City of Glendale

Budget Study Session FY23-24

Session 3

Human Resources
Finance
Information Technology
City Clerk

City Treasurer
City Attorney
Management Services

Tuesday, May 16, 2023

City of Glendale
Budget Study Session FY23-24

Council Priorities

Council Priority

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Financial Sustainability

Council Priority

Economic Development

Council Priority

Operational Efficiency

Council Priority

Mobility/Traffic & Pedestrian Safety

Human Resources

Human Resources

Administration

Benefits

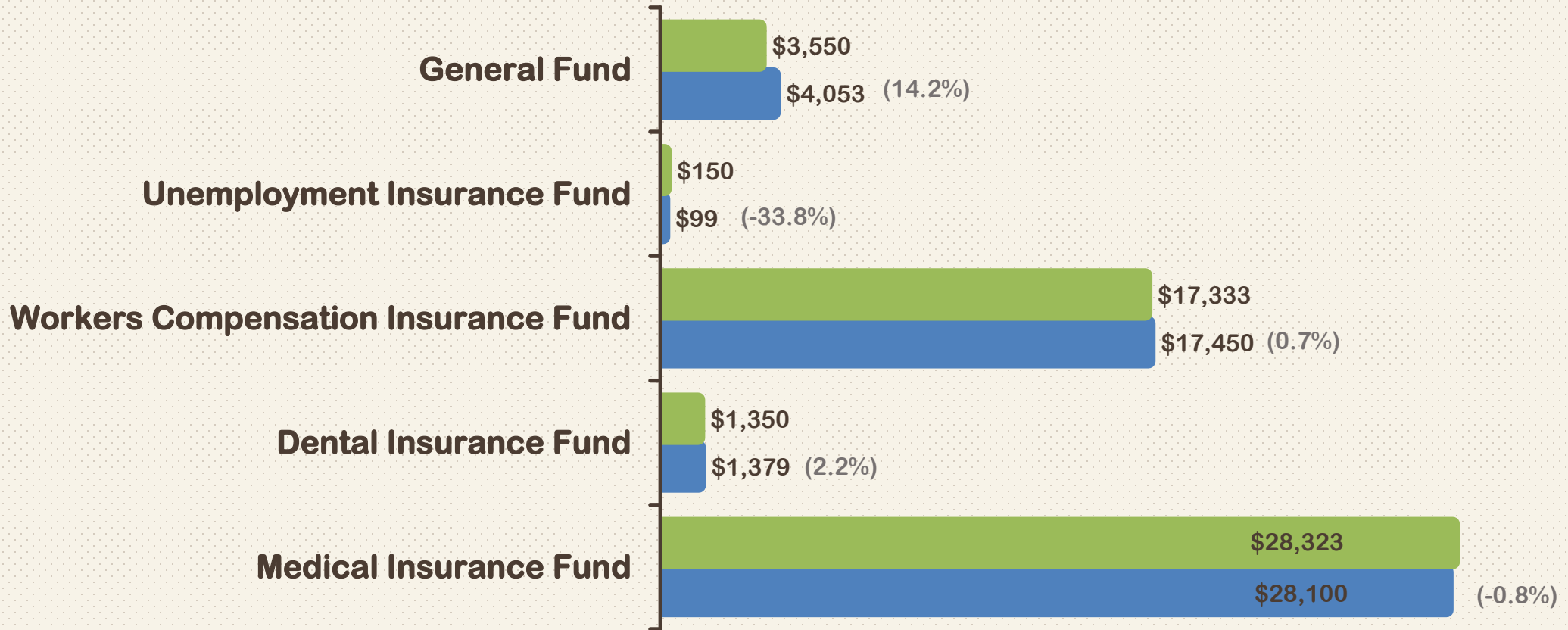**Employee Health Services**

Workers' Compensation

Personnel

	FY 22-23 Current	FY 23-24 Proposed
Full Time	23.00	24.00
Hourly FTE	2.71	3.40
Total	**25.71**	**27.40**

Human Resources

(in thousands)

■ FY22-23 ($60,754)   ■ FY23-24 ($59,190)

General Fund
- $3,550
- $4,053 (14.2%)

Unemployment Insurance Fund
- $150
- $99 (-33.8%)

Workers Compensation Insurance Fund
- $17,333
- $17,450 (0.7%)

Dental Insurance Fund
- $1,350
- $1,379 (2.2%)

Medical Insurance Fund
- $28,323
- $28,100 (-0.8%)

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Human Resources

(in thousands)

■ FY22-23 ($60,754)   ■ FY23-24 ($59,190)

Vision Insurance Fund
- $200
- $214 (7.4%)

Employee Benefits Fund
- $5,084
- $5,760 (13.3%)

RHSP Benefits Fund
- $4,071
- $1,268 (-68.9%)

Post Employment Benefits Fund
- $693
- $867 (25.0%)

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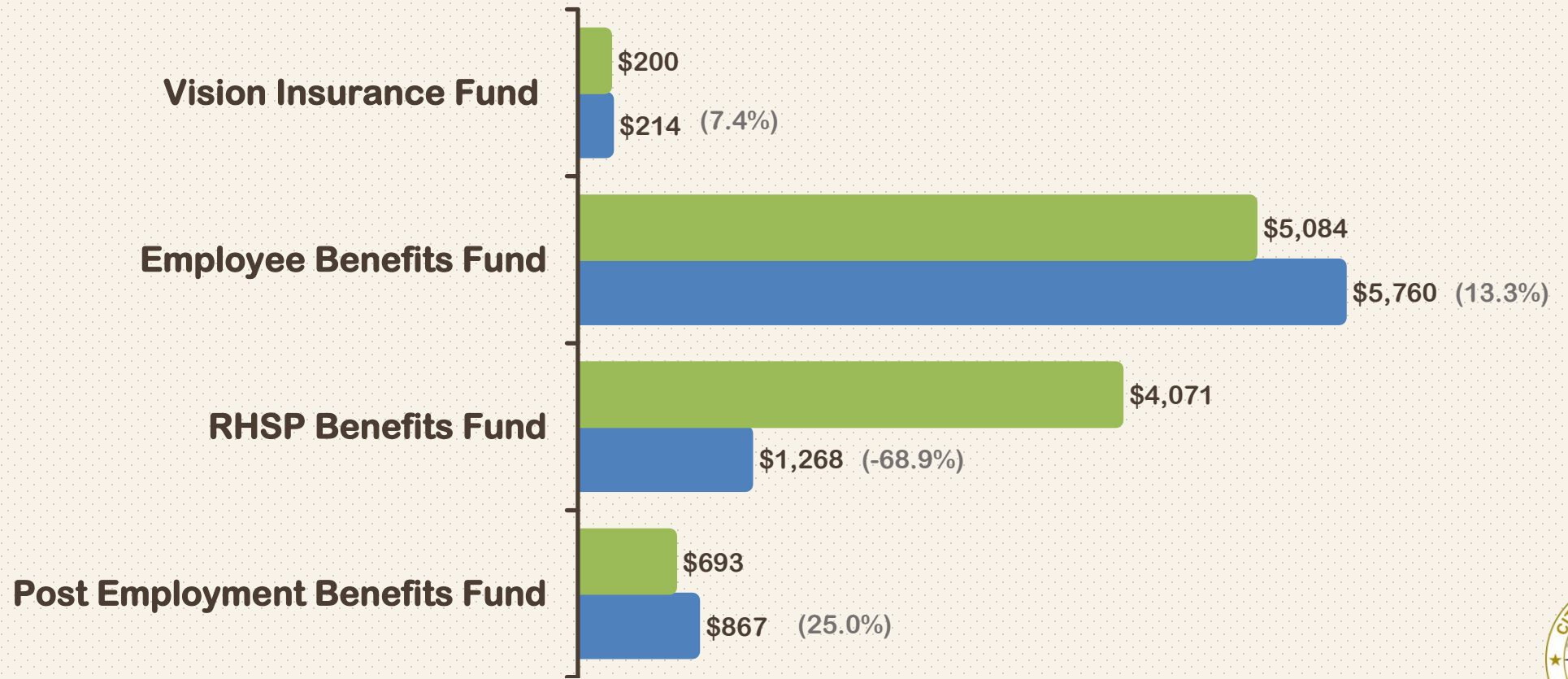
Departmental Highlights

Labor Negotiations

Council Priority

Operational Efficiency

How will we do it?

- **Negotiate with GFFA, GCEA, GMA, GPOA and GMAP for contracts that expire June 30, 2024**

What value will it bring?

- **Provides predictable costs for employee benefits and overall compensation**

- **Confirms terms and conditions of employment**

How will it be funded?

FY 23-24:
- **General Fund – Human Resources**

Recruitment

Council Priority

Operational Efficiency

How will we do it?

- Identify progressive methods of recruiting

- Respond to current staffing challenges through continuous evaluation and restructure

What value will it bring?

- Improve the recruitment experience and attract desired talent

- Decrease cycle time to hire

- Reevaluate and implement new organizational hiring targets

How will it be funded?

FY 23-24:
- General Fund – Human Resources

Human Resources Enterprise System

Council Priority

Operational Efficiency

How will we do it?

- Conduct a business analysis of the City's Onboarding, Training and Evaluation processes
- RFP for Enterprise Human Resources Systems

What value will it bring?

- Provide integration between systems eliminating dual entry of employee data
- Automate the workflow process for onboarding and training
- Digitize all Personnel Files for easier and quicker access

How will it be funded?

FY 23-24:
- ITD Applications Fund - $165K

Leadership Development

Council Priority

Operational Efficiency

How will we do it?

- **Deliver in-person and virtual leadership seminars**

- **Market a variety of available programs**

What value will it bring?

- **Develop and enhance employee skill sets**

- **Expand workforce potential**

- **Invest in future organizational leaders**

How will it be funded?

FY 23-24:
- **General Fund – Human Resources**

Q & A

#MyGlendale

Finance

Finance

Accounting

Accounts Payable

Billing & Collections
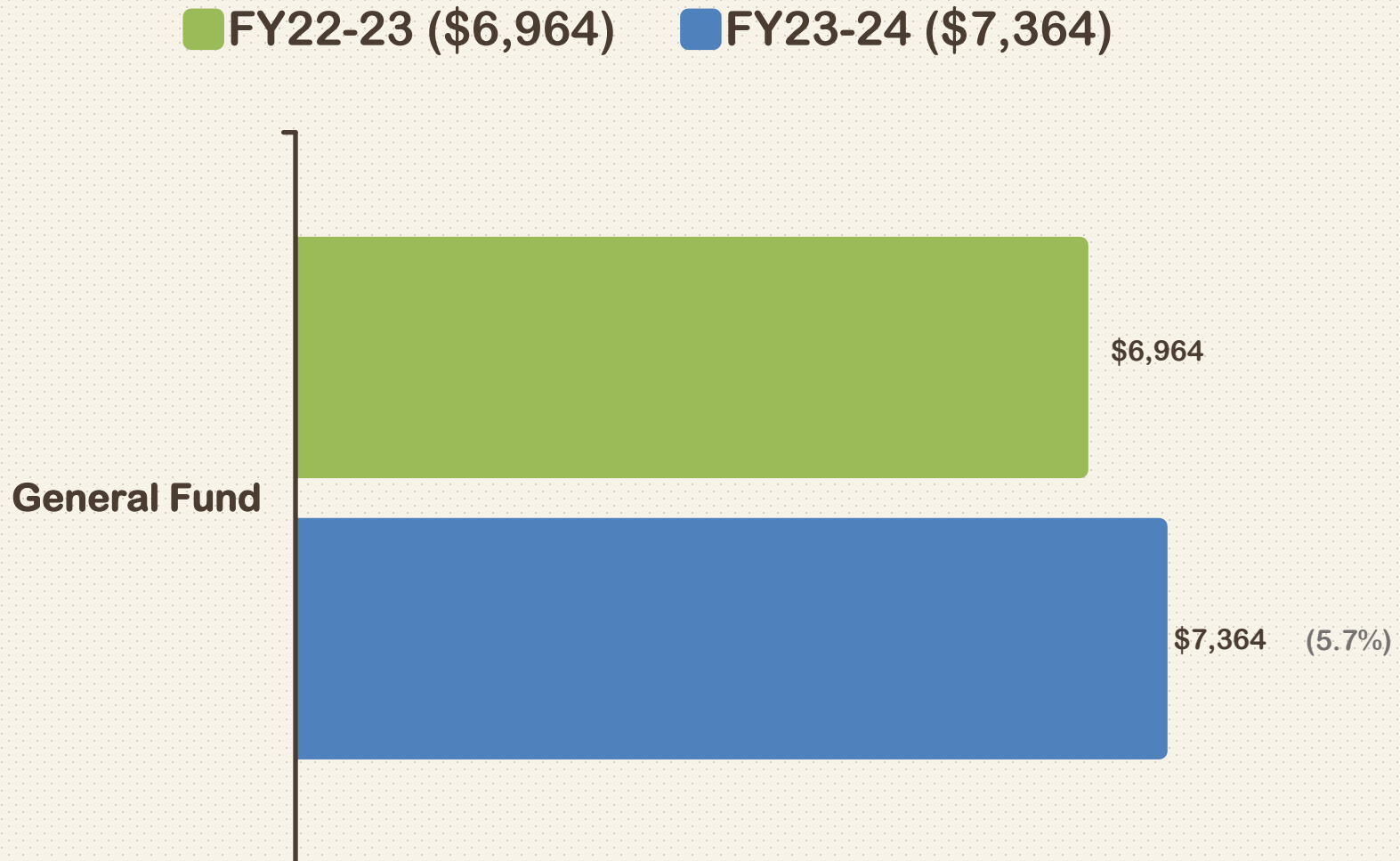
Budget

Financial Applications

Payroll

Purchasing

Personnel

	FY 22-23 Current	FY 23-24 Proposed
Full Time	36.85	36.85
Hourly FTE	0.31	0.35
Total	37.16	37.20

Finance

(in thousands)

■ **FY22-23 ($6,964)** ■ **FY23-24 ($7,364)**

General Fund

$6,964

$7,364   (5.7%)

Departmental Highlights

Implement New Governmental Accounting Standards

Council Priority

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Financial Sustainability

How will we do it?

- Confirm proper accounting protocol with external auditor
- Subscribe to software

What value will it bring?

- Provide useful information to the users of the annual financial report
- Satisfy External Audit requirements
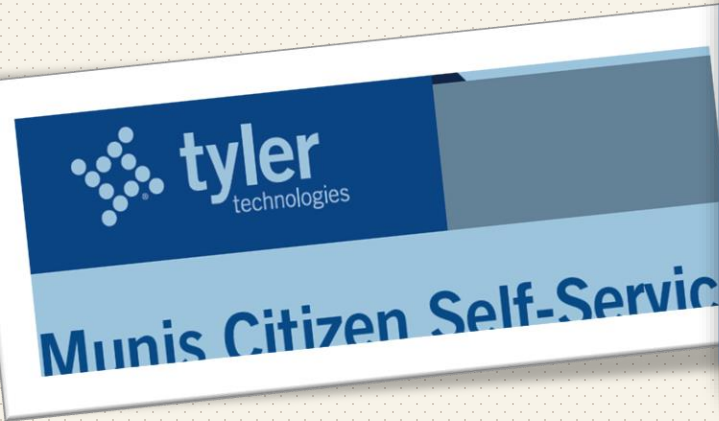- Maintain Glendale's debt ratings
S&P: AA+
Fitch: AA+
Moody's: Aa2

How will it be funded?

FY 23-24:
- General Fund - Finance

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Resident Access

Council Priority

Operational Efficiency

How will we do it?

- Implement as part of the Munis upgrade

What value will it bring?

- View bills make payments via a secure on-line portal for Transient Occupancy Tax, Utility Users Tax, property damages, other general billing

- Increase staff efficiency

How will it be funded?

FY 23-24:
- ITD Applications Fund

tyler technologies

Munis Citizen Self-Service

Budget Book Automation

Council Priority

Operational Efficiency

How will we do it?

- Obtain software to automate the Budget Book preparation and publication process
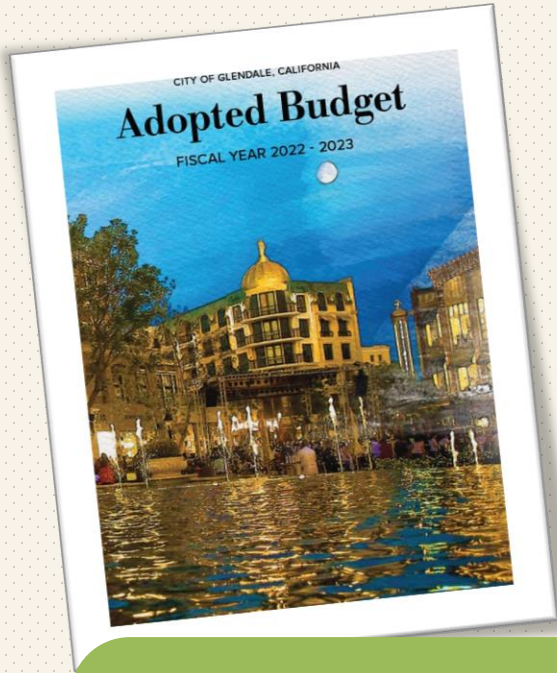
What value will it bring?

- Improve efficiency and enhance controls
- Automate current processes
- Create innovative design and enhance appearance of the document
- Assure ADA compliance
- Potential to scale to other departments

How will it be funded?

FY 23-24:
- ITD Applications Fund - $30K

Financial Forecasting Platform

Council Priority

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Financial Sustainability & Operational Efficiency

How will we do it?

- Obtain software to allow for analysis and forecasting

How will it be funded?

FY 23-24:
- ITD Applications Fund - $22K

What value will it bring?

- Real time forecasting for City's pension obligations
- Informed decision-making
- Potential to use for labor costing & other post employment benefits

Q & A

#MyGlendale

Information Technology

Information Technology

Applications

Infrastructure

Personnel

	FY 22-23 Current	FY 23-24 Proposed
Full Time	36.50	36.50
Hourly FTE	3.00	5.50
Total	39.50	42.00

Information Technology

(in thousands)

■ FY22-23 ($26,042)   ■ FY23-24 ($25,015)

ITD Infrastructure Fund

$14,915

$15,422   (3.4%)

ITD Applications Fund

$11,127

$9,593   (-13.8%)
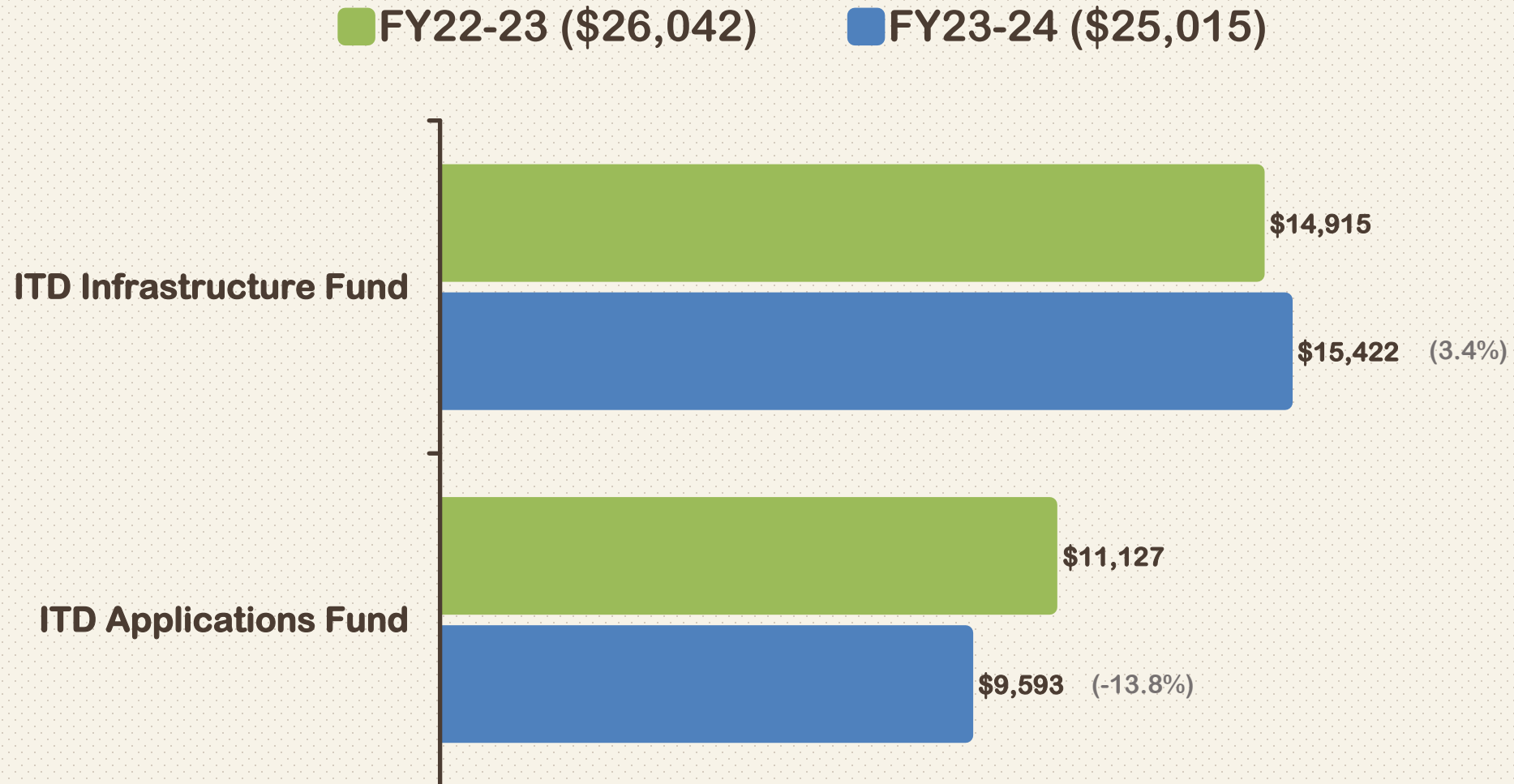
Departmental Highlights

Service Request & Inventory Management System

Council Priority

Operational Efficiency

How will we do it?

- Conduct an analysis of the City's service request and inventory management
- Identify an Enterprise Solution

What value will it bring?

- Consolidate multiple request systems into one
- Automate and track IT assets and build an IT inventory catalog
- Increase efficiency in managing employee and department technology assets

How will it be funded?

FY 23-24:
- ITD Applications Fund - $400K

Network Expansion and Replacement

Council Priority

Operational Efficiency

How will we do it?

- Add Wireless Access

- Subscribe to Enhanced Security Feature

What value will it bring?

- High speed internet connections

- Advanced cyber security features

- Connectivity in public spaces

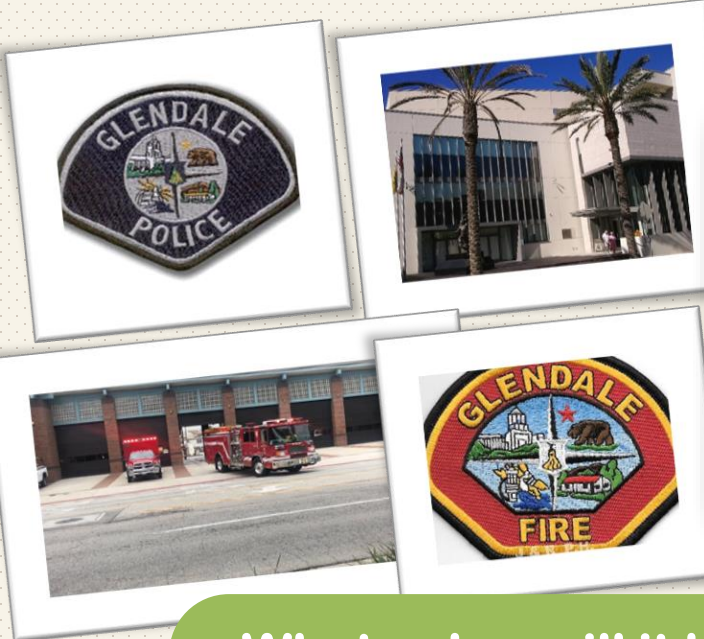## How will it be funded?

FY 23-24:
- ITD Infrastructure Fund - $150K

Public Community Room AV Standardization

Council Priority

Operational Efficiency

How will we do it?

- Conduct a business analysis

- Assess a meeting room AV standardizations

What value will it bring?

- Consistent user experience

- Standardized Support Model to improve ease of use

How will it be funded?

FY 23-24:
- ITD Infrastructure Fund - $100K

IT Security Enhancement Initiatives

Council Priority

Operational Efficiency

How will we do it?

- Partner with key security professional

- Enhance or add cyber security products

- Subscribe to a security operation provider

What value will it bring?

- Enhance email security

- Electronic document protection

- Update Backup and Disaster Recovery Plan

How will it be funded?

FY 23-24:
- ITD Infrastructure Fund

Q & A

#MyGlendale

City Clerk's Office

City Clerk's Office

Council, Board & Commission Support

Election Services

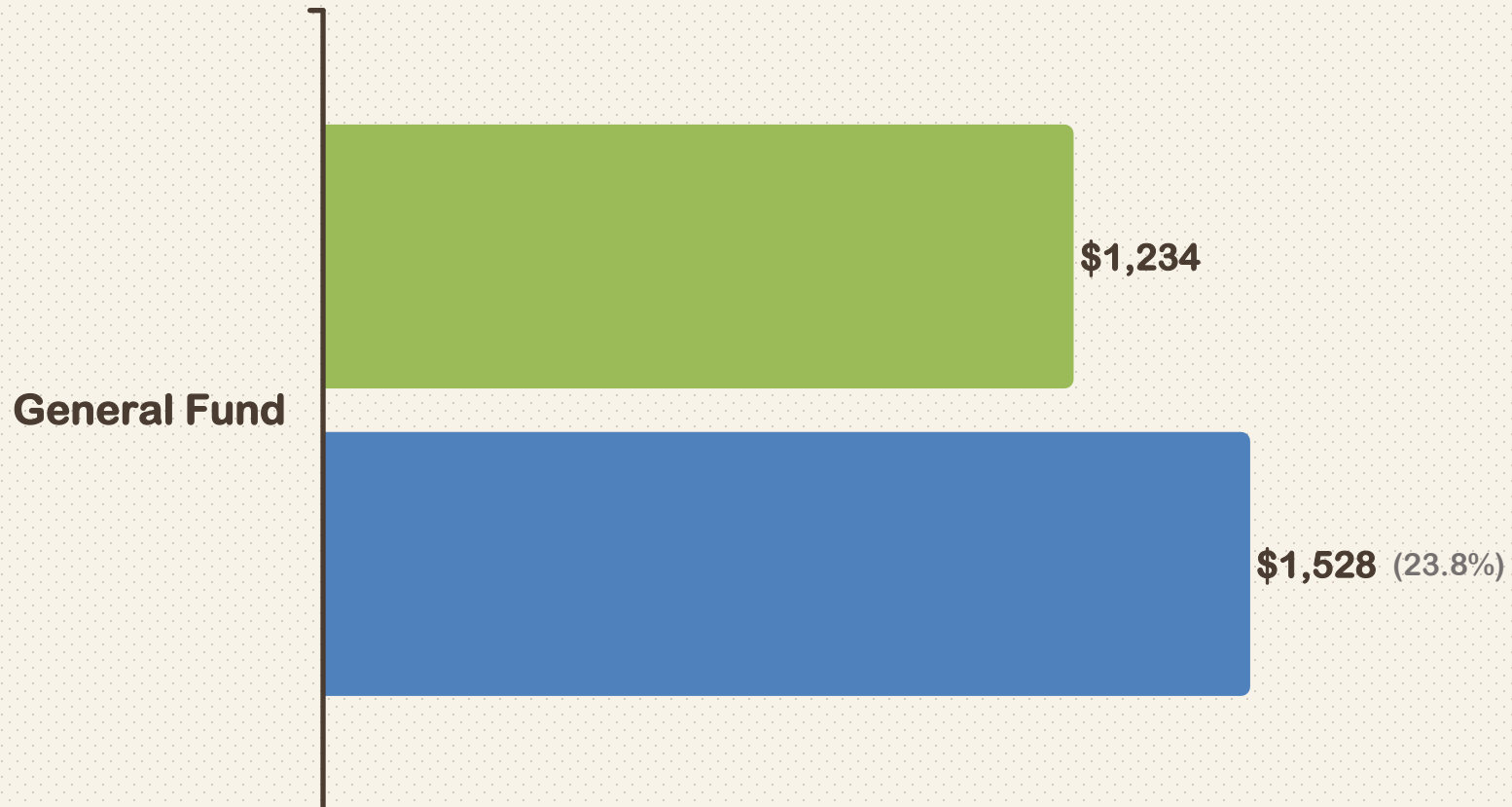**Records Management**

Commission on the Status of Women

Personnel

	FY 22-23 Current	FY 23-24 Proposed
Full Time	7.00	7.00
Hourly FTE	1.64	1.56
Total	8.64	8.56

City Clerk's Office

(in thousands)

■ FY22-23 ($1,234)   ■ FY23-24 ($1,528)

General Fund

$1,234

$1,528 (23.8%)

Departmental Highlights

Commission on the Status of Women

Project 1/2

5a. Approval of the minutes of the regular Commission Meeting held on November 14, 2022   2-13-2023
Commission on the Status of Women

How will we do it?

- Complete recruitment for an analyst to assist with CSW and a variety of administrative functions
- Publish a new 2023-2026 strategic plan
- Publish 2022-2023 Report on the Status of Women in Glendale

What value will it bring?

- Raise awareness of issues impacting women in Glendale through research, community outreach and programming
- Collaborate with community partners on issues and initiatives impacting women & girls
- Advise Council on women's equity and equality issues in Glendale

How will it be funded?

FY 23-24:
- General Fund – City Clerk

MENA Checkbox + Armenian Subcategory

How will we do it?

- Advocate for L.A. County Board of Supervisors and others for support.
- Collaborate with leading community organizations
- Assist community partners with community survey & report and provide community education

What value will it bring?

- More accurate and meaningful data on the population of Glendale in the 2030 Census
- Awareness of opportunity gaps for Glendale populations
- Help in the allocation of federal and state resources to address needs of all the residents of the City

How will it be funded?

FY 23-24:
- General Fund – City Clerk

Q & A

#MyGlendale

City Treasurer

City Treasurer

Personnel

	FY 22-23 Current	FY 23-24 Proposed
Full Time	5.00	5.00
Hourly FTE	0.84	0.94
Total	5.84	5.94

Investment

Banking Relationship

City Treasurer

(in thousands)

■ FY22-23 ($1,064)   ■ FY23-24 ($1,104)

General Fund

$1,064

$1,104 (3.7%)
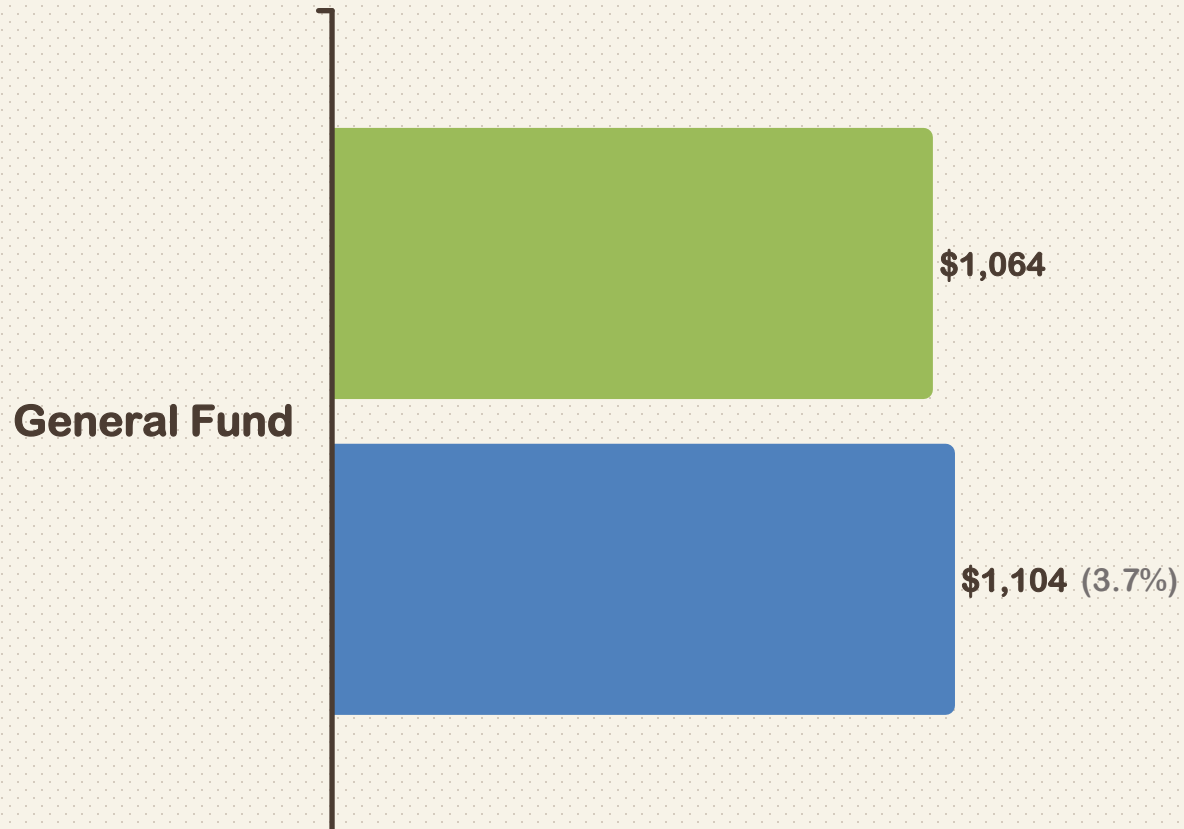
Departmental Highlights

Management of the City's Investment Portfolio
(Risk Management & Market Opportunities)

Council Priority

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Financial Sustainability

How will we do it?

- Monitor market trends & look for investment opportunities to implement the best portfolio strategies while adhering to the City Investment goals (Safety, Liquidity, & Yield)

What value will it bring?

- Protect Principal Investment

- Maintain sufficient liquidity to meet City's expected outflows

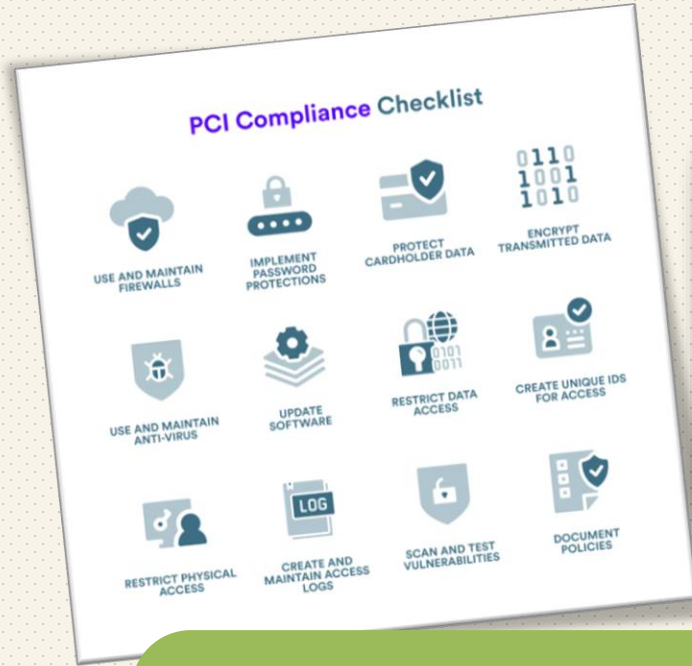- Optimize yield in accordance with City Council's investment policy

How will it be funded?

FY 23-24:
- General Fund – City Treasurer

Payment Card Industry Data Security Standards (PCI DSS)

PCI Compliance Checklist

Council Priority

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Financial Sustainability

How will we do it?

- Coordinating with the City's PCI team & Qualified Security Assessor (QSA) to educate all department merchant locations in the City's card payment environment, enforce the PCI DSS Policies and Procedures, and collect PCI DSS documents to demonstrate 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 & reputational risk

How will it be funded?

FY 23-24:
- General Fund – City Treasurer

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Q & A

City Attorney

City Attorney

Personnel

	FY 22-23 Current	FY 23-24 Proposed
Full Time	20.00	19.00
Hourly FTE	2.30	1.32
Total	22.30	20.32

Departmental Services

Liability and Risk Management

City Attorney

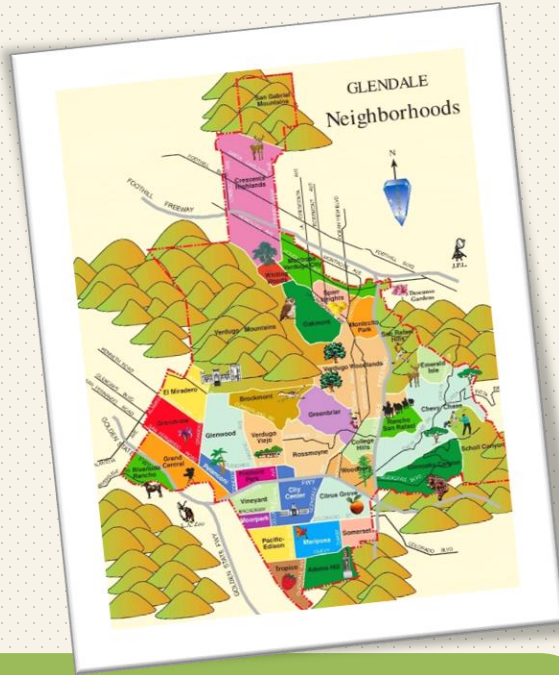**(in thousands)**

■ FY22-23 ($16,024)   ■ FY23-24 ($18,646)

General Fund
- FY22-23: $5,067
- FY23-24: $5,309 (4.8%)

Liability Insurance Fund
- FY22-23: $10,957
- FY23-24: $13,337 (21.7%)
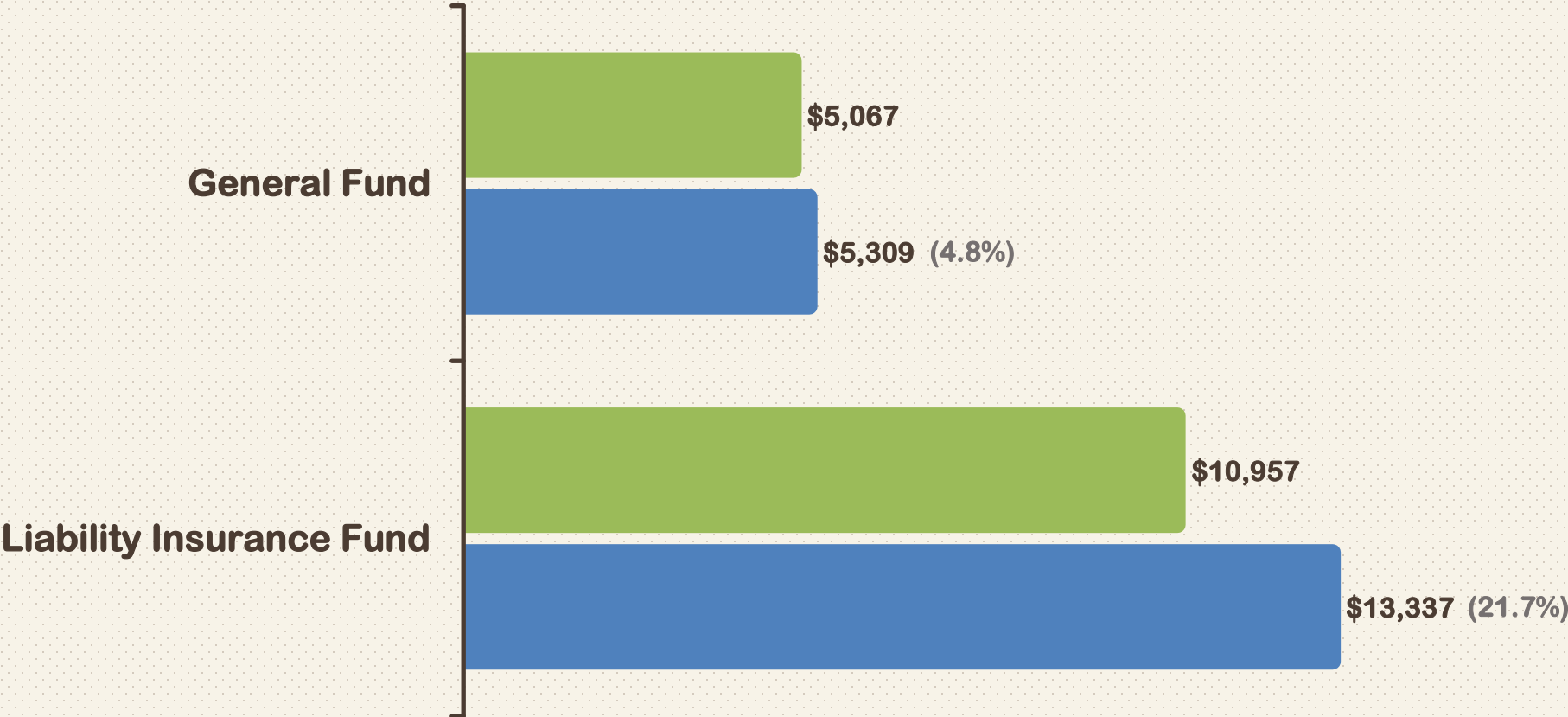
Departmental Highlights

Council Districts Transition Process

GLENDALE
Neighborhoods

How will we do it?

Extensive Public Outreach and Input

- Public Hearings
- Public Workshops
- Charter Amendments

What value will it bring?

- Increased representation for underrepresented voting groups in Glendale
- May reduce the cost of running for Council

How will it be funded?

FY 23-24:
- General Fund – City Attorney

Conduct Review of Contract and Insurance Terms

Council Priority

Operational Efficiency

How will we do it?

- Internal review and analysis of requirements of comparable jurisdictions

What value will it bring?

- Ensure best practices for protecting City's interest
- Smooth delivery of contractual services

How will it be funded?

FY 23-24:
- General Fund – City Attorney
- Liability Insurance Fund – City Attorney

Obtain Final ROPS Approval

Council Priority

Financial Sustainability

How will we do it?

- Restructure last remaining enforceable obligation contract and resubmit Last & Final for DOF approval.

What value will it bring?

- Free up approximately $10.4 million in outstanding bond proceeds to utilize for Central Park Development Project

How will it be funded?

FY 23-24:
- General Fund – City Attorney

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Q & A

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Management Services

Management Services

Council Support

City-wide Departmental Oversight

Communications & Media Relations

Legislative Affairs

Innovation & Performance

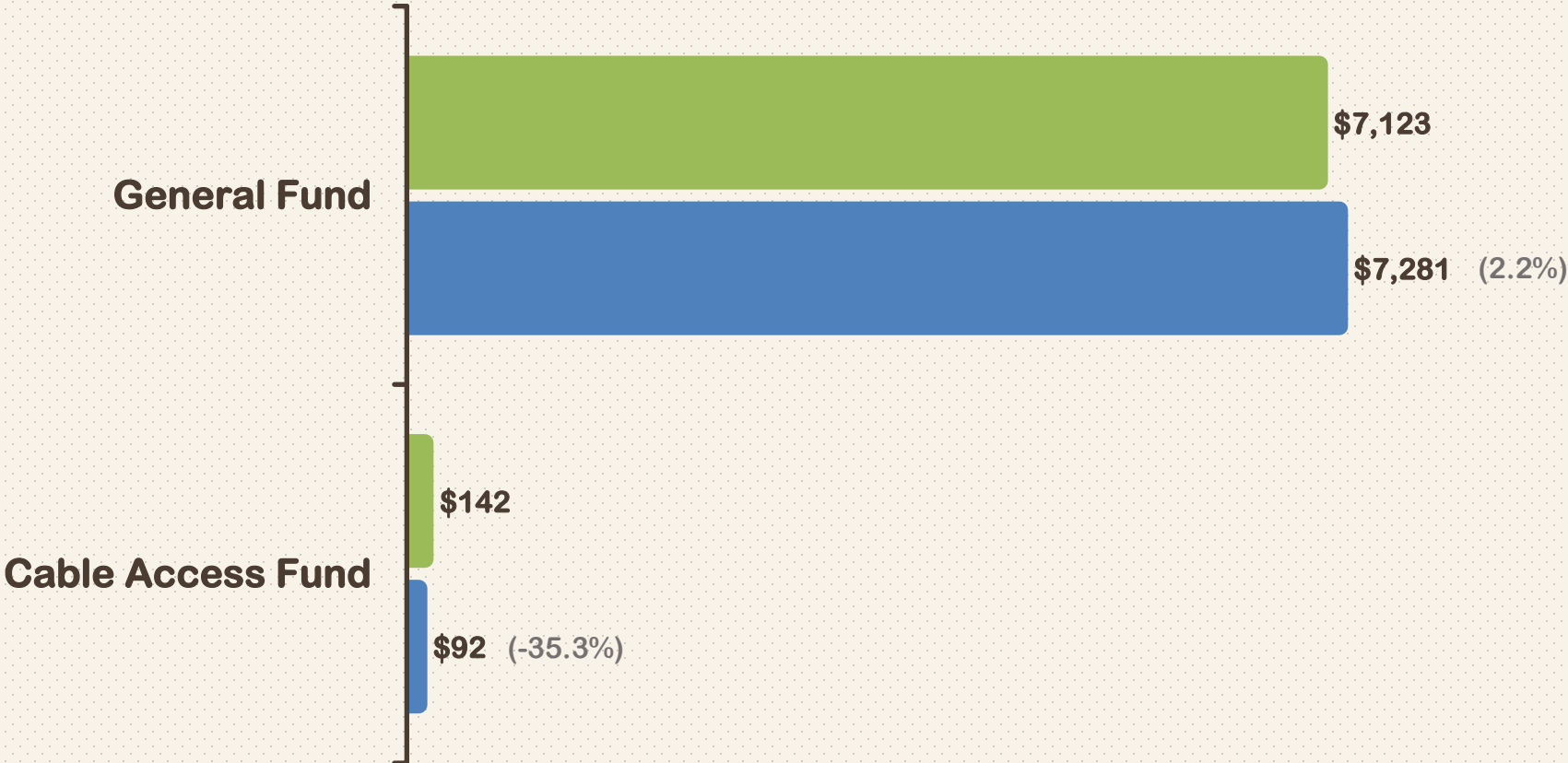Sustainability

Internal Audit

Personnel

	FY 22-23 Current	FY 23-24 Proposed
Full Time	27.00	27.00
Hourly FTE	4.09	3.79
Total	31.09	30.79

Office of Sustainability

Management Services

(in thousands)

■ FY22-23 ($7,265)   ■ FY23-24 ($7,373)

General Fund

$7,123

$7,281   (2.2%)

Cable Access Fund

$142

$92   (-35.3%)

Departmental Highlights

Civic Services Institute

How will we do it?

- 8-week community academy to learn about City operations and how to get involved
- Lessons from City Executives about City Hall services
- Tours of department operations

What value will it bring?

- Increase trust in local government
- Educate residents about City Hall
- Inspire attendees to apply for Boards & Commissions
- Recruit potential local job applicants

How will it be funded?

FY 23-24:
- General Fund – Management Services

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Community Satisfaction Survey

How will we do it?

- **Hiring firm to conduct outreach and satisfaction survey of Glendale residents**

What value will it bring?

- **Solicit residents' satisfaction level with City Services**
- **Data to inform where we can improve and what we are doing well**
- **Community-driven future policy development**

How will it be funded?

FY 23-24:
- **General Fund – Management Services**

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Sustainability Initiatives

How will we do it?

- **Bolster outreach for electric landscape equipment programs**
- **Installation of a pilot composting system at Lower Scholl Canyon Park and Dunsmore Park**
- **Add Safety Element to the Climate Action and Adaptation Plan**

What value will it bring?

- **Reduced greenhouse gas emissions**
- **Increased compliance with new regulations**
- **Increased waste diversion from landfills**
- **Compost production for 50 families and City parks**

How will it be funded?

Carryover Funds:
- **General Fund – Management Services**

Council Districting Process

How will we do it?

- **Host community workshops and events to inform the public about districts**
- **Hold hearings for public input pending charter amendments**
- **Introduction of Charter amendment to voters**

What value will it bring?

- **Potential increase in representation for underrepresented voting groups in Glendale**
- **Increased targeted policies for specific needs and issues of the different neighborhoods**

How will it be funded?

FY 23-24:
- **General Fund – Management Services**

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Q & A

#MyGlendale

FY 2023-24 Budget Adoption Calendar

Session #1 – April 25 – Budget Kickoff ✅

- FY 2022-23 GF Projection, FY 2023-24 Proposed GF Budget
- Five Year GF Forecast

Session #2 – Thursday, May 11 – Public Safety and GWP ✅

- Fire, Police, Glendale Water & Power

Session #3 – Tuesday, May 16 – Central Support Departments

- Human Resources, Finance, Information Technology, City Clerk, City Treasurer, City Attorney, Management Services

FY 2023-24 Budget Adoption Calendar

Session #4 – Tuesday, May 23 – Quality of Life and PWD

- **Community Services & Parks, Library, Arts & Culture, Community Development, Public Works**

Session #5 – Tuesday, May 30 – Fee Study & Wrap-Up

Tuesday, June 13 - Budget Hearing & Adoption