500	2,500
58240	Special Events Transport	73,840	81,299	82,500	82,500	85,000
58250	Transit Fares	6,312	6,209	8,000	8,000	8,000
59100	Contract Services	82,150	91,956	112,800	105,500	65,300
59300	Dial A Ride	533,851	507,802	602,000	602,000	686,300
59550	Uniforms	1,121	651	1,020	1,020	1,000
59801	Info Tech Charges	12,587	13,425	15,800	15,800	38,900
59805	Vehicle Charges	51,886	65,242	66,600	66,600	65,300
59807	Liability Ins Charges	14,571	8,546	10,900	10,900	11,800
72000	Capital Outlay	4,437	-	15,000	15,000	15,000
72300	Vehicles	-	264,971	63,190	63,190	70,000
74100	FTA Bus Stop Enhancement	-	-	40,000	40,000	-
Division Total		1,243,837	1,500,600	1,610,610	1,596,925	1,670,483

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPLANATIONS

Account	Description	Explanation
41110-45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits. Altcom is an incentive program for employees to use alternative methods of transportation to get to work such as bikes, train or carpooling. A full-time Office Assistant position has been added.
51200	Division Supplies	Cleaning supplies and miscellaneous items for the Transit Center to ensure operational cleanliness in the facility.
51650	Fuel	CNG fuel expenditures for three CNG fueled Cutaway buses used for transportation operations.
55320	Printing	Costs for printing of Dial-A-Ride Guides, shuttle brochures, and flyers for special events, Paper Fare Media for all transit services.
56220	Vehicle Repair and Maintenance	Routine preventative maintenance on all Glendora mini-bus vehicles, emergency repairs and tows.
56500	Landscaping	Costs associated with the contractor that maintains the outside of the Transit Facility 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. Increase in liability charges required to fund updated reserve requirements from City Risk Pool.

CITY of GLENDORA COMMUNITY SERVICES

TEEN CENTER DIVISION - 7588

PROGRAM DESCRIPTION

The Teen and Family Center Division designs and implements year-round and seasonal recreation programs for middle school and high school age youth. The Teen Center Division strives to provide Glendora teens with a positive recreational experience. This is accomplished through a balance of activities that enhance their physical, mental, and social well-being, and affords them a place to further develop their personal skills that will hopefully follow them throughout their lives. The Teen and Family Center also operates the basketball gymnasium.

- Marketing is accomplished through the development, publication, and mailing of two brochures that are mailed in June and September, preparing the teen information for the Community Services Guide along with flyers, Division tri-fold brochures, and press releases.
- Programs are developed for educational, recreational, and physical well-being.
- A variety of special events are held monthly to promote community interaction.
- Partnerships are developed with service agencies (Teen Coalition) that can best meet the needs of our teens.
- A regular maintenance program for the Teen Center ensures a safe and healthy environment for participants.
- The Teen Center provides quality customer service for working adults by offering extended hours to register for classes and programs after 5 p.m.
- Coordinate youth sports leagues that promote volunteerism, sportsmanship and teamwork.

2016-17 MAJOR ACCOMPLISHMENTS

- Partnered with the Glendora Unified School District in providing 2,818 state funded, free healthy lunches to youth over the summer.
- Created a pamphlet highlighting the Teen Center as a rental facility, in order to increase facility rental revenue.
- To increase teen participation at the teen center, the Youth Advisory Board conducted two community outreach programs; a canned food drive, and a harvesting program where teens donated oranges to the Shepard's Pantry.
- Teen Shuttle increased in ridership on the Orange and Green Lines. For school year 2015-2016 the shuttle provided 14,342 rides to the Teen Center; a 152% increase from the previous year. Purchased a card machine and implemented a photo pass for riders to assist with the boarding process
- Hosted the ninth Annual Middle School Summit with 76 participants, as well as the thirteenth Annual Teen Summit with 68 Participants, to provide a safe space for teens to discuss issues facing the community.
- To enhance both the safety and beautification of the Dawson Tennis Courts, staff coordinated with the Parks Division to resurface courts which had not been enhanced in nine years,
- In May 2017, conducted a community wide yard sale to benefit the Community Services Share a Wish program. The Share a Wish program offers financial assistance to those in need for youth and seniors for classes, trips and special events.
- Glendora Youth Basketball increased by four teams, with 80 teams in total for grades Kindergarten – High School.

CITY of GLENDORA COMMUNITY SERVICES

2017-18 MAJOR GOALS AND OBJECTIVES

- In order to better reach the youth, the Youth Advisory Board will conduct two new community outreach programs by Spring 2018.
- To educate and train members of the Youth Advisory Board, implement guest speakers into the Youth Advisory meetings four times a year to offer meaningful significant programming by Summer 2018.
- In order to increase trip participation and obtain data from Glendora teens, conduct a teen survey for feedback on teen trips, special events and services by Spring 2018. Implement a Middle School and High School program for Special Needs Youth to have a place to recreate and build confidence by Summer 2017.
- Partner with a local scout working on his Eagle Scout project to refurbish the Teen Center gym bleachers by Spring 2018.

PERFORMANCE MEASURES

Measurement	Unit of Measure	Type of Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Provide summer day camp activities for youth at Teen Center	#	Workload	10,494	11,000	11,200
Participants who attend meetings, activities and services.	#	Workload	54,282	54,000	55,000
Meetings, activities and services.	#	Workload	694	695	700
Youth Participation throughout the year					
• Special Events	#	Workload	443	500	550
• Trips	#	Workload	8	14	15
Participants who participated in the free summer lunch program coordinated with Glendora Unified School District	#	Workload	2,818	2,900	3,000
Host indoor rentals at Teen Center	#	Workload	64	40	45
Rides provided from local middle schools to Teen Center	#	Workload	14,342	14,400	14,500
Volunteers for youth basketball	#	Workload	153	150	150
Participants in youth basketball	#	Workload	741	800	800

DIVISION EXPENSE BY FUND

Fund	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
001	General Fund	248,838	272,296	321,500	317,300	321,100
217	Prop A Operations	73,196	70,844	82,100	82,100	90,200
Division Total		322,033	343,140	403,600	399,400	411,300

CITY of GLENDORA COMMUNITY SERVICES

DIVISION EXPENSE BY LINE ITEM

Account	Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Budget
41110	Regular Time	102,081	102,821	104,400	104,400	105,800
41120	Overtime	10	22	1,500	-	-
41210	Part Time	92,151	94,842	108,700	108,700	104,200
41360	Vehicle Allowance	1,264	1,268	1,300	1,300	1,300
42110	Retirement	20,694	19,162	22,000	22,000	23,500
42111	PARS Retirement	-	3,560	4,100	4,100	3,900
42290	Flex Benefit	13,323	14,368	14,600	14,600	16,700
42310	Employer Paid Benefits	3,538	3,602	4,000	4,000	4,000
42520	Workers Comp	5,198	6,090	7,100	7,100	7,800
51110	Office Supplies	951	1,262	3,700	3,700	3,700
51240	Youth Basketball	-	-	45,000	44,000	45,000
51500	Equipment Parts	3,168	1,431	2,600	2,600	2,600
51750	Food Supplies	714	807	1,000	1,000	1,000
55320	Printing	3,260	3,448	3,000	3,000	3,000
55400	Dues & Memberships	345	338	400	350	400
55600	Training & Education	2,125	853	1,900	1,200	1,900
56100	Building Maintenance	12,689	9,757	12,200	12,200	20,400
57050	Phone	688	700	-	-	-
57060	Cable TV Service	1,030	1,335	1,500	1,500	1,500
57100	Electric	47,916	53,356	47,300	47,300	47,300
57150	Gas	200	419	500	350	500
58100	Activities & Events	3,817	16,239	8,400	8,400	8,400
58200	Trips & Tours	5,924	6,838	7,800	7,000	7,800
59100	Contract Services	348	401	-	-	-
59550	Uniforms	600	222	600	600	600
Division Total		322,033	343,140	403,600	399,400	411,300

CITY of GLENDORA COMMUNITY SERVICES

PRIMARY PROGRAM EXPENDITURE EXPLANATIONS

Account	Description	Explanation
41110 - 45200	Compensation	All salaries and benefits are budgeted in these line items. Retirement costs have increased with new PERS rates. Workers Compensation allocation increased by 10% in an ongoing effort to address prior deficits.
51240	Youth Basketball	This item was moved to this Division from Recreation because the Teen Center is where the activity appropriately takes place.
56100	Building Maintenance	Contract costs with janitorial and maintenance services for the upkeep and maintenance of the Teen Center for visitors on a daily basis.
57050	Phone	Phone costs were consolidated to the Information Technology Division to increase phone contract management.
57100	Electric	Electricity costs for the facility.
58100	Activities & Events	Teen Center's special events and purchasing updated game consoles and games.
58200	Trips and Tours	Tickets for Knott's Scary Farm, Santa Monica Pier, Magic Mountain and Raging Waters. There is a revenue cost recovery for all tickets purchased for teen trips.

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION SUMMARY BY DEPARTMENT

Department	Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
City Clerk's Office	Total Full-Time	4.00	4.00	4.00	4.00	4.00
	Total Part-Time	0.50	0.50	0.50	0.50	0.50
	Total Department FTE	4.50	4.50	4.50	4.50	4.50
City Manager	Total Full-Time	3.00	3.00	3.00	3.00	3.00
	Total Part-Time	0.32	0.32	0.32	0.32	0.32
	Total Department FTE	3.32	3.32	3.32	3.32	3.32
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	13.50	14.50	15.50	15.50	15.50
	Total Part-Time	0.39	0.50	-	-	-
	Total Department FTE	13.89	15.00	15.50	15.50	15.50
Police	Total Full-Time	83.50	84.50	85.50	85.50	86.50
	Total Part-Time	8.52	8.20	6.95	7.31	7.31
	Total Department FTE	92.02	92.70	92.45	92.81	93.81
Planning	Total Full-Time	5.00	5.00	6.00	7.00	7.00
	Total Part-Time	1.25	1.50	1.25	0.50	0.50
	Total Department FTE	6.25	6.50	7.25	7.50	7.50
Public Works	Total Full-Time	55.00	55.00	59.00	56.00	55.00
	Total Part-Time	0.50	1.32	1.57	2.73	2.67
	Total Department FTE	55.50	56.32	60.57	58.73	57.67
Library	Total Full-Time	11.00	11.00	11.00	11.00	11.00
	Total Part-Time	10.04	10.76	10.76	10.86	10.96
	Total Department FTE	21.04	21.76	21.76	21.86	21.96
Community Services	Total Full-Time	18.00	18.00	19.00	19.00	20.00
	Total Part-Time	21.18	22.10	21.14	22.09	20.72
	Total Department FTE	39.18	40.10	40.14	41.09	40.72
Citywide Authorized Positions	Total Full-Time	197.00	199.00	207.00	205.00	206.00
	Total Part-Time	42.70	45.21	42.50	44.31	42.99
	Total Citywide FTE	239.70	244.21	249.50	249.31	248.99

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
City Clerk's Office					
Full-Time Positions					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	-	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	-	-	-	-
Media Specialist	1.00	1.00	1.00	1.00	1.00
Office Assistant	-	-	-	-	-
Sr. Office Assistant	1.00	1.00	1.00	1.00	1.00
Part-Time Positions					
Office Aide III	0.50	0.50	0.50	0.50	0.50
Total Full-Time	4.00	4.00	4.00	4.00	4.00
Total Part-Time	0.50	0.50	0.50	0.50	0.50
Total Department FTE	4.50	4.50	4.50	4.50	4.50
City Manager's Office					
Full-Time Positions					
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	-	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	-	-	-	-
Part-Time Positions					
Administrative Intern	0.32	0.32	0.32	0.32	0.32
Total Full-Time	3.00	3.00	3.00	3.00	3.00
Total Part-Time	0.32	0.32	0.32	0.32	0.32
Total Department FTE	3.32	3.32	3.32	3.32	3.32
Human Resources Department					
Full-Time Positions					
Human Resources/Risk Mgmt. 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/Risk Management Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources/Risk Management Technician	1.00	1.00	1.00	1.00	1.00
Total Full-Time	4.00	4.00	4.00	4.00	4.00
Total Department FTE	4.00	4.00	4.00	4.00	4.00

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Finance Department					
Full-Time Positions					
Finance Director/City Treasurer	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00	1.00
Info. Systems Tech. Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00	1.00
Digital Media Specialist	-	-	1.00	1.00	1.00
Info. Systems Tech. Analyst	1.50	1.50	1.50	1.50	1.50
Senior Accounting Technician	3.00	3.00	3.00	3.00	3.00
Accountant	-	-	-	-	-
Sr. Accountant	1.00	1.00	1.00	1.00	1.00
Accounting Technician	3.00	3.00	3.00	3.00	3.00
Part-Time Positions					
Digital Media Specialist	0.39	0.50	-	-	-
Total Full-Time	13.50	14.50	15.50	15.50	15.50
Total Part-Time	0.39	0.50	-	-	-
Total Department FTE	13.89	15.00	15.50	15.50	15.50
Police Department					
Full-Time Positions					
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Info. Systems Tech. Supervisor	1.00	1.00	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	5.00	5.00
Police Sergeant	5.00	5.00	5.00	5.00	5.00
Info. Systems Tech. Analyst	1.50	1.50	1.50	1.50	1.50
Police Service Rep I (Dispatcher)	5.00	5.00	5.00	5.00	5.00
Police Service Rep II (Disp/Jailer)	3.00	3.00	3.00	3.00	3.00

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Police Department (cont'd)					
Police Records Specialist	4.00	4.00	4.00	4.00	4.00
Community Preservation Officer	1.00	1.00	1.00	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
Sr. Community Services Officer	1.00	1.00	1.00	-	-
Police Officer	32.00	33.00	34.00	34.00	35.00
Police Corporal	7.00	7.00	7.00	7.00	7.00
Part-Time Positions					
Community Services Officer	0.44	0.50	0.50	0.50	0.50
Police Service Representative I	0.96	0.82	0.51	0.51	0.51
Police Service Representative II	0.24	0.24	0.39	0.39	0.39
Police Officer	1.70	1.75	1.33	1.69	1.69
Police Sergeant	-	0.46	-	-	-
Police Cadet	3.74	3.50	3.75	3.75	3.75
Reserve Police Officer	0.48	0.48	0.48	0.48	0.48
Court Liaison Officer	0.39	0.46	-	-	-
Emergency Services Coordinator	0.34	-	-	-	-
Civilian Background Investigator	0.24	-	-	-	-
Total Full-Time	83.50	84.50	85.50	85.50	86.50
Total Part-Time	8.52	8.20	6.95	7.31	7.31
Total Department FTE	92.02	92.70	92.45	92.81	93.81
Planning/Redevelopment Department					
Full-Time Positions					
Planning Director	1.00	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	-	-	1.00	1.00	1.00
Management Analyst	-	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Planner	2.00	2.00	1.00	1.00	1.00
Associate Planner	-	-	1.00	1.00	1.00

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Planning/Redevelopment Department (cont'd)					
Part-Time Positions					
Housing Grants Coordinator	0.75	0.75	0.75	-	-
Sr. Office Assistant	0.50	0.50	0.50	0.50	0.50
BID Marketing Intern	-	0.25	-	-	-
Total Full-Time	5.00	5.00	6.00	7.00	7.00
Total Part-Time	1.25	1.50	1.25	0.50	0.50
Total Department FTE	6.25	6.50	7.25	7.50	7.50
Public Works Department					
Full-Time Positions					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assist. PW Director/City Engineer	1.00	1.00	1.00	1.00	1.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00
Water Division Manager	1.00	1.00	1.00	1.00	1.00
Maintenance Superintendent	1.00	1.00	1.00	1.00	-
Public Works Maintenance & Operations Manager	-	-	-	-	1.00
Building & Safety Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Management Analyst	1.00	1.00	2.00	1.00	1.00
Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Street Supervisor	1.00	1.00	1.00	1.00	1.00
Water Superintendent	1.00	1.00	1.00	1.00	1.00
Registered Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00
Sr. Office Assistant	-	-	1.00	0.50	1.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	2.00
Building Technician	1.00	1.00	1.00	1.00	1.00
Civil Engineering Assistant	4.00	4.00	4.00	4.00	4.00
Water Conservation Officer	2.00	2.00	4.00	2.50	2.00
Construction Inspector	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00	2.00	2.00

CITY of GLEN DORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Public Works Department (continued)					
Equipment Operator	4.00	3.00	3.00	3.00	3.00
Water Maintenance Lead worker	2.00	2.00	2.00	2.00	2.00
Maintenance Lead worker	2.00	3.00	3.00	3.00	3.00
Water Service Representative	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	5.00	5.00	5.00	5.00	5.00
Meter Reader	2.00	2.00	2.00	2.00	1.00
Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Sr. Water System Operator	1.00	1.00	1.00	1.00	1.00
Water System Operator II	2.00	2.00	2.00	2.00	2.00
Water System Operator I	2.00	2.00	2.00	2.00	2.00
Sr. Maintenance Worker/Welder	1.00	1.00	1.00	1.00	1.00
Part-Time Positions					
Management Analyst	-	-	0.25	-	-
Water Conservation Officer	-	0.82	0.82	1.00	0.48
Meter Reader	-	-	-	-	0.46
Office Aide IV	-	-	-	0.50	0.50
Maintenance Aide II	-	-	-	0.45	0.45
Building Inspector	0.50	0.50	0.50	0.79	0.79
Total Full-Time	55.00	55.00	59.00	56.00	55.00
Total Part-Time	0.50	1.32	1.57	2.73	2.67
Total Department FTE	55.50	56.32	60.57	58.73	57.67
Library Department					
Full-Time Positions					
Library Director	1.00	1.00	1.00	1.00	1.00
Senior Librarian	2.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	-	-	-
Management Analyst	1.00	1.00	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00	1.00
Assistant Library Director	-	-	-	-	-
Librarian I	1.00	2.00	2.00	2.00	2.00
Librarian II	1.00	1.00	1.00	1.00	1.00

CITY of GLENDORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Library Department (cont'd)					
Library Technician	3.00	2.00	2.00	2.00	2.00
Sr. Library Technician	1.00	2.00	2.00	2.00	2.00
Part-Time Positions					
Librarian I	0.33	-	-	-	-
Librarian II	0.50	0.52	0.52	0.52	0.63
Library Aide I	1.90	2.02	2.02	2.02	2.02
Library Aide II	2.48	2.56	1.87	1.87	1.87
Library Aide III	1.75	1.25	1.93	1.93	1.93
Library Aide IV	1.34	1.99	1.99	1.99	1.99
Library Aide V	1.75	2.43	2.43	2.53	2.53
Total Full-Time	11.00	11.00	11.00	11.00	11.00
Total Part-Time	10.04	10.76	10.76	10.86	10.96
Total Department FTE	21.04	21.76	21.76	21.86	21.96
Community Services Department					
Full-Time Positions					
Community Services Director	1.00	1.00	1.00	1.00	1.00
Asst. Community Services Director	-	-	-	-	1.00
Parks/Community Services Manager	1.00	1.00	1.00	1.00	-
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00
Human Services Superintendent	1.00	1.00	1.00	1.00	1.00
Transportation Programs Analyst	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
Parks Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Landscape Contracts Supervisor	1.00	1.00	1.00	1.00	1.00
Community Services Coordinator	-	-	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	-	-	-
Maintenance Lead worker	-	1.00	2.00	2.00	2.00
Senior Maintenance Worker	2.00	1.00	-	-	-
Maintenance Worker	4.00	4.00	4.00	4.00	4.00

CITY of GLEN DORA

AUTHORIZED POSITIONS

AUTHORIZED POSITION DETAIL BY DEPARTMENT

Position	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Community Services Department (continued)					
Part-Time Positions					
Administrative Aide I	0.65	0.65	0.65	0.65	0.65
Office Aide I	0.22	0.22	0.22	0.22	0.22
Office Aide III	1.56	1.56	1.56	0.72	0.72
Office Aide IV	0.84	0.84	0.84	3.37	2.56
Assistant Recreation Leader	0.58	0.58	0.58	0.58	0.58
Maintenance Aide I	3.05	5.22	3.76	3.76	3.76
Maintenance Aide II	1.54	1.89	3.18	3.18	3.18
Recreation Leader	0.62	0.62	1.10	1.10	1.10
Recreation Specialist I	2.79	2.79	1.92	1.75	1.80
Recreation Aide	7.13	7.13	6.74	6.16	6.16
Trainee	1.60	-	-	-	-
Trip & Tour Coordinator	0.60	0.60	0.60	0.60	-
Total Full-Time	18.00	18.00	19.00	19.00	20.00
Total Part-Time	21.18	22.10	21.14	22.09	20.72
Total Department FTE	39.18	40.10	40.14	41.09	40.72
Citywide Authorized Positions					
Grand Total Full-Time	197.00	199.00	207.00	205.00	206.00
Grand Total Part-Time	42.70	45.21	42.50	44.31	42.99
Grand Total Citywide FTE	239.70	244.21	249.50	249.31	248.99

CITY of GLENDORA AUTHORIZED POSITIONS

AUTHORIZED POSITIONS SUMMARY RECONCILIATION

Department	Position	Reason	FTE
Adopted FY 16-17 Budgeted Positions (Full Time and Part Time)			249.31
FY 16-17 Position Changes (Full Time and Part Time throughout year)			
Community Services	Parks/Community Services Manager	Position Eliminated	(1.00)
Community Services	Asst. Community Services Director	Position Added	1.00
Net			0.00
Amended FY 16-17 Budgeted Positions (Full Time and Part Time)			249.31
FY 17-18 Position Changes			
Full-Time Positions			
Police	Police Officer	Position Added	1.00
Public Works	Water Conservation Officer	Position Eliminated	(0.50)
Public Works	Sr. Office Assistant	Position Added	0.50
Public Works	Meter Reader	Position Eliminated	(1.00)
Community Services	FT Office Assistant	Position Added	1.00
Net			1.00
Part-Time Positions			
Public Works	PT Water Conservation Officer	Changed number of hours	(0.52)
Public Works	PT Meter Reader	Changed number of hours	0.46
Library	PT Librarian II	Changed number of hours	0.10
Community Services	PT Office Aide IV	Changed number of hours	(0.81)
Community Services	PT Recreation Specialist	Changed number of hours	0.05
Community Services	PT Trip & Tour Coordinator	Position Eliminated	(0.60)
Net			(1.32)
Total Changes to Budgeted Positions			(0.32)
Total FY 16-17 Budgeted Positions			248.99

CITY of GLENDORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY FY 2017-18

Position	Salary Range		
Accountant	4,577	-	5,563
Accounting Manager	6,792	-	8,256
Accounting Supervisor	5,903	-	7,175
Accounting Technician	3,297	-	4,008
Administrative Assistant	3,752	-	4,560
Assistant Community Services Director	6,895	-	8,381
Assistant Finance Director	8,310	-	10,101
Assistant Planner	4,594	-	5,584
Assistant Public Works Director/City Engineer	8,310	-	10,101
Assistant to the City Manager	6,559	-	7,972
Associate Planner	5,047	-	6,135
Building Inspector	4,546	-	5,526
Building Technician	3,644	-	4,429
Building/Safety Superintendent	6,028	-	7,327
City Clerk	9,550	-	11,926
City Council	700	-	700
City Manager	18,631	-	18,631
City Planner	7,891	-	9,591
Civil Engineering Assistant	4,953	-	6,021
Community Preservation Officer	3,840	-	4,668
Community Services Coordinator	3,535	-	4,297
Community Services Director	11,294	-	14,104
Community Services Officer	3,516	-	4,273
Construction Inspector	4,524	-	5,499
Deputy City Clerk	4,411	-	5,362
Digital Media Specialist	5,222	-	6,347
Engineering Aide I	2,940	-	3,573
Engineering Aide II	3,503	-	4,257
Engineering Technician	4,028	-	4,896
Equipment Maintenance Supervisor	5,058	-	6,148
Equipment Operator	3,716	-	4,517
Executive Assistant	4,527	-	5,502
Finance Director/Treasurer	12,541	-	15,662
Human Resources & Risk Mgmt. Analyst	4,950	-	6,017
Human Resources & Risk Mgmt. Technician	4,132	-	5,023
Human Resources/Risk Mgmt. Director	12,158	-	15,184
Human Services Superintendent	6,559	-	7,972
Information Systems Technology Analyst	5,222	-	6,347

CITY of GLENORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY FY 2017-18

Position	Salary Range		
Information Systems Technology Supervisor	6,171	-	7,501
Jailer	3,321	-	4,037
Landscape Contracts Supervisor	5,043	-	6,130
Librarian I	3,893	-	4,731
Librarian II	4,282	-	5,205
Library Director	10,521	-	13,139
Library Technician	2,992	-	3,636
Maintenance Lead Worker	4,090	-	4,971
Maintenance Lead Worker/Park Care	4,090	-	4,971
Maintenance Worker	3,351	-	4,073
Management Analyst	4,738	-	5,759
Mechanic	3,990	-	4,850
Media Specialist	3,627	-	4,409
Meter Reader	3,349	-	4,070
Office Assistant	2,925	-	3,556
Parks Supervisor	5,043	-	6,130
Planning Technician	3,762	-	4,573
Planning Director	12,462	-	15,564
Plans Examiner	5,333	-	6,482
Police Captain	2,160	-	14,781
Police Chief	15,414	-	19,250
Police Corporal	6,317	-	7,678
Police Lieutenant	10,652	-	12,947
Police Officer	6,007	-	7,302
Police Officer Trainee	3,740	-	4,546
Police Records Specialist	2,985	-	3,628
Police Records Supervisor	5,077	-	6,171
Police Sergeant	8,786	-	10,680
Police Service Representative I	3,764	-	4,575
Police Service Representative II	4,141	-	5,033
Principal Civil Engineer	7,726	-	9,391
Public Works Director	2,706	-	15,869
Public Works Maintenance & Operations Manager	6,895	-	8,38
Recreation Superintendent	6,559	-	7,972
Recreation Supervisor	4,961	-	6,030
Registered Associate Civil Engineer	5,586	-	6,790
Senior Accountant	5,035	-	6,120

CITY of GLENDORA

AUTHORIZED POSITIONS

FULL-TIME CLASSIFICATION & SALARY FY 2017-18

Position	Salary Range		
Senior Accounting Technician	3,627	-	4,409
Senior Community Services Officer	4,043	-	4,914
Senior Librarian	4,950	-	6,017
Senior Library Technician	3,291	-	4,000
Senior Maintenance Worker	3,686	-	4,480
Senior Maintenance Worker/Welder	3,873	-	4,708
Senior Meter Reader	3,688	-	4,483
Senior Office Assistant	3,223	-	3,918
Senior Planner	5,903	-	7,175
Senior Water Systems Operator	4,413	-	5,364
Street Supervisor	5,019	-	6,100
Support Services Manager	4,950	-	6,017
Support Services Supervisor	6,374	-	7,747
Transportation Programs Analyst	5,380	-	6,539
Water Conservation Officer	3,840	-	4,668
Water Division Manager	7,726	-	9,391
Water Maintenance Lead Worker	4,090	-	4,971
Water Service Representative	3,683	-	4,477
Water Superintendent	5,456	-	6,632
Water System Operator I	3,662	-	4,451
Water System Operator II	4,019	-	4,886

CITY of GLENORA

AUTHORIZED POSITIONS

PART-TIME CLASSIFICATION & SALARY FY 2017-18

Position	Salary Range		
Accounting Technician	19.02	-	23.12
Administrative Aide I	15.30	-	18.61
Administrative Assistant	21.65	-	26.31
Administrative Intern	13.59	-	16.54
Assistant Mechanic	18.05	-	21.95
Assistant Planner	26.50	-	32.21
Assistant Recreation Leader	11.63	-	14.14
Building Inspector	26.23	-	31.88
City Planner	45.52	-	55.33
Civilian Background Investigator	30.41	-	36.97
Community Services Officer	20.28	-	24.65
Court Liaison Officer	23.07	-	28.05
Digital Media Specialist	29.10	-	35.37
Engineering Technician	23.24	-	28.25
Housing Grants Coordinator	29.55	-	35.92
Information Systems Technology Analyst	30.13	-	36.62
Jailer	19.16	-	23.29
Librarian I	22.46	-	27.30
Librarian II	24.70	-	30.03
Library Aide I	10.50	-	12.77
Library Aide II	12.08	-	14.68
Library Aide III	13.59	-	16.54
Library Aide IV	15.18	-	18.45
Library Aide V	21.06	-	25.60
Library Page	10.50	-	12.77
Maintenance Aide I	10.50	-	12.77
Maintenance Aide II	15.00	-	18.24
Maintenance Aide III	23.78	-	28.91
Maintenance Worker	19.33	-	23.50
Management Analyst	27.34	-	33.23
Marketing Intern	10.50	-	12.77
Mechanic	23.02	-	27.98
Meter Reader	19.32	-	23.48
Office Aide I	10.50	-	12.77
Office Aide II	11.55	-	14.04
Office Aide III	12.13	-	14.75
Office Aide IV	13.50	-	16.41

CITY of GLENDORA

AUTHORIZED POSITIONS

PART-TIME CLASSIFICATION & SALARY FY 2017-18

Position	Salary Range		
Office Assistant	16.88	-	20.51
Parks Maintenance Instructor	25.33	-	30.79
Police Cadet	10.50	-	12.77
Police Lieutenant	61.45	-	74.70
Police Officer	34.66	-	42.12
Police Records Specialist	17.22	-	20.93
Police Sergeant	50.69	-	61.61
Police Service Representative I	21.71	-	26.39
Police Service Representative II	23.89	-	29.04
Recreation Aide	10.50	-	12.77
Recreation Leader	12.41	-	15.09
Recreation Specialist I	14.67	-	17.83
Recreation Specialist II	19.70	-	23.93
Reserve Police Officer	11.55	-	14.04
Scorekeeper	10.50	-	12.77
Senior Building Inspector	27.92	-	33.93
Senior Office Assistant	18.59	-	22.60
Trainee	10.50	-	12.77
Trip & Tour Coordinator	14.67	-	17.83
Water Conservation Officer	22.15	-	26.93

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COMMUNITY INFORMATION & STATISTICS

GENERAL INFORMATION

Year of Incorporation	1911
Form of Government	Council—Manager
Area	19.86 square miles
Miles of Street	147.2
Population **	52,608
Unemployment Rate ****	3.7%

POLICE PROTECTION

Sworn Officers	53
Fire Protections—LA County Fire Department	4 Stations located within City Limits

RECREATION

Parks	15
Park Acreage	1,023.25
Libraries	1
Library Holdings (2016)	153,000
Teen Center	1
Senior Center	1

WATER SERVICES

Service Provider	City of Glendora
Customers	13,500

CITY EMPLOYEES

Full Time Equivalents	248.99
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HOUSING & CONSTRUCTION

Total Housing Units	18,203
2016 Median Single Family Home Value ***	\$563,000
Persons per Households*	3

LABOR & EMPLOYMENT

Total Civilian Labor Force*	63.2%
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SOURCES

*	United States Census Bureau
**	State of California Department of Finance
***	HdL Companies
****	State of California Employment Development Department

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PRINCIPAL EMPLOYERS

Current Year and Ten Years Ago

Employer	2016			2006		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Glendora Unified School District	713	1	2.99%	757	2	3.17%
Citrus Community College District	685	2	2.87%	1100	1	4.60%
Foothill Presbyterian Hospital	560	3	2.35%	480	4	2.01%
County of Los Angeles - DCFS	540	4	2.26%	586	3	2.45%
Glendora Grand, Inc.*	324	5	1.36%	N/A	N/A	N/A
Glendora Community Hospital	322	6	1.35%	300	8	1.26%
Wal-Mart Stores, Inc.	273	7	1.14%	350	6	1.46%
Ormco Corporation	270	8	1.13%	460	5	1.92%
Home Depot	187	9	0.78%	187	10	0.78%
Sam's	174	10	0.73%	195	9	0.82%

*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.

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FUND DESCRIPTIONS

GENERAL FUND

FUND 001 – GENERAL FUND: The General Fund is the largest and most flexible of the City's funds. It is the depository for all unrestricted revenue except those revenues required to be accounted for in another fund. It is also the fund that gives City Council the most discretion in expenditures.

Major General Fund revenue sources include, but are not limited to, sales taxes, motor vehicle in-lieu fees, a.k.a. vehicle license fees (VLF), property taxes, franchise fees, service fees, and a variety of minor revenue sources.

Major expenditures from the General Fund include, but are not limited to, police service, public works, building, planning, code enforcement, and general government.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for revenue derived from specific taxes or other revenue sources that are restricted by law or administrative action to expenditure for specified purposes. The list below summarizes the City's Special Revenue Funds:

FUND 202, 202A & 202B – 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 in street-related construction and/or maintenance projects.

In many cities, gas tax revenue was traditionally used for street-related capital projects. After the adoption of Proposition 13, cities began spending gas tax revenue to defray the cost of street-related operation and maintenance performed by various city departments including operation and maintenance of certain city streetlights and traffic signals.

In 2017, the State Legislature passed SB1 which increases the funding for street projects.

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 the Police department may receive throughout the year. These change from year to year.

FUND 208 – ASSET FORFEITURE FUND: The Asset Forfeiture Fund revenues are derived through the seizure of drug-related assets by the Glendora Police Department pursuant to applicable State and Federal law. Expenditure of such revenue is restricted to drug enforcement-related projects and/or programs.

Asset Forfeiture Fund expenditures currently defray 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,

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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.

For Fiscal Year 2017-18, The Transit System fund (Fund 533) has been eliminated and the operational budget combined into Fund 209. In prior years, the Transit System Fund (F533) received its revenue primarily through the transfer of funds from the Prop A Transit Fund and the Prop C Transit Fund (Fund 211).

Expenditures from this 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 2339 revenues must be spent on front-line law enforcement costs and may not supplant any other sources of law enforcement funding.

FUND 211 – PROP C TRANSIT FUND: In 1990, Los Angeles County voters adopted Proposition C, the second of two ½ cent sales taxes, to finance a county-wide transit development program. One of the provisions of Proposition C required that 20% of the tax revenue generated be earmarked for local return programs for use by Los Angeles County cities and the County of Los Angeles in developing and/or improving local public transit, paratransit, and related transportation infrastructure.

Proposition C funds are administered by the Metropolitan Transit Authority (MTA 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 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 al-

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located 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 subject to a periodic AQMD audit.

FUND 217 – PARK PROPOSITION FUND:

Prop A (operations) - The City of Glendora receives maintenance and service funds for capital projects funded in total or in part from the 1992 and 1996 Los Angeles County Parks and Open Space Bond Measures.

The funds are monitored by Los Angeles County through the budget process and available for the operation and maintenance of projects developed with each of the approved bond measures. The 1992 and 1996 operations and maintenance funding concludes in 2015 and 2018 respectively.

Measure A - This Measure 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. The City used the available funds for street improvement projects.

FUND 221 – SURFACE TRANSPORTATION LOCAL PROGRAM (STLP) FUND: Started in 2000, the State Transportation Board continues to make available \$6.5 million annually in STLP “flexible funds” statewide for qualified transit projects. STLP is one of the programs

within TEA-21 that is flexible in the type of projects that are eligible e.g. highway or transit purposes. The process involves a transfer of funding from the Department’s federal highway (FHWA) account to appropriate federal transit (FTA) accounts statewide. As the State Transportation Board made this funding available for transit purposes, the STLP funding is distributed only to the State’s federal transit programs and cities or regions that participate in FTA programs and have operating systems in place to utilize the funding.

FUND 222 – MEASURE R FUND: Measure R increases the county sales tax from 8.25% to 8.75% (a half-cent increase) to fund transportation projects. Projects that are expected to be funded by the proceeds of the Measure R sales tax include:

- Synchronize traffic signals
- Repair potholes
- Extend light rail with airport connections
- Accelerate completion of Canoga Corridor Orange Line to Chatsworth as well as completion of San Fernando Valley East North-South Rapid ways
- Link local rail lines through a regional connector
- Improve freeway traffic flow (5, 10, 14, 60, 101, 110, 138, 210, 405, 605, 710)
- Keep senior / student / disabled fares low
- Provide clean fuel buses
- Expand subway / Metrolink / bus service
- Community traffic relief

FUND 228 – BEVERAGE RECYCLING GRANT

FUND: The California Department of Conservation, Division of Recycling, administers the California Beverage Container Recycling and Litter Reduction Act which governs the recycling of California Redemption Value (CRV) beverage containers. The primary goal of the recycling program is to achieve an 80% recycling rate for all aluminum, glass, plastic, and bi-metal beverage containers sold in California. The Department also supports efforts to reduce greenhouse gas emissions such as those exemplified in the California Global Warming Solutions Act (Chapter 488, Statutes of 2006).

FUND 229 – LIBRARY GRANTS FUND: This fund primarily includes support from the Glendora Public Library Friends Foundation to cover staffing costs dedicated to the Foundation. The fund also includes library grants, such as the California State Library.

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FUND 230 – PEG FUND: These funds are collected by service providers through the fees charged by communications companies such as AT&T, Charter Cable, and Frontier Cable Company, through the franchise agreement within each city. A portion of the franchise payment is the Public, Education, and Government (PEG) fee. This fee pays for capital equipment and projects that provide 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): 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 255 – MEASURE M: November 2016, Los Angeles County voters approved Measure M, an additional 0.5% sales tax for transportation improvements.

FUND 260 – PLAN MAINTENANCE FEES: 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 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 projects 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 projects help comply with the MS4 permit, the City's NPDES permit and any related storm water compliance.

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.

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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.

FUND 534 – LA FETRA SENIOR CENTER FUND: The La Fetra Senior Center Fund is a proprietary fund that receives its revenue through fees charged for rental of the La Fetra Senior Center. The La Fetra Senior Center Fund expenses defray a portion of the expenses incurred in operating and maintaining the La Fetra Senior Citizens Center.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to finance and account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis.

The concept of major funds introduced by GASB Statement 34 does not extend to Internal Service Funds because they do not do business with outside parties. GASB Statement 34 requires that for the Statement of Activities, the net revenues or expenses of each Internal Service Fund be eliminated by netting them against the operations of the other City departments which generated them. The remaining balance

sheet items are consolidated with these same funds in the Statement of Net Assets.

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 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 agen-

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cy'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. These were previously approved by the Department of Finance on the Enforceable Obligation Payment Schedule (EOPS).

GLENDORA HOUSING AUTHORITY

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

FUND 290 – GLENDORA HOUSING AUTHORITY:

Expenditures related to the Glendora Housing Authority Funds are recorded in this fund.

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GLOSSARY OF TERMS

Accounting Standards: Generally accepted accounting principles (sometimes referred to by the acronym GAAP) published by the Governmental Accounting Standards Board (sometimes referred to by the acronym GASB) that guide local and state agencies' recording and reporting of financial information. The standards established such guidelines as when transactions are recognized and annual financial report content.

Accrual Basis Accounting: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Allocations: These are charged to all operating funds based on their fair share of the service provided, which is based on experience and/or a proportionate share (based on factors such as payroll, vehicle repair trend, etc.).

Annualize: Taking changes that occurred mid-year and calculating their cost for a full year; for the purpose of preparing an annual budget.

Appropriation: Legal authorization by the City Council to make expenditures and to incur obligations for specific purposes.

Assessed Valuation: A value established for real property for use as a basis in levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization Under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978), properties are assessed at 1% of full value. Proposition 13 also modified the value of real taxable property for fiscal 1979 by rolling back values to fiscal 1976 levels. From this base of assessment, subsequent annual increases in valuation are limited to a maximum of 2%. However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal. Property taxes for general purposes cannot exceed 1% of assessed value.

Audit: A financial audit is a review of the accounting

system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriation.

Asset: Resources owned or held by a government, which have monetary value.

Available (Undesignated) Fund Balance: This refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Bonds: A Municipal Bond is a written promise from a government to repay a sum of money on a specific date at a specified interest rate. Bonds are most frequently used to finance large capital projects, such as buildings, streets, and bridges.

Budget: A plan for financial operation listing an estimate of proposed appropriations and the proposed means of financing them for a particular time period. Once the budget has been approved by the City Council it then is considered the "adopted" budget.

Budget Adjustment: A procedure to revise a budget appropriation or revenue estimate.

Budget Amendments: The City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by majority vote. The City Manager is authorized to transfer budgeted amounts between departments. Actual expenditures may not exceed budgeted appropriations at the fund level.

Budget Document: The instrument used to present a comprehensive financial plan of operations to the City Council and the public.

Budget Message: The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget and changes from the previous fiscal year.

Budget Permit: Fee required for new construction or any alterations or addition to a residence or commercial building. The fee is based on square footage and valuation.

Budget and Fiscal Policies: General and specific guidelines adopted by the City Council that governs the budget preparation and administration.

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Budgetary Basis:

This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Business License

Tax: A fee collected from those conducting business within the City.



Capital Improvements Projects (CIP): All of the City's construction projects costing \$5,000 are considered to be a Capital Improvement Project. A construction project is a physical improvement or construction on City property with a life expectancy of three or more years. Minor capital outlays of less than \$5,000 are included with the operating budgets. These capital projects can span fiscal years and have multiple funding sources. The projects may also cross functional boundaries. Appropriations for Capital Improvement Projects lapse at the end of the fiscal year.

Capital Outlay: Expenditure for non-expendable equipment, which has a usable life greater than one year.

Capital Project Funds: This fund type is used to account for financial resources used in acquiring or building major capital facilities other than those financed by Proprietary Funds and Trust Funds.

Cash Basis Accounting: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Charges for Services: This revenue source consists of fees paid for providing a service to the public, e.g. recreation, plan check and review services.

City Goals: Provides policy guidance and direction for the highest priority objectives to be accomplished during the budget period.

Contingency (Operating): Funds set aside by the

City within the budget for emergencies and economic uncertainties.

Contingency (Emergency Reserve):

Funds set aside by the City within the fund balance for emergencies and economic uncertainties.

Contra: This term is only used in the

General Fund and covers some of the budgeted expenditures related to Human Resources, Fiscal Services, Purchasing & A/P, and Building Maintenance. These departments provide direct services to other funds and operations. These costs are then recovered from other funds.

CVC Fines: The City's portion of California Vehicle Code (CVC) fines collected upon conviction of a misdemeanor or infraction committed within City boundaries. The majority of the fines are allocated through the Court system.

Debt Financing: Borrowing funds for capital improvements needed today and pledging future revenues to repay principal and interest expenditures. The City of Glendora uses debt financing only for one-time capital improvements whose life will exceed the term of financing and where expected revenues are sufficient to cover the long-term debt.

Debt Service: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Debt Service Funds: This fund type is used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in those funds.

Deficit: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over

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revenues during a single accounting period.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Disbursement: Payment for goods and services in cash or by check.

Employee Services: Salaries and fringe benefits earned by employees of the City for work performed.

Encumbrance: The commitment of appropriated funds to purchase goods which have not yet been received, or services that have yet to be rendered.

Enterprise Funds:

Funds established to account for the total costs of those governmental facilities and services that operate in a manner similar to private enterprise. These programs are entirely, or predominately, self-supporting, and render services on a user charge basis to the general public.

Expenditure: The cost of goods

received or services rendered.

Fee: A charge for the cost of providing a particular service. Public agency fees may not exceed the estimated reasonable cost of providing the particular service or facility for which the fee is charged, plus overhead.

Fines, Forfeitures and Penalties: Revenues received and/or bail monies forfeited upon when an individual is convicted of a misdemeanor or municipal infraction.

Fiscal Policy: A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year: A 12-month period of time to which an annual operating budget applies. The City of Glendora has specified July 1 to June 30 as its fiscal year.

Fixed Assets: Assets of long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined such assets as those with an expected life in excess of one year and an acquisition cost in excess of \$5,000.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The eight functions in the City's budget are: Legislative, Administration, Support Services, Public Safety, Planning, Public Works, Library, and Community Services.

Fund: A self-balancing set of accounts.

Governmental accounting information is organized into funds, each with separate revenues, expenditures and fund

balances. There are seven major types of funds: General, Special Revenue, Capital, Debt, Internal Service, Enterprise, and Trust & Agency.

Fund Balance: The difference between a fund's asset and liabilities. Portions of the fund balance may be reserved or designated for various purposes, such as contingencies, encumbrances or specific projects.

General Fund: The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. Except for subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose.

General Tax: A tax imposed for general governmental purposes, the proceeds of which are deposited into



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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 the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis. The City has established three Internal Service Funds: Information Technology, Vehicle Replacement, General Liability, and Workers Compensation.

Investment Revenue: Interest income from the investment of funds not immediately required to meet cash disbursement obligations.

Licenses & Permits – Official permission to conduct a regulated activity such as a business, e.g. Business

License or structural modification, e.g. Building Permit.

Line-Item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category. Line item budgets are produced and used internally for budgetary control purposes only.

Long-term Debt: Debt with a maturity of more than one year after the date of issuance.

Materials and Supplies: Expendable materials and operating supplies necessary to conduct departmental operations.

Miscellaneous Revenue: This revenue source consists of one time and/or, low dollar value revenue. This includes sale of printed material, copy fees, returned check fees to name a few.

Modified Accrual Accounting: A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

Net: The amount left over after deductions and allowances have been made.

Notes and Loans Issued: This category refers to revenue that was received through issuance of debt for a specific purpose.



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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 and equipment required for a department to function.

Ordinance: A formal legislative enactment by the City Council. An ordinance has the full force and effect of law within the City boundaries, unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

Pay-as-you-go Basis: A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Measures: Indicators used in the budget to show items such as 1) the amount of work accomplished, 2) the efficiency with which tasks were completed, and 3) the effectiveness of a program. Such indicators can help the public understand what public agency spending accomplishes.

Personnel Services: Expenditures for salaries, wages, and fringe benefits that the City pays for its employees.

Policy Issues: Generally defined as any project (other than capital projects), program, proposed staffing change, new vehicles or equipment, capital outlay or other change that requires action by City Council. This may also include items with no additional cost such as the revision of a major ordinance or a proposed study

using existing staffing which would subsequently require Council action.

Principal: The original amount of a bond or debt (sometimes also referred to as “face” or “par value”), not including accrued interest.

Prior-Year Encumbrances: Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program: Group activities, operations, or organizational units directed to attaining specific purposes or objectives.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution: A special order of the City Council, which requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval. A resolution has lower legal standing than an ordinance. The Budget is approved by resolution, and requires a majority vote of the Council Members present.

Resources: Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue: Sources of income financing the operations of government.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical manner.

Salaries and Benefits: Salaries includes the compensation paid to full-time, part time, temporary, and extra-help employees, including overtime, vacation pay, sick leave pay and any type of premium pay. Benefits include the agency's share of the costs for health, dental, life insurance, retirement, Social Security and Workers' Compensation.

Securities: Pieces of paper (sometimes referred to as “instruments”) that represent financial value. Examples include bonds and stocks.

Self-Insurance: Assuming risk of loss through the

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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.

Supplemental Appropriation: An additional appropriation made by the governing body after the budget year has started.

Taxes: A means by which governments finance their expenditures imposed on property, sales and merchandise, e.g. Property Tax, Sales Tax, Income Tax.

Tax Increment Financing (TIF): Tax increment financing is an economic tool used by redevelopment agencies to finance economic development and rehabilitation costs within a project area. Additional property taxes generated by new development within a district formed are used to finance these development and infrastructure

costs. A tax increment (TI) is that portion of property taxed generated by the development above what the taxes would have been had the development not occurred.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Transient Occupancy Tax (TOT): TOT is charged in most states, including California, to travelers when renting accommodations (a room, rooms, entire home or other living space) in a hotel, inn, tourist home or house, motel or other lodging unless the stay is for a period of 30 days or more.

Trust and Agency Funds: Also known as Fiduciary Fund Types, these funds are used to account for assets held by the City in a trustee capacity or as an agent for private individuals, organizations, or other governmental agencies. The fiduciary funds used by the City include expendable trust and agency funds. Expendable trust funds are accounted for in the same manner as Governmental Funds (general, special revenues, debt service, and capital project funds). Agency funds are custodial in nature (assets equal liabilities) and do not measure the results of operations.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.



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SUMMARY OF ACRONYMS

ADA – Americans with Disabilities Act	IS – Information Systems
ADMIN – Administration	IT – Information Technology
AED – Automated External Defibrillator	JPA – Joint Powers Agreement
AMR – Automated Meter Reading	LAEDC – Los Angeles Economic Development Corporation
AQMD – Air Quality Management District	LAFCO – Los Angeles County Local Agency Formation Commission
APD – Auto Property Damage	LTSS – Local Transit System Subcommittee
BID – Business Improvement District	MGMT – Management
CAFR – Comprehensive Annual Financial Report	MOU – Memorandum of Understanding
CALBO – California Building Officials	MTA – Metropolitan Transportation Authority
CALPERS – California Public Employees’ Retirement System	NHTSA – National Highway Traffic Safety Administration
CD – Certificate of Deposit	NPDES – National Pollutant Discharge Elimination System
CDBG – Community Development Block Grant	NTD – National Transit Database
CEQA – California Environmental Quality Act	O/T – Over-Time
CFRA – California Family Rights Act	OOR – Owner Occupied Rehabilitation
CIMP – Coordinated Integrated Monitoring Plan	OTS – Office of Traffic Safety
CIP – Capital Improvement Project	PC – Personal Computer
CIT – Community Impact Team	PD – Police Department
CLETS – California Law Enforcement Telecommunications System	P/T – Part-Time
CMO – City Manager’s Office	PEG – Public, Educational, and Governmental Access Television
COG – Council of Governments	PEPRA – Public Employees’ Pension Reform Act
COMP – Compensation	PMA – Police Management Association
CRA – Community Reinvestment Act	POA – Police Officers’ Association
CSO – Community Services Officer	POST – Police Officers Standards and Training
DUI – Driving Under the Influence	PPD – Pounds Per Day
ED – Economic Development	PSR – Police Service Representative
EDMS – Electronic Document Management System	RFID – Radio Frequency Identification
EOC – Emergency Operation Center	RFP – Request for Proposal
EPA – Environmental Protection Agency	RM – Risk Management
EWMP – Enhanced Watershed Management Plan	RORF – Redevelopment Obligation Retirement Fund
FMLA – Family Medical Leave Act	RPTTF – Redevelopment Property Tax Trust Fund
FOIA – Freedom of Information Act	SCADA – Supervisory Control and Data Acquisition
FPPC – Fair Political Practices Commission	SCAG – Southern California Association of Governments
FTE – Full-Time Equivalent Employee	SFST – Standard Field Sobriety Testing
FTHB – First Time Home Buyer	SGVERC – San Gabriel Valley Employment Relations Consortium
FY – Fiscal Year	SLESF – Supplemental Law Enforcement Services Fund
GAAP – Generally Accepted Accounting Principles	SRRE – Source Reduction and Recycling Element
GASB – Government Accounting Standards Board	STC – Standards and Training for Corrections
GEARS – Glendora Emergency Amateur Radio Services	STEP – Selective Traffic Enforcement Program
GF – General Fund	SUSMP – Standard Urban Storm Water Mitigation Plans
GFOA – Government Finance Officers Association	SVCS – Services
GIS – Graphic Information System	SWPPP – Storm Water Pollution Prevention Plans
GMEA – Glendora Municipal Employees Association	TDA – Transportation Development Act
GMA – Glendora Management Association	TCMU – Town Center Mixed Use
HHWE – Household Hazardous Waste Element	TIF – Tax Increment Financing
HMI – Human Machine Interface	TPA – Third-party Administrator
HR – Human Resources	TULIP – Tenant Users Liability Insurance Protection
HSIPL – Highway Safety Improvement Program	VLF – Vehicle License Fees
HUD – Housing and Urban Development	WIFI – Wireless Fidelity
ICBO – International Conference of Building Officials	WMP – Waste Management Plan
ICRMA – Independent Cities Risk Management Authority	
ILL – Interlibrary Loan	

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