



Police CNT/SWAT Costs

	CNT	SWAT	EQUIPMENT / TRAINING	TOTAL
ACTUALS – 3 YEAR AVERAGE	\$ 106,169	\$ 325,348	\$ 57,850	\$ 489,367
TEAM – 3 YEAR AVERAGE	14	28		



City of Glendale

Budget Study Session FY22-23

Session 5

Finance
Human Resources
City Clerk
City Attorney

Management Services
Information Technology
City Treasurer

Thursday, May 19, 2022



Finance Department



Finance Department

Accounting

Accounts Payable

Billing & Collections

Budget

Financial Applications

Payroll

Purchasing



Finance Department

Personnel

	FY 21-22 Adopted*	FY 22-23 Proposed
Full Time	41.35	36.85
Hourly FTE	0.28	0.31
Total	41.63	37.16

*FY 21-22 Adopted personnel count does not reflect the shift of (0.50) Full Time position from the Information Technology Department



Finance Department

	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
1010 – General Fund	\$ 7,330,439	\$ 6,963,505	\$ (366,934)	(5.0%)
	\$ 7,330,439	\$ 6,963,505	\$ (366,934)	(5.0%)



Departmental Highlights



Implement New Governmental Accounting Standards



How will it be funded?

FY 22-23: General Fund -
Finance

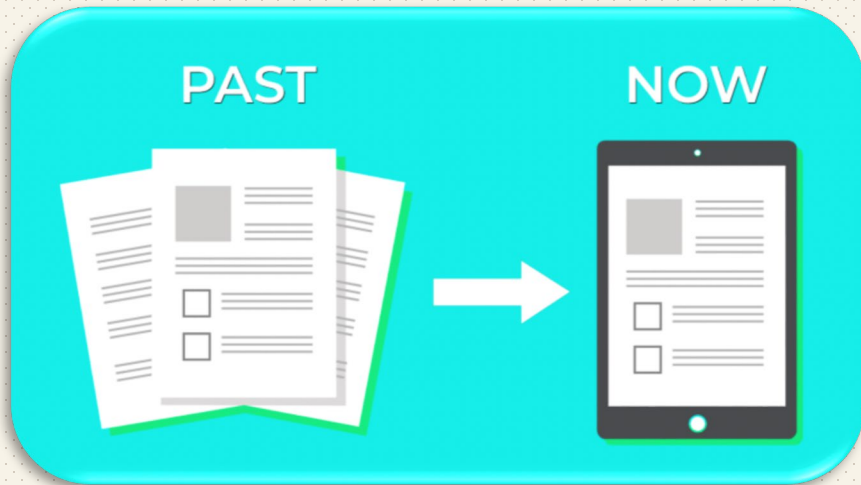
How will we do it?

- Hire consultant
- Discuss with Auditor
- Subscribe to software

What value will it bring?

- Provide useful information to the users of the annual financial report
- Satisfy External Audit requirements
- Maintain Glendale's debt ratings

Paperless Invoice and Payment Processing



How will we do it?

- Continue to work with vendors to solely submit invoices electronically
- Set default payment method as Electronic Funds Transfer (EFT)

What value will it bring?

- Expedite payment processing and receipt
- Reduced costs in mailing, postage, and purchase of check stock

How will it be funded?

FY 22-23: General Fund - Finance

Council Priority: Environmental Stewardship



Human Resources



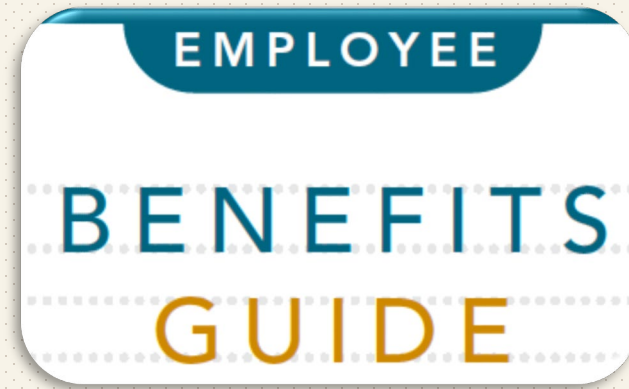
Human Resources

Human Resources
Administration

Benefits Administration

Employee Health
Services

Workers' Compensation



Human Resources

Personnel

	FY 21-22 Adopted	FY 22-23 Proposed
Full Time	22.95	23.00
Hourly FTE	2.95	2.71
Total	25.90	25.71



Human Resources

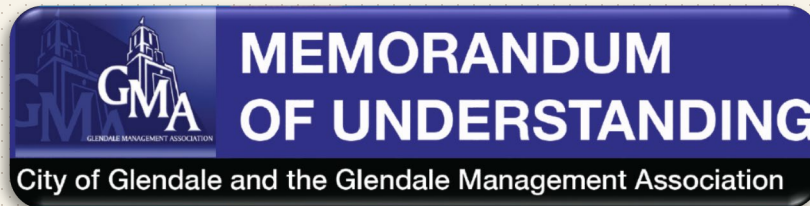
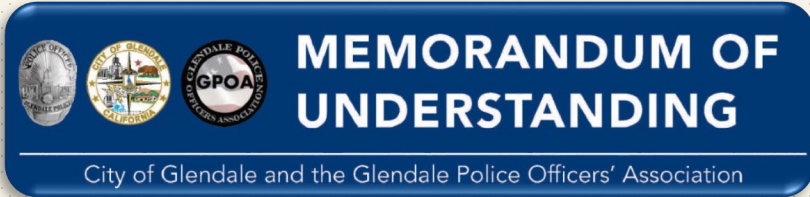
	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
1010 – General Fund	\$ 3,322,353	\$ 3,550,487	\$ 228,134	6.9%
6100 – Unemployment Insurance Fund	360,541	149,794	(210,747)	(58.5%)
6140 – Compensation Insurance Fund	17,229,291	17,333,204	103,913	0.6%
6150 – Dental Insurance Fund	1,249,529	1,349,562	100,033	8.0%
6160 – Medical Insurance Fund	25,283,520	28,323,000	3,039,480	12.0%
6170 – Vision Insurance Fund	215,040	199,527	(15,513)	(7.2%)
6400 – Employee Benefits Fund	4,785,640	5,083,837	298,197	6.2%
6410 – RHSP Benefits Fund	1,021,028	4,071,372	3,050,344	298.8%
6420 – Post Employment Benefits Fund	757,270	693,246	(64,024)	(8.5%)
	\$ 54,224,212	\$ 60,754,029	\$ 6,529,817	12.0%



Departmental Highlights



Labor Negotiations



How will it be funded?

FY 22-23: General Fund -
Human Resources

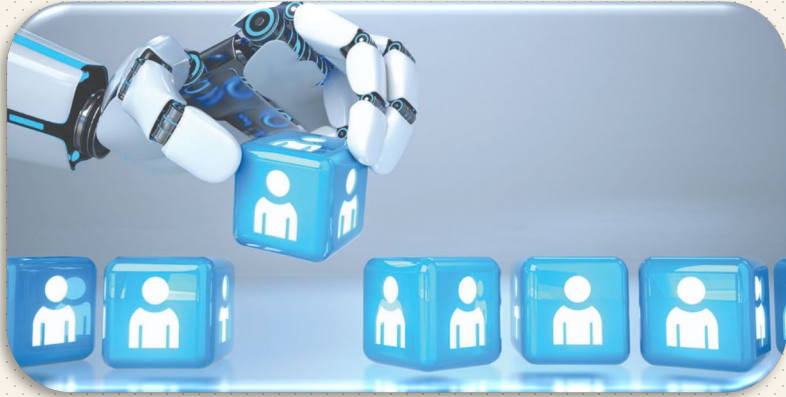
How will we do it?

- Negotiate with GPOA, GMA Fire, and GMA Police for MOUs that expire June 30, 2022

What value will it bring?

- Provides predictability of salary and benefit costs
- Outlines terms and conditions of employment

Recruitment



How will it be funded?

FY 22-23: General Fund -
Human Resources

How will we do it?

- Recruit Fire Chief and CDD Director
- Work collaboratively with departments to attract diverse and talented applicants
- Digitize recruitment documents

What value will it bring?

- Meets the hiring needs of the organization
- Attracts new talent and match the best candidates
- Streamlines process for raters while reducing costs

Digitization of Employee Personnel Files



How will we do it?

- Purchase a third-party software to digitize all employee personnel files

What value will it bring?

- Cut down on printing, filing, copying and ordering costly folders
- Allow electronic accessibility of files to employees and supervisors

How will it be funded?

FY 22-23:
ITD Applications Fund - \$30K

Council Priority: Environmental Stewardship



Employee Training Program



How will we do it?

- Transition from in-person to online/on-demand training classes provided by a third-party vendor
- Continue to offer implicit bias training to address diversity, equity, and inclusion initiative

What value will it bring?

- Develops employee skills
- Builds leaders in-house
- Helps employees reduce the likelihood of bias
- Breaks stereotypes and creates empathy

How will it be funded?

FY 22-23: General Fund -
Human Resources

Workforce Demographics Report



How will it be funded?

FY 22-23: General Fund -
Human Resources

How will we do it?

- Chart the organization's diversity and progress over time

What value will it bring?

- Depicts the diversity of the organization
- Identifies workforce trends throughout the years
- Represents the organization's efforts to welcome diversity over time

City Clerk's Office



City Clerk's Office

Council, Board & Commission Support

Election Services

Records Management



City Clerk's Office

Personnel

	FY 21-22 Adopted	FY 22-23 Proposed
Full Time	7.00	6.00
Hourly FTE	1.64	1.64
Total	8.64	7.64



City Clerk's Office

	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
1010 – General Fund	\$ 1,141,477	\$ 1,174,094	\$ 32,617	2.9%
	\$ 1,141,477	\$ 1,174,094	\$ 32,617	2.9%



Departmental Highlights



Records Management



How will it be funded?

FY 22-23: General Fund - City Clerk

How will we do it?

- Implementing records policies and procedures across City Departments

What value will it bring?

- Free up storage space
- Compliance with State and Federal records keeping guidelines
- Reduces paper use

Council Priority: Environmental Stewardship



Digital Application for Candidates



How will it be funded?

FY 22-23: General Fund - City Clerk

How will we do it?

- Working with County to have candidate applications available digitally
- City applications converting to digital forms

What value will it bring?

- Frees up time for candidates when filling out City's portion of Candidate Packet
- Reduces paper waste

Council Priority: Environmental Stewardship



Office of the City Attorney

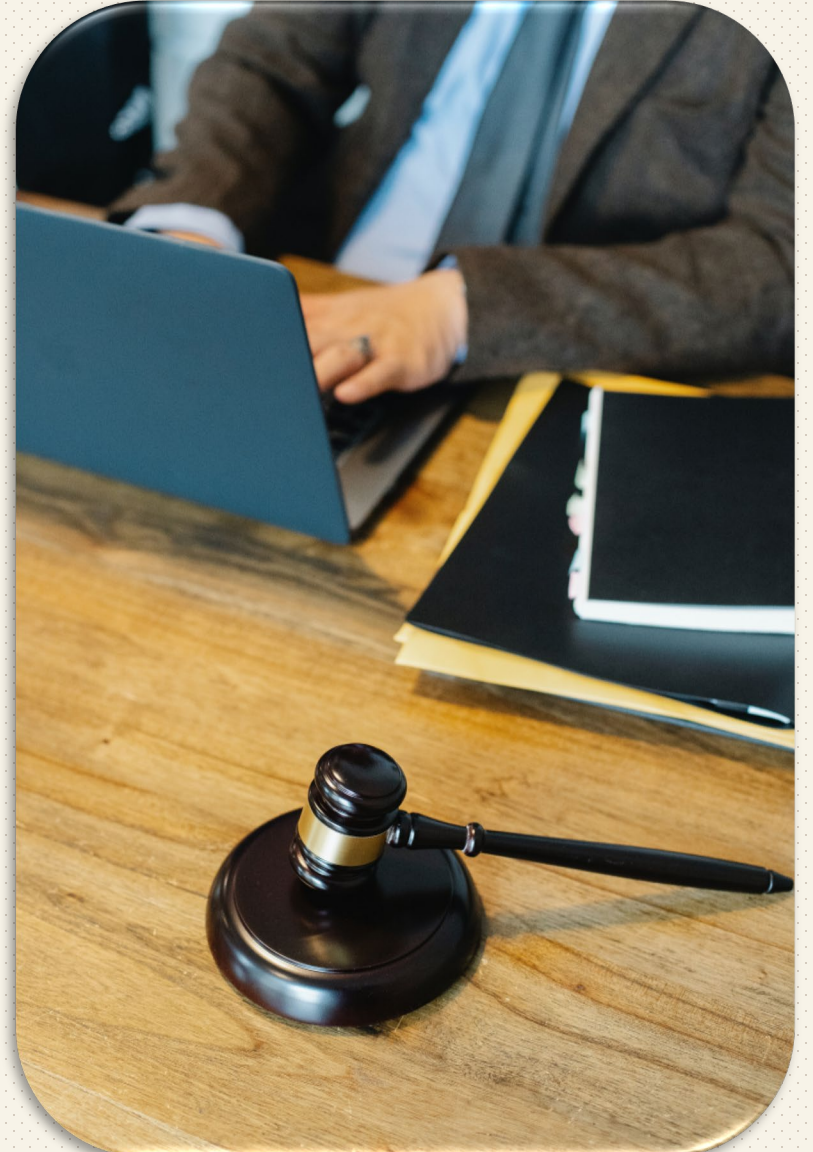


Office of the City Attorney

Departmental Services



Liability & Risk Management



Office of the City Attorney

Personnel

	FY 21-22 Adopted	FY 22-23 Proposed
Full Time	20.00	19.00
Hourly FTE	2.31	2.30
Total	22.31	21.30



Office of the City Attorney

	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
1010 – General Fund	\$ 4,634,712	\$ 5,066,630	\$ 431,918	9.3%
6120 – Liability Insurance Fund	9,111,369	10,957,454	1,846,085	20.3%
	\$ 13,746,081	\$ 16,024,084	\$ 2,278,003	16.6%



Departmental Highlights



Assist Departments with Workplan Projects



How will we do it?

Legal Advice and Transactional Assistance on:

- Clean/Renewable Energy Development, Investments & Purchase Agreements
- “Reach” Codes
- Objective Design Standards – SB 9 & Housing Accountability Act
- South Glendale Community Plan and Tropic development standards
- Landlord/Tenant Committee scope of work
- Numerous Public Works and CSP infrastructure projects
- Grayson Energy Center project
- Scholl Canyon Biogas project

What value will it bring?

- Helps City achieve its policy and program goals in compliance with the law

Council Priority: All Priorities

Explore Joining Insurance Risk Pool



How will it be funded?

FY 22-23: Liability Insurance Fund

How will we do it?

- Review the feasibility of joining a joint risk insurance pool for excess liability and other insurance coverages

What value will it bring?

- Appropriate and affordable insurance coverage to insure against risks

Council Priority: All Priorities

Defend City in CEQA Litigation



How will it be funded?

FY 22-23:

- Liability Insurance Fund
- Electric Depreciation Fund

How will we do it?

Defend City's approval of the following projects:

- Pedestrian Plan
- South Glendale Community Plan (Appeal)
- Scholl Biogas Project
- Grayson Energy Center EIR approval

What value will it bring?

- Allow the implementation of plans for improved mobility, increased pedestrian safety, housing, urban design, clean energy, and electric reliability

Council Priority: All Priorities

Management Services Department



Management Services Department

Sustainability

Communications & Community Relations

Innovation & Performance

Internal Audit



Management Services Department

Personnel

	FY 21-22 Adopted	FY 22-23 Proposed
Full Time	23.00	27.00
Hourly FTE	4.84	4.09
Total	27.84	31.09



Management Services Department

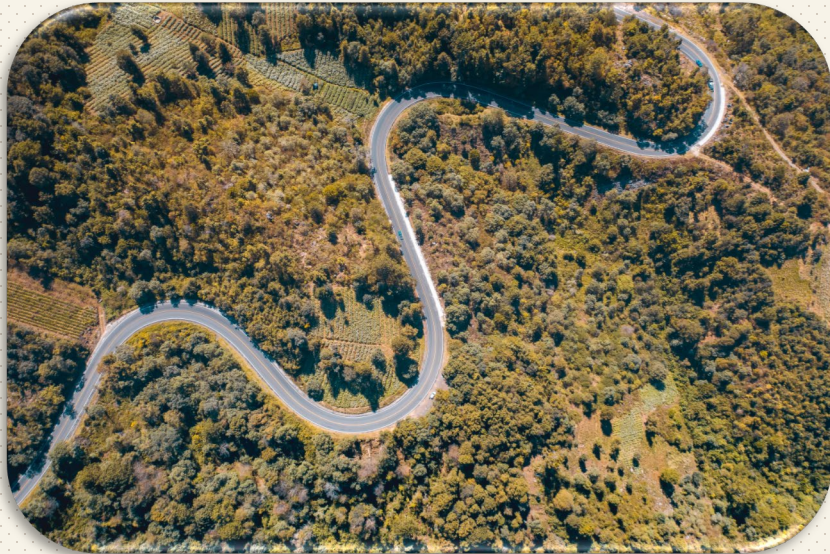
	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
1010 – General Fund	\$ 6,122,381	\$ 7,123,080	\$ 1,000,699	16.3%
1070 – General Fund (Measure S)	320,000	-	(320,000)	(100.0%)
2800 – Cable Access Fund	-	141,597	141,597	-
	\$ 6,442,381	\$ 7,264,677	\$ 822,296	12.8%



Departmental Highlights



Climate Action & Adaptation Plan



How will we do it?

- Hire a consultant to prepare the CAAP in collaboration with City staff.

What value will it bring?

- Quantify greenhouse gas emissions inventory
- Establish zero-emissions target for Glendale
- Outline mitigation and adaptation strategies to help us meet those targets

How will it be funded?

Carryover Funds: General Fund (Measure S) - \$320K

Council Priority: Environmental Stewardship



Develop Reach Codes



How will we do it?

- Hire a consultant to develop a “reach code” (above & beyond CA Energy Code) for electrification of new building construction.

What value will it bring?

- Reduce greenhouse gas emissions
- Increase energy efficiency and use of renewable energy resources
- Expand electric vehicle charging stations and infrastructure
- Increase residential solar photovoltaic systems

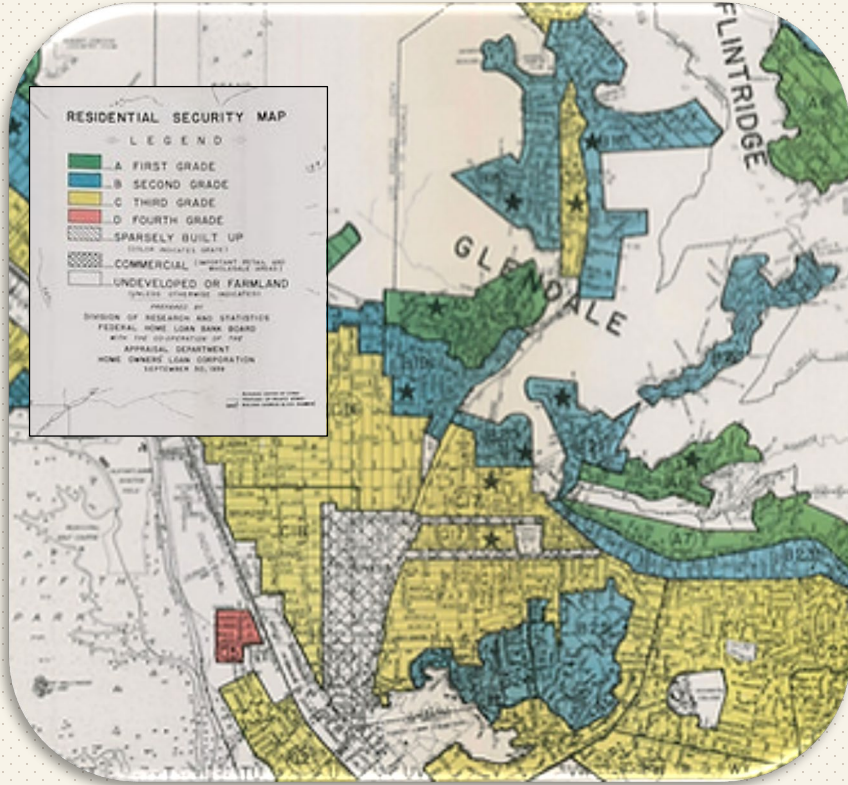
How will it be funded?

**Carryover Funds:
General Fund - \$50K**

Council Priority: Environmental Stewardship



Historic Theme Study



How will we do it?

- Work with consultant to complete the historical analysis

What value will it bring?

- Deeper understanding of past injustices
- Move towards a more inclusive future

How will it be funded?

Carryover Funds:
General Fund - \$69K

Continue Process Improvements



How will it be funded?

**FY 22-23: General Fund -
Management Services**

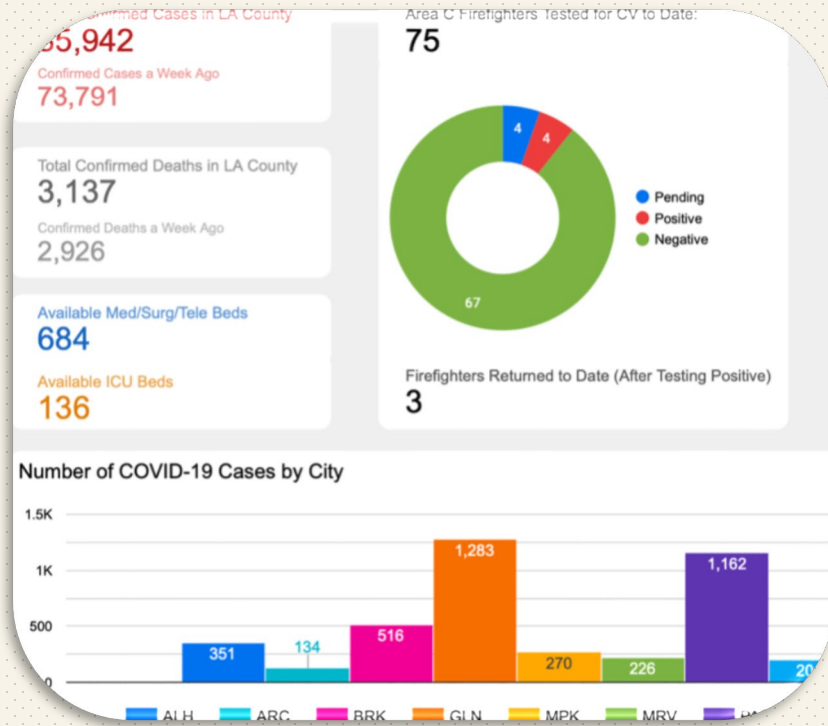
How will we do it?

- Utilize Lean Six Sigma trained staff to improve City processes

What value will it bring?

- Reduces operational costs
- Improves productivity with faster processing which frees up staff resources & redirects to higher priority work
- Eliminates unnecessary steps/redundant services
- Improves customer service and experience

Performance Dashboards



How will we do it?

- Build customized dashboards to track high priority City goals and objectives

What value will it bring?

- Easy performance assessment
- At-a-glance review
- Identify trends/Better forecasting
- Improved decision making

How will it be funded?

FY 22-23: General Fund -
Management Services

Information Technology



Information Technology

Applications



Infrastructure



Information Technology

Personnel

	FY 21-22 Adopted*	FY 22-23 Proposed
Full Time	43.00	36.50
Hourly FTE	2.73	3.00
Total	45.73	39.50

*FY 21-22 Adopted personnel count does not reflect the shift of (0.50) Full Time position to the Finance Department



Information Technology

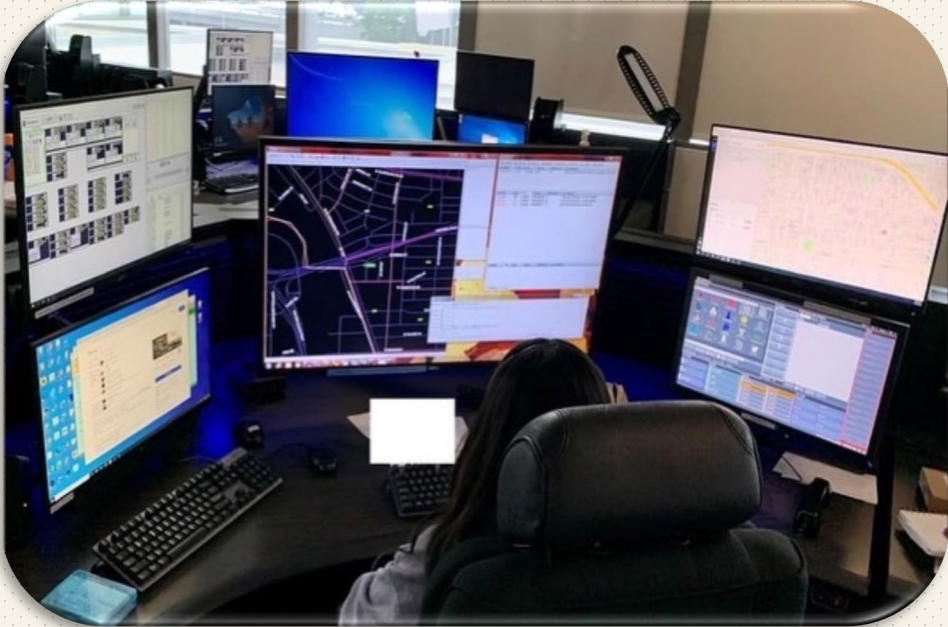
	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
6030 – ITD Infrastructure Fund	\$ 12,351,983	\$ 14,915,150	\$ 2,563,167	20.8%
6040 – ITD Applications Fund	8,989,889	11,127,039	2,137,150	23.8%
6600 – Wireless Fund	7,338,366	-	(7,338,366)	(100.0%)
	\$ 28,680,238	\$ 26,042,189	\$ (2,638,049)	(9.2%)



Departmental Highlights



Upgrade of Police Dispatch System



How is it being funded?

Carryover Funds:

- ITD Infrastructure Fund - \$201K
- ITD Applications Fund - \$1.3M
- Police Special Grants Fund - \$521K

How will we do it?

- Configure the system based on new workflow analysis
- Train dispatchers and officers on a new user interface
- Parallel test the system to ensure system readiness prior to go-live

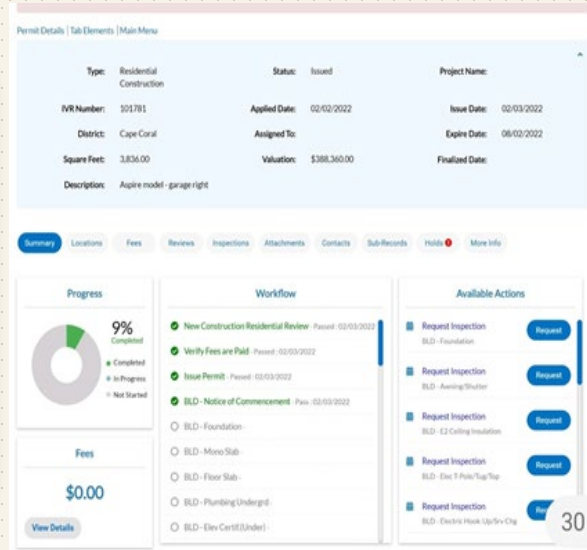
What value will it bring?

- More access to incident data for improved crime analysis
- Live integration with GIS for better officer deployment to incidents

Council Priorities: Infrastructure



New License and Permitting System



How will we do it?

- Conduct workflow analysis for improved turnaround
- Public Outreach to train the community on the new system
- Implement Public Portal to provide additional online self-services
- Implement Electronic Plan Submittal

How is it being funded?

FY 22-23:

General Fund (Measure S) - \$809K

Carryover Funds:

ITD Applications Fund - \$470K

What value will it bring?

- Online 24/7 Public Portal to apply and check the status of permits, licenses and inspections
- Ability to submit and review plans electronically
- Automated email notifications and alerts to residents

Council Priorities: Infrastructure



Interview Room Audio & Video System



How is it being funded?

FY 22-23: General Fund (Measure S) - \$231K

How will we do it?

- Remove and install new network and audio video cabling
- Install new microphones, cameras and speakers
- Train officers on the user interface and hardware

What value will it bring?

- Centralize recordings from field and office interviews to create efficiency for casework between GPD and the District Attorney's Office.
- Improved audio/video digital storage

Council Priorities: Infrastructure 

Cybersecurity Expansion



How is it being funded?

FY 22-23: ITD Infrastructure Fund -
\$500K

How will we do it?

- Implementation of additional highly available security firewalls across the city datacenters

What value will it bring?

- Constant and secure connectivity in the event of planned or unplanned event across the City's technology environment

Council Priorities: Infrastructure 

Business Continuity



How is it being funded?

FY 22-23: ITD Infrastructure Fund - \$300K

How will we do it?

- Procure and implement highly redundant core network switching infrastructure

What value will it bring?

- Minimize network outages and downtime
- City services will be highly available to our residents

Council Priorities: Infrastructure 

City Treasurer's Office



City Treasurer's Office

Investment

Banking Relationship



City Treasurer's Office

Personnel

	FY 21-22 Adopted	FY 22-23 Proposed
Full Time	5.00	5.00
Hourly FTE	0.84	0.84
Total	5.84	5.84



City Treasurer's Office

	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
1010 – General Fund	\$ 972,467	\$ 1,064,328	\$ 91,861	9.4%
	\$ 972,467	\$ 1,064,328	\$ 91,861	9.4%



Departmental Highlights



Management of the City's Investment Portfolio



How will it be funded?

FY 22-23: General Fund –
City Treasurer

How will we do it?

- Monitor market trends & look for investment opportunities
- Evaluate & implement the best portfolio strategies
- Adhering to the City investment goals

What value will it bring?

- Preserve Principal
- Maintain Liquidity
- Optimize Yield

Management of Public Funds



How will it be funded?

FY 22-23: General Fund –
City Treasurer

How will we do it?

- Identify and resolve fraudulent transactions or breaches
- Explore the latest security technologies
- Support departments in their banking transactions

What value will it bring?

- Protecting Public Funds
- Improving Office Efficiency & Effectiveness
- Reducing Cost From Fraud Repercussions

Compliance of Payment Card Industry Data Security Standards (PCI DSS)



How will it be funded?

FY 22-23: General Fund –
City Treasurer

How will we do it?

- Train all departments to process credit card payments
- Support the departments' PCI DSS efforts
- Collect & maintain PCI DSS documents for industry compliance

What value will it bring?

- Protect Customers' Payment Card Data
- Reduce Risk of Data Breach (Physical & Network Based Attacks)
- Maintain Favorable Merchant Rates & Prevent Payment Card Fines

FY 2022-23 Proposed Budget Summary



Summary of Appropriations – All Funds

	Adopted FY 2021-22	Proposed FY 2022-23	Increase/(Decrease)	
General Fund:				
General Fund	\$ 247,054,677	\$ 262,914,054	\$ 15,859,377	6.4%
General Fund (Measure S)	8,330,000	17,241,710	8,911,710	107.0%
Total General Fund:	\$ 255,384,677	\$ 280,155,764	\$ 24,771,087	9.7%
Special Revenue Funds	121,154,093	128,767,762	7,613,669	6.3%
Debt Service Funds	2,998,150	2,996,650	(1,500)	(0.1%)
Capital Improvement Funds:				
Capital Improvement	\$ 16,471,238	\$ 26,942,238	\$ 10,471,000	63.6%
Capital Improvement (Measure S)	20,425,000	17,150,000	(3,275,000)	(16.0%)
Total Capital Improvement Funds:	\$ 36,896,238	\$ 44,092,238	\$ 7,196,000	19.5%
Enterprise Funds	434,818,518	506,101,158	71,282,640	16.4%
Internal Service Funds	121,308,813	133,298,873	11,990,060	9.9%
All Funds – Grand Total	\$ 972,560,489	\$1,095,412,445	\$ 122,851,956	12.6%



Q & A



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