



City of Glendale Human Resources Offices

## **ADMINISTRATIVE SERVICES**

Administrative Services Admin  
Finance and Lease Payments  
Human Resources  
Information Technology  
Management & Budget and Employee Groups



University of Phoenix Stadium and Jobing.com Arena



**City of Glendale  
Budget Summary by Department**

**Admin Svcs Admin.**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
(1000) Administration Services Admin.	\$264,735	\$266,047	\$266,047	\$465,208	75%
<b>Total - Admin Svcs Admin.</b>	<b>\$264,735</b>	<b>\$266,047</b>	<b>\$266,047</b>	<b>\$465,208</b>	<b>75%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Wages/Salaries/Benefits	\$249,180	\$250,737	\$250,737	\$451,017	80%
Supplies and Contracts	\$8,561	\$8,881	\$8,881	\$11,154	26%
Internal Premiums	\$6,391	\$4,781	\$4,781	\$2,755	-42%
Internal Service Charges	\$603	\$1,648	\$1,648	\$282	-83%
<b>Total - Admin Svcs Admin.</b>	<b>\$264,735</b>	<b>\$266,047</b>	<b>\$266,047</b>	<b>\$465,208</b>	<b>75%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Administration Services Admin.	2	2	2	4	100%
<b>Total -Admin Svcs Admin.</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>100%</b>



## FINANCE

Ray Shuey

**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. The Billing Services and Customer Relations Divisions bill customers for municipal services, process cash receipts and respond to various city inquiries. Materials Management is responsible for procuring needed supplies, materials and services. Materials Control supports city departments with needed supplies and services, while maintaining a just-in-time inventory and utilizing surplus property.

**Interesting Department Fact:**  
 In FY 2007-08 72,218 Utility E-Payments were received with a total dollar amount of \$6,430,081.19

**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 2009

GOALS	
<b>Goal</b>	Customer Relations: Glendale citizens utilizing the automatic utility bill pay option.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Activities</b>	Citizens paying their utility bills through on-line web process.
<b>Desired Outcomes (Perf. Measures)</b>	To have 25% of the current customers using the automatic payment process.
<b>Goal</b>	Accounting: Compile the information to produce an approved Comprehensive Annual Financial Report (CAFR).
<b>Related Council Goal</b>	A city that is fiscally sound.



<b>Activities</b>	Prepare and compile the financial information necessary to complete a camera ready form of the CAFR audited by the external auditors.
<b>Desired Outcomes (Perf. Measures)</b>	Post on the City's Internet for downloading and/or receiving by citizens, staff and other interested parties. Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.

**FISCAL YEAR 2008**

**Business Practice/Service Delivery Improvement:**

- Customer Services: Enhancing phone system by the addition of more phone lines allowing enhanced customer service and a decrease in abandon calls by 2%.
- Finance: Finance received three Recognition Awards from the Government Financial Officer Association (GFOA) for outstanding work done on the annual Certificate of Achievement for Excellence in Financial Reporting Program (CAFR).

**Accomplishments:**

- Materials Management: Active participation in Fighter Country Partnership Program and events with Luke Air Force Base. Recognition of the partnership between Glendale and Luke and the continuation of the partnering with Luke and the City in holding the "Mastering the Purchasing Maze" procurement fair.
- Customer Services: Finance implemented the Payment Card Industry Data Security Standard and trained city staff in credit card handling procedures.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Customer Relations: Improve customer relations.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	The goal was met 79% of the time.
<b>What were the Performance Measures?</b>	The percent was based on the number of calls answered vs. total received.
<b>Obstacles/Challenges</b>	Maintaining adequate staffing levels during peak call times.
<b>Goal</b>	Accounting: Compile the information to produce an approved Comprehensive Annual Financial Report (CAFR).
<b>Related Council Goal</b>	A city that is fiscally sound.
<b>Was the goal met?</b>	Goal was met.
<b>What were the Performance Measures?</b>	Posted on the City's internet for downloading and/or reviewing by citizens, staff and other interested parties. Received the GFOA Certificate of Achievement.
<b>Obstacles/Challenges</b>	None encountered.

**FISCAL YEAR 2007**

**Accomplishments:**

- Installed telephone recording equipment on collection and customer relations telephones to monitor quality assurance.
- Received the "National Best Practice Award for 2006" from the National Institute of Governmental Purchasing.
- Recipient of CAFR Award.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Improve Customer Relations.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	The goal was met 79% of the time.
<b>What were the Performance Measures?</b>	The percent was based on the number of calls answered vs. total received.
<b>Obstacles/Challenges</b>	The challenges have been to have adequate staffing levels during peak call times.
<b>Goal</b>	Stewardship of city assets.
<b>Related Council Goal</b>	A city with high quality Services for citizens.
<b>Was the goal met?</b>	CAFR completed/Bond election process completed/implementation of new chart of accounts. Materials Control auctioned off \$387,350 in surplus items.
<b>What were the Performance Measures?</b>	Clean opinion on CAFR received from the external auditors Heinfeld and Meech. The new chart of accounts performance measurement was the reporting of the 06-07 financial transactions in the Budget Control Report effective 7/1/06.
<b>Obstacles/Challenges</b>	None in completing CAFR. Training of the Department users on the new chart of accounts and changing the various systems to meet the new account structure.



**City of Glendale  
Budget Summary by Department**

**Finance**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
(1000) Accounting Services	\$1,161,831	\$1,286,886	\$1,286,886	\$1,198,018	-7%
(1000) Finance Administration	\$775,753	\$746,200	\$866,200	\$904,235	21%
(1000) L.I.D. Administration	\$9,000	\$9,000	\$9,000	\$9,000	0%
(1000) License/Collection	\$863,857	\$882,604	\$882,604	\$943,384	7%
(1000) Purchasing	\$470,029	\$494,688	\$494,688	\$504,038	2%
(1000) Regulatory & Communication	\$48,884	\$75,060	\$75,060	\$607	-99%
(1000) Warehouse	\$381,914	\$412,038	\$412,038	\$393,821	-4%
(1780) Arena Renewal and Replacement	\$189,250	\$270,750	\$270,750	\$277,000	2%
(1790) AZSTA - Stadium Tax Refund	\$2,604,607	\$1,700,000	\$1,700,000	\$1,700,000	0%
(2360) Customer Service Office	\$2,673,968	\$2,826,252	\$2,826,252	\$2,851,389	1%
<b>Total - Finance</b>	<b>\$9,179,093</b>	<b>\$8,703,478</b>	<b>\$8,823,478</b>	<b>\$8,781,492</b>	<b>1%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Wages/Salaries/Benefits	\$5,293,950	\$5,793,623	\$5,848,042	\$5,849,610	1%
Supplies and Contracts	\$3,806,062	\$2,839,355	\$2,906,779	\$2,880,817	1%
Internal Premiums	\$92,904	\$118,589	\$118,589	\$102,140	-14%
Internal Service Charges	\$38,571	\$52,911	\$51,068	\$49,925	-6%
Operating Capital	\$67,790				
Work Order Credits	(\$120,184)	(\$101,000)	(\$101,000)	(\$101,000)	0%
<b>Total - Finance</b>	<b>\$9,179,093</b>	<b>\$8,703,478</b>	<b>\$8,823,478</b>	<b>\$8,781,492</b>	<b>1%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Accounting Services	21	21	21	19	-10%
Finance Administration	7	7	7	9	29%
License/Collection	9.5	9.5	9.5	10	5%
Purchasing	5	5	5	5	0%
Regulatory & Communication	1	1	1		
Warehouse	5.75	5.75	5.75	5.75	0%
Customer Service Office	35.5	35.5	35.5	35.5	0%
<b>Total - Finance</b>	<b>84.75</b>	<b>84.75</b>	<b>84.75</b>	<b>84.25</b>	<b>-1%</b>



**City of Glendale  
Budget Summary by Department**

**Lease Pmts/Other Fees**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
(1000) 1000 Advisor Fees	\$107,083	\$112,680	\$149,241	\$149,241	32%
(1000) Lease Payments	\$9,532,023	\$2,841,092	\$2,994,333	\$2,755,366	-3%
(1000) Merchant Fees	\$192,823	\$160,000	\$160,000	\$160,000	0%
(1270) 1270 Advisor Fees	\$0	\$26,664	\$0	\$0	-100%
(1660) 1660 Advisor Fees	\$0	\$7,282	\$0	\$0	-100%
(1980) 1980 Advisor Fees	\$2,836	\$5,418	\$7,066	\$7,066	30%
(2000) 2000 Advisor Fees	\$4,198	\$2,745	\$6,030	\$6,030	120%
(2040) 2040 Advisor Fees	\$174	\$2,239	\$0	\$0	-100%
(2060) 2060 Advisor Fees	\$4,672	\$11,643	\$7,857	\$7,857	-33%
(2130) 2130 Advisor Fees	\$0	\$1,732	\$0	\$0	-100%
(2140) 2140 Advisor Fees	\$0	\$771	\$0	\$0	-100%
(2180) 2180 Advisor Fees	\$2,458	\$4,123	\$3,213	\$3,213	-22%
(2210) 2210 Advisor Fees	\$0	\$0	\$13,568	\$13,568	NA
(2360) 2360 Advisor Fees	\$3,032	\$5,831	\$3,289	\$3,289	-44%
(2400) 2400 Advisor Fees	\$10,834	\$30,245	\$17,222	\$17,222	-43%
(2420) 2420 Advisor Fees	\$6,365	\$13,627	\$17,514	\$17,514	29%
<b>Total - Lease Pmts/Other Fees</b>	<b>\$9,866,498</b>	<b>\$3,226,092</b>	<b>\$3,379,333</b>	<b>\$3,140,366</b>	<b>-3%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Supplies and Contracts	\$9,866,498	\$3,226,092	\$3,379,333	\$3,140,366	-3%
<b>Total - Lease Pmts/Other Fees</b>	<b>\$9,866,498</b>	<b>\$3,226,092</b>	<b>\$3,379,333</b>	<b>\$3,140,366</b>	<b>-3%</b>



## 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 & Safety.

### Interesting Department Fact:

In 2007, the City of Glendale had almost 3,700 volunteers contribute 129,484 hours of time to various city departments with a value to the City of Glendale of \$2,430,421.

### Mission Statement:

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

### FISCAL YEAR 2009

#### GOALS

<b>Goal</b>	Maintain cost of risk of the City below industry average.
<b>Related Council Goal</b>	A city that is fiscally sound.
<b>Activities</b>	Provide safety training, loss prevention services and post accident loss control services to mitigate the cost of risk.
<b>Desired Outcomes (Perf. Measures)</b>	The City's cost of risk will be less than 2% of city operating budget.
<b>Goal</b>	Mitigate health plan cost increases by providing employees with incentives to improve their health.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Activities</b>	Build on the success of the new wellness program by improving communication and education efforts so plan participants can better understand health care information, avoid medication errors, emergency room visits and reduce health care costs. Conduct lunch and learning programs on health or wellness issues. Attend departmental meetings to discuss wellness program activities. Educate and inform through a regular benefit program newsletter.
<b>Desired Outcomes (Perf. Measures)</b>	The FY 2010 Health Plan cost changes are below the average industry health plan cost increases.

## FISCAL YEAR 2008

### **Business Practice/Service Delivery Improvement:**

- Implemented a comprehensive and cost-effective health risk assessment program to improve the health and productivity of employees and to mitigate future health plan cost increases.
- Implemented an electronic workers' compensation claims management system. Claim files and communications will be converted to an electronic format and paper files will be phased out. This will reduce staff time in filing and retrieving information and eliminate long-term storage of paper files. Refinement of the system will occur in FY2009.
- Implemented online registration for the citywide courses including "Creating a Respectful Workplace – Anti-Harassment Workshop and the Health Risk Assessment for the 2008 Open Enrollment. Employees worked with their respective department designees to enroll for classes that best fit the department's operational needs with minimal staffing challenges. Online registration also allowed for more accurate and up-to-date processing and tracking of attendees.
- Streamlined the internal recruitment process to take greater advantage of technology to capture and store recruitment information resulting in less paper consumption and improved access to recruitment information. The recruitment request form was reviewed and revised to make it easier for departments to submit recruitment requests.

### **Accomplishments:**

- In partnership with the Blue Cross/Blue Shield, HR implemented a new, comprehensive wellness initiative to improve employee health and productivity while holding down health plan cost increases. This program will help plan participants identify their health risks so treatment can be received in a timely manner to achieve better outcomes and it will also recommend lifestyle changes to help individuals achieve lifetime health. Additional benefits are achieved from reduced absenteeism, improved productivity and improved perception of the value of the benefits program. This program will be offered annually to maintain our commitment to lifetime health. The City saved \$150,000 as Blue Cross funded this effort.
- Created an Education Committee in August 2007 comprised of representatives from Human Resources, Marketing, Library, Police, Fire, Field Operations, and Grants Administration, to connect the learning programs with the workforce and succession planning needs within the organization. The committee identified several basic technology needs, including training topics such as introduction to computers and training in the basic Microsoft products including Word, Excel, PowerPoint, Access, and Outlook.
- Cost of risk reduced for the third consecutive year to a new low of 1.07% of operating expenses, compared to a high of 1.8% in FY 2004/05. The risk management and workers compensation expenditures (\$3.868 million) resulted in savings of \$299K in the City's Risk Management and Workers Compensation trust funds. While many factors contribute to the cost of risk, it is believed the new policies and training



programs implemented by the Risk Management Division have contributed to the expenditure reductions.

- Employee safety training was performed using in-house staff, eliminating the \$7,500 average annual cost for outside trainers.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Implement online application system (Candidate Gateway).
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	No.
<b>What were the Performance Measures?</b>	Complete installation of Candidate Gateway by June 2008.
<b>Obstacles/Challenges</b>	The changing priorities for technology applications in the City have moved implementation of Candidate Gateway to 2011.
<b>Goal</b>	Implement components of the Workforce Development Plan.
<b>Related Council Goal</b>	A city that is fiscally sound.
<b>Was the goal met?</b>	Yes, the Workforce Development Plan was completed and submitted to the City's Leadership Team in April 2008.
<b>What were the Performance Measures?</b>	Attract a more diverse pool of applicants for critical positions. Establish two internship programs to introduce high school students to career opportunities in the city of Glendale for critical positions by the Fall of 2007. Provide an opportunity for potential retirees to become mentors and contribute to the organization beyond retirement.
<b>Obstacles/Challenges</b>	None.

## FISCAL YEAR 2007

**Accomplishments:**

- In partnership with Information Technology, Budget and Accounting, the Human Resources Information System (PeopleSoft) upgrade was completed in April 2007. The new version provides a central means to manage the entire workforce and provides improved reporting systems and security controls.
- The Employee Relations division met with all managers and supervisors in the city to provide information on how Employee Relations can assist managers and supervisors to effectively address potential employee issues/concerns and to assist in reaching resolution.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Recruitment Process: Attract and retain a qualified and diverse workforce to support City services.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	We utilize more non-traditional resources to reach out to different segments of the community to attract a more diverse applicant pool. We offer classes to citizens on applying for a job in Glendale; we advertise in market-specific media; and we attend job fairs. Through employee education and outreach, the percentage of employees terminating employment for reasons other than retirement is lower than the previous fiscal year.
<b>Obstacles/Challenges</b>	As the labor market gets tighter, we are receiving fewer applicants per recruitment, making it more difficult to quickly find qualified people to fill our vacancies.
<b>Goal</b>	Risk Management & Safety: Provide safety and risk management support services for City departments.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	Keep the cost of risk as percent of operating budget below the national benchmark standard of 2% (we are at 1.2%). To help achieve this performance, we: published a Safety Management Performance Report including benchmarks for major departments; realigned existing staffing to dedicate two rather than one position exclusively for safety; instituted a Safety Coordinator Committee composed of representatives from seven key departments that have the highest risk exposure; conducted supervisor safety training classes, new-hire basic OSHA training; and coordinated annual refresher OSHA training classes.
<b>Obstacles/Challenges</b>	None.



**City of Glendale  
Budget Summary by Department**

**Human Resources**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
(1000) Benefits	\$361,343	\$365,951	\$313,550	\$270,057	-26%
(1000) Compensation	\$382,183	\$431,447	\$399,090	\$459,304	6%
(1000) Employee Relations	\$215,509	\$185,400	\$185,400	\$230,660	24%
(1000) Employment Services	\$483,635	\$476,888	\$526,645	\$397,772	-17%
(1000) Human Resources Administration	\$775,245	\$868,241	\$940,915	\$753,085	-13%
(1000) Organizational Development	\$414,488	\$346,071	\$406,404	\$452,591	31%
(1000) Risk Management/Safety	\$501,189	\$556,407	\$541,552	\$638,121	15%
(2540) Risk Mgmt Trust Fund	\$2,582,449	\$2,760,000	\$2,760,000	\$2,760,000	0%
(2560) Worker's Compensation	\$1,009,194	\$1,407,000	\$1,399,566	\$1,407,000	0%
(2580) Benefit Programs	\$18,783,947	\$23,066,000	\$23,065,488	\$24,481,185	6%
<b>Total - Human Resources</b>	<b>\$25,509,182</b>	<b>\$30,463,405</b>	<b>\$30,538,610</b>	<b>\$31,849,775</b>	<b>5%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Wages/Salaries/Benefits	\$2,493,601	\$2,676,508	\$2,771,825	\$2,700,693	1%
Supplies and Contracts	\$22,936,434	\$27,702,702	\$27,683,385	\$29,084,083	5%
Internal Premiums	\$75,295	\$70,724	\$70,724	\$53,019	-25%
Internal Service Charges	\$3,852	\$13,471	\$12,676	\$11,980	-11%
<b>Total - Human Resources</b>	<b>\$25,509,182</b>	<b>\$30,463,405</b>	<b>\$30,538,610</b>	<b>\$31,849,775</b>	<b>5%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Benefits	3.75	3.75	3.75	3	-20%
Compensation	4	4	4	5.5	38%
Employee Relations	3	2	2	2.75	38%
Employment Services	5.5	5.75	5.75	3.75	-35%
Human Resources Administration	6.75	7.5	7.5	6	-20%
Organizational Development	2	2	2	3	50%
Risk Management/Safety	5	5	5	6	20%
<b>Total -Human Resources</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>0%</b>

## 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 & intranet support; and citywide telephone analysis and communications.

### Interesting Department Fact:

The IT Department supports about 40 terabytes of data. This is the equivalent of over 1,000 40 gigabyte iPods.

### 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 2009

### GOALS

<b>Goal</b>	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
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Activities</b>	Deliver recommendation for vendor to the Administrative Service Deputy City Manager by July 31, 2008. Develop a security plan by June 30, 2009.
<b>Desired Outcomes (Perf. Measures)</b>	Complete by March 31, 2009.
<b>Goal</b>	Enhancement of Fire Suppression System to provide additional protection for infrastructure areas.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Activities</b>	Work with vendor and necessary City Departments on the enhancement fire suppression system in the main data center.
<b>Desired Outcomes (Perf. Measures)</b>	Implement by June 30, 2009.



**FISCAL YEAR 2008**

**Business Practice/Service Delivery Improvement:**

- The Information Technology Department reorganized in September 2007 to streamline the units within the department. In addition, the reorganization created a Project Management Office.

**Accomplishments:**

- Information Technology provided key support to city public safety departments and federal law enforcement for the Super Bowl. Staff was tasked with implementing communications using radio, WiFi, laser and satellite communications.
- Collaborated with the City Court to launch an online application that allows court payments to be made online.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Complete the implementation of integrated voice response (IVR) for utility bill payment.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	1. Measure growth in use by citizens. Provides efficient and convenient method for payment. 2. Savings and efficiencies by eliminating manual processing for internal staff. 3. Estimated completion date for utility billing is June 30, 2008.
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	Implement the Peoplesoft Employee Profile module.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	No.
<b>What were the Performance Measures?</b>	Project completion by June 30, 2008.
<b>Obstacles/Challenges</b>	The loss of the PeopleSoft business analyst before this project was completed. This project has been postponed due to other priority projects.

**FISCAL YEAR 2007**

**Accomplishments:**

- Helpdesk business processes were modified to reduce time spent on both new PCs and recycled units. Information Technology worked with the computer vendor to have city software pre-installed prior to delivery, which minimizes setup time required by

Helpdesk staff. Materials Management also was leveraged in the process to expedite the disposal of recycled computers. These actions resulted in more time for Helpdesk staff to perform service related tasks.

- The City’s Media Center and Emergency Operations Center came online simultaneously in time for two national events. These facilities required a significant amount of work to be performed by Information Technology staff. Most notable is the EOC which has an extensive technology infrastructure that must integrate and communicate with various state and federal agencies.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Continued implementation of eServices. Complete utility billing. Implement IWR/IVR for permitting and inspection.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	In process, Utility billing is being completed per schedule. Permitting and Inspection are on hold due to vendor issues.
<b>What were the Performance Measures?</b>	Deliver functionality in 2007. IWR operational, IVR in testing.
<b>Obstacles/Challenges</b>	Vendor issues.
<b>Goal</b>	Implementation of web based viewing capability for GIS data.
<b>Related Council Goal</b>	A city with high quality services for citizens.
<b>Was the goal met?</b>	In process, the initial web site is scheduled for a May release.
<b>What were the Performance Measures?</b>	Initial implementation in 2007. Expedite access to GIS data by making common GIS map sets available on a web platform.
<b>Obstacles/Challenges</b>	GIS positions staffed late in budget year. Delays encountered in obtaining necessary data.



**City of Glendale  
Budget Summary by Department**

**Info. Technology**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
(1000) Information Technology	\$3,505,315	\$3,911,880	\$3,707,023	\$3,884,994	-1%
(1100) Telephones	\$601,777	\$1,013,617	\$738,831	\$1,015,462	0%
(1140) Technology Replacement	\$2,387,859	\$2,607,583	\$2,088,158	\$3,764,888	44%
<b>Total - Info. Technology</b>	<b>\$6,494,951</b>	<b>\$7,533,080</b>	<b>\$6,534,012</b>	<b>\$8,665,344</b>	<b>15%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Wages/Salaries/Benefits	\$2,568,697	\$2,874,403	\$2,876,528	\$2,972,576	3%
Supplies and Contracts	\$2,741,298	\$3,298,629	\$2,342,730	\$4,424,337	34%
Internal Premiums	\$387,036	\$398,312	\$398,312	\$324,628	-18%
Internal Service Charges	\$9,157	\$17,191	\$17,707	\$16,897	-2%
Operating Capital	\$788,763	\$944,545	\$898,735	\$926,906	-2%
<b>Total - Info. Technology</b>	<b>\$6,494,951</b>	<b>\$7,533,080</b>	<b>\$6,534,012</b>	<b>\$8,665,344</b>	<b>15%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Information Technology	28	28	28	29	4%
Telephones	1	1	1	1	0%
Technology Replacement		1	1	1	0%
<b>Total -Info. Technology</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>31</b>	<b>3%</b>

## MANAGEMENT & BUDGET

Sherry Schurhammer

**Department Description:**

The Management & Budget Department provides budget development and budget management services to city departments, executive management and City Council. The department provides these services by conducting independent, objective and accurate expenditure and revenue analyses, as well as expenditure and revenue forecasts. These analyses and forecasts are based on the information available at the time they are produced and are developed in conjunction with all other city departments.

**Interesting Department Fact:**  
 Management & Budget processed 1,032 Budget transfers in FY 2007 and have processed 1,045 thru 3 quarters of FY 2008.

Grants administration 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. The grants administrator disseminates information about grant opportunities, writes grant applications, provides technical assistance in grant writing and implementation, maintains a grant database, administers the grant matching fund and maintains positive relationships with government and private funders.

**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; and
- improving the efficiency and effectiveness of citywide business processes to ensure prudent fiscal management of the city’s resources.

**FISCAL YEAR 2009**

GOALS	
<b>Goal</b>	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor & Council as it relates to the city budget.  Produce an accurate, reliable annual budget document that meets the financial objectives of the city.
<b>Related Council Goal</b>	A city that is fiscally sound.

<b>Activities</b>	<p>Prepare quarterly status reports on the general fund and the enterprise funds regarding revenues and expenditures. Prepare annual council workshops on the upcoming FY's operating and capital budgets. Prepare reports on capital related budget items such as development impact fees and capital budget financial options.</p> <p>The annual budget document provides city departments, residents and outside agencies information about the city's annual financial plan, financial policies and expenditure &amp; revenue plan for the current fiscal year.</p>
<b>Desired Outcomes (Perf. Measures)</b>	<p>Completion and presentation of quarterly reports and council workshops in a timely, understandable and organized manner leading to the adoption of the annual budget by the 2nd week in July.</p> <p>Completion by June 29,2008. Receive the GFOA Distinguished Budget Award by achieving the highest rating in accordance with award criteria.</p>
<b>Goal</b>	<p>Provide a centralized grants coordination function to ensure grant match funding and future funding when grants are received.</p>
<b>Related Council Goal</b>	<p>A city that is fiscally sound.</p>
<b>Activities</b>	<p>Work with departments to identify projects for which grant funds are available, help prepare accurate and complete grant applications and resolve grant administration issues that might arise once funding is awarded.</p>
<b>Desired Outcomes (Perf. Measures)</b>	<p>Percentage of grant applications written by the grants administration staff that are funded.</p>

**FISCAL YEAR 2008**

**Business Practice/Service Delivery Improvement:**

- The Management and Budget staff automated the budget transfer process by incorporating Microsoft Access, Workspace Macro Pro and PeopleSoft into a macro that automatically performs the steps to complete the process. In the past, budget transfers were completed via a manual process that required multiple entries of the same data. Now the transfer and backup documentation are entered once into an Access form, then a macro that was created using Workspace Macro Pro is used to duplicate the transfer in PeopleSoft. With the previous process, on occasion (but rarely) a transfer in PeopleSoft would not match the backup transfer in the Access form. Alternatively, an analyst might rollup multiple transfers (as seen in the database) into a single transfer (in PeopleSoft) to save time. The new process eliminates the

differences caused by human error and simplifies the transfer reconciliation by creating a one-to-one relationship of transfers between PeopleSoft and the Access database. Furthermore, the Access form was revised and now includes lookups, error pop-ups and pull down menus to make entering the transfers more efficient and accurate.

**Accomplishments:**

- The Budget Department received the Government Finance Officers Association (GFOA) Distinguished Budget Award for the FY 2008 Budget Book. The GFOA analyzes the budget book as a policy document, financial plan, operations guide and communication device. The FY 2008 budget book award represents the 20th time Glendale has been awarded this recognition.
- The city manager’s recommended operating (scenario’s 1 and 2) and capital budgets were presented to City Council in March and April 2007 at four formal workshop sessions. Council formally adopted the budget based on scenario 1 on June 26, 2007 as reflected in the FY 2007-08 annual budget book. With passage by Glendale voters in September 2007 of the proposed increase to the public safety sales tax rate, a scenario 2 operating budget was presented to City Council at the October 16, 2007 workshop and the October 23, 2007 evening meeting. The presented additions to the public safety sales tax funds, mid-year wage adjustments for police and fire sworn employees, and general fund changes for the Parks & Recreation, Field Operations, Emergency Management, and Human Resources Departments were implemented with an effective date of November 1, 2007.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor & Council as it relates to the city budget.  Produce an accurate, reliable annual budget document that meets the financial objectives of the city.
<b>Related Council Goal</b>	A city that is fiscally sound.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	The quarterly revenue and expenditure reports were presented to council, management and departments.  The GFOA Distinguished Budget Award was obtained for the FY 2008 Budget Book.
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	Provide a centralized grants coordination function to ensure grant match funding and future funding when grants are received.
<b>Related Council Goal</b>	A city that is fiscally sound.



<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	The centralized grant coordinator function is in place and operational.
<b>Obstacles/Challenges</b>	Some departments have decided to forego pursuing grant opportunities due to current workload demands.

**FISCAL YEAR 2007**

**Accomplishments:**

- The budget control reports (BCRs) are used by departments as a tool for monitoring their budget. Staff identified a number of instances where there were discrepancies between the actuals ledger and budget ledger. Staff identified a fix that was provided to Finance (the department responsible for implementing the fix) for testing and implementation.
- A stadium-tracking database was created that consolidates staffing expenses for various departments related to events at University of Phoenix Stadium. Multiple queries and reports were designed for reporting in a number of formats (i.e., staffing costs by department for each event). The consolidation of the staffing into a single database provided management a report with a uniform format for all departments.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and Council as it relates to the city budget. Use the same information to produce a reliable annual budget document that meets the financial objectives of the city.
<b>Related Council Goal</b>	A city that is fiscally sound.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	The quarterly reports were presented to council, management and departments. The GFOA Distinguished Budget Award was obtained for the FY 2007 Budget Book.
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	Provide a centralized grants coordination function to ensure grant match funding and future funding when grants are received.
<b>Related Council Goal</b>	A city that is fiscally sound.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	The centralized grant coordinator function is in place and operational.
<b>Obstacles/Challenges</b>	Some departments have decided to forego pursuing grant opportunities due to current workload.



**City of Glendale  
Budget Summary by Department**

**Management & Budget**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
(1000) Budget & Research	\$607,569	\$684,231	\$684,231	\$677,449	-1%
(1000) Grants Administration	\$150,588	\$160,960	\$160,960	\$163,676	2%
(1840) Grant Match Funds - Mgt & Bdgt	\$150,000	\$150,000	\$150,000	\$150,000	0%
<b>Total - Management &amp; Budget</b>	<b>\$908,157</b>	<b>\$995,191</b>	<b>\$995,191</b>	<b>\$991,125</b>	<b>0%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Wages/Salaries/Benefits	\$719,059	\$789,005	\$789,005	\$789,765	0%
Supplies and Contracts	\$174,255	\$191,859	\$188,359	\$186,539	-3%
Internal Premiums	\$12,414	\$12,505	\$12,505	\$9,791	-22%
Internal Service Charges	\$2,429	\$1,822	\$5,322	\$5,030	176%
<b>Total - Management &amp; Budget</b>	<b>\$908,157</b>	<b>\$995,191</b>	<b>\$995,191</b>	<b>\$991,125</b>	<b>0%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Budget & Research	6	6	6	6	0%
Grants Administration	1.5	1.5	1.5	1.5	0%
<b>Total -Management &amp; Budget</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>0%</b>



**City of Glendale  
Budget Summary by Department**

**Employee Groups**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
(1190) Diversity Committee	\$51,749	\$54,909	\$28,411	\$54,909	0%
(1190) GEMS	\$31,183	\$0	\$8,390	\$0	NA
(1190) Glendale Hispanic Network	\$22,670	\$0	\$18,108	\$0	NA
(1190) Holiday Event	\$28,825	\$30,000	\$30,000	\$30,000	0%
<b>Total - Employee Groups</b>	<b>\$134,427</b>	<b>\$84,909</b>	<b>\$84,909</b>	<b>\$84,909</b>	<b>0%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Budget</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Budget</b>	<b>Percent Over FY 08 Budget</b>
Supplies and Contracts	\$134,427	\$84,909	\$84,909	\$84,909	0%
<b>Total - Employee Groups</b>	<b>\$134,427</b>	<b>\$84,909</b>	<b>\$84,909</b>	<b>\$84,909</b>	<b>0%</b>