



**FINANCE**  
**Diane Goke**

**Mission Statement:**

The Finance Department’s mission is to provide responsible financial management and exemplary customer services with integrity.

**Department Description:**

The Finance Department’s main responsibilities are debt management, banking services, investment management, and financial analysis for the city. Finance also provides financial information to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council. The Accounting Services Division prepares external financial reports, manages the city payroll process, pays vendors, and provides financial management consulting to departments. The License/Collection Division administers the sales tax code to ensure compliance and is responsible for the collection of accounts receivable. The Customer Service Office bill customers for utility services, processes cash receipts and provides overall customer service to citizens.

**FISCAL YEAR 2012**

<b>GOALS</b>	
<b>Goal</b>	Eliminate routine paper checks.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Promote and advocate the benefits of e-payments, electronically paid payroll.
<b>Expected Outcomes (Perf. Measures)</b>	Direct measure in staff hours used to print, fold, stuff, dispense, mail and follow-up on paper checks. Measurement in cost savings of postage, envelopes, check forms, and banking hours spent on reconciliation of payroll checks.
<b>Time Commitment</b>	This goal could be implemented within a few months.

<b>Expected Challenges</b>	If not mandated by management the process will be difficult to achieve. Those employees that currently remain on paper checks are those most resistant to utilizing other methods of receiving their paychecks.
<b>Goal</b>	Implement an automated sales tax filing process that is available online.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Implement an electronic sales tax system, set up taxpayer registration and log-in, publicize the service and engage in other taxpayer education efforts.
<b>Expected Outcomes (Perf. Measures)</b>	Reduced volume of mail, walk-in customers and number of sales tax returns and payments processed manually.
<b>Time Commitment</b>	The goal requires an ongoing effort, but the first year will focus on attaining 25% of taxpayer participation.
<b>Expected Challenges</b>	Earning taxpayer trust and willingness to participate; unforeseen technical issues that come with electronic system implementations.
<b>Goal</b>	Transition outlying departments to a more self-sufficient centralized cashing process.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Create and promote a pilot program of one outlying department recording their deposits via central cashier system.
<b>Expected Outcomes (Perf. Measures)</b>	Pilot department will enter daily receipts saving transportation time of paperwork to city hall.
<b>Time Commitment</b>	Six months.
<b>Expected Challenges</b>	Training resources and time due to limited staff.

**FISCAL YEAR 2011**

**Area of Innovation:**

- Due to enhanced functionality in the cities new municipal billing system, customers' final bills are processed at an expedited rate enabling them to receive their deposit refund weeks earlier compared to the cities previous municipal billing system.

**Accomplishments:**

- On February 7, 2011 the Sales Tax Division implemented a new sales tax system-“Tax Mantra.” Tax Mantra provides effective, flexible management of the city’s current and



future tax and licensing needs. Special features include E-Tax an electronic online tax return service for customer, and I-Capture which takes a visual scan of information and converts it into electronic data. Benefits of Tax Mantra include: integration of e-commerce capabilities like online license applications, online tax return filing, customer account detail self-management, and online tax return payments. Tax Mantra also allows for payments of other system balances, dynamic query and reporting capabilities for management, integration with other city database systems, daily postings to the general ledger, data mining capabilities, document management and ADA compliance.

- Successfully cross trained Accounts Payable and Cashiering staff so they have the skills and knowledge to be utilized at high peak times between the two business units. High peak times constitute heavy lobby traffic in the customer service lobby and/or Lockbox for Utility and Sales Tax payments. High peak times in the accounts payable constitute seasonal peak periods during fiscal year end and annual reporting in January.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Compile financial information to produce an approved Comprehensive Annual Financial Report (CAFR).
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the goal met?</b>	Goal was met.
<b>What were the Performance Measures?</b>	City received the GFOA Certificate of Achievement.
<b>Obstacles/Challenges</b>	Implementing the Governmental Accounting Standards Board's new pronouncements for accounting for intangible assets.
<b>GOAL UPDATES</b>	
<b>Goal</b>	To document and complete an implementation plan for the Government Accounting Standards Boards (GASB) Statement No. 54.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the goal met?</b>	On track to meeting the goal by fiscal year end 6/30/2011.
<b>What were the Performance Measures?</b>	Completion of an implementation plan that meets or exceeds the GASB standards.
<b>Obstacles/Challenges</b>	None.

## FISCAL YEAR 2010

**Area of Innovation:**

- The Accounting Services 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.

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



**City of Glendale  
Budget Summary by Department**

**Finance**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Accounting Services	\$865,271	\$912,836	\$912,836	\$848,492	-7%
(1000) Finance Administration	\$497,667	\$394,610	\$498,438	\$531,275	35%
(1000) L.I.D. Administration	\$0	\$9,000	\$9,000	\$0	-100%
(1000) License/Collection	\$869,194	\$805,900	\$805,900	\$665,368	-17%
(1282) Arena Management Fee	\$0	\$0	\$0	\$20,000,000	NA
(1780) Arena Renewal and Replacement	\$332,000	\$550,000	\$550,000	\$550,000	0%
(1790) AZSTA - Stadium Tax Refund	\$1,627,000	\$1,700,000	\$1,700,000	\$1,745,900	3%
(2360) Customer Service Office	\$2,318,790	\$2,659,473	\$2,598,968	\$2,963,088	11%
<b>Total - Finance</b>	<b>\$6,509,922</b>	<b>\$7,031,819</b>	<b>\$7,075,142</b>	<b>\$27,304,123</b>	<b>288%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Wages/Salaries/Benefits	\$3,799,768	\$4,100,628	\$4,205,456	\$4,111,403	0%
Supplies and Contracts	\$2,736,431	\$3,092,321	\$3,030,816	\$23,393,660	657%
Internal Premiums	\$67,926	\$74,922	\$74,922	\$87,901	17%
Internal Service Charges	\$32,466	\$49,107	\$49,107	\$37,418	-24%
Work Order Credits	(\$126,669)	(\$285,159)	(\$285,159)	(\$326,259)	14%
<b>Total - Finance</b>	<b>\$6,509,922</b>	<b>\$7,031,819</b>	<b>\$7,075,142</b>	<b>\$27,304,123</b>	<b>288%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Accounting Services	19	16	15	15	-6%
(1000) Finance Administration	8	4	6	6	50%
(1000) License/Collection	11	8.5	7	7	-18%
(2360) Customer Service Office	35.5	35.5	35.5	35.5	0%
<b>Total -Finance</b>	<b>73.5</b>	<b>64</b>	<b>63.5</b>	<b>63.5</b>	<b>-1%</b>



**City of Glendale  
Budget Summary by Department**

**Lease Pmts/OtherFees**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) 1000 Advisor Fees	\$85,568	\$129,687	\$129,687	\$90,000	-31%
(1000) Lease Payments	\$1,717,724	\$4,236,574	\$4,236,574	\$403,075	-90%
(1000) Merchant Fees	\$259,910	\$160,000	\$160,000	\$199,687	25%
(1980) 1980 Advisor Fees	\$1,599	\$6,066	\$6,066	\$6,066	0%
(2000) 2000 Advisor Fees	\$0	\$1,030	\$1,030	\$1,030	0%
(2040) 2040 Advisor Fees	\$1,219	\$2,000	\$2,000	\$2,000	0%
(2060) 2060 Advisor Fees	\$430	\$6,857	\$6,857	\$6,857	0%
(2080) 2080 Advisor Fees	\$324	\$2,000	\$2,000	\$2,000	0%
(2100) 2100 Advisor Fees	\$290	\$2,000	\$2,000	\$2,000	0%
(2180) 2180 Advisor Fees	\$4,484	\$5,213	\$5,213	\$5,213	0%
(2210) 2210 Advisor Fees	\$10,756	\$13,568	\$13,568	\$13,568	0%
(2360) 2360 Advisor Fees	\$1,410	\$3,289	\$3,289	\$3,289	0%
(2400) 2400 Advisor Fees	\$3,075	\$17,222	\$4,722	\$17,222	0%
(2420) 2420 Advisor Fees	\$824	\$17,514	\$5,014	\$17,514	0%
<b>Total - Lease Pmts/OtherFees</b>	<b>\$2,087,613</b>	<b>\$4,603,020</b>	<b>\$4,578,020</b>	<b>\$769,521</b>	<b>-83%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Supplies and Contracts	\$2,087,613	\$4,603,020	\$4,578,020	\$769,521	-83%
<b>Total - Lease Pmts/OtherFees</b>	<b>\$2,087,613</b>	<b>\$4,603,020</b>	<b>\$4,578,020</b>	<b>\$769,521</b>	<b>-83%</b>

## **MANAGEMENT & BUDGET**

### **Sherry Schurhammer**

**Mission Statement:**

Management and 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.

**Department Description:**

The Management and Budget Department provides internal budget guidance and support services to all of the 34 departments within the city. Budget spearheads the budget planning and implementation process for the city as a whole, presents budget related information to the public in a clear and understandable way, and provides professional expertise to Mayor and Council on financial management decisions. The department provides citizens with information that is key to understanding the goals and priorities of the city.

**FISCAL YEAR 2012**

<b>GOALS</b>	
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Prepare the annual Council workshop materials relating to the operating and capital budgets.</li> <li>• Prepare reports on capital-related budget items, such as capital budget financial options and property tax rate options as needed.</li> <li>• Work with individual departments on rate studies for the enterprise funds and other departments that are supported in whole or in part by fees.</li> <li>• Maintain an open and responsive relationship with management, Council, and departments in order to anticipate information needs.</li> </ul>



<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Monthly expenditure and revenue reports are evaluated and follow up with departments occurs as needed. The FY 2012 operating and capital budgets and quarterly reports to Mayor and Council presented accurately and in a timely manner.</li> <li>• Positive recognition from GFOA on annual budget book.</li> </ul>
<b>Time Commitment</b>	This goal reflects an ongoing time commitment from the Management and Budget department. Preparation of budget information is a consistent requirement of this department.
<b>Expected Challenges</b>	Interpreting and presenting budget information in a way that is understandable can be challenging especially when dealing with complex budgetary issues.
<b>Goal</b>	Leverage software technology systems that minimize manual processes, improve the accuracy and breadth of data collected, and enhance the evaluation and analysis of budget related data.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Participate in the HRMS implementation and testing project scheduled for FY 2012 with an emphasis of improving the salary forecasting data used for the salary forecast model.</li> <li>• Continue participating on the core team for TALIS (the new sales tax and license software system) implementation to ensure the integrity of newly developed sales tax revenue reports as further system enhancements are implemented. The new sales tax revenue reports are expected to improve significantly the breadth of data collected and analyzed for comparing revenue performance to the budget as well as revenue forecasts.</li> <li>• Continue exploring and implementing improvements to the Business Intelligence (BI) system to enhance the budget to actual reports that departments use.</li> <li>• Work with departments to explore technology- based solutions to eliminate shadow systems and improve the analysis of budget related data.</li> </ul>
<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Minimize “shadow systems” used for budget data in city departments.</li> <li>• Minimize manual processes and reduce potential errors due to the multiple entry of data or missing data.</li> <li>• Enhance the capabilities of software technology systems</li> </ul>

	to improve the evaluation and analysis of budget-related data.
<b>Time Commitment</b>	This goal reflects an ongoing time commitment from the Management and Budget Department.
<b>Expected Challenges</b>	Limited resources, implementation challenges, and unforeseen impacts all present potential challenges.

**FISCAL YEAR 2011**

**Area of Innovation:**

- Cross trained two individuals in Management and Budget to assist the Finance department during the department’s off peak time. These staff members specifically focused on analysis related to a residential rental canvas of the city. This creative use of staff helped mitigate reduced staffing levels in Finance, provided development opportunities for Management and Budget staff and generated \$15,318 of residential rental tax bills that were past due. It also created a potential future rental tax of \$7,003 annually from the 25 audited rental properties.
- Created enhanced BI reports for expenditure to budget data that improves the evaluation and analytic tools for departments across the city. This innovation allows departments to drill down into expenditure data details immediately as opposed to opening a new screen and sifting through volumes of data to see their particular expenditure details. This enhancement has made it much easier for departments to view and analyze their expenditure and budget data.

**Accomplishments:**

- Received the GFOA Distinguished Budget Award for the FY 2011 budget document by achieving the highest rating in accordance with award criteria. Received outstanding ratings from GFOA for sections within the budget document related to the book as a policy document, a financial plan, an operations guide and a communications device.

<b>GOAL UPDATES</b>	
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• Monthly expenditure and revenue reports were consistently completed in a timely and accurate manner.</li> <li>• The FY 2011 recommended operating and capital budgets and quarterly reports to Mayor and Council were presented accurately and in a timely manner.</li> </ul>



	<ul style="list-style-type: none"> <li>The FY 2011 annual budget book received the GFOA's Distinguished Budget Presentation Award.</li> </ul>
<b>Obstacles/Challenges</b>	None.

**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.

<b>GOAL UPDATES</b>	
<b>Goal</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Produce an accurate, reliable annual budget document that meets the financial objectives of the city.</li> </ul>

<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Monthly expenditure and revenue reports were completed on time and disseminated to city departments and city management.</li> <li>• Quarterly expenditure and revenue reports were completed on time and presented to city council.</li> <li>• 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.</li> </ul>
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	Actively participate in the development, testing and implementation of a new sales tax and business license reporting system.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• A contract for the development and implementation of a new sales tax and license system was awarded in November 2009.</li> <li>• 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.</li> <li>• The new system is scheduled to be implemented and fully operational by October 2010.</li> </ul>
<b>Obstacles/Challenges</b>	None.



**City of Glendale  
Budget Summary by Department**

**Management & Budget**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Budget & Research	\$636,466	\$646,768	\$646,768	\$622,329	-4%
(1000) Grants Administration	\$142,038	\$65,164	\$65,164	\$58,653	-10%
(1840) Grant Match Funds - Mgt & Bdgt	\$57,271	\$0	\$0	\$0	NA
<b>Total - Management &amp; Budget</b>	<b>\$835,775</b>	<b>\$711,932</b>	<b>\$711,932</b>	<b>\$680,982</b>	<b>-4%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Wages/Salaries/Benefits	\$755,673	\$709,218	\$709,218	\$721,164	2%
Supplies and Contracts	\$66,664	\$28,206	\$28,206	\$22,037	-22%
Internal Premiums	\$10,703	\$7,539	\$7,539	\$7,066	-6%
Internal Service Charges	\$2,735	\$4,936	\$4,936	\$4,700	-5%
Work Order Credits		(\$37,967)	(\$37,967)	(\$73,985)	95%
<b>Total - Management &amp; Budget</b>	<b>\$835,775</b>	<b>\$711,932</b>	<b>\$711,932</b>	<b>\$680,982</b>	<b>-4%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Budget & Research	6	6	6	6	0%
(1000) Grants Administration	1.5	1	1	1	0%
<b>Total -Management &amp; Budget</b>	<b>7.5</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0%</b>



## City of Glendale Budget Summary by Department

### Grants

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1840) DV Pilot Project Grant	\$161,630	\$66,606	\$66,606	\$68,219	2%
(1840) Miscellaneous Grants	\$596,802	\$7,274,833	\$5,490,730	\$8,626,542	19%
(1842) ARWRF Facility UV System Imp	\$0	\$986,000	\$180,000	\$806,000	-18%
(1842) Build Safe Engy Prog Enhance	\$0	\$35,000	\$2,401	\$87,599	150%
(1842) Energy Matters Public Educat	\$731	\$172,519	\$8,882	\$162,906	-6%
(1842) Main Library Lighting	\$0	\$431,831	\$295,000	\$136,831	-68%
(1842) Program Manager	\$2,813	\$234,150	\$13,311	\$218,026	-7%
(1842) Public Safety/Court Lighting	\$0	\$88,000	\$56,000	\$32,000	-64%
(1842) Sports Courts Lighting Retrofi	\$0	\$140,000	\$65,000	\$75,000	-46%
(1842) Traffic Signal LED Conversion	\$41,210	\$84,000	\$0	\$42,790	-49%
(1842) WebPortal	\$0	\$55,000	\$0	\$0	-100%
(1842) Well 43 Variable Drive Retrofi	\$0	\$97,500	\$22,500	\$75,000	-23%
<b>Total - Grants</b>	<b>\$803,186</b>	<b>\$9,665,439</b>	<b>\$6,200,430</b>	<b>\$10,330,913</b>	<b>7%</b>

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	\$132,506	\$489,441	\$220,712	\$466,844	-5%
Supplies and Contracts	\$671,018	\$9,178,983	\$5,982,703	\$9,865,570	7%
Work Order Credits	(\$338)	(\$2,985)	(\$2,985)	(\$1,501)	-50%
<b>Total - Grants</b>	<b>\$803,186</b>	<b>\$9,665,439</b>	<b>\$6,200,430</b>	<b>\$10,330,913</b>	<b>7%</b>

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1840) DV Pilot Project Grant	1	1	1	1	0%
<b>Total -Grants</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0%</b>