



Materials Control Warehouse

ADMINISTRATIVE SERVICES

Administrative Services Admin.

Finance and Lease Payments

Human Resources

Employee Groups

Information Technology

Management & Budget



Information Technology Server Room



**City of Glendale
Budget Summary by Department**

Admin Svcs Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Administration Services Admin.	\$445,877	\$443,677	\$443,677	\$435,786	-2%
Total - Admin Svcs Admin.	\$445,877	\$443,677	\$443,677	\$435,786	-2%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$437,361	\$446,964	\$446,964	\$448,383	0%
Supplies and Contracts	\$5,481	\$8,860	\$8,860	\$7,088	-20%
Internal Premiums	\$2,753	\$2,514	\$2,514	\$3,316	32%
Internal Service Charges	\$282	\$348	\$348	\$895	157%
Work Order Credits		(\$15,009)	(\$15,009)	(\$23,896)	59%
Total - Admin Svcs Admin.	\$445,877	\$443,677	\$443,677	\$435,786	-2%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Administration Services Admin.	4	4	4	4	0%
Total -Admin Svcs Admin.	4	4	4	4	0%



FINANCE
Interim Director
Diane Goke

Department Description:

The Finance Department provides information to the public, state agencies, bondholders, grantors, auditors, City Council and management. Finance administration is responsible for debt management, banking services, investment management and special financial analysis. The Accounting Division prepares external financial reports; manages the city payroll and accounts payable processes; maintains, updates and tests accounting systems changes; accounts for financial transactions such as capital assets, debt service, and grants as well as providing financial information management to departments. The tax and licensing division administers the sales tax code to ensure compliance, and is responsible for collection of accounts receivable. The billing services and customer relations divisions bills customers for municipal services, processes cash receipts and responds to various city inquiries.

Interesting Department Fact:

Enrolled 5,678 utility customers for electronic billing, which eliminated the printing of 68,136 statements a year.

Mission Statement:

The Finance Department’s mission is to provide responsible stewardship of public funds through timely and compliant financial management and exceptional customer service while supporting city leadership goals.

FISCAL YEAR 2011

GOALS	
Goal	Compile the information to produce an approved Comprehensive Annual Financial Report (CAFR).
Related Council Goal	One community that is fiscally sound.
Activities	An internally prepared CAFR will be audited by the external auditors and submitted for review to the Government Finance Officers Association (GFOA) for a certificate in excellence in financial reporting.
Desired Outcomes (Perf. Measures)	Receive a Certificate of Excellence in Financial Reporting from the GFOA for the CAFR ending June 30, 2011.
Goal	To document and complete an implementation plan for the Government Accounting Standards Boards (GASB) Statement No. 54.
Related Council Goal	One community that is fiscally sound.



Activities	Accounting staff will review the current governmental fund balance definitions and account types and make the necessary internal reconfiguration of accounts as required by Statement No. 54.
Desired Outcomes (Perf. Measures)	The city general ledger will meet the new fund balance definitions and account structures as defined in Statement No. 54.

FISCAL YEAR 2010

Area of Innovation:

- The Accounting Division offered SurePay as a payment option to retirees for their health insurance payments. This option automated the system and created efficiencies in the division.

Accomplishments:

- Created the ability to log utility field service orders electronically, which provided real-time updates for customer service inquiries.
- Provided customers with new tools on the utility billing website that enables them to view their utility bills and water usage in text and graphical formats.

GOAL UPDATES	
Goal	To educate citizens in the use of the new utility billing system scheduled for implementation in summer of 2009.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. The billing system was implemented and reduced the number of customers receiving bills through the mail.
What were the Performance Measures?	Reduced the number of utility bills mailed to customers and the number of calls handled by staff by 5% in the first six months of implementation.
Obstacles/Challenges	Economic conditions, such as home foreclosures increased the number of calls.
Goal	Compile the information to produce an award winning approved CAFR.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Received the GFOA Certificate of Achievement for Excellence in Financial Reporting.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Elimination of hardcopy timesheets through implementation of the time and labor module of the PeopleSoft software program. Once implementation is complete in June 2009, all timesheet information will be submitted electronically.

Accomplishments:

- Qualifying for Government Finance Officers Association yearly award for the CAFR.
- Miscellaneous receivables staff provided city departments with a structured billing and reporting process.

GOAL UPDATES	
Goal	Increase customer usage of the automatic utility bill pay option.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Conduct a survey of utility customers.
Obstacles/Challenges	A survey was delayed until the new billing system had been in place for six months.
Goal	Compile the information to produce an approved CAFR.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Posting of the CAFR on the Internet for downloading and/or reviewing by citizens, staff and other interested parties. Received the GFOA Certificate of Achievement.
Obstacles/Challenges	None.



**City of Glendale
Budget Summary by Department**

Finance

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Accounting Services	\$960,995	\$958,732	\$958,732	\$912,836	-5%
(1000) Finance Administration	\$818,132	\$810,717	\$810,717	\$394,610	-51%
(1000) L.I.D. Administration	\$9,000	\$9,000	\$9,000	\$9,000	0%
(1000) License/Collection	\$922,453	\$844,432	\$844,432	\$805,900	-5%
(1000) Regulatory & Communication	\$135	\$0	\$0	\$0	NA
(1780) Arena Renewal and Replacement	\$0	\$332,000	\$332,000	\$550,000	66%
(1790) AZSTA - Stadium Tax Refund	\$1,525,658	\$1,700,000	\$1,613,997	\$1,700,000	0%
(2360) Customer Service Office	\$2,368,751	\$2,484,306	\$2,484,306	\$2,659,473	7%
Total - Finance	\$6,605,124	\$7,139,187	\$7,053,184	\$7,031,819	-2%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$4,481,451	\$4,880,558	\$4,880,558	\$4,100,628	-16%
Supplies and Contracts	\$2,127,457	\$2,851,757	\$2,765,754	\$3,092,321	8%
Internal Premiums	\$83,578	\$76,320	\$76,320	\$74,922	-2%
Internal Service Charges	\$40,764	\$43,772	\$43,772	\$49,107	12%
Work Order Credits	(\$128,126)	(\$713,220)	(\$713,220)	(\$285,159)	-60%
Total - Finance	\$6,605,124	\$7,139,187	\$7,053,184	\$7,031,819	-2%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Accounting Services	19	19	19	16	-16%
Finance Administration	9	8	8	4	-50%
License/Collection	10	11	11	8.5	-23%
Customer Service Office	35.5	35.5	35.5	35.5	0%
Total -Finance	73.5	73.5	73.5	64	-13%



**City of Glendale
Budget Summary by Department**

Lease Pmts/Other Fees

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) 1000 Advisor Fees	\$89,414	\$130,687	\$129,687	\$129,687	-1%
(1000) Lease Payments	\$2,133,655	\$1,570,143	\$1,570,143	\$4,236,574	170%
(1000) Merchant Fees	\$255,452	\$160,000	\$160,000	\$160,000	0%
(1980) 1980 Advisor Fees	\$3,063	\$7,066	\$6,066	\$6,066	-14%
(2000) 2000 Advisor Fees	\$1,427	\$6,030	\$1,030	\$1,030	-83%
(2040) 2040 Advisor Fees	\$0	\$0	\$2,000	\$2,000	NA
(2060) 2060 Advisor Fees	\$1,460	\$7,857	\$6,857	\$6,857	-13%
(2080) 2080 Advisor Fees	\$0	\$0	\$2,000	\$2,000	NA
(2100) 2100 Advisor Fees	\$0	\$0	\$2,000	\$2,000	NA
(2180) 2180 Advisor Fees	\$3,701	\$3,213	\$5,213	\$5,213	62%
(2210) 2210 Advisor Fees	\$17,819	\$13,568	\$13,568	\$13,568	0%
(2360) 2360 Advisor Fees	\$2,755	\$3,289	\$3,289	\$3,289	0%
(2400) 2400 Advisor Fees	\$10,417	\$17,222	\$17,222	\$17,222	0%
(2420) 2420 Advisor Fees	\$4,089	\$17,514	\$17,514	\$17,514	0%
Total - Lease Pmts/Other Fees	\$2,523,252	\$1,936,589	\$1,936,589	\$4,603,020	138%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Supplies and Contracts	\$2,523,252	\$1,936,589	\$1,936,589	\$4,603,020	138%
Total - Lease Pmts/Other Fees	\$2,523,252	\$1,936,589	\$1,936,589	\$4,603,020	138%



HUMAN RESOURCES & RISK MANAGEMENT

Alma Carmicle

Department Description:

The Glendale Human Resources Department provides proactive, innovative and quality customer service and consultation in the areas of total compensation, organizational development, employee relations, staffing and risk management and safety.

Mission Statement:

Collaborate and partner with our internal and external customers to develop a diverse workforce committed to delivering the highest quality of service.

Interesting Department Fact:

The H1N1 virus had a minimal impact on city services this year due to the department taking proactive steps in educating and equipping employees and supervisors on flu prevention and offering flu vaccines. Employee sick leave this year was relatively unchanged when compared with the city's four year sick leave average.

FISCAL YEAR 2011

GOALS

Goal	Research the cost and implementation requirements of outsourcing the administration of the city's benefits program for active employees and retirees to determine feasibility.
Related Council Goal	One community that is fiscally sound.
Activities	Outsource Benefits Billing. Reduced staffing requires that the department look to outsource the services we currently perform for billing, revenue recovery, reconciliation of accounts for active and retired employees.
Desired Outcomes (Perf. Measures)	Complete cost/benefit assessment by April 2011.
Goal	Review jobs and work closely with departments to ensure internal staffing meets the needs of the new city structure.
Related Council Goal	One community with high quality services for citizens.
Activities	Review and revise job descriptions/classifications to address the needs of the restructured organization. Work with departments to ensure appropriate placement of staff within revised jobs to maximize the services provided to the community.
Desired Outcomes (Perf. Measures)	Ability of departments to continue to meet service needs through appropriate job alignment and staff placement.

FISCAL YEAR 2010

Area of Innovation:

- Successful implementation of the city’s first benefits dependant eligibility audit. This innovation involved an audit of all dependants enrolled in the city’s health plans to determine eligibility for coverage. This will result in significant, ongoing cost savings to the city and enable the city to meet its fiduciary obligations as a health plan administrator.
- Successful implementation of e-Profile, a systems improvement that reduces administrative efforts in the review and updating of employee profile data and improves the quality of data as employees can now easily view their profile information and update accordingly.

Accomplishments:

- Successful development and implementation of the city’s employee furlough process.
- A “Brown Bag Series for Supervisors” was established by the Human Resources Department designed to provide supervisors with a refresher on human resources policies and practices, and how to apply them in the everyday management of their work groups.
- The cost of the city’s risk in 2010 was 1.19% which was once again well below the public entity industry average of 2.0% .

GOAL UPDATES	
Goal	Implement the PeopleSoft talent acquisition manager and candidate gateway program.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	No, due to the city’s budget reduction the technology allowing us to complete this goal was eliminated.
What were the Performance Measures?	Implementation of the program by June 2010.
Obstacles/Challenges	Budget reductions to both the IT and the HR departments.
Goal	Offer employees mentoring opportunities to develop internal talent and to enhance the sharing of organizational knowledge.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	This goal was met through the completion of the pilot program that ran September 2009 to March 2010. Employees from the Administrative Services Group participated and shared feedback throughout the program as to their progress and challenges. Each participant noted professional growth and meaningful application of new knowledge and relationships to the workplace.



What were the Performance Measures?	Completed a six month pilot program with Administrative Services staff by March 2010 and compiled feedback to enhance the program for citywide rollout.
Obstacles/Challenges	Feedback from mentees and mentors identified time and current workload as the major challenges they encountered in participating and completing their development action plans.

FISCAL YEAR 2009

Area of Innovation:

- Implemented the PeopleSoft time and labor system that will enhance time reporting, record keeping and data analysis. One of the key benefits of the new time and labor system is the ability to record, track and analyze time worked at more detailed levels.

Accomplishments:

- Developed and implemented a monthly open workshop series open to all employees that provides professional development opportunities. This series is outside the GLAD program and courses include: career development, time management, grant writing, effective communication, interviewing skills, marketing and communications, understanding benefits and compensation for supervisors, and budgeting basics for supervisors. For the first time, employees could enroll online for the open workshops.
- Expanded the safety training of employees, customizing many programs to meet the specific needs of the departments.

GOAL UPDATES	
Goal	Maintain cost of risk of the city below industry average.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Cost of risk was .92% which is well below public entity industry average of 2.0%.
Obstacles/Challenges	None.
Goal	Mitigate health plan cost increases by providing employees with incentives to improve their health.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Maintain medical premium increases below the industry average.
Obstacles/Challenges	None.



**City of Glendale
Budget Summary by Department**

Human Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Benefits	\$226,705	\$236,589	\$236,589	\$119,411	-50%
(1000) Compensation	\$449,126	\$435,993	\$435,993	\$459,828	5%
(1000) Employee Relations	\$214,435	\$218,532	\$218,532	\$176,717	-19%
(1000) Employment Services	\$381,083	\$373,839	\$373,839	\$254,417	-32%
(1000) Human Resources Administration	\$760,835	\$603,204	\$603,204	\$631,007	5%
(1000) Organizational Development	\$380,548	\$398,713	\$398,713	\$68,291	-83%
(1000) Risk Management/Safety	\$598,600	\$518,865	\$518,865	\$202,525	-61%
(2540) Risk Mgmt Trust Fund	\$1,515,185	\$2,760,000	\$2,760,000	\$2,844,278	3%
(2560) Worker's Compensation	\$1,348,582	\$1,407,000	\$1,407,000	\$1,407,000	0%
(2580) Benefit Programs	\$22,555,304	\$24,481,185	\$24,481,185	\$24,481,185	0%
Total - Human Resources	\$28,430,403	\$31,433,920	\$31,433,920	\$30,644,659	-3%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$2,650,584	\$2,669,180	\$2,669,180	\$2,033,844	-24%
Supplies and Contracts	\$25,716,638	\$29,001,714	\$29,001,714	\$28,758,325	-1%
Internal Premiums	\$53,015	\$41,232	\$41,232	\$33,507	-19%
Internal Service Charges	\$10,166	\$12,579	\$12,579	\$13,173	5%
Work Order Credits		(\$290,785)	(\$290,785)	(\$194,190)	-33%
Total - Human Resources	\$28,430,403	\$31,433,920	\$31,433,920	\$30,644,659	-3%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Benefits	3	2.75	2.75	1.25	-55%
Compensation	5.5	5.5	5.5	6	9%
Employee Relations	2.75	2.75	2.75	2	-27%
Employment Services	3.75	4	4	3	-25%
Human Resources Administration	6	6	6	5	-17%
Organizational Development	3	3	3	1	-67%
Risk Management/Safety	6	6	6	2	-67%
Risk Mgmt Trust Fund				1	
Total -Human Resources	30	30	30	21.25	-29%



**City of Glendale
Budget Summary by Department**

Employee Groups

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1190) Diversity Committee	\$44,821	\$54,909	\$54,909	\$54,909	0%
(1190) GEMS	\$40,190	\$0	\$0	\$0	NA
(1190) Glendale Hispanic Network	\$26,451	\$0	\$0	\$0	NA
(1190) Holiday Event	\$27,607	\$30,000	\$30,000	\$30,000	0%
Total - Employee Groups	\$139,069	\$84,909	\$84,909	\$84,909	0%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Supplies and Contracts	\$139,069	\$84,909	\$84,909	\$84,909	0%
Total - Employee Groups	\$139,069	\$84,909	\$84,909	\$84,909	0%

INFORMATION TECHNOLOGY

Chuck Murphy

Department Description:

Information Technology is responsible for local and wide area network computer system management and operations; application systems analysis, design, programming and support; data communications; end-user PC integration and support; geographical information systems (GIS) services; Internet and intranet support; management of the Technology Replacement Fund, information security, and citywide telephone analysis and communications.

Interesting Department Fact:
The city has 50 terabytes of data, which could hold 12,500,500 digital photos, 50,000,000 books or 2,400 DVD movies.

Mission Statement:

Provide maximum value to the city through the implementation of agile and cost effective solutions that improve service, reduce costs and leverage information across city departments.

FISCAL YEAR 2011

GOALS	
Goal	Explore and evaluate productivity solutions i.e. Microsoft Office, Open Office, etc.
Related Council Goal	One community that is fiscally sound.
Activities	Meet with vendors to evaluate solutions, develop evaluation process, test solutions, and give recommendations to IT management and the ASG Deputy City Manager.
Desired Outcomes (Perf. Measures)	Select solution by 6/30/11.
Goal	Evaluate data back-up and email archiving solutions.
Related Council Goal	One community that is fiscally sound.
Activities	Meet with vendors to evaluate solutions, test solutions, and give recommendation(s) to IT management.
Desired Outcomes (Perf. Measures)	Select solution by 7/30/10.



FISCAL YEAR 2010

Area of Innovation:

- An employee resources portal was developed to give employees easy access to information when they are away from the office. Access to myHR, webmail, the employee phone book, phone list of essential numbers, and instructions such as Virtual Private Network (VPN), voicemail, and the telephone user guide are included in the portal.

Accomplishments:

- IT has several accomplishments in FY 2010. Some of these include implementation of new antivirus software, completion of a telephone system upgrade, PeopleSoft Financials Upgrade, development of an online application for tax amnesty and email system upgrade.

GOAL UPDATES	
Goal	Support the Finance Department and city with the selection and implementation of a new sales tax system.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Partially, IT has supported and continues to support the implementation of a new sales tax system, which is slated to go live in Fall 2010.
What were the Performance Measures?	Attend all meetings; provide information and leadership for IT's involvement in the project. Installation and configuration of hardware, operating system and database software that meets the service levels defined by Finance.
Obstacles/Challenges	Balancing resources with other projects and day-to-day operations.
Goal	Deliver additional functionality to PeopleSoft's ePay module.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes, employees have been able to see their paychecks online since December 2009.
What were the Performance Measures?	Completed implementation by 12/31/09.
Obstacles/Challenges	Supporting time and labor post go-live demands and other PeopleSoft requests.

FISCAL YEAR 2009

Area of Innovation:

- PC monitors will not be replaced when computers are, which will save the city \$180,000 from March 2009 – June 2010.

Accomplishments:

- The IT Department has been heavily involved with the PeopleSoft time and labor project, which will be completed in June 2009.
- IT’s disaster recovery plan was developed and successfully tested in FY 2009.

GOAL UPDATES	
Goal	Select a vendor to conduct a comprehensive security audit. Once the audit is completed, findings will be used to enhance and expand existing security capability.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Deliver recommendation for vendor to the Administrative Service Deputy City Manager by July 31, 2008. Complete security audit.
Obstacles/Challenges	None.
Goal	Enhancement of fire suppression system to provide additional protection for infrastructure areas.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	In process, consultants are currently completing the data center evaluation.
What were the Performance Measures?	Completion of project.
Obstacles/Challenges	Before proceeding with the installation of the fire suppression system, the data center will be evaluated to determine if any other modifications are necessary for it to meet the needs of the city. Solidifying a contract with the evaluation vendor took longer than expected. The evaluation is in progress and next steps will be identified and prioritized.



**City of Glendale
Budget Summary by Department**

Info. Technology

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Information Technology	\$3,541,259	\$3,375,954	\$3,374,470	\$3,048,826	-10%
(1100) Telephones	\$956,780	\$1,014,119	\$1,340,579	\$977,252	-4%
(1140) Technology Replacement	\$2,209,843	\$3,508,037	\$3,508,037	\$3,510,103	0%
Total - Info. Technology	\$6,707,882	\$7,898,110	\$8,223,086	\$7,536,181	-5%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$2,873,037	\$2,937,772	\$2,937,772	\$2,602,378	-11%
Supplies and Contracts	\$2,962,431	\$4,144,687	\$4,469,663	\$3,620,078	-13%
Internal Premiums	\$324,624	\$633,125	\$633,125	\$638,879	1%
Internal Service Charges	\$16,506	\$14,935	\$14,935	\$15,519	4%
Operating Capital	\$531,284	\$337,847	\$337,847	\$797,583	136%
Work Order Credits		(\$170,256)	(\$170,256)	(\$138,256)	-19%
Total - Info. Technology	\$6,707,882	\$7,898,110	\$8,223,086	\$7,536,181	-5%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Information Technology	29	29	29	25	-14%
Telephones	1	1	1	1	0%
Technology Replacement	1	1	1	1	0%
Total -Info. Technology	31	31	31	27	-13%

MANAGEMENT & BUDGET

Sherry Schurhammer

Department Description:

The Management & Budget Department provides a range of services that helps ensure prudent fiscal management of city resources. Specifically, the four divisions of the department provide the services identified in the following bullet points:

- The Budget and Research Division conducts independent, objective analyses of expenditures and revenues, as well as expenditure and revenue forecasts, in monitoring the budget for the current fiscal year and developing the budget for the next fiscal year.
- The Purchasing Division works with departments to ensure the procurement of goods and services is completed in a manner that is compliant with city and state statutes.
- The Warehouse Division provides logistical support to departments by procuring and maintaining a secure, just-in-time inventory of supplies for all city departments, selling surplus city assets at the best available price, and recycling metals and other materials to reduce disposal costs and generate revenue for the city.
- The Grants Administration Division is responsible for coordinating the city's efforts to identify and obtain alternative funding for priority projects that advance the mission, goals and objectives established by the City Council and executive management. This work includes establishing a database for the city's grant applications and awards and managing federal stimulus funds.

Interesting Department Fact:

The Purchasing and Warehouse Divisions moved from the Finance Department to the Management and Budget Department during FY 2010.

Mission Statement:

Management & Budget helps the city to accomplish its financial management objectives by:

- promoting integrity and public accountability in the budget planning and implementation process;
- increasing public trust in the city's fiscal planning and implementation efforts by presenting information in a clear and understandable manner
- improving the efficiency and effectiveness of citywide business processes to ensure prudent fiscal management of the city's resources.
- assisting city departments with cost effective and efficient services in warehousing, inventory, the disposal of surplus city assets and other logistical support services; and
- augmenting the effectiveness of the tax dollar in the purchase of materials and services within the requirements of city code and state law.

FISCAL YEAR 2011

GOALS	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and City Council as it relates to the city budget.
Related Council Goal	One community that is fiscally sound.
Activities	<ul style="list-style-type: none"> • Prepare annual council workshop materials on the upcoming FY's operating and capital budgets. • Prepare reports on capital related budget items, such as capital budget financial options and property tax rate options, as needed. • Work with individual departments on rate studies for the enterprise funds and other departments that are supported in whole or in part by fees. • Continue to work with departments to implement process improvements related to budgeting and financial reporting. <ul style="list-style-type: none"> • Implementation of a new sales tax and license system began in FY 2010 and will be completed during FY 2011. An analyst from the Budget and Research Division is assigned to the sales tax and license core team and will function as a power user of the system once it is implemented. The expected outcomes are the elimination of manual processes and duplicate data entry for the tax and license staff and the development and implementation of meaningful reports that can be used for revenue analysis and forecasting in the Management and Budget Department. • Phase II of the business intelligence (BI) technology project will continue in FY 2011. Phase II will include work by the professional authors in the Budget and Research Division to create additional, customized reports that supplement the existing financial information. The BI team also wants to add other non-financial business data such as public safety's calls for service information to enhance business performance management. The expected outcome is more accurate analysis of complex data for financial business decisions.

Desired Outcomes (Perf. Measures)	<ul style="list-style-type: none"> Review monthly expenditure and revenue reports that the Finance Department produces and follow up with departments with expenditure anomalies. Presentation of quarterly reports at council workshops in a timely, understandable and organized manner. Preparation of council budget workshop materials in a timely and accurate manner. Improved processes that result in the production of financial data and improved access to financial data for departments.
Goal	Purchasing and Warehouse Divisions: Reduce the manual processes through increased use of PeopleSoft functionalities. Improve employee skill sets in using Peoplesoft functions.
Related Council Goal	One community that is fiscally sound.
Activities	Revise the procurement code based on the American Bar Association’s Model Procurement Code.
Desired Outcomes (Perf. Measures)	The revision of the procurement code has been deferred until completion of the FY 2011 budget development process and implementation of a PeopleSoft upgrade. The former will result in citywide reductions that will impact purchasing activity levels and the latter may result in improved functionality and decreased manual steps for users.

FISCAL YEAR 2010

Area of Innovation:

- The BI tool was rolled out in FY 2010 with the completion of Phase I. Considerable time was spent during FY 2010 by Administrative Services Group staff to ensure that this daily extraction of financial information was accurate and summarized correctly in all aspects of the BI application. The BI tool allows users to view the interactive dashboards, graphs and reports and provides the ability to drill up, down and through different layers of financial data. In addition, staff in the Budget and Research Division has been trained to modify dashboards and create additional financial reports that can be pushed out to consumer license holders in other departments. See below for two examples of additional financial reports that have been or are in the process of being created through the BI tool.
- Budget and Research Division staff developed a CIP report on expenditure versus budget activity that replaced a report that was manually produced on a monthly basis and provided only a snapshot of activity at that one point in time. The new CIP report in BI is updated daily and can be drilled down to the detail expenditure level activity by project.
- As of May 2010, Budget and Research Division staff is developing a BI report that would provide a fund balance analysis, including budget and expenditure activity, for a



variety of special revenue funds. This report will be updated daily. This report is intended to replace the reports that staff currently produces manually on a quarterly basis.

Accomplishments:

- Received the GFOA Distinguished Budget Award for the FY 2010 budget document by achieving the highest rating in accordance with award criteria. Also received special recognition from GFOA for the CIP section of the FY 2010 budget document. Received outstanding ratings from GFOA for sections within the budget document relating to the book as a policy document, a financial plan, an operations guide and a communications device.
- Incorporated the Utilities Department and Fire Department’s (customer owned) inventory into the city’s secure warehouse for more effective management of resources from the purchase to the use of the materials.

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and City Council as it relates to the city budget. Produce an accurate, reliable annual budget document that meets the financial objectives of the city.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	<ul style="list-style-type: none"> • The FY 2010 annual budget book was presented the Government Finance Officers Association’s Distinguished Budget Presentation Award for exemplary budget documentation, with special recognition of the capital budget. • Monthly expenditure and revenue reports were completed on time and disseminated to city departments and city management. • Quarterly expenditure and revenue reports were completed on time and presented to city council. • The recommended FY 2011 operating and capital budgets were completed on time and presented to City Council over the course of two budget workshops in March 2010. Adoption of these plans occurred in June 2010.
Obstacles/Challenges	None.
Goal	Actively participate in the development, testing and implementation of a new sales tax and business license reporting system.
Related Council Goal	One community that is fiscally sound.

Was the goal met?	Yes.
What were the Performance Measures?	<ul style="list-style-type: none"> • A contract for the development and implementation of a new sales tax and license system was awarded in November 2009. • A senior analyst from the budget division serves on the core team that is evaluating current processes to develop a new database system that maximizes customization and minimizes manual processes. • The new system is scheduled to be implemented and fully operational by October 2010.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- In the past, projects in the capital improvement program were presented by funding source with no differentiation between projects focused on existing facilities in need of rehabilitation and/or repair and those that result in new capital assets. For the FY 2010 budget book, the capital improvement program will continue to be shown by construction fund, but within each fund there will be a differentiation between ‘New Assets’ and ‘Existing Asset,’ with two subcategories under existing assets – replacement and improvement.

Accomplishments:

- During FY 2009, budget staff led a cross functional team of Administrative Services Group employees that worked with an external consultant to develop a BI tool that is used to provide PeopleSoft financial information (budget and actual) in a user friendly, graphical and tabular interface that maintains existing hardcopy report generation capabilities. BI, with its customized “dashboard” type interface, will be systematically rolled out to departmental groups during the summer of 2009 for use and evaluation before moving on to Phase II. Phase II will build upon the PeopleSoft financial data that is automatically uploaded each day in BI by incorporating qualitative and quantitative data from other city systems (i.e. Sales Tax System, Municipal Billing, Fire Computer Aided Dispatch, etc.)

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and City Council as it relates to the city budget. Produce an accurate, reliable annual budget document that meets the financial objectives of the city.
Related Council Goal	One community that is fiscally sound.



Was the goal met?	Yes.
What were the Performance Measures?	<ul style="list-style-type: none"> • The FY 2009 annual budget book was presented the Government Finance Officers Association’s Distinguished Budget Presentation Award for exemplary budget documentation, with special recognition of capital information. • Monthly expenditure and revenue reports were completed on time and disseminated to city departments and city management. • Quarterly expenditure and revenue reports were completed on time and presented to city council. • An evaluation by an external consultant of the city’s indirect cost allocation model was completed on time and recommendations for improvement were incorporated into the model that calculated the FY 2010 rates. • The recommended FY 2010 operating and capital budgets were completed on time and presented to City Council over the course of four budget workshops in March and April 2009. Adoption of these plans will occur in June 2009.
Obstacles/Challenges	None.
Goal	Provide a centralized grants coordination function to ensure grant match funding and future funding when grants are received.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	A plan was developed and implemented regarding the maximum use of the grants administrator position to ensure the department is fully involved in grant applications that are in accordance with the city’s grant policies.
Obstacles/Challenges	None.



**City of Glendale
Budget Summary by Department**

Management & Budget

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Budget & Research	\$632,796	\$657,852	\$648,468	\$646,768	-2%
(1000) Grants Administration	\$147,099	\$62,423	\$59,091	\$65,164	4%
(1000) Purchasing	\$487,333	\$427,575	\$427,375	\$388,224	-9%
(1000) Warehouse	\$359,063	\$367,459	\$367,459	\$295,037	-20%
(1840) Grant Match Funds - Mgt & Bdgt	\$104,191	\$99,114	\$99,114	\$0	-100%
Total - Management & Budget	\$1,730,482	\$1,614,423	\$1,601,507	\$1,395,193	-14%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$1,563,404	\$1,616,456	\$1,616,456	\$1,383,699	-14%
Supplies and Contracts	\$126,511	\$151,252	\$136,916	\$45,620	-70%
Internal Premiums	\$28,339	\$24,905	\$24,905	\$24,288	-2%
Internal Service Charges	\$12,228	\$13,417	\$14,837	\$15,657	17%
Work Order Credits		(\$191,607)	(\$191,607)	(\$74,071)	-61%
Total - Management & Budget	\$1,730,482	\$1,614,423	\$1,601,507	\$1,395,193	-14%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Budget & Research	6	6	6	6	0%
Grants Administration	1.5	1.5	1.5	1	-33%
Purchasing	5	5	5	4	-20%
Warehouse	5.75	5.75	5.75	4.75	-17%
Total -Management & Budget	18.25	18.25	18.25	15.75	-14%