City of Glendale
Council Special Budget Workshop Agenda

March 27, 2013 – 9:00 a.m.

Welcome!
We are glad you have chosen to attend this City Council meeting. We welcome your interest and encourage you to attend again.

Form of Government
The City of Glendale has a Council-Manager form of government. Policy is set by the elected Council and administered by the Council-appointed City Manager. The City Council consists of a Mayor and six Councilmembers. The Mayor is elected every four years by voters city-wide. Councilmembers hold four-year terms with three seats decided every two years. Each of the six Councilmembers represent one of six electoral districts and are elected by the voters of their respective districts (see map on back).

Council Meeting and Workshop Schedule
Council meetings to take official action are held two times each month. These meetings are held on the second and fourth Tuesday of each month at 7:00 p.m. Council workshops are generally held two times each month. Workshops provide Council with an opportunity to hear a presentation by staff on topics that may come before Council for official action. These meetings are held on the first and third Tuesday of each month at 1:30 p.m. The City Council does not take official action during workshop sessions. All meetings are held in the Council Chambers, Glendale Municipal Office Complex, 5850 W. Glendale Avenue.

Executive Session Schedule
Council may convene in "Executive Session" to receive legal advice and discuss land acquisitions, personnel issues, and appointments to boards and commissions. Executive Sessions will be held in Room B3 of the Council Chambers. As provided by state statute, this session is closed to the public.

Regular City Council meetings are telecast live. Repeat broadcasts are telecast the second and fourth week of the month – Wednesday at 2:30 p.m., Thursday at 8:00 a.m., Friday at 8:00 a.m., Saturday at 2:00 p.m., Sunday at 9:00 a.m. and Monday at 1:30 p.m. on Glendale Channel 11.

Meeting Agendas
Agendas may be obtained after 4:00 p.m. on the Friday before a Council meeting, at the City Clerk's Office in the Municipal Complex. The agenda and supporting documents are posted to the city's Internet web site, ***www.glendaleaz.com***

Public Rules of Conduct
The presiding officer shall keep control of the meeting and require the speakers and audience to refrain from abusive or profane remarks, disruptive outbursts, applause, protests, or other conduct which disrupts or interferes with the orderly conduct of the business of the meeting. Personal attacks on Councilmembers, city staff, or members of the public are not allowed. It is inappropriate to utilize the public hearing or other agenda item for purposes of making political speeches, including threats of political action. Engaging in such conduct, and failing to cease such conduct upon request of the presiding officer will be grounds for ending a speaker's time at the podium or for removal of any disruptive person from the meeting room, at the direction of the presiding officer.

How to Participate
Council Meeting - The Glendale City Council values citizen comments and input. If you wish to speak on a matter concerning Glendale city government that is not on the printed agenda, please fill out a blue Citizen Comments Card. Public hearings are also held on certain agenda items. If you wish to speak on a particular item listed on the agenda, please fill out a gold Public Hearing Speakers Card. Your name will be called when the Public Hearing on the item has been opened or Citizen Comments portion of the agenda is reached. **When speaking at the Podium,** please state your name and the city in which you reside. If you reside in the City of Glendale, please state the Council District you live in and present your comments in five minutes or less.

Workshop Meeting - There is no Citizen Comments portion on the workshop agenda.

Regular Workshop meetings are telecast live. Repeat broadcasts are telecast the first and third week of the month – Wednesday at 3:00 p.m., Thursday at 1:00 p.m., Friday at 8:30 a.m., Saturday at 2:00 p.m., Sunday at 9:00 a.m. and Monday at 2:00 p.m. on Glendale Channel 11.

If you have any questions about the agenda, please call the City Manager's Office at (623)930-2870. If you have a concern you would like to discuss with your District Councilmember, please call the City Council Office at (623)930-2249

For special accommodations or interpreter assistance, please contact the City Manager's Office at (623)930-2870 at least one business day prior to this meeting. TDD (623)930-2197.

Para acomodacion especial o traductor de español, por favor llame a la oficina del adminsitrador del ayuntamiento de Glendale, al (623) 930-2870 un día hábil antes de la fecha de la junta.

Councilmembers

Cactus District – Ian Hugh
Cholla District – Manuel D. Martinez
Ocotillo District – Norma S. Alvarez
Sahuaro District – Gary D. Sherwood
Yucca District – Samuel U. Chavira

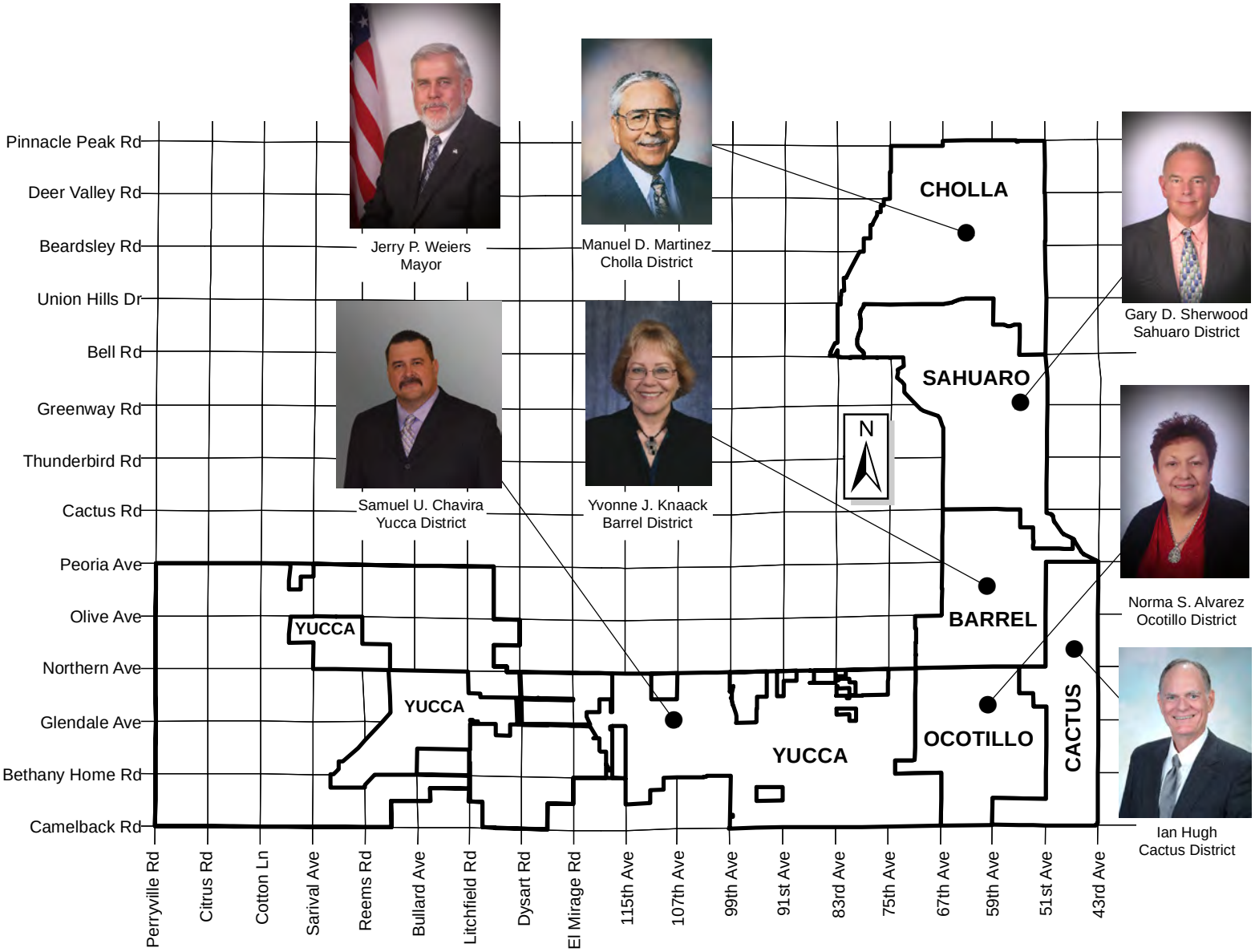
GLENDALE

MAYOR JERRY P. WEIERS
Vice Mayor Yvonne J. Knaack – Barrel District

Appointed City Staff

Horatio Skeete – Acting City Manager
Craig Tindall – City Attorney
Pamela Hanna – City Clerk
Elizabeth Finn – City Judge

Council District Boundaries



G:\Mapping and Records\Mapping\Projects\Council Districts\Council_Map.MXD

GLENDALE CITY COUNCIL SPECIAL BUDGET WORKSHOP SESSION
Council Chambers
5850 West Glendale Avenue
March 27, 2013
9:00 a.m.

One or more members of the City Council may be unable to attend the Special Workshop and Executive Session Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

WORKSHOP SESSION

1. FISCAL YEAR 2013-14 FIRST BUDGET WORKSHOP
   PRESENTED BY: Sherry Schurhammer, Executive Director, Financial Services

CITY MANAGER'S REPORT

This report allows the City Manager to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Manager since they are not itemized on the Council Workshop Agenda.

COUNCIL ITEMS OF SPECIAL INTEREST

Councilmembers may indicate topic(s) they would like to have discussed by the Council at a future Workshop and the reason for their interest. The Council does not discuss the new topics at the Workshop where they are introduced.

EXECUTIVE SESSION

1. LEGAL MATTERS

   A. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- **(i) discussion or consideration of personnel matters (A.R.S. § 38-431.03(A)(1));**
- **(ii) discussion or consideration of records exempt by law from public inspection (A.R.S. § 38-431.03(A)(2));**
- **(iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. § 38-431.03(A)(3));**
- **(iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. § 38-431.03(A)(4));**
- **(v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. § 38-431.03(A)(5)); or**
- **(vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. § 38-431.0 (A)(7)).**

Confidentiality

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed $500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).

Items Respectfully Submitted,

Jamsheed Mehta
Interim Assistant City Manager

CITY COUNCIL REPORT

Meeting Date: **3/27/2013**
Meeting Type: **Workshop**
Title: **FISCAL YEAR 2013-14 First Budget Workshop**
Staff Contact: **Sherry Schurhammer, Executive Director, Financial Services**

Purpose and Policy Guidance

The purpose of this City Council Report is to present the draft Fiscal Year (FY) 2013-14 operating budget. An overview of the draft FY 2013-14 budget for the General Fund [GF] will be presented as part of this report because it is the city's largest operating fund. This report also provides Council an opportunity to review the proposed cost of all city services provided by city departments based on the draft FY 2013-14 budget. This is for Council information only.

Background Summary

The budget workshops scheduled for March 27 and 28 will provide Council the opportunity to review the cost of all the services across all funds. The cost of services information in the Council budget workbook represents all of the services the city provides to the community, and internally to other departments, based on the draft FY 2013-14 budget. The cost of services information is found in Section 2 of the budget workbook. The budget workbook was delivered to Council on Wednesday, March 20, 2013 and an electronic version is posted publicly with today's workshop agenda materials.

The two workshops will provide Council with an opportunity to identify any changes they would like to see to the funding for those services. Should any changes to funding be proposed, staff will return to Council on April 9, 2013 with funding options so Council can provide direction.

The workshop presentation also will include a summary overview of the draft FY 2013-14 GF budget. The summary overview of the GF will show the FY 2013-14 projected revenue information that was presented at the March 19, 2013 workshop plus the projected expenses as reflected in the cost of service information. This overview will include an <u>estimated</u> GF fund balance for the start of FY 2014 [July 1, 2013] and the end of FY 2014 on June 30, 2014. The overview focuses on the GF because it is the city's largest operating fund that supports a wide-range of services provided to the community and to the organization.

The projected expense side of the budget not only covers the projected operating budget; it also includes the debt service paid by the GF and the support the GF provides for other funds such as public housing, the Community Action Program (CAP), and the airport. This information is found in Section 3 of the budget workbook.

Previous Related Council Action

At the March 19, 2013 Workshop session, staff presented Council with the FY 2013-14 Mid-Year Financial Report and the FY 2013-14 revenue projection.

On February 21, 2013, City Council conducted a retreat that was open to the public. The meeting included a staff presentation on the historical performance of major revenues that comprise the GF, designated sales tax funds and highway user revenue funds (HURF).

At the January 8, 2013 Voting meeting, Council tabled the proposed FY 2013-14 $6 million in GF ongoing budget reductions, and the reallocation of existing Police and Fire operating budgets (the reallocation was not a reduction in their operating budgets).

On December 27, 2012, the city completed the refunding bond sale as authorized by Council at the Voting meeting held on November 13, 2012. The bonds were issued by the city's Municipal Property Corporation (MPC) and replaced the previously outstanding Western Loop 101 Public Facilities Corporation (PFC) debt.

At the December 18, 2012 Workshop session, staff presented Council with $6 million in proposed GF ongoing budget reductions in light of Council's approval of the revised Arena Management Agreements. At the same time, staff presented a proposed reallocation of existing Police and Fire operating budgets; the reallocation was not a reduction in their operating budgets.

At the November 27, 2012 Voting meeting, Council approved the revised Arena Management Agreements. The presentation included an overview of the 20-year budget projection GF Revenues, Expenditures and Fund Balance) under two possible scenarios (Team stays – Team leaves) and the implications for the city's GF budget.

At the November 20, 2012 Workshop session, Acting City Manager, Horatio Skeete, presented Council with an update on the revised Arena Management Agreements. This presentation included an overview of the 20 year budget projection Revenues, Expenditures and Fund Balance) under two possible scenarios (Team stays – Team leaves) and the implications for the city's GF budget.

At the November 13, 2012 Voting meeting, Council adopted an ordinance authorizing the refinancing of a portion of the debt related to the MPC in an amount not to exceed $61 million; and, to refinance the debt related to the PFC in an amount not to exceed $203 million.

At the October 16, 2012 Workshop session, Council was updated by staff about ongoing public education meetings regarding the proposed reductions discussed at the September 25 and

October 2 Workshops in light of the citizens sales tax initiative that was scheduled for the November 6, 2012 General Election Ballot.

At the October 9, 2012 Voting meeting, Council adopted an ordinance approving the FY 2012-13 budget amendments. The request included only intra-fund budget transfers and did not include budget transfers between funds. The total FY 2012-13 budget appropriation across all funds was unchanged.

At the October 2, 2012 Workshop session, staff presented Council with a continuation of the discussion from September 25, 2012 Special Workshop session.

At the September 25, 2012 Special Workshop session, staff presented Council with an opportunity to discuss and provide staff with feedback on the proposed reductions to the FY 2013-14 operating budget in light of the citizens sales tax initiative that was scheduled for the November 6, 2012 General Election Ballot.

At the September 12, 2012 Special Workshop session, staff presented Council with an overview of the five-year budget projection GF Revenues, Expenditures and Fund Balance) for the city, examining three possible scenarios and the implications for the city's GF budget.

At the June 26, 2012 Voting meeting, Council adopted an ordinance amending Glendale City Code Chapter 21.1 to impose a two-level tax structure on sales and uses of tangible property exceeding $5,000 at the tax rate of 2.2% with an effective date of August 1, 2012; and, Council adopted an ordinance setting the FY13 primary property tax rate at $0.2252 per $100 of assessed valuation and the FY13 secondary property rate at $1.6753 per $100 of assessed valuation. The total property tax rate increased from $1.5951 to $1.9005.

At the June 12, 2012 Voting meeting, Council adopted a resolution approving the FY 2012-13 final operating, capital, debt service, and contingency appropriation budget. Council also adopted an ordinance amending Glendale City Code Chapter 21.1 with an effective date of August 1, 2012 to: 1) Increase the additional tax rate upon Transient Lodging (bed tax) Privilege (sales) from 3.4% to 5% for tourism promotion. 2) Increase the Privilege (sales) tax rate by seven-tenths (.7) of one percent to a total of 2.9% across all categories excluding residential rental/leasing, mining, and the additional tax upon transient lodging; and, set a sunset clause of five years, terminating the tax increase on August 1, 2017.

Community Benefit/Public Involvement

Budget workshops are public meetings. Two community meetings also have been scheduled for April 1, 2013 and April 4, 2013 for the public to provide input on the draft FY 2013-14 budget. These two community meetings are scheduled as follows:

CITY COUNCIL REPORT

Monday, April 1, 2013
6:00 PM
Desert Mirage Elementary School
8605 West Maryland Avenue

Thursday, April 4, 2013
6:00 PM
Foothills Recreation and Aquatics Center
5600 West Union Hills Drive

Attachments

Other

GLENDALE
CITY COUNCIL

FY 2014
BUDGET WORKBOOK

Council Chambers/Workshop Room
Dates/Times Posted Online

Workbook Created By:

Financial Services Department,
Budget & Research Division

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Budget Workbook Material - Guide

This budget workbook is currently divided into three sections as explained below. A new section, Section 4 titled Capital Improvement Plan will be distributed at a later date. The binder has ample room for adding Section 4, the PowerPoint slide presentations distributed on the workshop day, budget workshop related memo's, etc.

Section 1 – FY 2014 Citywide Information

This section includes several pie charts that display various summary information for the FY 2014 draft operating budget.

This section excludes transfers [support for other funds]. See Section 3 for General Fund transfers information.

- **Page 2**. Pie chart by fund of the FY 2014 draft operating budget.

- **Page 3**. Pie chart by department of the FY 2014 draft operating budget (each department shown reflects total budget across all operating funding sources for that department).

- **Page 5**. Pie chart for the General Fund only. This pie chart includes only those departments funded by the General Fund in the FY 2014 draft operating budget.

  For those departments with multiple funding sources, the portion represented in this pie chart is only the General Fund portion of that department's FY 2014 operating budget.

- **Pages 7 – 25.** Individual pie charts for each department within the identified groupings (e.g., Community Services group, Public Safety group, etc).

  Each departmental pie chart displays all funding sources reflected in that department's FY 2014 draft operating budget. Under each pie chart you will find a listing of that department's significant operating divisions.

Section 2 – FY 2014 Cost of Service Information

Each department is presented individually with the following information.

- **FTEs.** Ten-year history of the FTE count. There are 2 bar charts for this information; one addresses the FTE count across all funds for the identified

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department and the other addresses the General Fund FTE count for the identified department.

Each year's FTE count is based on the adopted budget with the exception of FY 2013. The FY 2013 FTE count reflects the amended budget to capture the $1.1M in General Fund reductions, which included the elimination of 5.25 FTEs from the General Fund; this reduction was implemented after the adoption of the FY 2013 budget.

The citywide, all funds draft FY 2014 FTE count reflects a reduction of 110.50 FTEs from the FY 2013 amended budget. The FTE reductions are summarized below:

- General Fund reductions total 80.5 FTEs. This figure includes the 27 unfunded, vacant sworn FTE positions in the Police and Fire Departments. These positions have been unfunded and vacant for the last few FYs and will be removed from the authorized staffing until ongoing revenue improves.

- Public Safety Sales Tax reductions total 14 FTEs. This figure includes the 11 unfunded, vacant sworn FTE positions in the Police and Fire Departments. Like the General Fund positions, they have been unfunded and vacant for the last few FYs and will be removed from the authorized staffing until ongoing special sales tax revenue improves.

- The remaining 16 FTE reductions are spread out throughout the organization and are documented in the cost of service detail section.

The FTE count represents all City Council authorized and funded positions, full-time and part-time, for regular city employees. That means any temporary/contractual employees, such as seasonal workers and grant-funded workers, are excluded from this FTE count because their time with the city is limited in duration.

- **Budget Dollars.** Salaries and benefits (the A6000 series) and non-salary (the A7000 series) are shown separately by fund, and within each fund, by division.

  The A7500 series is not included. The A7500 series covers premiums for the workers compensation and risk management trust funds, technology and vehicle replacement funds, and the telephone fund, lease payments, bond payments, and indirect cost allocation)

  FY 2009 thru FY 2012 reflects actual expenditures.

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FY 2013 reflects the amended budget.

FY 2014 reflects the FY 2014 draft budget. Please note the following about the salaries and benefits figures.

> The FY 2014 salary and benefits budget includes the additional costs associated with the known employer contribution rate increases for the various retirement plans as well as increases associated with the memorandums of understanding (MOUs) with public safety represented employees.
>
> The additional costs included in the FY 2014 General Fund operating total $3M. Specifically, the employer contribution rate increase added $1.4M to the operating budget and the MOU-related increases added $1.6M to the operating budget.

- **Cost of Service worksheets**. The cost of service worksheets are tied to the FY 2014 draft budget amounts.

Section 3 – Transfers

This section contains a pie chart depicting the FY 2014 draft budget transfers for the General Fund.

This section also includes a table reflecting the dollar amounts for each transfer listed. The table shows a comparison between the FY 2013 estimated transfers based on the information available as of March 18, 2013, and the FY 2014 draft budget.

As explained to you at the Council Retreat on February 21, 2013, the General Fund transfers are comprised of 3 main components:

- **Municipal Property Corporation (MPC) debt service** for facilities like the Glendale Arena, Camelback Ranch, Glendale Media Center and the Public Safety Training Facility that must be paid after accounting for revenue offsets;
- **Arena Management Fee**; and
- **Operating support for other funds** such as the Civic Center, Glendale Airport and the city's public housing program.

Section 4 – Preliminary CIP

Section 4 titled Capital Improvement Plan will be distributed at a later date.

FY 2014 Draft Operating Budget

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SECTION

1

GLENDALE

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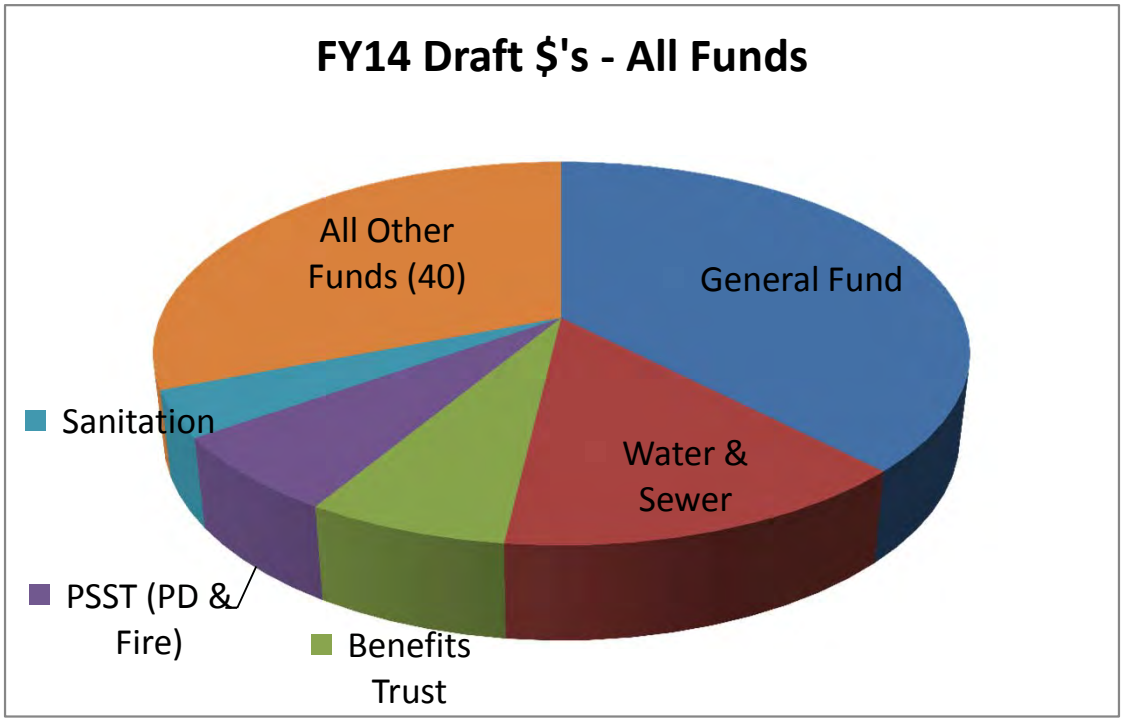
Operating Budget by FUND



Top 5 FUNDS	%	FY14 Draft $'s
General Fund	37.8%	$124,941,432
Water & Sewer	14.1%	$46,599,358
Benefits Trust	6.8%	$22,348,826
PSST (PD & Fire)	6.5%	$21,634,627
Sanitation	3.9%	$12,930,583
All Other Funds (40)	30.9%	$102,370,996
	100%	$330,825,822

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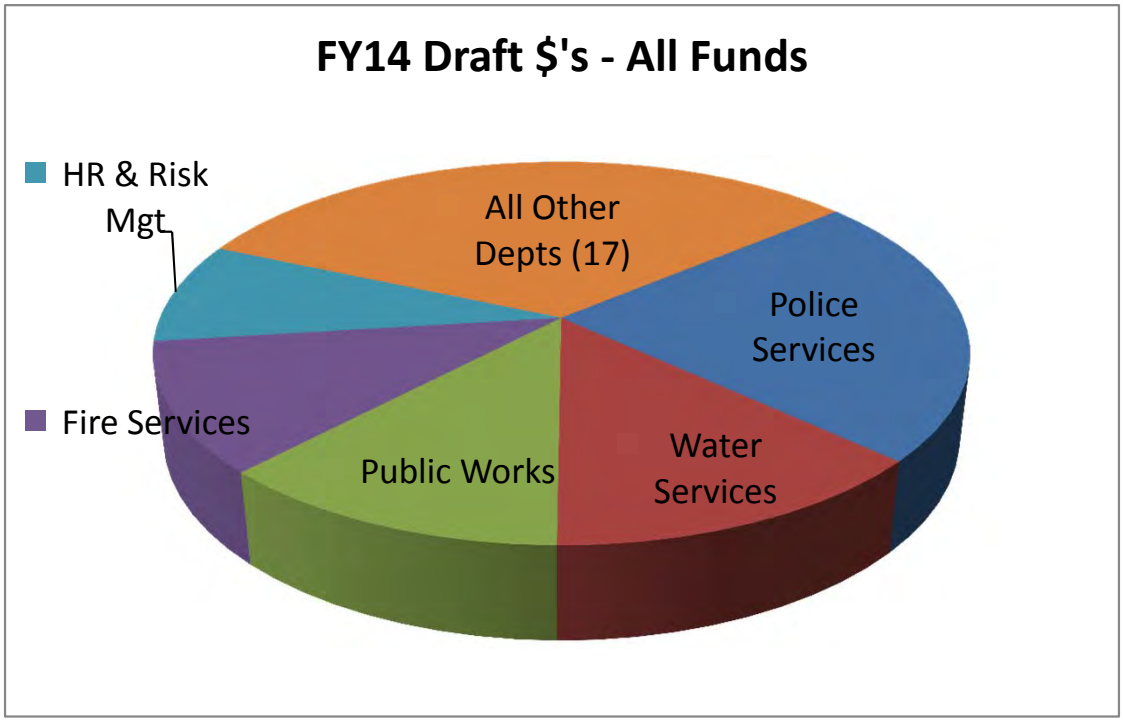
Operating Budget by DEPT



Top 5 DEPTS	%	FY14 Draft $'s
Police Services	23.0%	$76,042,090
Water Services	13.3%	$43,878,347
Public Works	12.0%	$39,648,988
Fire Services	10.9%	$36,112,830
HR & Risk Mgt	8.5%	$28,268,641
All Other Depts (17)	32.3%	$106,874,926
	100%	$330,825,822

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Departmental Summary - ALL Funds

FY 2014 Draft Operating Budget

Ln#	Dept Name	A6000 Salary	A7000 Non-Salary	A7500 Required	Descending Sort Order Total		FTEs	
1	Police Services	$55,465,308	$18,105,792	$2,470,990	$76,042,090	23.0%	531.5	31.1%
2	Water Services	14,143,856	24,978,796	4,755,695	43,878,347	13.3%	202.0	11.8%
3	Public Works	12,406,919	24,146,234	3,095,835	39,648,988	12.0%	198.8	11.6%
4	Fire Services	27,394,810	7,814,710	903,310	36,112,830	10.9%	267.0	15.6%
5	HR & Risk Mgt	1,650,213	26,592,062	26,366	28,268,641	8.5%	19.0	1.1%
6	N'Hood & Human Svcs	4,457,014	21,880,605	155,373	26,492,992	8.0%	56.3	3.3%
7	Financial Services	4,388,870	10,301,144	3,304,606	17,994,620	5.4%	63.5	3.7%
8	Transportation Svcs	5,212,536	10,227,817	1,267,263	16,707,616	5.1%	76.3	4.5%
9	Parks, Rec & Library	6,993,718	8,074,811	455,638	15,524,167	4.7%	104.5	6.1%
10	Tech. & Innovation	2,662,850	3,654,457	668,850	6,986,157	2.1%	28.0	1.6%
11	Communications	2,449,916	1,679,920	267,817	4,397,653	1.3%	28.0	1.6%
12	Community & Econ Dev	3,178,987	1,080,028	72,386	4,331,401	1.3%	36.8	2.2%
13	City Court	3,015,829	1,015,459	43,737	4,075,025	1.2%	39.5	2.3%
14	Miscellaneous Grants	150,000	3,000,000	0	3,150,000	1.0%	0.0	0.0%
15	City Attorney	2,363,995	616,846	53,544	3,034,385	0.9%	25.0	1.5%
16	Council Districts&Of	886,674	207,282	22,436	1,116,392	0.3%	13.0	0.8%
17	City Manager	724,765	63,730	7,405	795,900	0.2%	5.0	0.3%
18	Non-Departmental	50,000	594,720	0	644,720	0.2%	0.0	0.0%
19	City Clerk	497,569	78,601	11,210	587,380	0.2%	6.0	0.4%
20	Intergovt. Programs	326,891	139,426	5,287	471,604	0.1%	3.0	0.2%
21	Internal Audit	281,857	7,607	3,144	292,608	0.1%	2.5	0.1%
22	Mayor's Office	249,222	17,173	5,911	272,306	0.1%	3.0	0.2%
	Total FY 2014 Draft	$148,951,799	$164,277,220	$17,596,803	$330,825,822	100%	1,708.5	100%

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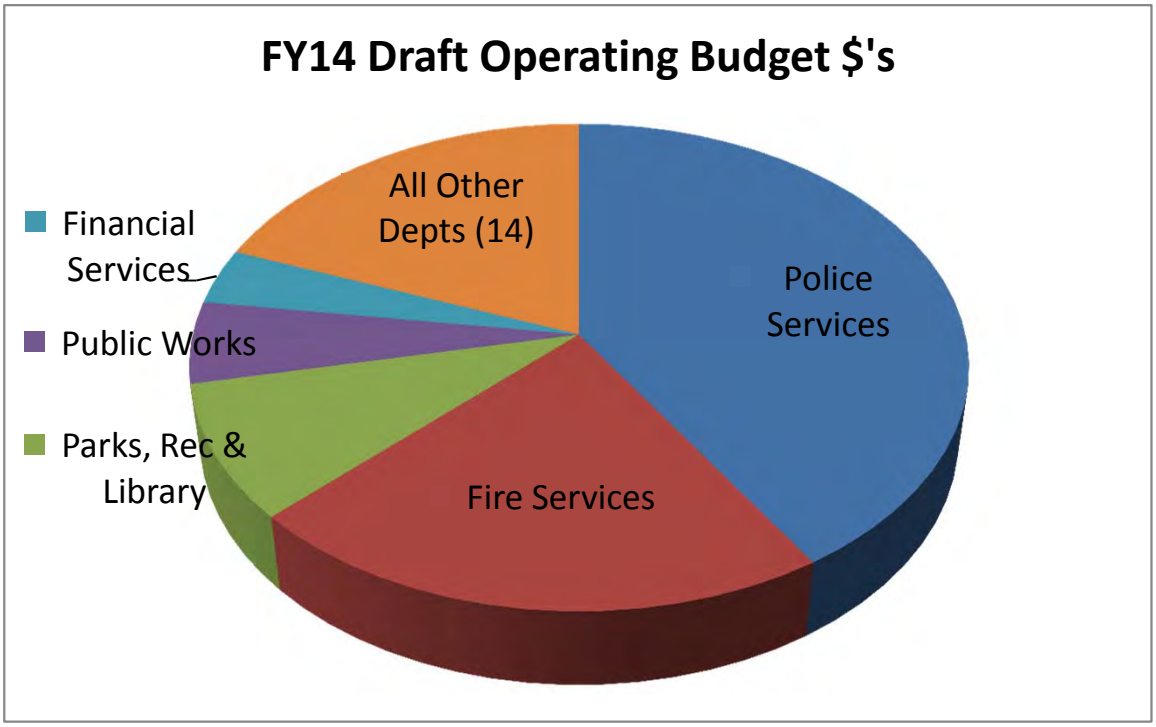
General Fund by Dept



Top 5 Dept's	%	FY14 Draft $'s
Police Services	41.0%	$51,199,614
Fire Services	21.9%	$27,319,233
Parks, Rec & Library	8.9%	$11,157,975
Public Works	5.4%	$6,781,655
Financial Services	3.7%	$4,613,245
All Other Depts (14)	19.1%	$23,869,710
	100%	$124,941,432

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Departmental Summary - GENERAL Fund

FY 2014 Draft Operating Budget

Ln#	Dept Name	A6000 Salary	A7000 Non-Salary	A7500 Required	Descending Sort Order Total		FTEs	
1	Police Services	$44,205,279	$5,071,186	$1,923,149	$51,199,614	41.0%	417.0	41.3%
2	Fire Services	22,104,815	4,578,124	636,294	27,319,233	21.9%	213.0	21.1%
3	Parks, Rec & Library	5,900,733	4,869,588	387,654	11,157,975	8.9%	87.5	8.7%
4	Public Works	2,648,863	3,879,010	253,782	6,781,655	5.4%	45.8	4.5%
5	Financial Services	2,698,238	537,908	1,377,099	4,613,245	3.7%	34.0	3.4%
6	Community & Econ Dev	3,062,214	1,062,907	67,227	4,192,348	3.4%	35.0	3.5%
7	City Court	2,739,482	629,638	42,357	3,411,477	2.7%	36.5	3.6%
8	Tech. & Innovation	2,512,985	116,657	666,927	3,296,569	2.6%	26.0	2.6%
9	City Attorney	2,363,995	616,846	53,544	3,034,385	2.4%	25.0	2.5%
10	Communications	1,958,521	249,470	226,235	2,434,226	1.9%	21.5	2.1%
11	HR & Risk Mgt	1,650,213	57,596	26,366	1,734,175	1.4%	19.0	1.9%
12	N'Hood & Human Svcs	1,371,799	148,905	64,916	1,585,620	1.3%	18.0	1.8%
13	Council Districts&Of	886,674	207,282	22,436	1,116,392	0.9%	13.0	1.3%
14	City Manager	724,765	63,730	7,405	795,900	0.6%	5.0	0.5%
15	Non-Departmental	50,000	594,720	0	644,720	0.5%	0.0	0.0%
16	City Clerk	497,569	78,601	11,210	587,380	0.5%	6.0	0.6%
17	Intergovt. Programs	326,891	139,426	5,287	471,604	0.4%	3.0	0.3%
18	Internal Audit	281,857	7,607	3,144	292,608	0.2%	2.5	0.2%
19	Mayor's Office	249,222	17,173	5,911	272,306	0.2%	3.0	0.3%
	Total FY 2014 Draft	$96,234,115	$22,926,374	$5,780,943	$124,941,432	100%	1,010.8	100%

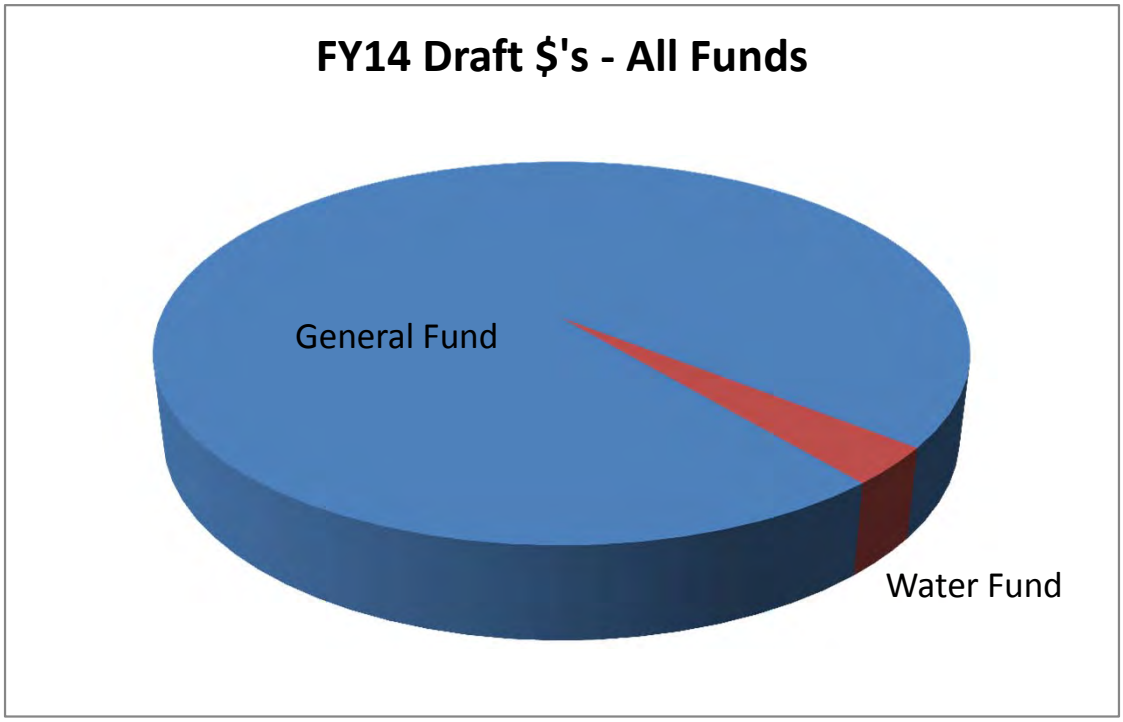
Return to TOC

COMMUNITY SERVICES

GLENDALE

Return to TOC

Community & Econ. Dev. Budget

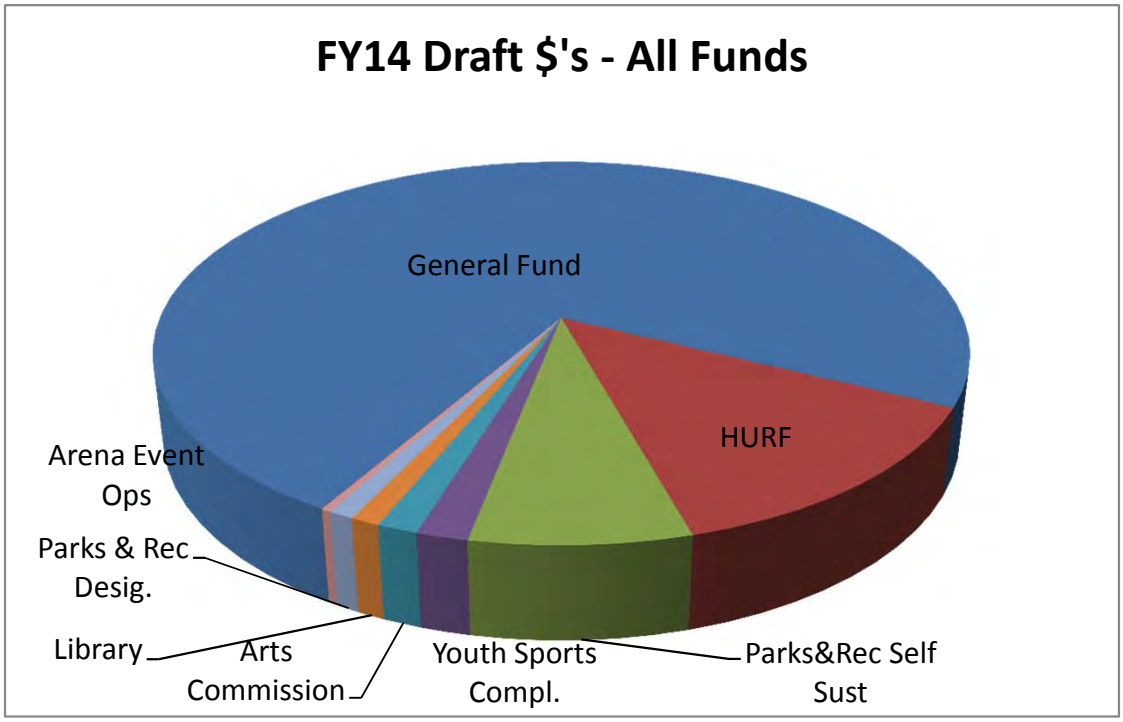


Funding Source	%	FY14 Draft $'s
General Fund	96.8%	$4,192,348
Water Fund	3.2%	$139,053
	100%	$4,331,401

Includes: Building Safety, Development Svcs Ctr, Economic Development, Rebates & Incentives, Planning Admin, Business Dev, Cross Connection Control and Mapping & Records.

Return to TOC

Parks, Recreation & Library Budget

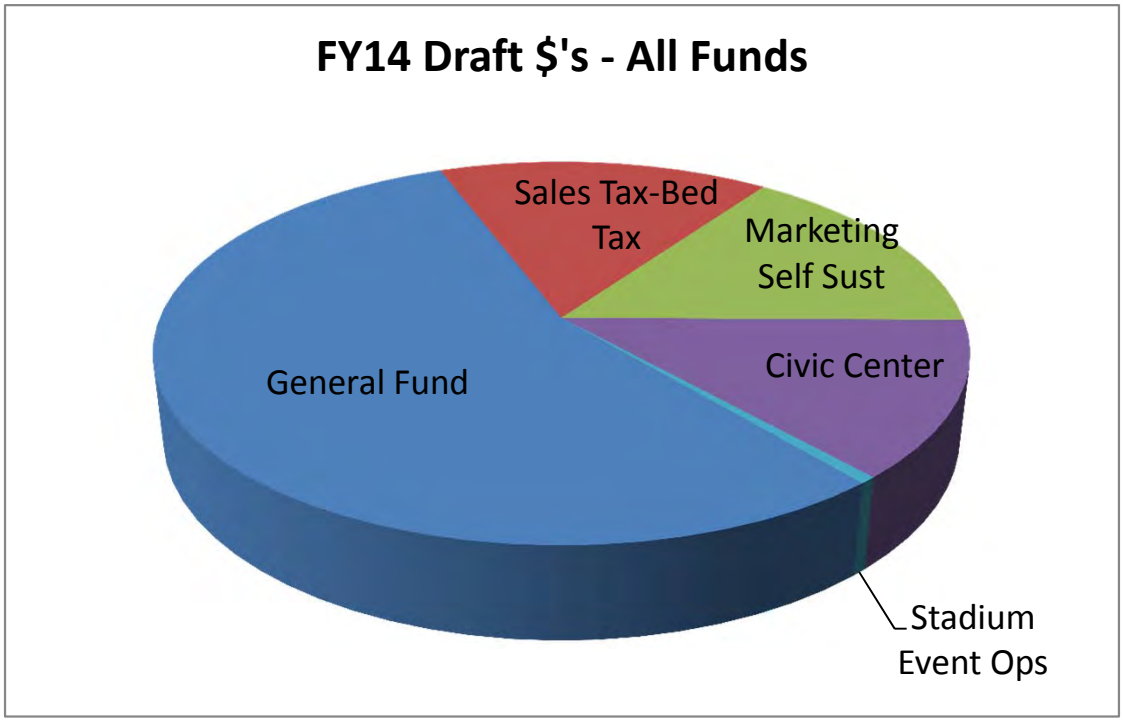


Funding Source	%	FY14 Draft $'s
General Fund	74.0%	$11,157,975
HURF	13.3%	$2,006,314
Parks&Rec Self Sust	7.4%	$1,113,899
Youth Sports Compl.	1.7%	$262,000
Arts Commission	1.4%	$205,825
Library	1.0%	$148,905
Parks & Rec Desig.	0.9%	$129,368
Arena Event Ops	0.3%	$49,881
	100%	$15,074,167
Grant Reserve Approp:		$450,000
Total Oper Budget:		$15,524,167

Includes: Library, Parks Maint, ROW Maint, Foothills Rec & Aquatic Ctr, Adult Ctr, Rec Support, Self Sustaining Division, Sports & Health, Parks & Rec Admin, Youth & Teen, Grant Reserve Approp, Parks Rangers, Arts Maint, Park Irrigation, Pool Maint, Aquatics, etc.

Return to TOC

Communications Operating Budget

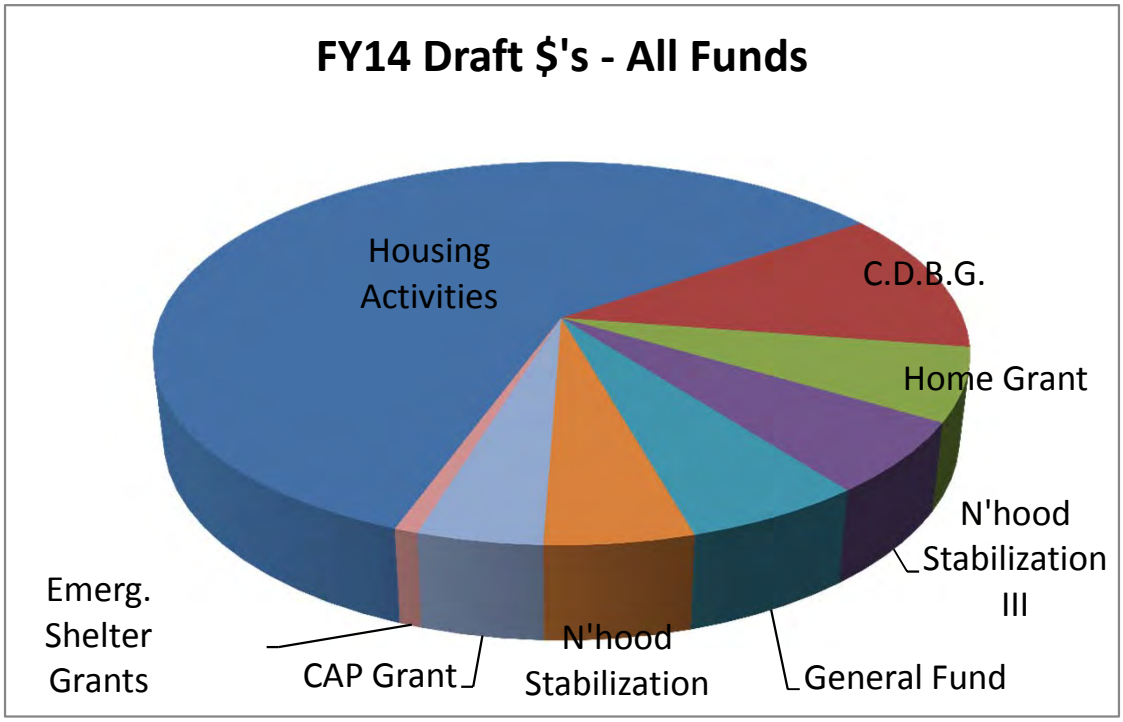


Funding Source	%	FY14 Draft $'s
General Fund	55.4%	$2,434,226
Sales Tax-Bed Tax	15.6%	$686,434
Marketing Self Sust	15.3%	$673,592
Civic Center	13.2%	$578,331
Stadium Event Ops	0.6%	$25,070
	100%	$4,397,653

Includes: Marketing, Civic Center, Cable Communications, Glendale CVB-Bed Tax, City-Wide Special Events, Convention/Media/Parking, Tourism, Media Ctr Ops & Audio/Visual.

Return to TOC

Neighborhood & Human Svcs Budget

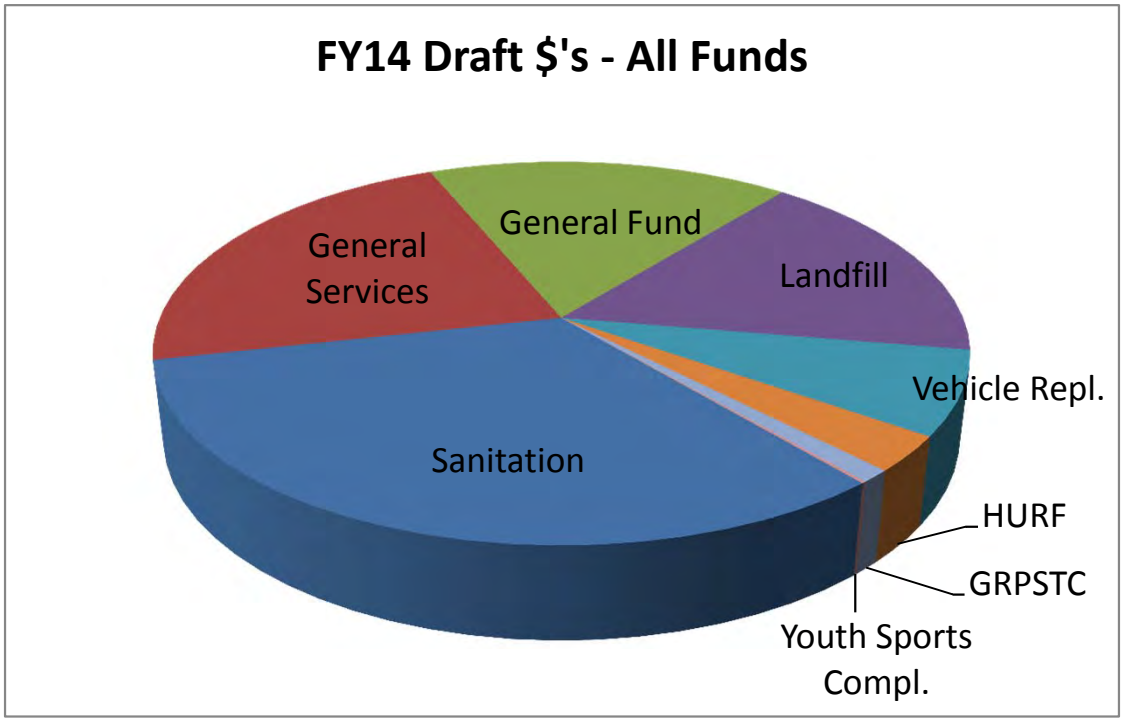


Funding Source	%	FY14 Draft $'s
Housing Activities	59.9%	$15,861,013
C.D.B.G.	12.0%	$3,181,535
Home Grant	6.1%	$1,625,895
N'hood Stabilization III	6.0%	$1,601,026
General Fund	6.0%	$1,585,620
N'hood Stabilization	5.0%	$1,320,000
CAP Grant	4.2%	$1,108,911
Emerg. Shelter Grants	0.8%	$208,992
	100%	$26,492,992

Includes: Community Housing, CDBG, HOME, NSP Programs, Code Compliance, Case Mgt, Community Revitalization, ESG General Admin, Neighborhood Partnership, etc.

Return to TOC

Public Works Operating Budget

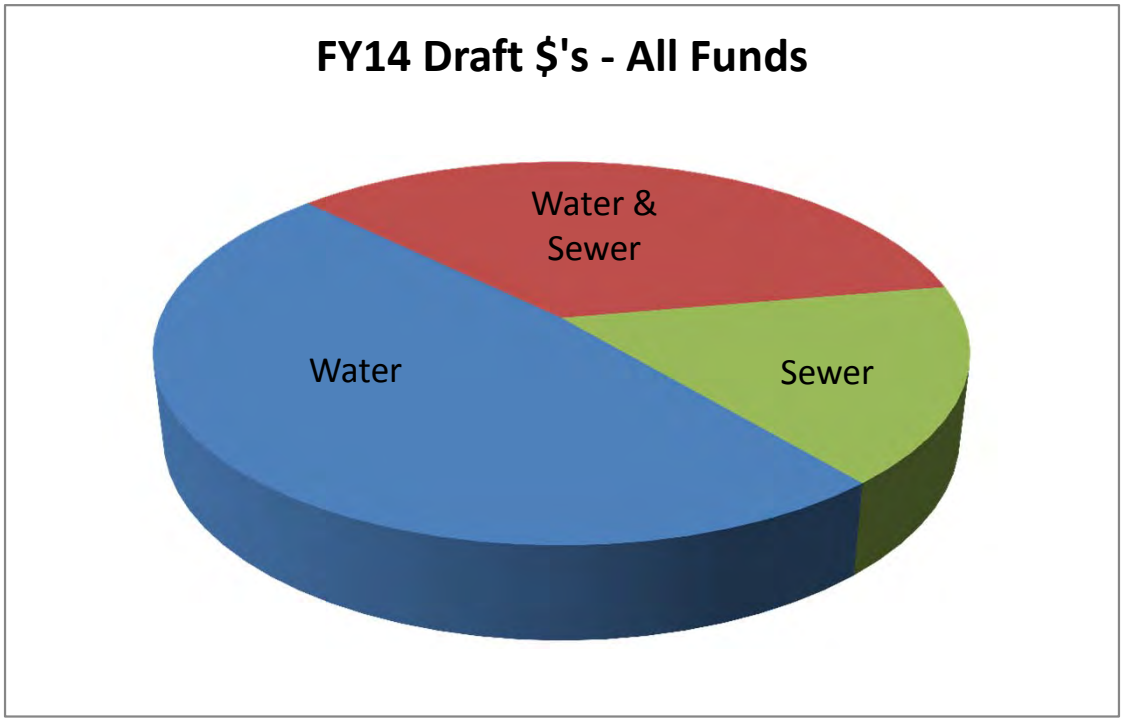


Funding Source	%	FY14 Draft $'s
Sanitation	32.6%	$12,930,583
General Services	22.2%	$8,819,659
General Fund	17.1%	$6,781,655
Landfill	16.8%	$6,669,133
Vehicle Repl.	7.1%	$2,795,693
HURF	3.0%	$1,179,832
GRPSTC	1.0%	$412,433
Youth Sports Compl.	0.2%	$60,000
	100%	$39,648,988

Includes: Curb Service, Equip. Mgt, Facilities Mgt, Fuel Svcs, Sanitation Frontload, Landfill, Equip. Repl, Residential-Loose Trash, MRF Ops, Parts Store Ops, Street Maint, Solid Waste Admin, Custodial Servides, Recycling, Sanitation RollOff, Fops Admin, etc.

Return to TOC

Water Services Operating Budget

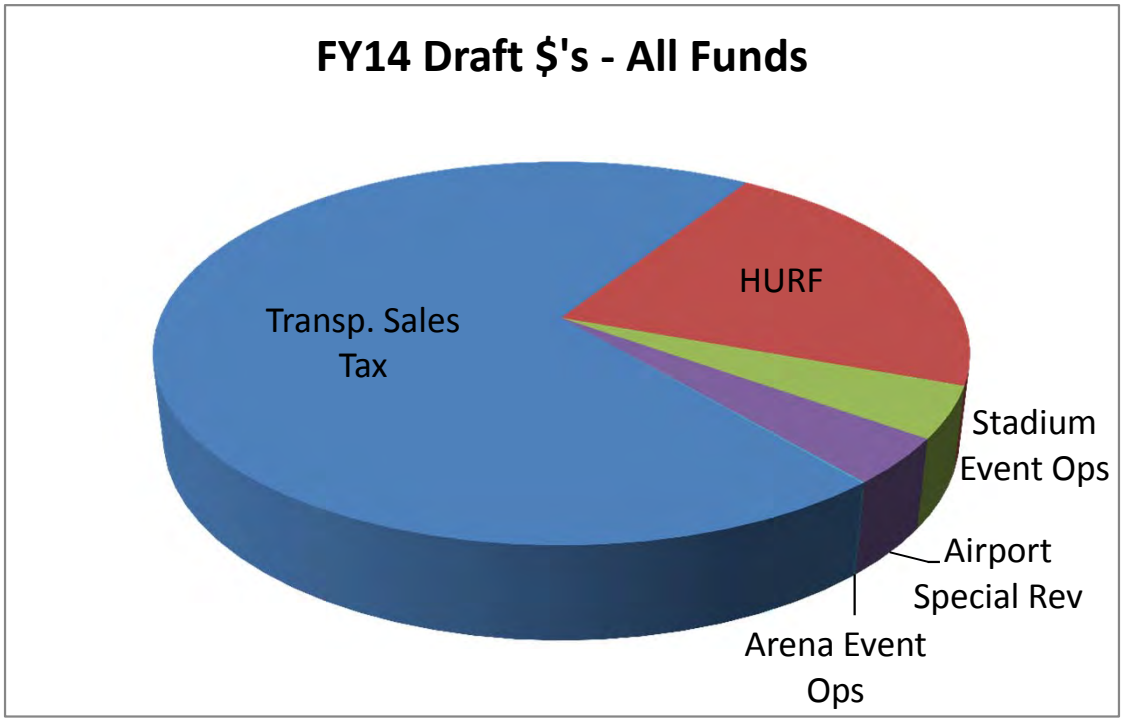


Funding Source	%	FY14 Draft $'s
Water	48.4%	$21,239,492
Water & Sewer	34.9%	$15,305,116
Sewer	16.6%	$7,298,739
	100%	$43,843,347
ARRA Grants:		$35,000
Total Budget:		$43,878,347

Includes: Utilities Admin, West Area Plant, Raw Water Usage, Cholla Treatment, Oasis Surface WTP, SROF, Water Distribution, Wastewater Collection, Arrowhead Reclamation Plant, Pyramid Peak Plant, Central System Control, Customer Svc - Field, Meter Maint. Info Mgt, Water Quality, System Security, Central System Maint, Environmental Res, etc.

Return to TOC

Transportation Services Budget



Funding Source	%	FY14 Draft $'s
Transp. Sales Tax	70.1%	$11,708,181
HURF	21.6%	$3,612,352
Stadium Event Ops	4.3%	$722,435
Airport Special Rev	3.9%	$649,673
Arena Event Ops	0.1%	$14,975
	100%	$16,707,616

Includes: Fixed Route, Dial-A-Ride, Transp. Prog Mgt, Street Light Mgt, Traffic Signals, CIP O&M, Signs & Markings, Airport Ops, Stadium - Transp. Ops., Intelligent Transp. Sys, Traffic Studies, Transit Mgt, Traffic Mgt, Transp. Education, Traffic Design & Dev, Admin, Transp - Fiesta Bowl Event, GO Street Light Mgt, GO Signs & Markings, etc.

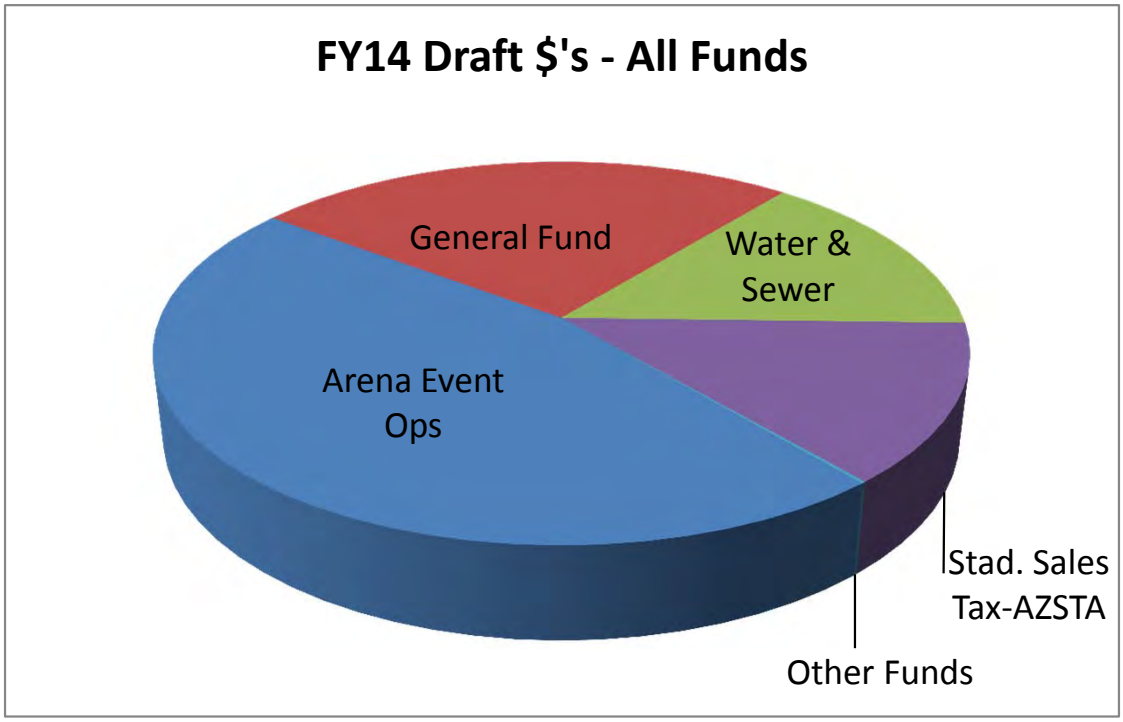
Return to TOC

INTERNAL SERVICES

GLENDALE

Return to TOC

Financial Services Operating Budget

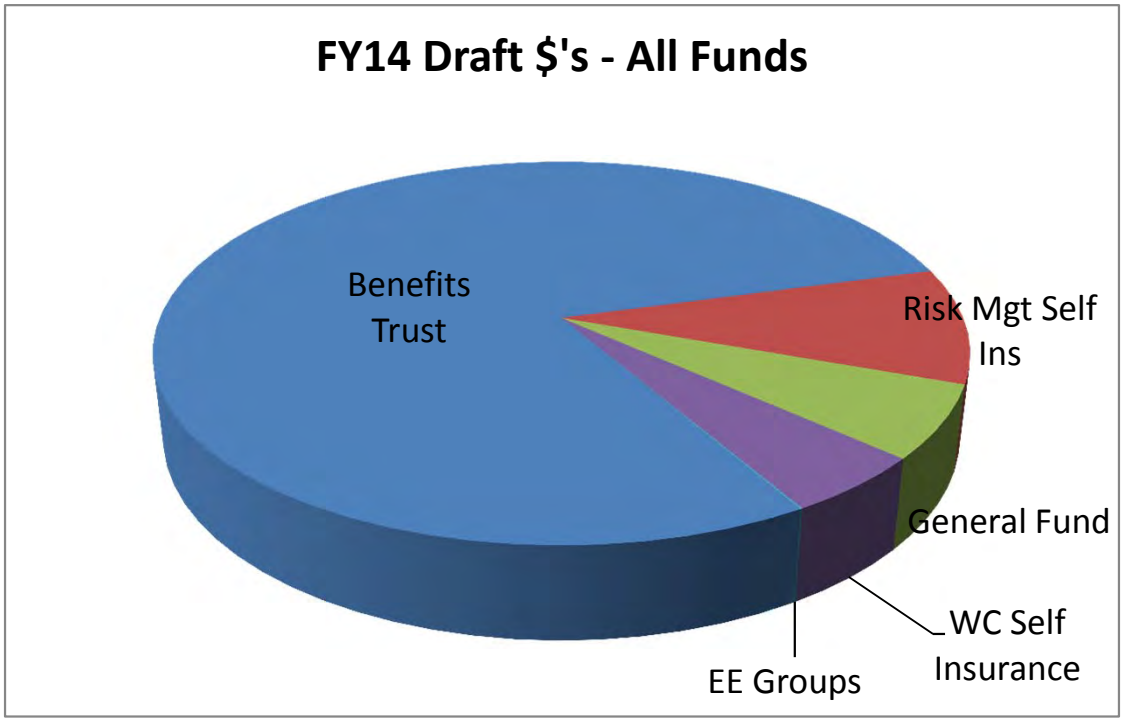


Funding Source	%	FY14 Draft $'s
Arena Event Ops	46.4%	$8,341,347
General Fund	25.6%	$4,613,245
Water & Sewer	14.5%	$2,616,958
Stad. Sales Tax-AZSTA	13.3%	$2,399,570
Other Funds	0.1%	$23,500
	100%	$17,994,620

Includes: Arena Mgt Fee, Customer Service Office, AZSTA Stadium Tax Refund, Lease Payments, License/Collection, Accounting Svcs, Budget & Research, Finance Admin, Merchant Fees, Materials Management, Grants Admin/Program Manager.

Return to TOC

Human Resources & Risk Mgt. Budget

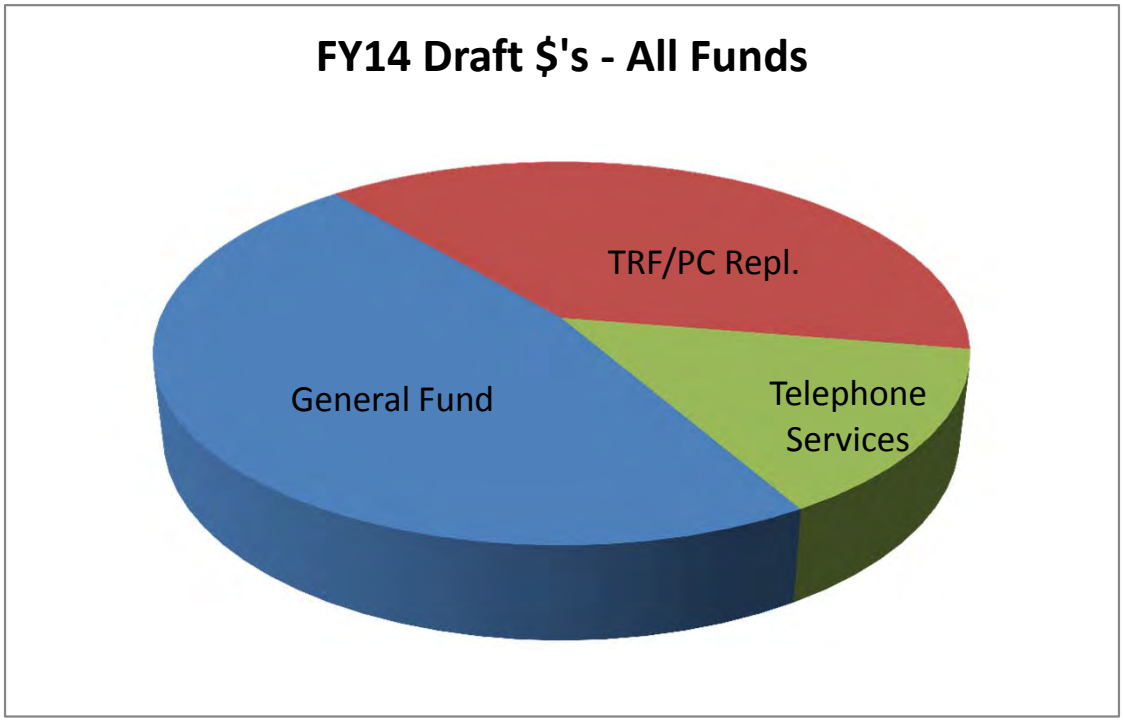


Funding Source	%	FY14 Draft $'s
Benefits Trust	79.1%	$22,348,826
Risk Mgt Self Ins	9.8%	$2,758,640
General Fund	6.1%	$1,734,175
WC Self Insurance	5.0%	$1,407,000
EE Groups	0.1%	$20,000
	100%	$28,268,641

Includes: Benefit Programs, Risk Mgmt Trust, Workers' Compensation, Risk Mgt/Safety, HR Admin, Employment Svcs, Employee Relations, Compensation, Organizational Development and GEMS.

Return to TOC

Technology & Innovation Budget

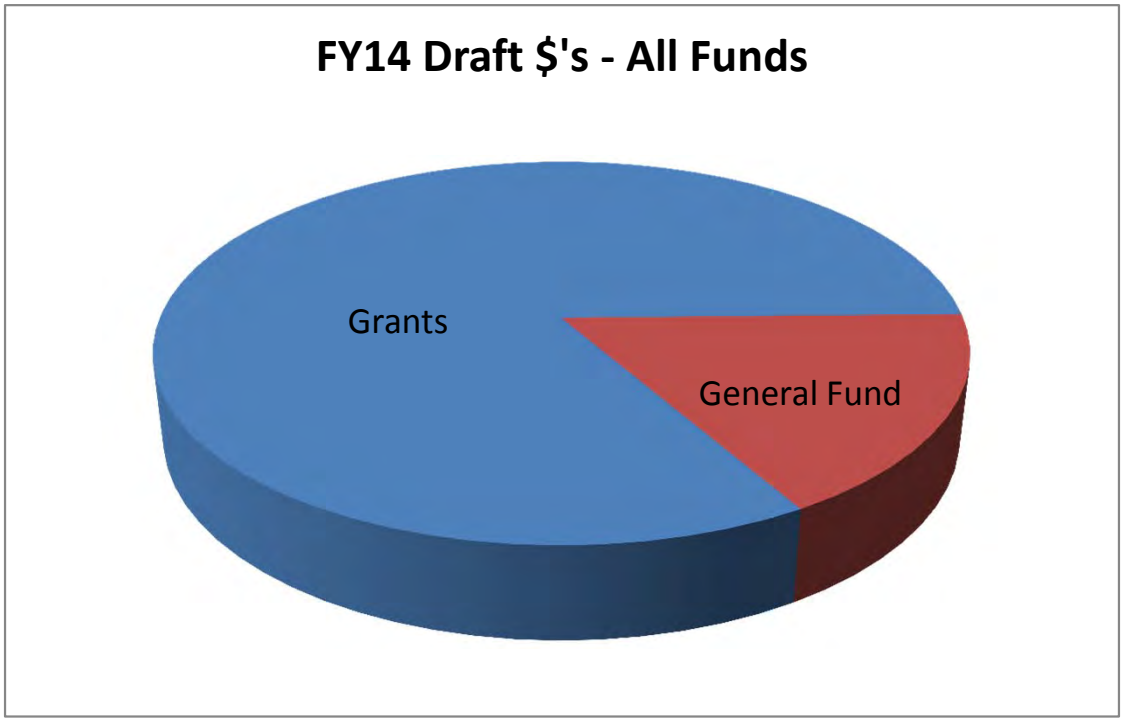


Funding Source	%	FY14 Draft $'s
General Fund	47.2%	$3,296,569
TRF/PC Repl.	38.7%	$2,706,600
Telephone Services	14.1%	$982,988
	100%	$6,986,157

Includes: Information Technology, Technology Replacement & Telephones

Return to TOC

Non-Dept & Misc. Grants Budget



Funding Source	%	FY14 Draft $'s
Grants	83.0%	$3,150,000
General Fund	17.0%	$644,720
	100%	$3,794,720

Includes: Miscellaneous Grant Reserve Appopriation & General Fund Non-Departmental

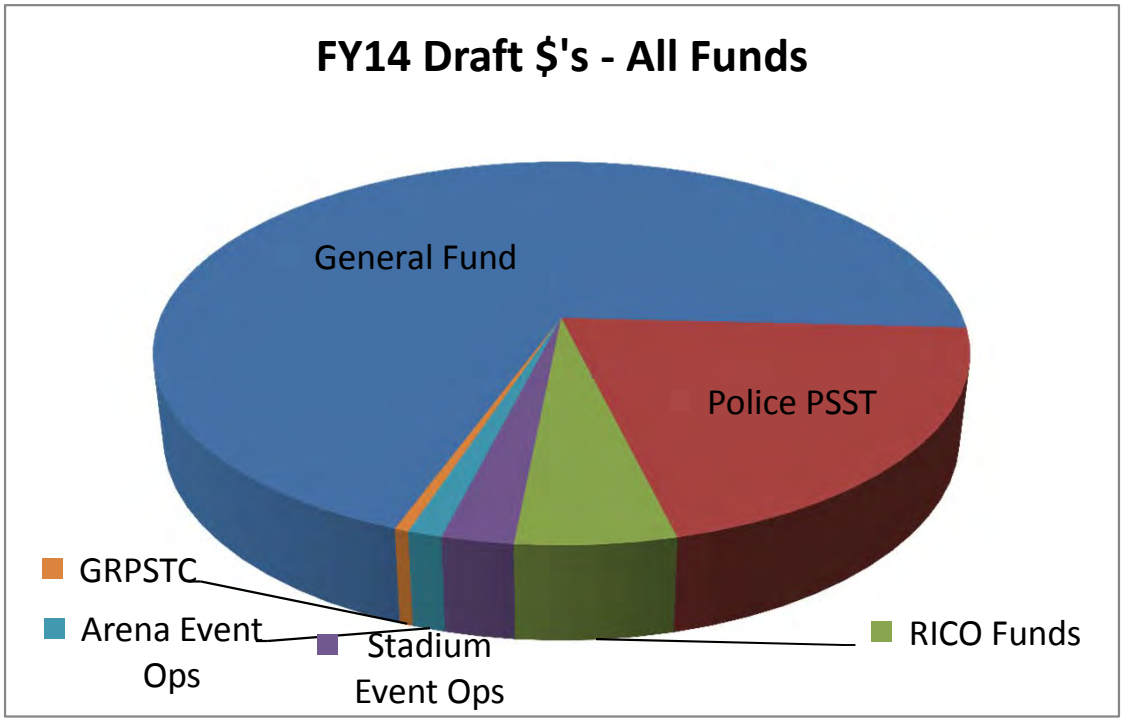
Return to TOC

PUBLIC SAFETY

GLENDALE

Return to TOC

Police Services Operating Budget

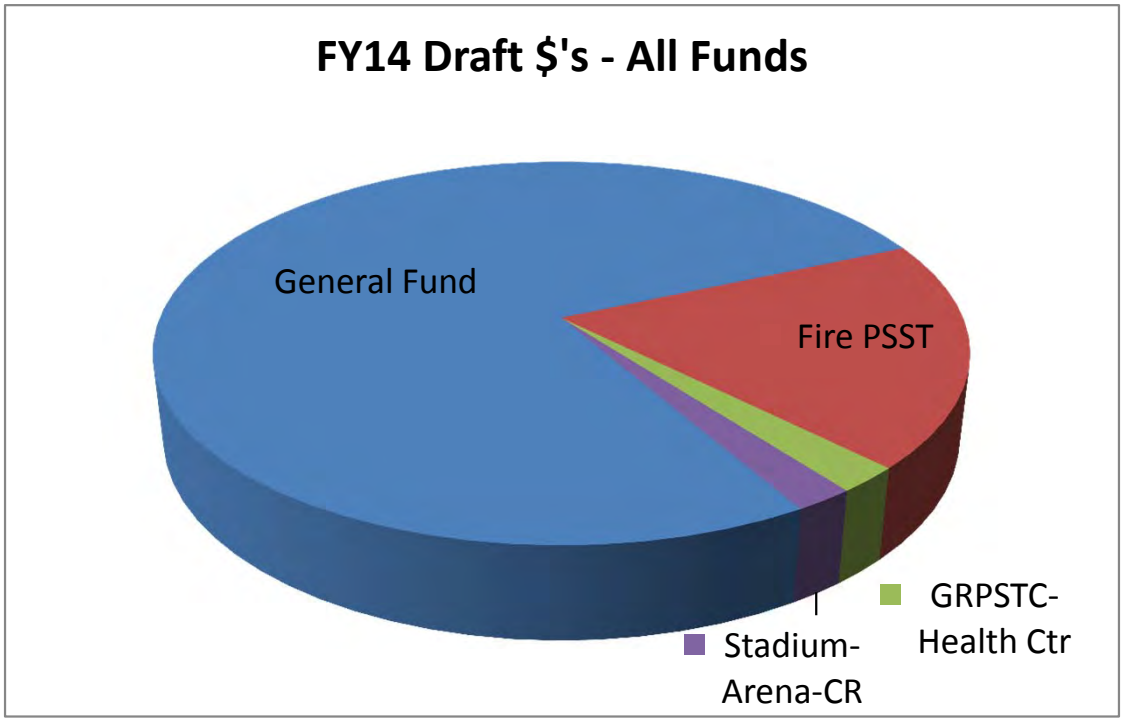


Funding Source	%	FY14 Draft $'s
General Fund	70.3%	$51,199,614
Police PSST	20.4%	$14,834,652
RICO Funds	5.3%	$3,895,592
Stadium Event Ops	2.4%	$1,744,595
Arena Event Ops	1.2%	$839,540
GRPSTC	0.5%	$345,488
	100%	$72,859,481
Grant Reserve Approp:		$3,182,609
Total PD Oper Budget:		$76,042,090

Includes: Foothills & Central Patrol Bureaus, Crime Investigations, Special Ops, Fiscal Mgt, Personnel Mgt, Communications, Admin., Support Svcs, Event Staffing, Detention, Emergency Mgt., Training Ctr, TOW Adminstrations, RICO & Police Grants.

Return to TOC

Fire Services Operating Budget

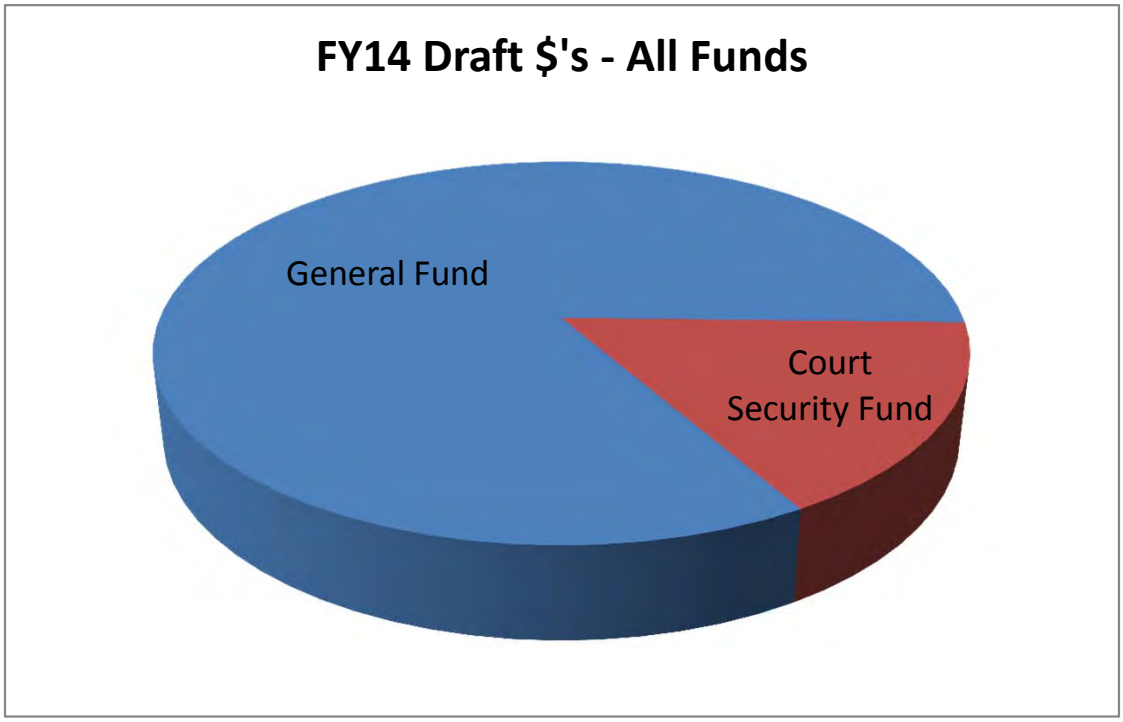


Funding Source	%	FY14 Draft $'s
General Fund	76.7%	$27,319,233
Fire PSST	19.1%	$6,799,975
GRPSTC-Health Ctr	2.2%	$772,878
Stadium-Arena-CR	2.0%	$720,744
	100%	$35,612,830
Grant Reserve Approp:		$500,000
Total Fire Oper Budget:		$36,112,830

Includes: Fire Ops., Fire Resource Mgt, Fire Admin., Fire Marshal's Office, HALO, Training Center, Ambulance Svcs, Event Ops., Health Center Svcs, Fire Community Svcs & Fire Grants.

Return to TOC

City Court Operating Budget



Funding Source	%	FY14 Draft $'s
General Fund	83.7%	$3,411,477
Court Security Fund	16.3%	$663,548
	100%	$4,075,025

Includes: City Court, Court Security, Court Time Payments and Fill the Gap

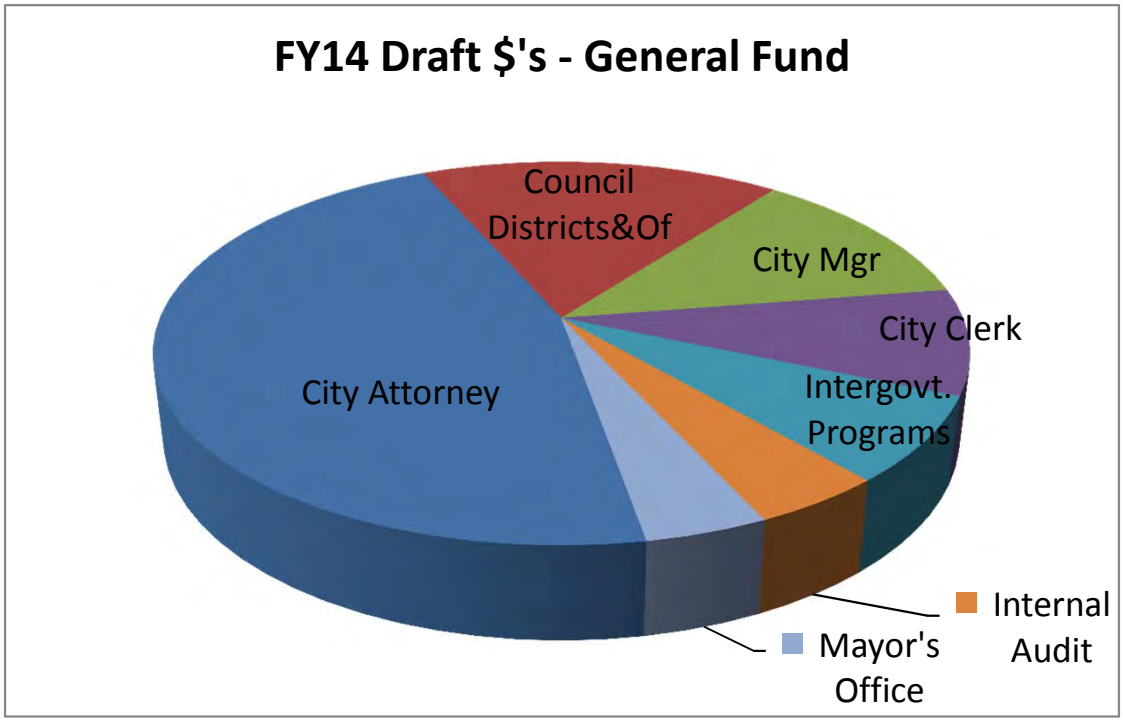
Return to TOC

APPOINTED OFFICIALS/ OTHER

GLENDALE

Return to TOC

Appointed Officials/Other Budgets



Department	%	FY14 Draft $'s
City Attorney	46.2%	$3,034,385
Council Districts&Of	17.0%	$1,116,392
City Mgr	12.1%	$795,900
City Clerk	8.9%	$587,380
Intergovt. Programs	7.2%	$471,604
Internal Audit	4.5%	$292,608
Mayor's Office	4.1%	$272,306
	100%	$6,570,575

Return to TOC

SECTION

2

GLENDALE AZ

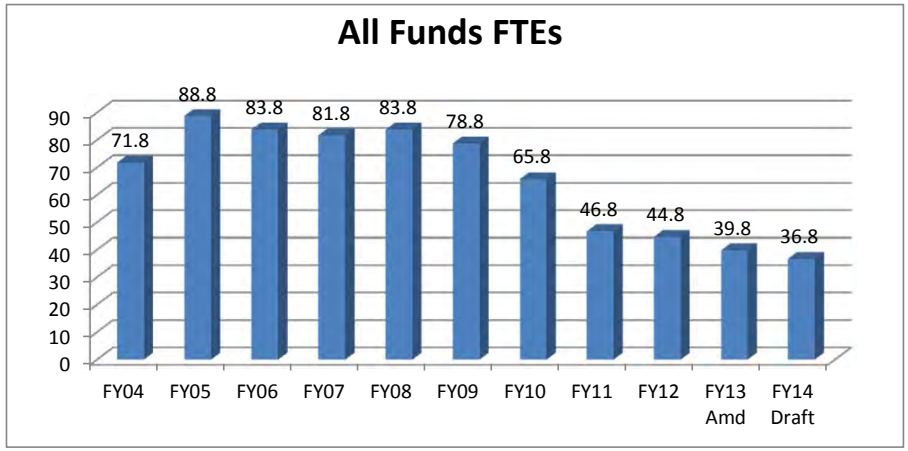
Return to TOC

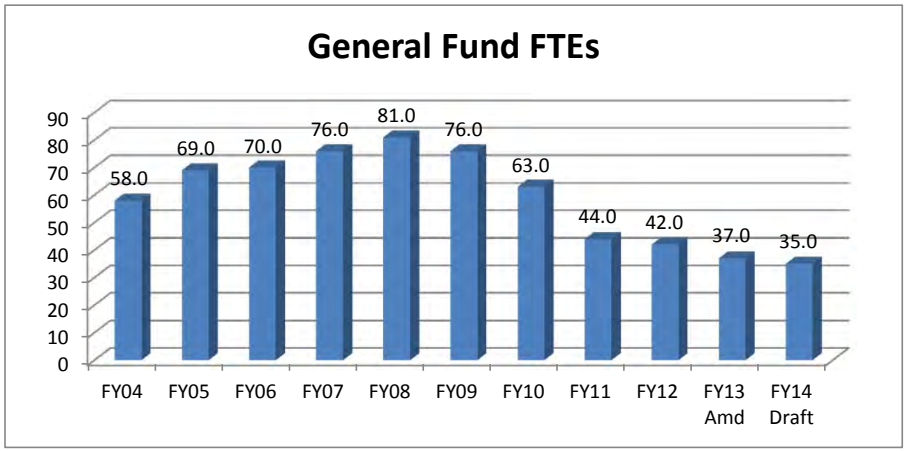
COMMUNITY SERVICES

GLENDALE AZ

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Community & Econ Dev





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Building Safety											
1000 - General											
Building Safety	21.0	22.0	22.0	26.0	26.0	26.0	26.0	21.0	21.0	18.0	16.0
Development Services Center	10.0	10.0	10.0	10.0	10.0	10.0	10.0	6.0	6.0	5.0	5.0
Westgate-Bldg Safety Rvw/Insp.		6.0	10.0	10.0	15.0	12.0					
1000 - General Total	**31.0**	**38.0**	**42.0**	**46.0**	**51.0**	**48.0**	**36.0**	**27.0**	**27.0**	**23.0**	**21.0**
1280 - Youth Sports Complex											
Stadium - Development Services	4.0	18.0	11.0	3.0							
1280 - Youth Sports Complex Total	**4.0**	**18.0**	**11.0**	**3.0**							
2260 - Arena Dev. Review & Inspection											
Arena - Development Services	8.0										
2260 - Arena Dev. Review & Inspection Total	**8.0**										
2400 - Water											
Cross Connection Control	1.8	1.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	1.8
2400 - Water Total	**1.8**	**1.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**	**1.8**
Building Safety Total	**44.8**	**57.8**	**55.8**	**51.8**	**53.8**	**50.8**	**38.8**	**29.8**	**29.8**	**25.8**	**22.8**

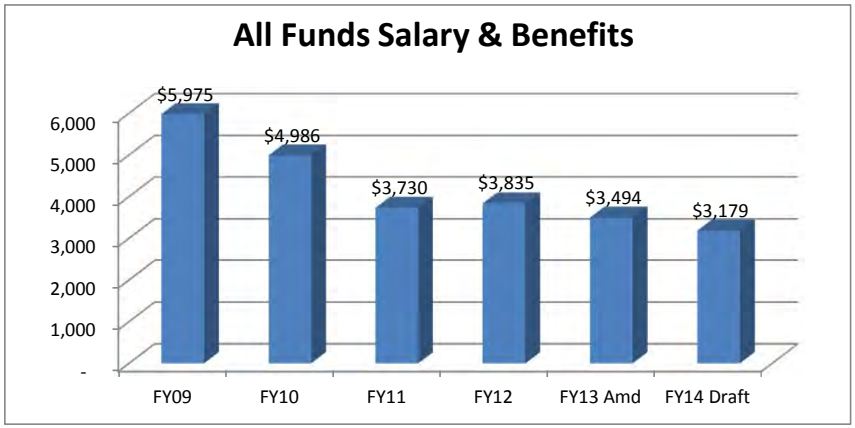
Return to TOC

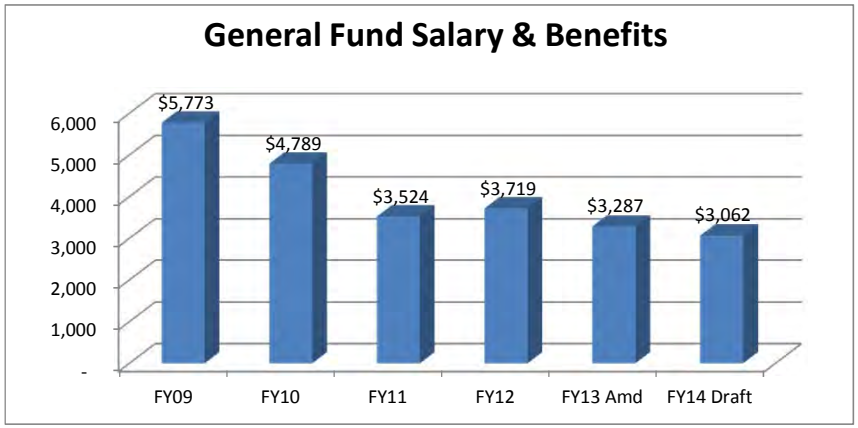
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Economic Development											
1000 - General											
Economic Development	5.0	7.0	5.0	6.0	6.0	7.0	6.0	5.0	5.0	6.0	6.0
Redevelopment	1.0										
1000 - General Total	**6.0**	**7.0**	**5.0**	**6.0**	**6.0**	**7.0**	**6.0**	**5.0**	**5.0**	**6.0**	**6.0**
Economic Development Total	**6.0**	**7.0**	**5.0**	**6.0**	**6.0**	**7.0**	**6.0**	**5.0**	**5.0**	**6.0**	**6.0**
Planning											
1000 - General											
Current Planning	7.0	7.0	7.0	9.0	8.0	10.0	10.0	6.0	4.0	3.0	3.0
Long-Range Planning & Research	3.0	3.0	3.0	3.0	3.0	4.0	4.0	2.0	2.0	2.0	2.0
Planning Administration	5.0	5.0	5.0	5.0	5.0	5.0	5.0	3.0	3.0	2.0	2.0
Zoning Admin & Tech. Assist.	4.0	4.0	4.0	4.0	5.0						
Mapping and Records	2.0	5.0	4.0	3.0	3.0	2.0	2.0	1.0	1.0	1.0	1.0
1000 - General Total	**21.0**	**24.0**	**23.0**	**24.0**	**24.0**	**21.0**	**21.0**	**12.0**	**10.0**	**8.0**	**8.0**
Planning Total	**21.0**	**24.0**	**23.0**	**24.0**	**24.0**	**21.0**	**21.0**	**12.0**	**10.0**	**8.0**	**8.0**
Total FTEs for ALL FUNDS	**71.8**	**88.8**	**83.8**	**81.8**	**83.8**	**78.8**	**65.8**	**46.8**	**44.8**	**39.8**	**36.8**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Community & Econ Dev

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Building Safety						
1000 - General						
Building Safety	2,277	2,321	1,792	1,861	1,644	1,397
Development Services Center	592	547	343	328	336	339
Westgate-Bldg Safety Rvw/Insp.	784					
1000 - General Total	**3,654**	**2,868**	**2,134**	**2,190**	**1,980**	**1,736**
2400 - Water						
Cross Connection Control	203	197	206	116	207	117
2400 - Water Total	**203**	**197**	**206**	**116**	**207**	**117**
Building Safety Total	**3,857**	**3,064**	**2,340**	**2,306**	**2,187**	**1,853**
Economic Development						
1000 - General						
Economic Development	505	559	523	684	590	609
1000 - General Total	**505**	**559**	**523**	**684**	**590**	**609**
Economic Development Total	**505**	**559**	**523**	**684**	**590**	**609**
Planning						
1000 - General						
Current Planning	700	534	347	318	253	256
Long-Range Planning & Research	355	380	160	142	141	142

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

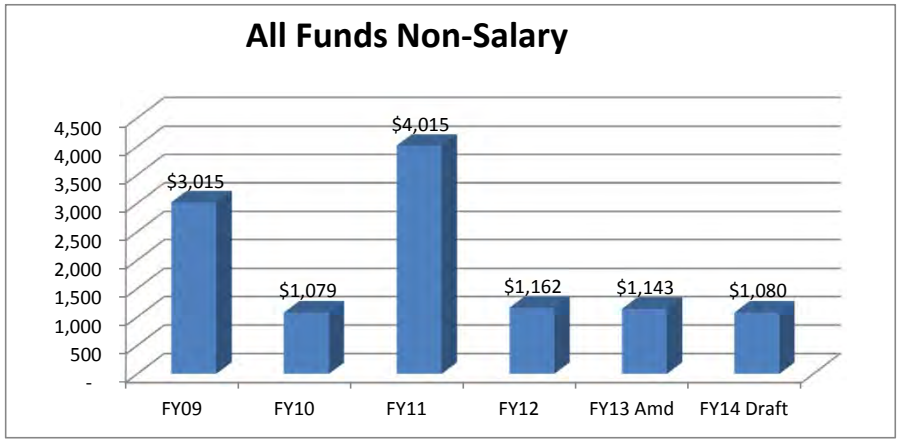
Return to TOC

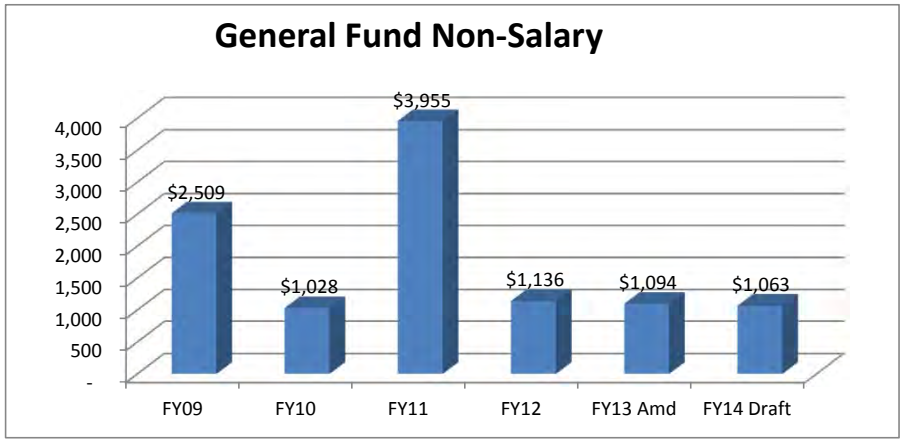
	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Planning Administration	403	296	279	299	237	239
Mapping and Records	156	153	81	86	86	81
1000 - General Total	**1,614**	**1,363**	**867**	**844**	**717**	**717**
Planning Total	**1,614**	**1,363**	**867**	**844**	**717**	**717**
Total A6000 Series for ALL FUNDS	**$5,975**	**$4,986**	**$3,730**	**$3,835**	**$3,494**	**$3,179**

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Community & Econ Dev

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Building Safety						
1000 - General						
Building Safety	86	285	128	74	111	225
Development Services Center	5	3	1	4	17	18
Westgate-Bldg Safety Rvw/Insp.	32					
1000 - General Total	**124**	**287**	**129**	**78**	**128**	**243**
2400 - Water						
Cross Connection Control	12	9	37	9	19	17
2400 - Water Total	**12**	**9**	**37**	**9**	**19**	**17**
Building Safety Total	**135**	**296**	**166**	**88**	**147**	**260**
Economic Development						
1000 - General						
Economic Development	203	171	181	82	174	110
Business Development			3,559	883	329	215
1000 - General Total	**203**	**171**	**3,740**	**965**	**503**	**325**
1010 - National Events						
National Events Pre-Planning	98					
1010 - National Events Total	**98**					
1280 - Youth Sports Complex						

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$439
Job Creation Incentives	338
Professional Development	63
Sales Tax Rebates	50
Promotion and Publicity	37
Office Supplies	31
Cell Phone Charges	25
Fuel - Shop Chargebacks	24
Office Equipment Maintenance	19
Line Supplies	13
All Other	41
	$1,080

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Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
		Actuals			Amd	Draft
YSC - Econ. Dev.	361	21				
1280 - Youth Sports Complex Total	**361**	**21**				
Economic Development Total	**662**	**192**	**3,740**	**965**	**503**	**325**
Grants						
1840 - Grants						
Catlin Court Nat Reg Phase II	23	6		0		
Centennial HP Bus Tour Donat		1	0	1		
Floralcroft Hist Dist Heritage	7					
Glendale Gardens/Sage Acres			9			
Grand Ave Bronze Plaque			3			
Hist Survey & Nat Register Nom	6	3	0			
Myrtle Avenue Cultural Gateway			7	15		
Sands Estates Hist Dist		10				
1840 - Grants Total	**36**	**21**	**19**	**16**		
1842 - ARRA Stimulus Grants						
Build Safe Engy Prog Enhance			4	1	29	
1842 - ARRA Stimulus Grants Total			**4**	**1**	**29**	
Grants Total	**36**	**21**	**24**	**17**	**29**	
Planning						
1000 - General						
Current Planning	0			0		
Planning Administration	51	46	26	31	59	91
Mapping and Records	34	25	9	12	17	17
1000 - General Total	**85**	**71**	**35**	**43**	**76**	**108**
Planning Total	**85**	**71**	**35**	**43**	**76**	**108**
Rebates & Incentives						
1000 - General						
Rebates & Incentives	896	476	50	50	388	388
Redevelopment Land Acquisition	978	23	0			
Visual Improvement Program	223					
1000 - General Total	**2,097**	**499**	**50**	**50**	**388**	**388**
Rebates & Incentives Total	**2,097**	**499**	**50**	**50**	**388**	**388**
Total A7000 Series for ALL FUNDS	**$3,015**	**$1,079**	**$4,015**	**$1,162**	**$1,143**	**$1,080**

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BUILDING SAFETY AND DSC (ACCOUNTS: 15610 & 15620) - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	21.00	$1,736,369	$242,500	$44,240	$2,023,109

SERVICE DESCRIPTION:
Building Safety has one purpose-to ensure public safety through the enforcement of adopted building codes and ordinances. Enforcing minimum life safety standards provides these services to the community: Personal safety for citizens, in their homes and businesses. Economic well-being of the city by reducing potential spread of fire, blight, and disease; Protection of future home or business owners who deserve reasonable assurance the home or business they purchase will be safe, and protection of the public from disaster due to fire, structural collapse, or general deterioration. Building construction components represent potential hazards to building occupants and users. Building codes and enforcement provides safeguards against these hazards. Since 1949, the City of Glendale Building Safety regulations have been mandated by City Code through the adopted construction codes. In addition, we enforce regulations required by (FEMA) for damage prevention to minimize losses due to poor construction, by and by the Federal Fair Housing Act. Building Safety also assists public safety officials clean up neighborhoods by abating dangerous or damaged structures that are public nuisances Services provided by this division include city-wide centralized plan routing and project tracking, plan review, inspection, permit issuance, and Certificate to Occupy all development projects special events and stadium and arena events within the City.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Building Inspection; In FY12, 22,019 inspections were performed, this equates to 450 inspections per week or an average of 13 inspections per work day per inspector. This fiscal year, we are averaging 607 inspections per week or an average of 18 inspections per work day per inspector; a 36% increase over last fiscal year and at maximum daily capacity thus the need to secure funds to hire contract inspectors. Plan Review; In FY12, 3,115 plan reviews were conducted by this work group which equates to 64 plans per week and 2.5 plans per day per plan review staff person. This represents an increase to 3.5 reviews per reviewer per day and at maximum capacity. Development Services Center (DSC); all customers at the public counter are helped within 5 minutes of signing in. 90 % of all phone calls are returned within 24 hours, 90% of all complaints are addressed within 48 hours of notification, and 85% of all calls are answered by a live person with only 15% rolling over to a recording system. The 36% increase is felt by DSC .

REVENUE GENERATION:
Enforcing the building codes is historically accomplished by defraying the costs of administration through a system of fees relating to a specific project-a system that is self-supporting. Public protection is obtained in a cost-effective manner as a direct result of the entire process, from plan review to field inspection. Building Safety and DSC revenues totaled $1.95M in FY 12. At the end of Feb. 2013, revenues for this FY totaled $1,64M., equating to 86% of the total FY 12 revenues collected with 33% of the FY remaining. Last FY, This division managed a 92% cost recovery rate under tight deadlines. With increased revenues thus far this FY, and the planned retirement of several employees within the division, it is expected that FY14 will be right at or reach 100% cost recovery.

CHANGE IN SERVICES:
Building Safety consistently assists our customers through the process even if their projects or schedules are not typical. The introduction of the PASS (Permit and Safety Sequence) program includes a pre-submittal and follow-up meetings after each review to discuss comments with the applicant and design professionals enabling the project to be permitted and under construction quickly. This program has been highly successful in attracting new businesses or developments such as Westgate, Cabela's, several multi-story hotels, and Humana. Our ability to partner with designers and owners has also assisted in retaining businesses, such as the recent relocation and expansion of Bechtel. Most recently, the 368,000 square foot Tanger Outlet Mall was plan reviewed in 3 days and constructed in 8 months using this program an opened on the day they chose. Currently, Dignity Health is in this fast track program as well. We consistently partner with internal and external customers to streamline the development process and meet extraordinary deadlines for business and homeowners. Currently plan review times are among the lowest in the valley, due to cross training, the use of team reviews, doing as many small commercial plans over the counter as possible, and our efforts to educate the development customer on code requirements which helps eliminate many corrections and multiple reviews. We have successfully increased the number of plans that are approved on the first review from 60% to 71% over the past couple years. With several large projects expected to permit in FY13, it is expected that our total numbers of permits, inspections and plan reviews will increase over FY12. Through aggressive cross training and the ability to work well with other departments to accomplish the same council goals we will continue to meet the needs of developers, business owners and homeowners in our City .

PLANNING + MAPPING AND RECORDS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	8.00	$716,982	$107,707	$13,811	$838,500

SERVICE DESCRIPTION:
The Planning Division provides quality customer service in a friendly responsive manner in order to: assist the public, elected and appointed officials in planning for future land use, development, and redevelopment in harmony with community values; facilitate community involvement in decision-making processes; administer adopted regulations and guidelines in a fair and impartial manner; manage the annexation, zoning, subdivision, and design review process efficiently and maintains the Geographic Information System

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(GIS) layers for the city Planning works closely with the City Council, Planning Commission, Board of Adjustment and Historic Preservation Commission each of which sets various policy related to these services.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Planning consists of several primary functions: Administration, Current Planning, Zoning Administration, Long Range Planning and Mapping & Records. Mapping & Records maintains the GIS database which includes layers for City Council districts, water, sewer, storm drains, streets, addresses, and parcels, subdivisions. These GIS layers are the largest database in the City with over 400+ users accessing this data through the EMS Field map Viewer; individuals have direct access to GIS. Planning's service benefits in one statement is a "well planned city with high quality development." City Council takes pride in the design and aesthetics of Glendale. Cities over 50,000 in population are required by State Statute to have a General Plan. Every property in Glendale has a land use designation and zoning. Zoning regulates the land use, densities, setbacks and building heights. Development is tracked in the number of service request inquires and applications that are filed and processed. In 2012, there were 151 service requests and 287 applications filed. In addition, approximately 732 construction plans were reviewed. The need for planning services are increasing and on pace with last FY. Staff is currently working on Phase I of the Loop 303 Corridor which consists of approximately 3,000 acres of vacant land. A pre-annexation development agreement has been approved by council. Construction of a private water and sewer system is approximately 36 months from completion. In 2012 Mapping & Records, staff completed over 1,700 requests for maps for internal and external customers. They are responsible for maintaining and updating quarter Section maps; as-built plans; and query over 100,000 addresses within the City.

REVENUE GENERATION:
Planning cost recovery for core services are based on application fees. In order to compete with the open market, our fees are compatible with other valley municipalities. In 2012, Planning revenues totaled $190,104.20. Planning division expenditures in FY13 were $806,774. Based on revenues collected a 23% cost recovery was realized in FY12. It is anticipated that these revenues will continue to increase as development activity in the city continues at this pace. Thus far in FY13 Planning's revenue collections are up 21% over last FY.

CHANGE IN SERVICES:
Planning has and will continue to find creative ways to streamline processes while maintaining exceptional customer service and quality development. Staff streamlined services by sending correspondences by e-mail and transmitting Boards and Commission packets electronically. Approximately 90% of the packets are transmitted electronically which saves approximately $2,000 annually on copy and postages costs. Processes have been combined and review times have been reduced approximately 40% to manage the need of internal and external customers in spite of the reduced staffing levels. Planning works closely with the applicant to meet their desired project completion date. A 10 year update to the General Plan is required by State Statute and will be completed by July 1, 2015. We are updating the text and mapping internally to reflect current conditions as well as adding the new elements as required by State Statues. It is estimated approximately $35,000 is needed to secure a planning consulting firm to assist with this endeavor. It is anticipated that the planning consultant would review the staff work relative to the updates and lead the citizen participation efforts with assistance from Planning Division staff. The General Plan is required to be approved by Glendale voters. The next regularly scheduled General Election is August 26, 2014. The goal is to complete the necessary work to have the General Plan on this ballot. Planning is the sole source provider of these key services which are based on understanding the goals of the City Council and the vision of the City Manager. Staff is able to respond quickly to the needs of the open-market, assist other city departments, and aid Economic Development and the City Manager's Office with special projects.

BUSINESS ATTRACTION, BUSINESS RETENTION & EXPANSION, BUSINESS ASSISTANCE AND REDEVELOPMENT. - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	6.00	$608,863	$109,700	$9,176	$727,739

SERVICE DESCRIPTION:
Economic Development Division assists in the creation of quality jobs, capital investment to increase revenue to the city and enhance quality of life for residents. The Division has established four pillars; Business Attraction; Retention and Expansion; Business Assistance and Redevelopment. Business Attraction establishes relationships with Brokers, Site Selectors, GPEC, ACA and others to present Glendale as an attractive place to do business. The Business Retention and Expansion program works with the Chamber of Commerce, Glendale Community College (GCC) and the Small Business Development Center to assist existing companies to ensure that Glendale continues to be an excellent location for their business. The Business Assistance program is specifically designed to assist existing companies and small businesses and entrepreneurs looking to start a business. Redevelopment of existing areas and citywide in-fill development of vacant properties will increase values and revenues to the city that continue to keep Glendale an attractive place to live and do business. Emphasis on redevelopment in the city's downtown and the VIP Program are part of our Centerline Initiative. These efforts take advantage of existing infrastructure; reduce sprawl, and costs to the city rather than expanding services. The four pillars work in concert to bring economic prosperity and with the Super Bowl coming in 2015, our plans will be to intensify our marketing efforts to take advantage of the game by working with the Host Committee, Cardinals, and GPEC to maximize exposure.

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REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
This past FY, the Division recruited 11 companies to Glendale who created 1,593 jobs and retained 8 companies and 1,202 jobs for a total of 2,795 new and retained jobs in our community. Through our membership in GPEC, we received 62 inquiries and responded to 53 of those inquiries based on our ability to meet the client's minimum criteria. The Division co-hosted a Procurement Fair with the Glendale Chamber of Commerce and GCC with over 70 exhibitors and more than 500 people attended. A seminar was also conducted by the Small Business Development Center (SBDC) and the Procurement Technical Assistance Center (PTAC). The Division also administers the VIP program, providing matching grants of up to $49,000 to businesses in the Centerline area for improvements to the exterior of their property. Four projects were completed totaling $38,000 and included signage, windows, landscaping and painting which continues to keep our downtown an attractive place for businesses. The quality of projects this past year has substantially increased. The pipeline continues to fill and additional projects will soon be announced.

REVENUE GENERATION:
The City generates revenue each time a company locates or expands in Glendale. Cost recovery comes in the form of new property taxes, sales taxes, fees and permits. For example, when Alaska USA Federal Credit Union located in the former Downey Savings Bank building in Talavi, the anticipated direct revenue to the city is over $107,000 annually. An example in the past year is the location and opening of Tanger Factory Outlet. In less than eight months, Tanger constructed a 380,000 square feet Outlet Mall, opening in time for the holiday season. In the first six weeks after opening, Tanger added just over $1 million to the city general fund. The Division estimates cost recovery of over 300% of budget, based on the companies that have either been recruited or who have expanded the anticipated return on investment for investing in a sound economic development team in FY 13 and FY14 will be significant. This current year promises substantial new revenues as well with the announcement of Arrowhead Cadillac of Glendale among others.

CHANGE IN SERVICES:
Customer service is the hallmark of the Division, we understand time is money to the development community. We pride ourselves on providing up to date, accurate information quickly. To maintain our goal, we adapted to the current challenges by creating better efficiencies internally. One team member has primary responsibility for each pillar but are crossed trained to maintain quality customer service. Failure to maintain the Division would result in a loss of new general fund revenue to the city. Business Attraction and Business Retention and Expansion generate the majority of new revenue. Dissolution of these core programs would have a substantial negative impact on new revenue to the city. Business Assistance and Redevelopment/Infill Development have longer timelines, but offer future new revenue and reduce costs to the city by encouraging development where substantial investments were already made.

FUNDS:GPEC, GLENDALE CHAMBER, AND FINANCIAL IMPACT ANALYSIS - FUND #1000

	# of FTE(s)	A6000	A7000	A7500	Total
Cost of Service	0.00	$0	$215,000	$0	$215,000

SERVICE DESCRIPTION:
The account contains funds for three (3) specific items/purposes. The first, an annual contract with the Greater Phoenix Economic Council (GPEC) in the amount of $90,000. The city has maintained membership with GPEC since 1989. GPEC serves as the regions economic development agency who works with member cities by providing a pipeline corporate prospects considering relocation for Economic Development staffs to then work individually to locate in their communities. The City over the last five years as a result of our agreement with GPEC has benefitted by a 3 to 1 direct return on investment in GPEC which is in addition to the other important benefits of membership described below. The second is an annual contract with the Glendale Chamber of Commerce in the amount of $25,000. The city of Glendale has maintained membership with the Glendale Chamber of Commerce since 1997. The city benefits from an on-going and continued agreement with the Glendale Chamber of Commerce through partnering together to serve the greater Glendale business community both established and considering Glendale. The third provides for $100,000 to primarily perform economic impact studies by third party economists. By law and as matter of sound business practices studies are performed to demonstrate to the council and public that the opportunities under review are fiscally appropriate and in the best interest of the city.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
GPEC - Benefits of membership include; the Economic Development Team is currently working to locate multiple GPEC leads, GPEC upgraded their website and we have improved the hosted Glendale specific information which is an important first impression for the worldwide site selection community, our team enjoys a strong relationship with GPEC built over many years and is important as trust is a big part of investment, Regional marketing of shovel-ready sites. The city's relationship with GPEC is long term and in our case the net fiscal result for Glendale is positive over the past five years. Glendale Chamber of Commerce - benefits of membership include; encouraging new investment and business community support, referrals to our Economic Development department on potential new business, expansions and redevelopment leads, our established partnership

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with the Chamber, Glendale Community College and ASU West in Glendale's Business Retention and Expansion program, coordination and production of the Annual State of the City Business Address, and The Chamber hosts many other events throughout the city that are a benefit to the community and to the CED Department. Business Development - Providing the staff, client, business community, council and citizens with a required third party financial analysis as part of any significant economic development opportunity is essential. Funds in this account will be used as opportunities arise throughout the course of the fiscal year.

REVENUE GENERATION:
GPEC - The last four GPEC corporate locates were Northdown Industries, In-house Assist - Pathways, SkyJack and Alaska USA Federal Credit Union. The Projected direct annual revenue per our Applied Economic Impact Model is $318,106. Our FY 14 annual membership dues are estimated at $90,000 which clearly demonstrates the strong financial advantage this membership delivers not to mention the other benefits we as a city could not afford to duplicate in the open market if not for this long-term partnership. Glendale Chamber of Commerce - Empirical data to accurately measure the direct cost recovery for the $25,000 invested in the Chamber and all the events, coordinated meetings and business assistance they provide our community annually is not available. CED staff appreciates the relationship and partnership we have formed with the Chamber. Business Development-require studies and financial analysis reports are a direct cost of doing business and an essential part of ensuring a fiscally sound city.

CHANGE IN SERVICES:
GPEC in conjunction with the Arizona Commerce Authority have at every opportunity extended the Glendale team the ability to add a registration on to their group packages at multiple trade shows. This has allowed Glendale staff to attend trade/industry events to attract business investment to our city we could not otherwise. Typically, an additional registration costs $500 as opposed to a single registration expense of between ~$1,000 and $3,000. The Chamber has assisted the CED Department by hosting events in the city suite to allow us to make a better impression on visiting CEO's, brokers and corporate executives which is greatly appreciated. The CED team has been using Applied Economics for the vast majority of department lead economic development opportunities. This firm also built and maintains our economic development impact model which contains all of the specific Glendale rates and fees. As a result of our long term relationship, this firms in-depth knowledge of Glendale we receive an exceptional service at a reasonable rate. This essential service is first rate, done in short order and is bundled to be very cost effective for the City of Glendale.

DEVELOPMENT AGREEMENTS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$388,000	$0	$388,000

SERVICE DESCRIPTION:
The Rebates and Incentives Account was established to provide the required funding for City Council approved development agreements. The Community and Economic Development Department (CED) is currently responsible for administering two agreements; Sands Chevrolet and Bechtel Corporation. The Bechtel funds required per the agreement are a fixed cost of $288,000 in FY 14. The funds required for Sands Chevrolet vary by year based on sales volumes given the agreement is performance based and estimated at $50,000 for FY 14.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
The Bechtel Corporation and Sands Chevy are two of Glendale's exceptional corporations. Bechtel is the largest construction/engineering company in the world. Bechtel represents the kind of targeted industry companies we are attracting to Glendale. Bechtel has expanded again at their Glendale campus which now numbers over 500 employees at their new location on the Loop 101. Sands is at the very top of the list for all Chevrolet Dealerships in the West Coast of the USA. Sands contributes significantly as an employer as well as in sales tax dollars received which in turn funds the services and programs the city provides.

REVENUE GENERATION:
The expenditure required for Bechtel in FY 14 is $288,000 which covers half of the tenant improvement allowance provided as part of the agreement for their recent relocation to the Glendale Corporate Center along the loop 101. The accompanying financial impact analysis for Bechtel's relocation reported and confirmed a 3 to 1 return on investment for only 320 employees. Given Bechtel now has 200 additional employees the positive return on investment for the City has only further increased. Sands Chevrolet is a major sales tax generator for the city. The incentives that are paid out for these two corporations per the council approved agreements of record represent a small fraction of the net direct annual financial benefit they provide the City of Glendale and its residents.

CHANGE IN SERVICES:
The CED Department will look at any opportunity to welcome new companies, jobs and capital investment to the city. Whenever possible we will continue to find innovative ways to ensure the open market acknowledges that we remain the fastest option to get your business in the ground and productive. Speed to market is a big part of why we are successful in attracting capital investment in the City of Glendale. By providing the necessary services and baseline studies in less than two weeks to secure Bechtel in our community, we not only retained this highly valued corporation but now enjoy over 500 high paying jobs in our community and superb business relations as well. Our speed was identified as the top reason we were selected in the nationwide search Bechtel undertook and is at the heart of the established processes and culture of the CED Department as a result.

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CONNECTION CONTROLS - FUND #2400

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.75	$116,773	$17,121	$5,159	$139,053

SERVICE DESCRIPTION:
Through plan reviews on new projects and inspections of assemblies throughout the City, the Cross Connections Control Division ensures a safe potable water supply by requiring water users to install, maintain and annually test backflow systems. These systems protect the public water distribution system from contamination, caused by hazards on private property. The city is required to maintain an operator's license for water and wastewater through the Arizona Department of Environmental Quality (ADEQ) and a cross connection enforcement program is a mandatory provision for this license. For commercial projects, backflow devices are required on all water lines that are connected to the City of Glendale's potable water system. They are also required on all new fire lines, and on all irrigation lines. For construction purposes, developers are permitted to rent a water meter from the City and connect to an existing hydrant to provide water for their project. During the construction process, a backflow device is installed on this line. Each hydrant meter device is inspected weekly to ensure the device is in working order. Cross Connection manages and maintains a comprehensive database to record all installations and maintain records of their annual testing dates. This division consists of one full time inspector who reports to emergency situations as well as performing plan review and inspection. A 30 hour per week secretary maintains the data base, notifies property owners that their annual inspections are due, and schedules inspections.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Currently 7,421 backflow devices are registered in the City. Each device is required to have annual testing by an outside agency. For each test performed, a report is generated and kept in the data base. Currently, the City owns 887 backflow devices which we test annually. In FY12, 2,726 inspections were made. Thus far in FY13, 1,312 inspections have been made with 100 % of them being made within 24 hours of notification. Numbers were higher in FY 12 due to the fact that City Owned inspections are typically performed in the spring and the fall when it is cooler. Fall inspections were delayed to spring due to the opening of Tanger mall and the necessary inspections there. In FY 12, 207 plan reviews were performed on new projects. Thus far in FY13, 155 plan reviews have been completed with 100% of them being on time. FY12 added an additional 99 devices to the total number of assemblies . Thus far in FY13, 61 new devices have been installed, ensuring the safety of our City water system. "New" devices include replacement devices. In FY 12, stealing of backflow devices was rampant. Since these are critical and mandated to be in place, new ones must be installed. For FY13, stealing has been down until the month of February when we saw a drastic increase in the devices reported as stolen. Also, at the end of FY 12 and the beginning of FY 13, our tenant improvement numbers were quite high. The CC inspector reviews the plans and determines if a device needs to be installed.

REVENUE GENERATION:
In FY12, revenue generated for services provided in the Cross Connection Control division was $106,440. Thus far in FY13, revenues received total $74,183. Fees are at 70% of the total fees generated in FY 12, slightly ahead of last FY. Several large projects are expected to permit prior to the end of FY 13 which will generate additional fees in this area. On an average, Cross Connection Control is 82% cost recovering. If you include the $50,000.00 this public safety service saves the City annually in inspection and labor costs for repair further described below, this department is actually more than fully cost recovering at 119%. A city is required to provide safe drinking water to their citizens. The benefit of remaining in compliance with established state and federal standards in not simply good for the City, it is mandated.

CHANGE IN SERVICES:
As a cost saving measure to the City, this division added the testing and repair of City owned backflow devices to their work load a couple of years ago. Glendale is the only jurisdiction currently providing repair services to our own devices. These devices are located in City buildings, City parks and City right of way locations where the City maintains irrigation for landscaping. It has been estimated that these inspections and repairs save the City approximately $50,000 annually for testing and labor costs associated with repairs and replacement of the devices.

Community & Econ Dev Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	39.75	$3,495,660	$1,115,152	$72,386	$4,683,198
FY 2014 Reduction	(3.00)	($316,673)	($35,124)	$0	($351,797)
FY 2014 Cost of Service	36.75	$3,178,987	$1,080,028	$72,386	$4,331,401

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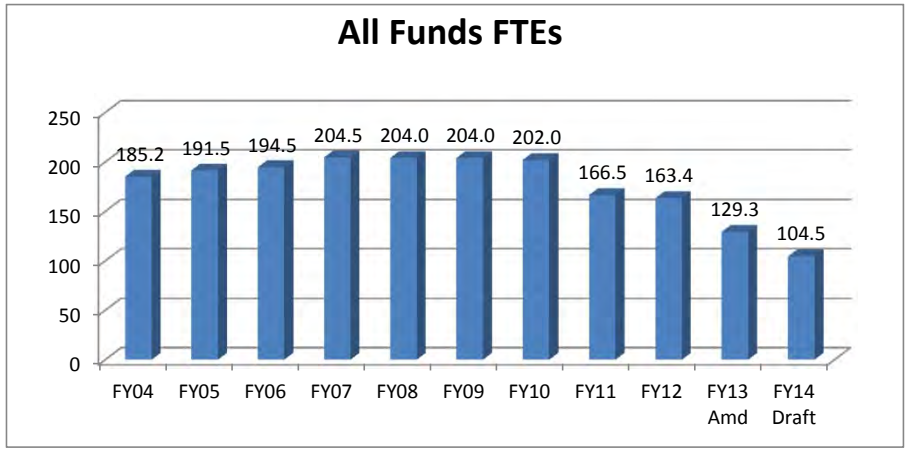
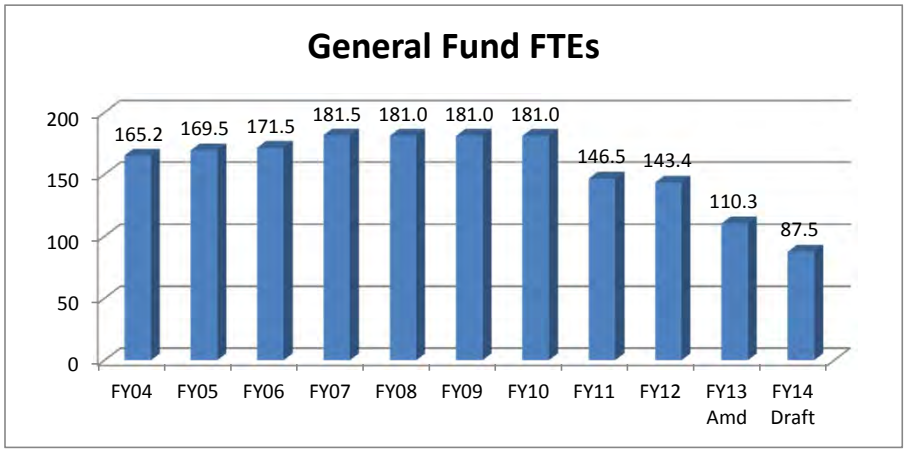
FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Parks, Rec & Library





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Library & Arts											
1000 - General											
Arts Maintenance - Admin.					1.0	1.0	1.0				
Historic Sahuaro Ranch				1.0							
Library	86.8	86.8	86.8	86.8	86.8	86.8	86.8	69.3	70.1	55.0	43.5
1000 - General Total	**86.8**	**86.8**	**86.8**	**87.8**	**87.8**	**87.8**	**87.8**	**69.3**	**70.1**	**55.0**	**43.5**
1220 - Arts Commission Fund											
Arts Maintenance	1.0	1.0	1.0	1.0						1.0	1.0
1220 - Arts Commission Fund Total	**1.0**	**1.0**	**1.0**	**1.0**						**1.0**	**1.0**
Library & Arts Total	**87.8**	**87.8**	**87.8**	**88.8**	**87.8**	**87.8**	**87.8**	**69.3**	**70.1**	**56.0**	**44.5**
Parks & Recreation											
1000 - General											
Adult Center	5.7	6.0	6.0	6.0	6.0	6.0	6.0	8.0	8.0	5.0	6.0
Aquatics					1.0	1.0	1.0	1.0	1.0		
Audio/Visual	1.0	1.0	2.0	2.0	2.0	2.0	2.0				
Copper Canyon HS Youth Dev Prg					0.8	0.8					
Foothills Recreation Center			1.0	10.0	10.0	10.0	10.0	8.0	7.8	7.0	5.0
Glendale Community Center	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	1.0	0.0
Historic Sahuaro Ranch					3.0	3.0	3.0	3.0	3.0	1.0	1.0
Marketing - Parks & Rec	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.8	1.8		
Park Irrigation	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0		

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Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Park Rangers	4.0	4.0	4.0	4.0	4.0	4.0	5.0	3.0	3.0	3.0	3.0
Parks & Recreation Admin.	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	1.0	4.0	2.0
Parks CIP & Planning	4.0	4.0	4.0	2.0	3.0	3.0	3.0	2.0	2.0	1.0	0.0
Parks Maintenance	16.0	18.0	18.0	18.0	28.0	28.0	27.0	23.0	20.0	19.0	17.0
Parks North District	12.0	12.0	12.0	12.0							
Pool Maintenance	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0
Recreation Support Services	6.0	6.0	6.0	8.0	8.0	8.0	8.0	6.0	6.0	4.0	4.0
Special Events and Programs	3.8	3.8	3.8	5.8	2.0	2.0	2.0	1.0	1.0		
Sports and Health	3.0	3.0	3.0	3.0	5.0	5.0	5.0	5.0	5.0	4.0	4.0
Youth and Teen	9.0	11.0	11.0	9.0	7.5	7.5	8.3	6.5	6.8	4.3	
1000 - General Total	**78.4**	**82.8**	**84.8**	**93.8**	**93.3**	**93.3**	**93.3**	**77.3**	**73.3**	**55.3**	**44.0**
1840 - Grants											
Youth Football Hub Grant					1.0	1.0					
1840 - Grants Total					**1.0**	**1.0**					
1880 - Parks & Recreation Self Sust											
Rec Self Sust-Foothills Rec								1.0	1.0	1.0	1.0
Sports Self Sustaining								1.0	1.0	1.0	0.0
Youth and Teen Self Sustaining	1.0	1.0	2.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0
SRPHA Sahuaro Ranch Hist	1.0	3.0	3.0								
1880 - Parks & Recreation Self Sust Total	**2.0**	**4.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**7.0**	**7.0**	**7.0**	**5.0**
Parks & Recreation Total	**80.4**	**86.8**	**89.8**	**98.8**	**99.3**	**99.3**	**98.3**	**84.3**	**80.3**	**62.3**	**49.0**
Right-of-Way											
1340 - Highway User Gas Tax											
Right-of-Way Maintenance	17.0	17.0	17.0	17.0	17.0	17.0	16.0	13.0	13.0	11.0	11.0
1340 - Highway User Gas Tax Total	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**16.0**	**13.0**	**13.0**	**11.0**	**11.0**
Right-of-Way Total	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**16.0**	**13.0**	**13.0**	**11.0**	**11.0**
Total FTEs for ALL FUNDS	**185.2**	**191.5**	**194.5**	**204.5**	**204.0**	**204.0**	**202.0**	**166.5**	**163.4**	**129.3**	**104.5**

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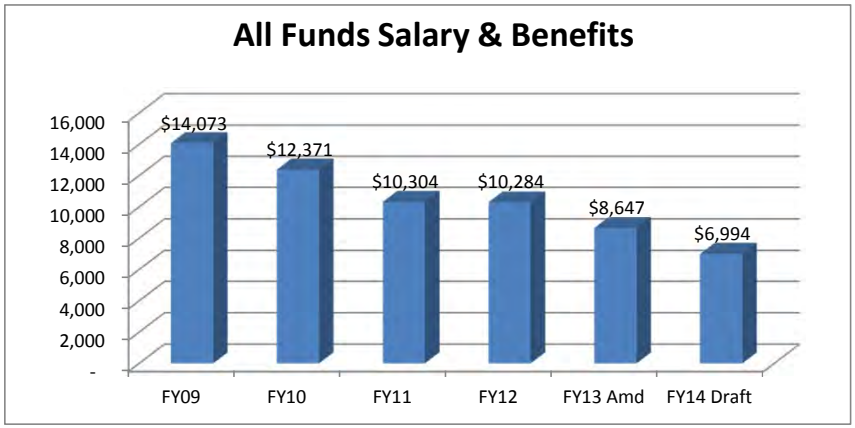
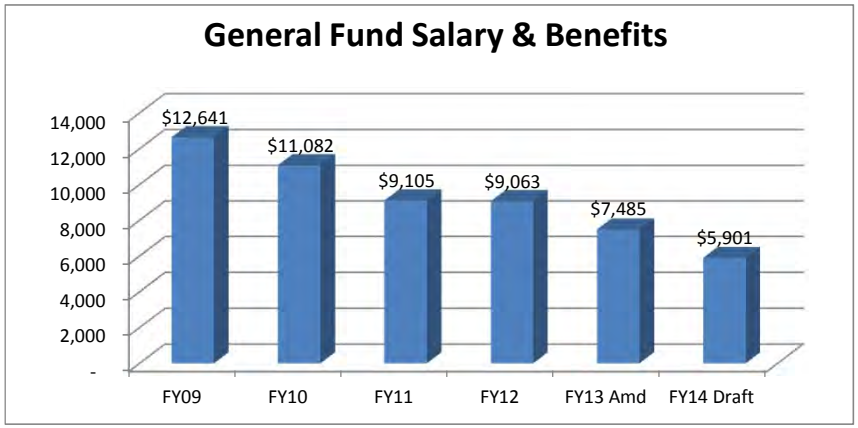
FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Parks, Rec & Library

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Library & Arts						
1000 - General						
Arts Maintenance - Admin.	117	110	2	1		
Library	6,371	5,553	4,616	4,455	3,844	2,999
1000 - General Total	**6,487**	**5,664**	**4,618**	**4,456**	**3,844**	**2,999**
1220 - Arts Commission Fund						
Arts Maintenance	1	1	1	1	40	77
1220 - Arts Commission Fund Total	**1**	**1**	**1**	**1**	**40**	**77**
1260 - Library						
Library Book Fund	2	1	5	7	7	
1260 - Library Total	**2**	**1**	**5**	**7**	**7**	
1840 - Grants						
Glendale History Online		0				
Grant Approp - Library					25	25
LSTA Glndl History Online	0	0				
LSTA What Else	0					
VSUW Success by 6 Initiative				0		
1840 - Grants Total	**0**	**0**		**0**	**25**	**25**
Library & Arts Total	**6,491**	**5,666**	**4,624**	**4,463**	**3,916**	**3,101**

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

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Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
	Actuals				Amd	Draft
Parks & Recreation						
1000 - General						
Adult Center	329	338	444	496	341	426
Aquatics	124	100	86	69	9	9
Audio/Visual	159	152	0			
Copper Canyon HS Youth Dev Prg	35	0				
Foothills Recreation Center	630	545	514	478	466	330
Glendale Community Center	181	161	122	135	57	1
Historic Sahuaro Ranch	204	213	211	235	61	62
Marketing - Parks & Rec	80	118	118	72	0	
Park Irrigation	286	235	190	192	(0)	
Park Rangers	278	147	145	154	144	145
Parks & Recreation Admin.	246	241	144	185	377	228
Parks CIP & Planning	290	281	145	94	93	0
Parks Maintenance	1,613	1,468	1,137	1,237	1,141	1,018
Pool Maintenance	188	187	137	143	144	146
Recreation Support Services	459	455	343	377	235	237
Special Events and Programs	157	147	65	(0)		
Sports and Health	501	312	395	384	298	299
Youth and Teen	393	317	292	358	276	
1000 - General Total	**6,154**	**5,418**	**4,487**	**4,607**	**3,641**	**2,901**
1840 - Grants						
Youth Football Hub Grant	44	25	0			
Grant Approp - Parks & Rec					25	25
LISC O'Neil Park Irrigation			1			
Youth Wkfr Dev @ Copper Canyon	43	37	12			
1840 - Grants Total	**87**	**62**	**14**		**25**	**25**
1880 - Parks & Recreation Self Sust						
Glendale Community Center			0	0		0
Rec Self Sust-Foothills Rec	4	3	78	83	81	83
Sports Self Sustaining	4	4	63	68	66	5
Youth and Teen Self Sustaining	225	226	224	198	238	182
Adult Center Self Sustaining	5	9	8	6	6	7
Aquatic Self Sustaining	0	2	6	5	6	3
GESD-Reimb Division	0	4	6	41		
Rec Self Sust-Audio/Visual	(1)	1	0			
SRPHA Sahuaro Ranch Hist	0	1	4	5	2	3
1880 - Parks & Recreation Self Sust Total	**238**	**250**	**389**	**407**	**399**	**283**

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
1885 - Parks & Recreation Designated						
Elsie McCarthy Pk. Maint		0			0	0
1885 - Parks & Recreation Designated Total		**0**			**0**	**0**
1280 - Youth Sports Complex						
YSC - Parks & Rec				2		
1280 - Youth Sports Complex Total				**2**		
Parks & Recreation Total	**6,479**	**5,731**	**4,889**	**5,016**	**4,065**	**3,210**
Right-of-Way						
1340 - Highway User Gas Tax						
Right-of-Way Maintenance	1,103	974	791	804	666	683
1340 - Highway User Gas Tax Total	**1,103**	**974**	**791**	**804**	**666**	**683**
Right-of-Way Total	**1,103**	**974**	**791**	**804**	**666**	**683**
Total A6000 Series for ALL FUNDS	**$14,073**	**$12,371**	**$10,304**	**$10,284**	**$8,647**	**$6,994**

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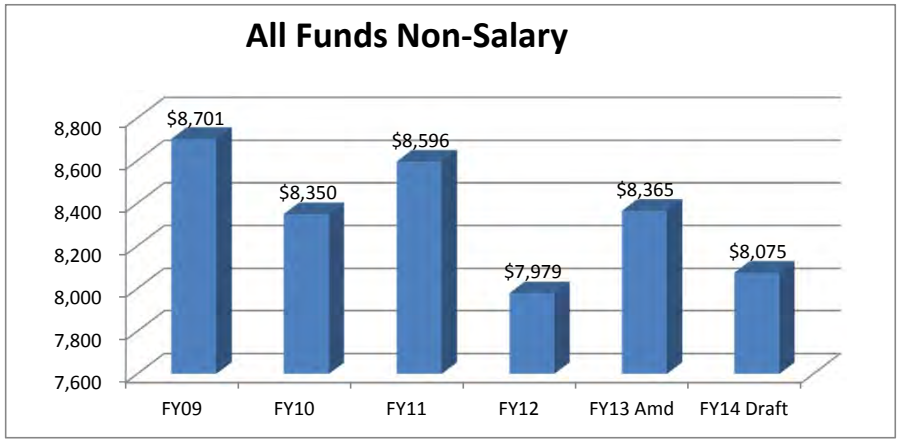
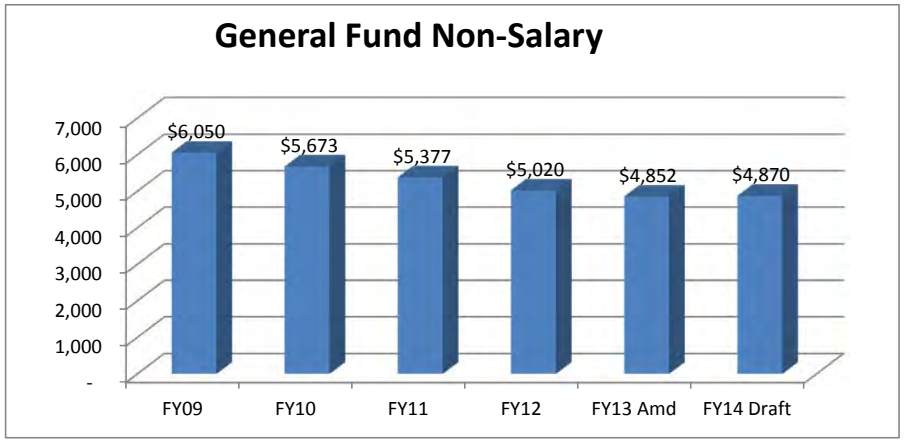
FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Parks, Rec & Library

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Library & Arts						
1000 - General						
Arts Maintenance - Admin.	28	11	24	14		
Library	1,547	1,399	1,133	929	882	1,005
1000 - General Total	**1,575**	**1,410**	**1,157**	**943**	**882**	**1,005**
1220 - Arts Commission Fund						
Arts Maintenance	57	37	45	60	125	126
1220 - Arts Commission Fund Total	**57**	**37**	**45**	**60**	**125**	**126**
1260 - Library						
Library Book Fund	35	37	61	463	142	149
Library Special Revenue	181	129	66			
1260 - Library Total	**216**	**166**	**127**	**463**	**142**	**149**
1840 - Grants						
Glendale History Online		11	4			
Grant Approp - Library					250	250
LSTA Glndl History Online	15	5				
LSTA What Else	28	4				
AZ Arts Comm GOS II 2007	9	7	5	5		
AZ Arts Comm Live at the Libra	1					
Benjamin Franklin Grant		0	0			

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$2,258
Utilities	1,676
Temporary Pay	1,265
Line Supplies	548
Dept. Contingency	400
Books	350
Shop Charges	275
Electricity	235
Fuel - Shop Chargebacks	163
Lib Electronic Patron Resourc	137
All Other	769
	$8,075

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Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
	Actuals				Amd	Draft
Books for AZ Libraries	1	2	3	4		
Callaloo-An African Arts Stew	2					
Fit for Life	3	0				
LSTA Books for AZ Libraries	2					
LSTA Game On	7					
LSTA Read and Play With Me			57	2		
LSTA Self-Check Technology	49					
LSTA Special Resource Allotmen			5			
Misc Library Grants			0	3		
Recession Response Grant		45	10			
Smart Investing @ the Library	10	6	3			
State Grant In Aid 2005	12	12	3	21		
Library Donations				0		
Memorial Donations-Library				0		
VSUW Success by 6 Initiative				4		
1840 - Grants Total	**140**	**92**	**91**	**39**	**250**	**250**
1842 - ARRA Stimulus Grants						
AzPAC Project AZ ARRA BTOP 1		0	9.9655	0.336		
Main Library Lighting			287.10046	32.83505		
1842 - ARRA Stimulus Grants Total		**0**	**297.06596**	**33.17105**		
Library & Arts Total	**1,989**	**1,705**	**1,717**	**1,538**	**1,398**	**1,530**
Parks & Recreation						
1000 - General						
Adult Center	33	32	28	36	19	
Aquatics	356	273	121	131	128	128
Audio/Visual	20	20	0			
Copper Canyon HS Youth Dev Prg	1	1				
Foothills Recreation Center	972	855	1,005	1,040	882	885
Glendale Community Center	29	13	11	13	14	14
Historic Sahuaro Ranch	54	88	20	12	20	
Marketing - Parks & Rec	51	52	15	10		
Park Irrigation	60	44	42	54	165	174
Park Rangers	116	110	116	121	124	106
Parks & Recreation Admin.	1	1	1	2	1	55
Parks CIP & Planning	5	14	6	6	10	10
Parks Maintenance	2,017	2,213	2,261	2,123	2,081	2,459
Pool Maintenance	96	69	72	50	29	29
Recreation Support Services	393	339	370	344	354	
Special Events and Programs	44	37	1	0	6	6
Sports and Health	27	5	13	15		
Youth and Teen	200	97	138	121	138	
1000 - General Total	**4,474**	**4,263**	**4,220**	**4,076**	**3,970**	**3,864**
1840 - Grants						

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Youth Football Hub Grant	0	1	0	1		
Grant Approp - Parks & Rec					250	150
LISC O'Neil Park Irrigation			14	55		
AZSTA O'Neil Park Renovation			118	(27)		
Greenbrier Park ADA Upgrade			(0)			
Misc P&R Grants	3	0		4		
Bonsall Park Donation				0		
Sahuaro Ranch Sustainability				4		
1840 - Grants Total	**3**	**2**	**132**	**37**	**250**	**150**
1842 - ARRA Stimulus Grants						
Sports Courts Lighting Retrofi			65.52767	4.07847		
Solar Parks Lighting					165.079	
1842 - ARRA Stimulus Grants Total			**65.52767**	**4.07847**	**165.079**	
1880 - Parks & Recreation Self Sust						
Glendale Community Center	1	1	1	4	5	4
Rec Self Sust-Foothills Rec	161	229	229	189	240	235
Sports Self Sustaining	171	176	155	217	234	259
Youth and Teen Self Sustaining	149	77	13	119	81	57
Adult Center Self Sustaining	122	141	150	111	110	125
Aquatic Self Sustaining	51	80	129	97	84	67
GESD-Reimb Division	(4)	(25)	8	(39)		
Rec Self Sust-Audio/Visual	3	18	1			
Rec Self Sust-Administration	9	17	18	16	20	20
Recreation Self-Sustaining				36		
SRPHA Sahuaro Ranch Hist	42	61	51	56	53	58
1880 - Parks & Recreation Self Sust Total	**707**	**776**	**755**	**806**	**828**	**826**
1885 - Parks & Recreation Designated						
Elsie McCarthy Pk. Maint	22	20	13	8	44	46
Apollo Pool Repair	14	7	7			
Cactus Pool Repair	146	55	30	34	20	
Cardinal Pool Repair	3	5	26			
City-Wide Aquatics				11	32	32
Dedicate A Tree	0	0	1	1	5	4
Desert Gardens Park		3	2	1	7	9
Desert Mirage Park				1	7	10
Desert Valley Park	0	2			8	12
Discovery Park			11	3	7	4
GCC Pool Repair	4	0				
GESD ES Ballfields					7	7
Ironwood HS Light					5	
Ironwood Pool Repair	7	4	108	4	30	
O'Neil Park Maintenance			6		5	5
1885 - Parks & Recreation Designated Total	**196**	**96**	**204**	**63**	**177**	**129**

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
1280 - Youth Sports Complex						
YSC - Parks & Rec	228	247	249	218	262	262
1280 - Youth Sports Complex Total	**228**	**247**	**249**	**218**	**262**	**262**
Parks & Recreation Total	**5,608**	**5,384**	**5,626**	**5,203**	**5,652**	**5,231**
Right-of-Way						
1282 - Arena Event Operations						
Arena - ROW Maintenance	37	35	25	11	50	50
1282 - Arena Event Operations Total	**37**	**35**	**25**	**11**	**50**	**50**
1340 - Highway User Gas Tax						
Right-of-Way Maintenance	1,067	1,226	1,228	1,226	1,265	1,264
1340 - Highway User Gas Tax Total	**1,067**	**1,226**	**1,228**	**1,226**	**1,265**	**1,264**
Right-of-Way Total	**1,105**	**1,261**	**1,253**	**1,237**	**1,315**	**1,314**
Total A7000 Series for ALL FUNDS	**$8,701**	**$8,350**	**$8,596**	**$7,979**	**$8,365**	**$8,075**

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PRLS ADMINISTRATIVE SERVICES (DIVISIONS 14610 & 14630) - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	7.00	$559,241	$54,942	$119,622	$733,805

SERVICE DESCRIPTION:
The PRLS Administrative Services division is comprised of the executive director, the recreation manager, financial services, and the customer service staff. This division was created in FY13 by re-organization of the department and the consolidation of two divisions. As such, it is responsible for the leadership, management and administrative functions of the PRLS department. Collectively, this division is responsible for the entire operation of the department which includes the Glendale Public Library, the Arts Program, Parks Maintenance, Recreation, Rights-of-Way and all other programs and services within the department. This includes all financial activity, strategic planning, budgeting, Council and Commission agenda items, customer service, goals, and revenue generation for the Parks, Recreation and Library Services Department.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The executive director is accountable for all department FTE's and temp positions; all contracts; grants; four citizen boards and commissions; all IGA's; the department's operating budget; the department's assets (parks, art, library services, swimming pools, etc.); is responsible for all operating divisions of the department; the provision of all programs and services, and meeting community needs. The recreation manager oversees the Glendale Adult Center, the Youth & Teen services, Aquatics, and the Foothills Recreation & Aquatics Center. The financial services staff are responsible for the financial operations of the department (all vendor payments, PA Forms, Pro-card processing, check requests, purchase orders, petty cash, etc). The customer service staff are responsible for front-line customer service, clerical work needed to keep the department functioning, collecting fee-based reservations for those using Glendale's many park amenities (i.e. - ramada reservations, special use permits, ball field reservations, activity registrations, GRASP registrations, municipal complex reservations) and answering all general inquiry questions about programs, services, parks, facilities, special events, etc.

REVENUE GENERATION:
The division itself does not generate revenue, however the department relies on the customer staff for collecting and processing the revenue that is received from special interest classes, swim lessons, vendors, concessions, etc. The customer service staff are also responsible for taking the ramada reservations and ballfield reservations which are revenue generating.

CHANGE IN SERVICES:
The PRLS Administrative Division was reorganized in FY13 to streamline services. Strategic leadership is important and various department functions cannot efficiently operate without oversight and direction. Outsourcing some services and adjusting staff levels as appropriate may be an option, but the outsourcing of certain administrative functions might be difficult as there may be little to no interest in the administrative portion of the department. Outsourcing may also result in the potential loss of service control and may result in increased expenses due to management fees. Reducing service hours and adjusting staff levels as appropriate may also be any option, but any reduction in service hours will most likely cause concern by the public and there may be some initial negativity, as the department has previously proposed such actions and has received such feedback.

LIBRARY SERVICES GENERAL FUND OPERATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	43.50	$2,999,458	$1,005,175	$149,656	$4,154,289

SERVICE DESCRIPTION:
The Glendale Public Library system consists of three libraries that provide reading and information services, youth, teen and adult programming, job training, meeting room space, public computers, books, audio/visual materials and electronic resources that inform, educate and entertain diverse residents. The library system circulates approximately 2.1 million items each year and has 82,505 cardholders. The libraries system-wide are open 111 hours per week and provides access to electronic databases and eBooks via the internet 24 hours, seven days a week.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In total, the Glendale Public Library system had 762,042 visitors in FY12. In FY12, there were 1,214,655 catalog searches and 3,720,472 accessed the library's website . The statistics for each of the three library facilities are as follows: The Glendale Main Library located in central Glendale is open 43 hours per week. In FY12, there were 372,465 patrons; 1,023,584 items circulated; 125,092 computer users, and 60,709 reference transactions. There were also 593 youth programs with 25,865 participants; 45 teen programs with 869 participants; and 185 adult programs with 4,975 participants. The Foothills Library located in the northernmost part of Glendale is open 36 hours per week. In FY12, there were 199,525 patrons; 743,449 items circulated; 47,154 computer users; and 42,390 reference transactions. There were also 374 youth programs with 17,779 participants; 49 teen programs with 784 participants; and 137 adult programs with 2,359 participants. The Velma Teague Library located in downtown Glendale is open 32 hours per week. In

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FY12, there were 190,052 patrons; 221,817 items circulated; 61,767 computer users; and 14,110 reference transactions. There were also 208 youth programs with 4,606 participants; 50 teen programs with 841 participants; and 82 adult programs with 592 participants.

REVENUE GENERATION:
As a part of the FY13 budget process, all costs and revenues of the Glendale Public Library system were reviewed. After comparison with library services models offered by the private sector and the Maricopa County Library District, substantial savings have been identified. Through a combination of not filling vacant positions; entering into Reciprocal Borrowing with the Maricopa County Library District; implementing the new RFID system; cross-training of staff; outsourcing of data-entry and the enhanced processing associated with the purchase of new materials; and the consolidation of service desks, the City will save approximately $1,014,000 each year. Of the $1,014,000 in projected savings and under the new service delivery model, $160,000 needs to be moved from A6000 salary to A7000 Professional and Contractual in FY14 to allow for the hiring of additional part-time staff (Pages) to assist with the circulation of materials. The total net savings to the City of Glendale General Fund will be approximately $854,000 per year under the new service delivery model. There will be no reduction to the number of hours the libraries are open. The new model will also allow the library to generate projected revenues in the amount of approximately $249,504 ($160,000 in fines + $12,000 in meeting room revenue + $77,504 in reciprocal borrowing revenue).

CHANGE IN SERVICES:
As part of the Library's effort to innovate and lower operating expenses, the City entered in to a reciprocal borrowing agreement with the MCLD in June 2012, and as a result, the Library will receive approximately $163,237 in revenue, services and new programs. Additionally, the MCLD purchased a new Polaris Integrated Library System (valued at $340,000) at no cost to the City, which will save an additional $33,000 each year in operating expenses. New "one" and "two" desk service models are being implemented at the three libraries as staff are being cross-trained in specific service functions to meet customer need and provide flexibility in staffing levels. Also new fees for the rental of rooms and book fines were approved by Council in June 2012.

LIBRARY SELF-SUSTAINING INITIATIVES - FUND #1260

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$148,905	$0	$148,905

SERVICE DESCRIPTION:
This is a request for appropriation authority only. If funds are not collected, they are not expended. This account is used for library revenue generated from book and retail sale items, public printing and copying, video game rentals, lost and damaged materials, non-resident cards and collection agency fees. The funds are then used to purchase retail sale items, paper, toner, and maintenance contract for the public printers and copiers, add new video games to the collection, replace lost and damaged materials and to make payment to the collection agency for services.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Library users benefit by being able to print from public computers and printers, purchase earrbuds, flashdrives and etc., enjoy the purchase of low cost books from the library book sale areas, enjoy video games rented for one-week, enjoy a growing selection of video games as new titles are purchased, and have a system available to clear credit discrepancies resulting from collection agency activity.

REVENUE GENERATION:
In FY12, the revenues totaled $161,112.

CHANGE IN SERVICES:
The use of these funds in and of itself is an innovative practice. Even so, the Library is consistently researching ways to increase revenue. Examples include: book sales to outside book resellers in order to get the maximum amount possible to increase revenue; one branch library sponsors a large Spring and Fall book sales to increase the volume of book sale revenue; and book sale volunteers change out displays of book sale materials regularly to increase sales.

MUNICIPAL ARTS PROGRAM (DIVISIONS 15230 & 15310) - FUND #1220

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$76,869	$126,067	$2,889	$205,825

SERVICE DESCRIPTION:
In 1983, the city established an ordinance to promote and advocate for the arts in Glendale and develop a fund for the acquisition and installation of new art purchases for the residents of Glendale. As a result, one percent (1%) of construction projects in the capital improvement program has been and continues to be deposited quarterly in a "municipal arts fund." The ordinance was later amended by Council (1991) to also fund performing arts, which takes place each year via a competitive application process sponsored by the Commission (all performing arts grants are reviewed and approved by the Council). In addition, this division also works with the Arts Commission and collaborates with a variety of regional art-related organizations to bring low-no cost art events to Glendale. Since the inception of the program, the City has acquired 375 different pieces of art in a municipal

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arts portfolio that is worth approximately $2.67 million and has funded approximately $564,000 in performing arts grants.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Recent examples of what the Municipal Arts program would include: the use of $40,000 from the municipal arts fund to commission an artist to plan, design and construct a new entry monument at 59th and Mountain View and two new entry monuments on 63rd Avenue for Sahuaro Ranch Park. Approximately $3500 was used to conduct the "plein air"(painting in open air) contest at the Glendale Chocolate Affaire. $35,500 in performing arts grants were awarded to twelve different performing arts groups such as the Arizona Theatre Company; Center Dance Ensemble; Childsplay; Free Arts of Arizona; and the Phoenix Symphony for community-based programs throughout Glendale. The City Council established this program in order to make the arts more accessible to Glendale citizens, most notably youth and their families. Approximately 11,000 residents participated in these programs. In addition to the above items, the Arts program is also responsible for maintaining and preserving all previously purchased city-owned art (including those outdoors) and curating special displays at city-owned facilities. Approximately $22,000 is used each year for maintaining the City's art portfolio.

REVENUE GENERATION:
Beginning in FY14, the entire cost of the Arts program will be removed from the General Fund and placed in the Municipal Arts Fund; over the past year, the program has reduced its operating expenses from $162,1000 to $90,000 through a series expenditure reductions. For example, because of marginal interest and despite the fact that it charged user fees, the Summer Arts Camp program was eliminated from the FY13 budget. The program is also collaborating with community partners to advance the arts at no cost to Glendale.

CHANGE IN SERVICES:
The Municipal Arts programs and services have already been reduced. If further reductions are necessary, an option might be to temporarily defer commissioning and funding of new permanent and portable art acquisition and enter into reciprocal art loan programs with other local public entities, however this may raise concerns by local artists and those affiliated with Glendale art & arts advocates. Another option may be to reduce development and commissioning of interactive arts activities at City signature events, however events such as the Plein Air contest, Paris in the Spring and other Centerline events will not be as dynamic. Additional options include eliminating educational programming and activities or the entire program. This will result in a gap of service and raise concerns by those who advocate for the arts and participate in these programs. Council would still need to set aside approximately $35,000 each year for basic maintenance expenses associated with the City's municipal arts portfolio should the program be completely eliminated.

RECREATION GENERAL FUND OPERATIONS (DIVISIONS 14640, 14660 & 14620) - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$250,643	$19,400	$21,926	$291,969

SERVICE DESCRIPTION:
The Recreation Division was created in FY13 by reorganization of the department and the consolidation of the Glendale Adult Center, Youth and Teen Division, GRASP Programs, Aquatics Programs, and the operations of the Foothills Recreation and Aquatics Center (FRAC). As such, the division is supported by a combination of the General Fund and Self-Sustaining funds collected from user fees. In general, the division is responsible for providing all Adult Center programming (fitness, health and wellness, nutritional programs, computer access, congregate meals); the summer aquatics program (open swim, lessons, water safety sessions) at the Rose Lane Aquatics Center and the Foothills Recreation and Aquatics Center; fee-based before and after school programs (supervised, educational enrichment) at six different sites; and youth and teen programming at the Glendale Community Center, Foothills Aquatics and various park sites and libraries, (computer access, supervised recreation, mentoring and family-related activities). This division is responsible for planning and implementing all recreational services of the department.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Adult Center provides services for approximately 156,000 participants with 3,200 active members. Approximately 49,500 participate in fitness, exercise and nutrition programs, 8,500 patrons participate in "specialty groups activities" (i.e. - lapidary, health and wellness, personal safety, sewing, dance, billiards, etc) and approximately 16,600 participate in the computer classes and used the computer lab. The staff coordinate and supervise 102 volunteers who contribute about 2,542 volunteer hours. The Adult Center also hosts the congregate meals program through the YWCA, which will serve approximately 20,800 individuals. Recreation staff also coordinate recreational programs for Glendale's disabled population. There are currently six afterschool programs and three summer programs. These visits provide the opportunity for supervised and structured programming in a variety of areas (life skills, arts and culture, physical fitness, and leadership). The division coordinates activities at the Glendale Community Center and leverages active partnerships with various groups and qualified individuals at our facilities (i.e. - the YWCA Senior Program at the Glendale Community Center; Glendale Youth Project at the Glendale Community Center, Gila River Indian Community Grant). The Recreation division also provides community support at several City and privately-sponsored events throughout the year. These neighborhood community events include events such as the Folk and Heritage Festival, the Tractor Show, Arbor Day, Glendale Juried Fine Arts Show, and Partners n' Parks. The Recreation Division also coordinates all summer swim programming and related water safety classes (approximately 45,000 participants at Rose Lane

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and Foothills).

REVENUE GENERATION:
In FY12, the Glendale Adult Center generated approximately $145,500 in revenue from pass memberships, classes and facility rentals. The Youth & Teen programs generated approximately $313,700 in revenue from after-school and summer youth programs. This revenue is self-sustaining and supports the program FTE staff, part-time staff and supplies (cost recovery information for the Aquatics program is listed with the Aquatics Maintenance and Programming cost for service listing).

CHANGE IN SERVICES:
The Recreation staff are continuously looking at innovative ways to provide recreation programs and services in Glendale. The Council implemented new user fees on July 1, 2012 for each of the programs offered by the Recreation Division. Because fees were recently raised, it is not practical at this time to further increase them. Reducing facility hours could be considered to reduce expenses, however, in FY13, the hours of operation were already reduced at the Adult Center from 71 per week to 40 per week and all services at the Glendale Community Center have been outsourced (Rose Lane and O'Neil Centers were closed due to funding reductions). The outsourcing of programming is also currently being explored as an option. Should this occur, it will be necessary to adjust staffing levels as appropriate.

RECREATION SELF-SUSTAINING OPERATIONS (DIVISIONS 14820, 14825, 14830, 14850, & 14892) - FUND #1880

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	5.00	$272,115	$441,109	$4,496	$717,720

SERVICE DESCRIPTION:
This is a request for appropriation authority. If the funds are not collected, they are not expended. This is a description of recreation services funded through the various Recreation self-sustaining funds. It consists of rental revenues and membership fees from the Glendale Adult Center; the Glendale Recreation After School Program (GRASP); and Special Interest Classes (SIC). The Adult Center is open to anyone 18 years and older and offers programs and opportunities to learn, exercise, socialize and to remain active in the community. The Youth and Teen Division provides activities for youth including fee-based GRASP before and after school supervised recreation programs. In addition, the division also coordinates all activities at three recreation centers. SIC is a self-sustaining program that provides fee-based classes for personal development in a particular area of interest such as sports and fitness, dance, cooking, cultural arts, music, language, martial arts, etc. These are open to any residents and non-resident customers in the community.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The fees collected at the Adult Center helped to fund services for more than 156,000 people. Approximately 49,500 patrons participated in fitness programs, 8,500 patrons participated in "specialty clubs" (i.e. - lapidary, sewing, dance, billiards, etc) and approximately 16,600 participated in the computer classes and used the computer lab. The fee-based GRASP provides supervised before and after school supervised recreation programs at six sites and three summer programs. These programs provide the opportunity for supervised and structured programming in a variety of areas (life skills, arts and culture, physical fitness, and leadership). Funds collected via rentals at the Glendale Community Center are used to purchase various operational items to keep the facility open and viable. The SIC program sponsors about 740 classes that have about 4,960 participants (1,773 youth and 3,187 adult). These classes are recreation based and expose people to a basic concept for personal skill development at a reasonable cost.

REVENUE GENERATION:
In FY12, the Glendale Adult Center generated approximately $145,500 in revenue from pass memberships, special events fees, classes, facility rentals, donations and sponsorships. This revenue supports the operational expenses and program supplies. The FTE's are supported through general fund. The Youth & Teen programs generated approximately $313,700 in revenue in FY12 from after-school, summer youth programs, sponsorships, grants, fund raisers and donations. These funds support four FTE's who directly supervise and coordinate the programs, and for program supplies. The Youth and Teen initiative also successfully applied for and received a $55,188 Gila River Indian Community Grant that is being used to teach better nutritional practices by youth at our GRASP sites. Special Interest Classes generated approximately $290,000. This revenue offsets the expenses for one FTE, part time and contracted instructors and supplies.

CHANGE IN SERVICES:
The Recreation staff are continuously looking at innovative ways to provide recreation programs and services in Glendale. The Council approved new fee increases for recreation programs and services that took effect July 1, 2012. Additional fee increases at this time will result in lower participation, reduced revenue, and the elimination of certain recreational programming. Reducing or eliminating hours and staff as appropriate is an option to further reduce expenses, however the Adult Center reduced its operating hours by 21.5 hours per week in FY13. Any additional decrease in the hours of operation will result in a reduction of revenue and participation. Staff are exploring the potential lease of the second floor of the Adult Center to an outside entity. The operations of the Glendale Community Center have already been outsourced and staff are exploring the same option for the O'Neil and Rose Lane Recreation Centers. This may result in additional revenue streams, but it might be difficult to find a tenant. The elimination of fee-based programs and classes continues to be an option, however both revenue and viable recreational programming in Glendale will be reduced.

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RECREATION GENERAL FUND OPERATIONS: FOOTHILLS RECREATION & AQUATICS CENTER (DIVISION 14720) - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$268,261	$884,884	$29,182	$1,182,327

SERVICE DESCRIPTION:
The Foothills Recreation & Aquatics Center consists of a fee-based 69,800 sq. ft. family friendly, multi-generational, community recreation center and a 36,800 sq.ft outdoor aquatics area (total 106,600 sq feet). Opened in 2006, it provides recreational programming for all ages such as a fitness center, indoor exercise track, racquetball courts, basketball courts, volleyball courts, meeting rooms, a rock climbing facility, a free recreation area, various Special Interest Classes (SIC) and an aquatics center. The facility is designed to offer multiple levels of fee-based programming that is priced according to its cost-recovery objectives. The facility operates 94.5 hours per week, 359 days a year. Foothills also sponsors various community outreach and marketing events such as a Halloween festival, the annual Health & Wellness Fair and the Santa's Workshop to encourage visitation and possible new memberships in the facility.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In FY12, the facility hosted a total of 453,811 visitors. On average, there were 175,951 pass holders visits. In addition, 29,249 participated in summer, open recreational swimming, 9,490 swim lessons were taught and 3,744 patrons participated in 476 Special Interest Classes. There were also 460 room rentals and 36 party rentals at the pool facility. The facility is also used for special community meetings and presentations (i.e. - budget presentations, district council meetings).

REVENUE GENERATION:
The total revenue collected by the FRAC in FY12 for facility recreation passes, classes, programs, aquatics summer recreation public swimming and rentals was $1,038,733. The largest revenue source comes from recreation passes which gives users access to several areas and components including: fitness equipment, racquetball, lap swimming, rock wall, water aerobics, exercise classes, walking jogging track and open gymnasium.

CHANGE IN SERVICES:
The Recreation staff are continuously looking at cost efficient ways to provide programs and services at the Foothills Recreation & Aquatics Center. The Council approved new fee increases for the facility that took effect July 1, 2012. In general, these fees are consistent with other municipal competitors and in some cases, higher than the private sector. At this time, an additional increase in fees for the FRAC will most likely result in a downturn in membership and might price the facility out of competition. Outsourcing the management of the facility and adjusting staff levels accordingly may be feasible, however outsourcing might also result in a loss of control over the use of facility. Even so, this continues to be explored. Closing/selling the facility is also an option, however is not recommended at this time. Instead, a phased approach (two years) to 100% cost recovery is recommended. At that time, if 100% cost recovery is not achieved, a recommendation to sell or completely outsource the facility will be made. Closure would result in minimal expenses (approximately $75,000 year) associated with this action.

AQUATICS GENERAL FUND OPERATIONS (DIVISIONS #13010 & 14680) - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$155,243	$156,708	$6,539	$318,490

SERVICE DESCRIPTION:
The Aquatics Division provides various programming such as recreational swimming, water aerobics, private and group swim lessons, high school and private swim & dive teams at two city-owned aquatic facilities: Rose Lane Aquatics Center and the Foothills Recreation and Aquatics Center.The General Fund budget supports the programming at Rose Lane with part-time American Red Cross certified lifeguards and management staff for recreation swim supervision and support, training and facility cleanliness during the summer months. The self-sustaining budget supports swim lessons and rentals. Fees are generated through swim lessons, public swimming, rentals, sponsorships and donations. In addition to the Rose Lane Aquatics Center programming, the aquatics division has a two-person maintenance staff responsible for all maintenance and repairs of the both aquatics centers (Rose Lane and Foothills), the maintenance of two City splash pads (Western Area Regional Park and Sycamore Grove Park), fountains at Murphy Park and the Elsie McCarthy Park and additional park maintenance work as assigned. The Foothills Aquatics Center is open year-round for a total of approximately 4,680 hours as part of the membership privileges of facility patrons, it is more costly to operate. On average, the Rose Lane Aquatics Center is open to the public and for swim-team rental approximately 700 hours between the months of May - October.

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

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CURRENT PERFORMANCE DATA:
In the summer of 2012, the two aquatics centers totaled 55,023 recreation public swim participants, 1,789 swim lesson registrations and 14,808 individual private and group swim lessons. The Rose Lane Aquatics Center had 25,774 recreational public swim participants, 657 swim lesson registrations and 5,318 individual private and group swim lessons. It cost approximately $172,795 to operate, of which $107,875 in revenue was generated. The Foothills Recreation and Aquatics Center had 29,249 recreation public swim participants, 1,132 swim lesson registrations and 9,490 individual swim lessons. It cost approximately $203,161 to operate, of which $166,270 in revenue was generated.

REVENUE GENERATION:
The total expenses for aquatics (which includes the splash pads and all fountains) in FY12 was $499,493, with revenue totaling $274,145 which is approximately cost recovery of 55%. The cost recovery for FY14 will increase due staff reductions and the elimination of the Ironwood and Cactus pool IGA (for which final minimal expenses were incurred in FY13).

CHANGE IN SERVICES:
The Recreation staff are continuously looking at innovative ways to provide aquatics programs and services in Glendale. The exploration of the potential outsourcing of the City's aquatics programs continues. This option is more viable for the Rose Lane Aquatics Center in that, unlike the Foothills Recreation and Aquatics Center (FRAC), it is a stand-alone aquatics facility (the FRAC is a fee-based multi-generational fitness center that includes other recreational activities - under one roof - than just aquatics; the Rose Lane facility is not). Should staff be directed, any decision to outsource will result in a possible adjustment to city staffing levels and may require a management fee. There is also the option to reduce hours of service or temporarily shut down the program. A reduction of hours of service and/or closure of aquatics programming will result in patron concerns and complaints. The temporary closure of the program will eliminate revenue and at the FRAC, will impact membership and the viability of the facility.

AQUATICS SELF-SUSTAINING OPERATIONS - FUND #1880

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$3,458	$67,088	$0	$70,546

SERVICE DESCRIPTION:
This is a request for appropriation authority. If the funds are not collected, they are not expended. This is a self-sustaining fund that consists of revenue from the Aquatics Division generated through recreational swim, private and group swim lessons, private or school rentals, high school and private swim and dive teams, sponsorships, donations and miscellaneous revenue from the Rose Lane Aquatics Center. This revenue is used to offset the cost of providing aquatics services at one of Glendale's two aquatic centers - Rose Lane. The expenditures include the learn to swim certified part-time instructors, management staff and safety supplies. A percentage of recreation public swim admission fees are also accumulated to assist with basic maintenance projects such as cool deck and slide repair. The 2013 summer swim season at Rose Lane will occur from June 1 - August 3, 2013, Monday - Sunday, 1:00 - 5:00 p.m.. Swim lessons will be offered during the morning and early evening.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Aquatics Division requires all part-time staff to be American Red Cross and StarGuard certified lifeguards which includes CPR and AED training as well as learn to swim certifications. The staff completes training in lifesaving efforts, general pool operations and training on learn to swim programs. Based on summer 2012 statistics, the Rose Lane Aquatics Center had 25,774 recreational public swim participants and 5,318 individual private and group swim lessons.

REVENUE GENERATION:
The revenue for the Rose Lane Aquatics Center was $107,875 and expenses totaled approximately $172,795. These expenses and revenue are for the period July 1, 2011 - June 30, 2012 which splits a typical summer season. The expenses included part-time staff, contract/membership fee for the swim lesson program, safety equipment, maintenance and other, supplies. Revenue was derived from swim lesson fees, rentals, high school swim team rentals and the recreation swim admission fees.

CHANGE IN SERVICES:
The Recreation staff are continuously looking at innovative ways to provide aquatics programs and services in Glendale. The fees for the two aquatics centers were increased beginning July 1, 2012. This included admission fees for summer swim, group lessons, and rental rates. Any increase in fee structure will reduce the number of patrons who frequent the aquatics facilities and will result in a reduction of revenue. The hours of operation were also adjusted downward in FY12 for both facilities to lower operating expenses. Any further reduction of hours will result in patron concerns about the ability to provide aquatics programming. Sponsorships for aquatics programs continue to be pursued and explored such as the Southwest Ambulance Grant that was received in FY12. As described in the Aquatics General Fund Operations, any closure of the aquatics programs will result in significant revenue loss to the both aquatics centers, customer complaints, and further community concern about recreational programming in Glendale. Youth, teens and adults will not have the opportunity to learn to swim or participate in public swimming at any neighborhood public swimming pool in Glendale.

PARKS MAINTENANCE GENERAL FUND OPERATIONS (DIVISIONS 13020, 13030, 13040,14670, 14710, & 14760) - FUND #1000

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	27.00	$1,667,887	$2,748,479	$60,729	$4,477,095

SERVICE DESCRIPTION:
The Parks Maintenance division is responsible for the maintenance and upkeep of 119 park and open-space facilities including 55 neighborhood parks; 9 community parks; 6 regional parks; the Thunderbird Conservation Park, and 21 retention basins. The division also maintains and is responsible for 4 sports complexes and landscape services and water for 22 special-use facilities such as community centers, fire and police stations, two-city owned aquatics facilities and all park equipment such as shade structures, park restrooms, sport courts and playground equipment. The division manages all park improvement projects, identification of long-term capital needs, park irrigation, facility allocation to sports user groups, and enforcement of park rules and city codes through the Park Ranger program. The division also assists in the development process by reviewing construction plans that impact parks and facilities and the operations, conducts blue-stake requests analyses related to the parks and facilities, responds to emergency call-outs due to damage that may be caused by weather, responds to community requests for services and oversees existing contracts for parks and facility services.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
The park maintenance division consists of five distinct areas of operation: park irrigation, park capital improvement projects and planning, parks and facility maintenance, facility allocation for sports fields, and Park Rangers. There are currently 27 FTE's and approximately 18 temporary staff who perform these duties. The division provides irrigation maintenance and service to over 2,100 acres of parkland and facilities; oversees the payment of water use for all parks, sports complexes, city facilities, drinking fountains, bathrooms, fountains, and sprinkler irrigation; maintains and preserves the Historic Sahuaro Ranch Area; mows and maintains 32 acres of retention basins and the four sports complexes; preserves the aesthetics and safety in parks - which includes landscaping, addressing safety hazards and keeping all infrastructure maintained and functional; inspects and repairs park equipment to ensure compliance with the Americans with Disabilities Act and all other federal, state and local guidelines and construction standards; provides year-round maintenance and care of nearly 14,000 trees; enforces park rules and city codes through the Park Ranger program; and allocates sports facilities to long-term users. Currently, each parks maintenance staff member is responsible for the maintenance of approximately 131 acres of park space and each park ranger is responsible for patrolling approximately 700 acres of parkland each evening.

REVENUE GENERATION:
In FY12, the field allocation and rental of fields generated approximately $95,000 in revenue, while the rental of ramadas and open space park areas generated approximately $133,000 in revenue. Rentals at the Historic Sahuaro Ranch facilities generated $56,000, all of which go back into the facility to address ongoing operational expenses.

CHANGE IN SERVICES:
The Parks Maintenance staff are continuously looking at innovative ways to reduce expenditures. Annual water consumption has been reduced by 30% since FY07 (despite two rate increases) and staff expenses have been reduced by approximately $220,000 via outsourcing and/or eliminating vacancies. In addition, two parks employees were permanently assigned to vacant positions in the HURF-funded Rights-of-Way Division, saving the General Fund $140,441 per year. Staff have also been cross-trained to become more knowledgeable about all parks maintenance operations and the "Partners n' Parks" program was implemented to encourage the adopting of parks by neighborhoods and service groups in an effort to lower operating costs. Outsourcing operations may be feasible in some areas, however the department has previously tried this and it has not been cost effective or efficient as desired.

PARKS MAINTENANCE SELF-SUSTAINING OPERATIONS (DIVISIONS 14840 & 14860) - FUND #1880

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$7,600	$317,498	$535	$325,633

SERVICE DESCRIPTION:
This is a request for appropriation authority. If the funds are not collected, they are not expended. This is a description of parks maintenance functions funded through revenue generated via by the City's athletic facilities and the use of the amenities at the Sahuaro Ranch Park Historic Area (SRPHA). In addition to coordinating field rentals and allocations that are used by approximately 90,000 participants, the department also schedules and coordinates youth and adult sports tournaments. In FY12, there were 60 scheduled youth and adult sports tournaments that hosted approximately 5,208 adult participants and 7,308 youth participants. There are currently over 5,000 adult softball participants who play in our adult leagues. In FY12, this division generated $207,000 in revenue, all of which was used to maintain and provide supplies for 21 of the 26 City sports fields (the Glendale Youth Sports Complex is funded separately). The 17-acre SRPHA has several unique, diverse and historical features that make it an attractive venue for special events, weddings, wedding receptions, and company retreats. Over the course of year it is estimated that approximately 30,000 people visit SRPHA annually. The seven day a week operation is staffed by one full-time park service worker (parks general fund), one senior recreation coordinator (parks general fund), one recreation coordinator, and up to six temporary staff. In FY12, the Historic Sahuaro Ranch generated $56,000 from reservations and user fees. All of these funds were placed back into the operation of the facility.

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Fees collected from athletic facilities are the primary source of funding for maintaining the sports fields and complexes. Funding provides the resources to drag the infields, level outfields, repair backstops, purchase goalie nets, sprinkler repair and supplies, general field improvements, application of field striping materials and general grounds maintenance at approximately 21 reservable fields. The fees also offset the cost of supplies for these facilities, such as bases, home plates, infield mix, janitorial supplies, trash bags, and other ongoing operating costs. The SRPHA has one Senior Recreation Coordinator (general fund) and two temporary staff who are primarily responsible for facility reservations, monitoring historic buildings, conducting cultural programs, and ensuring the facility is properly maintained for special events, wedding, wedding receptions, and get togethers.

REVENUE GENERATION:
User fees were increased by the City Council in July 2012. In FY12, field rentals generated $207,000 in revenue, all of which was used to maintain and provide supplies for 21 of the 26 City sports fields (the Glendale Youth Sports Complex is funded separately). In FY12, the Historic Sahuaro Ranch generated $56,000 from reservations and user fees. All of these funds were placed back into the operation of the facility.

CHANGE IN SERVICES:
The Parks Maintenance staff are continuously looking at innovative ways to manage facilities and programs in Glendale. The Council approved new fee increases for sports field rentals and SRPHA rentals that took effect July 1, 2012. Additional fee increases at this time will result in lower usage rates and reduced revenue. Outsourcing operations continues to be an option for reducing expenses and various operational functions have already been outsourced (ie: mowing, landscaping, certain repairs, tours of the historic Sahuaro Ranch by the Glendale Historical Society). The complete outsourcing of the management and oversight of the various facilities will result in staff reductions as appropriate and there may be certain IGA-related issues that would require review. The closure of the sports facilities is an option but would result in the displacement of several Glendale athletic groups, would create a deficit of available locations for sports and would result in revenue reductions. The closure of the SRPHA would result in the elimination of a major tourist destination.

RIGHT-OF-WAY MAINTENANCE - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	11.00	$682,560	$1,263,796	$59,958	$2,006,314

SERVICE DESCRIPTION:
The Right-of-Way (ROW) division is an 11-member team that is responsible for maintaining all city-owned developed and undeveloped areas along our roadsides to ensure they are aesthetically pleasing and safe for cars and pedestrians. This would include tree trimming; litter collection; water and irrigation maintenance (controllers, emitters, backflow prevention devices); replacement of damaged, stolen or broken trees and shrubs; clearing all streets and sidewalks of downed trees following storms; and responding to community concerns about the general quality and condition of ROW. It also assists in the development process by reviewing construction plans that impact ROW areas and their operation and configuration, conducts blue-stake requests analyses related to the ROW, responds to emergency call-outs due to damage that may be caused by weather, responds to community requests for services (pick up of large item debris on ROW, repair damage caused by vehicle accidents and oversees existing contracts for ROW services (for example, the contract for the maintenance of the medians in Glendale Avenue, those in 91st and 93rd Avenues, from Glendale - Maryland Avenue). The division is funded with Highway User Revenue Funds (HURF).

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
This division oversees four separate outsourced contracts that are responsible for shrub trimming, litter and weed removal on a 20-day cycle at about 1,000 specific areas in Glendale. The ROW staff trims over 15,000 trees at least twice a year, maintains 512 acres of roadside, manages 50 storm water related areas to federal standards, and maintains 22.55 miles of city alleyways and approximately 200 miles of street right of way. The ROW Division consists of primarily three functioning areas; administration and coordination, right of way maintenance, and utilities and irrigation services. All three areas work closely to ensure that landscape contracts are properly managed and contractor obligations are fulfilled, weed and debris are removed in a timely manner, trees meet the aesthetic and site line requirements of the city, all irrigation systems function as designed, and ensure the overall maintenance of the right of way areas meet the various guidelines mandated by federal state, and local guidelines.

REVENUE GENERATION:
This is a HURF-funded operation and does not generate revenue.

CHANGE IN SERVICES:
The Right of Way Division maintains a very comprehensive layout of developed and undeveloped city owned property, over 15,000 trees, alley ways, and a complex citywide irrigation system. The staff are continuously looking at innovative ways to reduce expenditures with Right of Way services. Reducing the frequency of tree trimming may be an option to reduce expenditures, however any reduction in tree trimming frequency will lead to poorly maintained ROW areas, which will lead to line-of-site issues along streets and roadways, and increased citizen concerns with regard to ROW aesthetics. Outsourcing the function remains an option, though with outsourcing there is loss of immediate control

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and response to special requests and/or emergency right of way situations (i.e. - due to storms, accident, etc). Another option may be to eliminate replacement of dead plant/tree materials, this however will detract from the community aesthetic. Reducing irrigation frequency is a possibility, however reducing maintenance of irrigation or outsourcing could result in stressed or dead plant material and significant waste of potable water due to longer response times to broken drip hubs, laterals, and main lines.

ARENA ROW MAINTENANCE - FUND #1282

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$49,775	$106	$49,881

SERVICE DESCRIPTION:
The Jobing.com Arena ROW areas are contractually maintained and closely monitored by Rights-of-Way staff. The maintained areas include the medians on 91st, 93rd and 95th Avenues, between Glendale and Maryland Avenues, and the area around "Lake Glendale", alongside Glendale Avenue, between 93rd and 95th Avenues. All of these areas are contracted-out to a landscape maintenance company who provides bi-weekly trash removal, tree and shrub trimming, keeps the areas free of weeds, maintains the granite areas and provides a pre-emergent application twice a year. Separate contracted services for the arena area also include palm tree trimming and a bi-annual cleaning of the Brown Lot at 91st Avenue and Orangewood. City Rights-of-Way staff presently maintain the irrigation system for the plants and trees.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
The current contracted landscape maintenance requirement for service is once every 20 days for trimming of shrubs, bi-weekly trash removal, and keeping the areas free of weeds. The annual landscape maintenance contract is $32,341; Brown Lot clean-up expenses run $3,400 per year; and palm tree trimming expenses are $4,872 annually. Utilities and irrigation services with labor and parts is approximately $9,100 annually.

REVENUE GENERATION:
There is no cost recovery in this area.

CHANGE IN SERVICES:
The contracted landscape maintenance could be reduced to a once every 40 day schedule, or half as often, which would likely result in the highly visible area becoming somewhat of an eyesore and potentially increasing RFS and citizen and tenant concerns.

GLENDALE YOUTH SPORTS COMPLEX - FUND #1280

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$262,000	$0	$262,000

SERVICE DESCRIPTION:
The Glendale Youth Sports Complex (GYSC) is located on 14 acres at the corner of 91st Avenue and Maryland Avenue. The fields serve as a youth sports, athletic and special event venue, as well as a vehicular parking lot during all Arizona Cardinal home football games. It is a premier athletic field in that it is equipped with an electronic scoreboard, lighting, bleacher-style seating, an enclosed concessions stand and a field announcer booth. The GYSC was developed in partnership with the City of Glendale, the Arizona Cardinals, the Fiesta Bowl and the Arizona Sports and Tourism Authority. It is designed to provide parking for all Cardinals games and other "mega-event" activities that occur at the Stadium (large concerts, the Fiesta Bowl, BCS Championship, Super Bowl). It is also used as premier athletic field for youth football and soccer. Through this dual purpose, the facility is designed to accommodate the recreational needs of our community and serves as a destination for those attending large scale events at the stadium. Prior to February 2012, the facility was managed by an outside vendor. It is currently operated by the Parks, Recreation and Library Services Department. Based on the past five years of operations, the total cost to manage the facility amounts to approximately $276,000 (inclusive of electrical costs, which are budgeted in the Field Operations Department and averages approximately $44,500/year).

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
The average monthly attendance for youth sport allocations is approximately 25,000 visitors, which increases during mega-events such as the Fiesta Bowl, the Super Bowl, major concerts and events. The site is also used for approximately 1,000 parking spaces for mega-events and Cardinal's home games, which is required by a previous development agreement with the Arizona Sports and Tourism Authority. Overall, the facility provides approximately 4,160 hours of usable open space for football, soccer, and related recreational events.

REVENUE GENERATION:
Over the past five years, the facility has generated approximately $37,000 in average annual revenue.

Return to TOC

CHANGE IN SERVICES:
The facility is currently under consideration as the potential new site of the Arizona Cardinals summer training camp. Should the City be successful in its efforts to negotiate a favorable development agreement with Arizona Cardinals for the use of the site as a summer training camp, the Department would outsource this operation (the Arizona Cardinals would manage all operations at the facility) for a 15-year period. If the current negotiations with the Cardinals end without an agreement, there may be an opportunity to combine the management of this facility with other premier sports fields owned by the City and issue an RFP for their collective management. In doing so, a RFP would be developed to determine market interest. Although two RFP's for the management of GYSC have been issued over the past 18 months, only one response has been received. After review, it was decided that the City could operate the facility less expensively (and has been doing so since February 1, 2012). The continued operations of the facility by the City can continue, however, without outside assistance, the generation of additional revenue streams will prove challenging.

SINKING FUND ACCOUNTS (DIVISIONS 13110, 13135,13170,13180,13190,13210,13220,13230, & 13235) - FUND #1885

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$383	$128,985	$0	$129,368

SERVICE DESCRIPTION:
This is a request for appropriation authority. If the funds are not collected, they are not expended. There are nine separate park assets that currently have "sinking funds" as a source of funding. "Sinking fund" is a term used to describe how the city and its partners set-aside funding for joint-use projects and ongoing O & M. The funds used by the department to conduct repairs to parks or other facilities operated by the Department by legal agreements. Examples would include Desert Valley (Peoria Unified School District); Desert Mirage (Pendergast Elementary School District); and Desert Garden (Glendale Elementary School District) parks; IGA agreements with Glendale Elementary School District also include Sine, Bicentennial, and Landmark schools; while the O'Neil Park, Elsie McCarthy Sensory Garden, and Dedicate-a-Tree fund are covered in this category. The category also has an aquatics sinking fund that will be used for future aquatics projects, as needed. In FY14, staff is requesting $129,368 in appropriation authority to conduct the necessary maintenance for its "sinking fund" obligations. Specifically, the sites consist of the following appropriation requests: Elsie McCarthy Sensory Garden - $46,383, Discovery Park - $4,000, Desert Garden - $9,000, Desert Mirage - $10,000, GESD - $7,000, Desert Valley -$12,000, Dedicate A Tree - $4,185, City-Wide Aquatics- $32,000 and $4,800 for the O'Neil Park.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
These funds are used to make repairs to joint-use amenities and infrastructure in parks and schools. Examples may include repairs to shade structures, resurfacing of basketball courts, replacement of nets at volleyball courts, enhanced landscape, resurfacing of common parking lots, and the repair of water features. The Dedicate-a-Tree program is open to any person wishing to sponsor the planting of a tree in a park in honor of an individual or a specific occasion.

REVENUE GENERATION:
As part of the IGA with the schools and the Elsie McCarthy Fund, each entity contributes a specified amount and those funds are in turn dedicated to a mutually agreed repair or enhancement of the park or facility. For FY14, this collectively amounts to $129,368.

CHANGE IN SERVICES:
The use of IGA's and special sinking funds is innovative in that it has allowed the Glendale Parks and Recreation system to capitalize on the use of school district-owned properties for the purposes of providing more playable and open green-space for park users. The IGA's call for a balanced and shared cost approach to maintaining the park facilities. Should a decision be made to terminate any of the IGA's for the joint use of park and school land, it may result in a "fragmented" park system in some areas where sections of a park might be closed-off and inaccessible to the public. It also may damage the City's relationship with area school districts regarding future joint-use park arrangements.

GRANT RESERVE APPROP - PARKS & REC - FUND #1840

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$25,000	$150,000	$0	$175,000

SERVICE DESCRIPTION:
Parks & Recreation reserve grant appropriation needed to support city-wide grant awards that are ultimately approved and/or accepted by Council during any given fiscal year.Required by Law/Code/Reg?When a grant award is accepted by Council, appropriation is legally required in order to spend the funds that were granted to the city. This appropriation is part of the adopted budget.

Return to TOC

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
No "cash backing" exists for this Parks & Recreation grant reserve appropriation until an actual grant is accepted by the city and the funding source for the grant is identified. Individual grant projects or divisions are created to track grant awards after the appropriate council communication is acted upon by Mayor/Council during voting meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
N/A

GRANT RESERVE APPROP - LIBRARY - FUND #1840

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$25,000	$250,000	$0	$275,000

SERVICE DESCRIPTION:
Library grant reserve appropriation needed to support city-wide grant awards that are ultimately approved and/or accepted by Council during any given fiscal year.Required by Law/Code/Reg?When a grant award is accepted by Council, appropriation is legally required in order to spend the funds that were granted to the city. This appropriation is part of the adopted budget.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
No "cash backing" exists for this grant reserve appropriation until an actual grant is accepted by the city and the funding source for the grant is identified. Individual grant projects or divisions are created to track grant awards after the appropriate council communication is acted upon by Mayor/Council during voting meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.

REVENUE GENERATION:
N/A

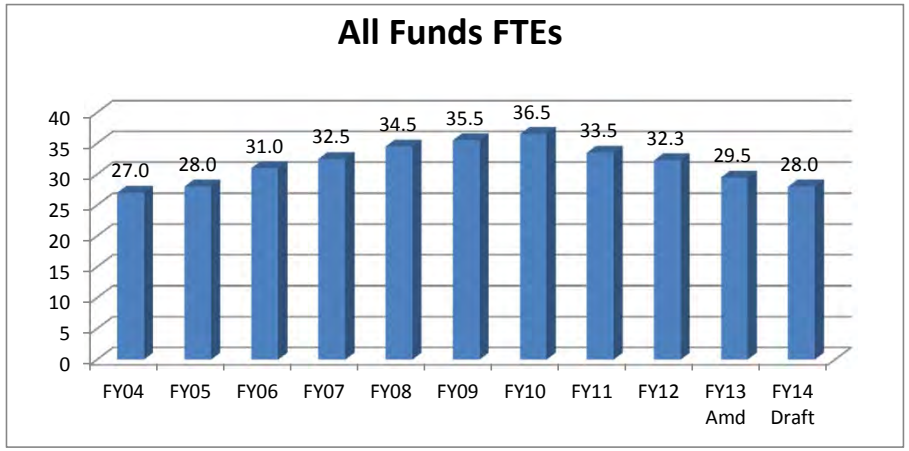
CHANGE IN SERVICES:
N/A

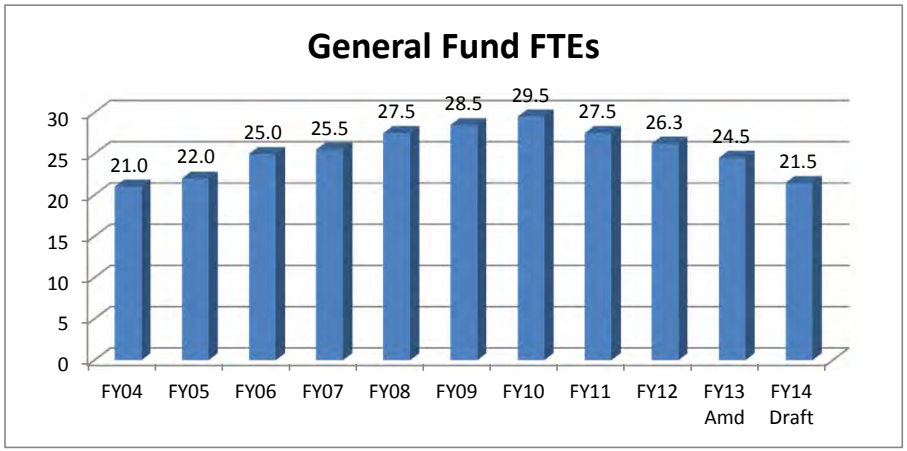
Parks, Rec & Library Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	126.00	$8,527,457	$7,926,211	$455,638	$16,909,306
FY 2014 Reduction	(21.50)	($1,533,739)	$148,600	$0	($1,385,139)
FY 2014 Cost of Service	104.50	$6,993,718	$8,074,811	$455,638	$15,524,167

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Communications





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Civic Center											
1740 - Civic Center											
Civic Center	6.0	6.0	6.0	7.0	7.0	7.0	7.0	6.0	6.0	5.0	4.0
1740 - Civic Center Total	**6.0**	**6.0**	**6.0**	**7.0**	**7.0**	**7.0**	**7.0**	**6.0**	**6.0**	**5.0**	**4.0**
Civic Center Total	**6.0**	**6.0**	**6.0**	**7.0**	**7.0**	**7.0**	**7.0**	**6.0**	**6.0**	**5.0**	**4.0**
Conv./Media/Parking											
1000 - General											
Convention/Media/Parking					1.0						
Media Center Operations						1.0	1.0	1.0	1.0	1.0	1.0
1000 - General Total					**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Conv./Media/Parking Total					**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Marketing and Comm.											
1000 - General											
Audio/Visual								2.0	2.0	1.0	1.0
Cable Communications	6.0	6.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	5.0	4.5
City-Wide Special Events	4.0	5.0	3.0	3.0	4.0	4.0	4.0	4.0	3.8	4.0	4.0
Marketing	9.0	9.0	12.0	12.0	12.0	13.0	14.0	10.0	10.0	11.0	11.0
Tourism	2.0	2.0	3.0	3.5	3.5	3.5	3.5	3.5	2.5	2.5	
1000 - General Total	**21.0**	**22.0**	**25.0**	**25.5**	**26.5**	**27.5**	**28.5**	**26.5**	**25.3**	**23.5**	**20.5**

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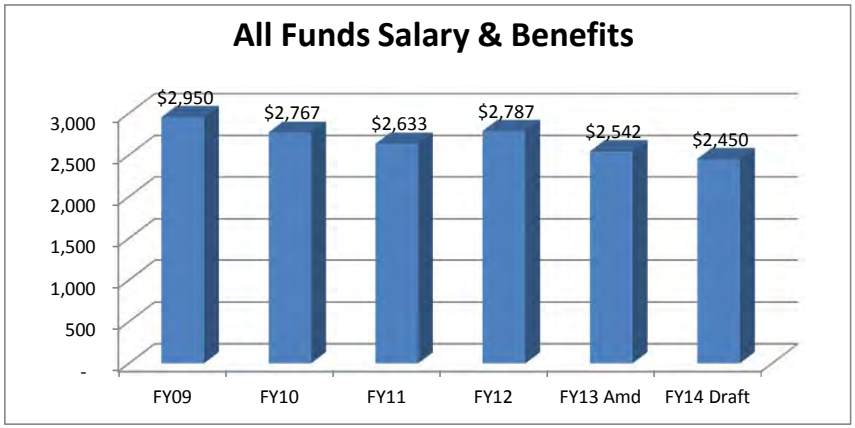
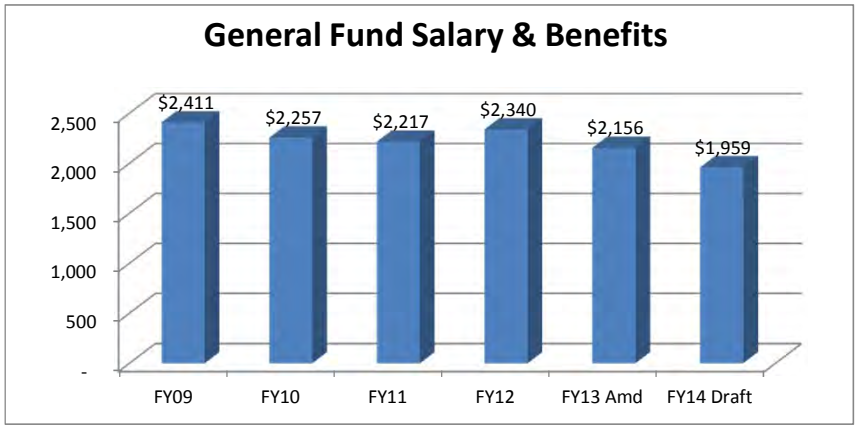
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
1750 - City Sales Tax-Bed Tax											
Tourism											2.5
1750 - City Sales Tax-Bed Tax Total											**2.5**
Marketing and Comm. Total	**21.0**	**22.0**	**25.0**	**25.5**	**26.5**	**27.5**	**28.5**	**26.5**	**25.3**	**23.5**	**23.0**
Total FTEs for ALL FUNDS	**27.0**	**28.0**	**31.0**	**32.5**	**34.5**	**35.5**	**36.5**	**33.5**	**32.3**	**29.5**	**28.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Communications

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Civic Center						
1740 - Civic Center						
Civic Center	538	510	414	447	384	302
1740 - Civic Center Total	**538**	**510**	**414**	**447**	**384**	**302**
Civic Center Total	**538**	**510**	**414**	**447**	**384**	**302**
Conv./Media/Parking						
1000 - General						
Media Center Operations	99	98	97	104	103	105
1000 - General Total	**99**	**98**	**97**	**104**	**103**	**105**
Conv./Media/Parking Total	**99**	**98**	**97**	**104**	**103**	**105**
Marketing and Comm.						
1000 - General						
Audio/Visual			140	74	76	77
Cable Communications	620	613	619	631	455	420
City-Wide Special Events	301	294	273	314	309	317
Marketing	1,085	950	905	1,026	1,028	1,039
Special Events Prod. Support	2	3				
1000 - General Total	**2,008**	**1,859**	**1,937**	**2,044**	**1,867**	**1,854**
1870 - Marketing Self Sust						
Audio/Visual - Self Sust.			1			
Chocolate Affaire	0		0	0	0	0

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

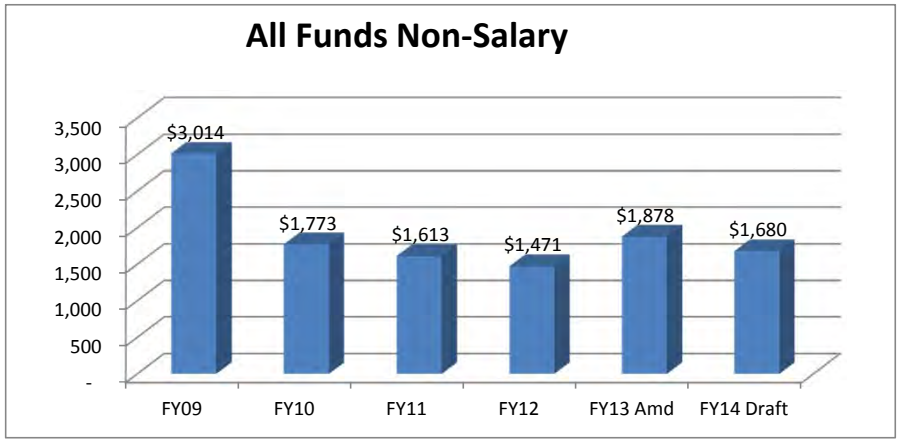
Return to TOC

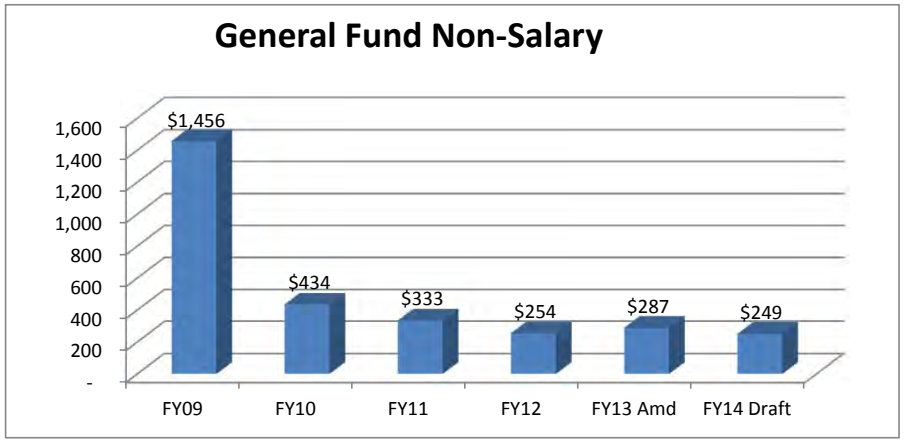
	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Enchanted Evening	0		0	0	0	1
Glitter and Glow	0		0	0	0	1
Glitter Spectacular	0	1	0	0	0	1
Jazz Festival					1	
Other Special Events	0					
Summer Band				0		
1870 - Marketing Self Sust Total	**1**	**1**	**2**	**0**	**2**	**3**
1000 - City Sales Tax-Bed Tax						
Tourism	304	299	183	192	185	
1000 - City Sales Tax-Bed Tax Total	**304**	**299**	**183**	**192**	**185**	
1750 - City Sales Tax-Bed Tax						
Tourism						187
1750 - City Sales Tax-Bed Tax Total						**187**
Marketing and Comm. Total	**2,313**	**2,159**	**2,122**	**2,236**	**2,054**	**2,044**
Total A6000 Series for ALL FUNDS	**$2,950**	**$2,767**	**$2,633**	**$2,787**	**$2,542**	**$2,450**

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Communications

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Civic Center						
1740 - Civic Center						
Civic Center	284	307	314	292	280	258
1740 - Civic Center Total	**284**	**307**	**314**	**292**	**280**	**258**
Civic Center Total	**284**	**307**	**314**	**292**	**280**	**258**
Conv./Media/Parking						
1000 - General						
Convention/Media/Parking	955	122	123	113	139	139
Media Center Operations	56	24	27	16	26	26
1000 - General Total	**1,011**	**147**	**150**	**129**	**164**	**164**
Conv./Media/Parking Total	**1,011**	**147**	**150**	**129**	**164**	**164**
Grants						
1840 - Grants						
Centennial Commemoration Grant		2				
1840 - Grants Total		**2**				
Grants Total		**2**				
Marketing and Comm.						
1000 - General						
Audio/Visual			21	16	17	17

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$1,089
Temporary Pay	138
Utilities	111
Electricity	89
Advertising	79
Line Supplies	38
Equipment Maintenance	29
Office Supplies	14
Promotion and Publicity	13
Rental Fees	12
All Other	69
	$1,680

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Cable Communications	55	42	41	32	34	34
City-Wide Special Events	10	10	4	12	6	6
Marketing	222	86	82	34	28	28
Special Events Prod. Support	48	38				
1000 - General Total	**335**	**175**	**148**	**94**	**85**	**85**
1010 - National Events						
Mkt'g - Super Bowl Event	(0)					
1010 - National Events Total	**(0)**					
1281 - Stadium Event Operations						
Mkt'g - Stadium Events	154	167	86	82	10	10
1281 - Stadium Event Operations Total	**154**	**167**	**86**	**82**	**10**	**10**
1870 - Marketing Self Sust						
Audio/Visual - Self Sust.			12			
Chocolate Affaire	132	111	102	97	102	102
Enchanted Evening	87	81	88	98	89	88
Glitter and Glow	93	83	94	94	95	95
Glitter Spectacular	140	120	122	114	124	124
Jazz Festival	162	183	172	172	176	
Other Special Events	94	127	109	81	103	103
4th of July	50	0				
Fiesta Glendale	40					
Glitters Light	179	152	153	160	154	154
Summer Band		2	3	6	3	3
That Thursday Thing	96	0				
Banner Program				1		
1870 - Marketing Self Sust Total	**1,074**	**860**	**856**	**821**	**848**	**670**
1750 - City Sales Tax-Bed Tax						
Tourism						38
Tourism - Souvenir Program						5
Glendale CVB - Bed Tax						418
Glendale CVB - Memberships						30
1750 - City Sales Tax-Bed Tax Total						**492**
1870 - City Sales Tax-Bed Tax						
Tourism - Souvenir Program	47	3	1	1	5	
Glendale CVB - Memberships			22	22	448	
1870 - City Sales Tax-Bed Tax Total	**47**	**3**	**23**	**23**	**453**	
1000 - City Sales Tax-Bed Tax						
Tourism	110	112	35	31	38	
1000 - City Sales Tax-Bed Tax Total	**110**	**112**	**35**	**31**	**38**	
Marketing and Comm. Total	**1,718**	**1,317**	**1,149**	**1,050**	**1,434**	**1,257**
Total A7000 Series for ALL FUNDS	**$3,014**	**$1,773**	**$1,613**	**$1,471**	**$1,878**	**$1,680**

Return to TOC

COMMUNICATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	11.00	$1,039,364	$27,567	$11,398	$1,078,329

SERVICE DESCRIPTION:
The Communications Department consists of nine divisions, including the Public Information Office, Special Events, Tourism and the Glendale Convention & Visitors Bureau, Glendale 11, Glendale Media Center, Web Services, Creative Services, Glendale Civic Center and Administration. This department develops and implements marketing and public relations programs, resident communications and visitor services that promote Glendale and ensure the city's key messages are delivered to target audiences in an accurate, timely and cost-effective manner. Communications also produces and oversees Glendale's print and electronic communications with the public and the media, as well as develops communication strategies and marketing campaigns that enhance the city's image.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
See the individual division breakdowns in the attached document

REVENUE GENERATION:
See the individual division breakdowns in the attached document

CHANGE IN SERVICES:
See the individual division breakdowns in the attached document

COMMUNICATIONS - WEB SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$0	$0	$0

SERVICE DESCRIPTION:
Develop, manage and maintain city websites, servicing all departments and key city partners (including more than 100 businesses through the CVB and internal intranet content needs by departments). Manage video on-demand online services, which allows for people to access public meeting videos and other Glendale 11 video on-demand 24/7. Responsible for the weekly online council agenda, online public record notices and online video streams for major city events. Also responsible for the city's social media presence, developing and managing the city's official accounts and pages in Facebook, Twitter, YouTube, Flickr, Nixle Public Safety Social Media, Google+plus, Instagram and Pinterest.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
The total number of visitors to all city websites over the last year was nearly 6 million, a growth of about 7 percent. The Web Content Manager maintains a total of more than 20,000 web pages over all city websites and the Intranet. Our websites boast 100-percent ADA compliance; 70 percent of US homes have Internet access and 80 percent rely on the Internet as a form of participation in their government. The city's online agendas are accessed by more than 8,800 citizens each month and public meeting videos have been viewed by 14,200 people in the last year. Live online video streams have been viewed by more than 3,500.

REVENUE GENERATION:
The websites are key to the collection of revenue as well as providing valuable exposure to visitors and residents. It is a selling tool for revenue-generating departments citywide, such as economic development, tourism and rental facilities. Additionally, promotional efforts through the city's social media channels have led to business promotion throughout Glendale through contests, calls-to-action, advertising, promotions for attending festivals, dining at Glendale locations and participation in the city's Shop Glendale program.

CHANGE IN SERVICES:
Outsource web development and maintenance at an estimated cost of $590,000. There is no alternative that would cost the city less for its current services and single staff member. Impact would result in potential slower turn-around time and loss of personal web customer service for citizens and employees, lead to possible reduction in any new design and content creation and potentially lead to significant decrease in exposure, awareness and notification of events, services and programs that serve residents. Alternative to the city's online video service would be to eliminate it, which would eliminate important access to public meetings to the thousands who rely on this service as a form of participation. Alternatives to managing social media internally would be to eliminate the city's social media programs or outsource them at a cost of about $5,000 a month. Losing this service would mean that the city of Glendale would no longer have a presence in this growing media platform that now services more than 67 percent of adults who are online.

COMMUNICATIONS - ADMINISTRATION - FUND #1000

Return to TOC

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$0	$0	$0

SERVICE DESCRIPTION:
Provide administrative support to eight divisions within department including: Management, Civic Center, Office of Special Events, Convention & Visitors Bureau, Creative Design, Web Office, Public Information and Cable TV.This division handles all budget related duties including payroll, contract and billing compliance, purchase orders, check requests, pro-cards, catering commissions, daily revenue deposits, membership renewals and invoices and festival vendor fees.Coordinate use of city's suites at Jobing.com Arena and Camelback Ranch- Glendale to include arranging for use by non-profit groups.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Customer service duties include management of approximately 9,600 annual phone calls and 250 monthly walk-in customers including residents, vendors, the media and downtown merchants.Produce Connection citizen newsletter mailed to 56,000 households monthly. Produce monthly on-hold script for citywide phone system for 25,000 callers per month, Internal archival and dissemination of 2,000 media clippings per year and dissemination of internal daily news release distribution.

REVENUE GENERATION:
We are a revenue generating department and administrative duties involve the billing and collection of the revenue.

CHANGE IN SERVICES:

COMMUNICATIONS - PUBLIC INFORMATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$0	$0	$0

SERVICE DESCRIPTION:
Provide internal public information and communication services to every department. Provide citywide support to inform and educate citizens on important city information including decisions, policies and events through communication channels such as news releases, media interviews, editorials, advisories, social media, newsletters, Glendale 11 TV and email/web content.Liaison to outside partners for media relations and event strategy including Economic Development business/partners, Fiesta Bowl, NFL, NHL, MLB, LAFB, Westgate, downtown merchants and CVB members.Manage legally mandated communication to taxpayers with topics such as water quality report, redistricting and census.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Liaison to media including 400 yearly press releases, news advisories and media pitches, averaging 40 proactive news stories per month while responding to more than 1,500 media inquiries per year.Generates $1 million per year in media publicity for internal public information communication services. Generated $372,000 in media publicity for the 2012 Fiesta Bowl.Spearheaded the Luke Forward Citizen Campaign with more than 20,000 citizens statewide pledging support and accessing information via website, press kits, posters, print advertisements, digital billboards, etc. 15% increase in activity for Centerline website due to added exposure for events and projects.

REVENUE GENERATION:
Coordinate public information strategies that contribute to revenue generation through communication and publicity efforts such as for citywide festivals that generate revenue and hundreds of thousands of downtown visitors. Coordinate media generate public records requests that affect every department, approximately 3 per week of 12,000 annually that the city receives.This service contributes to revenue generation through communication and publicity efforts. Example: Two of Glendale's largest downtown festivals generate a combined economic impact of more than $3 million annually. Festival goers learn about these events through the Public Information Office's communication efforts. The purpose of Luke Forward's public information campaign is to secure future training missions at LAFB, which generates approximately $2 billion in economic impact to the state.

CHANGE IN SERVICES:
Outsourcing to a private PR firm on retainer would cost the city $1.4 million yearly. This would also shift the cost of this service to the individual departments. Outsourcing or reducing this service creates a great risk of diminishing communication, exposure, awareness or notification of any event, service or program to residents, businesses, visitors and other community stakeholders.

COMMUNICATIONS - CREATIVE SERVICES - FUND #1000

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$0	$0	$0

SERVICE DESCRIPTION:
The Creative Services Division serves as the in house, full service graphics & design division for city departments to inform and educate residents, businesses, visitors & other community stakeholders.Develop public information and education materials that support essential city services, such as sanitation, transportation, code compliance, fire, police, etc. Some of the services include: brochures, programs, invites, posters, fliers, billboards, banners, press kits, photography, print advertising and signage. Developed all voting material, including publicity pamphlets, voting forms, print ads and other collateral for citywide distribution. Produces all external marketing for visitor services, downtown shopping, promotions & Mega Events. Develops local and national visitor guides, advertising campaigns, media kits and other collateral material to position Glendale as a desired visitor destination for entertainment and sporting events.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The division projects to handle more than 1,200 projects in FY13. Over the past five years, the Creative Services Division has won numerous local, national and international awards for their design work.Glendale, Arizona's Regional Travel Planner is distributed to 80,000 people, including local and national convention and meeting planners.

REVENUE GENERATION:
The division creates collateral material associated with the collection of city revenue, such as Sanitation, Economic Development, Glendale Civic Center, Glendale CVB, Special Events, etc.

CHANGE IN SERVICES:
Outsourcing this service to an outside agency would cost the city more than $350,000 annually based on the number andscope of current projects. It would shift the cost of services to the individual departments and greatly exceed what the city currently pays to provide these services.

CONVENTION/MEDIA/PARKING (10890) AND GLENDALE MEDIA CENTER OPERATIONS (10891) - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$104,501	$164,493	$141,788	$410,782

SERVICE DESCRIPTION:
The Glendale Media Center is the home to the Expo Hall Convention Rental space, Glendale 11's television studio and provides media broadcast space and facility rentals.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Glendale Media Center has approximately 200 event days each year.

REVENUE GENERATION:
The facility averages approximately $350,000 annually for the general fund through rentals.

CHANGE IN SERVICES:
No other facility with this level of service and amenities exists in the West Valley.The city risks decreasing local, national and international exposure as well as economic development and rental opportunities through media, visitors and client use of the facility.

CITY-WIDE SPECIAL EVENTS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$316,893	$6,361	$5,262	$328,516

SERVICE DESCRIPTION:
In addition to the staffing responsibilities of producing the city's 6 signature festivals and 8 Summer Band concerts, this staff works to attract new and unique events to Glendale by meeting with private special event producers and researching event prospects and opportunities. This activity helps increase visitor spending in Glendale. Staff is also responsible for oversight of downtown holiday lights & their installation, repair & daily operation. This 16 block display of lights remains lit for 2 months.Staff also operates and manages Glendale's Parking Concession Service, including hiring parking staff, coordinating set up and equipment needs with Transportation, Police and contractors and making daily deposits. Manage the City's Special Event Permit Application Process: responds to queries from and providing customer service to individuals, groups, promoters, schools, churches, etc., about holding potential events on city property. Meet with applicants and coordinate the applicant's permit information with 10 city departments.

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Office of Special Events has assisted in bringing more than 100 events to Glendale over the last several years, including the Wild West Festival, IMS Marathon, Dog Day Event, Kiss Me I'm Irish Run/Walk, Glendale's Culinary Festival, Run for Literacy, Best of the West Car Show. There are so many events now taking place in Glendale that many residents throughout the Valley, as well as visitors often visit our city for the sole purpose of attending an event. Thus, bringing new events to Glendale serves as economic development drivers for the city.The parking concession created new, dedicated revenue for the city's General Fund. The division facilitates the coordination of 50 revenue generating events annually through the administration of the Special Event Permit Application process.

REVENUE GENERATION:
The 150+ events are associated with the generation and collection of revenues to the city as a result of the influx of visitors attending these events. $55,016 net revenue generated from Glendale's parking concession during events was deposited into the city's General Fund in FY12. Revenue is approximately $3,000 annually through the special event permit process and deposited into the General Fund.

CHANGE IN SERVICES:
These events continue to increase the number of visitors to the city's downtown and Sports & Entertainment district, thereby increasing sales tax revenues. Thus, if this service is eliminated or reduced, the important role that special events have served over the past two decades in attracting visitors and generating revenue for the city would be greatly diminished.Eliminating the parking concession will remove this new, dedicated revenue stream to the city's General Fund.

AUDIO VISUAL - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$77,358	$16,687	$20,182	$114,227

SERVICE DESCRIPTION:
Audio/Visual Division: This one FTE division manages and maintains the city's entire audio visual inventory. Duties include: Providing service for revenue generating A/V operations for the city, audio director for 75+ live broadcast public meetings, maintenance of audio visual equipment for 27 city buildings including Council Chambers, B3, 4th floor conference room, GRPSTC, Foothills Recreation & Aquatic Center, Adult Center and libraries and coordinating design for citywide A/V equipment, integration and purchase of new equipment. A7000: $15,860 - equipment, repair, maintenance and event production

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Since 60% of all Civic Center events require audio/visual services, we are able to offer guests full-service, in-house audio/visual assistance without accruing outsourcing costs. In addition, utilizing this division for special events such as festivals, is a cost saving measure for the Special Events Office as staff and equipment are part of the city.

REVENUE GENERATION:
-FY 11/12 Revenue = $50,509-FY 12/13 Proposed Revenue = $51,771

CHANGE IN SERVICES:

GLENDALE 11 - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.50	$420,405	$34,362	$47,605	$502,372

SERVICE DESCRIPTION:
Serves as the city's government television channel and source of all online video content, including live broadcasting of all city council and planning commission public meetings, as well as functions as the back-up to the city's one audio visual employee. Glendale 11 informs and engages residents and visitors by providing accurate and timely information about city issues, programs, events and services and serves as a key conduit for resident accessibility to city government information and operations. Glendale 11 is the city's most transparent form of communication, allows the city to reach citizens immediately and provides for those who cannot attend public meetings a way to participate in their government.Glendale 11 continues to focus its productions on increasing online content with more local city coverage. Since May 2012, Glendale 11 has gained more than 127,000 online video views, tripling this number from the previous year. More than 150,000 viewers watch Glendale 11 on television, while another 500,000 have viewed the city's online video content out of the more than 6 million who visit the city's websites each year. Glendale 11 has won local, national and international recognition for excellence: 23 Rocky Mountain Emmy nominations, 5 Telly awards, 21 National Association of Telecommunications Officers and Advisors (NATOA) awards and 7 International Festival Event Association awards.

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Glendale 11 reaches approximately 150,000 residents on Cox Cable and is available streaming live 24/7 worldwide online.Broadcast coverage of more than 75 live and recorded public meetings per year.More than 500,000 users have viewed Glendale 11 programming online in the last year.Glendale 11 produced more than 100 hours of original programming in the past year. Almost 3,000 Glendale 11 videos are accessible online via the city's websites.An ASU West research study reports almost 80% of people surveyed were aware of Glendale 11 and 65% have watched the station.

REVENUE GENERATION:
Glendale 11 serves as a resource for news, information and promotion of city programs and local businesses associated withrevenue collection, such as parks and recreation, available meeting rental space, downtown events and activities, the Sports& Entertainment District and CVB initiatives and campaigns.Glendale 11 reduced costs this fiscal year by making one full time employee a part time employee, with a savings of $37,906 to the General Fund.

CHANGE IN SERVICES:
Single source provider: The airwaves of Glendale Channel 11 cannot be sold to an outside business; the cable rights havebeen granted to the City and are subject to cable franchise regulations in the City code and the City agreement with CoxCable.Glendale 11 is the main source of city news & information for residents who are not able to attend official city meetingsand do not have internet access; changing this service reduces opportunities to increase transparency and for many to participate in city government.66% of Americans say television is their main source of news and information, according to the Pew Research Center.

STADIUM EVENTS - FUND #1281

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$10,185	$14,885	$25,070

SERVICE DESCRIPTION:
Sports & Entertainment Visitor Outreach:Promote and market Glendale as a destination to spur visitor spending and generate revenue to the city in relation to the events taking place at Glendale's Sports & Entertainment District. Services include advertising in print publications and on websites in local, regional and team markets. Services also include the creation and/or use of brochures, maps and press kits for entertainment district activities and events.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Funding allows the city to outreach to visitors to Glendale's Sports & Entertainment District annually5% increase in hotel occupancy over the last 1.5 yearsCamelback Ranch Glendale has the third highest attendance among all Spring Training facilities in the Valley

REVENUE GENERATION:
This service generates visitor spending and is associated with the collection of revenue in Glendale's Sports & Entertainment District.

CHANGE IN SERVICES:
This service helps ensure the city's return on investment in the area is maximized through visitor spending by marketing the city's entire entertainment district as individual entities are only marketing their own facilities/ events.The city's growing tourism industry serves as a tremendous economic driver for the entire city. Reducing this particular service will have a direct impact on visitor related sales tax collections. Thus, it's in the city's best interest to maximize its return on investment through the advertisement and promotion of the entertainment district as a preferred destination.

CIVIC CENTER - FUND #1740

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$301,586	$258,269	$18,476	$578,331

SERVICE DESCRIPTION:
Rental Services: Provide 40,000 square-feet of rental space for meetings, conferences, trade shows and specific social events like weddings, graduations, proms, bar mitzvahs and private parties. Event Management & Promotion: Coordinate revenue generating events including room set-up, billing, catering, audio-visual needs and table/chairs/linens. Market and advertise the facility to select targeted audiences via event planning associations and publications and the media. Operation & Maintenance: Manage and maintain the budget and day-to-day operation and maintenance of the Civic Center and the Annex, including utility costs, facility repairs, supplies, landscaping, cleanliness and appearance. Hiring of temporary event staff, coordination of set-up and tear down of events and overall inventory of facility. Manage and maintain the city's audio visual inventory and budget. Administrative: Assist guests with an average 280-event days a year, collect and process client checks, monthly and annual budget preps and review including CIP, utility reports, catering commissions, temporary staff, coordinating meetings with staff and clients, internal communication, HR paperwork, payroll, revenue

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deposits, procard management and check requests.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Civic Center brings an average 67,000 visitors to the downtown each year and averages more than 280 event days a year. The facility was created with the intent to increase business to the downtown's historic area. For the 2nd year in a row, the venue is ranked as the #1 convention center of its size by Ranking Arizona: The Best of Arizona Business. 90% of clients rank the facility with "high" satisfaction in guest surveys.

REVENUE GENERATION:
The Civic Center has been directed to become 100% cost recovery within the next three years. The current plan includes increasing revenue generation with new rental programs and continuing aggressive reductions in high-cost areas such as utilities. Since FY10, the General Fund transfer to the facility has been reduced by nearly 50%. FY12: Direct revenue was $406,212 with a cost recovery of 53% of the total budget FY13: Direct revenue is projected at approximately $410,000 with a cost recovery projected of approximately 60% of the total budget (Revenue includes audio/visual)

CHANGE IN SERVICES:
This spring the Civic Center will unveil the installation of a new piece of technology in the building -- an induction loop. This grant-funded device will assist hard of hearing clients, giving the Civic Center a marketing strategy to target clients who will benefit from this one-of-a-kind device, while also being the first conference facility in the state to have an induction loop.

TOURISM (10820) AND TOURISM SOUVENIR PROGRAM (14310) - FUND #1750

	# of FTE(s)	A6000	A7000	A7500	Total
Cost of Service	2.50	$186,705	$43,378	$8,221	$238,304

SERVICE DESCRIPTION:
This funding covers staffing of the Visitor Center 6 days a week with extended hours during mega events, special events and festivals. Employees answer a high volume of phone calls and email communications from visitors and residents and requests for travel information. Staff also manages the tourism website, www.VisitGlendale.com and related social media including Facebook and Twitter; participates and serves on tourism committees including the Governor's Tourism Advisory Council and Visitor Advisory Committee; manages and stocks merchandise for the Glendale Visitor Center Gift Shop; coordinates all downtown events and partnership with the downtown business community. The Tourism division/CVB coordinates nearly 100 event days annually.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
15,000 walk in visitors annually, 7,600 phone calls annually. Distributes 55,000 Visitor Guides, 10,000 Shop Glendale cards and 100,000 additional brochures annually.15,000 visitors monthly to tourism website, 11,000 subscribers to monthly e newsletter, 500+ brochures on statewide attractions on display.The Glendale Visitor Center has received perfect evaluation scoring annually from the state since opening in October 2000. It is an example of the highest quality visitor center in Arizona. Downtown merchants report an increase in sales during event days, which the Tourism division/CVB coordinates. An average of 30% of these event attendees are first time visitors to Downtown Glendale and more than 50% visit from outside of Glendale. These events also serve as tremendous "advertising days" for downtown merchants.

REVENUE GENERATION:
This service is associated with the collection of revenue. Research indicates that travelers/visitors who utilize the services of visitor centers spend $47 more in the local community and additional time at tourist attractions. (Source: Destination Marketing Association International)The Glendale Visitor Center saw a 15% increase in walk in visitor traffic in 2012.

CHANGE IN SERVICES:
Ending service would diminish the city's ability to generate visitor spending in Glendale. If service ended and there was no Visitor Center in Glendale, travelers would no longer have a call to action to begin their travel in Downtown Glendale or have a central source for visitor information. Furthermore, the Visitor Center provides the city and its downtown with a visitor/tourism tie in to Glendale Sports & Entertainment District.Without the management of the programs through the CVB/Visitor Center, downtown shopping and dining promotions would significantly decrease and monthly downtown activities will be diminished. In addition, city sales tax collections and number of visitors to the downtown would decrease significantly.

GLENDALE CVB BED TAX (14312) AND GLENDALE CVB MEMBERSHIPS (14311) - FUND #1750

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$448,130	$0	$448,130

SERVICE DESCRIPTION:
The Glendale CVB serves as the only CVB in the West Valley and positions and brands Glendale and the region as a preferred year round destination for visitors, conventions, meetings and major events. The Glendale CVB currently has 121 members and has attained a 25% increase in membership annually, along with a 97% renewal rate (national average is 74%). This produces a positive economic impact and increases leisure, business and group travel spending in the region. The CVB develops & implements the CVB's annual business plan; develops and manages sales programs and strategies to secure convention, group and leisure travel business; participates in industry outreach and educational programs such as Meeting Planner International, Hospitality Sales & Marketing Association International and Valley Hotel & Resort Association.The CVB also produces the annual Glendale and West Valley Regional Travel Planner; manages CVB membership recruitment and retention programs and annual membership renewal processes including lead development, sales calls, record keeping and reporting; fulfills member programs & member benefits; organizes & conducts site visit tours for domestic and international meeting planners, tour operators, travel agencies and travel writers. Attends travel & trade shows to promote Glendale and the West Valley to leisure, convention, tour & trade travel markets.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Tourism Impact/Revenue Generation: The Glendale CVB/Tourism Office generates bed tax, retail and restaurant sales tax revenue for GCVB members and West Valley tourism related businesses through promotion and marketing. The CVB fulfilled more than 100,000 travel, tour and trade leads through direct mail and email with a 97% membership renewal after second year in operation (industry CVB membership renewal standard is 75%). Distributed 55,000 copies of the annual Glendale & West Valley Regional Travel Planner. 32 million visitors annually visit West Valley attractions (Source: Madden Media). Since the CVB has been in operation (July 2010), hotel occupancy has increased annually. Glendale is represented in nearly 12 local, national and international tourism associations. The CVB manages an average of one customized site visit tour per month with travel writers, tour operators, etc. that, in turn, bring business through air travel, booked conferences and media placement in highly valued travel publications. It generated more than $1 million in publicity value over last year through earned media placement, with more than 100 print ads placed in target publications. These advertising placements resulted in more than 88,000 qualified leads.

REVENUE GENERATION:
The Arizona Office of Tourism reports that for every $1 spent in tourism marketing, $7 is returned in visitor spending.Bed tax collections: $980,000 in calendar year 2010 (most recent budget data)Membership fees: $25,000 (1870 14311 460870)

CHANGE IN SERVICES:
Glendale manages the only CVB in the West Valley. Thus, there would be no other entity to represent and promote Glendale and the region as a preferred visitor destination.If service ended, leisure, sports & convention marketing and sales initiatives will be eliminated. As evidenced by the increasing hotel occupancy numbers since the CVB opened, this will result in a significant decline in visitors and tourism spending from travelers & put Glendale at a competitive disadvantage with Phoenix & East Valley cities, which have a CVB.

GLENDALE'S SIGNATURE FESTIVALS - FUND #1870

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$3,104	$670,488	$0	$673,592

SERVICE DESCRIPTION:
This fund allows the division to pay for the city's six signature festivals plus the Glendale Summer Band Concert Series to support the downtown shopping district and economic growth of the area. Each year, the city provides $270,000 from the General Fund to help pay for the festival productions and the downtown holiday light display. More than half of the city funding from the General Fund received by this division goes toward paying for the installation, maintenance and removal of the 1.5 million light display. The vast majority of expenses are paid through revenues generated by the festivals themselves. Event production responsibilities include developing event site plans, soliciting sponsorships, vendors, suppliers and talent, reviewing more than 400 vendor applications annually, supervising production staff, directing event logistics, determining equipment and labor needs, etc. Services also include developing an advertising and promotional plan to attract shoppers and brand downtown as a destination to generate revenue for area merchants. This requires regular meetings and communication with downtown and Catlin Court merchants.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Approximately 350,000 people attend Glendale's festivals annually. But, just as important, tens of thousands of people visit downtown throughout the year as a result of the advertising, branding, publicity and promotion generated from the festivals.In addition to the number of visitors they attract each year, Glendale's festivals showcase the city and generate statewide exposure for downtown. For example, AAA Highroads magazine recently selected Glendale Glitters as the fifth best festival in Arizona, outranking the Fiesta

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Bowl, Barrett Jackson Collector Car Auction and Country Thunder. Glendale Glitters also was selected as the "Best Festival in the Valley" and "Best Kid Event" by azcentral.com.Nearly half of all people attending downtown festivals live outside Glendale and nearly 10% of those are visiting from out of state. This demonstrates the impact festivals have in attracting visitors to Glendale. Glendale's festivals also serve as a driver for economic development activity. For example, the Gaslight Inn was purchased by out of state owners who saw the property while visiting to attend the 2011 Glitter & Glow event.Other boutique shops in Catlin Court and Old Towne have also opened due to the increased awareness of the area and pedestrian traffic generated by city festivals. The occupancy rate of downtown properties remains comparable to the valley wide average due in part to the advertising and resulting foot traffic created by Glendale festivals.

REVENUE GENERATION:
The Special Events Division generates approximately $400,000 in revenue annually. Surveys conducted by International Festivals and Events Association (IFEA) determined that two city festivals alone (Glendale Glitters Spectacular Weekend and Chocolate Affaire) generate approximately $3 million in economic impact annually for Glendale.

CHANGE IN SERVICES:
Special Events funding has been reduced by nearly 70% in the last four years and four events (4th of July, Fiesta Glendale, Jazz & Blues Festival and That Thursday Thing) have been eliminated. According to downtown merchants, it's very likely that a number of existing businesses would go out of business if city festivals were eliminated or reduced further. It's difficult for cities to reestablish themselves as a destination and attract visitors and shoppers once festivals are gone.This staff works to attract new and unique events to Glendale by meeting with private special event producers and researching event prospects and opportunities. This activity helps increase visitor spending in Glendale.

Communications Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	29.50	$2,581,535	$1,702,220	$267,817	$4,551,572
FY 2014 Reduction	(1.50)	($131,619)	($22,300)	$0	($153,919)
FY 2014 Cost of Service	28.00	$2,449,916	$1,679,920	$267,817	$4,397,653

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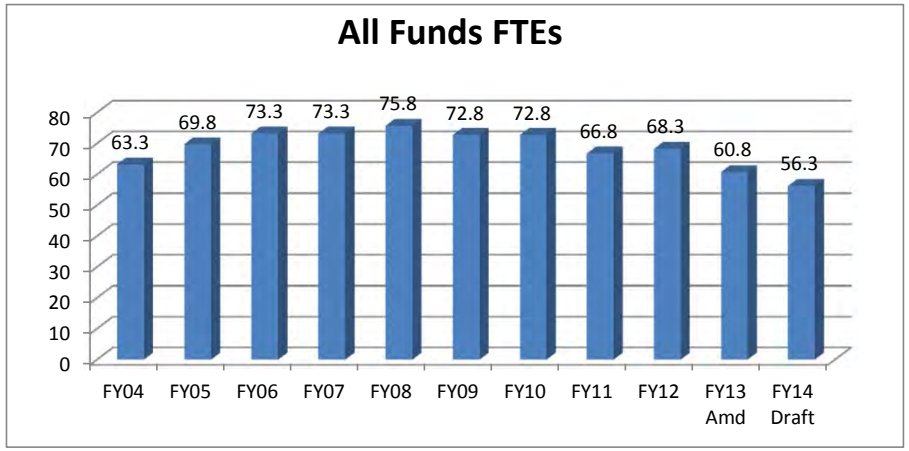
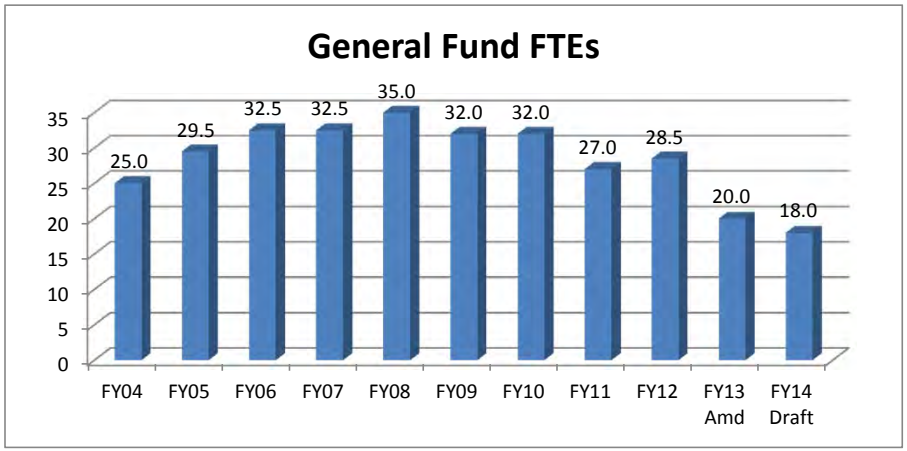
FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
N'Hood & Human Svcs





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Code Compliance											
1000 - General											
Code Compliance	14.0	16.5	19.5	19.5	21.5	21.5	21.5	19.0	19.0	16.0	15.0
Neighborhood Partnership	4.0	4.0	4.0	5.0	5.0	5.5	5.5	4.0	5.5	1.0	1.0
1000 - General Total	**18.0**	**20.5**	**23.5**	**24.5**	**26.5**	**27.0**	**27.0**	**23.0**	**24.5**	**17.0**	**16.0**
Code Compliance Total	**18.0**	**20.5**	**23.5**	**24.5**	**26.5**	**27.0**	**27.0**	**23.0**	**24.5**	**17.0**	**16.0**
Comm. Action Program											
1820 - CAP Grant											
Community Action Program (CAP)	6.5	6.5	7.0	7.0	7.0	7.0	7.0	7.0			
Community Svcs Block Grant-Adm									3.5	3.5	2.5
Case Mgmt Admin									3.5	3.5	3.0
1820 - CAP Grant Total	**6.5**	**6.5**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**5.5**
Comm. Action Program Total	**6.5**	**6.5**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**5.5**
Comm. Partnerships											
1000 - General											
Community Revitalization	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	2.0	2.0
Mega Events - N'Hood/Volunteer					0.5						
Neighborhood Volunteer Program	1.0	1.0	1.0								
1000 - General Total	**3.0**	**3.0**	**3.0**	**2.0**	**2.5**	**2.0**	**2.0**	**2.0**	**3.0**	**2.0**	**2.0**

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Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
1320 - C.D.B.G.											
CDBG Programs	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8
1320 - C.D.B.G. Total	**8.8**	**8.8**	**8.8**	**8.8**	**8.8**	**8.8**	**8.8**	**8.8**	**8.8**	**8.8**	**8.8**
2500 - Pub Housing Budget Activities											
Community Housing	23.0	25.0	25.0	25.0	25.0	25.0	25.0	24.0	24.0	25.0	24.0
2500 - Pub Housing Budget Activities Total	**23.0**	**25.0**	**25.0**	**25.0**	**25.0**	**25.0**	**25.0**	**24.0**	**24.0**	**25.0**	**24.0**
Comm. Partnerships Total	**34.8**	**36.8**	**36.8**	**35.8**	**36.3**	**35.8**	**35.8**	**34.8**	**35.8**	**35.8**	**34.8**
Comm. Services Adm											
1000 - General											
Comm. Services Admin.	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0			
1000 - General Total	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**1.0**			
Comm. Services Adm Total	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**1.0**			
Community Dev Admin											
1000 - General											
CD Deputy City Manager	2.0	4.0	4.0	4.0	4.0	1.0	1.0	1.0	1.0	1.0	0.0
1000 - General Total	**2.0**	**4.0**	**4.0**	**4.0**	**4.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**0.0**
Community Dev Admin Total	**2.0**	**4.0**	**4.0**	**4.0**	**4.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**0.0**
Total FTEs for ALL FUNDS	**63.3**	**69.8**	**73.3**	**73.3**	**75.8**	**72.8**	**72.8**	**66.8**	**68.3**	**60.8**	**56.3**

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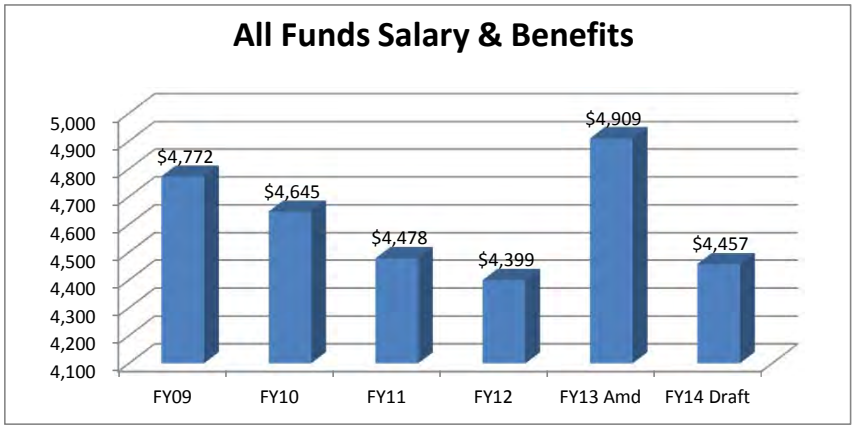
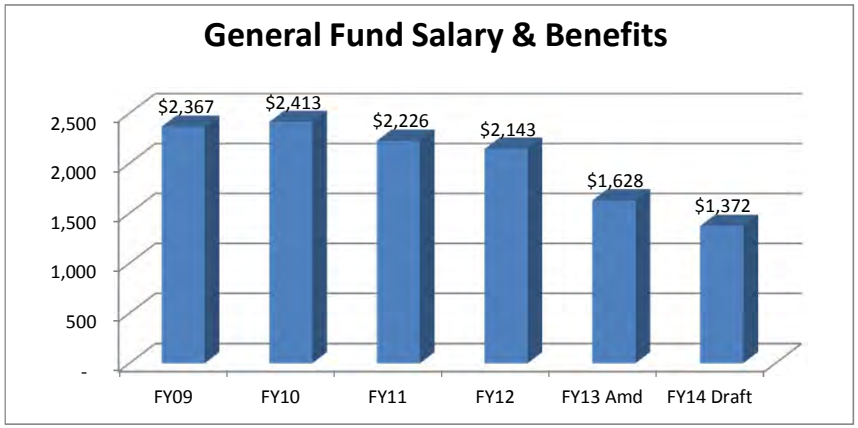
FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
N'Hood & Human Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Code Compliance						
1000 - General						
Code Compliance	1,442	1,335	1,232	1,253	1,128	1,067
Neighborhood Partnership	437	439	431	379	82	82
1000 - General Total	**1,879**	**1,773**	**1,663**	**1,632**	**1,210**	**1,149**
Code Compliance Total	**1,879**	**1,773**	**1,663**	**1,632**	**1,210**	**1,149**
Comm. Action Program						
1820 - CAP Grant						
Community Action Program (CAP)	366	336	(3)			
Community Svcs Block Grant-Adm			159	179	230	183
Case Mgmt-Qwest Admin			4			
Case Mgt-LIHEAP A16 Admin			56			
Case Mgt-LIHEAP Administration			52			
CM-LIHEAP Admin Contingency			6			
Case Mgmt Admin			67	190	197	177
1820 - CAP Grant Total	**366**	**336**	**342**	**369**	**426**	**359**
1842 - ARRA Stimulus Grants						
ADOH HPRP-Housing Reloc SS			0	0		
ADOH HPRP-RR Assist			0	0		
ADOH HPRP-Admin				0		
ADOH HPRP-Data Collection				0		

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

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Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
		Actuals			Amd	Draft
ADOH HPRP-RR HR SS				0		
1842 - ARRA Stimulus Grants Total			**0**	**1**		
Comm. Action Program Total	**366**	**336**	**342**	**369**	**426**	**359**
Comm. Partnerships						
1000 - General						
Community Revitalization	195	204	189	308	220	223
1000 - General Total	**195**	**204**	**189**	**308**	**220**	**223**
1300 - Home Grant						
Rehab Delivery	36	36	36	28		
Rehabilitation Delivery	21	20	4	8		
Replacement Housing Prog/NR	12	18	7			
1300 - Home Grant Total	**69**	**73**	**47**	**36**		
1310 - Neighborhood Stabilization Pgm						
NSP Programs	5	27	88	56	177	177
1310 - Neighborhood Stabilization Pgm Total	**5**	**27**	**88**	**56**	**177**	**177**
1311 - N'hood Stabilization Pgm III						
NSP III				12	322	272
1311 - N'hood Stabilization Pgm III Total				**12**	**322**	**272**
1320 - C.D.B.G.						
CDBG Programs	0	(0)	0	0	641	659
Boys & Girls Club clubhouse	1	2				
CASS-Vista Colina Shelter		0				
Code Prof. Svcs, Clean &Lien		27	34	30		
COG - Field Ops Paving Group A			1			
Comm Housing Upgrades-CDBG	1	3				
General Administration	308	279	287	307		
Glendale Dtown Streetscape Imp	1	1				
Glndl Fam Devel Ctr-Safety/Sec			2			
Home Safety Repair Program	7	7	11	1		
Orchard Glen-Comm Partnership	0					
P.F. Tanner Terrace - Cooling		3	0			
P.I. Neighborhood Partnershp	1	1	1			
PF- ValleyLife			1	1		
PI- Neigh. Partner- Gardenia A		1	0			
PI-Community Housing-Cholla		0		4		
PI-Parks & Rec Improvemnts	1					
PS Glendale Home Accessibility	8	5	7	7		
Rehabilitation Staff	166	177	125	122		
Tanner Terrace Apts upgrades	2					
Valley of the Sun Sch Cabinets	1	4	0			
Visual Improvement Prgm	2	2		1		
Westside Food Bank upgrades	1	5				
COG Housing Div Modern of Bath				0		
Habitat- Emergency Home Repair				9		

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Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
		Actuals			Amd	Draft
New Leaf Faith Shelter Improve				0		
PF-A New Leaf				1		
PF-COG Parks & Rec				1		
PF-Comm Housing				1		
1320 - C.D.B.G. Total	**500**	**517**	**468**	**486**	**641**	**659**
1830 - Emergency Shelter Grants						
ESG General Administration	1	2	5	4		17
1830 - Emergency Shelter Grants Total	**1**	**2**	**5**	**4**		**17**
1842 - ARRA Stimulus Grants						
CDBG-R		2	1	0		
CDBG-R Visual Improv		5	7	9		
CDBG-R Floralcroft Neigh		3	1			
CDBG-R Public Hous Lamar H		3	2			
CDBG-R Valley of Sun School		2		0		
Homeless Prevention HPRP		6	1	1		
1842 - ARRA Stimulus Grants Total		**20**	**11**	**11**		
2500 - Pub Housing Budget Activities						
Community Housing	1,464	1,257	1,291	1,282	1,715	1,601
2500 - Pub Housing Budget Activities Total	**1,464**	**1,257**	**1,291**	**1,282**	**1,715**	**1,601**
Comm. Partnerships Total	**2,233**	**2,100**	**2,099**	**2,195**	**3,075**	**2,948**
Comm. Services Adm						
1000 - General						
Comm. Services Admin.	261	301	185			
1000 - General Total	**261**	**301**	**185**			
Comm. Services Adm Total	**261**	**301**	**185**			
Community Dev Admin						
1000 - General						
CD Deputy City Manager	11	135	190	203	197	0
1000 - General Total	**11**	**135**	**190**	**203**	**197**	**0**
Community Dev Admin Total	**11**	**135**	**190**	**203**	**197**	**0**
Neighborhood Imp Gr						
1000 - General						
Neighborhood Improvement Grant	22					
1000 - General Total	**22**					
Neighborhood Imp Gr Total	**22**					
Total A6000 Series for ALL FUNDS	**$4,772**	**$4,645**	**$4,478**	**$4,399**	**$4,909**	**$4,457**

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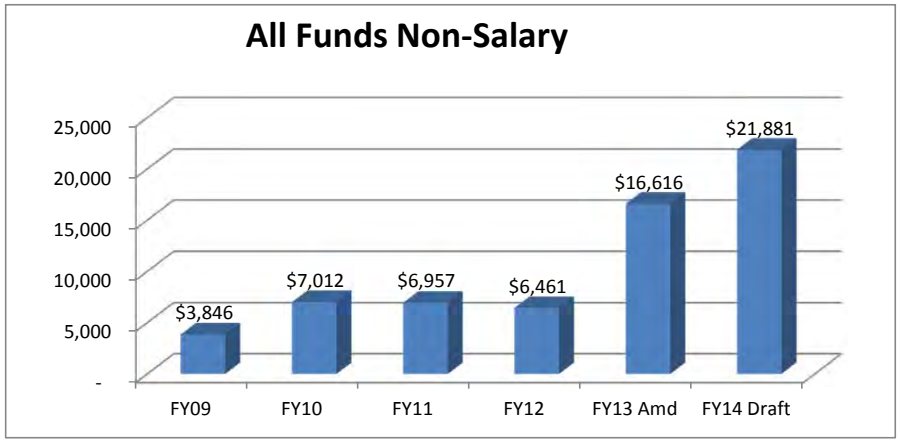
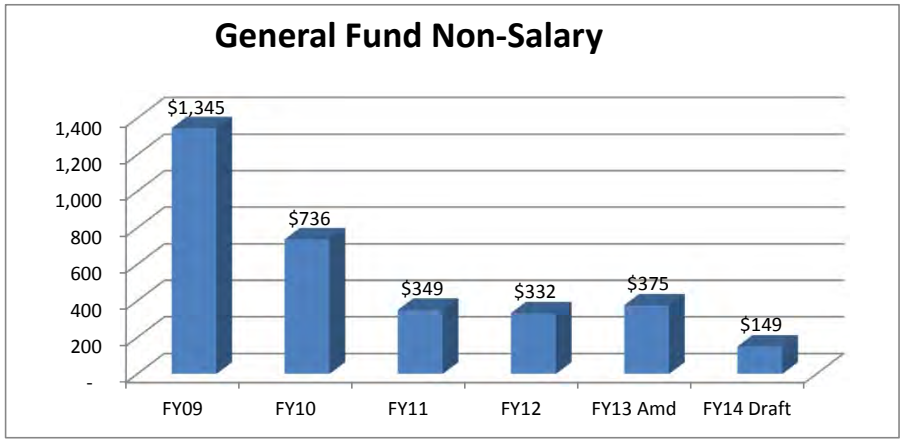
FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
N'Hood & Human Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Code Compliance						
1000 - General						
Code Compliance	141	99	85	76	95	95
Neighborhood Partnership	43	46	30	17	32	18
1000 - General Total	**183**	**144**	**115**	**93**	**127**	**112**
Code Compliance Total	**183**	**144**	**115**	**93**	**127**	**112**
Comm. Action Program						
1000 - General						
CAP Local Match	104	101	100	100	110	2
1000 - General Total	**104**	**101**	**100**	**100**	**110**	**2**
1820 - CAP Grant						
Community Action Program (CAP)	10	53	3			73
Community Svcs Block Grant-Adm			75	74	60	32
ACAA HEAF Program			9	8	10	10
ACAA SRP Assistance			12	48	63	29
ACAA SW Gas Assistance			2	7	5	9
ACAA URRD Program			11	25	37	18
Case Mgmt-LIHEAP Voucher			721	842	622	512
Case Mgmt-NHN Voucher				3	2	2

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$9,824
Housing Assistance Payment	8,105
Dept. Contingency	2,600
Community Assistance	623
Misc - CIP	191
Utilities	111
Temporary Pay	65
Building Maintenance & Repair	64
Office Supplies	42
Fuel - Shop Chargebacks	36
All Other	219
	$21,881

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Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
	Actuals				Amd	Draft
Case Mgmt-SSBG Admin.			4			
Case Mgmt-TANF Voucher			45	45	45	45
ACAA APS Assistance				2	2	5
CAP Utility Assistance Payment				0		
Case Mgmt Admin			28	55	16	16
1820 - CAP Grant Total	**10**	**53**	**910**	**1,109**	**861**	**749**
1842 - ARRA Stimulus Grants						
ADOH HPRP-Housing Reloc SS			1	0		
ADOH HPRP-RR Assist			13	68		
ADOH HPRP-Admin			2	7		
ADOH HPRP-Fin Assist			40	149		
ADOH HPRP-Data Collection				2		
ADOH HPRP-RR HR SS				2		
1842 - ARRA Stimulus Grants Total			**56**	**228**		
Comm. Action Program Total	**114**	**155**	**1,067**	**1,438**	**970**	**752**
Comm. Partnerships						
1000 - General						
Community Revitalization	243	189	127	128	132	34
1000 - General Total	**243**	**189**	**127**	**128**	**132**	**34**
1300 - Home Grant						
Rehab Delivery	4	8	8	4		
Replacement Housing Prog/NR	165	258	29			
ABIL (Glendale Lofts)			296			
CHRA-1st time homebuyer-HOME		26				
Habitat-Valley of the Sun	48	177	118	220		
Habitat-West Valley		302				
HOME Program	(25)	(25)	(25)	(25)	773	1,626
Newtown CDC Community Land Tru		122	71	146		
Single Family Rehabilitation	180	128	72	91		
NHS 1st time home buyer-ADDI	10	48	102	11		
1300 - Home Grant Total	**383**	**1,043**	**671**	**446**	**773**	**1,626**
1310 - Neighborhood Stabilization Pgm						
NSP Programs	4	2,211	2,435	681	423	1,143
1310 - Neighborhood Stabilization Pgm Tota	**4**	**2,211**	**2,435**	**681**	**423**	**1,143**
1311 - N'hood Stabilization Pgm III						
NSP III				1,802	1,362	1,329
1311 - N'hood Stabilization Pgm III Total				**1,802**	**1,362**	**1,329**
1320 - C.D.B.G.						
CDBG Programs		0	0		1,696	2,522
Boys & Girls Club clubhouse		126				
CASS-Vista Colina Shelter		20		11		
Code Prof. Svcs, Clean &Lien		0	6	6		
COG - Field Ops Paving Group A			206			

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Comm Housing Upgrades-CDBG	165	0				
General Administration	24	47	99	60		
Glendale Dtown Streetscape Imp	110	30				
Glndl Fam Devel Ctr-Safety/Sec			2			
Home Safety Repair Program	349	327	298	41		
Orchard Glen-Comm Partnership	19					
P.F. Tanner Terrace - Cooling			59			
P.I. Neighborhood Partnershp	36	9	44			
PF- ValleyLife			27	63		
PI- Neigh. Partner- Gardenia A		58	38			
PI-Community Housing-Cholla			45	159		
PI-Parks & Rec Improvemnts	23					
PS Glendale Home Accessibility	77	57	120	50		
Rehabilitation Delivery	11	18	15	14		
Tanner Terrace Apts upgrades	45					
Valley of the Sun Sch Cabinets		166	0			
Visual Improvement Prgm	50			1		
Westside Food Bank upgrades	0	71				
Beatitudes Center DOAR	10	10				
Boy's & Girl's Club-Metro Phx	10	10	16	17		
CASS-Employment Counseling	10					
Catholic Community Services-VC	10	16	11			
Civitan Foundation	10					
Comm Legal Services-legal assi	10	15	25			
Fair Housing-Commun Legal Svcs	15	15	15	15		
Glendale Rehab Consulting	3					
Glendale Union HS Care Clinic	10	10				
Home Food Delivery-Westside FB	24	25	33	25		
JAG Ctr-PREHAB	10	9	12	17		
Lead-Based Paint Haz Reduction	18	24	8	20		
P.S. Foundation for Blind	10		11			
P.S. Glendale Family Dev	10					
P.S. Maricopa Cty- Transport	29					
Paint Reimbursement Program	59	92	58	57		
PF-Comm Housing			0	38		
PI-Code Compliance Clean-up	2	21	19	16		
Prehab Faith House-Open	15	20	23	17		
PS- Back to School Clothing Dr			11	8		
PS CIR/CONTACS	10	10	11	8		
PS Community Info & Referral	10		24			
PS Foundation for Senior Livin	15	10				
PS -Homeward Bound	12					
PS Valley Big Bro/Sis	12	12				

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Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
	Actuals				Amd	Draft
PS WestsideEmergency Food Bank	24	30	33	29		
PS YWCA Senior Congregate Meal	40	42	49	46		
PS-CAP Rent Utility Assist		37	1			
PS-Centeral Arizona Shelter			16	17		
PS-Chrysalis			11	13		
PS-Duet, Partners In Aging			13	11		
Roof Repair Program	178	175	151	98		
Single Family Residential	162	119	102	159		
St Vincent de Paul-OLPH	24	15	49	47		
Temporary Relocation	58	57	17	26		
Voluntary Demo - L/M	7	10	36	12		
Voluntary Demo - S/B	63	22	3	67		
WVCCC/Kids Campus	19					
COG Housing Div Modern of Bath				23		
Habitat- Emergency Home Repair				255		
PF-COG Parks & Rec				18		
PS-Comm. Information Referral				20		
PS-Florence Crittenton Service				4		
PS-Interfaith Coop Ministries				7		
1320 - C.D.B.G. Total	**1,804**	**1,737**	**1,716**	**1,494**	**1,696**	**2,522**
1830 - Emergency Shelter Grants						
Central AZ Shelter Srvs-ESG	10	20	52	33		
Chrysalis		8				
Glendale Human Srvs Council-ES	9					
Homeward Bound-ESG	15	10	20	20		
PREHAB Faith House-ESG	25	25	75	33		
West Valley Child Crisis Cntr	15					
ESG Emergency Solution Grant				10		
ESG General Administration					174	192
1830 - Emergency Shelter Grants Total	**74**	**63**	**147**	**96**	**174**	**192**
1842 - ARRA Stimulus Grants						
CDBG-R			1		60	
CDBG-R Visual Improv		15	47	22		
CDBG-R Floralcroft Neigh		223	1			
CDBG-R Public Hous Lamar H		89	47	(1)		
CDBG-R Valley of Sun School		50				
Homeless Prevention HPRP		545	362	0		
1842 - ARRA Stimulus Grants Total		**921**	**457**	**20**	**60**	
2500 - Pub Housing Budget Activities						
Community Housing	180	167	210	214	10,891	14,170
2500 - Pub Housing Budget Activities Total	**180**	**167**	**210**	**214**	**10,891**	**14,170**
Comm. Partnerships Total	**2,688**	**6,331**	**5,763**	**4,881**	**15,512**	**21,016**
Comm. Services Adm						

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
1000 - General						
Comm. Services Admin.	6	5	4			
1000 - General Total	**6**	**5**	**4**			
Comm. Services Adm Total	**6**	**5**	**4**			
Community Dev Admin						
1000 - General						
CD Deputy City Manager	165	28	2	2	6	0
1000 - General Total	**165**	**28**	**2**	**2**	**6**	**0**
Community Dev Admin Total	**165**	**28**	**2**	**2**	**6**	**0**
Grants						
1840 - Grants						
Back to School Clothing Drive		15				
CAP-EFSP - Phase 27	40	60		30		
Community Connections Donation	0		1	0		
Glendale U Grad Prgm-Donations	2					
Nina Mason Pulliam Grant	6	6	5	8		
1840 - Grants Total	**47**	**81**	**6**	**38**		
Grants Total	**47**	**81**	**6**	**38**		
Neighborhood Imp Gr						
1000 - General						
Neighborhood Improvement Grant	621	268		9		
1000 - General Total	**621**	**268**		**9**		
Neighborhood Imp Gr Total	**621**	**268**		**9**		
Res. Infill Housing						
1000 - General						
Res. Infill Housing Incentives	22					
1000 - General Total	**22**					
Res. Infill Housing Total	**22**					
Total A7000 Series for ALL FUNDS	**$3,846**	**$7,012**	**$6,957**	**$6,461**	**$16,616**	**$21,881**

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NEIGHBORHOOD SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	16.00	$1,149,275	$112,426	$31,089	$1,292,790

SERVICE DESCRIPTION:
Neighborhood inspection services (Code Compliance) are conducted primarily on a complaint basis to maintain established community standards that preserve and promote the health, safety and living environments of our community and neighborhoods. Inspections take place on weekdays at private properties and include education, enforcement, abatement, and assistance components in an effort to achieve a goal of voluntary compliance. The Department expects to resolve 6,500 cases annually.The Department supports neighborhoods by maintaining a listing of over 190 neighborhood associations, assists neighborhoods by providing neighborhood newsletters, neighborhood associations creation/development, operates a tool lending program, and coordinates grant funded community education, involvement, and improvement opportunities. The Department partners with neighborhood associations, businesses, faith-based organizations and community leaders to coordinate about 75 community volunteer events annually including the cleaning up of neighborhoods, parks, right-of-ways, and properties of persons who are in need of assistance.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Neighborhood inspection services expect to resolve 6,500 cases annually to maintain safe and clean neighborhoods. During the first six months of FY2013 the Department has used our Clean and Lien Program (general and CDBG funds) to abate unsafe/blighting conditions at 91 properties and worked with volunteers to remove over 4,000 illegal signs.The Department maintains the city's database of over 190 neighborhood associations, coordinates communications with them and provides opportunities for them to enhance neighborhood communications. The community volunteer program coordinated 75 volunteer events with over 3,000 volunteers in FY2012.

REVENUE GENERATION:
Through the Clean and Lien Program, the Department does collect revenues when liens are paid; just over $20K was collected in FY2012.

CHANGE IN SERVICES:
SERVICE ALTERNATIVES: The Department promotes the use of volunteers to conduct community volunteer program activities, remove illegal signs, and provide administrative support. The Department applied for CDBG funds to assist with identification and elimination of blighting conditions. Elimination of funding for one vacant Code Compliance Inspector and funding for community/neighborhood leader recognition events, general funded neighborhood leader education programs and reducing supplies to support community volunteer events result in a general fund savings.IMPACT OF CHANGING SERVICES: The current level of property inspections will not be impacted by the elimination of one Code Compliance Inspector as the position is vacant an the department reorganized to accommodate the vacancy. The Department revised the level of neighborhood/community services provided to neighborhoods and community leaders at the start of FY2013.

COMMUNITY ACTION PROGRAM - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$2,251	$24,482	$26,733

SERVICE DESCRIPTION:
Through its assessment and case management process, CAP annually helps over 3,400 families. In fiscal year 2011-12 over 2,400 families received emergency services and financial assistance to move obstacles that blocked the achievement of self-sufficiency in a variety of ways. CAP's main focus and primary functions are in four distinct program areas: Community Services, Emergency Services, Housing Programs and Case Management services that target low income individuals and families within Glendale city limits. Utility, Rent and Mortgage crisis programs are accessed by Education Workshops.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
CAP is a self- sufficiency program that allows the city to provide high quality social services to the most vulnerable citizens of Glendale. Glendale CAP is a leading agency in facilitating and coordinating partnerships with agencies that serve low income residents. Our partnership efforts continuously assist clients that are in need of social services. Many times clients are assisted with both Glendale CAP and faith-based resources to resolve their crisis situation. Funds funnel through several accounts for this program. A strong partnership exists with Arizona Community Action Association which provides additional program resources for Glendale residents in need.

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES: The city is currently in the third year of a five year intergovernmental agreement with the State of Arizona to provide direct services to low and moderate-income Glendale residents.The CAP offices are being relocated (April 2013) to City Hall resulting in an annual savings of $107,303.

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COMMUNITY REVITALIZATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$222,524	$34,228	$9,345	$266,097

SERVICE DESCRIPTION:
These funds are used to support the administration of federal grants the city receives from the U.S. Department of Housing and Urban Development (HUD). The Division administers the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and the Emergency Solutions Grant (ESG) programs for the city.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
The city receives and distributes over $2.5 million dollars from HUD that support maintaining and developing quality housing, supporting economic opportunities, providing public services, and neighborhood improvement in Glendale. Through these programs over 35,000 individuals received assistance and benefits in FY2012.

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES:Through the use and administration of federal funds, the City is able to provide a greater level of assistance and services to Glendale residents.On an annual basis, the Community Development Advisory Committee (CDAC) reviews applications from a variety of agencies and makes a funding recommendation to the City Council who determines where federal funds will be directed to best meet the needs of Glendale residents.IMPACT OF CHANGING SERVICES:By directing non-profit organizations to participate in application process for federal funding, the Division decreased general fund support for programs resulting in a general fund savings.

COMMUNITY DEVELOPMENT DEPUTY CITY MANAGER - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$0	$0	$0

SERVICE DESCRIPTION:
This senior level position provides leadership and administrative direction to the Neighborhood and Human Services Department's four divisions: Code Compliance, Community Action Program (CAP), Community Housing, and Community Revitalization. Department activities are directed through department heads and administrators overseeing mission, performance, measurement, resource allocation, personnel, and budget management. The position is vacant and the duties and responsibilities have been reassigned.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Reassignment of the duties and responsibilities of this vacant position has allowed continued management and leadership to the 60 employees and $27 million dollar budget of the Neighborhood and Human Services Department.

REVENUE GENERATION:
None

CHANGE IN SERVICES:
Elimination of this vacant position will result in general fund savings. The Neighborhood and Human Services Department has reorganized and under filled this vacancy to continue providing leadership and direction to staff ensuring responsiveness to residents, staff, elected officials and city management.

HOME PROGRAM - FUND #1300

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$1,625,895	$0	$1,625,895

SERVICE DESCRIPTION:
HOME funds benefit low to moderate income families to provide decent affordable housing.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Seven (7) lots were acquired by Habitat for Humanity to construct new homes. Four (4) substandard houses were rehabilitated or demolished and replaced through our internal

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Housing Rehabilitation program. Two (2) houses were acquired under the Community Land Trust model for housing families.

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES:These funds are awarded by Housing and Urban Development to the city of Glendale, and are subject to Federal budget cuts. Five percent of this money can be used for administrative duties.IMPACT OF CHANGING SERVICES:Identified community need would not be addressed resulting in deterioration of neighborhoods and communities.

NEIGHBORHOOD STABILIZATION PROGRAM (NSP 1) - FUND #1310

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$176,625	$1,143,375	$0	$1,320,000

SERVICE DESCRIPTION:
The NSP1 program identifies developers interested in using NSP funds for senior housing development and the acquisition, rehabilitation, and resale of foreclosed properties, to income qualified families.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Over $6 million dollars has been spent on projects with Native Americans Connection, Cesar Chavez Foundation for Senior Housing, and with other partners in the acquisition, rehabilitation and resale of foreclosed single family homes.

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES:The city of Glendale creates a 5-year Consolidated Plan and Annual Action Plan that serve as long and short term investments for funds awarded by the U.S. Department of Housing and Urban Development.IMPACT OF CHANGING SERVICES:The identified community needs would not be addressed, resulting in deteriorating communities.

NEIGHBORHOOD STABILIZATION PROGRAM (NSP 3) - FUND #1311

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$271,837	$1,329,189	$0	$1,601,026

SERVICE DESCRIPTION:
The NSP3 program identifies developers interested in using NSP funds for multi-family housing and the acquisition, rehabilitation, and resale of foreclosed properties, to income qualified families.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
By working with the Gorman group and Habitat for Humanity, multi and single family housing, which had previously been foreclosed upon, has been purchased and rehabilitated, or demolished if necessary, to make room for new construction.

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES:The city of Glendale creates a 5-year Consolidated Plan and Annual Action Plan that serves as long and short term investments for funds awarded by the U.S. Department of Housing and Urban Development.IMPACT OF CHANGING SERVICES:The identified community needs would not be addressed resulting in deteriorating communities.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAMS - FUND #1320

Return to TOC

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	8.75	$659,334	$2,522,201	$0	$3,181,535

SERVICE DESCRIPTION:
CDBG funds are used for activities that benefit low to moderate income persons, aid in the elimination of slum and blight, and address community needs through partnerships with nonprofits and other government agencies. The program also provides tenants in the Centerline District with facade improvements and residential rehabilitation programs.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Over 35,000 individuals were assisted through public service providers such as St. Mary's Food Bank and YWCA of Maricopa County.

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES:The city of Glendale has a 5-year Consolidated Plan and Action Plan that guides the long and short term community investments for funds awarded by the U.S. Department of Housing and Urban Development.IMPACT OF CHANGING SERVICES:The identified community needs would not be addressed resulting in deteriorating communities.

COMMUNITY ACTION PROGRAM - FUND 1820 - FUND #1820

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	5.50	$359,417	$749,494	$0	$1,108,911

SERVICE DESCRIPTION:
Through its assessment and case management process, CAP helps over 3,400 families. In fiscal year 2011-12 over 2,400 families received emergency services and financial assistance to move obstacles that blocked the achievement of self-sufficiency in a variety of ways. CAP's main focus and primary functions are in four distinct program areas: Community Services, Emergency Services, Housing Programs and Case Management services that target low income individuals and families within Glendale city limits. Utility, Rent and Mortgage crisis programs are accessed by Education Workshops.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
CAP is a self- sufficiency program that allows the city to provide high quality social services to the most vulnerable citizens of Glendale. Glendale CAP is a leading agency in facilitating and coordinating partnerships with agencies that serve low income residents. Our partnership efforts continuously assist clients that are in need of social services. Many times clients are assisted with both Glendale CAP and faith-based resources to resolve their crisis situation. Funds funnel through several accounts for this program. A strong partnership exists with Arizona Community Action Association which provides additional program resources for Glendale residents in need.

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES: The city is currently in the third year of a five year intergovernmental agreement with the State of Arizona to provide direct services to low and moderate-income Glendale residents.The CAP offices are being relocated (April 2013) to City Hall resulting in an annual savings of $107,000.

EMERGENCY SHELTER GRANT - FUND #1830

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$17,183	$191,809	$0	$208,992

SERVICE DESCRIPTION:
Provide funding for the prevention of homelessness and the administration of emergency shelters.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Over 5,000 individuals were assisted with homeless shelter or intervention assistance through our partnership with service providers like Central Arizona Shelter Services (CASS).

Return to TOC

REVENUE GENERATION:

CHANGE IN SERVICES:
SERVICE ALTERNATIVES:These funds are awarded by Housing and Urban Development (HUD) to the city of Glendale, and are subject to Federal budget cuts.IMPACT OF CHANGING SERVICES:If these funds were not available it would result in an increase in the number of homeless families in the community.

COMMUNITY HOUSING - FUND #2500

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	24.00	$1,600,819	$14,169,737	$90,457	$15,861,013

SERVICE DESCRIPTION:
Community Housing administers the following federally funded housing programs:1) Conventional Public Housing - This program is approximately 80% federally funded, and provides assistance to 155 eligible Glendale families, the elderly, and disabled. Public Housing units in Glendale are city owned and operated, receiving a subsidy from the federal government to assist the city in operating and maintaining the properties and the program. The city is owner/operator for public housing, i.e., the landlord. As such the city is responsible for monthly rent collections as well as ongoing property maintenance. This includes providing 24/7 on call maintenance. The public Housing Capital Fund Program is 100% federally-funded and is specifically for public housing capital improvement projects.2) Section 8 Housing Choice Voucher Program - This program is 100% Federally Funded. Federal rental assistance program provided to 1,553 eligible Glendale families, the elderly, and disabled, within the city of Glendale. Staff is responsible for unit inspections, reasonable rent check, eligibility at admission, ongoing annual re-certifications, and interim examinations. The program is designed to lessen the concentration of low and very low income families, the elderly and the disabled in predominantly high poverty areas. Glendale Section 8 consists of 1,054 vouchers "owned" by Glendale and an additional 400-500 vouchers "owned" by other housing authorities, for families that reside in Glendale. The Housing division is responsible for the ongoing administration of these vouchers as well.

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

CURRENT PERFORMANCE DATA:
1) Conventional Public Housing - 155 Glendale families are assisted through this program. Out of 364 persons assisted, 177 of them are under the age of 18. 2) Section 8 Housing Choice Voucher Program - Over 1,500 Glendale families are assisted through this program. Out of 3,736 persons assisted, 1,719 of them are under the age of 18.

REVENUE GENERATION:

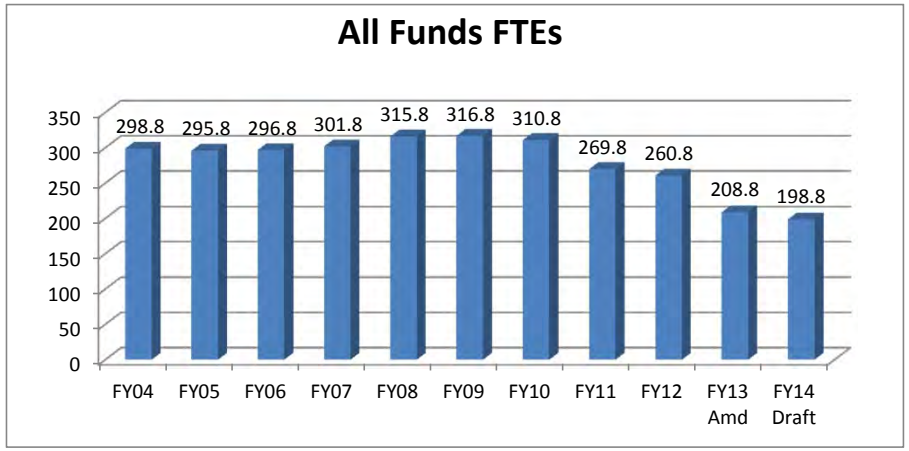
CHANGE IN SERVICES:
Elimination of the vacant Community Partnership Director position will result in a reduced general fund transfer. The Department has reorganized to accommodate this vacancy and to continue providing leadership and direction to staff ensuring responsiveness to residents, staff, elected officials and city management.Community Housing applied for CDBG funds to assist with property maintenance, repair and replacement, and reducing operating costs.SERVICE ALTERNATIVES: Through federal regulatory requirements, the city is required to maintain the city's three housing communities as public housing for ten (10) years for operating subsidies and 20 years for capital funds.

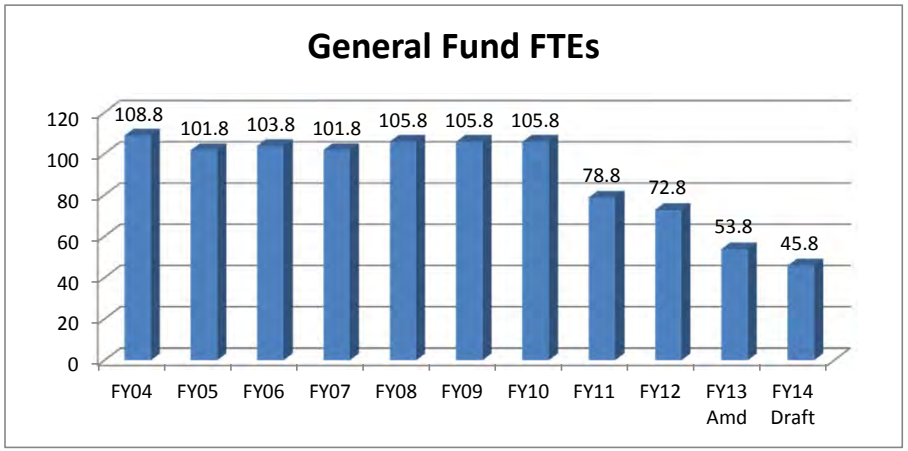
N'Hood & Human Svcs Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	59.25	$4,829,986	$22,106,802	$156,123	$27,092,911
FY 2014 Reduction	(3.00)	($372,972)	($226,197)	($750)	($599,919)
FY 2014 Cost of Service	56.25	$4,457,014	$21,880,605	$155,373	$26,492,992

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Public Works





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Engineering											
1000 - General											
CIP Construction	3.0	5.0	3.0	3.0	3.0						
CIP Design	5.0	4.0	4.0	4.0	4.0						
Construction Inspection	9.0	7.0	7.0	7.0	7.0	7.0	7.0	4.0	5.0	4.0	4.0
Design Division	8.0	8.0	9.0	10.0	9.0	15.0	15.0	9.0	9.0	6.0	5.0
Engineering Administration	5.0	4.0	4.0	4.0	4.0	5.0	7.0	5.0	6.0	3.0	3.0
Land Development Division	1.0	4.0	5.0	4.0	5.0	5.0	5.0	5.0	3.0	3.0	3.0
Materials Testing	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0	3.0
Real Estate Services	5.0	2.0	3.0	3.0	3.0	2.0					
Special Projects Admin.	2.0										
Utility Inspection		2.0	3.0	3.0	3.0	3.0	3.0	2.0			
1000 - General Total	**41.0**	**39.0**	**41.0**	**41.0**	**41.0**	**40.0**	**40.0**	**27.0**	**26.0**	**19.0**	**18.0**
1660 - Transportation Sales Tax											
Transportation Engineering Pgm	1.0	1.0	1.0	1.0	1.0	1.0	1.0				
1660 - Transportation Sales Tax Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**				
Engineering Total	**42.0**	**40.0**	**42.0**	**42.0**	**42.0**	**41.0**	**41.0**	**27.0**	**26.0**	**19.0**	**18.0**

Return to TOC

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Field Operations											
1000 - General											
Downtown Beaut. & Promotion					4.0	4.0	4.0	4.0	4.0	2.0	2.0
Materials Control Warehouse	6.8	6.8	5.8	5.8	5.8	5.8	5.8	4.8	4.8	3.8	2.8
Cemetery	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0
Custodial Services	20.0	20.0	20.0	20.0	20.0	20.0	20.0	18.0	15.0	13.0	11.0
Facilities Management	26.0	21.0	21.0	21.0	21.0	21.0	21.0	17.0	16.0	10.0	10.0
Field Operations Admin.	10.0	10.0	10.0	8.0	8.0	8.0	8.0	2.0	2.0	2.0	1.0
Graffiti Removal	2.0	2.0	3.0	3.0	3.0	4.0	4.0	3.0	3.0	2.0	0.0
1000 - General Total	**66.8**	**61.8**	**61.8**	**59.8**	**63.8**	**64.8**	**64.8**	**50.8**	**46.8**	**34.8**	**27.8**
1040 - General Services											
Equipment Management	37.0	42.0	38.0	41.0	41.0	41.0	40.0	36.0	33.0	33.0	30.0
Fabrication/Welding	2.0										
Paint/Body Shop	3.0										
Parts Store Operations			1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1040 - General Services Total	**42.0**	**42.0**	**39.0**	**42.0**	**42.0**	**42.0**	**41.0**	**37.0**	**34.0**	**34.0**	**31.0**
1340 - Highway User Gas Tax											
Graffiti Removal											2.0
Street Cleaning	5.0	5.0	5.0	5.0	5.0	5.0	3.0				
Street Maintenance	40.0	40.0	40.0	40.0	40.0	40.0	35.0	28.0	27.0	5.0	5.0
1340 - Highway User Gas Tax Total	**45.0**	**45.0**	**45.0**	**45.0**	**45.0**	**45.0**	**38.0**	**28.0**	**27.0**	**5.0**	**7.0**
2440 - Landfill											
Field Operations Admin.											1.0
Landfill	14.0	15.0	16.0	18.0	19.0	19.0	19.0	19.0	19.0	16.0	16.0
MRF Operations	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	8.0	8.0
Recycling	5.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Solid Waste Admin	7.0	7.0	7.0	7.0	7.0	5.0	5.0	8.0	8.0	9.0	8.0
2440 - Landfill Total	**37.0**	**38.0**	**39.0**	**42.0**	**43.0**	**41.0**	**41.0**	**44.0**	**44.0**	**39.0**	**39.0**
2480 - Sanitation											
Curb Service	37.0	37.0	38.0	40.0	40.0	40.0	40.0	40.0	40.0	37.0	37.0
Residential-Loose Trash Collec	11.0	14.0	14.0	14.0	18.0	18.0	20.0	21.0	21.0	21.0	21.0
Sanitation Frontload	14.0	14.0	14.0	13.0	13.0	15.0	15.0	15.0	15.0	14.0	14.0
Sanitation Roll-off	3.0	3.0	3.0	3.0	4.0	5.0	5.0	4.0	3.0	2.0	2.0
2480 - Sanitation Total	**65.0**	**68.0**	**69.0**	**70.0**	**75.0**	**78.0**	**80.0**	**80.0**	**79.0**	**74.0**	**74.0**
2530 - Training Facility Revenue Fund											
PS Training Ops - Fac. Mgmt.					4.0	4.0	4.0	2.0	4.0	3.0	2.0
2530 - Training Facility Revenue Fund Total					**4.0**	**4.0**	**4.0**	**2.0**	**4.0**	**3.0**	**2.0**
Field Operations Total	**255.8**	**254.8**	**253.8**	**258.8**	**272.8**	**274.8**	**268.8**	**241.8**	**234.8**	**189.8**	**180.8**

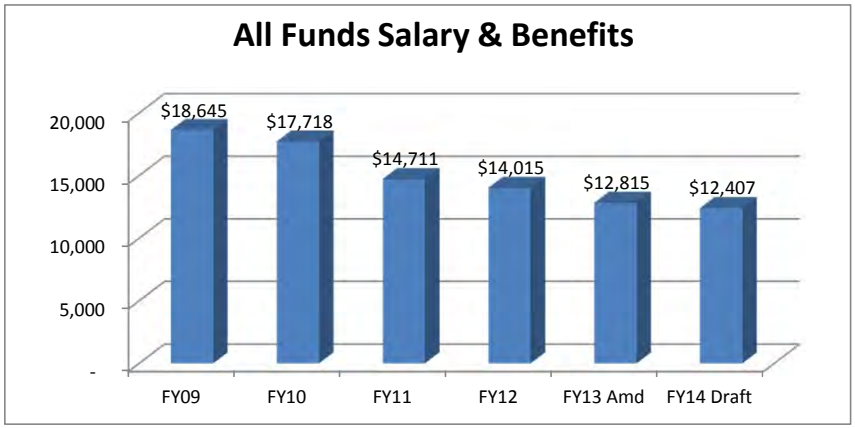
Return to TOC

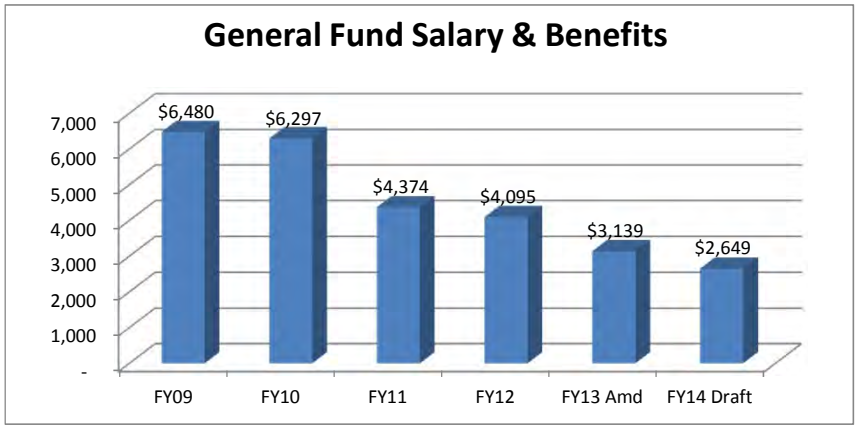
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Public Works Admin.											
1000 - General											
Public Works Administration	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0			
1000 - General Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**			
Public Works Admin. Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**			
Total FTEs for ALL FUNDS	**298.8**	**295.8**	**296.8**	**301.8**	**315.8**	**316.8**	**310.8**	**269.8**	**260.8**	**208.8**	**198.8**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Public Works

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Engineering						
1000 - General						
CIP Design	2					
Construction Inspection	546	507	299	348	321	325
Design Division	556	570	252	114	0	(106)
Engineering Administration	455	536	554	532	196	248
Land Development Division	479	453	298	322	316	319
Materials Testing	185	152	171	186	194	195
Real Estate Services	134					
Utility Inspection	210	209	73			
1000 - General Total	**2,566**	**2,427**	**1,646**	**1,503**	**1,028**	**980**
1660 - Transportation Sales Tax						
Transportation Engineering Pgm	106					
1660 - Transportation Sales Tax Total	**106**					
Engineering Total	**2,672**	**2,427**	**1,646**	**1,503**	**1,028**	**980**
Field Operations						
1000 - General						
Downtown Beaut. & Promotion	167	165	168	169	95	96
Materials Control Warehouse	333	332	254	216	184	151
Cemetery	120	117	114	124	125	73
Custodial Services	877	845	683	641	613	543

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

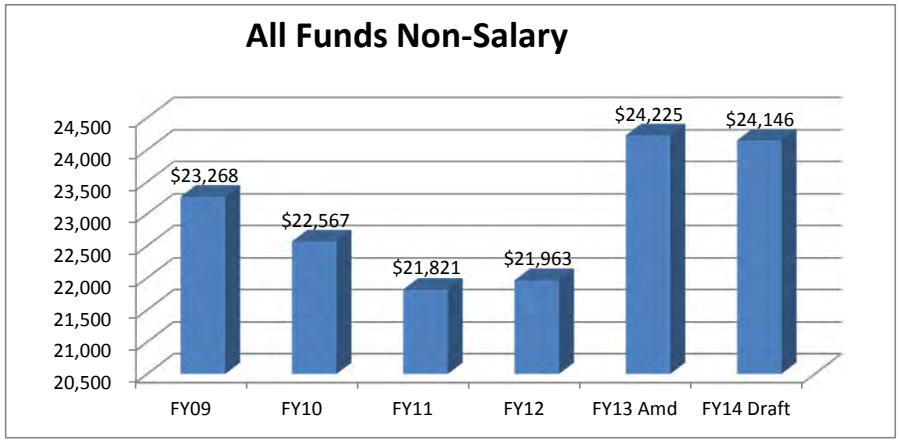
Return to TOC

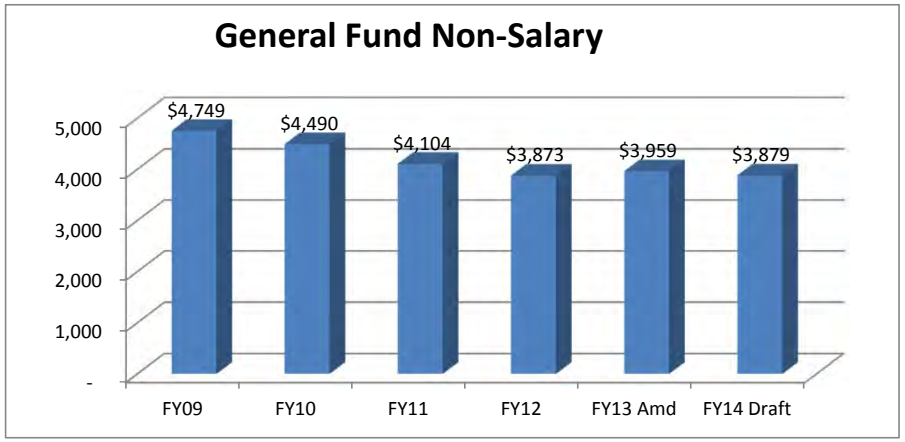
	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Facilities Management	1,351	1,373	948	967	676	675
Field Operations Admin.	695	674	275	298	292	118
Graffiti Removal	174	168	162	177	126	12
1000 - General Total	**3,717**	**3,675**	**2,604**	**2,592**	**2,111**	**1,668**
1040 - General Services						
Equipment Management	2,739	2,472	2,100	1,975	2,291	2,116
Parts Store Operations	83	81	80	86	85	81
Fuel Services	2	2				
1040 - General Services Total	**2,824**	**2,555**	**2,180**	**2,060**	**2,376**	**2,197**
1340 - Highway User Gas Tax						
Street Cleaning	229	68	0			
Street Maintenance	2,229	2,156	1,604	1,206	364	475
1340 - Highway User Gas Tax Total	**2,458**	**2,224**	**1,604**	**1,206**	**364**	**475**
2440 - Landfill						
Landfill	1,030	1,162	959	885	971	975
MRF Operations	470	411	399	438	467	473
Recycling	374	371	368	397	403	408
Solid Waste Admin	448	445	647	724	762	831
2440 - Landfill Total	**2,322**	**2,390**	**2,373**	**2,445**	**2,603**	**2,687**
2480 - Sanitation						
Curb Service	2,074	2,010	1,947	2,004	2,031	2,090
Residential-Loose Trash Collec	1,013	1,036	1,066	1,023	1,193	1,223
Sanitation Frontload	976	882	894	908	853	865
Sanitation Roll-off	226	168	145	141	124	126
2480 - Sanitation Total	**4,289**	**4,096**	**4,052**	**4,075**	**4,201**	**4,303**
2530 - Training Facility Revenue Fund						
PS Training Ops - Fac. Mgmt.	167	155	127	134	131	95
2530 - Training Facility Revenue Fund Total	**167**	**155**	**127**	**134**	**131**	**95**
Field Operations Total	**15,776**	**15,095**	**12,941**	**12,513**	**11,787**	**11,426**
Public Works Admin.						
1000 - General						
Public Works Administration	197	196	124			
1000 - General Total	**197**	**196**	**124**			
Public Works Admin. Total	**197**	**196**	**124**			
Total A6000 Series for ALL FUNDS	**$18,645**	**$17,718**	**$14,711**	**$14,015**	**$12,815**	**$12,407**

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Public Works

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Grants						
1840 - Grants						
PM10 Certified Street Sweeper		361				
1840 - Grants Total		**361**				
1842 - ARRA Stimulus Grants						
Equip Mgmt Facility Lighting				40	31	
GMOC Parking Garage Lighting				42	5	
Downtown Parking Garage Light				66		
MRF Lighting Retrofit				11		
1842 - ARRA Stimulus Grants Total				**159**	**37**	
Grants Total		**361**		**159**	**37**	
Engineering						
1000 - General						
Construction Inspection	74	34	39	58	77	76
Design Division	26	20	20	16	18	18
Engineering Administration	20	25	7	23	11	11
Land Development Division	11	7	4	13	9	9
Materials Testing	33	32	40	51	29	12
Real Estate Services	13	0				

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Motor Fuel	$3,248
Equipment	2,751
Electricity	2,618
Shop Charges	2,453
Professional and Contractual	2,250
Landfill Charges	2,228
Fuel - Shop Chargebacks	1,822
Line Supplies	1,731
Vehicle Supplies & Maintenance	1,229
Contracted Temporary Help	632
All Other	3,185
	$24,146

Return to TOC

Dept Rollup / Fund / Division	Actuals FY09	FY10	FY11	FY12	Amd FY13	Draft FY14
Utility Inspection	14	12	8	14		
BofA Bank Building	404	305	239	218	257	257
Promenade at Palmaire	72	58	61	60	56	56
1000 - General Total	**667**	**494**	**419**	**453**	**457**	**440**
1660 - Transportation Sales Tax						
Transportation Engineering Pgm	2	0				
1660 - Transportation Sales Tax Total	**2**	**0**				
Engineering Total	**669**	**494**	**419**	**453**	**457**	**440**
Field Operations						
1000 - General						
Downtown Beaut. & Promotion	158	71	93	87	41	0
Materials Control Warehouse	13	15	16	10	21	21
Cemetery	85	82	79	101	103	102
Custodial Services	320	264	200	230	218	269
Facilities Management	3,037	3,094	2,837	2,539	2,677	2,664
Field Operations Admin.	325	322	330	338	324	326
Graffiti Removal	62	61	50	40	47	5
Downtown Parking Garage	73	80	75	68	65	47
Manistee Ranch Maintenance	5	5	5	6	5	5
1000 - General Total	**4,077**	**3,995**	**3,685**	**3,420**	**3,502**	**3,439**
1040 - General Services						
Equipment Management	1,366	1,290	1,340	1,210	1,486	1,735
Parts Store Operations	1,475	1,294	1,246	1,306	1,738	1,488
Fuel Services	2,939	2,739	3,400	3,756	3,302	3,302
1040 - General Services Total	**5,780**	**5,323**	**5,987**	**6,272**	**6,527**	**6,526**
1340 - Highway User Gas Tax						
Street Cleaning	108	32	0			
Street Maintenance	805	470	369	536	605	635
1340 - Highway User Gas Tax Total	**914**	**503**	**369**	**536**	**605**	**635**
2440 - Landfill						
Landfill	1,487	2,399	1,601	1,404	1,673	1,677
MRF Operations	1,059	1,018	807	877	1,005	1,003
Recycling	208	273	301	318	350	349
Solid Waste Admin	16	38	43	51	82	61
Gas Management System	95	133	161	135	163	163
2440 - Landfill Total	**2,865**	**3,861**	**2,913**	**2,785**	**3,274**	**3,253**
2480 - Sanitation						
Curb Service	3,335	3,277	3,399	3,265	3,555	3,559
Residential-Loose Trash Collec	893	786	1,026	871	924	921
Sanitation Frontload	1,634	1,453	1,468	1,468	1,757	1,750
Sanitation Roll-off	398	346	350	342	455	458
2480 - Sanitation Total	**6,259**	**5,861**	**6,244**	**5,947**	**6,690**	**6,689**
2530 - Training Facility Revenue Fund						

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
PS Training Ops - Fac. Mgmt.	414	353	301	305	277	309
2530 - Training Facility Revenue Fund Total	**414**	**353**	**301**	**305**	**277**	**309**
1280 - Youth Sports Complex						
YSC - Facilities Mgt.	46	52	46	46	60	60
1280 - Youth Sports Complex Total	**46**	**52**	**46**	**46**	**60**	**60**
1120 - Vehicle Replacement						
Equipment Replacement	2,240	1,763	1,858	2,041	2,796	2,796
1120 - Vehicle Replacement Total	**2,240**	**1,763**	**1,858**	**2,041**	**2,796**	**2,796**
Field Operations Total	**22,594**	**21,711**	**21,401**	**21,351**	**23,731**	**23,706**
Public Works Admin.						
1000 - General						
Public Works Administration	5	1	1			
1000 - General Total	**5**	**1**	**1**			
Public Works Admin. Total	**5**	**1**	**1**			
Total A7000 Series for ALL FUNDS	**$23,268**	**$22,567**	**$21,821**	**$21,963**	**$24,225**	**$24,146**

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WAREHOUSE OPERATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.75	$150,960	$21,252	$13,138	$185,350

SERVICE DESCRIPTION:
The Warehouse maintains a current inventory of 1,247 line items at a value of $952,656.Over the last 2-years, the Warehouse has averaged 62,319 supply work order distributions at a cost of $1,065,980.In addition to receiving, stocking, and issuing the current staffing also purchases replacement stock and new items for several departments. Water Services and Transportation are the largest customers and account for approximately 91% of the total stock value in the Warehouse.In addition to management of the warehouse inventory, the staff is responsible for processing surplus property and vehicles with revenues of $900,000 per year and scrap metal sales with annual revenues of over $50,000.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Warehouse provides essential parts and supplies needed to support daily operations of the City. Without this level of support, many services to our citizens would be greatly delayed.

REVENUE GENERATION:
Inventory purchase costs are recovered by billing the using departments for all issues.

CHANGE IN SERVICES:
No innovations identified at this time.

FIELD OPERATIONS ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$117,616	$326,358	$30,029	$474,003

SERVICE DESCRIPTION:
Provides leadership, direction and management to 4 operating divisions; Facilities Management, Street Maintenance, Equipment Management, and Materials Control. Also, responsible for managing the citywide animal control contract.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Manage a total operating budget of approximately $18 million and a full-time staff of over 75 employees. Additional direct performance responsibilities include; 1) Plan review for construction and planning drawings; 2) manage citywide energy usage, rates and rebates; 3) manage CIP projects for divisions and establish short/long range capital reinvestment strategies for the citywide pavement management program; 4) oversee ADA compliance and health/safety concerns for buildings; 5) manage cemetery and graffiti operations, and 6) manage all routine and complex personnel matters. Also responsible for managing a $335,000 animal control contract with Maricopa County that generates over 4,500 service activities annually related to stray or loose dogs, welfare checks, and responding to aggressive dogs.

REVENUE GENERATION:
No cost recovery associated with this division.

CHANGE IN SERVICES:
No innovations identified at this time.

CEMETERY OPERATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$72,661	$101,576	$12,482	$186,719

SERVICE DESCRIPTION:
Maintain the Glendale Memorial Cemetery grounds and coordinate interment services.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Glendale Memorial Cemetery offers burial options to Glendale residents and individuals who are purchasing space for deceased Glendale residents in, a manner that

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preserves the cemetery as a community resource for residents far into the future. The current operation provides for approximately 55 services annually and staff maintains over 20 acres of landscaped cemetery grounds. There are currently over 1,500 remaining lot options available for Glendale families.

REVENUE GENERATION:
Revenues from the cemetery are deposited into the General Fund and are anticipated to recover 100% of operating costs in FY13.

CHANGE IN SERVICES:
The cemetery receives approximately 125 hours per week from community service workers for grounds maintenance assistance.

GRAFFITI REMOVAL - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$12,223	$4,831	$0	$17,054

SERVICE DESCRIPTION:
The graffiti removal program eradicates graffiti on public property throughout the city.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The program removes over 15,000 graffiti tags annually with a goal of removing each reported case of graffiti within 48 hours. This service is provided Monday through Friday, with no weekend service. The program also offers a reporting mechanism for residents to either phone in graffiti through the Graffiti Hotline or email graffiti removal requests directly to city staff. This program helps with the overall appearance of Glendale by removing graffiti from public view in a timely manner to keep Glendale visually appealing.

REVENUE GENERATION:
In cases involving prosecution, restitution is often received for the cost associated with removing the graffiti for that case.

CHANGE IN SERVICES:
The city currently removes over 1,300 occurrences of graffiti from the public right of way every month, and 90% of all graffiti removal occurs in the right of way. Since the removal of this graffiti is in the right of way, it becomes an eligible HURF expense. A total appropriated amount of $158,450 (90% of total budget) will be transferred to the HURF and result in a savings to the General Fund. As the remaining 10% of Graffiti Removal would not qualify under HURF, that funding will remain in the General Fund.

FACILITIES MANAGEMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	10.00	$675,436	$2,715,889	$99,404	$3,490,729

SERVICE DESCRIPTION:
Provide service repairs to all city buildings and facilities, as well as manage the payment of the city utility bill (electricity and natural gas). This budget also includes the maintenance and utility costs for divisions 13430 (Manistee Ranch Maintenance) and 13461 (Downtown Parking Garage) for a total of $69,972.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Facilities Management division consists of a team of Building Maintenance Technicians who provide preventative maintenance and emergency repairs to all city buildings, facilities and systems. Currently, the division has 10 staff who respond to citywide issues and requests for service. Repairs are provided to over 150 buildings, and over 70 parks for plumbing, electrical, HVAC and carpentry related needs. Staff also manages nearly $300,000 in specialized contracted service repairs for elevator maintenance, fire alarms and detections systems, electrical repairs and emergency related repairs that fall beyond the scope of city resources. In addition to the service repairs provided, Facilities Management is responsible for managing the utility bill for the entire city. There are over 900 utility accounts for both electricity and natural gas for city buildings, parks, decorative street lights and all other metered utilities for a total utilities budget of approximately $2.3 million.

REVENUE GENERATION:
No cost recovery associated with this division.

CHANGE IN SERVICES:
No innovations identified at this time.

CUSTODIAL SERVICES - FUND #1000

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	11.00	$543,302	$269,196	$44,825	$857,323

SERVICE DESCRIPTION:
Provide custodial services to city buildings and facilities.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Custodial Division is responsible for providing the material and labor for custodial services to 54 city buildings representing over half a million square feet of interior building cleaning space. In addition, the division also provides cleaning services to parking garages, exterior courtyards and special events for a total cleaning area of approximately 900,000 square feet. Routine cleaning functions include restroom service, trash service, and floor cleaning, as well as the cleaning of common areas. The custodial division is also responsible for managing the pest control services contract for identified city facilities. In addition to the cleaning functions, staff is responsible for replenishing all necessary hygiene products within facilities and responding to special clean up requests when applicable.

REVENUE GENERATION:
No cost recovery associated with this division.

CHANGE IN SERVICES:
In an effort to keep custodial costs minimal, the division currently utilizes a combination of full time staff and contracted temporary staff to meet the citywide cleaning demand. Staff at this time, is not recommending the privatization of this service and is recommending converting four current vacancies into contractual dollars for temporary staff to be used.

PROPERTY OPERATING AND MAINTENANCE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$312,979	$0	$312,979

SERVICE DESCRIPTION:
Provide management and funding for operating and maintenance services for the City's owned retail spaces at Bank of America Building and Promenade at Palmaire.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
The service is required by tenant agreements and the Arizona tenants rights. Adequate building maintenance translates into a good return on rental and continued high occupancy. Percentage of occupancy in FY 2013 is 64.47%.

REVENUE GENERATION:
Over the next several fiscal years, leases at the Bank of America and Promenade at Palmaire buildings are expected to generate approximately $512,713 in rental revenues annually for the city.

CHANGE IN SERVICES:
The maintenance services are provided by a private professional company. Another service alternative will be to use City Staff however; at this time due to reduction of personnel it is not feasible.

ENGINEERING AND CAPITAL IMPROVEMENT PROGRAM (CIP) ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	9.00	$283,896	$29,519	$27,988	$341,403

SERVICE DESCRIPTION:
Provide Engineering Administration and Program Management for the City's Capital Improvement Program (CIP) and other operating projects. These services include: In-house Design, Project Management; Engineering Consultation; Financial and Cost Estimating; Survey, Property Management; Legal Descriptions Services, and Project Coordination with Federal, State and other agencies. The Engineering Department also manages the required Federal programs that include: Storm Water Program, National Pollutant Discharge Elimination System (NPDES), and Federal Emergency Management (FEMA).

REQUIRED BY LAW/CODE/REG?:
Required by City Code

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CURRENT PERFORMANCE DATA:
Our department clients will benefit from exceptional professional engineering services, with over 200 years of group experience and the mission of improving the quality of life for our citizens. Taking projects from concept to completion committing to do the best on every project within the constraints of the client's schedule and budget. During this fiscal year, the Engineering Department is working on several capital projects in the areas of transportation, water services facilities, parks and recreation facilities, housing facilities, public safety facilities, landfill, streets, flood control, government facilities, and airport. In FY13 a total of 63 ongoing projects (7 completed, 9 in construction and 46 in design/assessment/studies) with a total of $34M are being managed under these services.

REVENUE GENERATION:
The total cost to provide Engineering Administration Services and CIP Administration services is $945,442. The department retrieves Engineering Chargebacks from projects funded by Enterprise funds and bonds funds. The projected revenue from chargebacks for FY 14 is $604,039 leaving the total cost to provide these services in the amount of $341,403.

CHANGE IN SERVICES:
Engineering Services could be outsourced at 300% cost increase plus an additional cost to the City to manage and oversee the private contracts. Costs would be the burden of the client City departments.

LAND DEVELOPMENT SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$103,287	$8,546	$643	$112,476

SERVICE DESCRIPTION:
Provides reviews, corrections and approval of civil engineering plans for development improvements including grading, drainage, paving, and water and sewer systems. Reviews preliminary and final subdivision plat maps and other real property division documents for compliance with city subdivision ordinances, state statutes, proper rights-of-way, utility and storm drainage easements, and verifies survey calculations. It also provides assistance to developers, engineers, architects and general public concerning design standards, ordinances, flood plain determination and utility locations.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Citizens and developers benefit from the extensive experience in the planning, design and implementation of residential and commercial projects, providing public safety, environmental protection, and efficient customer services to safeguard the interest of the general public and property owners. This expertise and attention to detail provides great value to the city and investors in determining feasibility and return on investment.

REVENUE GENERATION:
The projected revenue from plan check reviews is $ 155,000 for FY 14.

CHANGE IN SERVICES:
The city could use private consultants at three times the cost.

CONSTRUCTION INSPECTION AND TESTING SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	8.00	$593,291	$88,864	$23,185	$705,340

SERVICE DESCRIPTION:
Provide construction inspection services to ensure the product furnished by the contractor is in full compliance with specifications and other contract documents. The professional inspection procedures lead to a measure of quality control with the purpose of reducing costly construction delays and subsequent servicing and maintenance costs. It also provides material testing to the subgrade, asphalt & concrete to see that it meets specifications as delivered and is properly placed, for maximum strength, to minimize future maintenance costs.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Inspection Services ensure compliance with federal, state, and local codes and regulations for grading, erosion control, development improvement, landscaping, franchise utilities and provides quality assurance of capital improvements on City property or within the City's right of way. Protecting the city's infrastructure and quality of life for its residents.

REVENUE GENERATION:

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The projected revenue from Inspection Services is $ 730,000 for FY 14.

CHANGE IN SERVICES:
Construction Inspections Services could be outsourced at significant cost increase and reduction in General Fund revenue. Those cost being borne by the customer requiring the inspection services. Staff is pursuing the opportunity to lease out the City occupied Material Testing Lab. This approach could provide additional ongoing revenue to the city in the amount of $33,000 (Projected lease at a cost of $ 60,000 per year minus, the payment the city has to make to the Federal Aviation of approximately $27,000 a year). It also could save the city the maintenance cost of approximately $17,408 at year.

DOWNTOWN BEAUTIFICATION & PROMOTION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$96,191	$0	$2,088	$98,279

SERVICE DESCRIPTION:
This operation provides for the security and promotion of downtown Glendale

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The divisional budget provides for two security officers to patrol the downtown area near city hall and allows for promotional opportunities through the Marketing department.

REVENUE GENERATION:
No cost recovery associated with this division.

CHANGE IN SERVICES:
The A7000 promotional funding associated with this budget has been eliminated for General Fund savings opportunities and promotional opportunities for the downtown area will continue to be coordinated through the Marketing department. A total savings of $42,380 will be realized through this operational adjustment. Furthermore, the two security officers who will continue to conduct downtown patrols, will be transferred to the police department as part of the non-sworn security operations for FY14.

EQUIPMENT MANAGEMENT FLEET SERVICES - FUND #1040

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	30.00	$2,116,329	$1,735,357	$96,243	$3,947,929

SERVICE DESCRIPTION:
The Equipment Management Division has an authorized staff of 33 employees: 1 Superintendent, 2 Supervisors, 4 Support Staff, and 26 Technicians. The staff is responsible for the service and repair of the city fleet of 1,240 vehicles. Each year over 4,400 preventative maintenance services are performed and an additional 16,000 repairs are completed. Equipment Management's primary mission is the maintenance of the fleet, but they are also responsible for the management of two motor pools, maintenance and service of the car/truck wash, and the daily inspection, cleaning, and service of the City's three fueling sites. In addition to payroll costs, this budget includes: $670,000 for contractor/vendor repairs, $473,041 for new tire purchases, $164,000 for tire capping, $75,000 for car/truck wash supplies and services, $150,000 for oil & lubricants, $30,850 for shop equipment maintenance, and $55,000 for line supplies. Following is a percentage allocation of fleet operations and maintenance costs for FY13:Fuel - 45% Shop Labor - 22% Parts - 17% Tires - 7% Vendor/Contract Repairs - 9%The following depicts how fleet costs are allocated to using departments for FY13:Sanitation - 42% Police - 22% Transportation - 11%Fire - 10% Water Services - 8% Other GF - 6% Other Funds - 1%

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The proper inspection, service and repair of the City's fleet of 1,240 is essential towards ensuring that departments can rely on their vehicles in the performance of their respective services. Core service departments such as Public Safety, cannot perform their jobs without having an effective preventive maintenance and repair program in place to keep their fleet of 571 vehicles or pieces of equipment operational. The Sanitation fleet operates over 950,000 miles a year and the operations and maintenance costs exceed $3,400,000. Departments depend on Equipment Management to keep their vehicles on the road to provide the services expected by citizens.

REVENUE GENERATION:
All fleet maintenance and operations costs are charged back to the using departments monthly. Shop labor rates plus the fuel and parts mark-ups are designed to recovery 100% of the costs incurred by Equipment Management for the maintenance of the fleet.In FY12, Equipment Management billed out $8,489,603 in operations and maintenance expenses. Equipment Management's total fleet expenditures were $8,433,911 which was a 100.06% recovery rate.

CHANGE IN SERVICES:
Equipment Management facilitated the reduction of the city fleet by 193 vehicles since FY09. This cost reduction was able to be made by creating a motor pool at City Hall and

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Field Operations to allow departments to turn in low use administrative vehicles and utilize the motor pools.Equipment Management has also developed a flat rate preventative maintenance service schedule for basic oil changes and emissions testing to assist using department in understanding and projecting fleet costs.

FUEL SERVICES - FUND #1040

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$3,302,444	$585	$3,303,029

SERVICE DESCRIPTION:
The Fuel Service operation and budget is managed by the Equipment Management Division. The City has three fueling sites and is using approximately 1,151,866 gallons of fuel annually. During FY12, the combined cost of unleaded gasoline and diesel fuel was $3,914,951. The city is on pace to spend approximately $3,807,762 on fuel for FY13.

During the last four fiscal years, the city has seen a 16% increase in the average combined cost per gallon of all fuel types. During this same period, the total fleet miles drove decreased by 10%. In FY13, the city is projected to drive 7,328,512 miles and in FY12, drove a total of 7,359,417.The FY13 estimated average fuel cost is $3.39 per gallon.
The following is a summary of average fuel costs per gallons for previous years:UNLEADED:FY 08/09 - $2.50FY 09/10 - $2.41 FY 10/11 - $2.82FY 11/12 - $3.29
FY 12/13 - $3.23DIESEL FUEL:FY 08/09 - $2.61FY 09/10 - $2.38 FY 10/11 - $3.02FY 11/12 - $3.45 FY 12/13 - $3.54

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Essential city functions, such as public safety, sanitation, utilities, and other service related functions depend on the availability of fuel to meet their mission requirements. Adequate funding for fuel expenses will ensure that operation and emergency requirements for the city's core functions will be met.

REVENUE GENERATION:
Fuel costs are recovered in monthly billings to departments using fuel.

CHANGE IN SERVICES:
The City has reduced the size of the fleet from a high of 1,433 vehicles to a current fleet size of 1,240 and has reduced the annual miles driven by over 1,155,000 miles from FY09 to the estimated annual miles for FY13.

EQUIPMENT MANAGEMENT PARTS STORE OPERATION - FUND #1040

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$80,891	$1,487,782	$28	$1,568,701

SERVICE DESCRIPTION:
The Parts Store Operations budget is designed to provide funding for the purchase of parts to maintain the City's fleet of 1,245 vehicles. The budget of $1,487,782 covers the replacement of parts, line supplies, and the rebuilding or repair of parts.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Parts Operation provides quality parts in a timely manner. The division has been utilizing NAPA Auto Parts since 2004, and since that time, the division has seen an increase in parts inventory and fills rates which has reduced vehicle down times and ensured the provision of quality and cost effective repairs.

REVENUE GENERATION:
The costs of parts are charged back to the using departments as parts are used. The cost of parts includes a markup that covers the overhead costs of the contract to the cover the City's employee costs for a contract administrator.

CHANGE IN SERVICES:
In 2003, Equipment Management initiated a study to evaluate the operation of the Parts Room when the division moved to its new equipment maintenance facility. At the time, the operation required staff and resources from Equipment Management and Materials Control Center to handle parts ordering, receiving and issuing. The study looked at opportunities for efficiencies that would lead to greater productivity, improved customer service, lower maintenance costs and potentially lower acquisition costs. The use of contracted parts acquisition and operational services was found to be a solution to meet these goals and attain the desired efficiencies.

VEHICLE REPLACEMENT - FUND #1120

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$2,795,693	$0	$2,795,693

SERVICE DESCRIPTION:
The Vehicle Replacement Fund (VRF) was established as a capital fund in 1986 and was included as part of City's Code of Ordinances. The VRF is jointly managed by Equipment Management and the Budget Department. Annually, the Budget office provides a target budget for vehicle replacement and Equipment Management works with the using departments to select the vehicles most in need of replacement.Currently there are 740 vehicles included in the VRF with an estimated replacement cost of $27,700,000. Departments participating in the VRF are charged a rental replacement fee annually that will recover the cost of the vehicle's replacement during its life cycle.For FY14 a total of 55 vehicles are programmed for replacement at an estimated cost of $2,377,93428 Vehicles for the Police Department $825,2896 Vehicles for the Fire Department $562,25610 Vehicles for Water Services $472,24611 Vehicles for General Fund Depts. $318,144Contingency for unscheduled replacements $200,000

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Replacement of older vehicles reduces the vehicle maintenance costs, and in many cases, improves on fuel economy with the use of newer engine technology. Additionally, newer vehicles have less down time for repairs and ensure that departments can perform their primary mission.

REVENUE GENERATION:
Vehicle replacement costs are recovered by annual contributions to the VRF. The contribution is based on the original cost of the vehicle and programmed life cycle. Over the years, the division has fluctuated through different recovery rate percentages and is currently at a 40% recovery rate for General Fund operations. In an ideal 100% recovery rate model, a pickup truck purchased for $20,000 with a 10 year life cycle, will have an annual contribution of $2,000. At the end of the 10 year life cycle, $20,000 will have been contributed to fund the replacement vehicle. With a contribution rate of 40%, at the end of the 10 year life cycle, the program would have collected $8,000 toward the purchase of a replacement vehicle.

CHANGE IN SERVICES:
The fleet has been reduced by over 200 vehicles in the last four years. The estimated replacement cost of these vehicles was over $6,000,000 which resulted in a significant decrease in the annual contributions to the VRF.

YOUTH SPORTS COMPLEX - FACILITIES MANAGEMENT - FUND #1280

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$60,000	$0	$60,000

SERVICE DESCRIPTION:
Electricity costs, replacement parts and maintenance repairs for the Youth Sports Complex.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Facilities Management division pays the electricity costs associated with lighting the youth sports fields, as well as replace lamps, ballasts and conduct required service repairs to the facility as needed.

REVENUE GENERATION:
The city receives a portion of the revenues generated at the facility.

CHANGE IN SERVICES:
No innovations identified at this time.

STREET MAINTENANCE - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	5.00	$365,116	$591,961	$64,305	$1,021,382

SERVICE DESCRIPTION:
Provide maintenance and repairs the citywide street and sidewalk network.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

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The Street Maintenance division maintains over 700 miles of paved streets and approximately 1,400 miles of concrete sidewalks and walkways. A total of 5 street maintenance staff complete approximately 100 localized asphalt repairs annually, and perform about 5,500 safety related repairs to potholes and trip hazards in a given year. Part of this responsibility requires responding to safety related citizen requests for service within 2 hours in most cases. The division is also responsible for managing citywide contracted service repairs of a $350,000 contract, and staff is responsible for inspecting all work completed by the contractor to ensure that it complies with City standards. The division also manages the CIP Pavement Management program which provides approximately $2M in capital reinvestment to the street network annually. Part of this responsibility also includes managing the Pavement Condition Index (PCI) street maintenance software program, which uses a pavement condition and deterioration model to rate each street segment and help determine which streets need what type of improvements each year based on available funding.

REVENUE GENERATION:
No cost recovery associated with this division.

CHANGE IN SERVICES:
The Streets Maintenance division has reduced staffing levels from 35 FTEs in FY 2010 to 5 FTEs in FY13, and now outsources all of the streets resurfacing and paving projects to qualified contractors. This operational adjustment resulted in a savings of over $1 million to the General Fund.

GRAFFITI REMOVAL (90% BUDGET TRANSFER FROM FUND 1000) - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$110,000	$43,300	$5,150	$158,450

SERVICE DESCRIPTION:
The graffiti removal program eradicates graffiti on public property throughout the city. This division represents a 90% budget transfer from General Fund 1000 to HURF.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The program removes over 15,000 graffiti tags annually with a goal of removing each reported case of graffiti within 48 hours. This service is provided Monday through Friday, with no weekend service. The program also offers a reporting mechanism for residents to either phone in graffiti through the Graffiti Hotline or email graffiti removal requests directly to city staff. This program helps with the overall appearance of Glendale by removing graffiti from public view in a timely manner to keep Glendale visually appealing.

REVENUE GENERATION:
In cases involving prosecution, restitution is often received for the cost associated with removing the graffiti for that case.

CHANGE IN SERVICES:
The city currently removes over 1,300 occurrences of graffiti from the public right of way every month, and 90% of all graffiti removal occurs in the right of way. Since the removal of this graffiti is in the right of way, it becomes an eligible HURF expense. A total appropriated amount of $158,450 (90% of total budget) will be transferred to the HURF and result in a savings to the General Fund.

LANDFILL OPERATIONS (17710) AND GAS MANAGEMENT SYSTEM (17720) - FUND #2440

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	16.00	$974,756	$1,840,056	$335,097	$3,149,909

SERVICE DESCRIPTION:
Provide solid waste disposal services to the sanitation collection division, residents, businesses and the general publictotaling approximately 250,000 tons annually. This cost of service also includes maintenance and services for the landfill gas collection system to ensure environmental compliance and safety.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
Receive approximately 250,000 tons of waste annually, conduct over 130,000 transactions, and provide routine maintenance and modifications to over 70 gas collection wells while maintaining safe operations and environmental compliance. Federal, State, and County environmental laws all are applicable to the landfill disposal operations and gas management system.

REVENUE GENERATION:
Revenue Generation:Revenue generation is $7,600,000.

Return to TOC

CHANGE IN SERVICES:
Service Alternatives:Phased development of the Vieste waste-to-energy facility on the Landfill property in the near future. The first phase is the construction of a mixed waste processing facility by Vieste. This mixed waste facility will take a portion of solid waste material currently disposed at the Landfill, separate and sort an estimated 26,000 tons of recyclables from the waste, and return the waste back to the Landfill. The paper, plastic or metal recyclable materials then will be sold on the commodity market through our Materials Recovery Facility (MRF). The second phase of the project will be the waste-to-energy facility, which will process approximately 120,000 tons of waste annually. This phase will gasify the waste brought to the facility through a proven technology that is already in use in the United States, Canada and other countries around the world. The gasified waste stream will produce a synthetic gas byproduct, which can be used to heat steam and power turbines that generate electricity. The waste-to-energy facility will pre-sort the parts of the waste stream that can be recycled (aluminum and ferrous metals only) and will work through our MRF to market these materials on the commodity market.

Impact of Changing the Services:Both phases will benefit the city through the extension of landfill life and through the generation of revenue. This project is consistent with the ongoing efforts of the solid waste disposal operation to maximize the financial and environmental sustainability of the Landfill.

SOLID WASTE ADMINISTRATION (17730) - FUND #2440

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	9.00	$831,269	$60,500	$96,504	$988,273

SERVICE DESCRIPTION:
Provide direct support services via inbound customer call center and billings, as well as manage daily operations forsolid waste collection, disposal and administrative support divisions.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Receive over 2,000 Incoming customer phone calls per month (24,000 annually) and generate over 500 residential workorders monthly (6,000 annually). Also manage staffing and operations of 110 FTE's and operating budget of approximately $20 million dollars.

REVENUE GENERATION:
Revenue Generation:Revenues from Sanitation and Landfill support ALL positions and functions associated with Solid Waste Administration.

CHANGE IN SERVICES:
Service Alternatives:No service alternatives identified at this time.

RECYCLING INSPECTION, HHW, AND PUBLIC OUTREACH SERVICES (17740) - FUND #2440

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	6.00	$408,099	$349,179	$106,992	$864,270

SERVICE DESCRIPTION:
Provide weekly residential inspection services as well as public education or outreach for solid waste and recycling collection. Also contract with private specialized collections company to provide HHW program services twice a year.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Conduct over 140,000 refuse, recycling and bulk trash inspections annually. The annual breakdown for each type of inspection is the following: 55,000 refuse containers, 70,000 recycling containers, and 15,000 bulk trash. During the inspections, approximately 6,500 tags are placed on refuse and recycling containers annually to correct violations and to educate residents on Glendale's waste disposal and recycling rules. Public education and outreach services include the following: a) over 9,000 informational brochures or packets are handed out to residential customers during inspections, b) Clean and Green newsletters are direct mailed annually to 52,200 households, and c) educational ads are posted in local newspapers on quarterly schedule for bulk trash pickup and before 10 major holidays that result in collection day changes (due to closed government offices). For HHW program services, approximately 900 collection appointments are completed annually. This recycling service program also results in the exchange or delivery of approximately 2,000 residential recycling containers annually.

REVENUE GENERATION:
This budget is included as part of the Landfill fund because inspection services relate directly to effective disposal of waste at the landfill and proper recycling for the MRF.

Return to TOC

CHANGE IN SERVICES:
Service Alternatives:No service alternatives identified at this time.

MATERIALS RECOVERY FACILITY - MRF OPERATIONS (17750) - FUND #2440

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	8.00	$473,261	$1,003,444	$189,976	$1,666,681

SERVICE DESCRIPTION:
The City of Glendale Materials Recovery Facility (MRF) is a 55,000 square foot building that began operations in July 2000. The MRF is a recyclables processing center, which sorts and processes recycling materials into marketable goods. Although the MRF was designed and constructed mainly to support Glendale's curbside recycling program, the facility receives recyclable materials from both residential households and commercial businesses.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The MRF currently processes 15,000 tons of material and sells 10,000 tons of recyclables annually. Approximately 14, 000 tons come directly from Glendale's curbside collection program, and the remaining 1,000 tons from other sources. Since the MRF began operations in 2000, over 280,000 tons of recyclable materials have been processed. The MRF has sold approximately 200,000 tons of recyclable material, which has generated over $26 million in revenue.

REVENUE GENERATION:
Revenue Generation:The anticipated revenue generation for upcoming fiscal year 2014 is $1,360,000. The MRF operation is included in the Landfill enterprise fund. Revenues from the entire fund and received through the landfill gate rate support the costs of the MRF along with the revenue generated from the sale of recyclables on the commodity market. Expenditures have been greater than revenues in two out of the thirteen years (FY 2002 and FY 2009) since the MRF began operations.

CHANGE IN SERVICES:
Service Alternatives:No service alternatives identified at this time.

SANITATION ROLL OFF - FUND #2480

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$125,651	$458,295	$128,699	$712,645

SERVICE DESCRIPTION:
Provide rolloff bin sanitation services to businesses and residents. This service provides three different size containers (20, 30 and 40 cubic yards) for business and residential needs. This can include collection of refuse and construction materials.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Collect approximately 13,000 tons of waste and conduct over 3,200 rolloff box pulls annually

REVENUE GENERATION:
Revenue Generation:Revenue generation is $600,000Expenses are $665,000Staff is currently working on a price increase for services.

CHANGE IN SERVICES:
Staff is currently in the process of an operational analysis to assess the future viability of this operation. One of the options would be to consider a price increase for services:10% in pull fees from $160.00 to $175.0010% in landfill fees from $18.00 to $20.00 per tonThis increase would allow the operation to recover costs.

- FUND #2480

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	14.00	$864,732	$1,750,115	$589,404	$3,204,251

SERVICE DESCRIPTION:
Provide front load bin sanitation services to businesses and multi-family units. The service provides 2,3,4,6 and 8 yard bins for commercial collection. Service is provided seven days a week when needed. This service competes with private entities for business in Glendale.

Return to TOC

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
CURRENT PERFORMANCE DATA:Collect approx. 42,000 tons of waste and service over 980 commercial customers annually.

REVENUE GENERATION:
Revenue Generation:$3,400,000

CHANGE IN SERVICES:
IMPACT OF CHANGING SERVICES:N/A

- FUND #2480

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	37.00	$2,089,969	$3,559,069	$829,133	$6,478,171

SERVICE DESCRIPTION:

Provide residential refuse and recycling services to approximately 52,000 residential homes weekly. This service collects refuse and recycling from residential homes over a five period. Each home is serviced one time per week for both refuse and recycling.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

Service approx. 52,200 residential homes with collection of approx. 60,000 tons of waste and 14,000 tons of recyclables annually. Also deliver approximately 5,000 residential trash containers annually.

REVENUE GENERATION:
Revenue Generation:$10,250,000 - This service covers all expenses for curb and bulk trash collection.

CHANGE IN SERVICES:
IMPACT OF CHANGING SERVICES:Currently, staff is looking to refurbish the existing truck fleet instead of buying new. Each refurbish decision is made on a case by case basis-depending on the condition of the truck.

RESIDENTIAL - LOOSE TRASH COLLECTION - FUND #2480

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	21.00	$1,222,893	$921,241	$391,382	$2,535,516

SERVICE DESCRIPTION:
Provide monthly residential bulk trash collection service for large bulky items that do not fit into curbside garbage containers

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Collect approximately 13,000 tons of residential bulk trash annually.

REVENUE GENERATION:
Revenue Generation:Revenues associated with this service are identified in curb service and are part of the monthly residential sanitation rate of$16.30

CHANGE IN SERVICES:
Service Alternatives:Service could be reduced from monthly to quarterly. Impact of Changing the Services:A service change from monthly to quarterly would reduce the budget by approximately $475,000 in salary and benefits and $80,000 in fuel costs annually, which equates to a total of $555,000 in savings. This would be equivalent to a $1 per month reduction on the residential sanitation bill.

PUBLIC SAFETY TRAINING CENTER - FACILITIES MANAGEMENT - FUND #2530

Return to TOC

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$95,090	$308,788	$8,555	$412,433

SERVICE DESCRIPTION:
Maintenance and utility service associated with the public safety training center.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Facilities Management division pays the electricity and natural gas costs associated with the facility, as well as provide building maintenance and custodial services support as needed. Building maintenance support includes alarm and fire system monitoring, elevator maintenance, maintenance of chiller and HVAC (72 fan coils with filters and belts), sewage lift station, fire props, generator maintenance, groundwater pumps and any other emergency related repairs as needed. Custodial services include cleaning of restrooms and break areas 7 days a week, and cleaning of classrooms and common areas as staffing allows.

REVENUE GENERATION:
The city bears all of the utilities costs associated with the facility, but 25% of it is recovered through partner agencies.

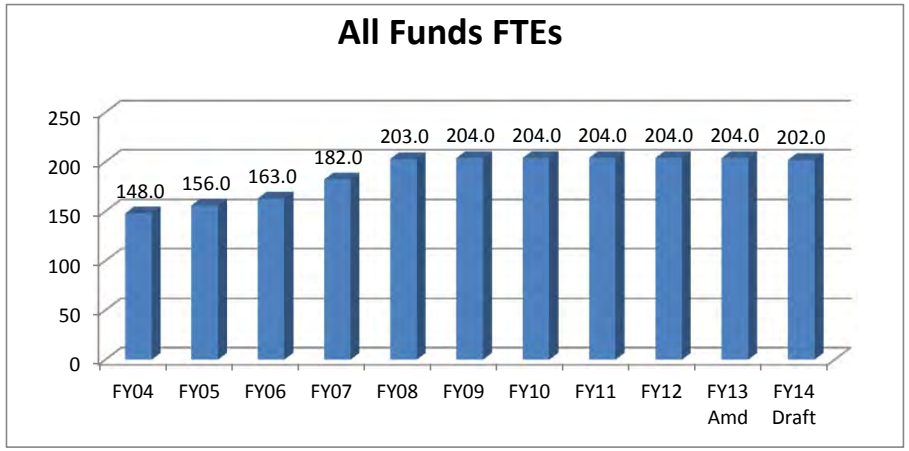
CHANGE IN SERVICES:
No innovations identified at this time.

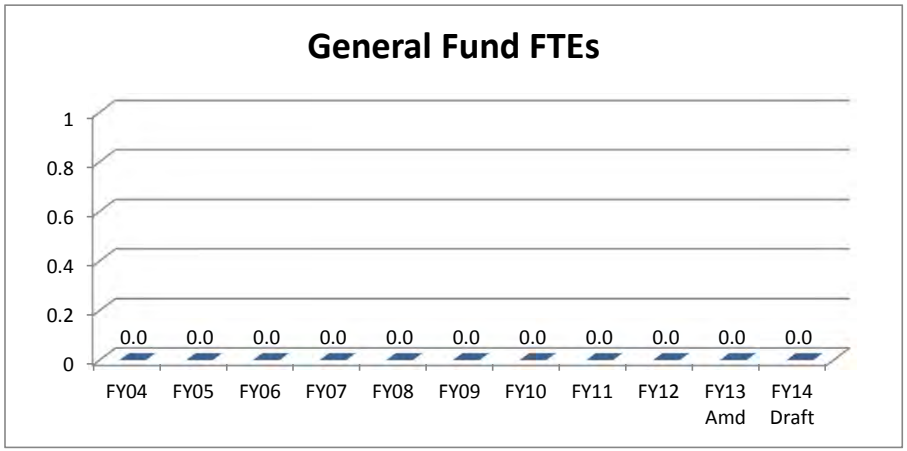
Public Works Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	209.75	$13,112,570	$24,162,107	$3,095,835	$40,370,512
FY 2014 Reduction	(11.00)	($705,651)	($15,873)	$0	($721,524)
FY 2014 Cost of Service	198.75	$12,406,919	$24,146,234	$3,095,835	$39,648,988

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Water Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Utilities											
2360 - Water and Sewer											
Arrowhead Reclamation Plant	9.0	7.0	8.0	12.0	13.0	13.0	13.0	13.0	13.0	12.0	12.0
Information Management	3.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Public Service Representatives	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0
Safety Administration					1.0	1.0	1.0	1.0			
System Security		1.0	1.0	2.0	8.0	8.0	8.0	8.0	10.0	10.0	9.0
Utilities Administration	7.0	7.0	8.0	9.0	8.0	10.0	10.0	10.0	10.0	12.0	12.0
West Area Plant	12.0	14.0	13.0	14.0	14.0	14.0	14.0	14.0	14.0	15.0	15.0
2360 - Water and Sewer Total	**34.0**	**37.0**	**38.0**	**47.0**	**54.0**	**56.0**	**56.0**	**56.0**	**56.0**	**59.0**	**58.0**
2400 - Water											
Transmission Line Maintenance	12.0										
Central System Control	10.0	10.0	10.0	9.0	10.0	9.0	9.0	9.0	9.0	9.0	9.0
Central System Maintenance	6.0	5.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	5.0	5.0
Cholla Treatment Plant	6.0	7.0	7.0	9.0	9.0	9.0	9.0	9.0	8.0	9.0	9.0
Customer Service - Field	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	16.0	16.0	16.0
Irrigation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Major Maintenance	1.0	1.0	3.0	1.0							
Meter Maintenance	10.0	10.0	10.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0

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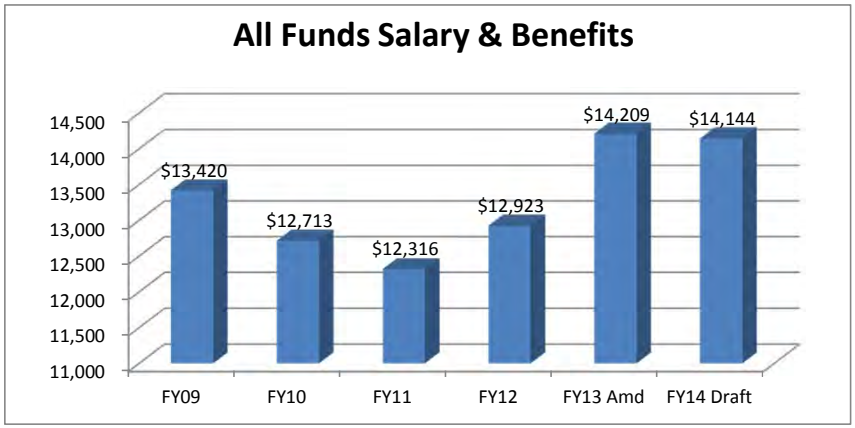
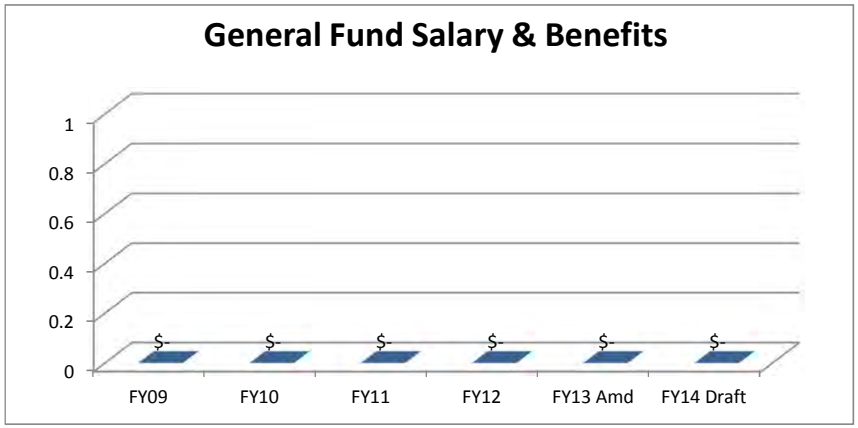
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Pyramid Peak Plant	7.0	9.0	9.0	10.0	9.0	10.0	10.0	10.0	11.0	11.0	11.0
Water Distribution	13.0	27.0	27.0	30.0	30.0	30.0	30.0	30.0	29.0	26.0	26.0
Oasis Surface WTP				2.0	15.0	15.0	15.0	15.0	15.0	14.0	13.0
2400 - Water Total	**81.0**	**85.0**	**87.0**	**93.0**	**106.0**	**106.0**	**106.0**	**106.0**	**106.0**	**102.0**	**101.0**
2420 - Sewer											
Pretreatment Program	5.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Storm Water										3.0	3.0
Wastewater Collection	12.0	13.0	16.0	19.0	20.0	19.0	19.0	19.0	19.0	17.0	17.0
2420 - Sewer Total	**17.0**	**18.0**	**21.0**	**25.0**	**26.0**	**25.0**	**25.0**	**25.0**	**25.0**	**26.0**	**26.0**
Utilities Total	**132.0**	**140.0**	**146.0**	**165.0**	**186.0**	**187.0**	**187.0**	**187.0**	**187.0**	**187.0**	**185.0**
Env. Resources											
2360 - Water and Sewer											
Environmental Resources	4.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Water Quality	11.0	11.0	11.0	11.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
2360 - Water and Sewer Total	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**
2400 - Water											
Water Conservation	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
2400 - Water Total	**1.0**	**1.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Env. Resources Total	**16.0**	**16.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**
Total FTEs for ALL FUNDS	**148.0**	**156.0**	**163.0**	**182.0**	**203.0**	**204.0**	**204.0**	**204.0**	**204.0**	**204.0**	**202.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Water Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Grants						
1842 - ARRA Stimulus Grants						
Energy Matters Public Educat		0	1	2	1	
1842 - ARRA Stimulus Grants Total		**0**	**1**	**2**	**1**	
Grants Total		**0**	**1**	**2**	**1**	
Utilities						
2360 - Water and Sewer						
Arrowhead Reclamation Plant	867	817	817	901	879	880
Information Management	464	457	449	485	564	550
Public Service Representatives	221	204	109	187	229	210
Safety Administration	50	0	65			
System Security	476	451	431	534	628	560
Utilities Administration	957	918	652	882	1,099	1,096
West Area Plant	981	974	921	1,034	1,074	1,094
2360 - Water and Sewer Total	**4,016**	**3,821**	**3,444**	**4,023**	**4,474**	**4,390**
2400 - Water						
Central System Control	768	773	699	760	770	773
Central System Maintenance	316	284	333	311	343	349
Cholla Treatment Plant	598	578	528	600	608	613
Customer Service - Field	870	806	819	911	1,007	1,003
Irrigation	65	68	67	66	63	62

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

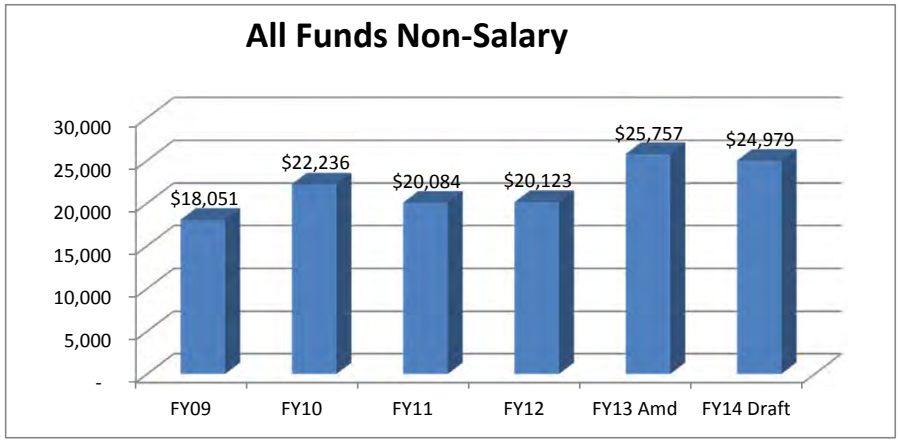
Return to TOC

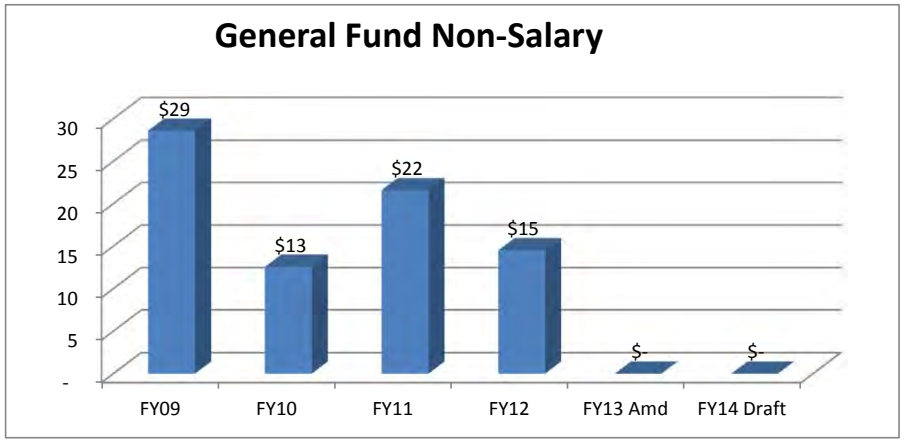
	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Meter Maintenance	727	701	720	607	707	733
Pyramid Peak Plant	727	694	657	832	831	825
Water Distribution	1,605	1,553	1,669	1,399	1,561	1,582
Oasis Surface WTP	919	917	938	829	876	837
2400 - Water Total	**6,596**	**6,376**	**6,431**	**6,315**	**6,766**	**6,777**
2420 - Sewer						
Pretreatment Program	405	370	310	345	372	381
Storm Water				175	180	186
Wastewater Collection	1,072	862	903	792	1,035	1,028
2420 - Sewer Total	**1,477**	**1,232**	**1,213**	**1,312**	**1,586**	**1,595**
Utilities Total	**12,089**	**11,429**	**11,087**	**11,650**	**12,826**	**12,762**
Env. Resources						
2360 - Water and Sewer						
Environmental Resources	488	480	405	392	512	500
Water Quality	690	657	677	725	715	727
2360 - Water and Sewer Total	**1,178**	**1,137**	**1,083**	**1,117**	**1,227**	**1,227**
2400 - Water						
Water Conservation	153	147	145	155	155	155
2400 - Water Total	**153**	**147**	**145**	**155**	**155**	**155**
Env. Resources Total	**1,331**	**1,284**	**1,227**	**1,271**	**1,381**	**1,382**
Total A6000 Series for ALL FUNDS	**$13,420**	**$12,713**	**$12,316**	**$12,923**	**$14,209**	**$14,144**

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Water Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Grants						
1842 - ARRA Stimulus Grants						
Energy Matters Public Educat		1	53	60	73	35
ARWRF Facility UV System Imp			103	313	807	
Well 43 Variable Drive Retrofi			14	7	77	
1842 - ARRA Stimulus Grants Total		**1**	**170**	**380**	**956**	**35**
Grants Total		**1**	**170**	**380**	**956**	**35**
Utilities						
1840 - Grants						
Grant Approp - Utilities Dept	4					
1840 - Grants Total	**4**					
2360 - Water and Sewer						
Arrowhead Reclamation Plant	1,187	1,159	1,369	1,353	1,213	1,433
Information Management	271	174	200	230	238	354
Public Service Representatives	34	19	22	42	44	47
Safety Administration	34	24	43			
System Security	42	31	50	76	143	151
Utilities Administration	(1,152)	2,463	719	475	614	533
West Area Plant	2,380	2,472	2,152	1,935	2,575	2,497

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$11,008
Electricity	3,598
Chemical Costs	2,948
Line Supplies	1,755
GA Carbon	1,480
Equipment Maintenance	1,231
Shop Charges	369
Fuel - Shop Chargebacks	315
Standby Pay	258
Overtime Pay	246
All Other	1,771
	$24,979

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Property Management	105	94	99	66	87	79
2360 - Water and Sewer Total	**2,901**	**6,436**	**4,653**	**4,177**	**4,913**	**5,094**
2400 - Water						
Central System Control	237	224	360	513	550	655
Central System Maintenance	104	72	67	62	283	299
Cholla Treatment Plant	2,661	2,639	2,011	2,610	2,913	2,908
Customer Service - Field	126	122	127	169	158	181
Irrigation	123	117	123	150	124	200
Meter Maintenance	268	(54)	160	269	487	462
Pyramid Peak Plant	984	1,077	887	894	926	1,059
Water Distribution	1,307	1,385	1,264	1,020	1,470	1,371
Raw Water Usage	2,475	3,145	2,924	2,772	3,382	3,570
Oasis Groundwater WTP				5	615	614
Oasis Surface WTP	1,598	2,176	2,052	1,801	2,490	2,428
2400 - Water Total	**9,882**	**10,902**	**9,975**	**10,265**	**13,397**	**13,746**
2420 - Sewer						
Pretreatment Program	115	91	60	85	114	113
Storm Water			10	83		111
Wastewater Collection	1,468	1,344	1,340	1,329	1,835	1,758
99th Avenue Interceptor		310	125	78	200	200
SROG (91st Ave) Plant	2,973	2,548	3,060	3,021	3,700	3,279
2420 - Sewer Total	**4,556**	**4,292**	**4,595**	**4,595**	**5,849**	**5,461**
Utilities Total	**17,344**	**21,631**	**19,223**	**19,038**	**24,159**	**24,301**
Env. Resources						
1000 - General						
HazMat Incidence Response	29	13	22	15		
1000 - General Total	**29**	**13**	**22**	**15**		
1840 - Grants						
Smart Landscapes			2	33		
Xeriscape Demo Garden-Donation	1			0		
1840 - Grants Total	**1**		**2**	**33**		
2360 - Water and Sewer						
Environmental Resources	23	22	18	26	39	39
Water Quality	340	301	357	339	445	443
2360 - Water and Sewer Total	**363**	**324**	**375**	**366**	**484**	**483**
2400 - Water						
Water Conservation	96	93	109	119	157	160
2400 - Water Total	**96**	**93**	**109**	**119**	**157**	**160**
1200 - Utility Bill Donation						
From the Heart	220	175	184	173		
1200 - Utility Bill Donation Total	**220**	**175**	**184**	**173**		
Env. Resources Total	**708**	**605**	**691**	**705**	**642**	**643**
Total A7000 Series for ALL FUNDS	**$18,051**	**$22,236**	**$20,084**	**$20,123**	**$25,757**	**$24,979**

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WATER SERVICES LEADERSHIP AND INTERNAL SUPPORT - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	12.00	$1,095,858	$599,585	$3,721,021	$5,416,464

SERVICE DESCRIPTION:
Administration provides leadership, administrative oversight and support for the department. Critical functions include: research, collection and refinement of information, reports and correspondence to elected officials, city management, citizen and general public interaction, complaint and problem resolution, and comprehensive administrative support to both internal and external customers. Leadership provides strategic direction by identifying annual goals and objectives. In addition, Leadership participates in economic development, and protects the City's interests by participating in regional collaboration with the Association of Metropolitan Water Users Agencies (AMWUA) and Maricopa Association of Governments (MAG), and other municipal and private water providers. Other functions include optimization efforts to ensure operational functions are efficient and cost effective; coordination efforts with budget, finance, and purchasing staff to ensure compliance and efficiencies; oversight of department action plan committees reviewing department policies and practices, training, branding, safety and security, communication, and recognition. Water Services Leadership and Internal Support Divisions include: 17110 Administration and 17150 Property Management

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Administration works with the City's financial consultants to determine user rates, plan the CIP program, monitors the financial health of the department and performs contract management. In addition, an estimated 5,000 customer concerns (phone calls and emails) will be received and addressed in FY13. In FY12, sixteen Council reports were written and presented to Council with 13 completed to date for FY13 with an additional five pending. Also in FY12, 185 purchase orders were processed for materials and services.

REVENUE GENERATION:
Major components of Service Revenues collected in FY12 include: Water Revenues $44,814,185, Sewer Revenues $31,276,729, Water DIF $1,228,760, Sewer DIF $263,850, General Fees (tampering, unauthorized use, delinquent fee, after hours reconnects) $1,113,555, Effluent Revenue $353,486, Late Charges $186,150, Irrigation $55,284, City of Peoria-Pyramid Peak $408,288, Testing backflow fees $96,489

CHANGE IN SERVICES:
If in-house leadership and internal support were removed, customer satisfaction and direct communication with citizens and the public would decrease. Response to water leaks, main breaks and water quality issues could be delayed and potentially compromise public trust of the city's water supply. Additionally, services provided for internal support could overload other city departments i.e., HR, Payroll, Finance, Purchasing, Budget, Council Office, for example.

PLANT OPERATIONS AND SUPPORT - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	75.00	$5,358,249	$18,504,844	$454,242	$24,317,335

SERVICE DESCRIPTION:
The Divisions in the Plant Operations and Support group provide the community with clean drinking water, wastewater sanitation, and reclaimed water services. Supporting divisions such as Information Management provides technical expertise for the Supervisory Control and Data Acquisition (SCADA) software system and associated hardware that enables the well sites, reservoirs, and water and wastewater treatment plants to operate continuously 24/7/365. Security maintains and monitors the physical security systems protecting the city's critical water and wastewater infrastructure. Safety staff manages the safety training and programs for the Water Services staff and ensures adherence to OSHA regulations and best management practices to enhance employee safety. The SROG facility is a large regional wastewater treatment facility which Glendale is a part owner. The 99th Ave Interceptor provides for sewage conveyance to the SROG facility. Water treatment and distribution, and wastewater collection services are provided to the City of Phoenix within the City of Phoenix Water Service Area. The area and location consist of 40 acres of private land in the northeast corner of 51st avenue and the Loop 101/Tonopah Drive. Water Services provides to Phoenix, treatment and delivery water of services, and sewer transportation. Plant Operations and Support Divisions include: 17160 Arrowhead Water Reclamation Facility, 17170 West Area Water Reclamation Facility, 17250 Pyramid Peak Plant, 17260 Cholla Treatment Plant, 17310 Oasis Water Campus, 17320 Groundwater Treatment Plant, 17120 Information Management, 17140 System Security, 17230 Raw Water Usage, 17620 SROG (91st Ave) Plant, 17625 99th Avenue Interceptor

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Arrowhead and the West Area Water reclamation facilities treated over 2.8 billion gallons of wastewater to A+ effluent standards in FY12. The SROG facility treated approximately 2 billion gallons of wastewater in FY12. Pyramid Peak, Cholla, and Oasis Water treatment plants treated over 13.1 billion gallons of drinking water for the City of Glendale and over 3.1 billion gallons of drinking water for the City of Peoria in FY12. City wells delivered 1.4 billion gallons of drinking water in FY12. Information Management responded to all

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SCADA outages in less than 4 hours, and generated monthly, quarterly, and annual reports to state and local agencies. Security provided multiple layers of protection with no malevolent acts against the city's critical water infrastructure. Safety provided 38 required training classes with 178 attendees. Training classes on backhoe operation, confined space entry, trench and shoring safety, chlorine safety, respirator use and safety, asbestos training, defensive driving, emergency response, traffic control, continuous chest compression, and forklift training were provided to staff.

REVENUE GENERATION:

CHANGE IN SERVICES:
The feasibility and the impact of outsourcing the services would require comprehensive study. Unbundling the current program and services may reduce the level and quality of programs and services to the public. Compliance with complex federal environmental and state water requirements may be at risk.

WATER SERVICES FIELD OPERATIONS - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	92.00	$5,926,787	$5,083,366	$540,923	$11,551,076

SERVICE DESCRIPTION:
The Divisions in the Water Services Field Operations group provide the field operational support to distribute drinking water to residents and businesses and to collect wastewater for treatment. The Field Services Group manages the urban irrigation program which provides for the delivery of bulk irrigation water to customers; oversees the meter maintenance program that installs, tests and replaces various types and size of water meters; reads all water meters monthly; provides customer service responding to leaks, turn ons/offs, meter box issues, delinquent and illegal usage, and high water usage; provides storm water inspection and maintenance of the city's storm water system, and responds to customer concerns; performs all of the electrical and mechanical maintenance and repair of water and wastewater equipment; ensures compliance, production, and consumption needs are met by modifying distribution and storage levels ensuring uninterrupted service to water users; operate and maintain all city wells, well sites, and reservoirs; and respond to after hour calls and weekend calls from the public. Water Services Field Operations Divisions include: 17130 Public Services Representatives, 17240 Central Systems Control, 17280 Central Systems Maintenance, 17290 Water Distribution, 17210 Customer Service Field, 17300 Meter Maintenance, 17220 Irrigation, 17630 Wastewater Collections, 17699 Storm Water

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
In FY12 Water Distribution responded and repaired 20 water main breaks; flushed and maintained 7,361 fire hydrants; maintained and exercised 20,036 valves; performed 307 valve shut downs, and renewed 481 service lines. Wastewater Collections hydro cleaned 1,070,120 feet of sewer pipes, CCTV inspected 85,783 feet of sewer pipe, and treated 6,137 manholes with insecticide in FY12. Only one sanitary sewer overflow event occurred in FY12. Urban Irrigation served a monthly average of 350 customers in FY12. Customer Service Field averaged over 61,500 water meter reads monthly with a 99.5% accuracy rate. Stormwater hydro cleaned 6,012 feet of stormwater pipes; maintained 1,480 manholes, 4,273 catch basins, 131 access panels, 3,365 grates; installed 1,036 medallions, inspected 545 miles of curb and gutter. Central Systems Control provided 24/7/365 operation, production, and delivery for the water treatment plants and water reclamation facilities. Central Systems Maintenance provided preventative maintenance and corrective measures to ensure continuous operations of the Water Services plants, facilities, wells and reservoirs. Public Service Representatives provided coverage 7 days a week in the field inspecting wells, conducting security checks of booster stations, zone splits and reservoirs.

REVENUE GENERATION:

CHANGE IN SERVICES:
The feasibility and the impact of outsourcing the services would require comprehensive study. Unbundling the current program and services may reduce the level and quality of programs and services to the public. Compliance with complex federal environmental and state water requirements may be at risk.

ENVIRONMENTAL RESOURCES AND PRETREATMENT - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	23.00	$1,762,962	$756,001	$39,509	$2,558,472

SERVICE DESCRIPTION:
Environmental Resources provides professional technical expertise in water resources planning and programs to include 100 year assured water supply, SRP and CAP agreements, AMWUA regional cooperation, water use reporting, water settlements, air quality planning and reporting, storm water management and compliance oversight, and environmental planning and compliance. The Water Quality Lab provides water quality compliance monitoring, new source testing, water characterization, lab data management, annual Water Quality Report, and regulatory reporting. Water Conservation, also known as the Conservation and Sustainable Living program, provides public education and

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outreach for water conservation and sustainability programs, as well as, securing and implementing water/environmental education grants. Pretreatment staff is responsible for inspecting, sampling, and enforcing regulatory requirements for commercial and industrial customers to control pollutants which may pass through, contaminate or interfere with the city's wastewater treatment process. Environmental Resources and Pretreatment Divisions include: 17010 Environmental Resources, 17420 Water Quality, 17410 Water Conservation, 17610 Pretreatment Program

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Environmental Resources enables the city to manage and comply with a variety of federal and state laws pertaining to the environment. This division oversees 63 permits as required by federal, state, and/or county regulation. In addition, they manage the city's assured water resources supply portfolio. The Water Quality Lab prepares the regulatory required Water Quality Report on an annual basis. The Lab also analyzes over 14,000 water samples each year and provides reports to ensure the city is in compliance with regulatory requirements. Conservation and Sustainable Living programs enable the city to comply with the state water conservation requirements and to provide environmental education and community outreach. Programs include the implementation of best practices, including: local and regional public awareness messaging (i.e., local Clean & Green publication and regional Water Use It Wisely partnership), adult education classes (provided 16), demonstration Garden/tours, youth education (presentations for 37 classrooms), residential leak detection (distributed 375 kits), water waste complaint investigations (36), and landscape rebates/consultations (131). In FY12, the Pretreatment Program completed 156 commercial and five Significant Industrial User "A" Permit facility inspections; performed 100 storm water inspections of industrial facilities; oversaw permits for 400 Fats, Oil, and Grease (FOG) facilities; performed five comprehensive industrial wastewater sampling events; performed 25 pre-certificate of occupancy inspections, 9 certificate of occupancy inspections, and performed 148 plan reviews.

REVENUE GENERATION:

CHANGE IN SERVICES:
The feasibility and the impact of outsourcing the services would require comprehensive study. Unbundling the current program and services may reduce the level and quality of programs and services to the public. Compliance with complex federal environmental and state water requirements may be at risk.

ENERGY MATTERS PUBLIC EDUCATION - FUND #1842

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$35,000	$0	$35,000

SERVICE DESCRIPTION:
The Energy Matters program provides grant-funded public education and outreach programs on home energy efficiency for Glendale residents and elementary school classrooms.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
More than 35 Glendale classrooms and 900 students have received discovery station classroom presentations. To-date the program has provided educational programs and free energy devices (programmable thermostats, CFLs, and high efficiency shower heads) to more than 2,500 Glendale families. The estimated life cycle energy and water cost savings for the use of these devices is estimated at $3 million for the 2,500 households (based on EPA calculators).

REVENUE GENERATION:
The grant funds all program materials, part time staffing, and the distributed energy devices. Current budget funding was granted by the Department of Energy to extend the program until August 2013.

CHANGE IN SERVICES:
The part time Energy Matters staff developed an energy page for the city's web site to direct residents to local and regional resources http://www.glendaleaz.com/energyprograms.The Energy Matters program partnered with the city's Economic Development Department to provide the first Glendale Solar Day in March 2013 as a part of the Arizona SciTech Festival.

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Water Services Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	204.00	$14,257,260	$24,865,392	$4,755,695	$43,878,347
FY 2014 Reduction	(2.00)	($113,404)	$113,404	$0	$0
FY 2014 Cost of Service	202.00	$14,143,856	$24,978,796	$4,755,695	$43,878,347

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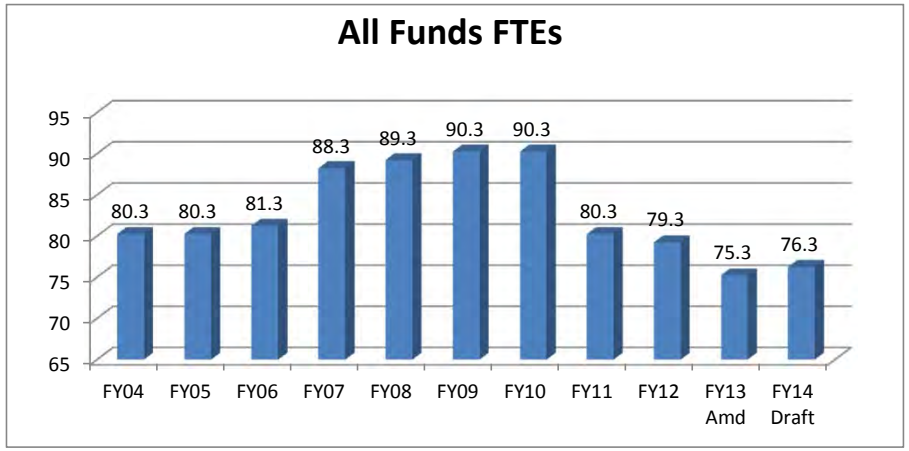
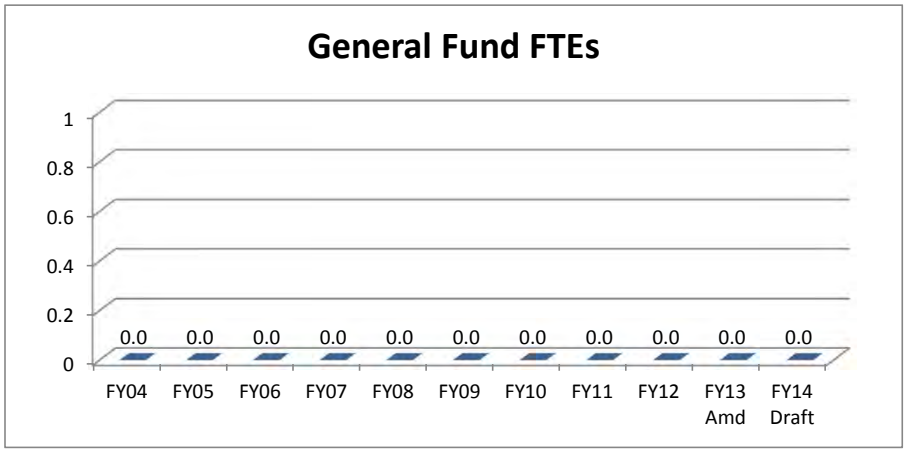
FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Transportation Svcs





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Airport											
1760 - Airport Special Revenue											
Airport Operations	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0
1760 - Airport Special Revenue Total	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**6.0**	**6.0**
Airport Total	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**6.0**	**6.0**
Transportation											
1340 - Highway User Gas Tax											
Signs & Markings	10.0	10.0	10.0	10.0	10.0	10.0	10.0	8.0	8.0	7.0	7.0
Street Light Management	1.0	1.0	2.0	2.0	2.0	2.0	2.0				
Traffic Design and Development	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0
Traffic Signals	10.0	10.0	10.0	10.0	10.0	10.0	10.0	7.0	7.0	5.0	6.0
Traffic Studies	4.0	4.0	4.0	4.0	4.0	5.0	5.0	4.0	4.0	4.0	4.0
Transportation Administration	4.0	4.0	3.0	5.0	5.0	5.0	5.0	4.0	3.0	2.0	2.0
Transportation Planning	2.0	2.0	2.0	1.0	1.0	1.0	1.0				
1340 - Highway User Gas Tax Total	**34.0**	**34.0**	**34.0**	**35.0**	**35.0**	**36.0**	**36.0**	**26.0**	**25.0**	**20.0**	**21.0**
1660 - Transportation Sales Tax											
Dial-A-Ride	34.3	34.3	34.3	39.3	39.3	35.3	35.3	34.3	34.3	34.3	34.3
Intelligent Transportation Sys	3.0	3.0	4.0	5.0	5.0	5.0	5.0	4.0	4.0	4.0	4.0
Traffic Mitigation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

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Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Transit Management						4.0	4.0	4.0	4.0	4.0	4.0
Transportation Education	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Transportation Program Mgmt	2.0	2.0	2.0	2.0	3.0	3.0	3.0	5.0	5.0	5.0	5.0
1660 - Transportation Sales Tax Total	**41.3**	**41.3**	**42.3**	**48.3**	**49.3**	**49.3**	**49.3**	**49.3**	**49.3**	**49.3**	**49.3**
Transportation Total	**75.3**	**75.3**	**76.3**	**83.3**	**84.3**	**85.3**	**85.3**	**75.3**	**74.3**	**69.3**	**70.3**
Total FTEs for ALL FUNDS	**80.3**	**80.3**	**81.3**	**88.3**	**89.3**	**90.3**	**90.3**	**80.3**	**79.3**	**75.3**	**76.3**

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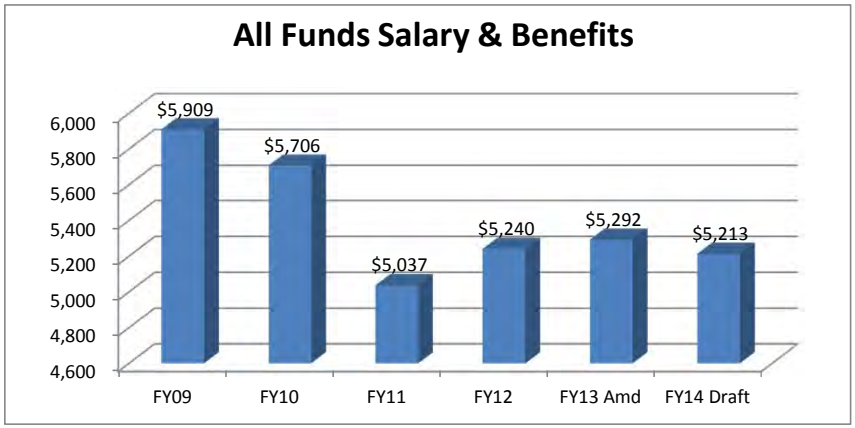
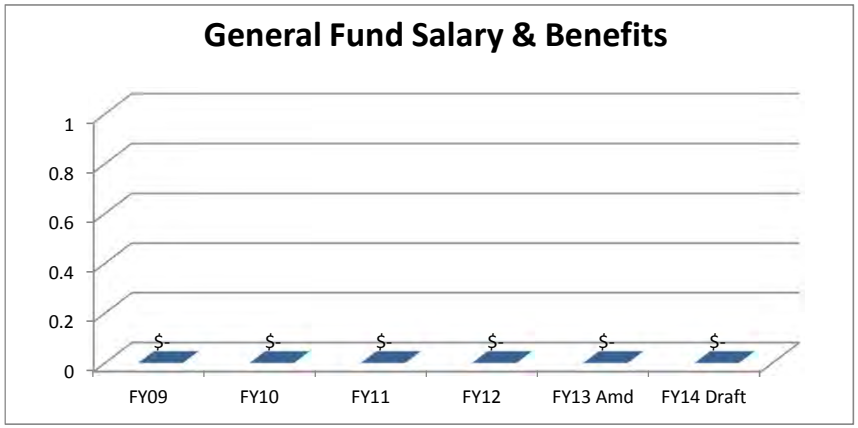
FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Transportation Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Airport						
1760 - Airport Special Revenue						
Airport Operations	367	361	291	327	383	399
1760 - Airport Special Revenue Total	**367**	**361**	**291**	**327**	**383**	**399**
Airport Total	**367**	**361**	**291**	**327**	**383**	**399**
Transportation						
1281 - Stadium Event Operations						
Stadium - Transportation Ops.	6	7	2	1	3	3
Transp - Fiesta Bowl Event	0	1	0	0	0	0
1281 - Stadium Event Operations Total	**6**	**7**	**2**	**2**	**3**	**3**
1340 - Highway User Gas Tax						
Signs & Markings	553	518	421	414	410	416
Street Light Management	65	69				
Traffic Design and Development	293	286	282	328	162	163
Traffic Signals	676	621	420	414	333	383
Traffic Studies	444	394	302	343	361	365
Transportation Administration	403	339	220	145	139	147
Transportation Planning	21	0				
1340 - Highway User Gas Tax Total	**2,456**	**2,227**	**1,646**	**1,644**	**1,405**	**1,474**

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
1650 - Transportation Grants						
JARC - GUS 1 & 2			179	39	121	
New Freedom - GUS 3			73	25	29	
New Freedom-Bus Buddies BAG IT			41	16	34	
1650 - Transportation Grants Total			**293**	**79**	**185**	
1660 - Transportation Sales Tax						
Dial-A-Ride	1,747	1,735	1,489	1,569	1,702	1,721
Intelligent Transportation Sys	431	356	322	352	387	384
Traffic Mitigation	78	77	77	82	82	83
Transit Management	309	321	284	306	348	371
Transportation Education	69	84	83	94	88	89
Transportation Program Mgmt	276	392	517	560	569	547
Fixed Route	139	133	5	225	139	141
Red Light Enforcement	31	6				
1660 - Transportation Sales Tax Total	**3,080**	**3,104**	**2,778**	**3,188**	**3,316**	**3,337**
1842 - ARRA Stimulus Grants						
Old Roma Alley ARRA Grant		7	28			
1842 - ARRA Stimulus Grants Total		**7**	**28**			
Transportation Total	**5,542**	**5,345**	**4,747**	**4,913**	**4,909**	**4,814**
Total A6000 Series for ALL FUNDS	**$5,909**	**$5,706**	**$5,037**	**$5,240**	**$5,292**	**$5,213**

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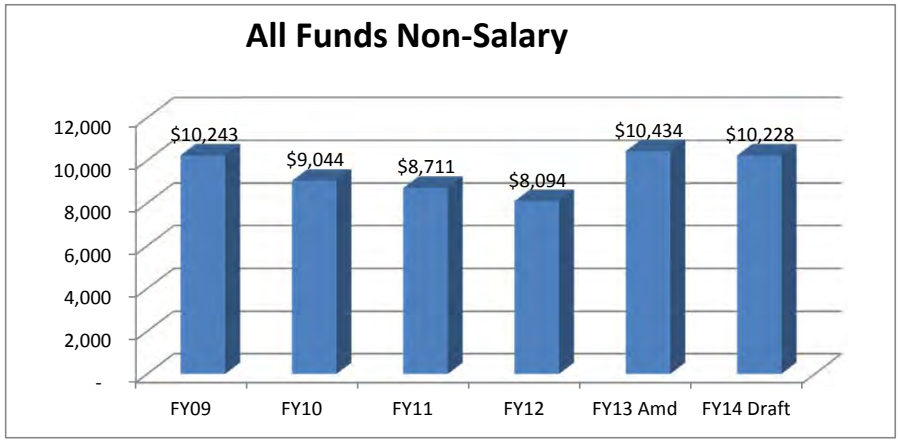
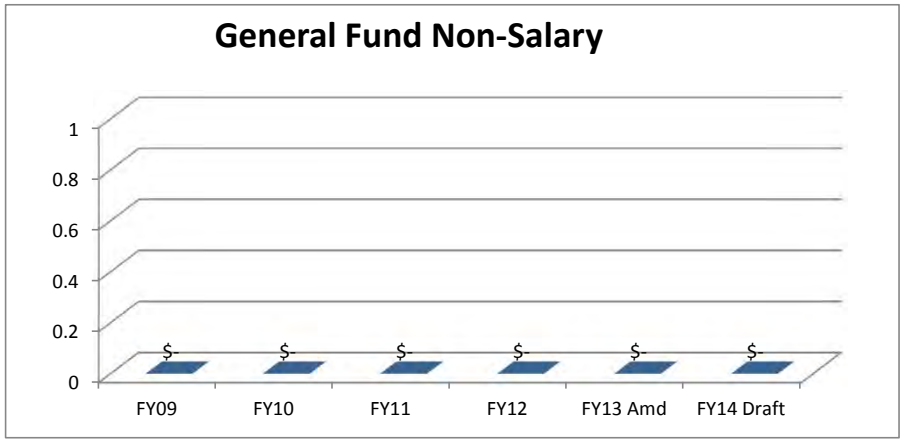
FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Transportation Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Airport						
1760 - Airport Special Revenue						
Airport Operations	205	222	187	202	141	141
1760 - Airport Special Revenue Total	**205**	**222**	**187**	**202**	**141**	**141**
Airport Total	**205**	**222**	**187**	**202**	**141**	**141**
Transportation						
1010 - National Events						
Transp - Stadium Mgmt Plan	95	21				
1010 - National Events Total	**95**	**21**				
1281 - Stadium Event Operations						
Stadium - Transportation Ops.	610	633	587	589	638	638
Transp - Fiesta Bowl Event	76	78	73	62	79	79
1281 - Stadium Event Operations Total	**686**	**711**	**660**	**651**	**718**	**718**
1282 - Arena Event Operations						
Arena - Transportation Ops.	11	11	15	14	15	15
1282 - Arena Event Operations Total	**11**	**11**	**15**	**14**	**15**	**15**
1340 - Highway User Gas Tax						
Signs & Markings	251	139	201	128	223	223

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$5,823
Electricity	1,808
Line Supplies	770
Shop Charges	465
Landscape Maintenance	399
Fuel - Shop Chargebacks	333
Temporary Pay	251
Utilities	136
Overtime Pay	82
Radio Repairs	42
All Other	118
	$10,228

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Street Light Management	1,477	1,558	1,584	1,385	1,399	1,399
Traffic Design and Development	2	2	7	5	7	7
Traffic Signals	445	354	300	257	389	369
Traffic Studies	29	6	10	9	14	14
Transportation Administration	20	(74)	20	3	(3)	12
Transportation Planning	1	0				
1340 - Highway User Gas Tax Total	**2,224**	**1,985**	**2,120**	**1,788**	**2,031**	**2,025**
1650 - Transportation Grants						
JARC - GUS 1 & 2			132	145	92	
New Freedom - GUS 3			36	43	15	
New Freedom-Bus Buddies BAG IT			17	12	11	
New Freedom-Taxi Subsidy Prog.			64	50		
JARC - Route 60			541	294	118	
HSIP Ped Countdown Signals				20	36	
1650 - Transportation Grants Total			**791**	**563**	**272**	
1660 - Transportation Sales Tax						
Dial-A-Ride	585	557	644	691	685	712
Intelligent Transportation Sys	130	37	103	55	184	182
Traffic Mitigation	84	13	7	86	351	250
Transit Management	0	1	1	1	2	2
Transportation Education	127	88	80	93	133	134
Transportation Program Mgmt	738	615	716	1,256	753	932
Fixed Route	5,098	4,370	2,906	2,544	4,994	4,197
Red Light Enforcement	138	18				
Demand Management	31	32	23	16	42	42
Transportation CIP O&M	91	92	137	134	114	748
GO Signs & Marking						54
GO Street Light Mgmt						57
GO Traffic Signals						19
1660 - Transportation Sales Tax Total	**7,021**	**5,824**	**4,616**	**4,876**	**7,257**	**7,329**
1842 - ARRA Stimulus Grants						
Old Roma Alley ARRA Grant		153	277			
Traffic Signal LED Conversion		41	45			
FTA AZ-96-X002		75				
1842 - ARRA Stimulus Grants Total		**269**	**322**			
Transportation Total	**10,038**	**8,822**	**8,524**	**7,892**	**10,293**	**10,086**
Total A7000 Series for ALL FUNDS	**$10,243**	**$9,044**	**$8,711**	**$8,094**	**$10,434**	**$10,228**

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TRANSPORTATION OPERATIONS-STADIUM - FUND #1281

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$3,262	$717,633	$1,540	$722,435

SERVICE DESCRIPTION:
Provides traffic operations support to stadium (University of Phoenix Stadium and Camelback Ranch) events.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
Provides traffic control, updates information on dynamic message signs (DMS) and maintains efficient exit times for all events. Staff coordinates with Police and Fire departments, ADOT, MCSO and other jurisdictions for effective traffic management.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: Limit event traffic management oversight. IMPACT OF CHANGING SERVICES: A reduction in the services provided for event traffic management would violate the requirements in the current agreement with the stadium and teams.

TRANSPORTATION OPERATIONS-ARENA - FUND #1282

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$14,943	$32	$14,975

SERVICE DESCRIPTION:
Provides traffic operations support to arena events.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
Provides traffic control, updates information on dynamic message signs (DMS) and maintains efficient exit times for all events. Staff coordinates with Police and Fire departments, ADOT, MCSO and other jurisdictions for effective traffic management.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: Limit event traffic management oversight. IMPACT OF CHANGING SERVICES: A reduction in the services provided for event traffic management would violate the requirements in the current agreement.

TRAFFIC SIGNALS - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	6.00	$382,944	$368,632	$51,216	$802,792

SERVICE DESCRIPTION:
Traffic signals are an essential part of a safe roadway system. This section provides maintenance of 195 existing traffic signals and installs new signals as needed. Existing underground infrastructure is monitored and protected by performing utility locating services for Arizona Blue Stake. This section also coordinates implementation of federal aid construction projects.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
This division responds to over 1,000 maintenance calls and 2,400 Blue Stake tickets annually. Staff maintains IMSA certifications.

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REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: Outsource maintenance and construction activities (maintenance activities should be a 24-hour service). Outsource Blue Stake responsibilities. IMPACT OF CHANGING SERVICES: 1) Response time for emergency calls will increase and rapid response to issues will potentially be delayed because the contractor would probably not be in Glendale on a daily basis; quality of work will be downgraded due to lack of knowledge of the city's existing traffic signal system; and maintenance activities would also be reduced, thus increasing the probability of the city's exposure to traffic accident liabilities. 2) Existing infrastructure could potentially be damaged due to lack of knowledge by the contractor of the city's existing underground conduit system and the inaccuracy of the locator, resulting in additional costs during repairs.

SIGNS & MARKINGS - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	7.00	$416,232	$223,393	$36,044	$675,669

SERVICE DESCRIPTION:
Traffic signs and markings are essential to a safe roadway system. This group provides installation and maintenance of all traffic signs and all pavement markings (striping) in the city.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
In 2012: 1) The Traffic Signs group repaired 4,393 signs and replaced 1,033 signs; 2) Sign Graffiti Program cleaned and replaced 1,317 signs; 3) Markings group replaced 14,943 feet of white crosswalks, 164 right arrows, 230 left arrows and restriped over 167 miles of white and yellow paint lines on city roads.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: Outsource all pavement marking and traffic sign services. IMPACT OF CHANGING SERVICES: Currently, both Signs and Markings crews are crosstrained and can also perform a variety of roadway tasks on short notice to meet city emergency roadway needs. By keeping these services in-house, we decrease the city's liability for roadway-related issues. Also, if both services are outsourced, costs will potentially be greater by engaging two specialty skills contractors. 1) Sign Maintenance - Response time to handle citizen concerns would be increased because the contractor would not have the resources the city currently has. Staff currently maintains approximately 100,000 street signs and responds to citizen requests for service on the same day, which decreases the city's potential for liability. 2) Pavement Marking Maintenance - Contractor's ability for quick response to requests for service would be increased because the on-call contractor would probably not be in Glendale on a daily basis.

TRANSPORTATION ADMINISTRATION - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$146,574	$12,493	$10,291	$169,358

SERVICE DESCRIPTION:
Provides the first line of contact for all transportation matters for residents and officials. This section deals with citizen complaints and requests for information; responds to inquiries from internal and outside customers; administers business office duties for the department including human resources, finance, budget, IT, audit and procurement issues. Provides professional and clerical administrative support to the Executive Director and staff, including annual budget preparation and monitoring and preparation of items for Council meetings.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Responds to citizen and Council requests for service, including inquiries on roadway development, street lighting, signal operations, etc. Wait times for services have been reduced significantly, as has the volume of repeated RFSs due to diligent customer followup practices.

REVENUE GENERATION:
N/A

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CHANGE IN SERVICES:

SERVICE ALTERNATIVES: 1) Telephone and web inquiries could be contracted to a call center. 2) Removal of administrative staff would require department staff to deal directly with Payroll, Accounting, Budget, Human Resources, Mayor and Council offices. 3) Direct all walk-in inquiries to a citywide service center. IMPACT OF CHANGING SERVICES:

By removing in-house administration staff: 1) Customer satisfaction and communication with the public will decrease; while operational costs will increase. 2) Transportation's administrative needs will overload internal service departments, (e.g., HR, Payroll, Accounting, etc.); 3) Personal interaction with customers will cease to exist and public trust will potentially be diminished. The Mayor and Council will also receive an increased volume of calls from citizens who still choose to speak to a local live person to voice their concerns.

STREET LIGHT MANAGEMENT - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$1,399,091	$3,651	$1,402,742

SERVICE DESCRIPTION:
Provides illumination of city streets for the safety of pedestrians and motorists. This section manages and maintains 19,601 city-owned street lights, provides customer service regarding street lighting concerns and works closely with other departments with regard to Street Lighting Manual Standards, including plan reviews.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Glendale was the first city in the nation to install the ROAM monitoring system on all city streetlights. Since then, outages have been reduced to one-half of one percent and resident-reported concerns have dramatically declined. Staff conducts plan reviews, implements the city's lighting standards and ensures the city's compliance with the Dark Skies Ordinance. Repairs to street lighting equipment are currently outsourced to reduce costs related to service equipment and staffing.

REVENUE GENERATION:
In FY 2012, staff was able to recover approximately $43,000 in insurance reimbursements from those responsible for pole knockdowns. This revenue was deposited into the Street Light Replacement account (1980-68121-530800).

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: 1) Cut power to thousands of lights to reduce electricity costs. 2) Postpone maintenance efforts to street lighting equipment. 3) Continue to explore options to reduce electrical costs. IMPACT OF CHANGING SERVICES: 1) By disconnecting power to street lights, the city will potentially be exposed to financial liability if lack of street lighting is identified as a factor in the event of roadway accidents. Also, it will take the city six years to recover initial costs and start benefiting from energy savings due to fees charged by the power companies to disconnect and reconnect service. 2) Postponed maintenance expenses will create a backlog and expenses will continue to be compounded because repairs will eventually have to be made.

TRAFFIC STUDIES - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$364,645	$14,416	$6,383	$385,444

SERVICE DESCRIPTION:
This section provides an essential traffic safety function for pedestrians and motorists. Staff reviews, approves and inspects construction work zones (barricades) within city rights-of-way and responds to requests for traffic safety, roadway signs, school zones, traffic signals and traffic accident data. Staff also prepares grant applications for federal safety funds (pedestrian countdown heads and intersection improvements).

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
1) The barricade program group reviews, approves and inspects approximately 700 temporary work zones (barricades) per year. 2) The studies group responds to approximately 200 requests per year including RFSs and requests originating from the Mayor and Council Offices. Staff secured federal funding to convert all the traffic signals in the city with pedestrian crossings to pedestrian countdown heads.

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REVENUE GENERATION:
FY 2012 Revenue: Barricade - Certifications Fee (1000 01000 406500) - $48,364.62; Barricade - Plan Review Fee (1000-01000-406505) - $1,070.50; Barricade - Permit Fee (1000 01000 406510) - $17,824.59.

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: 1) Hire a contractor to approve and inspect work zones. 2) Hire a consultant to perform traffic studies. IMPACT OF CHANGING SERVICES: 1) Requests for work zone restrictions are reviewed, permitted and inspected every day. If this program was outsourced, the quick turnaround (usually the same day) would not occur. This would delay construction projects and development, and place additional liability on the city for not inspecting work zones promptly. 2) Outsourcing traffic studies would not be cost effective for the city because of the number of small studies and design projects completed per year (approximately 200). A design consultant's overhead and profit markup is better suited for larger projects, not hundreds of small projects.

TRAFFIC DESIGN AND DEVELOPMENT - FUND #1340

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$163,429	$7,282	$5,636	$176,347

SERVICE DESCRIPTION:
To ensure that all public and private development complies with established traffic safety standards, this section reviews and approves all plans submitted to Transportation Services (except street lighting and fiber optic plans); inspects and approves Certificates of Occupancy for developments; coordinates and inspects all pavement marking projects in the city; and prepares in-house design for pavement marking and traffic signal projects. Represents the city on Maricopa Association of Governments (MAG) Safety and Streets committees.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
This group reviews approximately 100 pre-applications, design review submittals and construction design submittals per year.

REVENUE GENERATION:
FY 2012 Revenue: Traffic Eng. Plan Check Fee Rev (1000-01000-423000) - $20,388.14.

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: Traffic signal and pavement marking designs are sometimes outsourced to a design consultant in lieu of city staff depending on the complexity of the project and time constraints. IMPACT OF CHANGING SERVICES: Plan reviews are required to identify traffic and parking issues related to development and then to identify countermeasures to mitigate these issues. Issues related to outsourcing this service include: 1) staff will still need to review the consultant's design to protect public interest. At times the private developer's design consultant does not provide quality designs, which must be addressed by city staff. 2) Staff will need to be available to respond to difficult design issues and variances to design standards and policies. 3) A consultant would not be privy to local knowledge and history.

TRANSPORTATION PROGRAM MANAGEMENT - FUND #1660

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	6.00	$636,865	$1,107,211	$880,753	$2,624,829

SERVICE DESCRIPTION:
Through Transportation Planning and regional coordination, this section: 1) identifies transportation projects to meet Glendale's needs; 2) helps shape regional projects in accordance with Glendale's needs; 3) secures state, regional and federal funding for transportation projects in Glendale; and 4) administers the GO Transportation Program, including transportation planning, funding and implementing multiple programs and contracts. This department also pays for indirect costs associated with the GO Program. This division includes Transportation Education and Demand Management. Transportation Education and Demand Management staff members create, plan, organize, implement and manage traffic education programs, curriculum and special events to increase traffic safety awareness and preparedness for Glendale residents. Staff also facilitates the city's mandatory Trip Reduction Program encouraging alternative modes of transportation.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Multiple street, bicycle, pedestrian, and transportation projects have been completed to date under the GO Program, including the park and ride facility at Glendale Avenue and

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Loop 101, intersection improvements throughout the city, the bike/pedestrian bridge over Loop 101 at 63rd Avenue, and the runway extension at Glendale Municipal Airport. Several other projects are underway, including Northern Parkway construction, Grand Avenue Beautification and site selection for a new North Glendale Transit Facility. Staff secured more than $1,551,792 in state, regional and federal funding in FY 2012 to leverage these GO-funded projects. Demand Management staff conducts the county-mandated Annual Trip Reduction Survey and administers the city's bus subsidy program for city employees and volunteers using the Valley's transit system. This benefit encourages increased use of alternative modes of transportation. Transportation Education staff conducts and participates in various programs throughout the year, including Bicycle/Pedestrian Safety Rodeos, Regional Crossing Guard Training, Walk & Bike Your Child To School, Bus Buddies and BAG IT. This section also coordinates the annual Glendale Family Bike Ride.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES:1) Contract with consultants to provide services currently provided by staff to comply with state and city regulations and represent Glendale at regional meetings and events.IMPACT OF CHANGING SERVICES:1) Securing federal funds & planning and management are better done in-house to provide continuity and to better serve the city's interests. Consultants would not have the same insight and continuity that the city gets from in-house staff. If Glendale does not comply with the Trip Reduction Program, we will potentially be liable for civil penalties as stated in County Code 49-593, and funding from county, state and federal sources could be withheld.

TRANSIT - FUND #1660

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	38.25	$2,232,170	$4,910,950	$117,263	$7,260,383

SERVICE DESCRIPTION:
The Transit Division manages and operates high-quality transportation options for Glendale residents, including the city's Dial-a-Ride Program, ADA paratransit service, fixed-route bus service, Glendale Urban Shuttle (GUS), the taxi subsidy program, bus stop maintenance and long-range transit planning, including future light rail service.

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

CURRENT PERFORMANCE DATA:
In FY 2011, staff secured six grants, and in FY 2012, staff secured another five grants that directly offset the cost of transit services. Cumulatively, these grants will have brought in more than $4.65 million federal dollars to Glendale. Transit Management staff is responsible for overseeing service for more than 2,500,000 annual trips taken on Glendale's transit services and manages Glendale's $85 million allocation from the regional transit plan. In 2012, staff received calls and scheduled over 73,812 trips transporting over 90,000 Dial-a-Ride and ADA Eligible citizens. Most of these were critical needs trips taken by members of Glendale's vulnerable population, including seniors and persons with disabilities. Glendale transit service is a very efficient service. In 2012, 120,642 rides were provided by the Glendale Urban Shuttle; 2,372,409 passengers utilized fixed route bus service; and 6,082 special needs residents used the Taxi Program. Staff also administered contracts for the maintenance of 525 bus stops within the city's transit system.

REVENUE GENERATION:
FY2012 Fares Collected: Farebox Revenue (1660-16530-422400) - $83,727.79; Farebox Revenue (1660-01660-422400) - $20,705; GUS (1660-16540-423200) - $26,588.18

CHANGE IN SERVICES:
SERVICE ALTERNATIVES: Contract with outside provider or reduce service, or reduce bus stop maintenance. All other services are currently privatized. IMPACT OF CHANGING SERVICES: If Dial-a-Ride service is eliminated, most of our passengers will become ADA certified and we will be required by federal law to provide transportation under the Americans with Disabilities Act. ADA service is more configured and therefore more inefficient than DAR service. This will cause a reduced level of service at the same or higher cost. Moreover, outsourcing the service will result in fewer rides at similar or higher cost. In addition, current FTEs are covered by federal labor provisions which could pose additional cost to outsourcing. This would need to be determined through the attorney's office. Almost all Dial-a-Ride trips are taken by members of Glendale's vulnerable population. These are life-critical trips to doctor appointments, dialysis, food centers and adult day care for persons with dementia. The few transportation alternatives that exist for this population would be very costly and could not be afforded by this demographic. If GUS service is eliminated, demand on the more costly DAR service will increase. In addition, if the taxi subsidy program is eliminated, most riders will shift to the costlier ADA service as all the current passengers are ADA-certified and need to get to and from medical providers' locations (dialysis). If GUS service is outsourced, it could increase the overall cost to the city. Some GUS service could be reduced by eliminating one or two of the routes. Eliminating bus stop maintenance is not a valid option. Reducing the level of service from current frequency will result in unsanitary conditions, cause an increase in complaints and ultimately increase our costs, as there would be more contractor call-outs.

INTELLIGENT TRANSPORTATION SYS - FUND #1660

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$384,493	$182,166	$44,430	$611,089

SERVICE DESCRIPTION:
The Intelligent Transportation Systems (ITS) group provides an essential function for the safety of motorists and enhances the efficiency of the roadway system. ITS is responsible for: 1) management, operation and expansion of the city's ITS, including effectively managing traffic systems and representing the city on various multijurisdictional coordinating committees; and 2) oversight of the event traffic management plans for the Sports and Entertainment District.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
In 2012, staff responded to citizen inquiries on traffic signal timing, received 2,996 requests for blue stakes and located the city's fiber 720 times. This division managed federally funded projects in the amount of $1,170,000 over the past year and secured $4 million in federal/regional funds for ITS projects in the past five years.

REVENUE GENERATION:
FY12 Revenue: Traffic Eng. Plan Check Fee Revenue (1000-01000-423000) - $20,388.14; DIF-Roadway Improvements (1600-01600-405600) - $79,908.64

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: 1) Outsource blue staking; 2) Limit event traffic management oversight. IMPACT OF CHANGING SERVICES: 1) The city's fiber communication system carries mission-critical data for nearly every department in the city. Sustained or repeated interruption due to inaccurate or unmarked communications lines would have a catastrophic impact to the city's operation. Further, an efficient traffic signal system is a quality-of-life issue for the traveling public. Inconsistent communications could result in unnecessary delays and a reduction in air quality. 2) A reduction in the services provided for event traffic management would violate the requirements of the current city agreements with AZTAC and the Cardinals.

TRAFFIC MITIGATION - FUND #1660

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$83,127	$249,978	$568	$333,673

SERVICE DESCRIPTION:
This section works to eliminate traffic hazards and enhance safety for the motorists, pedestrians and bicyclists in the city. Staff members provide professional traffic engineering analysis and review for the city's traffic mitigation program, and work closely with neighborhoods and residents. Represents the city on various multijurisdictional committees.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
Manages and coordinates efforts with various city departments such as Police, Fire, Building Safety, Planning, Marketing and Engineering to provide professional engineering services for transportation-related issues and neighborhood safety concerns.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: Increase in-house traffic counts. IMPACT OF CHANGING SERVICES: 1) The city has been saving money using in-house staff to provide field counts and observe traffic concerns identified by residents. 2) Outsourcing traffic studies would not be cost-effective because of the number of small studies and design projects per year (approximately 200). A design consultant's overhead and profit markup is better suited for larger projects, not hundreds of small projects.

TRANSPORTATION CIP O&M - FUND #1660

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$748,451	$0	$748,451

SERVICE DESCRIPTION:
This department provides for O&M costs for completed GO Transportation Program CIP projects.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

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CURRENT PERFORMANCE DATA:
Maintenance of projects completed by the GO Transportation program include Downtown Pedestrian Improvements, 63rd Avenue Bridge @ Loop 101, 43rd Avenue intersection improvements, 51st Avenue intersection improvements, Glendale Avenue intersection improvements, 75th Avenue intersection improvements, 83rd Avenue intersection improvements, 95th Avenue, Bethany Home Road, Glendale Avenue & Loop 101 Park and Ride, and other street/bike/pedestrian/transit projects. Beginning this fiscal year, most of the Northern Parkway maintenance expenses will be paid from this account.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: N/A. IMPACT OF CHANGING SERVICES: Inadequate funding will lead to higher costs for future maintenance.

NORTHERN PARKWAY OPERATIONS - FUND #1660

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$129,756	$0	$129,756

SERVICE DESCRIPTION:
These newly created accounts will fund ongoing costs for Traffic Signals, Signs and Markings and streetlights related to Northern Parkway.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
These services will facilitate efficient and safe traffic flow on Northern Parkway.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:

SERVICE ALTERNATIVES: N/A. IMPACT OF CHANGING SERVICES: The city is required to maintain Northern Parkway as agreed to in its contract with the Maricopa County Department of Transportation (MCDOT).

AIRPORT OPERATIONS - FUND #1760

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	6.00	$398,795	$141,422	$109,456	$649,673

SERVICE DESCRIPTION:
Glendale Municipal Airport is a vital asset for Glendale, providing aeronautical services to the community, community events, and future business development and employment center opportunities. Airport staff provides planning, management and operational services for the airport.

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

CURRENT PERFORMANCE DATA:
The Airport averages 100,000 takeoffs and landings each year. The Airport accommodates over 300 general aviation aircraft as part of the FAA's National Plan of Integrated Airport Systems (NPIAS). The Airport also rents out 17 suites within the terminal building, leases land around the Airport property, and manages aviation fuel sales and 196 tiedown spaces.

REVENUE GENERATION:
Total FY 2012 Airport Revenue = $456,665.79: Utility Service Income (1760-01760-424800) - $8,106.86; Miscellaneous Revenues (1760-01760-455800) - $2,370.37; Airport Hangar Rental (1760-01760-458500) - $254.16; Vehicle Access Card Revenue (1760-01760-458600) - $720.00; Tiedown Fee Revenue (1760-01760-458800) - $23,597.97; Transient Tiedown Revenue (1760-01760-459000) - $3,367.98; Fuel Flowage Fee Revenue (1760-01760-459200) - $37,186.80; FBO Rental Contract/Sponsor (1760-01760-459400) - $66,899.04; Office Rental - Aviation (1760-01760-459600) - $69,552.28; Office Rental - Non-Aviation (1760-01760-459800) - $7,327.24; Non-Refundable Cleaning Dep (1760-01760-459850) - $123.42; Landing Fee Revenue (1760-01760-460000) - $63.00; Cargo & Hangar Land Rental (1760-01760-460200) - $213,049.41; Vendor Surcharge Revenue (1760-01760-460400) - $1,517.01; Comm 'l Acct. Airport (1760-01760-460600) - $21,865.25; Conf. Room Fees (1760-01760-460800) - $665.00

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CHANGE IN SERVICES:

SERVICE ALTERNATIVES: Reduce several fixed costs, e.g., using Transportation's Markings crew instead of outside contractor whenever possible. Utilize volunteer employees. Privatization of the Municipal Airport. IMPACT OF CHANGING SERVICES: Privatization would eliminate revenues of over $450,000. A preliminary application to sell or lease the Airport under the FAA's Pilot Privatization Program may not be considered by the FAA due to their scrutiny of the potential operator's ability for safety, security and other assurances. The Airport may be held responsible to pay back all federal grant funds that were received based on this. Limited outsourcing of specific services or functions may be beneficial to reducing overall expenses.

Transportation Svcs Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	76.25	$5,212,536	$10,227,817	$1,267,263	$16,707,616
FY 2014 Reduction	0.00	$0	$0	$0	$0
FY 2014 Cost of Service	76.25	$5,212,536	$10,227,817	$1,267,263	$16,707,616

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INTERNAL SERVICES

GLENDALE AZ

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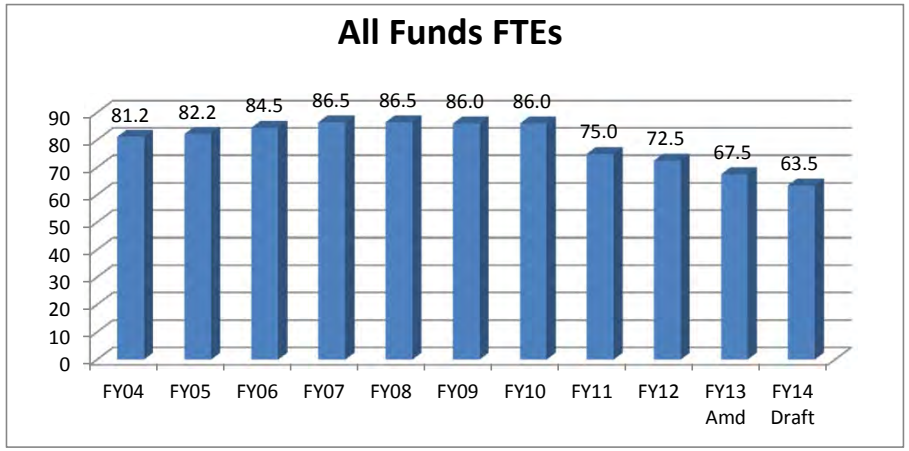
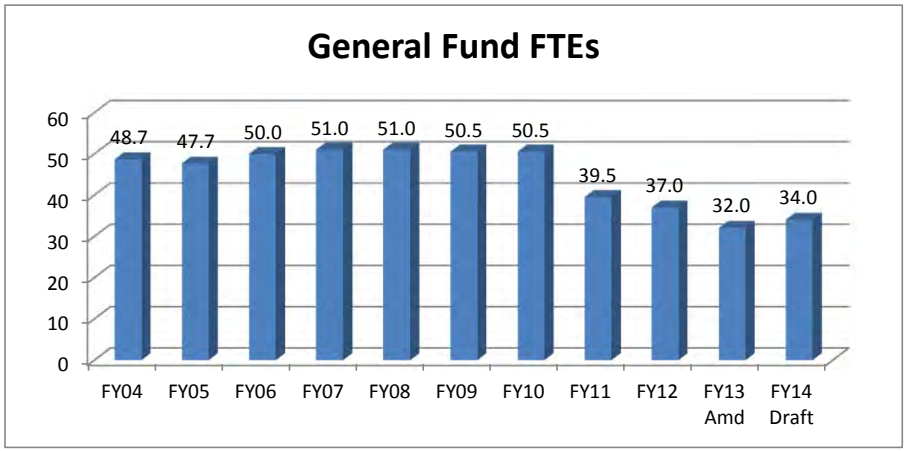
FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Financial Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Finance											
1000 - General											
Accounting Services	17.0	17.0	18.0	21.0	21.0	19.0	19.0	16.0	15.0	13.0	13.0
Finance Administration	6.0	6.0	7.0	7.0	7.0	9.0	8.0	4.0	6.0	4.0	4.0
License/Collection	11.5	11.5	11.5	9.5	9.5	10.0	11.0	8.5	7.0	7.0	10.0
Regulatory & Communication	2.0	1.0	1.0	1.0	1.0						
1000 - General Total	**36.5**	**35.5**	**37.5**	**38.5**	**38.5**	**38.0**	**38.0**	**28.5**	**28.0**	**24.0**	**27.0**
2260 - Arena Dev. Review & Inspection											
Arena - Finance	1.0	1.0									
2260 - Arena Dev. Review & Inspection Total	**1.0**	**1.0**									
2360 - Water and Sewer											
Customer Service Office	31.5	33.5	34.5	35.5	35.5	35.5	35.5	35.5	35.5	35.5	29.5
2360 - Water and Sewer Total	**31.5**	**33.5**	**34.5**	**35.5**	**35.5**	**35.5**	**35.5**	**35.5**	**35.5**	**35.5**	**29.5**
Finance Total	**69.0**	**70.0**	**72.0**	**74.0**	**74.0**	**73.5**	**73.5**	**64.0**	**63.5**	**59.5**	**56.5**

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Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Management & Budget											
1000 - General											
Budget & Research	6.2	6.2	6.0	6.0	6.0	6.0	6.0	6.0	6.0	4.0	4.0
Grants Administration	1.0	1.0	1.5	1.5	1.5	1.5	1.5	1.0	1.0	1.0	1.0
Materials Management	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	2.0	3.0	2.0
1000 - General Total	**12.2**	**12.2**	**12.5**	**12.5**	**12.5**	**12.5**	**12.5**	**11.0**	**9.0**	**8.0**	**7.0**
Management & Budget Total	**12.2**	**12.2**	**12.5**	**12.5**	**12.5**	**12.5**	**12.5**	**11.0**	**9.0**	**8.0**	**7.0**
Total FTEs for ALL FUNDS	**81.2**	**82.2**	**84.5**	**86.5**	**86.5**	**86.0**	**86.0**	**75.0**	**72.5**	**67.5**	**63.5**

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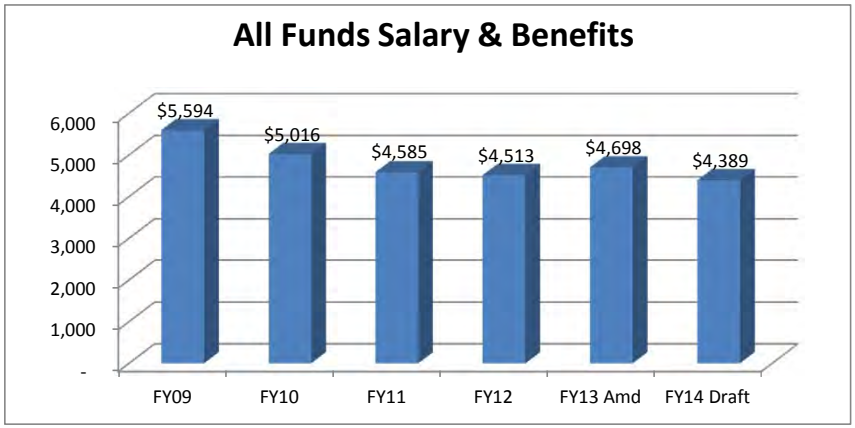
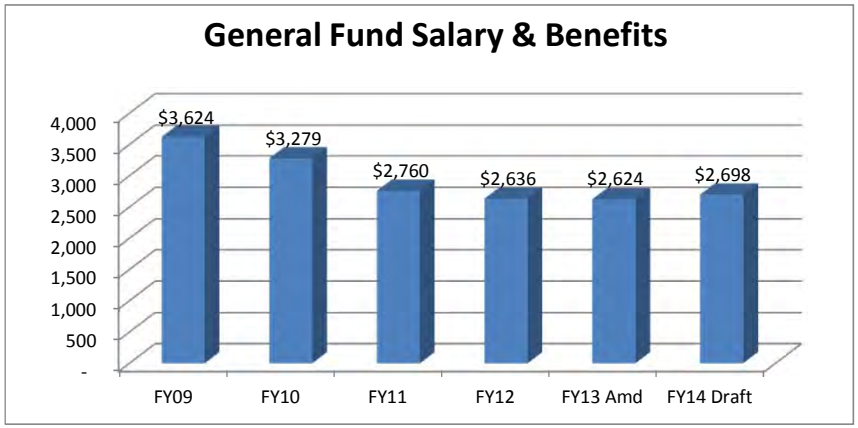
FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Financial Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Finance						
1000 - General						
Accounting Services	923	839	830	823	789	796
Finance Administration	715	408	373	425	418	421
License/Collection	756	701	511	512	543	715
Regulatory & Communication	(0)					
1000 - General Total	**2,393**	**1,948**	**1,714**	**1,760**	**1,749**	**1,933**
2360 - Water and Sewer						
Customer Service Office	1,970	1,734	1,801	1,857	2,017	1,676
2360 - Water and Sewer Total	**1,970**	**1,734**	**1,801**	**1,857**	**2,017**	**1,676**
Finance Total	**4,363**	**3,683**	**3,515**	**3,617**	**3,766**	**3,609**
Grants						
1842 - ARRA Stimulus Grants						
Program Manager		3	24	21	57	15
1842 - ARRA Stimulus Grants Total		**3**	**24**	**21**	**57**	**15**
Grants Total		**3**	**24**	**21**	**57**	**15**

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Management & Budget						
1000 - General						
Budget & Research	615	616	623	601	526	530
Grants Administration	142	120	36	43	64	64
Materials Management	474	594	387	231	285	171
1000 - General Total	**1,231**	**1,331**	**1,046**	**875**	**875**	**765**
Management & Budget Total	**1,231**	**1,331**	**1,046**	**875**	**875**	**765**
Total A6000 Series for ALL FUNDS	**$5,594**	**$5,016**	**$4,585**	**$4,513**	**$4,698**	**$4,389**

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

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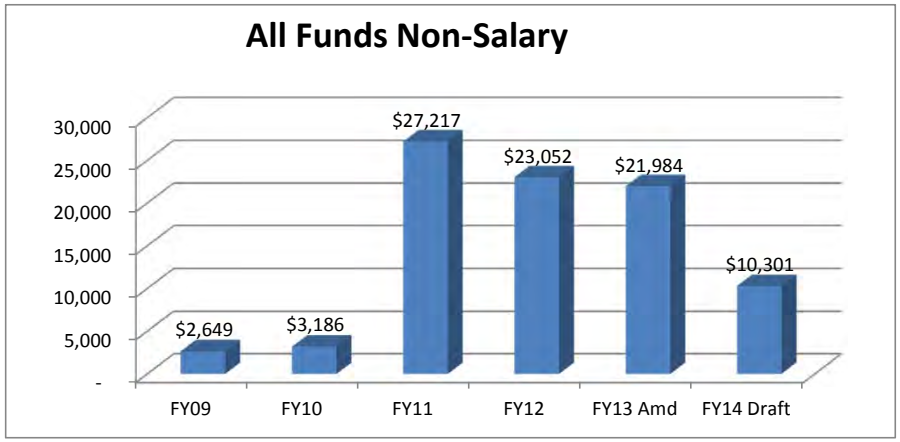
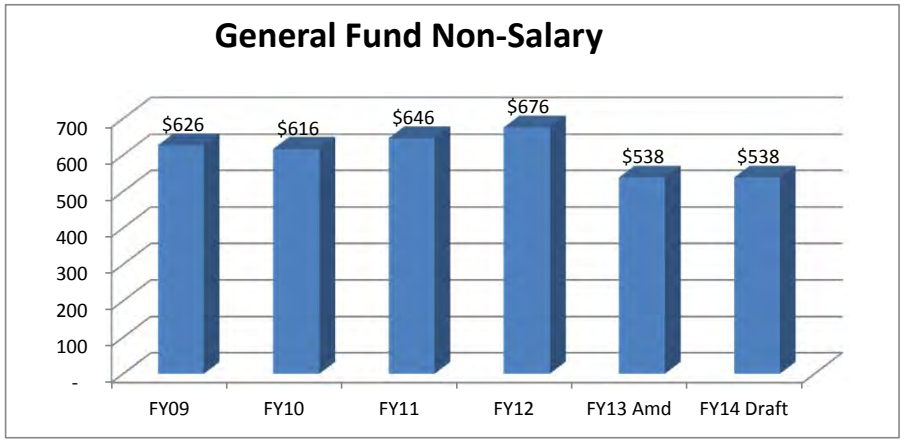
FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Financial Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Finance						
1000 - General						
Accounting Services	27	18	15	45	27	21
Finance Administration	75	68	32	52	49	49
License/Collection	146	153	170	219	149	155
L.I.D. Administration	9					
1000 - General Total	**257**	**239**	**217**	**316**	**225**	**225**
1282 - Arena Event Operations						
Arena Management Fee			25,000	20,000	17,000	6,500
1282 - Arena Event Operations Total			**25,000**	**20,000**	**17,000**	**6,500**
2360 - Water and Sewer						
Customer Service Office	344	529	516	771	851	855
2360 - Water and Sewer Total	**344**	**529**	**516**	**771**	**851**	**855**
1780 - Arena Special Revenue						
Arena Renewal and Replacement		332			1,117	
1780 - Arena Special Revenue Total		**332**			**1,117**	
1790 - Stadium City Sales Tax - AZSTA						
AZSTA - Stadium Tax Refund	1,526	1,627	1,043	1,600	2,400	2,400
1790 - Stadium City Sales Tax - AZSTA Total	**1,526**	**1,627**	**1,043**	**1,600**	**2,400**	**2,400**
Finance Total	**2,126**	**2,727**	**26,776**	**22,687**	**21,592**	**9,980**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$9,399
Bank / Credit Card Fees	525
Postage	305
Office Supplies	42
Office Equipment Maintenance	15
Memberships and Subscriptions	6
Professional Development	4
Cell Phone Charges	2
Duplicating Work Order Charges	2
Fuel - Shop Chargebacks	1
All Other	1
	$10,301

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Management & Budget						
1000 - General						
Budget & Research	9	9	8	8	20	20
Grants Administration	3	20	2	1	1	1
Materials Management	5	3	2	2	3	3
1000 - General Total	**17**	**32**	**11**	**11**	**23**	**23**
1840 - Grants						
Grant Match Funds - Mgt & Bdgt	104	57				
1840 - Grants Total	**104**	**57**				
Management & Budget Total	**121**	**89**	**11**	**11**	**23**	**23**
Lease Pmts/OtherFees						
1000 - General						
1000 Advisor Fees	97	86	58	67	90	90
Lease Payments			80			
Merchant Fees	255	260	280	281	200	200
1000 - General Total	**353**	**345**	**418**	**348**	**290**	**290**
2360 - Water and Sewer						
2360 Advisor Fees	3	1			3	
2360 - Water and Sewer Total	**3**	**1**			**3**	
2400 - Water						
2400 Advisor Fees	10	3			17	
2400 - Water Total	**10**	**3**			**17**	
2420 - Sewer						
2420 Advisor Fees	4	1			18	
2420 - Sewer Total	**4**	**1**			**18**	
1980 - Streets Constr. - 1999 Auth						
1980 Advisor Fees	3	2	0		6	
1980 - Streets Constr. - 1999 Auth Total	**3**	**2**	**0**		**6**	
2000 - Hurf Street Bonds						
2000 Advisor Fees	1				1	
2000 - Hurf Street Bonds Total	**1**				**1**	
2040 - Public Safety Construction						
2040 Advisor Fees	4	1	2	1	2	2
2040 - Public Safety Construction Total	**4**	**1**	**2**	**1**	**2**	**2**
2060 - Parks Construction						
2060 Advisor Fees	1	0	0	0	7	1
2060 - Parks Construction Total	**1**	**0**	**0**	**0**	**7**	**1**
2080 - Gov't Facilities - 1999 Auth						
2080 Advisor Fees		0	0		4	
2080 - Gov't Facilities - 1999 Auth Total		**0**	**0**		**4**	
2100 - Economic Dev. Constr-1999 Auth						
2100 Advisor Fees		0	1	0	2	1
2100 - Economic Dev. Constr-1999 Auth Total		**0**	**1**	**0**	**2**	**1**

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	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
2180 - Flood Control Construction						
2180 Advisor Fees	4	4	4	2	5	5
2180 - Flood Control Construction Total	**4**	**4**	**4**	**2**	**5**	**5**
2210 - Transportation Capital Project						
2210 Advisor Fees	18	11	4	2	14	
2210 - Transportation Capital Project Total	**18**	**11**	**4**	**2**	**14**	
Lease Pmts/OtherFees Total	**402**	**370**	**430**	**354**	**368**	**298**
Total A7000 Series for ALL FUNDS	**$2,649**	**$3,186**	**$27,217**	**$23,052**	**$21,984**	**$10,301**

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ACCOUNTING AND FINANCE ADMIN - ACCOUNTING - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	12.00	$934,563	$29,414	$5,240	$969,217

SERVICE DESCRIPTION:
Staff assigned to this division provides accounting services across all funds and departments for the City of Glendale.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
Responsible for accounting for all city revenues, expenditures, capital assets, debt service and grants for the City of Glendale in accordance with generally accepted accounting principles and standards issued by the Governmental Accounting Standards Board. The division is also responsible for preparing internal monthly and quarterly financial reports, financial reports for various external agencies such as the IRS, the State, and various bond agencies. For FY 2012, the division prepared reports for approximately 85 grants and 40 donations, prepared reconciliations for approximately 100 funds, processed 6,598 journal entries and worked diligently with the auditors in completing the Comprehensive Annual Financial Report (CAFR), receiving a clean opinion. In addition, GFOA has recognized our CAFR for an award for 25 years. The division manages the debt for the City and works with our Financial Advisors to ensure all regulatory filings are done.

REVENUE GENERATION:
N/A.

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be required. If the city chose to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional and contractual services.

ACCOUNTING AND FINANCE ADMIN - ACCOUNTS PAYABLE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.50	$137,030	$10,099	$5,240	$152,369

SERVICE DESCRIPTION:
Staff in this division pays city bills across all funds and all departments based on invoices and other documentation submitted by staff in other departments.

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

CURRENT PERFORMANCE DATA:
Responsible for processing payments for invoices, and purchase orders for all City of Glendale vendors; coordinating and managing control group invoice/PO input and training staff on control group processes, which involves departments entering their payment requests; and filing annual Form 1099 and accompanying schedules required by the IRS.

For FY 2012 the accounts payable team entered/processed 114,763 vouchers, and issued 16,135 checks.

REVENUE GENERATION:
N/A.

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be requiredImpact of Changing the Service:If the city chose to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional and contractual services.

ACCOUNTING AND FINANCE ADMIN - PAYROLL - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.50	$146,121	$10,100	$5,245	$161,466

SERVICE DESCRIPTION:
Staff in this division ensures all city employees are paid on time and for the correct amounts on a biweekly basis.

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

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CURRENT PERFORMANCE DATA:
Responsible for preparing bi-weekly payroll for the City of Glendale; implementing payroll changes; processing garnishments; and working with all departments on issues arising with the City's time and labor data system. This work group also prepares quarterly and annual reports, annual W-2's and accompanying schedules required by the IRS. The payroll team processed payroll for 2,700 employees for the year 2011.

REVENUE GENERATION:
None

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be requiredImpact of Changing the Service:If the city chose to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional and contractual services.

TAX AND LICENSE - LICENSING/INSPECTION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	5.50	$334,609	$161,738	$10,480	$506,827

SERVICE DESCRIPTION:
Staff in this division provides all licensing and some inspection services related to city sales tax licenses, business/professional licenses and liquor licenses. Staff also evaluates sales tax returns that have been identified as "exceptions" during the monthly processing of sales tax returns and the revenue associated with those returns. "Exceptions" include but are not limited to sales tax returns with invalid deductions and/or invalid sales tax rates and this work is done to ensure accurate taxpayer reporting and payment of city sales tax revenue.Staff in this division also work with taxpayers to resolve complicated sales tax account issues that the customer service employees cannot address. This work involves responding to letters, phone calls and emails and evaluating sales tax refund requests and amended returns for validity. Staff also evaluates monthly accounts receivable statements that are mailed to sales tax payers to ensure accuracy. This statement is mailed to sales tax payers who either have an outstanding credit or liability on their sales tax account as well as any sales tax payers who should have filed and paid but did not do so.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Process approximately 3,423 new business license applications each year. Attend approximately 15 special events each year to ensure approximately 800 vendors are appropriately licensed through the city.There are 16,000 city sales taxpayers with about 11,000 monthly filers of sales tax returns and payments.Every month several hundred accounts receivable statements are mailed to city sales tax account holders. This statement is mailed to sales tax account holders who either have an outstanding credit or liability on their sales tax account as well as any sales tax payers who should have filed and paid but did not do so.

REVENUE GENERATION:
$68,460 in revenue associated with the 3,423 new business license applications. This revenue is associated only with the initial application fee. Collections associated with the actual business license fees and sales tax revenue are captured in the cashiering/lockbox revenue figure of $237.8M.

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be required. If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services. Potential impacts include loss of city sales tax and business licensing revenue, businesses not held accountable for errors and non-filings, businesses conducting business without a city license, and health and safety issues due to licensing approval process.

TAX AND LICENSE - AUDITING - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	3.50	$268,525	$7,915	$5,240	$281,680

SERVICE DESCRIPTION:
Staff in this division conduct audits of city sales tax payer accounts.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Staff conducts an average of 70 audits each fiscal year to ensure compliance with city code. These audits of sales tax payer accounts include field audits, multi-jurisdictional audits and desk reviews to ensure compliance with the city sales tax code. Through the audits staff educates city sales taxpayers about city code as it relates to their business.

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Overall, the audit services ensure the city is receiving the correct amount of city sales tax revenue from businesses in Glendale and promote an environment that encourages compliance so all city sales tax payers are remitting the appropriate city sales taxes.

REVENUE GENERATION:
1,300,000

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be required. If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services. Other potential impacts include loss of revenue because most auditing contractors fees are a percentage of amounts collected.

TAX AND LICENSE - SYSTEM SOFTWARE SUPPORT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$112,067	$5,665	$5,240	$122,972

SERVICE DESCRIPTION:
Staff in this division provides essential technology-related services for the city's billing and tax and license computer systems to ensure the smooth functioning of the city's utility billing, tax and license, and customer service operations.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Staff provides technological services (software updates, system patches, development of reports, trouble-shooting when system operational problems occur, etc.) for those computer data systems essential to the daily functioning of the city's utility billing, tax and license, and customer service operations. Those systems include but are not limited to Tax Mantra, Icapture, Documentum, Harris/Northstar and Inovah.

REVENUE GENERATION:
N/A.

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be required.If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services. The cost of external IT experts are typically higher than the cost of internal IT staff. Further, it is likely that there would be loss of staff production due to interruption of system operations if the contractor is not on-site at all times during operating hours. There is also the potential for the loss of sales tax and utility account data and other information if external contractor fails to perform services in a timely manner.

MATERIALS MANAGEMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$171,387	$3,024	$4,302	$178,713

SERVICE DESCRIPTION:
Write IFBs/RFPs (invitation for bids and request for proposals) and lead departments through the purchasing process to completion; evaluate sole source purchase requests for approval/denial; work with departments on implementing emergency purchase requests essential to city operations including the provision of services to the residents and businesses of Glendale; and evaluate purchase orders for approval/denial. As the central point of contract for all purchasing activities of the city, this staff is responsible for ensuring a fair, competitive process is used to purchase goods and services in compliance with the requirements of the city charter, city code and state statutes.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
During the first 6 months of FY 2013, 385 purchase orders were completed with 220 [57% of the 385] requiring solicitations or bids associated with Glendale contracts. These 220 active contracts require an annual renewal determination, amendments and other follow up responsibilities throughout the year to ensure goods and services are provided in accordance with the contracts. The remaining 165 of the purchase orders were associated with cooperative purchasing efforts such as Arizona State contracts and local intergovernmental agreements. These cases require the contract analyst to ensure the contract is valid and will provide the same product or service the requesting department is seeking. .In addition, 34 new contracts were completed during this 6-month timeframe as a result of the contract analysts' solicitation work. As of the end of February 2013, there are currently 9 active solicitation requests for new contracts and an additional 11 in the queue awaiting assignment.Solicitation efforts consist of writing specifications and scopes of work for IFBs and RFPs with departments that are seeking to purchase goods or services. The entire process of developing IFBs and RFPs involve researching and writing the specifications; publishing the solicitations; answering vendor questions about the IFB or RFP; writing and distributing addendums to those solicitation documents; and

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evaluating the offers for award of contract. The RFP process involves additional steps that include meeting with the evaluation committee to ensure a fair evaluation process occurs, analyzing proposal data, tabulating evaluation committee scores, resolving any questions the evaluation committee may have for the bidders, and initiating best and final negotiations with the finalists.

REVENUE GENERATION:
Having a staff of two dedicated to purchasing reduces overall risk to the city regarding the city receiving a competitive price for goods and services through managed competition in compliance with state law, the city charter and the city code.

CHANGE IN SERVICES:
One vacant Materials Controls Manager FTE will be eliminated with the FY 2014 budget. This position became vacant near the end of calendar year 2012 and has been held vacant since then. This position will not be funded for FY 2014. An alternative to the current Materials Management (Purchasing) Division service delivery is the decentralization of all functions throughout the organization. However, this decentralized approach poses risks to the organization because there would be no way to ensure consistency of purchasing practices that are in compliance with state law, the city charter and the city code. Further, a decentralized approach increases the risk of waste, abuse, fraud and liability if laws and regulations are not followed.

LEASE PAYMENTS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$0	$1,329,761	$1,329,761

SERVICE DESCRIPTION:
This division captures the General Fund lease payment obligations of the city associated with the Northern Crossing, Hickman and ADOT aviation agreements that were executed in prior fiscal years. Also included in this budget are small leases for equipment in the Fire Department and Parks, Recreation and Library Department.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The city has an obligation to make the lease payments per the terms of the leases executed. This division simply captures the annual expense of the identified leases.

REVENUE GENERATION:
Lease financing of equipment and property is a good financial option under some circumstances. At the time the leases were executed, lease financing was determined to be the most cost-effective way of funding the purchases over time.

CHANGE IN SERVICES:

MERCHANT FEES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$199,687	$0	$199,687

SERVICE DESCRIPTION:
These budgeted funds address the cost of accepting credit card payments for city services. The current fee is 1.7% and is a 19% reduction from the former 2.1% fee. All merchants that accept credit card payments are subject to a merchant fee.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

BUDGET & RESEARCH - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$529,648	$19,645	$5,522	$554,815

SERVICE DESCRIPTION:

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Preparation of the annual balanced budget and presentation to Mayor and Council resulting in final budget adoption as required by state law and the city charter. For calendar year 2012, there were 18 council workshops for which the budget staff prepared analytical reports, presentations and responses to follow up questions. Responsibilities include development and analysis of revenue and expenditure projections for 80+ different funding sources; forecasting scenarios for the major operating funds; actuals to budget activity and investigation of variances; financial reporting for executive leadership, elected officials, and operational staff across the organization; and salary & benefits cost modeling, analysis and forecasting given that 77% of the GF operating budget is tied to employee compensation including salary, medicare, social security, pension and other benefits. City wide full time equivalents total over 1,800 and annual changes in compensation, pension contributions increases or decreases, public safety labor union MOU', etc. are accounted for each employee for the development of the upcoming FY's budget.Capital program development including expenditure to budget evaluation, forecasting for 24+ capital funds, property tax rate scenario modeling, debt limitation analysis, voter authorization analysis, and analysis of proposed operating and maintenance costs for capital plan projects. Financial management of capital funds is ongoing as the funding needs of capital projects change due to modified scopes of work, unexpected emergencies, etc.Rate calculations, analysis and annual updates of the financial models used for Risk Mgt, Workers' Comp,Vehicle Repl, Equipment Mgt Shop/Repair & Fuel, Technology Replacement and the Telephone internal service funds and associated premiums/rates.Financial software system upgrades and testing for both PeopleSoft & HRMS and development of financial reports for departments.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
State law and the city charter require preparation of the annual budget. The annual budget document provides detailed budget summaries and schedules in accordance with financial guidelines and policies, and summarizes departmental operational goals & objectives for the operating, capital and debt service budgets. The city's annual budget document has been recognized by the Government Finance Officers Association with the Distinguished Budget Presentation Award for 25 consecutive years.Analysis of citywide expenditures and revenues during the course of a FY is essential for accurate reporting and the development of reasonable revenue and expenditure projections for all city funds related to operating, capital, debt service and contingency budget appropriations. Salary forecast analysis includes modeling represented pay plans for any proposed pay or benefit related changes from the MOU bargaining unit. Multiple iterations can be expected as negotiations can span several months.

REVENUE GENERATION:
Revenue recovery efforts can be initiated and enhanced based on pro-active revenue reporting, analysis, trending and dissemination of such data to operational departments. CIP services are associated with the collection of both primary ($2.6M) and secondary ($19.3M) property taxes, as well as the collection of development impact fees.

CHANGE IN SERVICES:
Potential but untested alternatives include decentralization of the division's work throughout the organization or an external competitive bid for contractual services. If the former was chosen, then staffing resources in departments would require evaluation. If the city chose to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional and contractual services.

GRANTS ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$64,288	$621	$829	$65,738

SERVICE DESCRIPTION:
The one staff person assigned to this division serves as the central point of contact for grants and is responsible for researching grant opportunities and writing all or portions of grant applications for priority projects that advance the mission, goals and objectives established by the City Council and executive management. For FY 2012, the city spent $19.4M in grant funding. The staff person also is the program manager for the $2.324M Energy Efficiency and Conservation Block Grant (EECBG) program, a three-year American Recovery and Reinvestment Act stimulus grant. As program manager for the EECBG grant, this staff person manages 3 individual projects (FY13 activity) to ensure timely completion, accurate quarterly and monthly report filings as required by the terms of the EECBG grant, and primary point of contact with the Department of Energy. Work also includes identifying eligible rebates and allocating them for reinvestment in additional energy efficiency improvements.Other significant responsibilities for the staff person is to provide critical senior management assistance to the Financial Services Executive Director, Chief Budget Officer, and Chief Financial Officer. This work includes, but is not limited to the following: working with line staff to evaluate processes and implement improvements including the application of technological features of the PeopleSoft system to eliminate manual processes;preparing responses to the numerous public records and media requests for financial information (expenditures, revenues, debt service, budget, city services accounts, sales tax data, etc); conducting research and writing material required for official documents the department produces such as Preliminary Offering Statements (for bond issuances), performance measures included in the annual budget book, etc; andadministering the city's From the Heart program and Proposition 202 funding requests and awards (Indian Gaming Grants).

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The grants administrator disseminates information about grant opportunities; writes grant applications; helps city staff prepare grant application documents and ensures

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implementation is done in accordance with grant requirements and the city's grant policies and procedures; and maintains a grants database that tracks grant funded projects. For FY 2012, the city spent $19.4M in grant funding. The grants administrator also responded to over 40 public records and media requests over 6-months (start of FY13). Work includes analyzing data, collecting information and writing responses that summarize the documents requested.

REVENUE GENERATION:
Administration of the EECBG grant generated approximately $23,060 in FY12 in salary chargebacks that will continue into FY13. The staff person assigned to this division also works directly with staff in other departments who are responsible for implementing various grant-funded activities. The work includes interpreting grant program requirements such as eligible expenditures, required reporting, and purchasing process requirements. For FY 2012, the city spent $19.4M in grant funding.

CHANGE IN SERVICES:

ADVISOR FEES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$90,000	$0	$90,000

SERVICE DESCRIPTION:
Our investment advisor provides the city with investment options and advice relative to the investing activities of the City and in accordance with the investment policy of the City. This division represents the portion of advisor fee costs associated with investment of General Fund monies.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The city's investment advisor is hired through a competitive bid process to ensure the city is receiving competitively priced investment services. The firm hired is a highly qualified provider of investment advice for government organizations.

REVENUE GENERATION:

CHANGE IN SERVICES:

ARENA MANAGEMENT FEE - FUND #1282

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$6,500,000	$0	$6,500,000

SERVICE DESCRIPTION:
This is the estimated annual amount associated with contracting out the management and operation of Glendale's Jobing.com Arena.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Glendale's Jobing.com Arena is the main attraction for visitors to the city's sports and entertainment district. Events at the arena include concerts, hockey games and other types of entertainment that attract visitors from outside the city. Visitor spending on food and entertainment generates city sales tax revenue.The arena was built as a state-of-the-art, multi-purpose facility and anchors the 223-acre, $1 billion development Westgate City Center - Glendale's crown jewel sports and entertainment complex. Since opening, the arena has established itself as one of the premiere sports and entertainment venues in the country and has earned its place of distinction as "Arizona's must play." Jobing.com Arena received the prestigious Pollstar Best New Concert Venue of the Year Award in 2004, and has been recognized by azcentral as the Best Sporting Venue and Best Major Concert Venue in the Valley.

REVENUE GENERATION:
General Fund city sales tax generated at the Arena and Westgate complex partially offset the annual debt service payment on the construction of the arena.Designated city sales tax revenue for transportation and public safety are dedicated to those respective operations.

CHANGE IN SERVICES:

LOAN PAYMENTS - FUND #1282

Return to TOC

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$0	$1,841,347	$1,841,347

SERVICE DESCRIPTION:
Loan repayments for the Water and Sewer, Sanitation and Landfill funds for the loans to the General Fund for the NHL payments

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

AZSTA STADIUM TAX REFUND - FUND #1790

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$2,399,570	$0	$2,399,570

SERVICE DESCRIPTION:
This division captures the expenses associated with the city's executed contractual agreement with the Arizona Sports and Tourism Authority (AZSTA). This agreement requires the city to rebate General Fund city sales tax received for activities that occur at the stadium. The designated city sales taxes for transportation and public safety are not rebated to the AZSTA.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:
$1,600,172 was rebated to the AZSTA in FY 2012.

CHANGE IN SERVICES:

GRANTS PROGRAM MANAGER - REIMBURSEMENT FROM EECBG - FUND #1842

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
		$15,000	$0	$0	$15,000

SERVICE DESCRIPTION:
One of the responsibilities of the grants administration staff person is the management for the $2.324M Energy Efficiency and Conservation Block Grant (EECBG) program, a three-year American Recovery and Reinvestment Act stimulus grant. As program manager for the EECBG grant, this staff person manages 3 individual projects (FY13 activity) to ensure timely completion, accurate quarterly and monthly report filings as required by the terms of the EECBG grant, and primary point of contact with the Department of Energy. Work also includes identifying eligible rebates and allocating them for reinvestment in additional energy efficiency improvements.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Compliance with the many rules and regulations that were part of accepting the EECBG monies is essential to avoid penalties and federal grant audit findings that could jeopardize the city's ability to be awarded future federal grant monies. Further, the EECBG program has allowed the city to implement numerous cost-saving energy improvements that would not have occurred given the lack of funds available for these types of projects through the General Obligation bond program. Some of the projects completed with the EECBG monies include new, energy efficient lighting at the Main Library, public safety/court building and parking garage, downtown parking garage, city hall parking garage and the city's fleet maintenance facility and installation of solar lighting at several city parks.

REVENUE GENERATION:
FY 2012 salary chargebacks to the EECBG grant was about $23,000, thereby relieving the GF of covering this expense.

Return to TOC

CHANGE IN SERVICES:

ADVISOR FEES - FUND #2040

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$2,000	$0	$2,000

SERVICE DESCRIPTION:
Our investment advisor provides us with investment options and advise relative to the investing activities of the City and in accordance with the investment policy of the City.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

ADVISOR FEES - FUND #2060

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$500	$0	$500

SERVICE DESCRIPTION:
Our investment advisor provides the city with investment options and advice relative to the investing activities of the City and in accordance with the investment policy of the City. This division represents the portion of advisor fee costs associated with investment of Fund 2060 monies.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The city's investment advisor is hired through a competitive bid process to ensure the city is receiving competitively priced investment services. The firm hired is a highly qualified provider of investment advice for government organizations.

REVENUE GENERATION:

CHANGE IN SERVICES:

ADVISOR FEES - FUND #2100

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$1,000	$0	$1,000

SERVICE DESCRIPTION:
Our investment advisor provides us with investment options and advise relative to the investing activities of the City and in accordance with the investment policy of the City. This division represents the portion of advisor fee costs associated with investment of Fund 2100 monies.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The city's investment advisor is hired through a competitive bid process to ensure the city is receiving competitively priced investment services. The firm hired is a highly qualified provider of investment advice for government organizations.

REVENUE GENERATION:

CHANGE IN SERVICES:

Return to TOC

ADVISOR FEES - FUND #2180

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$5,000	$0	$5,000

SERVICE DESCRIPTION:
Our investment advisor provides us with investment options and advise relative to the investing activities of the City and in accordance with the investment policy of the City. This division represents the portion of advisor fee costs associated with investment of Fund 2180 monies.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The city's investment advisor is hired through a competitive bid process to ensure the city is receiving competitively priced investment services. The firm hired is a highly qualified provider of investment advice for government organizations.

REVENUE GENERATION:

CHANGE IN SERVICES:

CUSTOMER SERVICE OFFICE - BILLING - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	6.33	$424,933	$522,556	$21,540	$969,029

SERVICE DESCRIPTION:
Staff is responsible for issuing monthly city services bills (water/sewer, sanitation and landfill) and related notices.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Monthly staff prepares bills for approximately 60,000 city services; 6,000 delinquent disconnect notices; schedules approximately 1,000 disconnects; and reviews and processes approximately 200 refund requests each month for final [closed] accounts with a remaining balance. Staff also reviews and adjusts accounts for 680 sewer appeals annually.

REVENUE GENERATION:
This work assists w/generating the dollars listed under the Cashiering/lockbox area

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be required. If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services.

CUSTOMER SERVICE OFFICE - CUSTOMER SERVICE - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	12.34	$701,937	$12,500	$21,540	$735,977

SERVICE DESCRIPTION:
Staff in this division addresses customer questions about city services (water/sewer, sanitation and landfill), city sales tax and licensing. This customer service is provided over the phone and through the walk-in lobby.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Monthly staff receives approximately 10,000 - 13,000 phone calls about city services (water/sewer, sanitation and landfill) and tax and license questions; and assists over 1,000 customers who walk-in who have questions about obtaining a business license and/or establishing water service. Monthly staff also reviews, evaluates, and edits taxpayer returns, business license applications, accounts receivables statements, etc.

REVENUE GENERATION:
This work assists w/generating the dollars listed under the cashiering/lockbox area

CHANGE IN SERVICES:

Return to TOC

Service Alternatives:Considerable reduction of hours of operation or an external competitive bid for contractual services would be required. If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay for the firm hired to provide the services. Other potential impacts could include a reduction in customer service such as longer wait times to address phone calls and walk-in traffic.

CUSTOMER SERVICE OFFICE - CASHIERING/LOCKBOX - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	8.83	$418,342	$312,500	$21,540	$752,382

SERVICE DESCRIPTION:
Specifically, staff is responsible for the collection and daily deposit of payments sent to the city for city sales tax and city services such as water/sewer and sanitation collection. Payments received in other departments also are processed through this division.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Monthly staff in this division processes for collection and deposit approximately 125,000 payment documents through the city's lockbox (mail). Monthly staff also processes for collection and deposit approximately 8,000 walk-in payments that come into the lobby.

REVENUE GENERATION:
Revenue collected through the Cashiering/Lockbox division totaled $237.8M.

CHANGE IN SERVICES:
Service Alternatives:Reduce hours of operation or outsource utility billing payment service. For the sales tax collection component, there is the option to allow the state to collect and record sales tax. By doing so we will experience a delay before monthly sales tax would be remitted to the city by the Arizona Department of Revenue (ADOR). As a result there would be a loss of interest and investment income. This could impact our ability to pay bills and make bond payments if sales tax revenue is not promptly remitted to the city for deposit in the city's bank account Unknown is whether ADOR could provide the city with detailed sales tax reports regarding collections and trends across different sales tax categories such as restaurant/bar, retail sales, and hotel/motel and across different sections of the city (i.e., Westgate, Zanjero, Stadium, Arrowhead Mall, etc). This kind of detailed information is essential to analyzing trends and forecasting revenue for the future. There is the potential for loss of revenue due to taxpayers filing incorrect local taxes to the state and the state not having the staff to follow up with the taxpayers. In addition, state collection means city staff could not evaluate sales tax returns for incorrect exemptions and adjustments resulting in subsequent audit issues.Impact of Changing the Service:If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services. Collection of city sales tax by the state would result in a fee to be paid to the state for the collection services provided. Other potential impacts include a reduction in customer service such as increased lobby traffic and longer wait times.

CUSTOMER SERVICE OFFICE - COLLECTIONS - FUND #2360

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$130,420	$7,610	$21,540	$159,570

SERVICE DESCRIPTION:
Staff provides services related to the initial collection of past-due accounts [city services such as water/sewer, sanitation and landfill as well as city sales taxes]. If payment is not received, then the past due accounts are sent to the third party collection agency. Staff also administers the city's contract for the third party collection agency to ensure compliance with the contract's scope of work and terms and conditions.Staff files liquor license liens and, if possible, property liens, when a business fails to pay city sales taxes. Staff also addresses bankruptcy-related issues related due to past-due accounts.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
If city staff did not provide these services it is likely the city would collect less revenue.

REVENUE GENERATION:
$788,000 under the prior internal collections staff.

CHANGE IN SERVICES:
Service Alternatives:An external competitive bid for contractual services would be required. If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services. Other impacts include slower turnaround in processing accounts and the lack of ability to expeditiously collect immediately after going delinquent thus reducing the ability to collect.

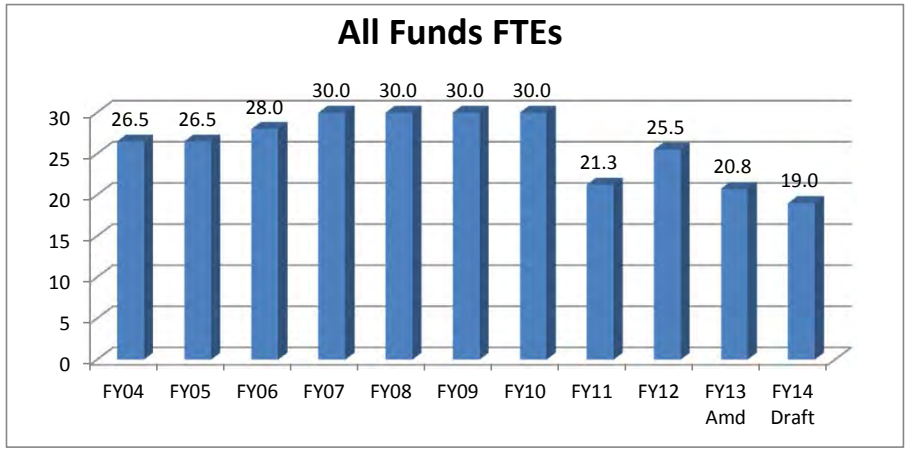
Return to TOC

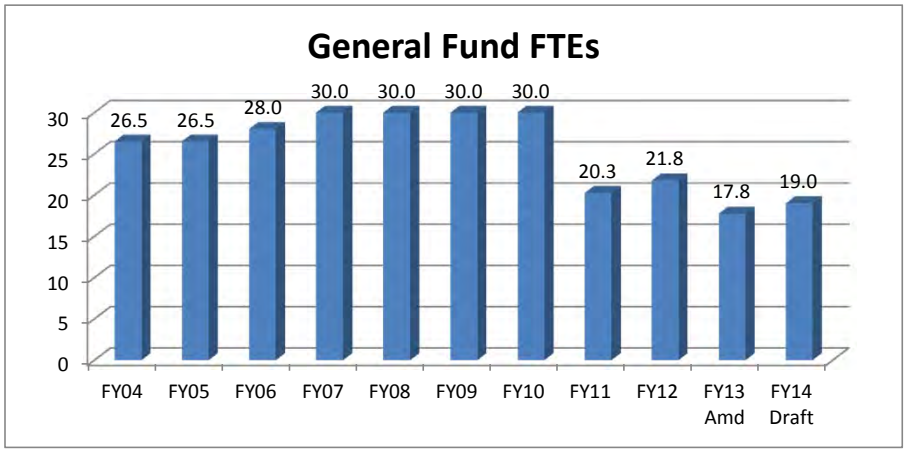
Financial Services Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	64.50	$4,494,920	$10,301,144	$3,304,606	$18,100,670
FY 2014 Reduction	(1.00)	($106,050)	$0	$0	($106,050)
FY 2014 Cost of Service	63.50	$4,388,870	$10,301,144	$3,304,606	$17,994,620

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
HR & Risk Mgt





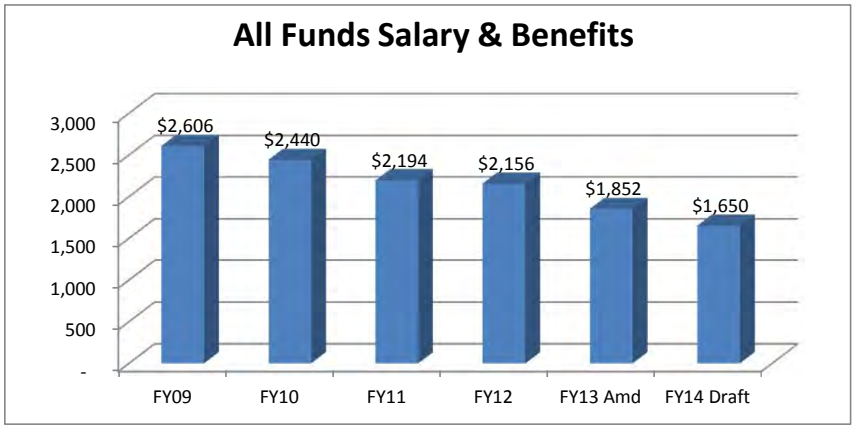
ALL FUNDS - FTE Count

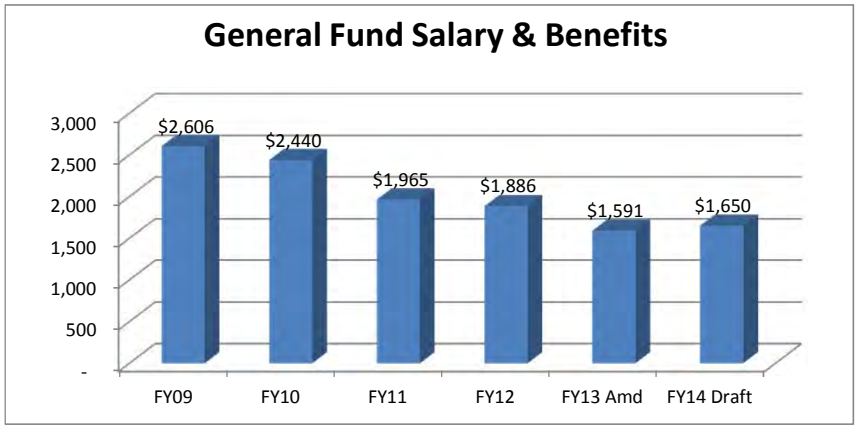
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Human Resources											
1000 - General											
Benefits	4.5	4.5	3.5	3.8	3.8	3.0	2.8	1.3	2.0	1.0	3.8
Compensation	3.8	4.0	4.0	4.0	4.0	5.5	5.5	6.0	4.8	4.8	2.0
Employee Relations	4.0	3.0	3.0	3.0	2.0	2.8	2.8	2.0	2.0	2.0	2.3
Employment Services	6.0	5.0	5.0	5.5	5.8	3.8	4.0	3.0	4.0	4.0	3.0
Human Resources Administration	4.3	5.0	5.5	6.8	7.5	6.0	6.0	5.0	5.0	3.0	3.0
Organizational Development		1.0	2.0	2.0	2.0	3.0	3.0	1.0	3.0	2.0	1.0
Risk Management/Safety	4.0	4.0	5.0	5.0	5.0	6.0	6.0	2.0	1.0	1.0	4.0
1000 - General Total	**26.5**	**26.5**	**28.0**	**30.0**	**30.0**	**30.0**	**30.0**	**20.3**	**21.8**	**17.8**	**19.0**
2540 - Risk Management Self Insurance											
Risk Mgmt Trust Fund								1.0	3.8	3.0	
2540 - Risk Management Self Insurance Total								**1.0**	**3.8**	**3.0**	
Human Resources Total	**26.5**	**26.5**	**28.0**	**30.0**	**30.0**	**30.0**	**30.0**	**21.3**	**25.5**	**20.8**	**19.0**
Total FTEs for ALL FUNDS	**26.5**	**26.5**	**28.0**	**30.0**	**30.0**	**30.0**	**30.0**	**21.3**	**25.5**	**20.8**	**19.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
HR & Risk Mgt

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Human Resources						
1000 - General						
Benefits	192	140	115	86	86	277
Compensation	450	456	427	441	421	191
Employee Relations	211	183	173	186	184	197
Employment Services	302	301	312	341	348	256
Human Resources Administration	630	563	498	413	283	285
Organizational Development	284	275	276	308	160	79
Risk Management/Safety	537	522	164	111	109	364
1000 - General Total	**2,606**	**2,440**	**1,965**	**1,886**	**1,591**	**1,650**
2540 - Risk Management Self Insurance						
Risk Mgmt Trust Fund			229	260	262	
2540 - Risk Management Self Insurance Total			**229**	**260**	**262**	
2580 - Benefits Trust Fund						
Benefit Programs				10		
2580 - Benefits Trust Fund Total				**10**		
Human Resources Total	**2,606**	**2,440**	**2,194**	**2,156**	**1,852**	**1,650**
Total A6000 Series for ALL FUNDS	**$2,606**	**$2,440**	**$2,194**	**$2,156**	**$1,852**	**$1,650**

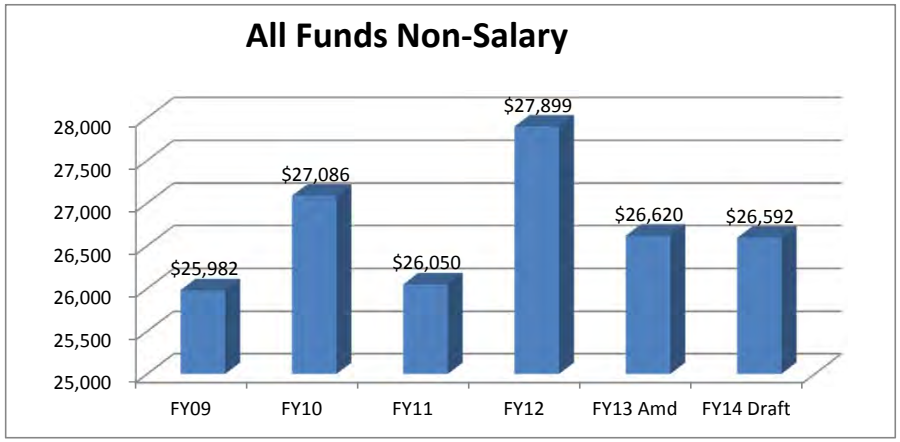
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

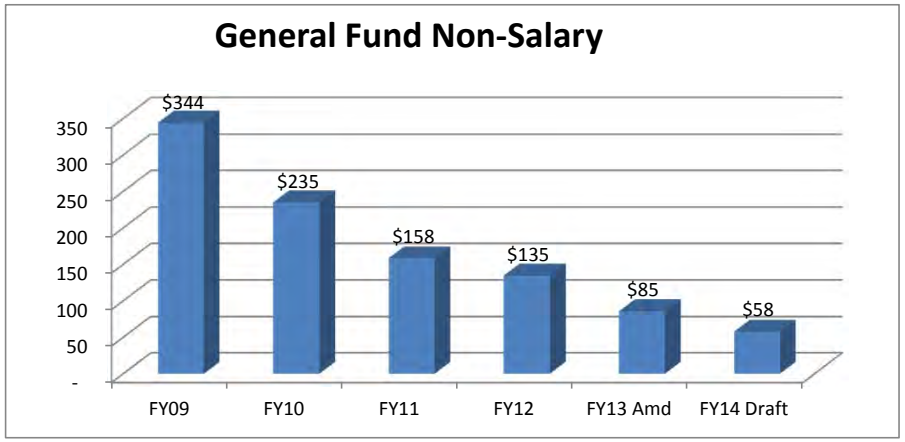
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
HR & Risk Mgt

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Human Resources						
1000 - General						
Benefits	33	16	18	19	15	10
Compensation	(3)	0	0		0	0
Employee Relations	3	4	4	1	1	1
Employment Services	75	62	18	12	12	8
Human Resources Administration	89	72	87	51	39	28
Organizational Development	95	41	12	33	1	0
Risk Management/Safety	53	41	20	18	18	11
1000 - General Total	**344**	**235**	**158**	**135**	**85**	**58**
2540 - Risk Management Self Insurance						
Risk Mgmt Trust Fund	1,516	2,569	2,253	1,523	2,759	2,759
2540 - Risk Management Self Insurance Tota	**1,516**	**2,569**	**2,253**	**1,523**	**2,759**	**2,759**
2580 - Benefits Trust Fund						
Benefit Programs	22,555	22,955	22,546	24,234	22,349	22,349
2580 - Benefits Trust Fund Total	**22,555**	**22,955**	**22,546**	**24,234**	**22,349**	**22,349**
2560 - Workers Comp. Self Insurance						
Worker's Compensation	1,425	1,249	1,030	1,929	1,407	1,407
2560 - Workers Comp. Self Insurance Total	**1,425**	**1,249**	**1,030**	**1,929**	**1,407**	**1,407**
Human Resources Total	**25,840**	**27,008**	**25,987**	**27,821**	**26,600**	**26,572**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Med Prem HMO - Active Emp	$14,768
Med Prem HMO-Retirees	4,800
Insurance Claims	2,471
Professional and Contractual	1,745
Dental Prem PPO - Active Emp	1,407
Life Ins Prem - Active Emp	630
Dental Prem PPO- Retirees	392
Vision Plan Prem - Active Emp	169
Dental Prem HMO - Active Emp	48
Vision Plan Prem - Retirees	39
All Other	126
	$26,592

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Employee Groups						
1190 - Employee Groups						
Diversity Committee	46	49	31	36		
GEMS	40	29	11	19	20	20
Glendale Hispanic Network	28	0	21	23		
Holiday Event	28					
1190 - Employee Groups Total	**142**	**78**	**64**	**78**	**20**	**20**
Employee Groups Total	**142**	**78**	**64**	**78**	**20**	**20**
Total A7000 Series for ALL FUNDS	**$25,982**	**$27,086**	**$26,050**	**$27,899**	**$26,620**	**$26,592**

Return to TOC

RISK MANAGEMENT FUND ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$364,262	$10,965	$3,196	$378,423

SERVICE DESCRIPTION:
Administer the Risk Management Fund, Workers Compensation Fund, and Safety Programs through education and trainingefforts to minimize city's liability.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Maintain city's cost of risk below the public entity industry average of 2.0%. FY10/11 was 1.06%.

REVENUE GENERATION:
No

CHANGE IN SERVICES:

BENEFITS ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	3.75	$277,486	$9,964	$692	$288,142

SERVICE DESCRIPTION:
Administer City Benefits program for employees and retirees through efforts to improve wellness and minimize city's benefitcosts.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Maintain Medical Premiums at or below the national average. Current premiums are 85% of the National Avg. Procurehealth insurance coverage at rates below the national health care cost trends. Applied for and awarded federal funding topositively impact employee and retiree medical costs.

REVENUE GENERATION:
No

CHANGE IN SERVICES:

HR ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	3.00	$285,469	$27,766	$15,381	$328,616

SERVICE DESCRIPTION:
Manage overall HR functions, provide strategic guidance to the city, maintain HRIS.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Maintain HR Cost as a % of City Budget below the average of comparable valley cities. The HR Budget is 0.54% of the CityOperating Budget - the 2nd lowest in the valley and below the valley average of 0.67%. Maintain City FTE Served per HRFTE above the average of comparable valley cities. Each HR staff serves an average of 90 City employees- the 2nd bestservice ratio in the valley and above the valley average of 86.

REVENUE GENERATION:
No

CHANGE IN SERVICES:

EMPLOYMENT SERVICES - FUND #1000

Return to TOC

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	3.00	$256,455	$7,653	$2,280	$266,388

SERVICE DESCRIPTION:
Provide recruitment and selection. Collaborate with departments to recruit, hire and retain quality employees.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
New Hire Retention Rate is 95% (this is the percentage of employees that remain with the city after completion of theirprobationary period).

REVENUE GENERATION:
No

CHANGE IN SERVICES:

EMPLOYEE RELATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.25	$196,675	$500	$1,337	$198,512

SERVICE DESCRIPTION:
Investigate allegations of discrimination and/or harassment to minimize the city's liability exposure.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Opened 373 Investigations in FY10/11; 16 EEOC Cases filed in the last 3 years; (9 EEOC Cases - Dismissed, 3 - Mediated, 2 -Settlements, and 2 - Pending)

REVENUE GENERATION:
No

CHANGE IN SERVICES:

COMPENSATION AND CLASSIFICATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$190,825	$480	$2,538	$193,843

SERVICE DESCRIPTION:
Administer the city's compensation plans to ensure internal and external equity. Monitor positions to ensure positions arecompensationed in accordance with level of work required.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Successfully conducted a complete total compensation analysis of all positions within the city.

REVENUE GENERATION:
No

CHANGE IN SERVICES:

ORGANIZATIONAL DEVELOPMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$79,041	$268	$942	$80,251

SERVICE DESCRIPTION:
Provide internal and external training and professional development opportunities for employees

Return to TOC

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Average Training Hours per City Employee. Currently employees receive an average of 4 hours annually of internal citytraining.

REVENUE GENERATION:
No

CHANGE IN SERVICES:

GEMS FUNDING - FUND #1190

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$20,000	$0	$20,000

SERVICE DESCRIPTION:
GEMS Funding

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Provide employees access to merchant discounts

REVENUE GENERATION:
100%

CHANGE IN SERVICES:
None

RISK MANAGEMENT TRUST FUND - FUND #2540

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$2,758,640	$0	$2,758,640

SERVICE DESCRIPTION:
Administer the City's Risk Management Trust Fund.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:
No

CHANGE IN SERVICES:

WORKERS COMPENSATION TRUST FUND - FUND #2560

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$1,407,000	$0	$1,407,000

SERVICE DESCRIPTION:

REQUIRED BY LAW/CODE/REG?:
Required by City Code

Return to TOC

CURRENT PERFORMANCE DATA:
REVENUE GENERATION:
CHANGE IN SERVICES:

BENEFITS TRUST FUND - FUND #2580

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$22,348,826	$0	$22,348,826

SERVICE DESCRIPTION:
Administer the City's Benefits Trust Fund

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:
No

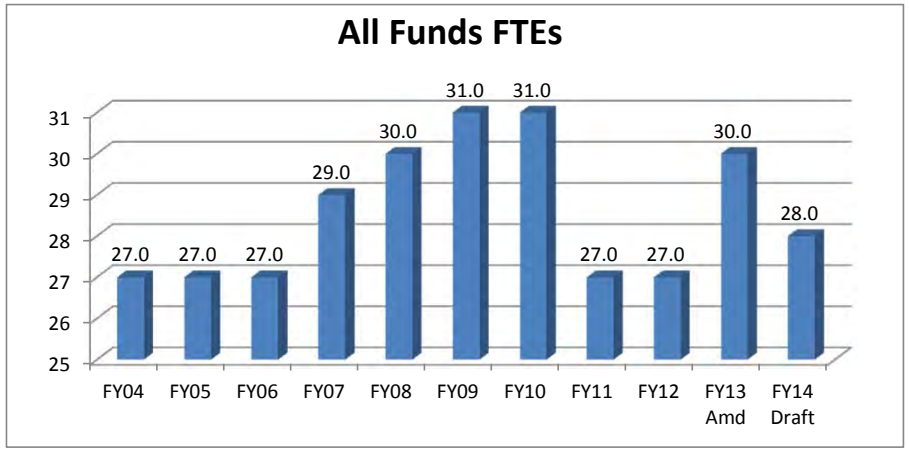
CHANGE IN SERVICES:

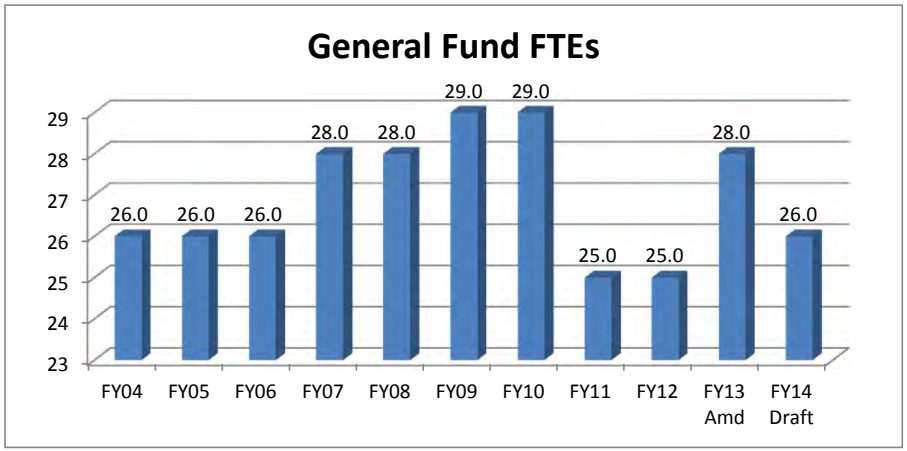
HR & Risk Mgt Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	20.75	$1,847,328	$26,619,962	$26,366	$28,493,656
FY 2014 Reduction	(1.75)	($197,115)	($27,900)	$0	($225,015)
FY 2014 Cost of Service	19.00	$1,650,213	$26,592,062	$26,366	$28,268,641

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Tech. & Innovation





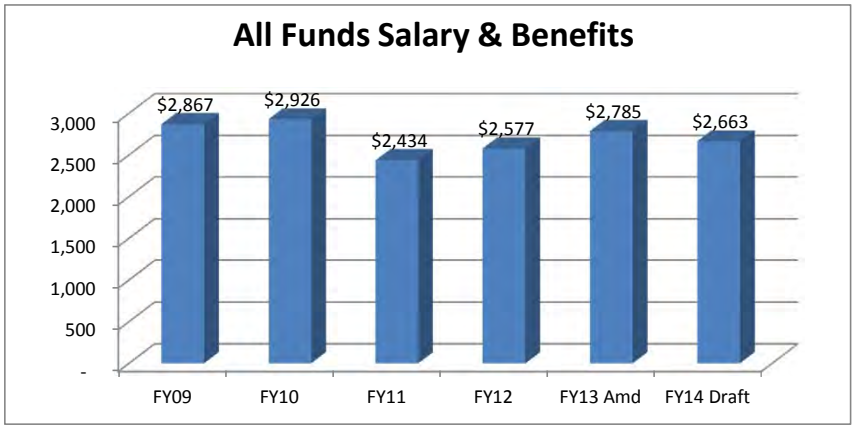
ALL FUNDS - FTE Count

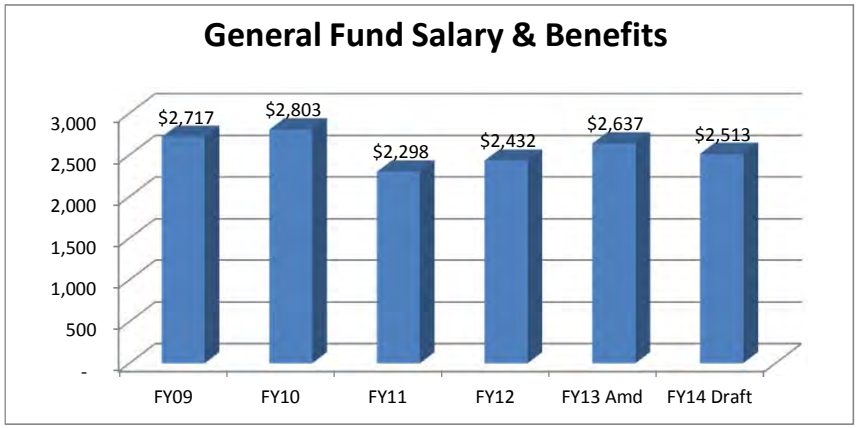
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Info. Technology											
1000 - General											
Information Technology	26.0	26.0	26.0	28.0	28.0	29.0	29.0	25.0	25.0	28.0	26.0
1000 - General Total	**26.0**	**26.0**	**26.0**	**28.0**	**28.0**	**29.0**	**29.0**	**25.0**	**25.0**	**28.0**	**26.0**
1100 - Telephone Services											
Telephones	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1100 - Telephone Services Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
1140 - PC Replacement											
Technology Replacement					1.0	1.0	1.0	1.0	1.0	1.0	1.0
1140 - PC Replacement Total					**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Info. Technology Total	**27.0**	**27.0**	**27.0**	**29.0**	**30.0**	**31.0**	**31.0**	**27.0**	**27.0**	**30.0**	**28.0**
Total FTEs for ALL FUNDS	**27.0**	**27.0**	**27.0**	**29.0**	**30.0**	**31.0**	**31.0**	**27.0**	**27.0**	**30.0**	**28.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Tech. & Innovation

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Info. Technology						
1000 - General						
Information Technology	2,717	2,803	2,298	2,432	2,637	2,513
1000 - General Total	**2,717**	**2,803**	**2,298**	**2,432**	**2,637**	**2,513**
1100 - Telephone Services						
Telephones	89	84	84	90	89	90
1100 - Telephone Services Total	**89**	**84**	**84**	**90**	**89**	**90**
1140 - PC Replacement						
Technology Replacement	61	39	52	55	59	60
1140 - PC Replacement Total	**61**	**39**	**52**	**55**	**59**	**60**
Info. Technology Total	**2,867**	**2,926**	**2,434**	**2,577**	**2,785**	**2,663**
Total A6000 Series for ALL FUNDS	**$2,867**	**$2,926**	**$2,434**	**$2,577**	**$2,785**	**$2,663**

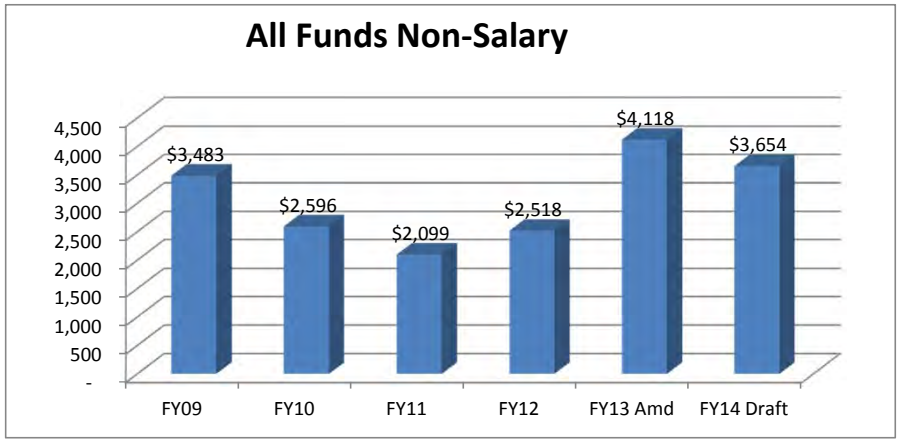
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

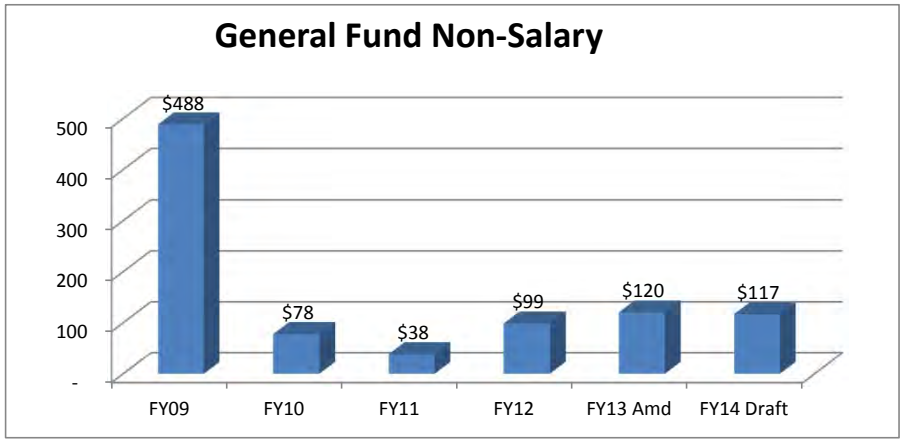
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Tech. & Innovation

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Info. Technology						
1000 - General						
Information Technology	488	78	38	99	120	117
1000 - General Total	**488**	**78**	**38**	**99**	**120**	**117**
1100 - Telephone Services						
Telephones	819	1,194	707	857	891	892
1100 - Telephone Services Total	**819**	**1,194**	**707**	**857**	**891**	**892**
1140 - PC Replacement						
Technology Replacement	2,176	1,325	1,353	1,562	3,107	2,646
1140 - PC Replacement Total	**2,176**	**1,325**	**1,353**	**1,562**	**3,107**	**2,646**
Info. Technology Total	**3,483**	**2,596**	**2,099**	**2,518**	**4,118**	**3,654**
Total A7000 Series for ALL FUNDS	**$3,483**	**$2,596**	**$2,099**	**$2,518**	**$4,118**	**$3,654**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Software Maintenance	$1,191
Telephone Utilities	718
Equipment Less $5,000/Unit	665
Equipment	653
Professional and Contractual	160
Dept. Contingency	117
Hardware Maintenance	65
Repair&Maint-Maj Eqpt Landfill	45
Line Supplies	34
Professional Development	33
All Other	-28
	$3,654

Return to TOC

TECHNOLOGY & INNOVATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	26.00	$2,512,985	$116,657	$666,927	$3,296,569

SERVICE DESCRIPTION:
The Technology & Innovation Department provides 24 X 7 support for the data center, network, phones and key business applications. IT also manages GIS, Technology project management, security and LEAN project initiatives.Required by Law/Code/Regulation:Directly impacts ability to comply with security / legislative / legal requirements. Data Breach Security A.R.S 75-4401, Records Retention: A.R.S 41-151.15(B), A.R.S 41-151.19, A.R.S 38-421, Payment Card Industry (PCI) and HIPPA regulations.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
-Information Technology provides 24 X 7 support for critical infrastructure to include servers, networks, telephones and 911. Information Technology Staff are available after hours and weekends to provide support to Police, Fire and operations such as the landfill. -The LEAN program is responsible for streamlining business processes which result in improved services at a lower cost of operation. LEAN has been successfully implemented by state, county and local governments across the country. Glendale's LEAN program was the first government implementation in Arizona. -Support of the city's technology infrastructure across all city locations. The IT infrastructure supports the city's business systems, email, and digital communications. -Security monitoring and management for all data and electronic access to city systems. The city houses several of the data types identified for protection under federal and state law to include personally identifiable information, medical information (HIPPA) and public safety information. Additionally, the city has to comply with credit card industry security standards.-Management of three data centers comprising over 280 servers and housing in excess of 140 Terabytes of information.-The Service Desk provides first call technical support for city operations. The service desk handles a myriad of calls to include hardware problems, setting up new equipment, login issues, problems with operation software and a growing request for assistance with smart phones and tablets. -Technical support for over 30 business applications including but not limited to finance, payroll, HR, permitting, utility billing, library, public safety, Geographic Information Systems (GIS) and parks and recreation-Provide support for web applications, which includes internal applications on the intranet site and public facing applications such as Follow Your Money and the Request for Service system through the city's website

REVENUE GENERATION:
Cost savings are obtained through technology efficiencies. LEAN efforts have eliminated 40,000 hours of staff and customer process time Citywide. This equals to 314% ROI on employee time.

CHANGE IN SERVICES:
Virtual server technology saved over $500K in new equipment cost, these savings were re-directed to other city projects.Follow Your Money is a dynamic web based portal providing citizens with a comprehensive overview of city finances.Service Alternatives: IT has outsourced email archiving and is currently outsourcing email resulting in an FTE savings. Impact of Changing Services: Managed, tactical outsourcing should not have any long term negative impacts.

TELEPHONES - FUND #1100

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$90,219	$891,566	$1,203	$982,988

SERVICE DESCRIPTION:
Provides 24X7 telephone system support including 911. Phone system programming, usage reports, adds, moves and changes. Outbound dialing and interactive voice response.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Provides 24X7 phone support for all City operations. Two core phone switches with 37 separate phone systems and 2446 active desk phones. Management functions include phone use, telephone programming, voicemail management, provides technical support for call center software, training for technical staff, 911 and maintenance contract management. Manages phone and data billings in addition to cellular communications. This department also develops the telephone chargeback model which is used to establish departmental contributions to the Telephone Fund. The Telephone Fund is the funding source used to pay for voice and data communication services.

REVENUE GENERATION:
None

CHANGE IN SERVICES:
The total cost of service related to this item is predominantly associated with utility charges for telephone and data services.

Return to TOC

TECHNOLOGY REPLACEMENT FUND - FUND #1140

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$59,646	$2,646,234	$720	$2,706,600

SERVICE DESCRIPTION:
Manages TRF inventory, reporting, equipment ordering, TRF analysis. Provides IT administrative support

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Manage the Technology Replacement Fund (TRF) which is a general funding source for technology hardware replacement and maintenance agreements for enterprise software and hardware. The TRF contains approximately 3900 equipment items to include computers, monitors, cameras and audio equipment. This division provides TRF management including inventory reporting and replacement ordering. Provides admin support for IT including participation in LEAN management.

REVENUE GENERATION:
None

CHANGE IN SERVICES:
Service Alternatives:The total cost of service related to this item is predominantly City department inventory and varies based on items scheduled for replacement in the budget year.

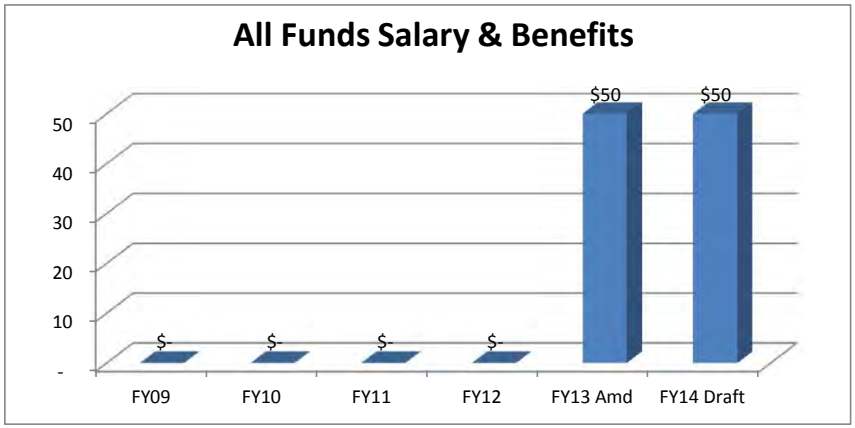
Tech. & Innovation Totals

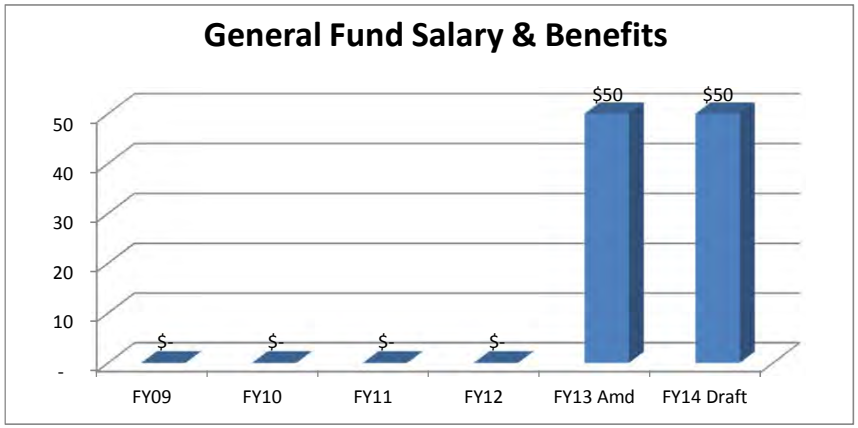
	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	30.00	$2,840,019	$3,654,457	$668,850	$7,163,326
FY 2014 Reduction	(2.00)	($177,169)	$0	$0	($177,169)
FY 2014 Cost of Service	28.00	$2,662,850	$3,654,457	$668,850	$6,986,157

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Non-Departmental

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Non-Departmental						
1000 - General						
Fund 1000 Non-Dept					50	50
1000 - General Total					**50**	**50**
Non-Departmental Total					**50**	**50**
Total A6000 Series for ALL FUNDS					**$50**	**$50**

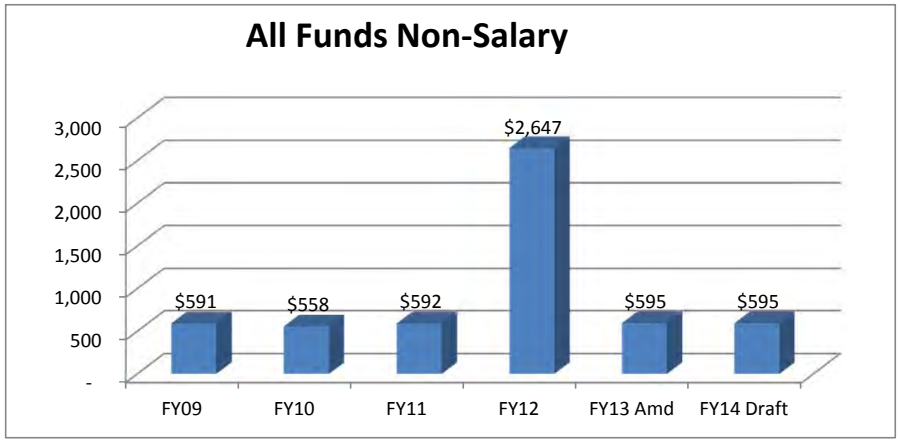
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

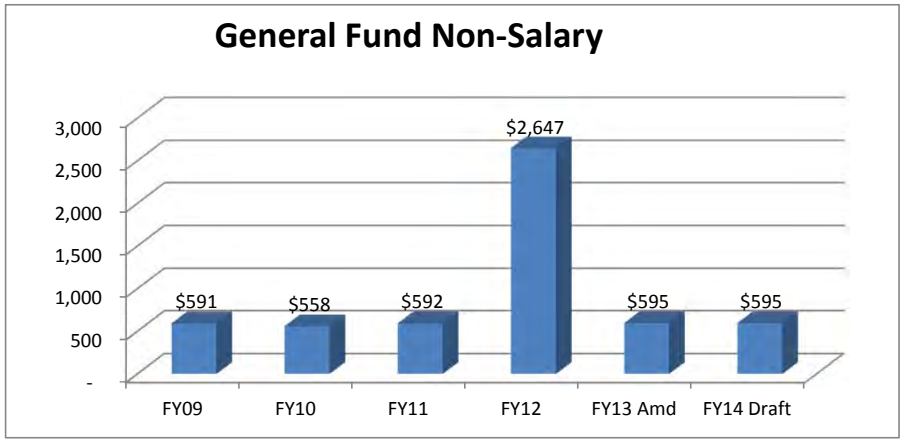
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Non-Departmental

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Non-Departmental						
1000 - General						
Fund 1000 Non-Dept	591	558	592	2,647	595	595
1000 - General Total	**591**	**558**	**592**	**2,647**	**595**	**595**
Non-Departmental Total	**591**	**558**	**592**	**2,647**	**595**	**595**
Total A7000 Series for ALL FUNDS	**$591**	**$558**	**$592**	**$2,647**	**$595**	**$595**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Memberships and Subscriptions	$180
Professional and Contractual	161
Unemployment Insurance	110
Long Term Disability	105
Dept. Contingency	30
Rental Fees	9
All Other	0
	$595

Return to TOC

NON-DEPARTMENTAL - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$50,000	$594,720	$0	$644,720

SERVICE DESCRIPTION:
Non-Departmental expenditures include those items that are not typically associated with any single city department. It is almost impossible to predict which department will incur the expenses during the fiscal year (e.g. long-term disability - LTD and unemployment claims))or which department benefits the most from something like city memberships in regional or national partnerships, advocacy organizations, etc. Therefore, we budget for these items in the Non-Departmental Division. For example, unemployment & LTD claims, retirements in departments with very few FTE's that trigger additional vacation/sick leave payouts, would be impossible to forecast and budget for in the department preceding any given fiscal year.Unemployment and LTD payments made by the city to the state are based on claims filed with the state. The city is required to pay the state for unemployment claims from former city employees eligible for unemployment insurance and the FY14 draft budget totals $215,000 for these two items. The number of unemployment and LTD claims vary by FY. The actuals for FY12 totaled $187K, FY11 totaled $410K and were $246K in FY 2007.Citywide memberships & subscriptions including dues for League of AZ Cities, MAG, National League of Cities (NLC) andWestMarc. The FY14 draft budget totals $180K.A $50K reserve for compensated absences used to help smaller divisions cover accumulated leave balance payouts attributable to employee retirements or terminations is included in the FY14 draft budget. It is important to note that the Budget & Research Division will seek approval from Council to transfer this Non-Departmental budget appropriation in to the actual department that incurred the termination or retirement that cannot be covered with their existing salary budget (inter-department transfer).Citywide professional & contractual payments and other expenses include a FY14 draft budget of $200K.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
N/A

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
N/A

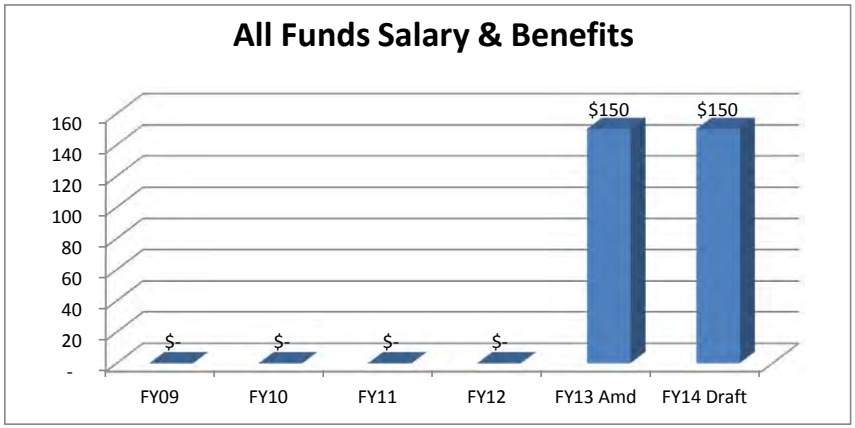
Non-Departmental Totals

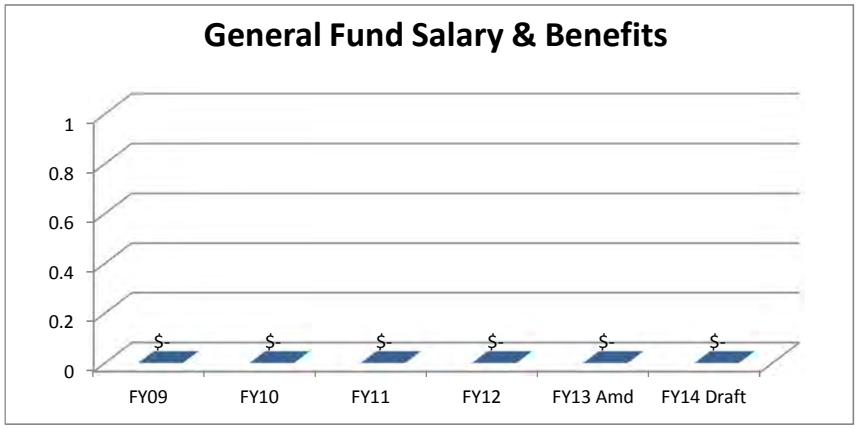
	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	0.00	$50,000	$594,720	$0	$644,720
FY 2014 Reduction	0.00	$0	$0	$0	$0
FY 2014 Cost of Service	0.00	$50,000	$594,720	$0	$644,720

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Miscellaneous Grants

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Grants						
1840 - Grants						
Miscellaneous Grants					150	150
1840 - Grants Total					**150**	**150**
Grants Total					**150**	**150**
Total A6000 Series for ALL FUNDS					**$150**	**$150**

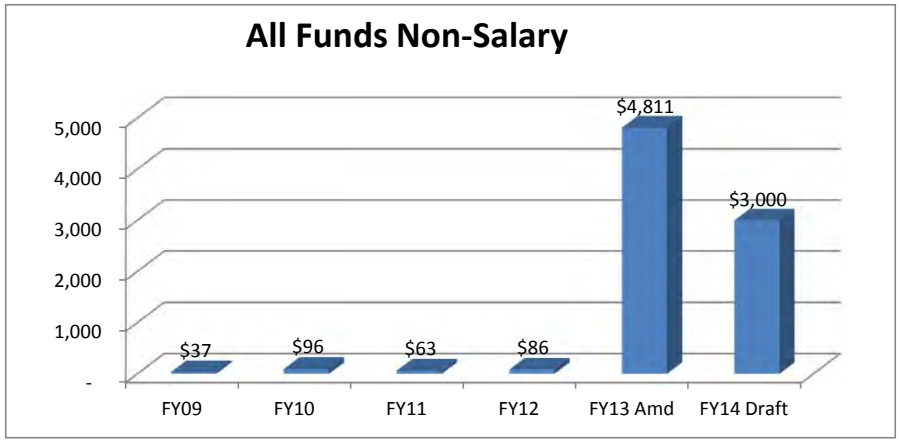
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

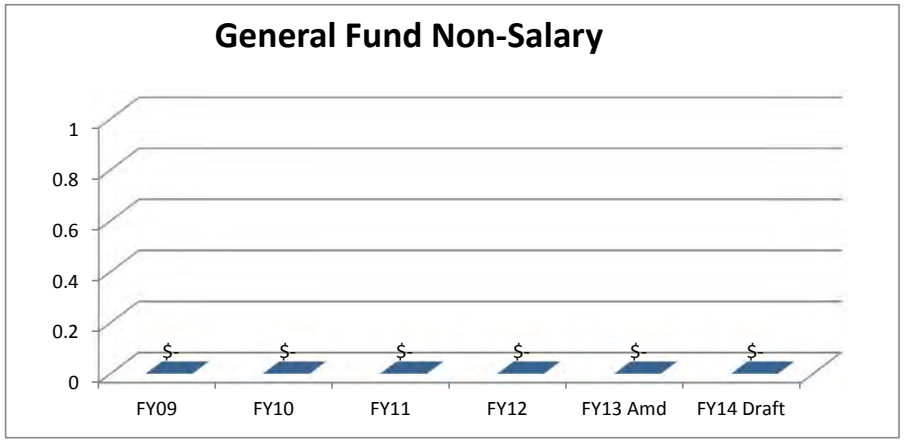
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Miscellaneous Grants

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Grants						
1840 - Grants						
Miscellaneous Grants					4,811	3,000
Donations - Glendale Univ.	5	5	3	4		
MYAC Fundraising	3	4	2	5		
Prop. 302	29	87	58	76		
1840 - Grants Total	**37**	**96**	**63**	**86**	**4,811**	**3,000**
Grants Total	**37**	**96**	**63**	**86**	**4,811**	**3,000**
Total A7000 Series for ALL FUNDS	**$37**	**$96**	**$63**	**$86**	**$4,811**	**$3,000**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Dept. Contingency	$3,000
All Other	0
	$3,000

Return to TOC

MISCELLANEOUS GRANTS RESERVE APPROPRIATION - FUND #1840

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$150,000	$3,000,000	$0	$3,150,000

SERVICE DESCRIPTION:
Reserve grant appropriation is set aside in this division to cover all city departments except Parks & Rec, Library, Fire and Police that have their own reserve grant appropriation divisions. This appropriation is needed to support city-wide grant awards that are ultimately approved and/or accepted by Council during any given fiscal year.Required by Law/Code/Reg?When a grant award is accepted by Council, appropriation is legally required in order to spend the funds that were granted to the city. This appropriation is part of the adopted budget.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
No "cash backing" exists for this miscellaneous grant reserve appropriation until an actual grant is accepted by the city and the funding source for the grant is identified. Individual grant projects or divisions are created to track grant awards after the appropriate council communication is acted upon by Mayor/Council during voting meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
This grant reserve appropriation is set at a high dollar amount to account for potential "sizable" federal or state grants, like the ARRA grants a few years back. This grant reserve can also be used to cover any shortfalls in public safety related grant appropriation reserves for potential "sizable" federal grants like the Homeland Security grants that followed 9/11. Once the maximum appropriation level is established or set by Council for any given fiscal year via the adopted budget, it cannot be increased administratively. Therefore, staff feels that this grant reserve appropriation that is not backed by any existing city funds is a flexible, conservative approach that allows the city to take advantage of any "unforeseen" grant opportunities that may arise during any given fiscal year..

Miscellaneous Grants Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	0.00	$150,000	$3,000,000	$0	$3,150,000
FY 2014 Reduction	0.00	$0	$0	$0	$0
FY 2014 Cost of Service	0.00	$150,000	$3,000,000	$0	$3,150,000

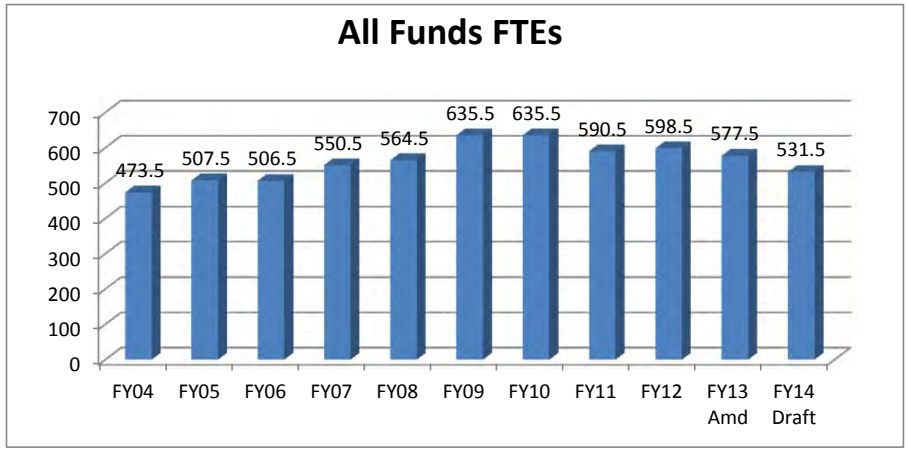
Return to TOC

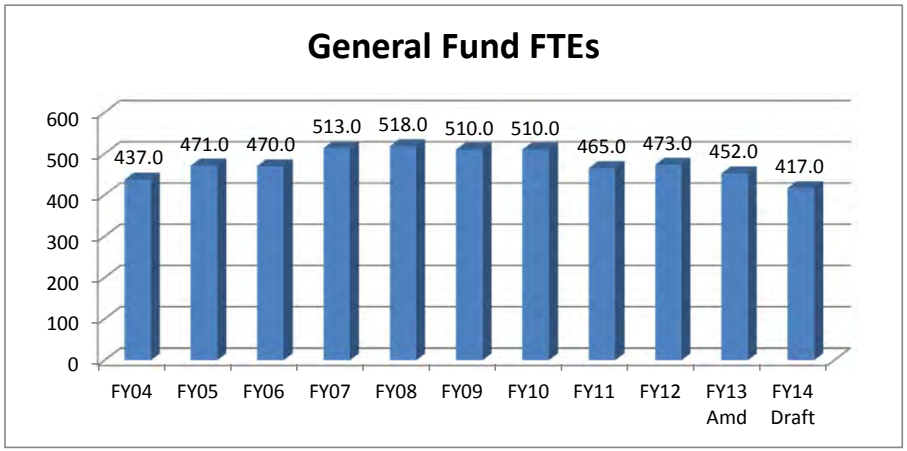
PUBLIC SAFETY

GLENDALE AZ

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Police Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Homeland Security											
1000 - General											
Emergency Operations Ctr (EOC)				6.0	6.0	6.0	6.0				
Homeland Security Admin.				1.0	1.0	1.0	1.0				
1000 - General Total				**7.0**	**7.0**	**7.0**	**7.0**				
Homeland Security Total				**7.0**	**7.0**	**7.0**	**7.0**				
Police Department											
1000 - General											
Arena-PD Event Staffing	1.0	1.0	1.0	1.0	1.0						
Central Patrol Bureau	150.8	157.0	155.0	178.0	134.0	128.5	120.0	120.0	118.0	109.0	100.0
Crime Investigations	63.0	68.0	68.0	72.0	81.0	80.0	85.0	83.0	85.0	85.0	84.0
Foothills Patrol Bureau	95.0	109.0	110.0	114.0	113.0	106.5	116.0	110.0	115.0	118.0	107.0
PD - Communications				1.0	30.3	34.5	35.5	32.5	30.5	30.5	28.5
PD - Detention				1.0	12.0	13.0	13.0	10.0	9.0	10.0	10.0
PD - Emergency Management								6.0	6.0	4.0	
PD - Special Operations					42.0	48.0	44.0	38.0	39.0	35.0	33.0
PD - Tow Administration						1.0	1.0	1.0	1.0	1.0	1.0
Police Administration	17.0	12.0	14.0	15.0	11.0	22.0	26.0	19.0	21.0	18.0	19.0
Police Legal Services	3.0	3.0	3.0	3.0	4.0	4.0	2.0	1.0			
Police Personnel Management	4.0	15.0	13.0	14.0	19.0	21.0	29.0	25.0	24.0	20.0	15.0
Police Support Services	103.3	106.0	106.0	105.0	61.8	44.5	31.5	19.5	24.5	21.5	19.5

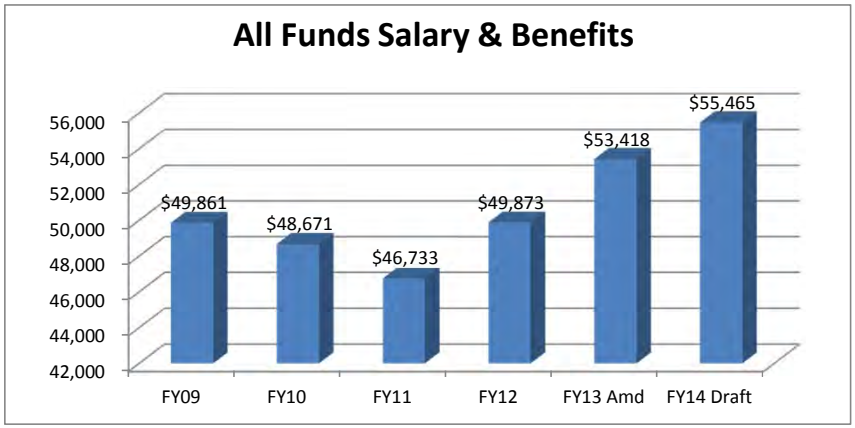
Return to TOC

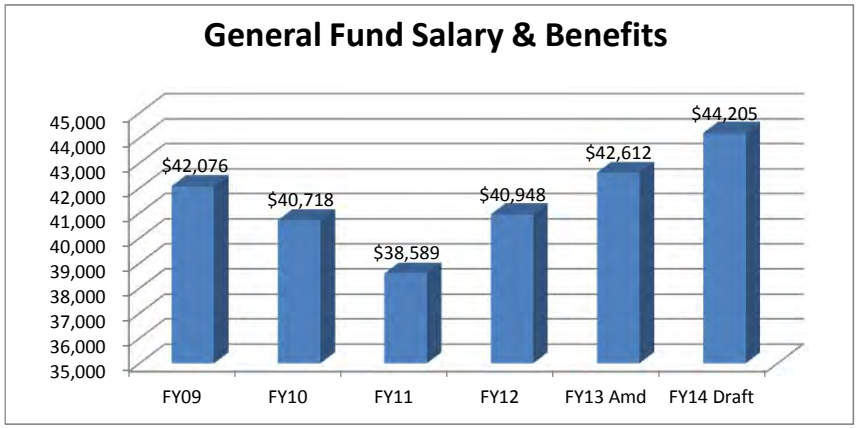
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Stadium - PD Event Staffing				2.0	2.0						
1000 - General Total	**437.0**	**471.0**	**470.0**	**506.0**	**511.0**	**503.0**	**503.0**	**465.0**	**473.0**	**452.0**	**417.0**
1281 - Stadium Event Operations											
Stadium - PD Event Staffing						2.0	2.0	2.0	2.0	2.0	2.0
1281 - Stadium Event Operations Total						**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
1282 - Arena Event Operations											
Arena-PD Event Staffing						1.0	1.0	1.0	1.0	1.0	1.0
1282 - Arena Event Operations Total						**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
1700 - Police Special Revenue											
Patrol - Special Revenue Fund	33.0	33.0	33.0	33.0	42.0	118.0	118.0	118.0	118.0	118.0	107.0
1700 - Police Special Revenue Total	**33.0**	**33.0**	**33.0**	**33.0**	**42.0**	**118.0**	**118.0**	**118.0**	**118.0**	**118.0**	**107.0**
1840 - Grants											
Victim Rights - PD	1.0						1.0	1.0	1.0	1.0	1.0
VOCA		1.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0
VOCA 2002-301		2.0	1.0								
VOCA Grant	1.0										
VOCA-DPS #00-912	1.0										
1840 - Grants Total	**3.0**	**3.0**	**3.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
1860 - RICO Funds											
State RICO	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
1860 - RICO Funds Total	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**
2530 - Training Facility Revenue Fund											
PS Training Ops - Police				2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
2530 - Training Facility Revenue Fund Total				**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Police Department Total	**473.5**	**507.5**	**506.5**	**543.5**	**557.5**	**628.5**	**628.5**	**590.5**	**598.5**	**577.5**	**531.5**
Total FTEs for ALL FUNDS	**473.5**	**507.5**	**506.5**	**550.5**	**564.5**	**635.5**	**635.5**	**590.5**	**598.5**	**577.5**	**531.5**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Police Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Homeland Security						
1000 - General						
Emergency Operations Ctr (EOC)	343	294				
Homeland Security Admin.	118	116				
1000 - General Total	**461**	**410**				
Homeland Security Total	**461**	**410**				
Police Department						
1000 - General						
Central Patrol Bureau	10,136	9,861	9,343	9,318	10,175	10,923
Crime Investigations	7,710	7,691	7,652	8,461	8,761	9,353
Foothills Patrol Bureau	9,659	9,370	9,417	10,534	11,204	11,624
PD - Communications	1,988	2,004	1,848	1,917	1,972	1,895
PD - Detention	763	681	590	690	625	635
PD - Emergency Management			464	558	308	
PD - Special Operations	4,303	4,181	3,670	3,713	4,034	4,226
PD - Tow Administration	68	67	45	43	51	52
Police Administration	2,455	2,049	2,050	1,949	2,120	2,456
Police Legal Services	279	205	20			
Police Personnel Management	2,047	2,521	2,162	2,184	2,041	1,619
Police Support Services	2,206	1,393	1,325	1,446	1,321	1,422
PD - Fiscal Management		284	5	136		

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
1000 - General Total	**41,615**	**40,308**	**38,589**	**40,948**	**42,612**	**44,205**
1281 - Stadium Event Operations						
Stadium - PD Event Staffing	352	323	288	296	321	350
PD - BCS Event			89			
PD - Fiesta Bowl Event	50	70	63	78	64	74
1281 - Stadium Event Operations Total	**402**	**393**	**440**	**374**	**385**	**424**
1282 - Arena Event Operations						
Arena-PD Event Staffing	190	146	113	161	229	259
1282 - Arena Event Operations Total	**190**	**146**	**113**	**161**	**229**	**259**
1700 - Police Special Revenue						
Patrol - Special Revenue Fund	6,570	6,972	7,177	7,845	9,338	9,735
1700 - Police Special Revenue Total	**6,570**	**6,972**	**7,177**	**7,845**	**9,338**	**9,735**
1840 - Grants						
Victim Rights - PD	55	52	52	44	69	49
VOCA	68	73	42	60	66	67
2005 COPS Universal	207					
2007 GOHS Equipment	7					
2008 GOHS - OT DUI ENF CUB Dtl	2	5				
2008 Weed and Seed		(3)				
2009 GREAT Grant			0			
2009 STOP Violence Grant		0	1	1		
2010 GOHS DUI Enforce Extra		7	1			
2010 GOHS DUI Enforcement		4	6			
AATA Public Awareness FY 10		0				
CIOT - Next Generation		5	2			
Click It or Ticket	0	2	2			
DPS VTTF	74	76	79	80		
FCTF/MFTF			1	2		
FY2011 GOHS DUI Enforcement			9	3		
GOHS Underage Alcohol Enforcem			1	2		
GPD Cold Case Investigation			6	6		
GPD Smart Policing Initiative			4	2		
Grant Approp - Police Dept					500	500
Joint Terrorism Task Force-OT	1	8	3	3		
Juvenile Acctblty Block Grant		0	4	3		
2011 Smart Policing Initiative				0		
2012 GOHS DUI Enforcement				5		
2012 GOHS OP Enforcement				2		
ATF Task Force OT				1		
Glendale PSN NIBIN				2		
HIDTA				5		
USMS Violent Offend Task Force				3		
USPS Taskforce				0		
1840 - Grants Total	**412**	**230**	**214**	**221**	**635**	**616**

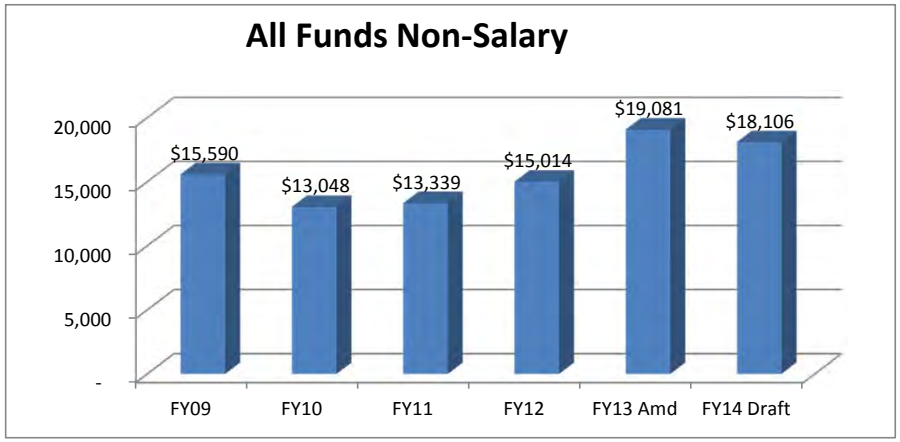
Return to TOC

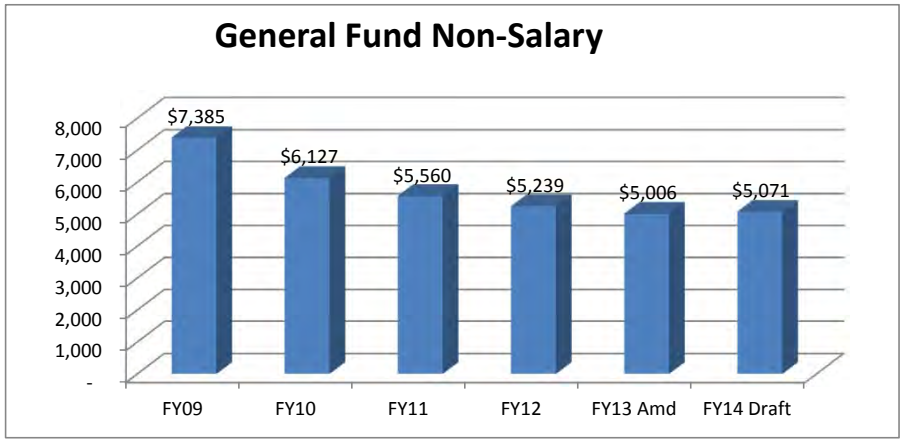
	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
1842 - ARRA Stimulus Grants						
PSSP Police OT Grant			0			
1842 - ARRA Stimulus Grants Total			**0**			
1860 - RICO Funds						
State RICO	27	28	30	135	29	29
1860 - RICO Funds Total	**27**	**28**	**30**	**135**	**29**	**29**
2530 - Training Facility Revenue Fund						
PS Training Ops - Police	183	183	171	189	191	196
2530 - Training Facility Revenue Fund Total	**183**	**183**	**171**	**189**	**191**	**196**
Police Department Total	**49,400**	**48,261**	**46,733**	**49,873**	**53,418**	**55,465**
Total A6000 Series for ALL FUNDS	**$49,861**	**$48,671**	**$46,733**	**$49,873**	**$53,418**	**$55,465**

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Police Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Homeland Security						
1000 - General						
Emergency Operations Ctr (EOC)	384	335				
Homeland Security Admin.	1	1				
1000 - General Total	**385**	**336**				
Homeland Security Total	**385**	**336**				
Police Department						
1000 - General						
Central Patrol Bureau	890	705	791	682	644	548
Crime Investigations	779	514	507	585	443	597
Foothills Patrol Bureau	729	653	742	714	462	429
PD - Communications	429	479	606	342	491	504
PD - Detention	1,562	1,383	709	502	595	609
PD - Emergency Management			236	168	120	
PD - Special Operations	610	589	531	524	475	381
PD - Tow Administration	34	36	1	1	1	2
Police Administration	424	225	212	244	272	356
Police Legal Services	21	2	11	0	4	3
Police Personnel Management	83	98	81	88	74	73

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Dept. Contingency	$5,000
Overtime Pay	2,806
Prisoner Maintenance	2,035
Shop Charges	1,017
Professional and Contractual	892
Line Supplies	844
Temporary Pay	784
Software	697
Professional Development	653
Fuel - Shop Chargebacks	558
All Other	2,820
	$18,106

Return to TOC

Dept Rollup / Fund / Division	Actuals FY09	FY10	FY11	FY12	Amd FY13	Draft FY14
Police Support Services	299	139	151	176	64	262
PD - Fiscal Management	502	348	470	681	779	726
PS Training Ctr - Police	637	620	513	531	582	582
1000 - General Total	**6,999**	**5,791**	**5,560**	**5,239**	**5,006**	**5,071**
1281 - Stadium Event Operations						
Stadium - PD Event Staffing	1,306	1,175	1,019	943	1,011	980
PD - BCS Event			209			
PD - Fiesta Bowl Event	259	197	244	233	336	317
1281 - Stadium Event Operations Total	**1,565**	**1,373**	**1,473**	**1,176**	**1,347**	**1,297**
1282 - Arena Event Operations						
Arena-PD Event Staffing	443	347	250	385	608	578
1282 - Arena Event Operations Total	**443**	**347**	**250**	**385**	**608**	**578**
1700 - Police Special Revenue						
Patrol - Special Revenue Fund	2,843	2,040	2,300	3,943	4,596	4,788
1700 - Police Special Revenue Total	**2,843**	**2,040**	**2,300**	**3,943**	**4,596**	**4,788**
1840 - Grants						
Victim Rights - PD	22	25	25	30	25	30
VOCA	38	41	39	37	37	37
2007 GOHS Equipment	17					
2007 GOHS OT	2					
2007 SHSGP VIPS Regl AID Rdins	3	2				
2008 GOHS - OT DUI ENF CUB Dtl	10	30				
2008 Weed and Seed		45	0			
2009 ACJC DUI Abatement	31					
2009 GREAT Grant		2	56	18		
2009 STOP Violence Grant		21	44	66		
2010 GOHS DUI Enforce Extra		29	2			
2010 GOHS DUI Enforcement		15	24			
AATA Public Awareness FY 10		1				
CIOT - Next Generation		17	11			
Click It or Ticket	6	16	8			
DPS VTTF	4	4	11	7		
FCTF/MFTF			3	12		
FY2011 GOHS DUI Enforcement			39	9		
GOHS Underage Alcohol Enforcem			4	9		
GPD Cold Case Investigation			21	24		
GPD Smart Policing Initiative		3	194	98		
Grant Approp - Police Dept					3,000	2,500
Joint Terrorism Task Force-OT	31	25	12	10		
Juvenile Acctblty Block Grant		5	22	10		
PD DEA Grant - Overtime	16	17	11	24		
2007 UASI COOP - HLS	14	3				
2006 LETPP	5					

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
2006 LETPP Leftover EOD	1					
2006 SHSGP Leftover EOD	2					
2006 UASI RRT - PD	8					
2006 UASI Target Hardening-PD	64					
2007 GREAT Grant	44					
2007 JAG Grant	27	28				
2007 LETPP Comm Ctr Console Ex	32					
2007 LETPP Enhance EOD	41	0				
2007 LETPP Portable Radio 2	37					
2007 LETPP Rpd Rspns Enhncmnt	323	1				
2007 QoL Weed & Seed	47					
2007 UASI Liberator Ramp		80				
2007 UASI PD RRT	47	0				
2007 UASI Portable Radio	15					
2007 UASI Threat Mtgtn-PS Bldg	106	114				
2007 UASI Threat Mtgt-Westgate	543	7				
2007 UASI TLO Ofcr Sust	4	0				
2008 COPS Tech In Car Camera		744	192			
2008 COPS Tech Video Pjt		257	94			
2008 GREAT Grant	8	64				
2008 JAG		24	0			
2008 LETPP EOD EQUIPMENT	57					
2008 UASI PD RRT	128	1				
2008 UASI PD Tactical Response	34	9				
2008 UASI PD TLO Sustainment	3	0				
2009 AATA Law Enforcement	11					
2009 DOHS EOD Grant			170			
2009 UASI GPD RRT		111	41			
2009 UASI GPD RRT Part 2		4	2			
2009 UASI GPD TLO		1	2			
2010 DUI Abatement Grant		16				
2010 GOHS Equipment Grant		5	2			
2010 UASI GPD RRT			131	29		
2010 UASI GPD TLO Sustainment			2	2		
AATA Law Enforcement FY 10		4				
AATA Law Enforcement FY 2008	0					
AATA Public Awareness FY 2008	3					
Advocacy Donations	13	2	12	2		
Auto Theft Conference Grant	2					
AZPOST Taser Grant			8			
Bulletproof Vest Prtnrshp		18	46	5		
CAT Donations	4	7	2	2		
Citizens Police Academy		0	0			

Return to TOC

Dept Rollup / Fund / Division	Actuals FY09	FY10	FY11	FY12	Amd FY13	Draft FY14
COPS Technology Grant	2					
DARE	1	6	6	0		
DEA OCDETF Overtime	95	159	62	103		
EUDL Compliance Check		5				
GHOS Highway Safety Conf	1					
GOHS Accident Investigation			5	1		
GOHS DUI Equipment Grant			4			
GOHS GPD Traffic Records Grant			99			
GOHS IACP DRE Training		2	4			
GOHS Laser		10				
GOHS Occupant Protection		5				
GOHS Sokkia Measuring Device	10					
GOHS Vehicle Cime Training	2	3				
ICAC Task Force		11	5	5		
Nat'l Insurance Crime Bureau	2	1		0		
PD Volunteers	0	0		0		
Property Crimes Donations	0	1				
PS Memorial Donations	0		1			
WSATI Auto Theft Conference	2					
2009 Edward Byrne Memorial JAG				174		
2011 JAG CAD/RMS Replacement				11		
2011 SHSGP Disaster Resistant				6		
2011 Smart Policing Initiative				3		
2011 UASI GPD RRT				103		
2011 UASI GPD TLO Sustainment				3		
2012 GOHS DUI Enforcement				17		
2012 GOHS OP Enforcement				7		
2012 GOHS STEP Enforcement				19		
ACJC Records Improvement				14		
ATF Task Force OT				3		
Glendale PSN NIBIN				9		
HIDTA				16		
USMS Violent Offend Task Force				8		
USPS Taskforce				1		
USS Electronic Crime Task Forc				2		
1840 - Grants Total	**1,918**	**1,996**	**1,415**	**896**	**3,061**	**2,567**
1842 - ARRA Stimulus Grants						
PSSP Police OT Grant			26	43		
Stop Violence - Women		52	67			
Public Safety/Court Lighting			60	25	9	
JAG Recovery Act				345	653	
1842 - ARRA Stimulus Grants Total		**52**	**153**	**413**	**662**	
1860 - RICO Funds						

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
State RICO	1,365	1,053	2,147	2,875	3,495	3,491
Federal RICO	8	0	0	45	225	225
1860 - RICO Funds Total	**1,374**	**1,053**	**2,147**	**2,920**	**3,720**	**3,716**
2530 - Training Facility Revenue Fund						
PS Training Ops - Police	63	59	41	42	82	88
2530 - Training Facility Revenue Fund Total	**63**	**59**	**41**	**42**	**82**	**88**
Police Department Total	**15,205**	**12,712**	**13,339**	**15,014**	**19,081**	**18,106**
Total A7000 Series for ALL FUNDS	**$15,590**	**$13,048**	**$13,339**	**$15,014**	**$19,081**	**$18,106**

Return to TOC

LEGAL SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$2,985	$0	$2,985

SERVICE DESCRIPTION:
This funding supports the department's Police Legal Advisor. This office is responsible for legal training and the provision of legal advice for the police department. The salary and benefits cost for the legal advisor are covered in the City Attorney's budget, and the management assistant's salary and benefits are contained in the Police Special Revenue budget (PSST). For organizational purposes, personnel are assigned to the Chief's Office.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Personnel from this office provide annual training to all sworn personnel. They provide regular legal updates. They participate in the provision of weekly training to all personnel when legal issues are involved. They accept service on notices of claims and law suits involving the actions of department employees. They provide advice to officers in the field on legal issues on almost a daily basis.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Reliance on other personnel in the City Attorney's Office, or a contract legal advisor.It would be difficult for the City Attorney's Office to provide the time and attention necessary to adequately address the PD's needs with out dedicated personnel. Smaller agencies around the valley do use contract legal advisors, but given the size of this department, it would be difficult to rely on such a service. Either alternative may increase liability for the city.

POLICE ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	19.00	$2,455,828	$355,705	$0	$2,811,533

SERVICE DESCRIPTION:
This division is the Chief's Office, to include the Chief, the 2 Assistant Chiefs, administrative support, Professional Standards, the Public Information Office, Research & Planning, Budget, the Grants Administrator, CALEA, a Systems Analyst. the Info Technology Manager, and the 2 union rep's. These personnel provide leadership and direction for the department. Other personnel provide direct support to the Chief and the Assistant Chiefs. A total of 21 people are assigned to the Chief's Office (13 sworn, 8 civilian).

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Chief's Office personnel provide leadership and strategic direction for the department. Professional Standards handles the investigation of internal/external complaints. Public Information is responsible for responding to media inquires regarding police actions and providing information to the community through the media regarding police efforts and crime prevention. Research & Planning looks at current deployment strategies and departmental goals against anticipated community needs to ensure we are prepared for the future. The budget and grants administrators handle the department's budget and grant needs respectively. The officer assigned to CALEA handles the department's compliance with national accreditation standards, and the civilian Systems Analyst and Info Technology Manager work with IT on department related technology projects.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Responsibility for dealing with the media could be reassigned to Marketing and Communications, however, the workload would require the dedication of two full time personnel from that department.There are no reasonable service alternatives for the other responsibilities of this division.

CENTRAL PATROL BUREAU - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	100.00	$10,922,982	$547,748	$0	$11,470,730

SERVICE DESCRIPTION:
This division is the Gateway Patrol Division, which provides patrol services for the south half of the city. Currently there are 132 positions assigned to this patrol division (129 sworn [3 vacant] and 3 civilian personnel [1 vacant]. For budget purposes, 100 positions are paid from the General Fund and 32 positions from the Special Revenue Fund (PSST).

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There are 13 Patrol Squads, a Neighborhood Response Squad, 1 squad of detectives, 2 CAT; a Traffic Enforcement Request Officer, and the division leadership.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, patrol officers responded to over 128,000 calls for service. Officer and detectives made over 7,400 arrests, and were involved in the response to over 35,000 criminal incidents.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Reducing the number of personnel assigned to patrol operations will increase the response times to calls for service, and very likely lead to increases in crime.

CRIME INVESTIGATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	84.00	$9,352,682	$597,052	$0	$9,949,734

SERVICE DESCRIPTION:
Currently, there are 92 positions assigned to the Criminal Investigations Division. 79 sworn [2 vacant] and 13 civilian [2 vacant]. For budget purposes, 84 positions are paid from the General Fund and 8 positions are paid form the Special Revenue Fund (PSST). This division investigates crimes and conducts proactive operations. It is organized into 3 units, which include 10 squads.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, patrol officers responded to over 128,000 calls for service. Detectives responded to calls involving more serious crimes. Officers and detectives made over 7,400 arrests, and were involved in the response to over 35,000 criminal incidents. CID personnel generated over 19,000 investigative supplemental reports in responding to these incidents. CID personnel provide significant expertise to the investigative process, and this expertise continues through the prosecution of the case.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
A reduction in the number of detectives would result in less cases being solved and fewer criminal suspects being charged with crimes they commit. Fewer forensics techs would result in missed evidence at crime scenes. Fewer Victims Advocates would result in diminished services for victims of crime.

POLICE PERSONNEL MANAGEMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	15.00	$1,619,422	$73,480	$0	$1,692,902

SERVICE DESCRIPTION:
This budget division includes Training from the department's Administrative Services Division and Personnel Management from the Technical Services Division. 19 positions are assigned to these areas (12 sworn and 7 civilian). For budget purposes, 15 are paid from the General Fund and 4 from the PSST Fund. Personnel Management includes security guards, recruitment/selection, volunteer coordination, the 2 officers assigned to the School Liaison Program, and Health and Safety.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Training Unit provides POST-required training for all sworn personnel, weekly training for all personnel, bi-weekly training for all supervisors, and ensures officers maintain proficiency training for firearms, first aid, hazardous materials, etc. Personnel Management handles a variety of duties that are required for the administration of the department. This unit includes the security officers who work at City Hall, in downtown Glendale, and at GRPSTC. This Unit also includes the Health and Safety Officer who provides health and safety training throughout the department and ensures that we are in compliance with OSHA standards, as well as the Volunteer Coordinator who facilitates regular Citizen Academies and oversees the department's use of volunteer workers. The School Liaison Program will be run out of the Patrol divisions under the Community Action Team function.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:

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Few personnel in training would result in increased liability. Security provided at the listed City facilities could be contracted to a private company with a negative impact to consistency in personnel and service. Reductions in Health and Safety and the Volunteer Program would likely result in greatly reduced services both internally and externally.

FOOTHILLS PATROL BUREAU - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	107.00	$11,623,673	$428,932	$0	$12,052,605

SERVICE DESCRIPTION:
The Foothills Patrol Division provides patrol services for the north half of the city. Currently there are 133 positions assigned to this patrol division (129 sworn [7 vacant] and 4 civilian personnel [1 vacant]). For budget purposes, 107 positions are paid from the General Fund and 26 from the PSST Fund. There are 12 Patrol Squads, a Neighborhood Response Squad, 1 squad of detectives, 2 CAT; a Traffic Enforcement Request officer, and the division leadership.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, patrol officers responded to over 128,000 calls for service. Officer and detectives made over 7,400 arrests, and were involved in the response to over 35,000 criminal incidents.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Reducing the number of personnel assigned to patrol operations will increase the response times to calls for service, and very likely lead to increases in crime.

POLICE SUPPORT SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	19.50	$1,422,072	$261,856	$0	$1,683,928

SERVICE DESCRIPTION:
This budget division most closely aligns with the department's Technical Services Division, however, a number of the units assigned to this division are reflected separately in the budget (Tow Administration and Detention). The Technical Services Division actually has 25.5 positions (2 sworn and 23.5 civilian). For budget purposes 19.5 positions are paid from the General Fund and 6 are paid from the PSST Fund. This division is responsible for Records, Property/Evidence, Fleet Operations, and the Alarm Program Administrator.Additionally we have 2 sworn FTE's and 3 civilian contract positions associated with this funding.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Records is responsible for data entry on accident and incident reports, report retention and retrieval for court, media and insurance purposes. Property/Evidence is responsible for the safekeeping of property and evidence. Fleet operations is responsible for fleet tracking and maintenance. The Alarm Program Administrator oversees compliance with the alarm ordinance. The people designated to the CAD/RMS project are responsible for developing and implementing the new systems.

REVENUE GENERATION:
Records collects and tracks fees paid by Pawn Shops and Secondhand stores for reporting items they purchase. FY 13 to date - $103,047 - 1000-01000-450310 - FY 12 - $163,093Fingerprints - FY 13 to date - $15,245 (1000-01000-439722) - FY 12 - $19,407Alarm Ordinance - FY 13 to date - $147,012 (1000-01000-439724) - FY 12 - $153,518

CHANGE IN SERVICES:
Trying to outsource records operations would create problems for confidentiality and the integrity of criminal investigations. Reducing the number of personnel in Records would result in diminished ability to analyze crime, prepare for court, respond to records requests, etc. Fewer Detention officers would create a serious officer safety issue. We could not reduce the number of people involved in Property, Evidence and Fleet.Detention services could be outsourced to MCSO, but an analysis shows this approach would cost more money and be significantly less efficient.Alarm Coordination could be reassigned to Finance, but again, the responsibilities would require the dedication of 2 FTEs.

PD FISCAL MANAGEMENT - FUND #1000

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$726,108	$1,923,149	$2,649,257

SERVICE DESCRIPTION:
No personnel are assigned to this budget division. This division does include the budget for a number of expenses that either have department-wide impact or that are spread out through the different divisions of the department.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Cell phone charges ($155,000); contract security services ($328,000); uniform related expenses ($20,000), ballistic or protective vest replacement ($45,000).

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
N/A

PD TOW ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$51,823	$1,585	$0	$53,408

SERVICE DESCRIPTION:
The Tow Administrator is part of the Technical Services Division. We are required by law to provide hearings for people who have their vehicles impounded under certain circumstances. The Tow Administrator facilitates and oversees these hearings, as well as tracking vehicle that have been impounded.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
FY 12 - 3,820 vehicles impounded, 1,015 involved 30 day seizures with 755 tow hearings.FY 13 (To Date) -2,647 vehicles impounded, 683 involved 30 day seizures with 549 tow hearings.

REVENUE GENERATION:
FY 2012 - 1000-12233-439720 - $129,691FY 2013 (To date) - 1000-12233-439720 - $73,200

CHANGE IN SERVICES:
Given the legal requirement to impound vehicles in certain situations and to provide hearings, there really are no service alternatives.

PD DETENTION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	10.00	$635,362	$608,659	$0	$1,244,021

SERVICE DESCRIPTION:
Detention is part of the Technical Services Division, which is described above. There are 19 civilian positions associated with Detention (3 vacancies). For budget purposes 10 are paid from the General Fund and 9 from the PSST Fund. These personnel staff the detention facility, which processes all persons we arrest, transports them to and from court, to and from the county jail, and safeguards inmates during limited stays in the facility.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Last year, we arrested over 7,400 people. Each subject was processed (input of arrest information, photos, finger prints). Individuals charged with felonies were transported to the County Jail. People charged with misdemeanors are given an initial appearance before a City Court judge, and either released on their own recognizance, given the opportunity to post bond or held. When we are required to hold detainees, we transport them to the County Jail. Some people do serve time on weekends. Others are on home incarceration. This unit also handles detention services for Peoria PD under a contract.

REVENUE GENERATION:
The Peoria contract generated $80,059 last fiscal year, and $33,559 as of 12/31/12. (Account 1000-01000-455800)

CHANGE IN SERVICES:
Allow MCSO to handle all booking and housing of persons arrested.All arrestees could be transported directly to the County Jail. However, this approach would result in

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booking and housing fees for each person charged with a misdemeanor in the amount of approximately $334. We would also incur increased transportation costs. The estimated cost of outsourcing to MCSO is roughly double our current costs.

PD COMMUNICATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	28.50	$1,895,208	$503,933	$0	$2,399,141

SERVICE DESCRIPTION:
Communications is part of the Administrative Services Division. There are 38.5 positions (2 vacancies) assigned to Communications. All are civilian employees. There are also a 4 part-time contract employees (not included in the 38.5 number). For budget purposes, 28.5 positions are paid out of the General Fund and 10 from the PSST Fund. These employees answer 911 calls, non-emergency calls for service and handle dispatch operations for the PD.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
On an annual basis, the Communications personnel handle 400,000 to 500,000 calls, which resulted in over 128,000 dispatched calls for service this past year.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
There are really no reasonable service alternatives, however, MCSO could potentially provide this service. Their radio system may not sufficiently cover the city.Communications is currently hiring for existing vacancies resulting in the need for contract employees and scheduled overtime. Further reductions would result in a delay in answering 9-1-1 calls as well as a loss of efficiency in dispatching officers to assist.

PS TRAINING CTR - POLICE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$581,875	$0	$581,875

SERVICE DESCRIPTION:
This is passthrough funding to Fund 2530. The Fire Department will provide more information regarding GRPSTC operations.GRPSTC houses our Training Unit, Communications, a most of the Special Operations Division.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Training Unit provides POST-required training for all sworn personnel, weekly training for all personnel, bi-weekly training for all supervisors, and ensures officers maintain proficiency training for firearms, first aid, hazardous materials, etc.

REVENUE GENERATION:
Please refer to Fire's Response.

CHANGE IN SERVICES:
Please refer to Fire's Response.

PD - SPECIAL OPERATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	33.00	$4,226,227	$381,268	$0	$4,607,495

SERVICE DESCRIPTION:
The Special Operations Division includes the Special Events Unit (5 sworn and 3 civilians[counted under Arena and Stadium Event Staffing]), the Traffic Unit (24 sworn and 1 civilian) and the Emergency Response Unit (11 sworn) for a total of 44 positions assigned to this division. For budget purposes some of these positions are shown in other divisions (PD Event Staff, Fiesta Bowl Event, Arena Event Staffing). This division is responsible for special events, traffic enforcement, accident investigation, and special response to emergencies (SWAT, EOD, Canine).

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Special Events Unit develops detailed plans for over 100 special events and handles scheduling, the implementation of the plans, as needed. The Vehicular Crime Squad in the Traffic Unit investigated 20 fatal collisions in FY12 and have investigated 11 fatal collisions to date in FY13. Motor officers were also involved in these activities.SWAT was called out for 62 incidents in FY 12 and has been called out for 59 incidents to date in FY13. EOD was called out to 164 incidents in FY12 and has been called out to 115 incidents to date in FY13.Canine officers are involved in calls daily that involve building searches and tracking situations.

REVENUE GENERATION:
Citations issued by the department do, in most cases, result in fines that are paid to the City through City Court.

CHANGE IN SERVICES:
Shifting all traffic enforcement duties to PatrolAllow MCSO or DPS to take over stadium operations.Fewer motor officers would shift traffic enforcement to patrol, which would decrease neighborhood patrol time and would increase time officers spend handling accidents. Fewer Canine officers would potentially endanger officers.SWAT and EOD expertise are required in some circumstances.

STADIUM - PD EVENT STAFFING - FUND #1281

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$350,141	$980,039	$21,647	$1,351,827

SERVICE DESCRIPTION:
The two positions funded under this budget division are assigned to the Special Operations Division. They handle scheduling for events in the city, including events at the stadium. This budget division also includes funds for PD expenses that are held at the stadium, including the related traffic control and neighborhood protection duties. (overtime, contract services, supplies, etc.).

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
As indicated above, Special Operations Division personnel plan for and implement the plans for over 100 events each year.

REVENUE GENERATION:
Some of these expenses are off set through the contract with Global Spectrum.FY 2012 - Stadium Event Operations - 1281-01281-421300 - $537,197.89FY 2013 (to date) - Stadium Event Operations - 1281-01281-421300 - $446,850.18

CHANGE IN SERVICES:
It is possible another police department would be interested in assuming responsibility for law enforcement in the stadium during games, but not likely. Only MCSO or DPS would have the proper authority to handle the job. We would still have to be responsible for all traffic and investigate all crimes that occur at the stadium because it is in our city.

PD - FIESTA BOWL EVENT - FUND #1281

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$74,263	$317,006	$1,499	$392,768

SERVICE DESCRIPTION:
This budget division includes funds for PD expenses that are related to the Fiesta Bowl and the related traffic control and neighborhood protection duties. (overtime, contract services, supplies, etc.).

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
This event is held annually and it involves the use of hundreds of police personnel from the PD and from the Valley wide Coalition.

REVENUE GENERATION:
Some of these expenses are off set through the contract with Global Spectrum and through a contract with the Fiesta Bowl. In FY12, we billed the Fiesta Bowl at $155,670.82 and received $61,760.14. For FY13, we billed the Fiesta Bowl for $114,534.73 and have not yet received payment.

CHANGE IN SERVICES:
It is possible another police department would be interested in assuming responsibility for law enforcement in the stadium during this bowl game, but not likely. Only MCSO or DPS would have the proper authority to handle the job. We would still have to handle traffic and investigate all crimes that occur at the stadium because it is in our city.

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ARENA - PD EVENT STAFFING - FUND #1282

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$259,289	$578,075	$2,176	$839,540

SERVICE DESCRIPTION:
The one position assigned to this budget division is actually assigned to the Special Operations Division. This person handles scheduling for events in the city to include events at the arena. This budget division also includes funds for PD expenses that are related to events at the arena, including the related traffic control and neighborhood protection (overtime, contract services, supplies, etc.).

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
We staff approximately 50 events at the arena each year.

REVENUE GENERATION:
Some of these expenses are off set through the Arena Management Agreement.FY 2012 - Arena Annual Security Fee - 1282-01282-406800 -$71,643.14 (A portion of the fee goes towards the FD's arena related expenses).FY 2012 - Arena Security Costs - 1282-01282-410800 - $269,917.03FY 2013 (To date) - Arena Security Costs - 1282-01282-410800 - $55,193.56

CHANGE IN SERVICES:
It is possible another police department would be interested in assuming responsibility for law enforcement for events held in the arena, but not likely. Only MCSO or DPS would have the proper authority to handle the job.We would still have to handle traffic and investigate all crimes that occur at the arena because it is in our city.

POLICE ADMINISTRATION - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$321,785	$31,360	$0	$353,145

SERVICE DESCRIPTION:
This division is the Chief's Office, to include the Chief, the 2 Assistant Chiefs, administrative support, Professional Standards, the Public Information Office, Research & Planning, Budget, the Grants Administrator, and the 2 union rep's. These personnel provide leadership and direction for the department. Of the 18 employees assigned to the Chief's Office, 2 are paid for out of the PSST.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Chief's Office personnel provide leadership and strategic direction for the department. One of the two PSST positions is assigned to Professional Standards as the Audits and Inspections Sergeant. The other PSST employee is the Info Technology Manager who handles various department related technology projects such as the in-car cameras for Patrol and the cell phones package.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Responsibility for dealing with the media could be reassigned to Marketing and Communications, however, the workload would require the dedication of two full time personnel from that department.There are no reasonable service alternatives for the other

CENTRAL PATROL BUREAU - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	32.00	$2,952,703	$0	$0	$2,952,703

SERVICE DESCRIPTION:
This division is the Gateway Patrol Division, which provides patrol services for the south half of the city. Currently there are 132 positions assigned to this patrol division (129 sworn [3 vacant] and 3 civilian personnel [1 vacant]. For budget purposes, 100 positions are paid from the General Fund and 32 positions from the Special Revenue Fund (PSST). There are 13 Patrol Squads, a Neighborhood Response Squad, 1 squad of detectives, 2 CAT; a Traffic Enforcement Request Officer, and the division leadership.

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, patrol officers responded to over 128,000 calls for service. Officer and detectives made over 7,400 arrests, and were involved in the response to over 35,000 criminal incidents.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Reducing the number of personnel assigned to patrol operations will increase the response times to calls for service, and very likely lead to increases in crime.

CRIME INVESTIGATIONS - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	8.00	$708,448	$61,304	$0	$769,752

SERVICE DESCRIPTION:
Currently, there are 92 positions assigned to the Criminal Investigations Division. 79 sworn [2 vacant] and 13 civilian [2 vacant]. For budget purposes, 84 positions are paid from the General Fund and 8 positions are paid form the Special Revenue Fund (PSST). This division investigates crimes and conducts proactive operations. It is organized into 3 units, which include 10 squads.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, patrol officers responded to over 128,000 calls for service. Detectives responded to calls involving more serious crimes. Officers and detectives made over 7,400 arrests, and were involved in the response to over 35,000 criminal incidents. CID personnel generated over 19,000 investigative supplemental reports in responding to these incidents. CID personnel provide significant expertise to the investigative process, and this expertise continues through the prosecution of the case.Of the 8 PSST positions in CID, 6 are sworn and 2 are civilian. One of the two civilian positions is a Case Manager for Sex Crimes and the other is a Victim Advocate.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
A reduction in the number of detectives would result in less cases being solved and fewer criminal suspects being charged with crimes they commit. Fewer forensics techs would result in missed evidence at crime scenes. Fewer Victims Advocates would result in diminished services for victims of crime.

POLICE PERSONNEL MANAGEMENT - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$330,208	$280,452	$0	$610,660

SERVICE DESCRIPTION:
This budget division includes Training from the department's Administrative Services Division and Personnel Management from the Technical Services Division. 19 positions are assigned to these areas (12 sworn and 7 civilian). For budget purposes, 15 are paid from the General Fund and 4 from the PSST Fund. Personnel Management includes security guards, recruitment/selection, volunteer coordination, the 2 officers assigned to the School Liaison Program, and Health and Safety.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Training Unit provides POST-required training for all sworn personnel, weekly training for all personnel, bi-weekly training for all supervisors, and ensures officers maintain proficiency training for firearms, first aid, hazardous materials, etc. Personnel Management handles a variety of duties that are required for the administration of the department. This unit includes the security officers who work at City Hall, in downtown Glendale, and at GRPSTC. This unit also includes the Health and Safety Officer who provides health and safety training throughout the department and ensures that we are in compliance with OSHA standards, as well as the Volunteer Coordinator who facilitates regular Citizen Academies and oversees the department's use of volunteer workers. The School Liaison Program will be run out of the Patrol Divisions under the Community Action Team function.Of the 4 positions designated under the PSST, 2 are sworn (one in Training and one as the Health and Safety Officer), and the other 2 are civilian (one as a security guard and one as a Police Hiring Coordinator).

REVENUE GENERATION:
None.

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CHANGE IN SERVICES:
Few personnel in training would result in increased liability. Security provided at the listed City facilities could be contracted to a private company with a negative impact to consistency in personnel and service. Reductions in Health and Safety and the Volunteer Program would likely result in greatly reduced services both internally and externally.

FOOTHILLS PATROL BUREAU - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	26.00	$2,515,672	$0	$0	$2,515,672

SERVICE DESCRIPTION:
The Foothills Patrol Division provides patrol services for the north half of the city. Currently there are 133 positions assigned to this patrol division (129 sworn [7 vacant] and 4 civilian personnel [1 vacant]). For budget purposes, 107 positions are paid from the General Fund and 26 from the PSST Fund. There are 12 Patrol Squads, a Neighborhood Response Squad, 1 squad of detectives, 2 CAT; a Traffic Enforcement Request officer, and the division leadership.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, patrol officers responded to over 128,000 calls for service. Officer and detectives made over 7,400 arrests, and were involved in the response to over 35,000 criminal incidents.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Reducing the number of personnel assigned to patrol operations will increase the response times to calls for service, and very likely lead to increases in crime.

POLICE SUPPORT SERVICES - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	6.00	$361,151	$0	$0	$361,151

SERVICE DESCRIPTION:
This budget division most closely aligns with the department's Technical Services Division, however, a number of the units assigned to this division are reflected separately in the budget (Tow Administration and Detention). The Technical Services Division actually has 25.5 positions (2 sworn and 23.5 civilian). For budget purposes 19.5 positions are paid from the General Fund and 6 are paid from the PSST Fund. This division is responsible for Records, Property/Evidence, Fleet Operations, and the Alarm Program Administrator.Additionally we have 2 sworn FTE's and 3 civilian contract positions associated with this funding.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Records is responsible for data entry on accident and incident reports, report retention and retrieval for court, media and insurance purposes. Property/Evidence is responsible for the safekeeping of property and evidence. Fleet Operations is responsible for fleet tracking and maintenance. The Alarm Program Administrator oversees compliance with the alarm ordinance.Of the 6 positions designated to the PSST, all are civilian (4 in Records, one admin support person, and the Alarm Program Administrator).

REVENUE GENERATION:
Records collects and tracks fees paid by Pawn Shops and Secondhand stores for reporting items they purchase. FY 13 to date - $103,047 - 1000-01000-450310 - FY 12 - $163,093Fingerprints - FY13 to date - $15,245 (1000-01000-439722) - FY12 - $19,407Alarm Ordinance - FY13 to date - $147,012 (1000-01000-439724) - FY12 - $153,518

CHANGE IN SERVICES:
Trying to outsource records operations would create problems for confidentiality and the integrity of criminal investigations. Reducing the number of personnel in Records would result in diminished ability to analyze crime, prepare for court, respond to records requests, etc... Alarm Ordinance coordination could be reassigned to Finance, but again, the responsibilities would require the dedication of 2 FTEs.

PD FISCAL MANAGEMENT - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$316,791	$2,304,213	$311,130	$2,932,134

SERVICE DESCRIPTION:
No personnel are assigned to this budget division. This division does include the budget for a number of expenses that either have department-wide impact or that are spread out

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through the different divisions of the department.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Cell phone charges ($155,000); contract security services ($328,000); uniform related expenses ($122,000), ballistic or protective vest replacement ($45,000). Lease fees for Advocacy Center (60,000),

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
N/A

PD DETENTION - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	9.00	$504,977	$1,483,896	$0	$1,988,873

SERVICE DESCRIPTION:
Detention is part of the Technical Services Division, which is described above. There are 19 civilian positions associated with Detention (3 vacancies). For budget purposes 10 are paid from the General Fund and 9 from the PSST Fund. These personnel staff the detention facility, which processes all persons we arrest, transports them to and from court, to and from the county jail, and safeguards inmates during limited stays in the facility.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Last year, we arrested over 7,400 people. Each subject was processed (input of arrest information, photos, finger prints). Individuals charged with felonies were transported to the County Jail. People charged with misdemeanors are given an initial appearance before a City Court judge, and either released OR, given the opportunity to post bond or held. When we are required to hold detainees, we transport them to the county jail. Some people do serve time on weekends. Others are in home incarceration. This unit also handles detention services for Peoria PD under contract.

REVENUE GENERATION:
The Peoria contract generated $80,059 last fiscal year, and $33,559 as of 12/31/12. (Account 1000-01000-455800)

CHANGE IN SERVICES:
Allow MCSO to handle all booking and housing of persons arrested.All arrestees could be transported directly to the County Jail. However, this approach would result in booking and housing fees for each person charged with a misdemeanor in the amount of approximately $334. We would also incur increased transportation costs. The estimated cost of outsourcing to MCSO is roughly double our current costs.

PD COMMUNICATIONS - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	10.00	$686,566	$453,366	$0	$1,139,932

SERVICE DESCRIPTION:
Communications is part of the Administrative Services Division. There are 38.5 positions (2 vacancies) assigned to Communications. All are civilian employees. There are also a 4 part-time contract employees. These employees answer 911 calls, non-emergency calls for service and handle dispatch operations for the PD. Of the 38.5 total positions, 10 are paid under the PSST.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
On an annual basis, the Communications personnel handle 400,000 to 500,000 calls, which resulted in over 128,000 dispatched calls for service this past year.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
There are really no reasonable service alternatives, however, MCSO could potentially provide this service. Their radio system may not sufficiently cover the city.Communications is currently hiring for existing vacancies resulting in the need for contract employees and scheduled overtime. Further reductions would result in a delay in

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answering 911 calls as well as a loss of efficiency in dispatching officers to assist.

PD - SPECIAL OPERATIONS - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	9.00	$974,287	$173,581	$0	$1,147,868

SERVICE DESCRIPTION:
The Special Operations Division includes the Special Events Unit (5 sworn and 3 civilians[counted under Arena and Stadium Event Staffing]), the Traffic Unit (24 sworn and 1 civilian) and the Emergency Response Unit (11 sworn) for a total of 44 positions assigned to the division. This division is responsible for special events, traffic enforcement, accident investigations, and special response to emergencies (SWAT, EOD, canine). Of the 44 positions, 9 are paid for under PSST (8 sworn and 1 civilian parking enforcement person).

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Special Events Unit develops detailed plans for over 100 special events and handles scheduling, the implementation of the plans, as needed. The Vehicular Crime Squad in the Traffic Unit investigated 20 fatal collisions in FY12 and have investigated 11 fatal collisions to date in FY13. Motor officers were also involved in these activities.SWAT was called out for 62 incidents in FY12 and have been called out for 59 incidents to date in FY13. EOD was called out to 164 incidents in FY12 and have been called out to 115 incidents to date in FY13.Canine officers are involved in calls daily that involve building searches and tracking situations.

REVENUE GENERATION:
Citations issued by the department do, in most cases, result in fines that are paid to the City through City Court.

CHANGE IN SERVICES:
Shifting all traffic enforcement duties to PatrolAllow MCSO or DPS to take over stadium operations.Fewer motor officers would shift traffic enforcement to patrol, which would decrease neighborhood patrol time and would increase time officers spend handling accidents.Fewer canine officers would potentially endanger officers.SWAT and EOD expertise are required in some circumstances.

POLICE LEGAL SERVICES - FUND #1700

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$62,762	$0	$0	$62,762

SERVICE DESCRIPTION:
The funding supports the department's Police Legal Advisor. The office is responsible for legal training and the provision of legal advice for the police department. The salary and benefits cost for the Legal Advisor are covered in the City Attorney's budget, and the management assistant's salary and benefits are contained in PSST. For organizational purposes, personnel are assigned to the Chief's Office.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Personnel from this office provide annual training to all sworn personnel. They provide regular legal updates. They participate in the provision of weekly training to all personnel when legal issues are involved. They accept service on notices of claim and law suits involving the actions of department employees. They provide advice to officers in the field on legal issues on almost a daily basis.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
Reliance on other personnel in the City Attorney's office, or a contract legal advisor.It would be difficult for the City Attorney's office to provide the time and attention necessary to adequately address the PD's needs without dedicated personnel. Smaller agencies around the valley do use contract legal advisors, but given the size of this department, it would be difficult to rely on such a service. Either alternative may increase liability for the city.

VICTIM RIGHTS - PD - FUND #1840

Return to TOC

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$49,308	$30,115	$0	$79,423

SERVICE DESCRIPTION:
The one position assigned to this grant funded budget division is assigned to the Glendale Family Advocacy Center, which is part of the Criminal Investigations Division. This grant funds a victim's advocate.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
We provide a wide range of services (some mandated by law) to victims of crime in our community. Victims advocates are trained social workers who provide many of these services.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
NA, given this position is grant funded.

VOCA - FUND #1840

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$66,602	$36,584	$0	$103,186

SERVICE DESCRIPTION:
The one position assigned to this grant funded budget division is assigned to the Glendale Family Advocacy Center, which is part of the Criminal Investigations Division. This grant funds a victim's advocate.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
We provide a wide range of services (some mandated by law) to victims of crime in our community. Victims advocates are trained social workers who provide many of these services.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
NA, given this position is grant funded.

GRANT RESERVE APPROP - POLICE DEPT - FUND #1840

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$500,000	$2,500,000	$0	$3,000,000

SERVICE DESCRIPTION:
Police Department grant reserve appropriation needed to support city-wide grant awards that are ultimately approved and/or accepted by Council during any given fiscal year.Required by Law/Code/Reg?When a grant award is accepted by Council, appropriation is legally required in order to spend the funds that were granted to the city. This appropriation is part of the adopted budget.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
No "cash backing" exists for this grant reserve appropriation until an actual grant is accepted by the city and the funding source for the grant is identified. Individual grant projects or divisions are created to track grant awards after the appropriate council communication is acted upon by Mayor/Council during voting meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
N/A

Return to TOC

FEDERAL RICO - FUND #1860

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$225,000	$0	$225,000

SERVICE DESCRIPTION:
This part-time position is assigned to the Special Investigations Unit within the Criminal Investigations Division. The position is paid for out of State RICO and is responsible for managing both State and Federal RICO. The employee is responsible for preparing reports and associated information on asset forfeiture through the RICO program.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Our department handles over a hundred seizures of assets annually. We prepare monthly, quarterly, and annual reports regarding expenditures related to these funds.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
There are really no reasonable service alternatives given this is a RICO funded position.

STATE RICO - FUND #1860

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.50	$28,830	$3,491,258	$150,504	$3,670,592

SERVICE DESCRIPTION:
This part time position is assigned to the Special Investigations Unit, which is part of the Criminal Investigations Division. The employee in this position is responsible for preparing reports and associated information on asset forfeitures through the RICO program. This position is funded by RICO funds.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Our department handles over a hundred seizures of assets annually. We prepare monthly, quarterly, and annual reports regarding expenditures related to these funds.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
There are really no reasonable service alternatives given this position is RICO funded.

PS TRAINING OPS - POLICE - FUND #2530

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$196,246	$88,357	$60,885	$345,488

SERVICE DESCRIPTION:
These two positions are part of the Training Unit, which is part of the Administrative Services Division. This budget division covers the Lieutenant assigned to Training, one security guard, related expenses and the cost of contract security at GRPSTC.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Training Unit provides POST-required training for all sworn personnel, weekly training for all personnel, bi-weekly training for all supervisors, and ensures officers maintain proficiency training for firearms, first aid, hazardous materials, etc.

REVENUE GENERATION:
None.

CHANGE IN SERVICES:
There are really no reasonable service alternatives.From an operational perspective, a lieutenant is required to provide leadership for the Training Unit. We are required to provide security at GRPSTC, especially given our 911 Center and EOC are located in this building.

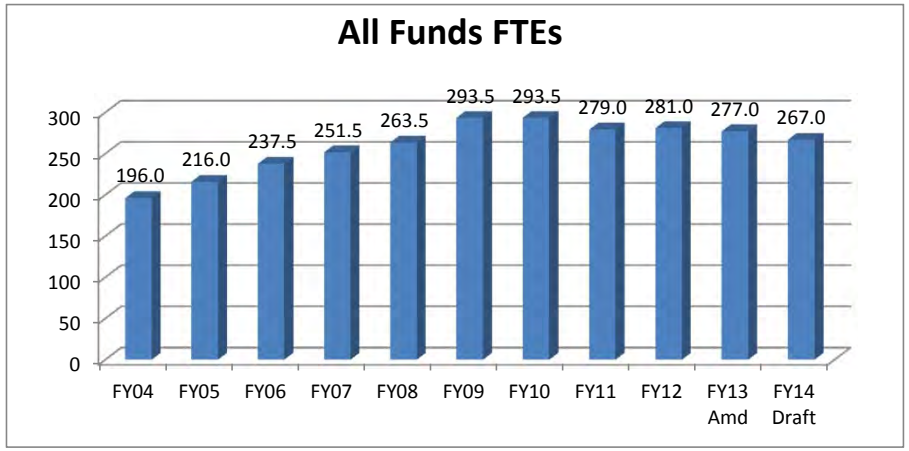
Return to TOC

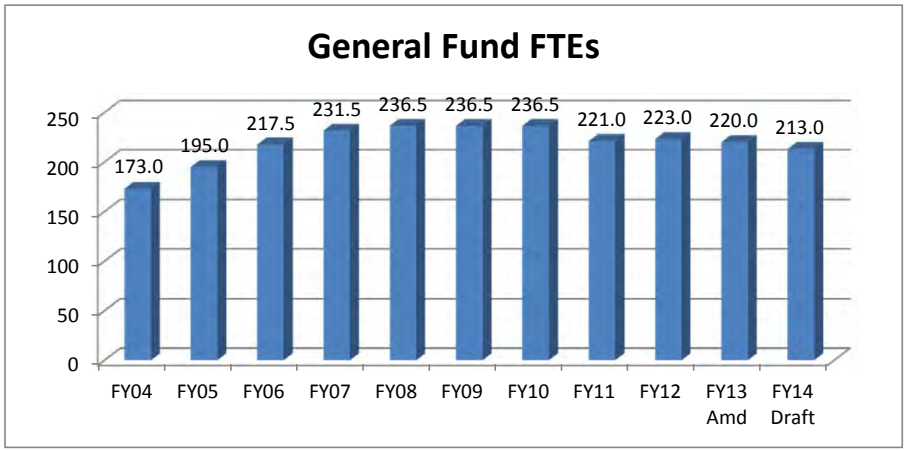
Police Services Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	531.50	$55,465,308	$18,105,792	$2,470,990	$76,042,090
FY 2014 Reduction	0.00	$0	$0	$0	$0
FY 2014 Cost of Service	531.50	$55,465,308	$18,105,792	$2,470,990	$76,042,090

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Fire Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Fire Department											
1000 - General											
Air-Med & Logistics Ops (HALO)						4.0	4.0	4.0	4.0	4.0	4.0
Ambulance Services			2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Arena - Fire Event Staffing		1.0	1.0	1.0	1.0						
Fire Admin Services			1.0	2.0	2.0						
Fire Administration	8.0	11.0	4.5	3.5	4.5	13.5	17.5	13.0	14.0	13.0	9.0
Fire Assessment & Planning			1.0	1.0	1.0						
Fire Community Relations			1.0	2.0							
Fire Community Services	1.0		1.0	1.0	4.0	5.0					
Fire Information/Technology			1.0	1.0							
Fire Life Safety Services Adm.			4.0	2.0	3.0	1.0					
Fire Logistical Services Adm.			1.0	1.0							
Fire Marshal's Office	7.5	8.5	9.0	11.0	12.0	12.0	12.0	10.0	10.0	9.0	9.0
Fire Medical Services & Health	1.0	2.0	2.0	2.0	3.0	3.0					
Fire Operations	145.5	163.5	177.0	189.0	192.0	186.0	195.0	188.0	188.0	188.0	183.0
Fire Resource Management	5.0	4.0	3.0	4.0	7.0	7.0	6.0	4.0	5.0	4.0	4.0
Fire Special Operations	3.0	2.0	3.0	2.0	1.0						
Fire Training	2.0	1.0	2.0	3.0	4.0	3.0					
Fire Marshal - Code Developmnt			1.0	1.0							
Fire Office Systems			1.0	2.0							

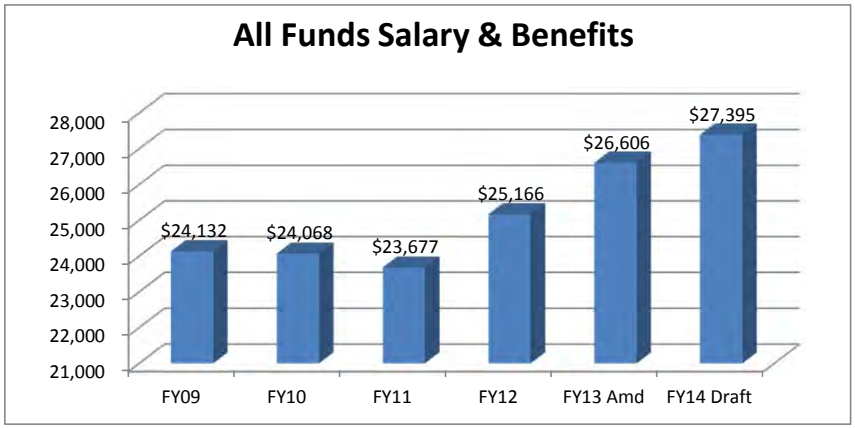
Return to TOC

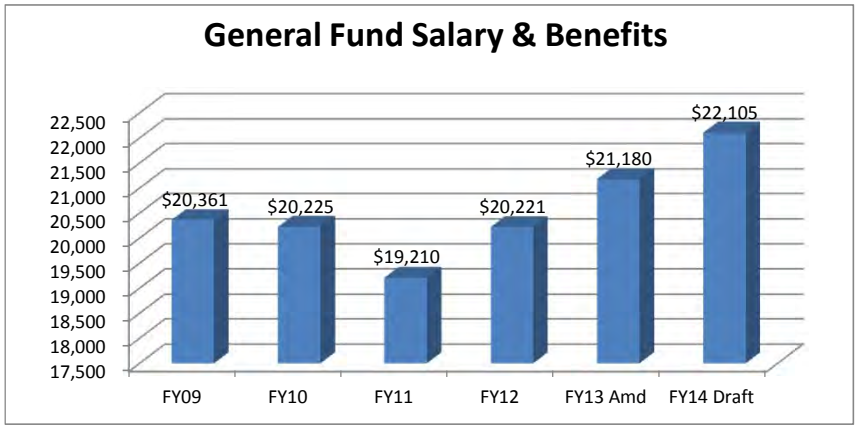
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Logistical Services			1.0	1.0							
Westgate-Fire Marshal's Office		2.0	1.0								
Fire-Emergency Mgmt											2.0
1000 - General Total	**173.0**	**195.0**	**217.5**	**231.5**	**236.5**	**236.5**	**236.5**	**221.0**	**223.0**	**220.0**	**213.0**
1280 - Youth Sports Complex											
Stadium -Fire Marshal's Office	2.0	2.0	2.0								
1280 - Youth Sports Complex Total	**2.0**	**2.0**	**2.0**								
1282 - Arena Event Operations											
Arena - Fire Event Staffing						1.0	1.0	1.0	1.0	1.0	1.0
1282 - Arena Event Operations Total						**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
1720 - Fire Special Revenue											
Fire - Special Revenue Fund	18.0	18.0	18.0	18.0	21.0	50.0	50.0	51.0	51.0	51.0	48.0
1720 - Fire Special Revenue Total	**18.0**	**18.0**	**18.0**	**18.0**	**21.0**	**50.0**	**50.0**	**51.0**	**51.0**	**51.0**	**48.0**
1840 - Grants											
Metro Med Response Sys (MMRS)	1.0	1.0									
1840 - Grants Total	**1.0**	**1.0**									
2260 - Arena Dev. Review & Inspection											
Arena - Fire Marshal's Office	2.0										
2260 - Arena Dev. Review & Inspection Total	**2.0**										
2530 - Training Facility Revenue Fund											
PS Training Ops - Fire				2.0	6.0	6.0	6.0	6.0	6.0	5.0	5.0
2530 - Training Facility Revenue Fund Total				**2.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**5.0**	**5.0**
Fire Department Total	**196.0**	**216.0**	**237.5**	**251.5**	**263.5**	**293.5**	**293.5**	**279.0**	**281.0**	**277.0**	**267.0**
Total FTEs for ALL FUNDS	**196.0**	**216.0**	**237.5**	**251.5**	**263.5**	**293.5**	**293.5**	**279.0**	**281.0**	**277.0**	**267.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Fire Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Fire Department						
1000 - General						
Air-Med & Logistics Ops (HALO)	342	417	404	366	350	386
Ambulance Services	189	191	196	211	217	232
Fire Administration	1,804	1,520	1,454	1,455	1,460	1,170
Fire Community Services	37	0	0	0		
Fire Marshal's Office	938	821	784	799	759	761
Fire Medical Services & Health	42	0	0	0		
Fire Operations	16,420	16,670	15,933	16,971	17,974	18,959
Fire Resource Management	522	604	438	419	420	424
Fire Special Operations		1	1	0		
Fire Training	68	1				
Fire-Emergency Mgmt						173
1000 - General Total	**20,361**	**20,225**	**19,210**	**20,221**	**21,180**	**22,105**
1281 - Stadium Event Operations						
Fire - BCS Event			6			
Fire - Fiesta Bowl Event	5	5	6	9	16	19
Stadium - Fire Event Staffing	34	34	27	32	31	38
1281 - Stadium Event Operations Total	**39**	**38**	**39**	**41**	**47**	**58**

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
1282 - Arena Event Operations						
Arena - Fire Event Staffing	66	56	50	60	85	95
Westgate - Fire Event Staffing	1	2	1	0		
1282 - Arena Event Operations Total	**67**	**57**	**51**	**60**	**85**	**95**
1283 - CamelbackRanch EventOperations						
CBRanch - Fire Event Staffing		4	5	4	4	5
1283 - CamelbackRanch EventOperations Total		**4**	**5**	**4**	**4**	**5**
1720 - Fire Special Revenue						
Fire - Special Revenue Fund	3,184	3,271	3,892	4,329	4,347	4,628
1720 - Fire Special Revenue Total	**3,184**	**3,271**	**3,892**	**4,329**	**4,347**	**4,628**
1840 - Grants						
2009/10 Childhood Immunization		2	1	5		
AHIMT-Wildland Special Ops			19	27		
Grant Approp - Fire Dept					500	50
Child Safety Seat-Donations				0		
GOHS Occu Protection Educ.				0		
1840 - Grants Total		**2**	**20**	**31**	**500**	**50**
2530 - Training Facility Revenue Fund						
PS Training Ops - Fire	480	469	460	479	444	454
2530 - Training Facility Revenue Fund Total	**480**	**469**	**460**	**479**	**444**	**454**
Fire Department Total	**24,132**	**24,068**	**23,677**	**25,166**	**26,606**	**27,395**
Total A6000 Series for ALL FUNDS	**$24,132**	**$24,068**	**$23,677**	**$25,166**	**$26,606**	**$27,395**

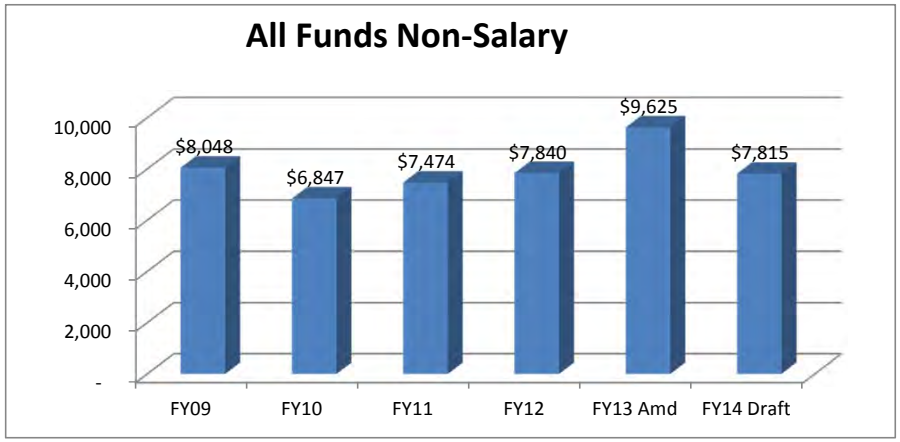
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

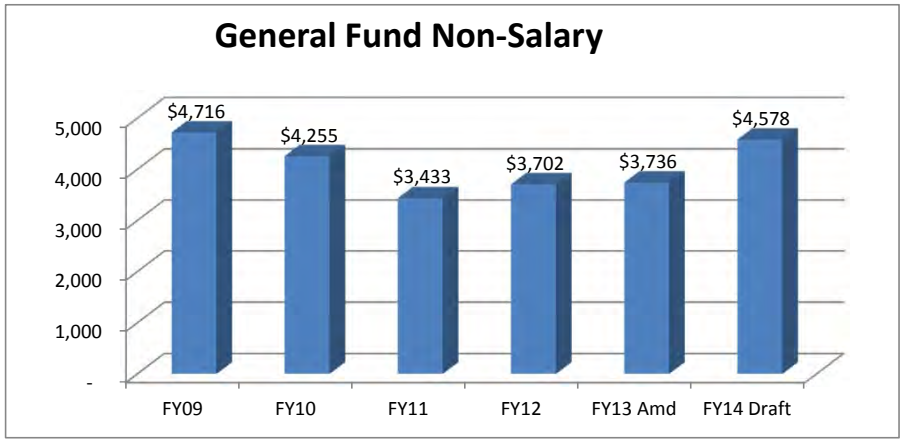
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Fire Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Fire Department						
1000 - General						
Air-Med & Logistics Ops (HALO)	388	328	308	441	414	567
Ambulance Services	261	285	255	263	281	269
Fire Administration	35	35	19	62	11	15
Fire Community Services	23	11	12	13	15	15
Fire Marshal's Office	52	46	40	53	52	51
Fire Medical Services & Health	33	44	33	19	49	49
Fire Operations	1,288	1,090	803	1,021	1,032	1,316
Fire Resource Management	1,952	1,750	1,420	1,278	1,270	1,533
Fire Special Operations	25	24	18	9	16	16
Fire Training	22	22	11	13	14	
PS Training Ctr - Fire	637	620	513	531	582	582
Fire-Emergency Mgmt						165
1000 - General Total	**4,716**	**4,255**	**3,433**	**3,702**	**3,736**	**4,578**
1281 - Stadium Event Operations						
Fire - BCS Event			38			
Fire - Fiesta Bowl Event	85	48	39	63	144	140
Stadium - Fire Event Staffing	239	213	166	199	198	190
1281 - Stadium Event Operations Total	**323**	**261**	**244**	**262**	**341**	**330**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$1,837
Overtime Pay	1,666
Paramedic Pay	820
Professional Development	626
Dept. Contingency	450
Shop Charges	443
Fuel - Shop Chargebacks	272
Line Supplies	230
Uniform Allowance (#56)	225
Employee Physical Exp	202
All Other	1,043
	$7,815

Return to TOC

Dept Rollup / Fund / Division	Actuals FY09	FY10	FY11	FY12	Amd FY13	Draft FY14
1282 - Arena Event Operations						
Arena - Fire Event Staffing	138	96	76	110	216	207
Westgate - Fire Event Staffing	7	10	4	0		
1282 - Arena Event Operations Total	**144**	**106**	**80**	**110**	**216**	**207**
1283 - CamelbackRanch EventOperations						
CBRanch - Fire Event Staffing		30	40	29	25	24
1283 - CamelbackRanch EventOperations Total		**30**	**40**	**29**	**25**	**24**
1720 - Fire Special Revenue						
Fire - Special Revenue Fund	1,800	1,465	2,652	3,084	2,102	2,047
1720 - Fire Special Revenue Total	**1,800**	**1,465**	**2,652**	**3,084**	**2,102**	**2,047**
1840 - Grants						
Metro Med Response Sys (MMRS)	3	12				
2008 UASI Fire RRT	113	22				
2009 UASI GFD RRT		51	109			
2009 UASI GFD TLO		12	4			
2009/10 Childhood Immunization		12	9	23		
AHIMT-Wildland Special Ops			117	(88)		
Grant Approp - Fire Dept					3,000	450
Paramedic Refresher Programs-D	17	2	1	0		
2007 AFF Fire Prevention	6					
2007 BZPP DPC Chemical	166	17				
2007 MMRS	229	26				
2007 SHSGP Citizen Corps	30	2				
2007 SHSGP Target Hardening	40					
2007 SHSGP TLO Sustainment	10	0				
2007 UASI - Fire RRT	108	1				
2008 MMRS		311	3			
2008 UASI Fire Tgt Hrdng	191	54				
2008 UASI Fire TLO Sustainment	3	5				
2009 Assistance to Firefighter			144			
2009 GFD Target Hardening		6	61			
2009 MMRS		15	210	74		
2010 MMRS			67	183		
2010 SHSGP GFD Citizen Corps			12	5		
2010 UASI GFD RRT			153	6		
2010 UASI GFD TLO Sustainment			4	10		
Child Safety Seat-Donations	1	0	2	0		
Comm. Outreach-Donations	1			2		
Crisis Response - Donations	2	3	4	2		
Employee Recognition-Donations	7	3	10	5		
Fire Dept Cadet Pgm-Donations	10	0	7	1		
Fire Dept Public Ed-Donations	0		2			
Fire Parade	7	7	7	5		

Return to TOC

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
GOHS Occu Protection Educ.			6	11		
Honor Guard Donations	1		4	2		
Safety Educators			0			
2009 UASI RRT Server				1		
2011 MMRS				79		
2011 UASI GFD RRT				104		
2011 UASI GFD TLO Sustainment				6		
1840 - Grants Total	**944**	**560**	**936**	**431**	**3,000**	**450**
1842 - ARRA Stimulus Grants						
PSSP Fire OT Grant				75		
1842 - ARRA Stimulus Grants Total				**75**		
2530 - Training Facility Revenue Fund						
PS Training Ops - Fire	114	143	65	106	160	133
2530 - Training Facility Revenue Fund Total	**114**	**143**	**65**	**106**	**160**	**133**
2538 - Glendale Health Center						
Glendale Health Center	6	26	25	41	45	46
2538 - Glendale Health Center Total	**6**	**26**	**25**	**41**	**45**	**46**
Fire Department Total	**8,048**	**6,847**	**7,474**	**7,840**	**9,625**	**7,815**
Total A7000 Series for ALL FUNDS	**$8,048**	**$6,847**	**$7,474**	**$7,840**	**$9,625**	**$7,815**

Return to TOC

FIRE ADMINISTRATION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	9.00	$1,169,877	$14,838	$191,243	$1,375,958

SERVICE DESCRIPTION:
The fire department, accredited since 2002 by the Commission on Fire Accreditation International (CFAI) maintains five, core, interactive services. They function together as a single mechanism to provide optimal fire and life safety protection to the community. Those five core services include: Fire Suppression (firefighting); Emergency Medical Services (Advanced Life Support and Basic Life Support) Special Operations (Hazardous Materials and Technical Rescue); Crisis Response (Social Services); and Fire Prevention and Education (Public Education, Inspections, Investigations, and Code Adoption).Required by Law/Code/Reg? Yes.City Code, Chapter 16, Article 1

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, Glendale units received a total of 46,564 dispatches through Phoenix's Computer Aided Dispatch system. Also, in accordance with Chapter 16 of the City Code, it indicates that a fire department must exist and headed by a fire chief responsible for the direction of all firefighting, fire prevention, fire protection, emergency medical service, hazardous materials emergency response, technical rescue emergency response, and fire department units assigned to provide emergency crisis response services of the city and be responsible for developing departmental programs to protect the life and property in the city from both natural and man-made emergencies.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Reduction in force.Impact of Changing the Service (reducing, outsourcing, or ending the service)Reducing or outsourcing will negatively impact the customer service provided, as this will cause existing staff to take on additional duties, thereby reducing the turnaround time in providing strategic level support for internal and external customers.

FIRE SPECIAL OPERATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$16,293	$0	$16,293

SERVICE DESCRIPTION:
HazMat and Technical rescue response. Required by Law/Code/Reg? Yes.Providing Special Operations response to the community is a requirement of City Ordinance No. 2774 New Series and a recommendation of the National Fire Protection Assoc. (NFPA), the Commission on Fire Accreditation, and the Insurance Service Office (ISO)

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2011 the Glendale Fire Department Special Operations unit responded to 562 incidents. The breakdown is 163 Hazardous Materials, 228 Gas Leaks, 88 Terrorism Liaison Incidents, 78 Rescues and 5 Major Medical Incidents.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Through the fire department automatic aid system, special operations units from other cities would respond to the city of Glendale and perform these emergency servicesImpact of Changing the service (reducing, outsourcing, or ending the service)The city of Glendale would rely on the availability of special operations units from other cities to respond greater distances to mitigate any hazardous materials release or affect a rescue in the city of Glendale. Delayed response times could result in additional property loss directly related to the delayed response. Delayed technical rescue response could result in injury or death related to a delayed response. Indirect impacts could include a change in the cities ISO rating and loss of accreditation status through the Commission on Fire Accreditation.

FIRE OPERATIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	183.00	$18,958,560	$1,136,152	$241,284	$20,335,996

SERVICE DESCRIPTION:
Fire Suppression, EMS, Hazardous Material and Technical Rescue ResponseRequired by Law/Code/Reg? Yes.As defined by City Code Chapter 16; Glendale City Ordinance

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REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
9 Engines, 3 Ladder Trucks, 2 Battalion responders, 1 Shift Commander, 1 Heavy Rescue Squad, 1 Utility Truck and several support vehicles provide emergency response from 9 fire stations strategically located throughout the city. In 2012 the GFD responded to 46,564 calls for service. Our four person staffing model is recommended by the NFPA and NIST for critical tasking on the fire ground and EMS response, and as described in the 2010 Standards of Cover report. The Commission on Fire Accreditation International (CFAI) Standards of Cover report, Automatic Aid Agreement, NFPA 1710, NIST "Report on EMS Field Experiments"

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:At this time there is no identified viable service alternative to our municipal fire service to provide for public safety in Glendale.Impact of Changing the Service (reducing, outsourcing, or ending the service)Reducing, outsourcing or ending the service of the Glendale Fire Department Operations division would negatively impact the well being of the citizens of Glendale, as there is no entity , public or private, postured to assume this core public safety function. The 2010 CFAI Standards of Cover report clearly describes GFD performance in relation to the applicable standards for both EMS and fire response.

FIRE OPERATIONS - TRT & HAZMAT TECHNICIAN PAY - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$180,005	$0	$180,005

SERVICE DESCRIPTION:
Assignment pay for Special Operations personnel that are training to the technician level and responds to technical rescue and hazardous materials incidents. All Hazardous materials and technical rescue technicians are currently assigned to fire operations and respond to all emergency incidents regardless of the nature of the incident. Providing Special Operations response to the community is a recommendation of the National Fire Protection Assoc. (NFPA), the Commission on Fire Accreditation, and the Insurance Service Office (ISO). Special Operations technician pay is also a Fire Union negotiated benefit, referenced in Part 2, Chapter 2, Article III, Division 3 - Meet and Confer Process.Required by Law/Code/Reg? Yes.City Ordinance No. 2774 New Series.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2011 the Glendale Fire Department Special Operations unit responded to 562 incidents. The breakdown is 163 Hazardous Materials, 228 Gas Leaks, 88 Terrorism Liaison Incidents, 78 Rescues and 5 Major Medical Incidents.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Through the fire department automatic aid system, special operations units from other cities would respond to the city of Glendale and perform these emergency services.Impact of Changing the service (reducing, outsourcing, or ending the school)The city of Glendale would rely on the availability of special operations units from other cities to respond greater distances to mitigate any hazardous materials release or affect a rescue in the city of Glendale. Delayed response times could result in additional property loss directly related to the delayed response. Delayed technical rescue response could result in injury or death related to a delayed response. Indirect impacts could include a change in the city's ISO rating and loss of accreditation status through the Commission on Fire Accreditation.

FIRE RESOURCE MANAGEMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$423,781	$593,265	$192,887	$1,209,933

SERVICE DESCRIPTION:
Provide, specify, maintain and service all equipment, supplies, materials, and facilities for the daily operation of the fire department.Required by Law/Code/Reg? YesOSHA, ISO, IGA City of Phoenix

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The Resource Management division provides the compliance certifications for all SCBA's throughout the city including the Glendale Police Department, and the water treatment plants. The division is responsible for maintaining all equipment, supplies and fire apparatus to be in a ready state 24 hours a day 7 days a week with a reserve fleet for high call volume conditions such as storm deployments, multi-alarm fires, special events and equipment failure. Current performance is in compliance with NFPA Standards, the Commission on Fire Accreditation Categories 6.A and 9.C for services provided by Resource Management.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:The alternative would be to contract the services with multiple outside vendors requiring the same number of employees to manage the programs through these vendors. The loss of control over service delivery would require large amounts of equipment and supply redundancy.Impact of Changing the service (reducing, outsourcing, or ending the service)Changing, reducing or outsourcing the services provided by the Resource Management division would reduce the reliability and efficiency of the fire department and its response standards.

FUEL-SHOP CHARGEBACKS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$409,082	$0	$409,082

SERVICE DESCRIPTION:
Fuel-Shop chargebacksRequired by Law/Code/Reg? Yes.OSHA, ISO

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Maintain a fleet of safe and efficient fire department vehicles. Ensure that all apparatus receives regular preventative maintenance, ensure inventory records for staff vehicles, code 3 apparatus and equipment is accurate and up to date for annual audit and compliance standards. Current performance is in compliance with the Commission on Fire Accreditation Category 6.A for services provided by Resource Management.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Contract with private vendor to provide shop services. Impact of Changing the service (reducing, outsourcing, or ending the service)Reduction in FTE in city shop, longer turnaround times for returned vehicles.

CAD DISPATCHING & MAINTENANCE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$452,191	$0	$452,191

SERVICE DESCRIPTION:
CAD Dispatching & MaintenanceRequired by Law/Code/Reg? Yes.IGA with city of Phoenix

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Provide for valley-wide automatic aid response within the valley including all station and apparatus dispatch packages.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Provide dispatch services on a stand alone system within the city of Glendale.Impact of Changing the service (reducing, outsourcing, or ending the service)$3 million to $5 million annual cost for stand alone dispatch center.

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SCBA - SELF-CONTAINED BREATHING APPARATUS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$17,291	$0	$17,291

SERVICE DESCRIPTION:
SCBA - Self-Contained Breathing ApparatusRequired by Law/Code/Reg? Yes.OSHA, ISO

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Coordinate the development and implementation inventory system to monitor our SBCA equipment to meet all NFPA and OSHA standard compliance. Current performance is in compliance with the Commission on Fire Accreditation Category 6.A for services provided by Resource Management.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Contract with private vendor to provide SCBA maintenance program and repair services. Impact of Changing the service (reducing, outsourcing, or ending the service)Contracting with a private vendor would require the department to maintain a larger SCBA inventory of reserve equipment consisting of 25 additional SCBAs at a cost of $10,000 per unit for a total cost of $250,000.

TURNOUT/PERSONAL PROTECTIVE EQUIPMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$61,335	$0	$61,335

SERVICE DESCRIPTION:
Turnout/Personal, Protective Equipment (PPE)Required by Law/Code/Reg? Yes.OSHA, ISO

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Coordinate the development and implementation of Turnout/PPE specifications and inventory. Provide fitting and field testing for product upgrades; fitting and inventory for PPE. Manage the compliance records for NFPA 10-year service standards. Current performance must be in compliance with OSHA, the Commission on Fire Accreditation Categories 6.A and 9.C, and NFPA Standards for services provided by Resource Management as it pertains to turnout gear/PPE.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Contract with MES and Honeywell/Morning Pride as the manufacturer and sales vendor to provide compliance reports and maintenance services.Impact of Changing the service (reducing, outsourcing, or ending the service)$75,000 to $125,000 annually dependent on the number of turnouts reaching the end of useful service to stay within NFPA compliance.

FIRE MEDICAL SERVICES & HEALTH - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$48,653	$330	$48,983

SERVICE DESCRIPTION:
Warranty contract for defibrillators, non reimbursed medical supplies and medications and external EMS instructor fees for responder education. Required by Law/Code/Reg? Yes.All certified members in EMT-basic and EMT-Paramedic are required to maintain certification and education per AZDHS requirements.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
All certifications are current for EMT and EMT-P service members, performance and service warranties are up to date, and all non reimbursable medical supplies are kept to the minimum allowable per AZDHS rules.

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REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:RFP-13-01 was completed for the Phillips Mrx monitor warranty, awaiting awarding from Legal Department. Impact of Changing the service (reducing, outsourcing, or ending the service)Service warranty contract ensure defibrillators are functioning to the prescribed level required. Reducing or ending the costs for non reimbursed medical supplies and medications would negatively impact our EMS service delivery. Reducing or ending the use of external EMS instructors will decrease the required level of education they provide as subject matter experts (i.e. medical/legal).

FIRE EMERGENCY MANAGEMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$173,175	$164,962	$568	$338,705

SERVICE DESCRIPTION:
Emergency Management plans for responding to disasters and emergency situations. Required by Law/Code/Reg? Yes.City Code 1963, 8-3

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
Emergency Management personnel are involved in the development of plans for responding to disasters and emergency situations. They also maintain the city's Emergency Operations Center. They are involved in the implementation of every major event in the city. On an annual basis, the Communications personnel handle 400,000 to 500,000 calls, which resulted in over 128,000 dispatched calls for service this past year.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:There are no reasonable service alternatives.Impact of Changing the Service (reducing, outsourcing, or ending the service)Doing away with Emergency Management would expose the city to unacceptable liability.

FIRE MARSHAL'S OFFICE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	9.00	$760,790	$50,810	$3,793	$815,393

SERVICE DESCRIPTION:
Provide fire code enforcement for new and existing buildings, fire and explosion investigations, special events and fire code management/development for the COG. Due to the changes at the State Fire Marshal's Office, local jurisdictions have assumed responsibility for public schools and State/County facilities located within each municipality.Required by Law/Code/Reg? Yes.ARS 41-2163 provides for the assumption of jurisdiction. COG Ordinances chapter 16 requires the Chief of the Fire Department to enforce fire protection/prevention codes and National standards.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
The fire department (fire prevention division) is staffed with fire inspectors, fire investigators and a plans examiner who perform all services. The division includes the following: Existing building inspection section, new construction inspections and plan review section, and fire investigation section. Also included is a special event inspector/plan reviewer to address all public and private special event activities. Current staff is trained and qualified in accordance with minimum state requirements. This division ensures compliance with the Commission of Fire Accreditation International core competencies 2B.7, 5A, 5B, 5D, AND 9A. Enforce applicable NFPA, OSHA, and other national standards use in construction, firefighter safety, personnel certification, and safe operation businesses as applicable.

REVENUE GENERATION:
$472,378

CHANGE IN SERVICES:
Service Alternatives:There are no service alternatives as both State and local law requires the jurisdiction to maintain fire code management, fire code enforcement, and fire investigation services. Additionally, due to the changes at the State Fire Marshal's Office, they are unable to provide these services.Impact of Changing the Service (reducing, outsourcing, or ending the service)Reductions to service/personnel will directly impact the revenue generated by New Construction and Existing building inspections which

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accounts for the majority of the overall revenue. Eliminating any or all of the three primary services (Fire code management, fire inspections or fire investigations) would cede regulatory jurisdiction back to the State. This would result in the State assuming authority over all newly constructed and existing buildings in Glendale. Additionally, development codes such as the building code, plumbing codes, etc...may be in conflict with the state codes and severely impact development. Fire inspection and investigation staff work hand-in-hand with Glendale PD and Firefighters on fire and life issues that affect the community. Address all fire and life safety issues that impact firefighter safety. Manage hazardous materials, storage arrangement, placarding and tracking for emergency responses. Sworn AZPOST officers are staffed within the fire prevention division to head all arson investigations. Staff work along side firefighters and police officers during major events such as Super Bowl, Fiesta Bowl, Cardinal Season, etc... Reducing or outsourcing services would impact the fire and life safety standards required of current and/or future homes and businesses. Additionally, ending these services may result in the State Fire Marshal imposing an unfunded mandate that the local jurisdiction continue providing fire prevention and investigation services.

FIRE COMMUNITY SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$15,250	$0	$15,250

SERVICE DESCRIPTION:
Provide fire and life safety awareness and public education to the community through various programs such as:youth firesetter prevention and intervention, water safety, car seat, smoke alarm, Healthier and safer lives, safety trailer, CERT training, CCC/CPR training, Fire Pals, Fire drills, Senior Educator training, and fire extinguisher training.Required by Law/Code/Reg? No.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Community Services programs are supported by 19 active volunteers. This division ensures compliance with the Commission of Fire Accreditation International core competency 5C. In 2012 the division provided: CCC/CPR to 4,299 youths and 1,303 adults, youth firesetter intervention/training to 12 youths and 33 adults, fire safety presentations to 1,239 citizens, and Healthier Safer Lives checkups to 57 senior citizens. Provided a safety booth at events for 2,715 adults and a safety trailer for 738 youths. Conducted a fire alarm walk for 102 adults and a youth preparedness presentation for 27 youths.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives: There are no private fire and life safety public educators that contract this service with municipalities Impact of Changing the Service (reducing, outsourcing, or ending the service)Reducing services would greatly impact the awareness within our community with regard to drowning prevention, car seat safety and the impact of children playing with fire. Additionally, reductions would require suspending the fire pal program as well as our highly successful and nationally recognized CCC/CPR program. Changes to this division will eliminate senior public educators and disaster preparedness training for the community.

AMBULANCE SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$232,309	$269,310	$836	$502,455

SERVICE DESCRIPTION:
Staffing, shop charges and fuel charges for M155 training unit. Per contract, SWA reimburses for M155 unit at an hourly rate of $34.66 for a total revenue expectation in 2011/12 of $216,000 to 1000-12491-40900. Per DHS fee schedule, SWA reimburses $112.34 per transport for a total revenue expectation in 2011/2012 of $1,015,392 going to 1000-01000-40900.Required by Law/Code/ Reg? No.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Medic 155 training unit is staffed during peak hours five days a week. M155 allows Engine and Ladder companies to return to their service areas faster during patient transportation to hospitals for emergency care. The staffing of this unit is reimbursed through the SWA Ambulance contract. In 2010, M155 was deployed to 1,568 responses.

REVENUE GENERATION:
$1,231,392

CHANGE IN SERVICES:
Service Alternatives:Reduce or end the M155 training unit program. Impact of Changing the Service (reducing, outsourcing, or ending the service)Reducing or ending the operation of the M155 training unit would impact training availability, our partnership with Midwestern University and would lead to decreased service reliability and delayed

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response times. This program is reimbursed by the ambulance contract with SWA. Ending this program would result in the layoff of 1 Fire Captain/Paramedic and 1 Sr. Secretary.

AIR-MED & LOGISTICS OPS (HALO) - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$386,323	$566,812	$5,353	$958,488

SERVICE DESCRIPTION:
Air medical transportation for the west valley of the critically sick and injured. Revenue account is 1000-12492-492650. 2012/13 revenue is $74,662 per month and $895,944 annual with 5% annual escalator in contract.Required by Law/Code/Reg? No.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
HALO operates effectively in the West valley providing faster patient transport to hospital times than ground ambulance service can provide. Program is utilized for only the most critical incident types. All members in the program are certified to Flight Paramedic Certification levels leading to faster patient transfer times than standard air-medical transportation models.

REVENUE GENERATION:
$895,944

CHANGE IN SERVICES:
Service Alternatives:Other air medical services are limited but available in the west valley. Impact of Changing the Service (reducing, outsourcing, or ending the service)Loss of contractual revenue from the program. Increased response, on-scene and patient transportation times by other air- medical providers. Resulting layoffs of 1 Mgmt aid and 3 Firefighter/Paramedics. Loss of approximately $115,000 in revenue over expenditures.

PS TRAINING CENTER - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$581,875	$0	$581,875

SERVICE DESCRIPTION:
This is half of Glendale's funding for the Training Facility. The other half is in account 12232. This is only the funding. For expenditure accounts refer to 12390, 12590, and 13480.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
See 12390, 12590, 13480

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
See 12390, 12590, 13480

FIRE - FIESTA BOWL EVENT - FUND #1281

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$19,359	$140,146	$360	$159,865

SERVICE DESCRIPTION:
Staffing, equipment and supplies required to provide fire and emergency medical coverage at the Fiesta Bowl.Required by Law/Code/Reg. Yes. Providing fire and emergency medical coverage during the Fiesta Bowl ensures the highest quality of medical support and continuity of service to the citizens of Glendale and sports venue patrons. It is also a recommendation of the Commission on Fire Accreditation and the Insurance Service Office (ISO) that we provide major/mega events staffing outside the Fire Departments everyday staffing model.

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2013 the Glendale Fire Department, Event Operations Division, provided fire and emergency medical at the 2013 Fiesta Bowl. GFD treated 42 patients and transported 7 of them to the hospital.

REVENUE GENERATION:
$30,142.23

CHANGE IN SERVICES:
Service Alternatives:The Fiesta Bowl and University of Phoenix Stadium could contract out their fire and EMS coverage to a private provider or another city fire department.Impact of Changing the Service (reducing, outsourcing, or ending the service)Allowing the Fiesta Bowl and the University of Phoenix Stadium to contract out fire and emergency medical coverage for their events will have a negative affect on patient care, continuity of service and day to day reliability of fire department operations. The Fire Department currently works closely with these venues to ensure adequate staffing levels that significantly reduce the need for fire department resources to respond to these venues during major/mega events. Private contractors could under staff the events to ensure contracts, relying on fire department response for treatment and transportation of patrons. Reducing, outsourcing or eliminating Fire or EMS services at special event venues will impact staffing and budget requirements of the fire prevention division. Fire and EMS personnel augment the fire prevention division during events such as the Coyote games, Cardinals games and Westgate events. This cross utilization of personnel significantly reduces fire prevention staffing needs, overtime budget and customer costs for these type of events. Changes in this area may require an increase in Fire Prevention staffing and annual budget.

STADIUM EVENT OPERATIONS - FUND #1281

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$38,361	$190,310	$1,104	$229,775

SERVICE DESCRIPTION:
Staffing, equipment and supplies required to provide fire and emergency medical coverage at all major/mega events in the U of P Stadium.Required by Law/Code/Reg? Yes.Providing fire and emergency medical coverage during major/mega events at the University of Phoenix Stadium ensures the highest quality of medical care and continuity of service to the citizens of Glendale and sports venue patrons. It is also a recommendation of the Commission on Fire Accreditation and the Insurance Service Office (ISO) that we provide major/mega events staffing outside the Fire Departments everyday staffing model.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
During 2012 the Glendale Fire Department Event Operations Division provided fire and emergency medical for events at the Stadium including on the lawn. GFD treated 302 patients and transported 49 of them to the hospital.

REVENUE GENERATION:
$115,044.50

CHANGE IN SERVICES:
Service Alternatives:The University of Phoenix Stadium, could contract out their fire and EMS coverage to a private provider or another city fire department.Impact of Changing the Service (reducing, outsourcing, or ending the service)Allowing the University of Phoenix Stadium to contract out fire and emergency medical coverage for their events will have a negative affect on patient care, continuity of service and day to day fire department operations. The Fire Department currently works closely with these venues to ensure adequate staffing levels that significantly reduce the need for fire department resources to respond to these venues during major/mega events. Private contractors could under staff the events to ensure contracts, relying on fire department response for treatment and transportation of patrons. Glendale Fire Department currently partners with Southwest Ambulance to reduce average costs per hour to provide adequate staffing at the Stadium. Reducing, outsourcing or eliminating Fire or EMS services at special event venues will impact staffing and budget requirements of the fire prevention division. Fire and EMS personnel augment the fire prevention division during events such as the Coyote games, Cardinals games and Westgate events. This cross utilization of personnel significantly reduces fire prevention staffing needs, overtime budget and customer costs for these type of events. Changes in this area may require an increase in Fire Prevention staffing and annual budget. Fire prevention services which includes 1 plan examiner and 3 inspectors required for min of 6 hours per game = $26,225.36 for 10 NFL games.

ARENA - FIRE EVENT STAFFING - FUND #1282

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$94,753	$206,531	$968	$302,252

SERVICE DESCRIPTION:
Staffing, equipment and supplies required to provide fire and emergency medical coverage at all major/mega events in the Jobing.com Arena. 1 Secretary is funded out of this account. All fire and medical personnel that work these events are currently assigned to fire Operations (12422) or Fire Special Revenue (12610). Providing fire and emergency medical coverage during major/mega events at the Jobing.com Arena ensures the highest quality of medical care and continuity of service to the citizens of Glendale and sports venue patrons. It is also a recommendation of the Commission on Fire Accreditation and the Insurance Service Office (ISO) that we provide major/mega events staffing outside the Fire Departments everyday staffing model. City of Glendale Code of Ordinances Sec3 2932-31 Fire protection services (including fire prevention, inspection, suppression and special operations) and emergency medical services, including transportation, for large special events shall be provided by the Glendale Fire Department. Required by Law/Code/Reg? Yes. City Ordinance No. 2774 New Series.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
In 2012 the Glendale Fire Department Event Operations Division provided fire and emergency medical for 55 events at Jobing.com Arena. We treated a total of 115 patients and transported 20 of them to the hospital.

REVENUE GENERATION:
$55,344.14

CHANGE IN SERVICES:
Service Alternative:Jobing.com Arena could contract out their fire and EMS coverage to a private provider or another city fire department. Impact of Changing the Service (reducing, outsourcing, or ending the service)Allowing the Jobing.com Arena to contract out fire and emergency medical coverage for their events will have a negative affect on patient care, continuity of service and day to day fire department operations. The Fire Department currently works closely with these venues to ensure adequate staffing levels that significantly reduce the need for fire department resources to respond to these venues during major/mega events. Private contractors could under staff the events to ensure contracts, relying on fire department response for treatment and transportation of patrons. Reducing, outsourcing or eliminating Fire or EMS services at special event venues will impact staffing and budget requirements of the fire prevention division. Fire and EMS personnel augment the fire prevention division during events such as the Coyote games, Cardinals games and Westgate events. This cross utilization of personnel significantly reduces fire prevention staffing needs, overtime budget and customer costs for these type of events. Changes in this area may require an increase in Fire Prevention staffing and annual budget.

CAMELBACK RANCH EVENT OPERATIONS - FUND #1283

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$4,920	$23,932	$0	$28,852

SERVICE DESCRIPTION:
Staffing, equipment and supplies required to provide fire and emergency medical coverage at all major/mega events at CBRanch. Required by Law/Code/Reg? Yes.Providing Special Events response to arena is a requirement of City Ordinance No. 2774 New Series. Providing fire and emergency medical coverage during major/mega events at the CBRanch ensures the highest quality of medical care and continuity of service to the citizens of Glendale and sports venue patrons. It is also a recommendation of the Commission on Fire Accreditation and the Insurance Service Office (ISO) that we provide major/mega events staffing outside the Fire Departments everyday staffing model. City of Glendale Code of Ordinances Sec3 2932-31 Fire protection services (including fire prevention, inspection, suppression and special operations) and emergency medical services, including transportation, for large special events shall be provided by the Glendale Fire Department.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:
In 2013 the Glendale Fire Department Event Operations Division provided fire and emergency medical for 30 spring training games with a total of 87 patients treated and transported 7 of them to the hospital. We also had the Wrap Tour concert in June 2012, one day concert, with a total of 164 patients treated and transported 10 of them to the hospital.

REVENUE GENERATION:
$36,118.80

CHANGE IN SERVICES:
Service Alternatives:CBRanch could contract out their fire and EMS coverage to a private provider or another city fire department.Impact of Changing the Service (reducing, outsourcing, or ending the service)Allowing the CBRanch to contract out fire and emergency medical coverage for their events will have a negative affect on patient care,

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continuity of service and day to day fire department operations. The Fire Department currently works closely with these venues to ensure adequate staffing levels that significantly reduce the need for fire department resources to respond to these venues during major/mega events. Private contractors could under staff the events to ensure contracts, relying on fire department response for treatment and transportation of patrons.

FIRE - SPECIAL REVENUE FUND - FUND #1720

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	48.00	$4,628,380	$2,047,025	$124,570	$6,799,975

SERVICE DESCRIPTION:
Funding is used to enhance public safety services for the community. This tax was originally approved by the voters in 1994 with an approved increase in September 2007 and was effective November 2007. This funding is used to implement needs assessed as additional funds from the tax become available. In addition to these funds, the general fund will continue to support public safety operations based upon Council direction.Required by Law/Code/Reg? YesPart 2, Chapter 21, Article II. Privilege and Excise Taxes, Sec. 21-101.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
In 2012, Glendale responded to a total of 46,564 dispatches through Phoenix's Computer Aided Dispatch system. This funding is used to accelerate the enhancement of public safety services for the community. This funding helps support all divisions such as: firefighting, fire prevention, fire protection, training, physical resources, emergency medical service, hazardous materials emergency response, technical rescue emergency response, and fire department units assigned to provide emergency crisis response services of the city and be responsible for developing departmental programs to protect the life and property in the city from both natural and man-made emergencies.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
Service Alternatives:Reduction in force.Impact of Changing the service (reducing, outsourcing, or ending the service)Reducing would have the potential to negatively impact service and reduce response times to medical and non-medical service requests.

GRANT RESERVE APPROP - FIRE DEPT - FUND #1840

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$50,000	$450,000	$0	$500,000

SERVICE DESCRIPTION:
Reserve grant appropriation needed to support city-wide grant awards that are ultimately approved and/or accepted by Council during any given fiscal year.Required by Law/Code/Reg?When a grant award is accepted by Council, appropriation is legally required in order to spend the funds that were granted to the city. This appropriation is part of the adopted budget.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
No "cash backing" exists for this grant reserve appropriation until an actual grant is accepted by the city and the funding source for the grant is identified. Individual grant projects or divisions are created to track grant awards after the appropriate council communication is acted upon by Mayor/Council during voting meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.

REVENUE GENERATION:
N/A

CHANGE IN SERVICES:
N/A

PS TRAINING OPS - FIRE - FUND #2530

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	5.00	$454,222	$132,576	$132,080	$718,878

SERVICE DESCRIPTION:
Public Safety Training Facility. It is the first and only shared use public safety training center in the Valley and its varied, unique, features and training amenities will set the standard for future public safety facilities in Arizona for many years to come. It includes a full range of facilities needed to train new firefighters and specialty training facilities to fine-tune the skills of veteran fire and police officers. The 70,000 square foot main building contains classrooms; a computer lab; a defensive tactics room; a physical fitness room; a health center; and candidate testing facilities which are used by personnel of partnering cities, MCCCD's fire and police training program students, and area high school and college students. The 56-acre training site includes many props that maximize public safety officers ability to respond to and mitigate almost any type of emergency or disaster. These valuable training assets are also available to non-partnering public safety agencies, private corporate training programs, and state and federal agencies for specialized training and educational programs. Required by Law/Code/Reg?The Glendale Fire Department identifies training needs through an assessment of mandates, standards, certifications, desired Insurance Service Office (ISO) Property Protection Classification (PPC) rating and job experience.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
An annual average of student visits to the facility both professional and college visits amounts to over 50,000. Significant training programs include: recruit training, quarterly company training, quarterly in-house training, acting engineer certification, computer based education (i.e. Target Safety), continuing education for basic life support (BLS), advanced life support (ALS) and any other EMS Training offered i.e.; HIPAA, WMD, Blood borne Pathogens, and paramedic. Additional specialized training includes hazardous materials response, technical rescue, live fire training with natural gas, propane and class A props, drivers training and officer training. Within these programs all legal requirements are satisfied.

REVENUE GENERATION:
Revenue received:FY 09-10 $64,931FY 10-11 $71,472FY 11-12 $110,105 All revenue received for the facility, offsets expenditures for the facility from all three accounts.In addition, the facility has hosted various conferences that have generated tax revenue to the city of Glendale by bringing guests to the local hotels and restaurants.

CHANGE IN SERVICES:
Service Alternatives:Agreements to rent other cities fire training facilities and provide overtime staff to conduct needed training based on limited availability.Impact of Changing the Service (reducing, outsourcing, or ending the service)Traditional training would require excessive overtime and additional companies that would be taken out of service which would impact service delivery.

GLENDALE HEALTH CENTER - FUND #2538

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$46,066	$7,934	$54,000

SERVICE DESCRIPTION:
Annual fire and police physicals, CDL physicals, work related injuries, post exposure testing, drug testing, new hire physicals, etc. Revenue account# 2538-02538-458700 and 2538-02538-458705. The funding from the budget pays for utility costs, telephone, pc replacement charges, monthly operating fees, repair costs and annual maintenance agreements.Required by Law/Code/Reg? Yes. IGA OSHA Respirator Standards 29 CFR 1910:134, This is a requirement for anyone that has to wear an SCBA. This requirement would encompass all firefighters and SWAT, EOD and Clan Lab police officers.NFPA 1500: Standard on Fire Department Occupational Safety and Health Programs NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

CURRENT PERFORMANCE DATA:
The Health Center currently performs AZPOST and NFPA compliant annual physicals on Glendale PD SWAT, EOD and Clan Lab officers, Peoria PD SWAT officers and over 700 west valley firefighter physicals. The Health Center also sees City of Glendale employees who have incurred a work related injury and also performs CDL physicals, new hire physicals, hearing tests, flu shots and random drug testing for city employees. Past revenue generation: FY09-10 = $56,327.50, FY10-11 = $73,287.50, FY11-12 = $59,763

REVENUE GENERATION:
$59,763

CHANGE IN SERVICES:
Service Alternatives:Outsourcing to another provider or ending service.Impact of Changing the Service (reducing, outsourcing, or ending the service)No revenue generation and no cost savings. If the fire department had to go back to the Phoenix Health Center we would no longer be OSHA compliant because physicals would be conducted every 18 months. The costs of physicals would stay the same. If the fire department went out to bid for a medical provider to run the Health Center it would cost the city over $2 million.

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The medical provider would have to be AZPOST and NFPA compliant. Ending the service would force the fire department to find a compliant medical provider that can provide the same level of service already standard across the valley. This would also force our users to find another facility as well. Having our own Health Center is also a time-saver versus going to an outside agency that sees other employees from other agencies.

Fire Services Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	267.00	$27,394,810	$7,814,710	$903,310	$36,112,830
FY 2014 Reduction	0.00	$0	$0	$0	$0
FY 2014 Cost of Service	267.00	$27,394,810	$7,814,710	$903,310	$36,112,830

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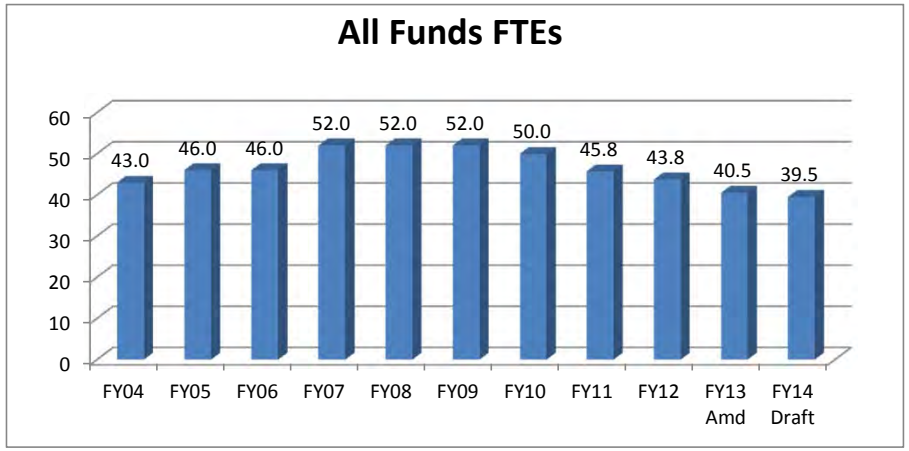
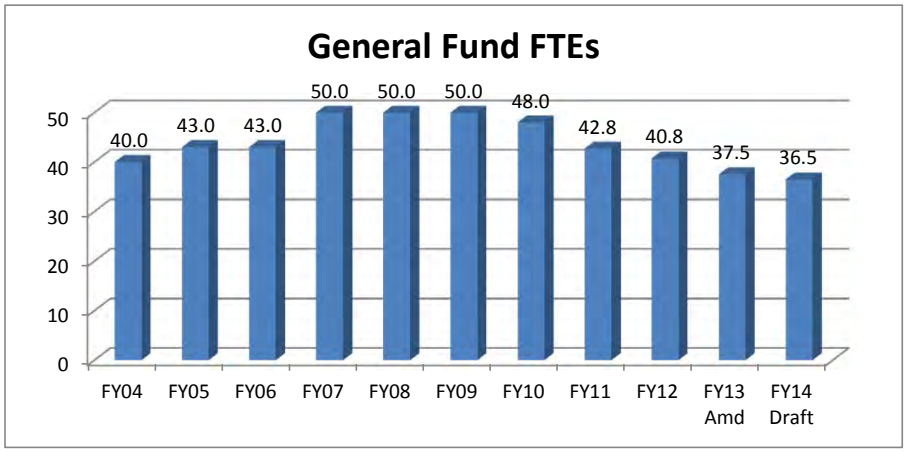
FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
City Court





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
City Court											
1000 - General											
City Court	40.0	43.0	43.0	50.0	50.0	50.0	48.0	42.8	40.8	37.5	36.5
1000 - General Total	**40.0**	**43.0**	**43.0**	**50.0**	**50.0**	**50.0**	**48.0**	**42.8**	**40.8**	**37.5**	**36.5**
1240 - Court Security/Bonds											
Court Security	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0
Court Time Payments	2.0	2.0	2.0					1.0	1.0	1.0	1.0
1240 - Court Security/Bonds Total	**3.0**	**3.0**	**3.0**	**1.0**	**1.0**	**1.0**	**1.0**	**2.0**	**2.0**	**3.0**	**3.0**
City Court Total	**43.0**	**46.0**	**46.0**	**51.0**	**51.0**	**51.0**	**49.0**	**44.8**	**42.8**	**40.5**	**39.5**
Grants											
1840 - Grants											
Domestic Violence Grant				1.0	1.0						
DV Pilot Project Grant						1.0	1.0	1.0	1.0		
1840 - Grants Total				**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**		
Grants Total				**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**		
Total FTEs for ALL FUNDS	**43.0**	**46.0**	**46.0**	**52.0**	**52.0**	**52.0**	**50.0**	**45.8**	**43.8**	**40.5**	**39.5**

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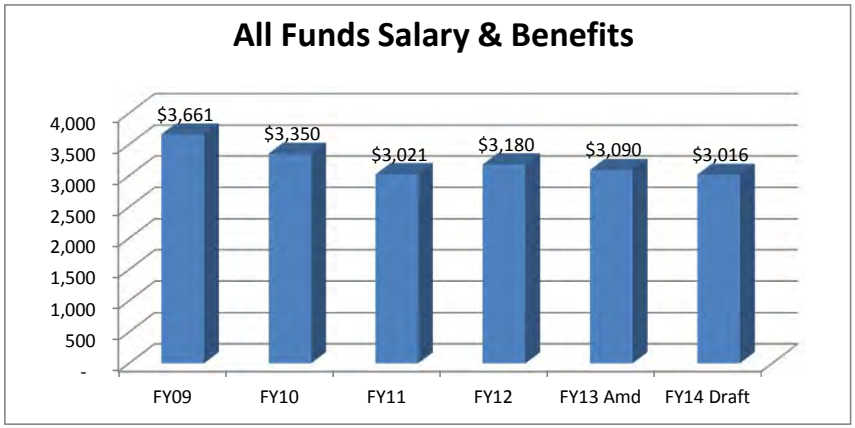
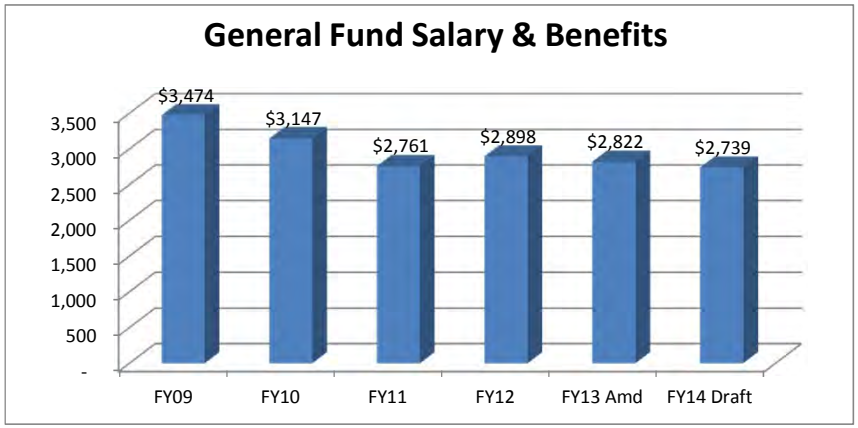
FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Court

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
City Court						
1000 - General						
City Court	3,474	3,147	2,761	2,898	2,822	2,739
1000 - General Total	**3,474**	**3,147**	**2,761**	**2,898**	**2,822**	**2,739**
1240 - Court Security/Bonds						
Court Security	86	115	129	140	216	222
Court Time Payments		9	46	52	52	54
1240 - Court Security/Bonds Total	**86**	**124**	**175**	**193**	**268**	**276**
City Court Total	**3,560**	**3,271**	**2,936**	**3,090**	**3,090**	**3,016**
Grants						
1840 - Grants						
DV Pilot Project Grant	101	79	85	90		
1840 - Grants Total	**101**	**79**	**85**	**90**		
Grants Total	**101**	**79**	**85**	**90**		
Total A6000 Series for ALL FUNDS	**$3,661**	**$3,350**	**$3,021**	**$3,180**	**$3,090**	**$3,016**

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

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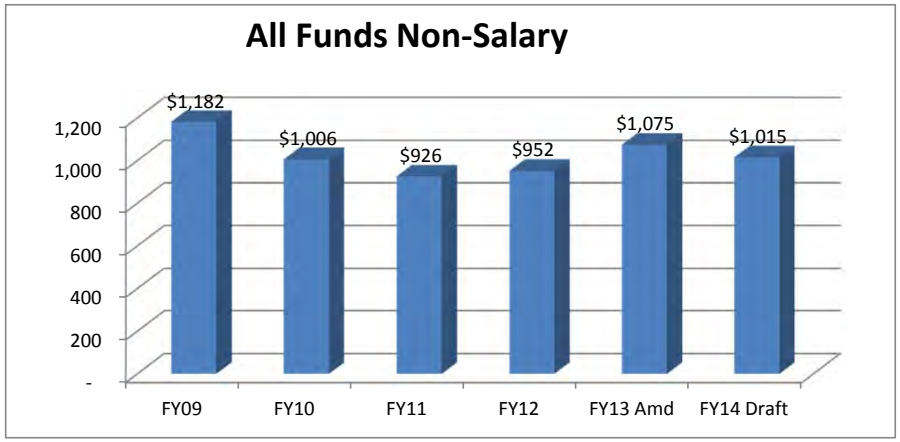
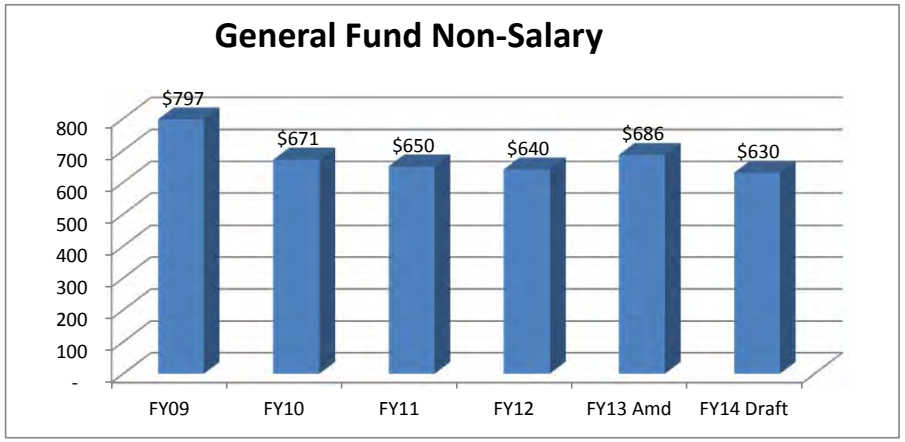
FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
City Court

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
City Court						
1000 - General						
City Court	797	671	650	640	686	630
1000 - General Total	**797**	**671**	**650**	**640**	**686**	**630**
1240 - Court Security/Bonds						
Court Security	212	152	141	147	255	253
Court Time Payments		15	30	46	77	75
Fill the Gap	54	59	8	26	57	57
1240 - Court Security/Bonds Total	**266**	**226**	**179**	**219**	**389**	**386**
City Court Total	**1,063**	**897**	**829**	**860**	**1,075**	**1,015**
Grants						
1840 - Grants						
DV Pilot Project Grant	69	82	97	92		
GOHS Court IT Grant	8	14				
2008 GOHS Electronic Citation	30					
GADA Technical Assistance	13					
GOHS Digital IT Equipment		13				
1840 - Grants Total	**119**	**110**	**97**	**92**		
Grants Total	**119**	**110**	**97**	**92**		
Total A7000 Series for ALL FUNDS	**$1,182**	**$1,006**	**$926**	**$952**	**$1,075**	**$1,015**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Public Defender	$316
Professional and Contractual	257
Temporary Pay - Judges	176
Temporary Pay	125
Line Supplies	42
Equipment Less $5,000/Unit	22
Overtime Pay	20
Duplicating Work Order Charges	12
Professional Development	11
Equipment	10
All Other	25
	$1,015

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COURTROOM SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	12.95	$1,250,149	$404,833	$20,454	$1,675,436

SERVICE DESCRIPTION:
Provides judicial officers, pro tem judges, 6 public defenders and staff to adjudicate cases in the CityCourt. This includes updating case files and applying sentencing provisions and completing legal forms which providescompliance with state laws and requirements.Contract with the Administrative Office of the Courts for access and use of statewide case management system. Court has been using the statewide system for over 10 years.Use of bi-lingual pay - 13 staff members are currently paid bi-lingual pay due to the volume of Spanish speaking customers and the number of areas of services provided.Professional Development - Arizona Supreme Court Administrative Orders require Judges to attend Annual Judicial Conference and obtain 16 COJET hours and all court staff required to obtain 16 hours of COJET education each year. City ordinances require judicial officers be members of the State Bar Association. Jury Costs associated with the summons of potential jurors and reimbursement of costs associated with Jury Trials.Psychiatric Evaluations are ordered when a defendant's ability to understand their rights is possibly affected due to mentalillness or defendant is unable to assist attorney in defense. The Car Allowance was eliminated ($4,800) as part of the budget reduction.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
Mandated by Supreme Court Rules that cases must be adjudicated with certain information and defendant's signature andwithin prescribed timelines.As a part of the budget reduction Courtrooms were reduced resulting in a reduction of Pro Tem hours needed. Responsible for staffing and operation of the equivalent of 4.5 courtrooms.All Judges and Court staff were in 100% compliance with COJET requirements for calendar year 2012.Current law requires the court to offer a jury trial for certain offenses, therefore a roster of potential jurors must be obtainedand made available for every jury trial setting.Approximately 67 cases were ordered to have psychiatric evaluations during FY11/12 for at a cost of $11,227 nearly $5,000 over the budget of that line item.

REVENUE GENERATION:
In order for the court to collect fines and fees, they must first be entered into the case management system. Certainprovisions under Supreme Court Minimum Accounting Standards require separation of powers between cashiers and dataentry. Courtroom clerks refer defendants to our front counter for payments, and to Fines Management staff for paymentand for staff to create payment contracts if they are unable to pay fines and fees in full on the day of sentencing.

CHANGE IN SERVICES:
Delays would occur in every case with any reductions in number of court clerks or judicial officers. These delays could violate Supreme Court time standards resulting in cases being dismissed. One high level management position, a Deputy Court Administrator, was eliminated FY 13. Some courtrooms were closed in FY 13 resulting in savings of monies for pro tem judges.

FINES MANAGEMENT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	9.25	$618,926	$21,145	$5,540	$645,611

SERVICE DESCRIPTION:
Provides assistance to customers and responsible for receipting fines and fees due to the court andestablishing payment contracts.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
Mandated time limits for receipting of money. Minimum Accounting Standards set by Supreme Court require sometransactions to be completed by two different individuals.During FY 11/12 six staff members accounted for 31,446 receipts.

REVENUE GENERATION:
Receipted approximately $6.2 Million in gross receipts.

CHANGE IN SERVICES:
Delays would occur in customer service and in the processing of payments that could potentially lead to a violation of the Supreme Court Minimum Accounting Standards.

RECORDS MANAGEMENT - FUND #1000

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Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	8.00	$460,643	$15,505	$4,091	$480,239

SERVICE DESCRIPTION:
Responsible for providing public record requests, data entry, maintaining file room, processing appeals and answering general switchboard.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
Mandated by Supreme Court Rules that courts protect records in a certain fashion and provide certified copies of records and process appeals.During FY 11/12 staff processed 3,558 formal records requests and processed 58 Appeals.

REVENUE GENERATION:
Research and copy fees in the amount of $3,907 were collected during FY 11/12.

CHANGE IN SERVICES:
Delays would occur in the processing of records requests from both internal and external customers. Appeal processing delays would potentially violate Arizona Appellate Rules. Maintaining accurate historical archived case records is a vital function of all courts for the integrity of record preservation.

JAIL COURT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$66,133	$127,401	$2,045	$195,579

SERVICE DESCRIPTION:
Provides daily initial appearance for all new arrests including weekends and holidays. Also resolves cases fordefendants who are held in custody in the county jail.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
All defendants must be seen by a Judge within 24 hours of arrest per Arizona Criminal Rules of Procedure. No statutoryrequirement for local municipalities to have own jail court.During the past 6 months there have been approximately 2,600 inmates processed thru Glendale's jail court. 2 half timePublic Defender staff jail court during the week.

REVENUE GENERATION:
Contract with City of Peoria and Glendale Police Department for these jail services. Last year the contract provided revenue in the amount of $80,942.

CHANGE IN SERVICES:
Elimination of jail court would require the City to contract with Maricopa County for all jail services. Cost for a county contract is unknown at this time. Potential jail cost impact to PD of $1.9M. Inability to provide jail court services to City of Peoria which would be a violation of the IGA.

ADMINISTRATIVE SUPPORT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.80	$137,982	$15,505	$4,091	$157,578

SERVICE DESCRIPTION:
Responsible for report writing, grant submissions, monitoring of multiple contracts, providesassistance to Presiding Judge and Court Administrator. Responsible for scheduling all courtrooms with a judge as well asscheduling meetings for Presiding Judge and Court Administrator. Maintains and tracks all Court Administrative orders,appointment of pro tem judges, public defenders and others. Monitors, teaches, coordinates and responsible for trackingSupreme Court mandated training.

REQUIRED BY LAW/CODE/REG?:
Government Regulated

CURRENT PERFORMANCE DATA:
Administrative orders are required by Supreme Court Rules. Mandatory that a judge be scheduled to preside over everycourtroom. Supreme Court mandated training (COJET) required for all judges and staff.

REVENUE GENERATION:
Has written and submitted multiple grants awarding the court and other justice partners with approximately $1.7 million for the past 5 years.

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CHANGE IN SERVICES:
Without the assistance of staff, judges would be responsible for doing all scheduling for all courtrooms. The Presiding Judge and Court Administrator would have to assume responsibility of writing all reports, grants, grant monitoring and all other administrative duties.

PROTECTIVE ORDERS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$108,309	$15,505	$4,091	$127,905

SERVICE DESCRIPTION:
Provides assistance to individuals who come to the Court to request a Protective Order. Because there is an issue of safety to the Plaintiff, these orders are presented to a judge on the same day which requires staff to expedite processing during all business hours. 416 Pro Tem Hours were eliminated as part of the budget reduction.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
Mandated by state law and Arizona Supreme Court Administrative Code (Every court must be available to issue orders).Glendale has the highest number of Protective Orders filed per judge in Arizona. The number of Protective Orders filed have been on a steady increase: FY11 2,709; FY12 2,835; FY13 thru January 2013 1,699.

REVENUE GENERATION:

CHANGE IN SERVICES:
The volume that would be added to other courts could result in long waits with possible impact to victims in getting timely orders, potentially putting them in dangerous situations. This would also make the Court ineligible to apply for any future domestic violence grants and place the Court in violation of Supreme Court Rules.

INTERPRETERS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.50	$97,340	$29,744	$2,045	$129,129

SERVICE DESCRIPTION:
Provides specialized and technical Spanish translation in all court proceedings.Use of contract Interpreters for lesser used languages.

REQUIRED BY LAW/CODE/REG?:
Required by Federal Law

CURRENT PERFORMANCE DATA:
City Court to provide to persons with limited English proficiency (LEP) services that are in compliance with Title VI of theCivil Rights Act of 1964 (42 U.S.C. 2000d et seq.; 45 C.F.R. 80.1 et seq.; and 28 C.F.R. 42.101- 42.112).During FY 11/12 the Interpreters provided translation in formal proceedings for 3,093 defendants. They also provideinformal translation for many more which are not tracked. They identify and schedule interpreters for lesser used languages.During FY 11/12 the court used contract interpreters for lesser used languages for 149 cases.

REVENUE GENERATION:

CHANGE IN SERVICES:
Possible violation of Title VI provisions requiring interpreting services for all court proceedings. This would also be a violation of Supreme Court Administrative Order on Language Access Plan.

COURT SECURITY - FUND #1240

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$222,153	$253,466	$0	$475,619

SERVICE DESCRIPTION:
1 FTE Glendale Police Officer to oversee Court Security. 1 FTE Compliance Specialist for DV Treatment Court to track compliance information for all defendants placed in the Specialized Court. 1 Temporary Systems Analyst for IT Support to provide support and training for all hardware and specialized software issues for all court staff related to state computers (The Court is the unique City department that requires outside network services). Maintain and update several software applications that have been developed in-house. Security Services are contracted through CBI, which provides 3 guards to screen all individuals who enter the Court for prohibited items. Pro Tem Judge funding should

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fund availability be needed.

REQUIRED BY LAW/CODE/REG?:
Required by Binding Contract

CURRENT PERFORMANCE DATA:
Funds from this account must be used pursuant to City Code Section 13-9(a). The Glendale Police Officer handles multiple arrest and courtroom stand-bys each month, assists with acquiring fingerprints on defendants and conducts security sweeps of the public safety complex. During FY12 this officer made 241 arrests of which 133 were for booking fingerprint compliance. The Compliance Specialist for DV Treatment Court was previously funded by 3 separate grants during the past 7 years of the program. It was understood the City committed to sustainability once grant funding was exhausted. The Temporary Systems Analyst was contracted in April 2007 originally to deploy the Photo Enforcement program, however he has also developed over 12 different software applications that are used to enhance our current case management system as well as provide additional customer service functionality. Last Fiscal Year an average of 8,800 visitors came to the Court each month. Security screeners also identified approximately 453 prohibited items each month, including weapons and contraband. Security staff also x-ray and screen all incoming mail and package deliveries for prohibited items.

REVENUE GENERATION:
The Compliance Specialist for DV Treatment Court is responsible for tracking the $100.00 per case DV Assessment fee as well as any restitution ordered to victims and fees due to the Court. Since the inception of the DV Assessment fee mid-FY12, $46,043.02 has been collected.

CHANGE IN SERVICES:
Elimination or reduction of court security would place additional resource need on Glendale PD. Use of current Warrant Officers for security purposes would potentially reduce general fund money collected on Fail to Pay Warrants.

COURT TIME PAYMENTS - FUND #1240

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$54,194	$75,355	$1,380	$130,929

SERVICE DESCRIPTION:
Fines Management Staff, including 1 FTE and 1.5 Temporary Staff used for Collection activities, provide assistance to customers and are responsible for receipting fines and fees due to the Court, and for establishing payment contracts.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
ARS 12-116 provides for limited use of funds for collection activities by courts and all expenses must be approved by theSupreme Court. During budget reductions one of the Fines Management Staff was moved into this funding source. The staff member provides the same services as those noted in Division 10410.Last Fiscal Year 2,121 outgoing reminder calls were made by the 1.5 temporary employees; with the part-time employee having started mid-year on 1/4/12.

REVENUE GENERATION:
The FTE employee accounted for 4,746 receipts for total gross receipts of $740,585.54 during the period of 7/1/11 to 6/30/12.The 1.5 temporary employees processed and receipted 11,928 web and phone payments, with total gross receipts of $1,644,163.99 during the period of 7/1/11 to 6/30/12.

CHANGE IN SERVICES:
Staff funded from this account process court payment and delays would potentially violate Minimum Accounting Standard if payments are not processed on same day of receipt.

FILL THE GAP - FUND #1240

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$57,000	$0	$57,000

SERVICE DESCRIPTION:
Funds are used to purchase or replace equipment such as copy machines, security equipment and digital audio devices.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Pursuant to ARS 12-102.02 funds are to provide assistance for the processing of criminal cases. Funds were utilized this fiscal year to pay for the destruction of 520 boxes of files currently stored with Iron Mountain, the purchase of an assisted listening device for use in the courtrooms, the purchase of a replacement laptop for the Court's ACJIS Terminal, and the purchase of a replacement kiosk for the Court's customer lobby area. Funding was also provided in this budget for a period of 3 months to ensure monies were available to pay for Pro Tem Judges to preside over ex parte and contested protective order matters during the lunch hour for "around the clock" rapid access for a plaintiff to

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achieve protective order relief anytime during business hours. The DV Grant that originally funded this item concluded on 6/30/12; with the new DV Grant award not commencing until 10/1/12.

REVENUE GENERATION:
The destruction of the 520 boxes of files currently stored with Iron Mountain is expected to reduce annual storage costs incurred in Division 10410 by approximately $2,800.00 per year.

CHANGE IN SERVICES:

City Court Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	39.50	$3,019,659	$1,071,576	$43,737	$4,134,972
FY 2014 Reduction	0.00	($3,830)	($56,117)	$0	($59,947)
FY 2014 Cost of Service	39.50	$3,015,829	$1,015,459	$43,737	$4,075,025

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APPOINTED OFFICIALS / OTHER

GLENDALE

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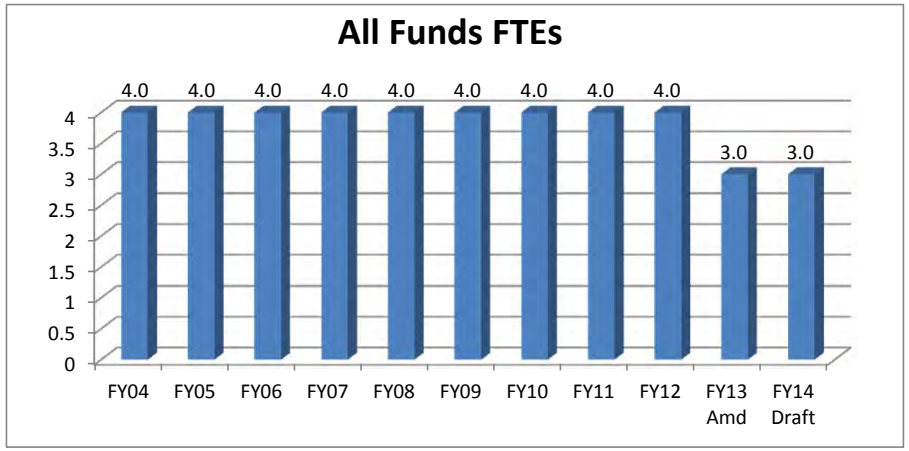
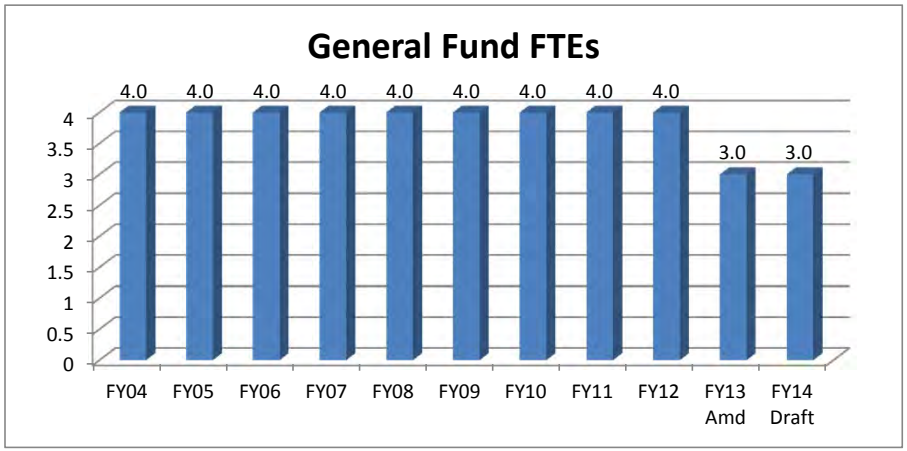
FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Mayor's Office





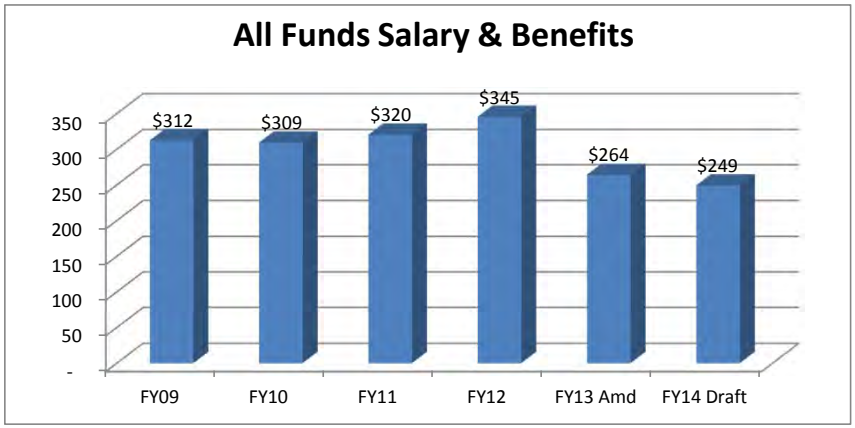
ALL FUNDS - FTE Count

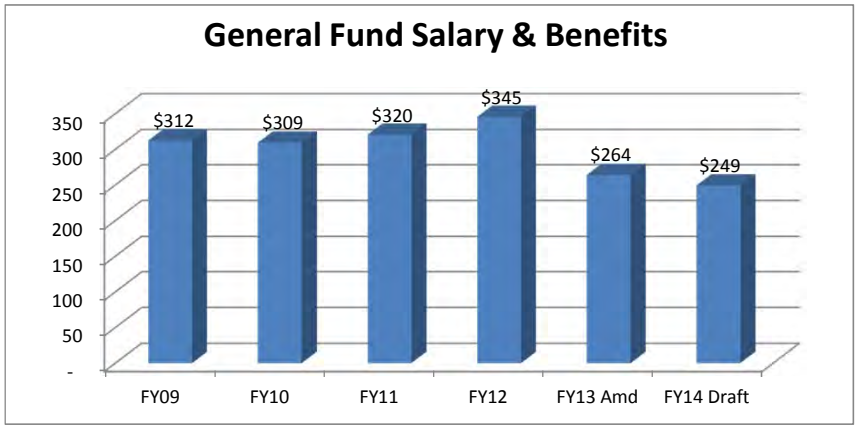
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Mayor											
1000 - General											
Office of the Mayor	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0
1000 - General Total	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**3.0**	**3.0**
Mayor Total	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**3.0**	**3.0**
Total FTEs for ALL FUNDS	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**3.0**	**3.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Mayor's Office

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Mayor						
1000 - General						
Office of the Mayor	312	309	320	345	264	249
1000 - General Total	**312**	**309**	**320**	**345**	**264**	**249**
Mayor Total	**312**	**309**	**320**	**345**	**264**	**249**
Total A6000 Series for ALL FUNDS	**$312**	**$309**	**$320**	**$345**	**$264**	**$249**

The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

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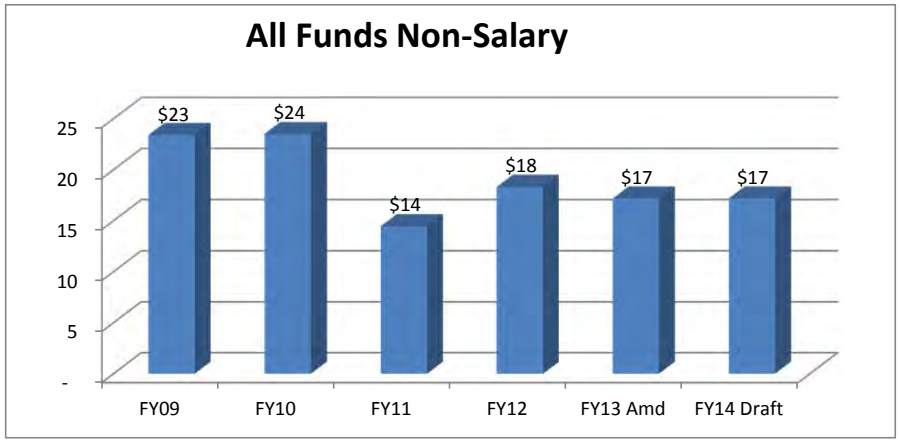
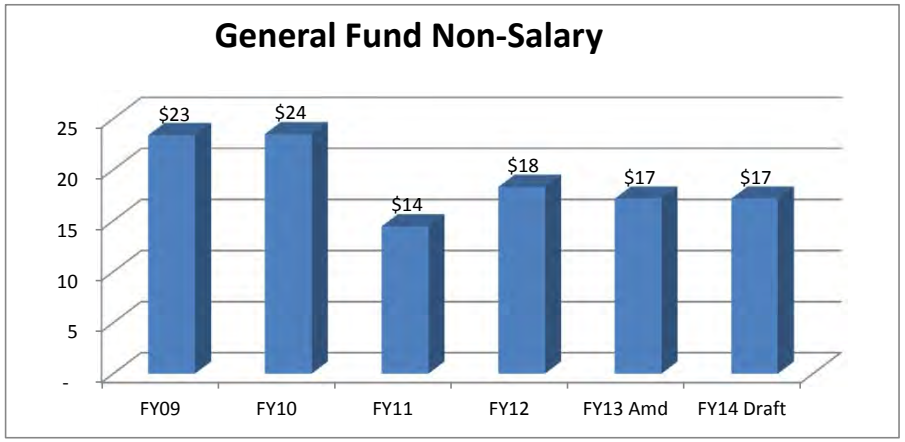
FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Mayor's Office

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

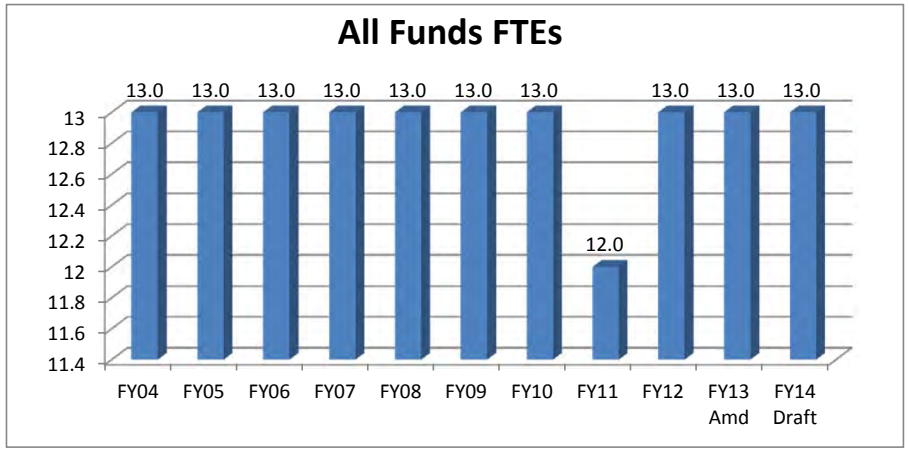
	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Mayor						
1000 - General						
Office of the Mayor	23	24	14	18	17	17
1000 - General Total	**23**	**24**	**14**	**18**	**17**	**17**
Mayor Total	**23**	**24**	**14**	**18**	**17**	**17**
Total A7000 Series for ALL FUNDS	**$23**	**$24**	**$14**	**$18**	**$17**	**$17**

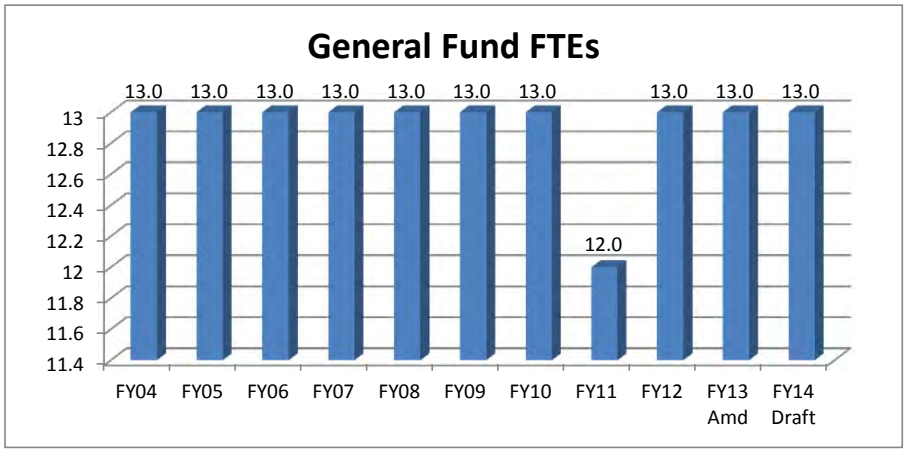
The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Travel Exp	$5
Community Activity	3
Cell Phone Charges	3
Office Supplies	3
Youth Advisory Group	2
Postage	2
Mayor's Conferences	1
Professional Development	1
All Other	0
	$17

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Council Districts&Of





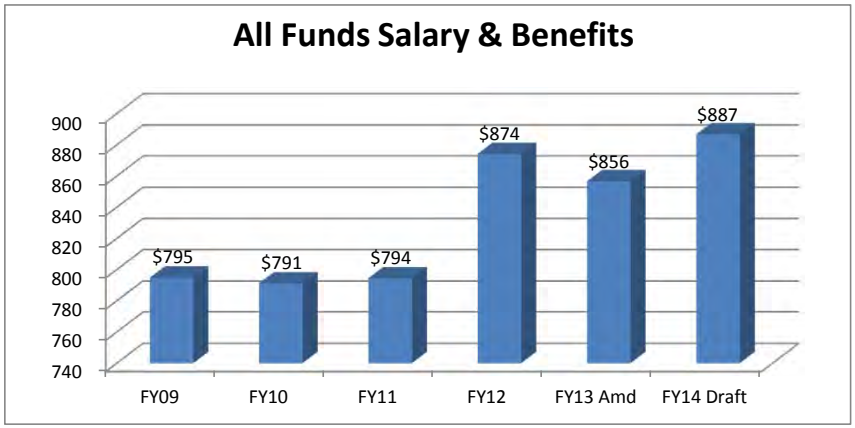
ALL FUNDS - FTE Count

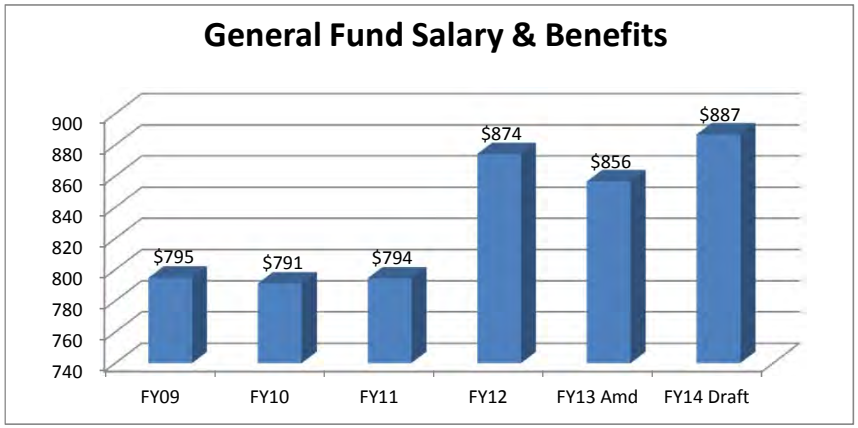
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Council Office											
1000 - General											
Barrel District	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cactus District	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cholla District	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Council Office	7.0	7.0	7.0	7.0	7.0	7.0	7.0	6.0	7.0	7.0	7.0
Ocotillo District	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sahuaro District	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Yucca District	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1000 - General Total	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**12.0**	**13.0**	**13.0**	**13.0**
Council Office Total	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**12.0**	**13.0**	**13.0**	**13.0**
Total FTEs for ALL FUNDS	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**12.0**	**13.0**	**13.0**	**13.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Council Districts&Of

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Council Office						
1000 - General						
Barrel District	49	50	51	54	52	55
Cactus District	49	50	51	54	52	60
Cholla District	53	55	56	59	57	60
Council Office	495	488	484	545	539	543
Ocotillo District	50	50	51	54	52	55
Sahuaro District	49	50	51	54	52	57
Yucca District	49	50	51	54	52	57
1000 - General Total	**795**	**791**	**794**	**874**	**856**	**887**
Council Office Total	**795**	**791**	**794**	**874**	**856**	**887**
Total A6000 Series for ALL FUNDS	**$795**	**$791**	**$794**	**$874**	**$856**	**$887**

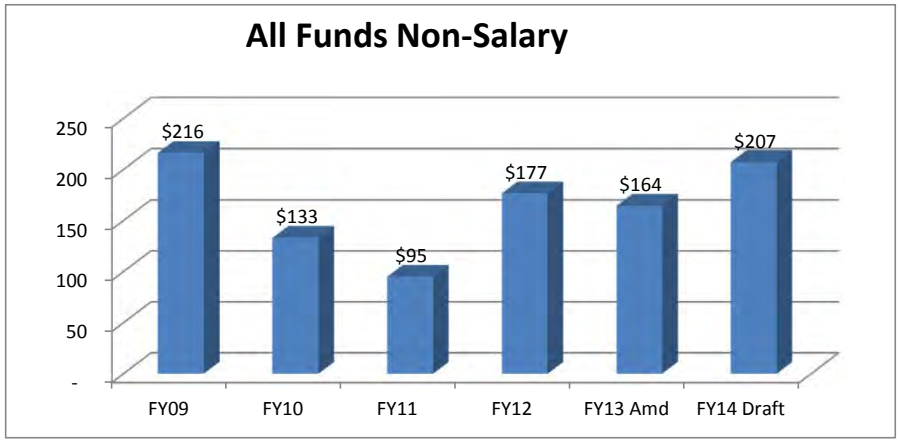
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

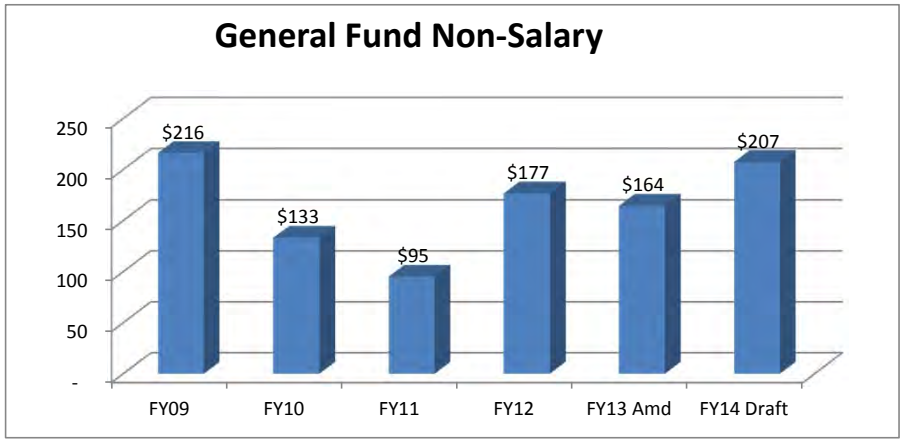
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Council Districts&Of

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Council Office						
1000 - General						
Barrel District	35	22	7	29	12	32
Cactus District	25	23	23	38	41	32
Cholla District	16	9	11	13	7	31
Council Office	28	9	11	12	16	16
Ocotillo District	41	15	27	42	36	32
Sahuaro District	29	25	3	24	8	32
Yucca District	42	30	12	17	46	32
1000 - General Total	**216**	**133**	**95**	**177**	**164**	**207**
Council Office Total	**216**	**133**	**95**	**177**	**164**	**207**
Total A7000 Series for ALL FUNDS	**$216**	**$133**	**$95**	**$177**	**$164**	**$207**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Equipment Less $5,000/Unit	$91
Professional and Contractual	49
Miscellaneous	46
Professional Development	8
Promotion and Publicity	4
Office Supplies	3
Cell Phone Charges	3
Line Supplies	2
All Other	0
	$207

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COUNCIL OFFICE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	7.00	$543,235	$15,683	$20,985	$579,903

SERVICE DESCRIPTION:
Council staff supports the Council and works closely with constituents and councilmembers to resolve any issues or questions they have about city programs and services. Council staff manages constituent communications, budgets, capital projects, district meetings, boards and commissions, special interest projects and the general day-to-day operations of the City Council Office.One of the highest priorities of the Council is to involve the public in their decision making process. They regularly appoint citizens to 17 advisory boards and commissions and often form public committees to address specific citywide issues.The Councilmembers each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Councilmember input from their constituents. The Councilmembers also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.The Council represents Glendale as members and leaders on numerous city, regional and national organizations and committees.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

CITY COUNCIL - CHOLLA DISTRICT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$60,312	$30,724	$1,451	$92,487

SERVICE DESCRIPTION:
The City Council constitutes the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.One of the highest priorities of the Council is to involve the public in their decisionmaking process. They regularly appoint citizens to 17 advisory boards and commissions andoften form public committees to address specific citywide issues.The Councilmembers each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Councilmember input from their constituents. The Councilmembers also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.The Council represents Glendale as members and leaders on numerous city, regional and national organizations and committees.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

CITY COUNCIL - BARREL DISTRICT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$54,660	$32,175	$0	$86,835

SERVICE DESCRIPTION:
The City Council constitutes the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.One of the highest priorities of the Council is to involve the public in their decisionmaking process. They regularly appoint citizens to 17 advisory boards and commissions andoften form public committees to address specific citywide issues.The Councilmembers each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with groups of citizens throughout the year to resolve local

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issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Councilmember input from their constituents. The Councilmembers also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.The Council represents Glendale as members and leaders on numerous city, regional and national organizations and committees.Council staff that support the Council work closely with constituents and councilmembers to resolve any issues or questions they have about city programs and services. Council staff manages constituent communications, budgets, capital projects, district meetings, boards and commissions, special interest projects and the general day-to-day operations of the City Council Office.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

CITY COUNCIL - SAHUARO DISTRICT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$57,072	$32,175	$0	$89,247

SERVICE DESCRIPTION:
The City Council constitutes the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.One of the highest priorities of the Council is to involve the public in their decisionmaking process. They regularly appoint citizens to 17 advisory boards and commissions andoften form public committees to address specific citywide issues.The Councilmembers each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Councilmember input from their constituents. The Councilmembers also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.The Council represents Glendale as members and leaders on numerous city, regional and national organizations and committees.Council staff that support the Council work closely with constituents and councilmembers to resolve any issues or questions they have about city programs and services. Council staff manages constituent communications, budgets, capital projects, district meetings, boards and commissions, special interest projects and the general day-to-day operations of the City Council Office.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

CITY COUNCIL - CACTUS DISTRICT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$59,770	$32,175	$0	$91,945

SERVICE DESCRIPTION:
The City Council constitutes the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.One of the highest priorities of the Council is to involve the public in their decisionmaking process. They regularly appoint citizens to 17 advisory boards and commissions andoften form public committees to address specific citywide issues.The Councilmembers each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Councilmember input from their constituents. The Councilmembers also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.The Council represents Glendale as members and leaders on numerous city, regional and national organizations and committees.Council staff that support the Council work closely with constituents and councilmembers to resolve any issues or questions they have about city programs and services. Council staff manages constituent communications, budgets, capital projects, district meetings, boards and commissions, special interest projects and the general day-to-day operations of the City Council Office.

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REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

CITY COUNCIL - YUCCA DISTRICT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$57,072	$32,175	$0	$89,247

SERVICE DESCRIPTION:
The City Council constitutes the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.One of the highest priorities of the Council is to involve the public in their decisionmaking process. They regularly appoint citizens to 17 advisory boards and commissions andoften form public committees to address specific citywide issues.The Councilmembers each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Councilmember input from their constituents. The Councilmembers also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.The Council represents Glendale as members and leaders on numerous city, regional and national organizations and committees.Council staff that support the Council work closely with constituents and councilmembers to resolve any issues or questions they have about city programs and services. Council staff manages constituent communications, budgets, capital projects, district meetings, boards and commissions, special interest projects and the general day-to-day operations of the City Council Office.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

CHANGE IN SERVICES:

CITY COUNCIL - OCOTILLO DISTRICT - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	1.00	$54,553	$32,175	$0	$86,728

SERVICE DESCRIPTION:
The City Council constitutes the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.One of the highest priorities of the Council is to involve the public in their decisionmaking process. They regularly appoint citizens to 17 advisory boards and commissions andoften form public committees to address specific citywide issues.The Councilmembers each become involved in the support and economic development of Glendale's six districts. Councilmembers host meetings in their districts or meet with groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Councilmember input from their constituents. The Councilmembers also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.The Council represents Glendale as members and leaders on numerous city, regional and national organizations and committees.Council staff that support the Council work closely with constituents and councilmembers to resolve any issues or questions they have about city programs and services. Council staff manages constituent communications, budgets, capital projects, district meetings, boards and commissions, special interest projects and the general day-to-day operations of the City Council Office.

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REQUIRED BY LAW/CODE/REG?:
CURRENT PERFORMANCE DATA:
REVENUE GENERATION:
CHANGE IN SERVICES:

Council Districts&Of Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	13.00	$886,674	$207,282	$22,436	$1,116,392
FY 2014 Reduction	0.00	$0	$0	$0	$0
FY 2014 Cost of Service	13.00	$886,674	$207,282	$22,436	$1,116,392

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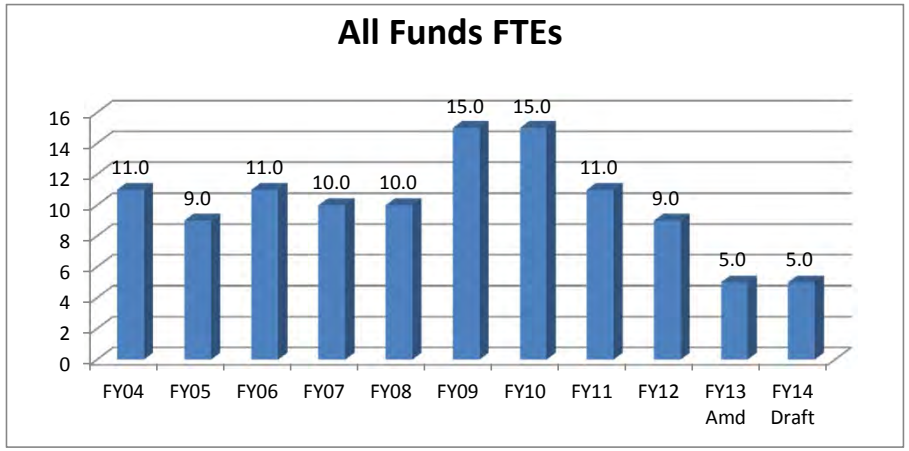
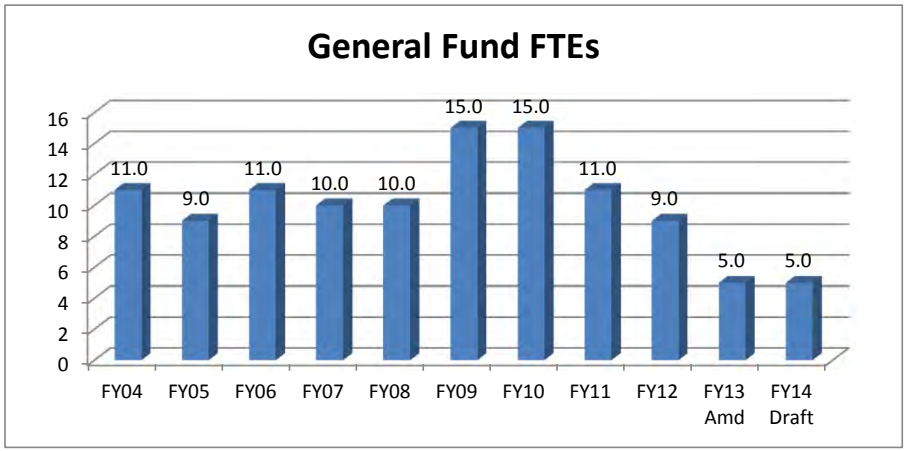
FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
<u>City Manager</u>





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Admin Svcs Admin.											
1000 - General											
Administration Services Admin.	4.0	1.0	3.0	2.0	2.0	4.0	4.0	4.0	2.0		
1000 - General Total	**4.0**	**1.0**	**3.0**	**2.0**	**2.0**	**4.0**	**4.0**	**4.0**	**2.0**		
Admin Svcs Admin. Total	**4.0**	**1.0**	**3.0**	**2.0**	**2.0**	**4.0**	**4.0**	**4.0**	**2.0**		
City Manager											
1000 - General											
City Manager	7.0	8.0	8.0	8.0	8.0	9.0	9.0	7.0	7.0	5.0	5.0
1000 - General Total	**7.0**	**8.0**	**8.0**	**8.0**	**8.0**	**9.0**	**9.0**	**7.0**	**7.0**	**5.0**	**5.0**
City Manager Total	**7.0**	**8.0**	**8.0**	**8.0**	**8.0**	**9.0**	**9.0**	**7.0**	**7.0**	**5.0**	**5.0**
Fac & Fin Mgmt											
1000 - General											
Facilities & Financial Mgmt						2.0	2.0				
1000 - General Total						**2.0**	**2.0**				
Fac & Fin Mgmt Total						**2.0**	**2.0**				
Total FTEs for ALL FUNDS	**11.0**	**9.0**	**11.0**	**10.0**	**10.0**	**15.0**	**15.0**	**11.0**	**9.0**	**5.0**	**5.0**

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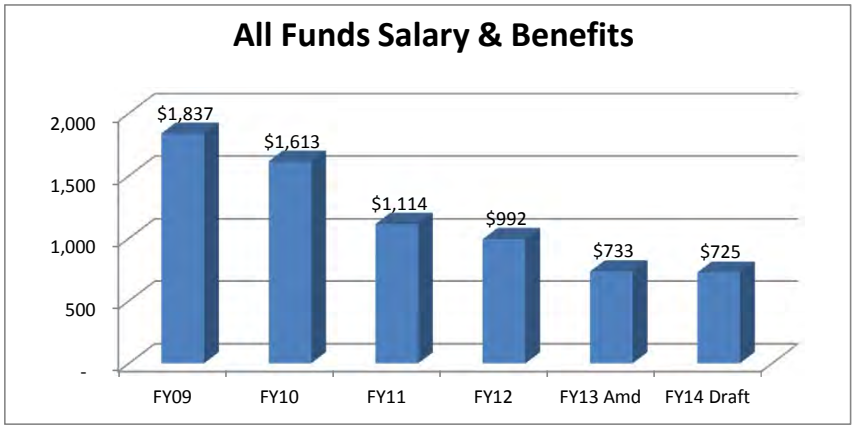
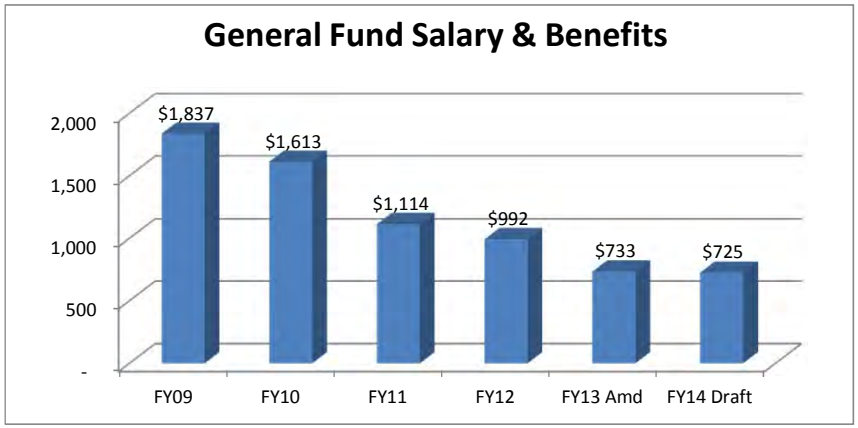
FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Manager

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Admin Svcs Admin.						
1000 - General						
Administration Services Admin.	$437	$436	$237	$1		
1000 - General Total	**437**	**436**	**237**	**1**		
Admin Svcs Admin. Total	**437**	**436**	**237**	**1**		
City Manager						
1000 - General						
City Manager	1,081	964	877	991	733	725
1000 - General Total	**1,081**	**964**	**877**	**991**	**733**	**725**
City Manager Total	**1,081**	**964**	**877**	**991**	**733**	**725**
Fac & Fin Mgmt						
1000 - General						
Facilities & Financial Mgmt	319	213				
1000 - General Total	**319**	**213**				
Fac & Fin Mgmt Total	**319**	**213**				
Total A6000 Series for ALL FUNDS	**$1,837**	**$1,613**	**$1,114**	**$992**	**$733**	**$725**

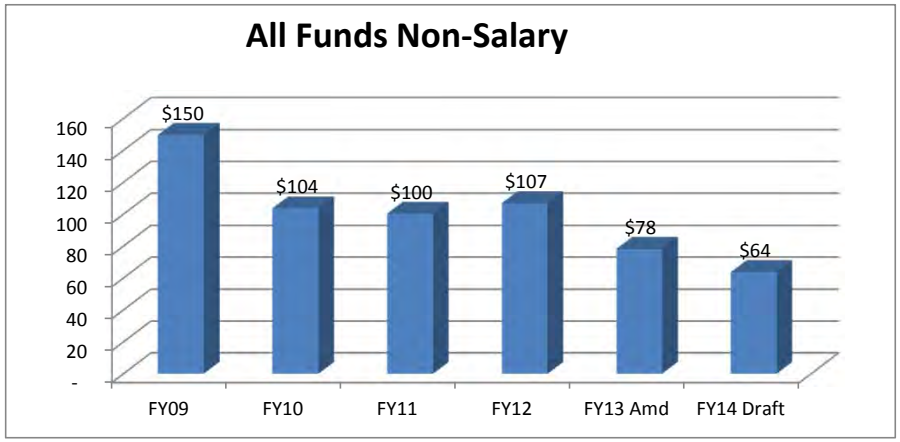
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

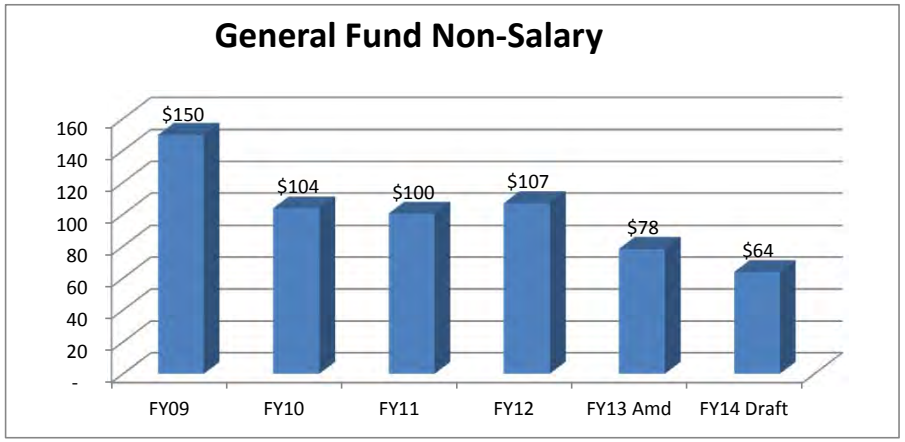
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
City Manager

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Admin Svcs Admin.						
1000 - General						
Administration Services Admin.	5	5	21	0		
1000 - General Total	**5**	**5**	**21**	**0**		
Admin Svcs Admin. Total	**5**	**5**	**21**	**0**		
City Manager						
1000 - General						
City Manager	140	95	79	107	78	64
1000 - General Total	**140**	**95**	**79**	**107**	**78**	**64**
City Manager Total	**140**	**95**	**79**	**107**	**78**	**64**
Fac & Fin Mgmt						
1000 - General						
Facilities & Financial Mgmt	5	3				
1000 - General Total	**5**	**3**				
Fac & Fin Mgmt Total	**5**	**3**				
Total A7000 Series for ALL FUNDS	**$150**	**$104**	**$100**	**$107**	**$78**	**$64**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$23
Community Activity	21
Professional Development	14
Office Supplies	2
Office Equipment Maintenance	2
Memberships and Subscriptions	1
Cell Phone Charges	1
All Other	0
	$64

Return to TOC

CITY MANAGER'S OFFICE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	5.00	$724,765	$63,730	$7,405	$795,900

SERVICE DESCRIPTION:
The City Manager's Office is responsible for seeking policy direction from Council and preparing recommendations for Council action in accordance with established strategic goals and key objectives; ensuring effective and efficient internal operations citywide; and establishing value-added programs and services for the citizens of Glendale.The City Manager's Office carries out all city policies by supervising and coordinating city departments, by preparing and presenting to the City Council the annual budget, by coordinating the preparation of City Council agendas and by addressing the strategic and policy needs of the Council, city and community. Additionally, the City Manager's Office provides direction to facilitate the attraction of new businesses and expand opportunities. The City Manager's Office provides administrative direction and support to all departments within the city with the exception of the City Attorney's Office, the City Court, and the City Clerk's Office. The City Manager and Assistant City Manager positions are required by the City Charter. The City Manager is also supported by a team of administrative staff to ensure that the direction of the City Council is fulfilled. - Supervision of day-to-day operations of all city departments and staff, directly and through department heads;- Preparation, monitoring, and execution of the annual city budget, which includes submitting a proposed budget package with options and recommendations for consideration and possible approval to Council;- Manages the Agenda Process for voting meetings and assists the City Clerk's Office with Workshop and Special Meeting agendas and meetings. - Works closely with cross functional groups from many departments including the Mayor and City Council Offices to provide proper documentation and review. Works closely with the City Attorney's Office on documentation of intergovernmental agreements, contracts, agreements, resolutions and ordinances.

REQUIRED BY LAW/CODE/REG?:
Required by City Code

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:
None

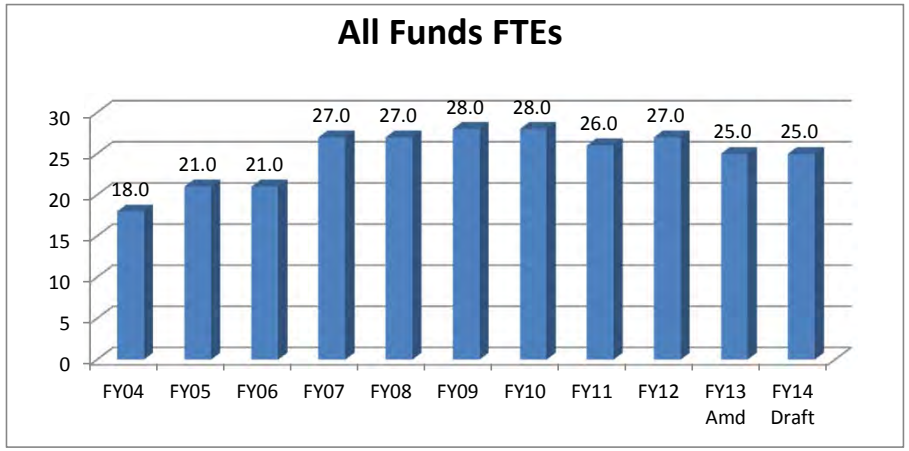
CHANGE IN SERVICES:
Proposed Reductions: Reduce Community Activities: This would reduce the city's ability support its community partner's sponsored events. This would also eliminate our support of the internal United Way campaign and local newspaper advertisements. (-$4,500)Eliminate Car Allowance: A reduction of $7,800Reduce Professional and Contractual: This line item is utilized for professional services such as; printing, mail services, and phone conferencing services. This action should not result in a reduction in service. (-10,000)

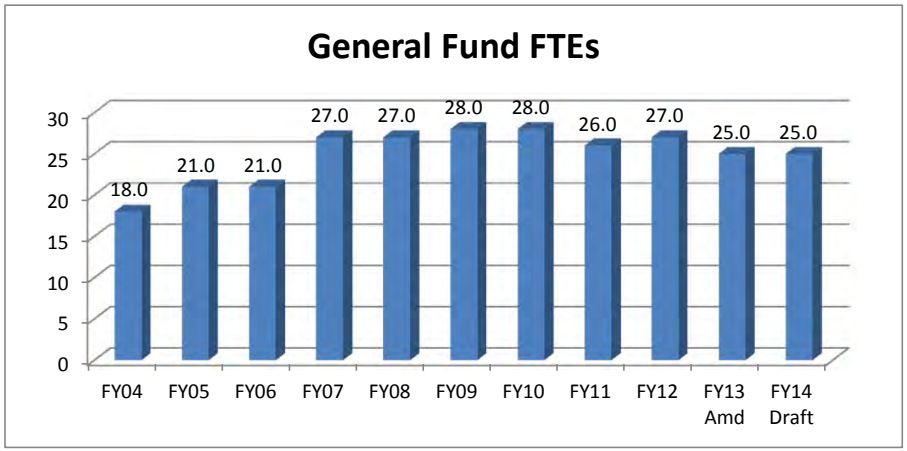
City Manager Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	5.00	$732,565	$78,230	$7,405	$818,200
FY 2014 Reduction	0.00	($7,800)	($14,500)	$0	($22,300)
FY 2014 Cost of Service	5.00	$724,765	$63,730	$7,405	$795,900

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
City Attorney





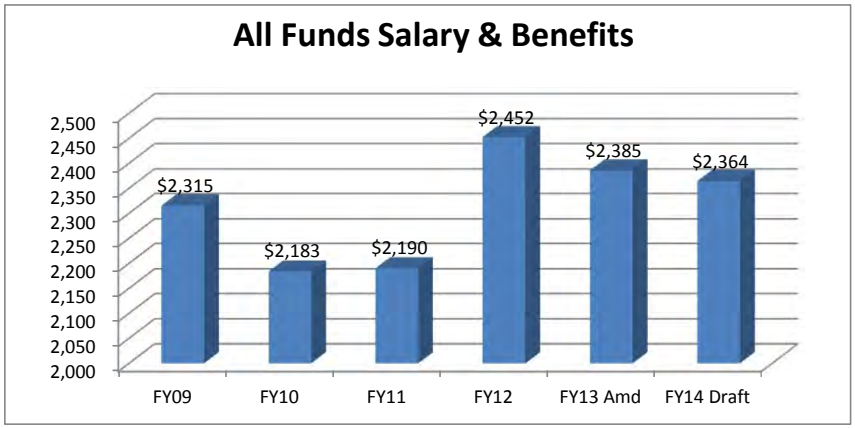
ALL FUNDS - FTE Count

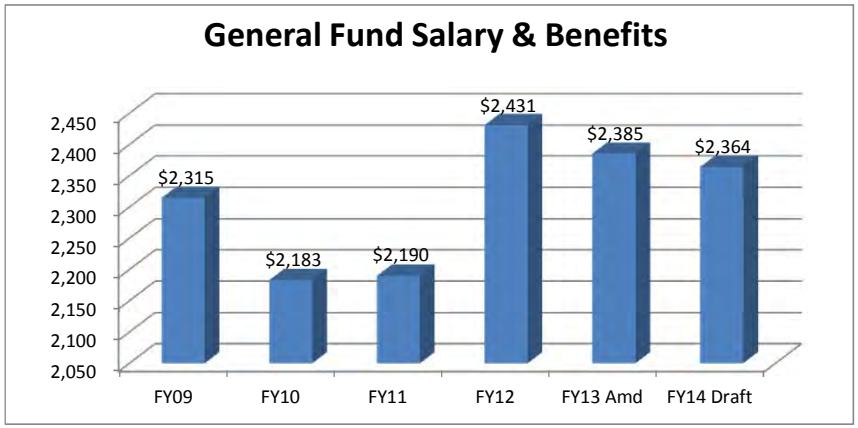
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
City Attorney											
1000 - General											
City Attorney	18.0	21.0	21.0	27.0	27.0	28.0	28.0	26.0	27.0	25.0	25.0
1000 - General Total	**18.0**	**21.0**	**21.0**	**27.0**	**27.0**	**28.0**	**28.0**	**26.0**	**27.0**	**25.0**	**25.0**
City Attorney Total	**18.0**	**21.0**	**21.0**	**27.0**	**27.0**	**28.0**	**28.0**	**26.0**	**27.0**	**25.0**	**25.0**
Total FTEs for ALL FUNDS	**18.0**	**21.0**	**21.0**	**27.0**	**27.0**	**28.0**	**28.0**	**26.0**	**27.0**	**25.0**	**25.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Attorney

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
City Attorney						
1000 - General						
City Attorney	2,315	2,183	2,190	2,431	2,385	2,364
1000 - General Total	**2,315**	**2,183**	**2,190**	**2,431**	**2,385**	**2,364**
City Attorney Total	**2,315**	**2,183**	**2,190**	**2,431**	**2,385**	**2,364**
Grants						
1840 - Grants						
STOP Violence Prosecutors Off				21		
1840 - Grants Total				**21**		
Grants Total				**21**		
Total A6000 Series for ALL FUNDS	**$2,315**	**$2,183**	**$2,190**	**$2,452**	**$2,385**	**$2,364**

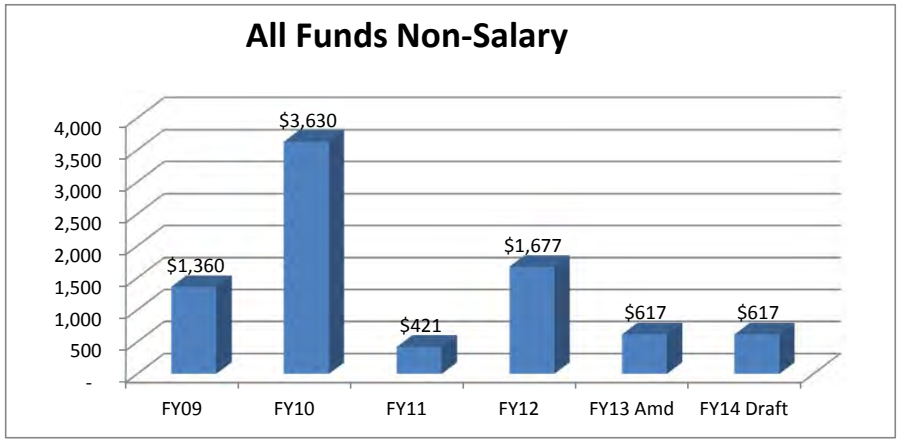
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

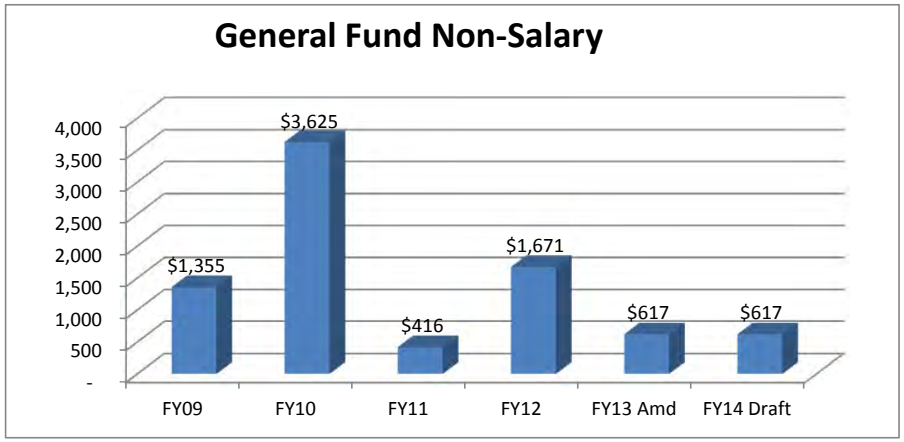
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
City Attorney

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
City Attorney						
1000 - General						
City Attorney	74	97	117	121	117	117
Attorney-Spec Proj Fees/Costs	1,281	3,528	0			
Outside Legal Fees			299	1,550	500	500
1000 - General Total	**1,355**	**3,625**	**416**	**1,671**	**617**	**617**
City Attorney Total	**1,355**	**3,625**	**416**	**1,671**	**617**	**617**
Grants						
1840 - Grants						
Victim's Rights-Cty Atty	5	5	6	6		
1840 - Grants Total	**5**	**5**	**6**	**6**		
Grants Total	**5**	**5**	**6**	**6**		
Total A7000 Series for ALL FUNDS	**$1,360**	**$3,630**	**$421**	**$1,677**	**$617**	**$617**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$510
Line Supplies	35
Professional Development	29
Software	17
Office Supplies	15
Office Equipment Maintenance	7
Cell Phone Charges	5
All Other	0
	$617

Return to TOC

CITY ATTORNEY'S OFFICE

MEMORANDUM

DATE:	March 7, 2013
TO:	Jamsheed Mehta, Interim Assistant City Manager Sherry Schurhammer, Budget Director
FROM:	Nicholas C. DiPiazza & Deborah W. Robberson, City Attorney's Office
SUBJECT:	FY2013-14 Budget

You requested that all departments complete a worksheet entitled "cost of services." While our base budget numbers have been provided on the worksheet, we desire to provide additional detail. In view of the information provided below we request that the 2013-14 budget be prepared without any reduction to the City Attorney's Office budget.

The mission of the City Attorney's Office is to address fully and professionally all of the City's need for legal services and to represent the people of Arizona in the prosecution of criminal acts and civil violations of the law in order to assure justice.

The civil division of the City Attorney's Office provides legal advice to the Mayor, City Council, all Boards and Commissions, management and the City's departments and represents the City in civil legal proceedings, including lawsuits and administrative proceedings. In addition, this division drafts and/or reviews all contracts, resolutions and ordinances (city laws). The civil division also interprets city, state and federal laws as they pertain to City services and activities. It participates in complex negotiations and real property conveyances. Further, it provides legal advice relating to licenses, permits, taxes, elections, public records and compliance with environmental laws. These services are provided by the six attorney positions, including the City Attorney.

The criminal division prosecutes misdemeanors and civil code violations. Misdemeanor prosecution entails violations of state law and city ordinances. Civil code violations are limited only to violations of the laws enacted by City Council. While other agencies may prosecute violations of state law, no other agency prosecutes violations of city ordinances. The criminal division is comprised of seven attorneys.

The Charter, state law, and prudence dictate that legal matters, whether civil or criminal, be addressed. Not addressing these matters will increase the City's transactional and operational risk exposure and loss payout, diminish regulatory compliance, weaken its corporate governance, and affect its integrity as a viable governmental entity. As a result, the required legal services are not optional and the only alternative is consideration of the manner in which these services are provided.

Currently, the vast majority of legal services are provided using attorneys employed by the City. Alternatively, this work may be outsourced to a private entity. The following represents the base cost of outsourcing the work currently performed by in-house attorneys, but not the total cost of outsourcing:

Outside counsel billing rates:

Senior Attorneys	$350-495; median = $422.50
Attorneys	$250-325; median = $287.50
Legal Assistants	$ 75-125; median = $105.00

Comparable outside staffing costs:

6 Senior Attorneys (City Attorney, 3 Deputy City Attorneys, City Prosecutor, and Police Legal Advisor)
2040 x 6 = 12,240 hours x $422.50 median billing rate = $ 5,171,400

9 Attorneys (2 Assistant City Attorneys and 7 Assistant City Prosecutors)
2040 x 7 = 14,280 hours x $285.50 median billing rate = $ 5,241,780

4 Legal Assistants (3 civil, 1 criminal)
2040 x 4 = 8,160 hours x $100.00 median billing rate = $ 816,000

Total: $11,229,180

It should also be noted that three significant cost areas are not incorporated into the amount shown above. First, the City is currently addressing very substantial legal issues requiring the expertise and additional resources provided by outside counsel. Those costs will continue and are in addition to the base number reflected above.

Secondly, the base number shown above does not include the additional costs associated with outsourcing to an outside law firm; e.g., additional billing for communication, travel time, etc.).

Last, it should be noted that the above amount does not include billing by the outside firms of their internal re-billable costs (filing fees, research databases, copies, etc.) and third party costs (delivery services, court reporter fees, etc.).

The 2012-13 budget for the City Attorney's Office to handle all legal matters incorporated into the above estimated alternative cost was $2,534,385. By comparison, the chart below shows that the City Attorney's Office continues to be the smallest per capita staffing and the lowest cost per employee of any other legal department of significant charter cities in Arizona.

City	Population	Legal Dept Budget	Legal Staff	Staff/Population	Budget/Staff
Glendale	230,482	$ 2,534,385	27	8,536	$ 93,866
Tempe	164,268	$ 2,800,000	26	6,318	$107,692
Scottsdale	221,020	$ 5,707,884	54.5	4,055	$104,732
Chandler	240,101	$ 3,149,461	27.5	8,731	$114,526
Mesa	446,518	$11,615,670	60	7,442	$193,594
Tucson	525,796	$ 8,873,197	97	5,421	$ 91,476
Phoenix	1,469,471	$19,186,072	202	7,275	$ 94,980

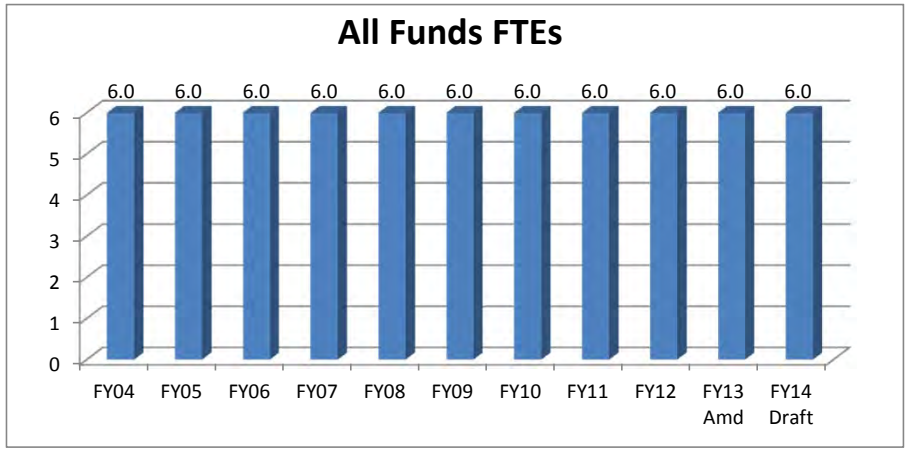
Return to TOC

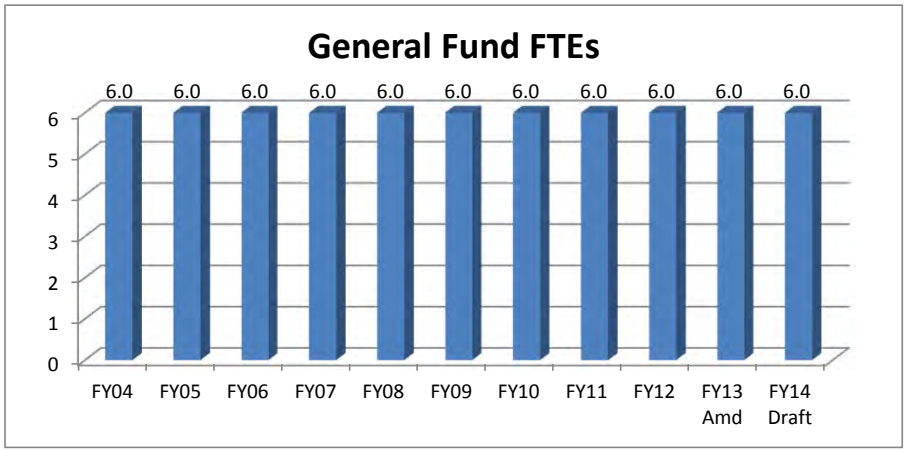
In short, the Office cannot reduce its operating budget further without a very significant impact on service delivery and continued increase in the use of outside resources and ultimately greater cost to the City.

At this time, we have three vacant positions. The City Attorney's Office is operating far beyond maximum capacity. As a result, there are legal costs associated with the use of outside counsel that are not reflected in the Office's budget but which are assumed by other operating budgets. The average time for contract review and responsiveness in transactional matters is longer than is optimal and requires constant prioritization. The prosecution of criminal complaints and code violations must also be constantly prioritized and managed. Therefore, this Office can incur no further reduction whatsoever without a very significant impact on its service delivery, which would have far greater economic and social impact to the City and its citizens than the relatively small amount that would not otherwise be expended.

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
City Clerk





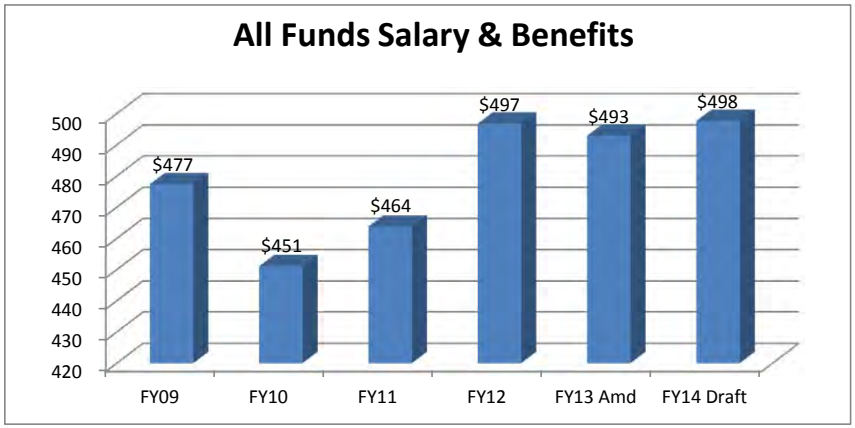
ALL FUNDS - FTE Count

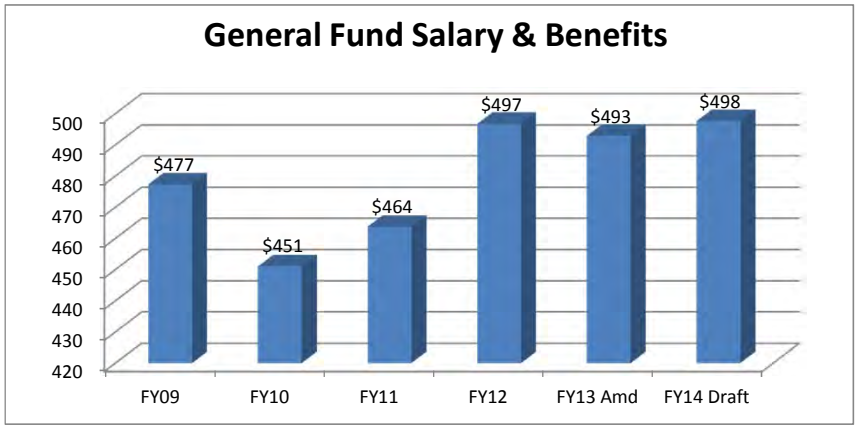
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
City Clerk											
1000 - General											
City Clerk	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Records Management	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
1000 - General Total	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**
City Clerk Total	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**
Total FTEs for ALL FUNDS	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Clerk

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
City Clerk						
1000 - General						
City Clerk	339	340	354	379	376	380
Records Management	138	111	110	118	116	117
Elections	0					
1000 - General Total	**477**	**451**	**464**	**497**	**493**	**498**
City Clerk Total	**477**	**451**	**464**	**497**	**493**	**498**
Total A6000 Series for ALL FUNDS	**$477**	**$451**	**$464**	**$497**	**$493**	**$498**

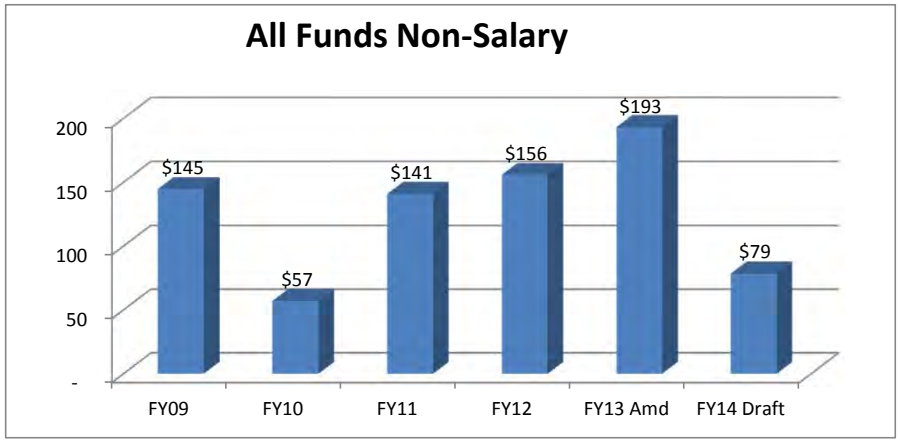
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

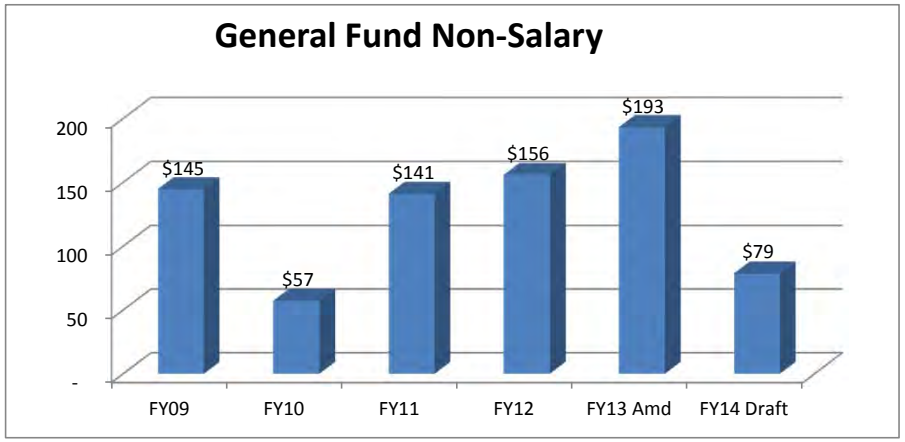
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
City Clerk

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
City Clerk						
1000 - General						
City Clerk	46	30	28	29	27	23
Records Management	39	26	27	26	27	27
Elections	59	1	86	101	139	29
Passport Services	1	0				
1000 - General Total	**145**	**57**	**141**	**156**	**193**	**79**
City Clerk Total	**145**	**57**	**141**	**156**	**193**	**79**
Total A7000 Series for ALL FUNDS	**$145**	**$57**	**$141**	**$156**	**$193**	**$79**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$29
Software	16
Office Equipment Maintenance	10
Advertising	9
Recording and Title Search	6
Office Supplies	4
Professional Development	2
Line Supplies	1
Cell Phone Charges	1
All Other	0
	$79

Return to TOC

CITY CLERK ADMINISTRATIVE SERVICES - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	4.00	$380,081	$22,825	$7,956	$410,862

SERVICE DESCRIPTION:
Administrative Division Services: (also staff municipal elections) Customer Service: assist public, external and internal customers via phone, person or email, written and electronic correspondence; build professional relationships; accept legal service for city; review and implement new legislation in areas of responsibility.All Council Meetings: attend meetings, prepare summary and final minutes, submit final to council, post on Internet; create Deeds and Easement ordinance for agenda.Council Workshop Meetings: coordinate agenda items with departments; prepare agenda and information packet; process through review and approval; prepare and deliver information packets.Public Records Requests - Media and External: receive and log to data base, transmit to appropriate departments, research and gather documents, follow up with department and requestor; review responding documents and redactions, send to requester. Media requests require additional review and notifications.Contract Management: receive original contracts, assign identification number, log to database, route for signatures, notarize, attest, index, scan; post on internet. Public Notices, Publications, City Charter and Code Book: publish and post public notices and legal documents for all city departments; webpage management; tracking and database management; Charter and Code Book supplement processing, compilation, update Internet and print versions.Recording: record deeds, liens, satisfactions of liens, contracts, annexations, ordinances with Maricopa County Recorder through electronic media; log data. Fiscal Management: create, monitor and reduce budget as necessary; follow purchasing, accounts payable, receivable, tracking and reconciliation procedures. All actions are required by Arizona Revised Statutes and Glendale City Charter and Code.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
2012 Statistics are as follows: Public Records Requests - 782; Media Requests - 76; Postings - 503; Legal Ads/Publications - 300; Certifications - 21; Notarial Services - 198; Recordings - 588; Resolutions - 103; Ordinances - 40; Contracts Received - 593; Court Document Pages Scanned - 82,086; Contract Pages scanned - 9,552

REVENUE GENERATION:
Purged and shredded documents are recycled at MRF; Public Records Requests: Cost Recovery Only (20 cents per page for copies and $10 for a CD) - Account # 10210-530800 **variance in amount received each year FY11 $3000, YTD FY12 $320; Recording of documents: Some cost recovery only

CHANGE IN SERVICES:
There are no service alternatives that will provide for continuity of service while maintaining the same service levels at the same or lower cost.

RECORDS DIVISION - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.00	$117,488	$27,140	$2,942	$147,570

SERVICE DESCRIPTION:
Records Management Services: (also staff city elections)Customer Service: assist public and internal customers via phone, person or email; written and electronic correspondence, research, respond to requests; build professional relationships.Council Agenda Packet: format and link council agendas for posting; create iPad version; maintain database for electronic and microfilm records; number resolutions and ordinances; meeting room preparation and set up; webpage management.Records Requests: respond to internal records requests; assist with Public Records Requests as necessary; research. Scanning, Microfilm, Database Management: Electronic Records Management; database management for microfilm and scanning; index, scan, quality check for clerk and court records; partner with other departments to start up and maintain scanning program; power users for database program and research; assisted Police, Building and Field Operations for set up, database management; software maintenance; liaison with vendors and IT for software support.Webpage Management: participate with Arizona Memories Project, created, update and maintain Intranet Records page information. Records Management / Retention: manage Records Center, maintain city archives; manage comprehensive and accessible citywide decentralized records management system for citywide retention, storage and purging per a structured program; retention schedule maintenance and updates; maintain database for stored records; assist all departments with records research, management and destruction. Provide records management training; coordinate Annual Purge Day multi-organization multi-department participation. Legislative review; implement new legislation. Fiscal Management: create, monitor and reduce budget as necessary; follow purchasing, accounts payable, receivable, tracking and reconciliation procedures as set forth.All actions are required by Arizona Revised Statutes and Glendale City Charter and Code.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
2012 Statistics are as follows: Internal Records Requests - 420; Employees Assisted - 423; Records Microfilmed - 77,737; Microfilm Checked - 33,089; Records Scanned - 100,823; Purge Day - 644 cubic feet.

Return to TOC

REVENUE GENERATION:
Purged and shredded documents are recycled at MRF; Public Records Requests: Cost Recovery Only (20 cents per page for copies and $10 for a CD) - Account # 10210-530800 **variance in amount received each year FY11 $3000, YTD FY12 $320; Recording of documents: Some cost recovery only

CHANGE IN SERVICES:
There are no service alternatives that will provide for continuity of service while maintaining the same service levels at the same or lower cost.

ELECTIONS - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$28,636	$312	$28,948

SERVICE DESCRIPTION:
The activities that each election require, but are not limited to are: Plan and implement voter outreach program and publicity plan; conduct legislative review and implement new legislation; negotiate contract with Maricopa County; update election web page and hotline; prepare nomination packets; process all candidate filing forms including financial disclosure, statement of organization, $500 threshold political committee, independent expenditure, termination filings, campaign finance reports; prepare publicity pamphlets; manage document translations for all documents and webpages; create and process resolutions, legal notices, voter data reports, mass mailing publicity pamphlets; prepare submittal to Department of Justice, notarize as required, post appropriate documents to the Internet; manage election day activities; and prepare canvass of vote. Generate packets for recall, initiative and referendum. Process any petitions submitted. Redistricting and all associated activities when required. Additional responsibilities cover Records Management, Public Records Requests, Contract Management, Customer Service, Public Notices and Publications, Fiscal Management, Council Meetings and Recording of all pertinent documents.It's important to note that the budget is for regularly planned elections. The next election is planned for three districts in 2014. The election in 2016 will be a citywide election and will be three districts and Mayor. Special elections and unplanned citywide elections cost significantly more than regularly planned elections.All actions are required by Federal Law, Arizona Revised Statutes and Glendale City Charter and Code.

REQUIRED BY LAW/CODE/REG?:
Required by State Law

CURRENT PERFORMANCE DATA:
The election in November of 2012 had over 97,000 registered voters and had a 71.35% turnout. About 60% of the registered voters are on the Permanent Early Voter List. Redistricting had mailings sent to over 80,000 residences and interested parties. DOJ approval received.

REVENUE GENERATION:
Cost recovery only for publicity pamphlet arguments for $150 each argument. The actual cost to translate and publish arguments is greater.

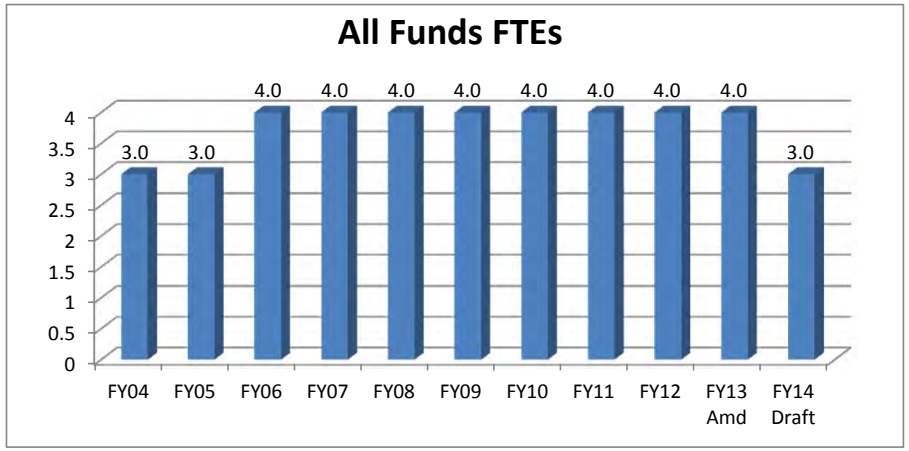
CHANGE IN SERVICES:
Unable to outsource any further, as we already contract with the county for various election services including ballots, polling places, pollworkers, tabulation and equipment, etc.

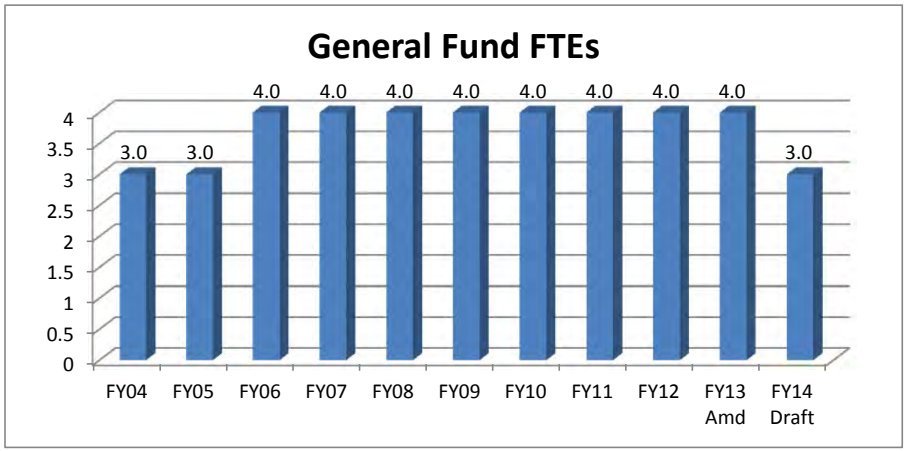
City Clerk Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	6.00	$497,569	$83,201	$11,210	$591,980
FY 2014 Reduction	0.00	$0	($4,600)	$0	($4,600)
FY 2014 Cost of Service	6.00	$497,569	$78,601	$11,210	$587,380

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Intergovt. Programs





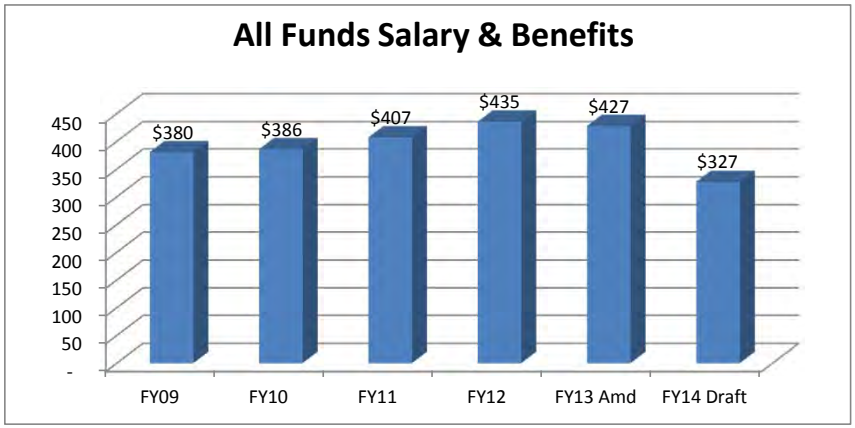
ALL FUNDS - FTE Count

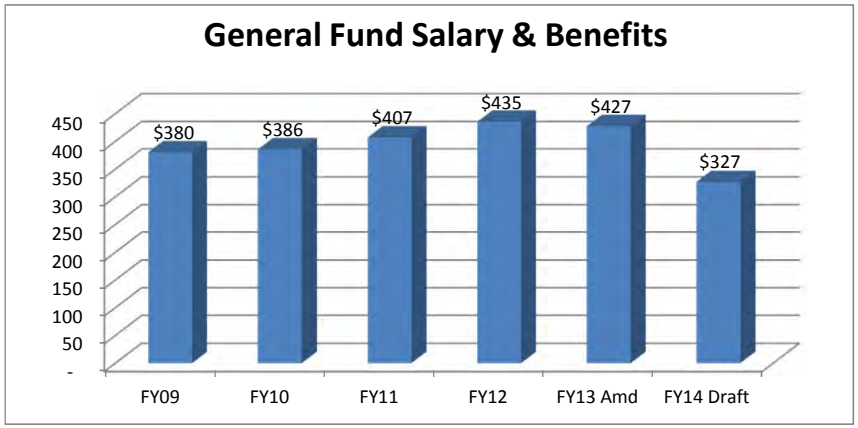
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Intergovt. Programs											
1000 - General											
Intergovernmental Programs	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0
1000 - General Total	**3.0**	**3.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**3.0**
Intergovt. Programs Total	**3.0**	**3.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**3.0**
Total FTEs for ALL FUNDS	**3.0**	**3.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**3.0**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Intergovt. Programs

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Intergovt. Programs						
1000 - General						
Intergovernmental Programs	380	386	407	435	427	327
1000 - General Total	**380**	**386**	**407**	**435**	**427**	**327**
Intergovt. Programs Total	**380**	**386**	**407**	**435**	**427**	**327**
Total A6000 Series for ALL FUNDS	**$380**	**$386**	**$407**	**$435**	**$427**	**$327**

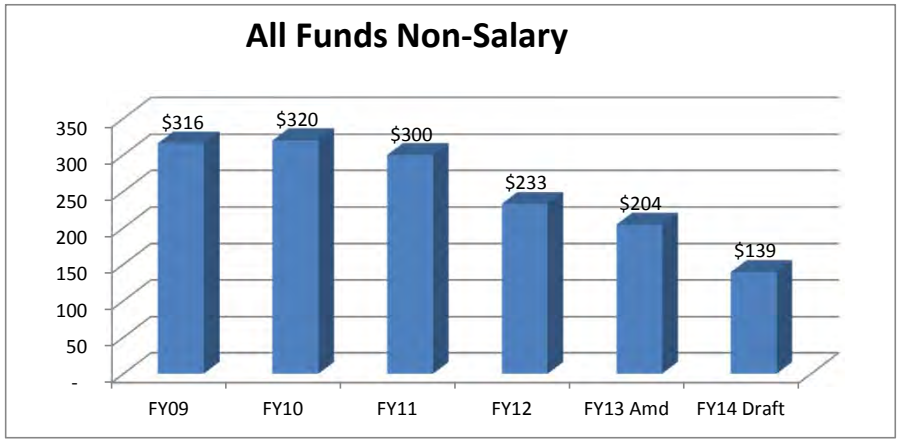
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

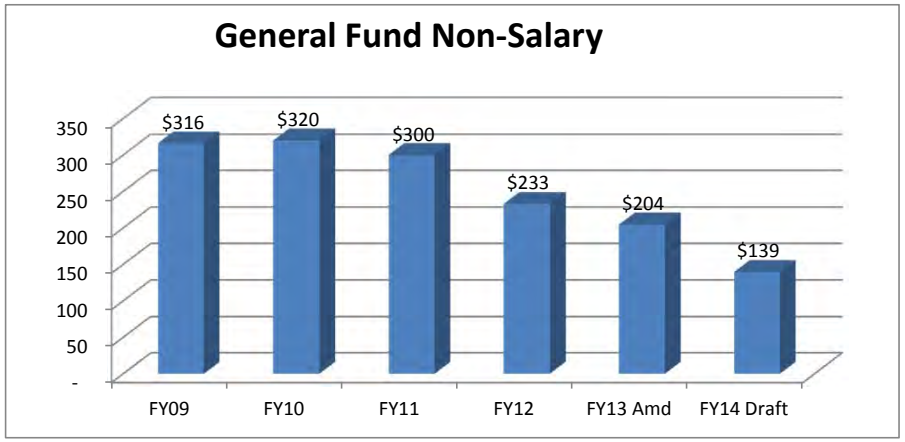
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Intergovt. Programs

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Intergovt. Programs						
1000 - General						
Intergovernmental Programs	316	320	300	233	204	139
1000 - General Total	**316**	**320**	**300**	**233**	**204**	**139**
Intergovt. Programs Total	**316**	**320**	**300**	**233**	**204**	**139**
Total A7000 Series for ALL FUNDS	**$316**	**$320**	**$300**	**$233**	**$204**	**$139**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Professional and Contractual	$106
Professional Development	14
Travel Exp	14
Cell Phone Charges	3
Office Supplies	2
Line Supplies	1
All Other	0
	$139

Return to TOC

A6000 & A7500 - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	3.00	$326,891	$0	$5,287	$332,178

SERVICE DESCRIPTION:
The Intergovernmental Programs Department consists of Brent Stoddard, Jenna Goad and Deanne Burt. Wecoordinate the legislative and external activities and programs of the City of Glendale. We carry out the state and federallegislative agenda for the City Council. We perform lobbying activities and represent the City's interest with local, state andfederal elected officials and coordinate with their respective staff. We research and review state and federal legislationimpacting the City, and we share and gather input on the bills from City departments and the Council. We develop reportsand policy recommendations to the management and City Council. We staff the Mayor and Council on the various federal,state and regional policy committees they sit on including, the Maricopa Association of Governments (MAG), the RegionalPublic Transit Authority (RPTA), Metro Light Rail, the Arizona Municipal Water Users Association (AMWUA), the ArizonaLeague of Cities and Towns, the National League of Cities (NLC), Westmarc and others. We travel with Mayor and Council to staff them at their policy committees and travel to represent the City during regional peer review systems. We identifyfunding opportunities to complete transportation and infrastructure projects in the City and help guide the proposalsthrough their respective processes. We protect the City's interests in various stakeholder processes and work to resolve City issues with external partners. We develop and produce the comprehensive Neighborhood Legislative Link program to train, educate and engage citizens in the legislative process. We carry out other special projects as directed by the City Manager.A7500 - These are expenses related to staff such as; Fire & Liability Insurance, Workers Compensation Premiums, Telephone Equipment and Computers.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
We track over 450 pieces of legislation on the state and federal level each year. We protect the state shared revenues ofthe City. We successfully passed legislation protecting the interest of the City in the sports and entertainment district. In2011 we secured tens of millions of dollars in regional, state and federal sources for the City of Glendale for highway, transit,public safety, bike and pedestrian and other projects critical to the City of Glendale. We have over 100 citizensregistered in the Legislative Link program so that they can stay informed of issues important to them and theirneighborhoods.

REVENUE GENERATION:

CHANGE IN SERVICES:
There are no alternatives to the job functions of the Department. Reductions or ending the service would result in the Council and Manager not being staffed on the various policy committees. The City of Glendale would no longer have representation before the different levels of government putting the City's interests at risk. The City would not be able to apprise legislators of the impact that proposed legislation would have on City operations. Glendale would not be represented in the stakeholder groups where limited resources are allocated to the priority projects of those participating. Legislative information and engagement would only happen as provided to the Council in a generic form as it is distributed from the League. The community leaders and citizens would not have the ability to stay informed during the legislative process.The Intergovernmental Programs Department had a reduction in one FTE in January 2013. This vacancy will not be filled at this time. The total salary savings of this position is $101,333.

A7000 - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	0.00	$0	$139,426	$0	$139,426

SERVICE DESCRIPTION:
The Intergovernmental Programs Department managed the contracts of consultants who help protect the City's interest on the federal level. We received full-service federal government relations services, comprehensive legislative and executive branch strategic advice, liaison services and legislative advocacy, in particular the securing of federal authorization and appropriation language needed to provide federal support for a wide range of local programs and projects.In addition we received support through contracted services under a regional contract with 14 West Valley communities to secure funding for Luke Air Force Base and advocate for Luke to receive the active duty F35 training mission.The contract with Glendale's federal consultant has been eliminated for FY14. The regional contract with the 14 community partners has been renegotiated and costs reduced for FY14.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
The consultants have been successful in assisting the City in passing legislation, securing federal funds, stopping dramatic cuts in funding and in progressing in the process to secure the F35 training mission.

Return to TOC

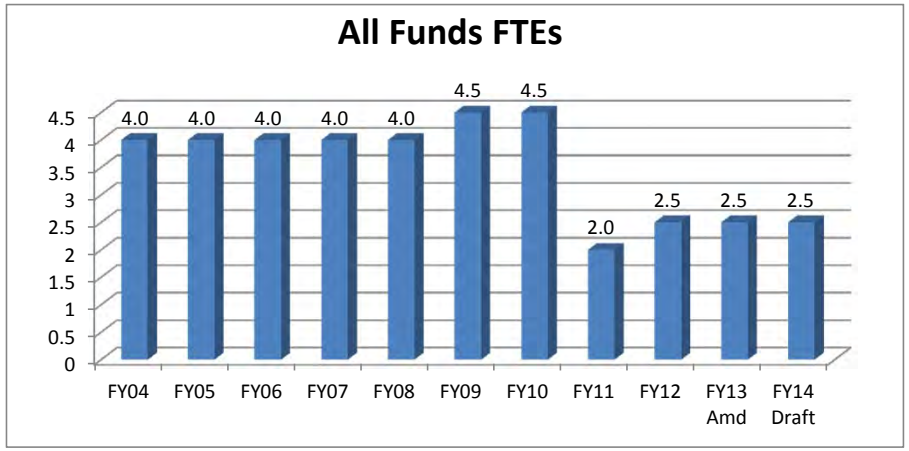
REVENUE GENERATION:
CHANGE IN SERVICES: Alternative is for the City to provide these services through additional in-house staff or different outside contractors.Additional costs of staffing, increased costs of travel, a decrease in representation of the City, and putting the Luke Air Force Base mission and viability in jeopardy.

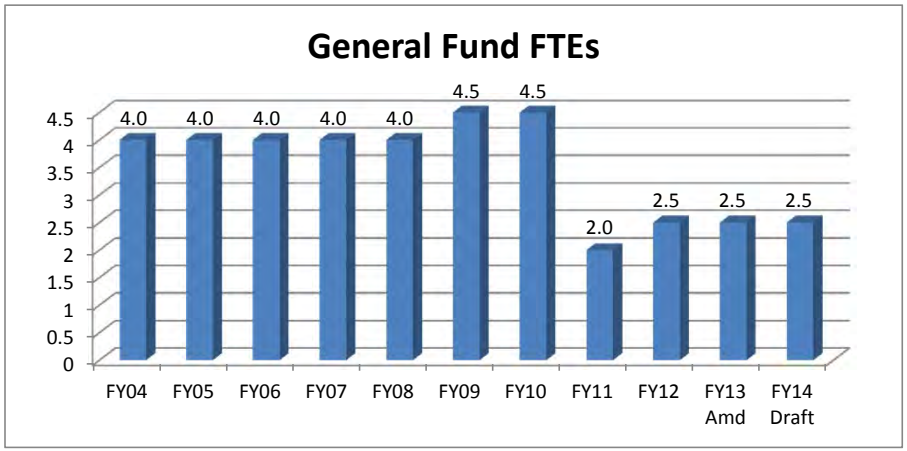
Intergovt. Programs Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	4.00	$428,224	$204,426	$5,287	$637,937
FY 2014 Reduction	(1.00)	($101,333)	($65,000)	$0	($166,333)
FY 2014 Cost of Service	3.00	$326,891	$139,426	$5,287	$471,604

Return to TOC

FY 2014 Draft Operating Budget
Full-Time Equivalent (FTEs)
Internal Audit





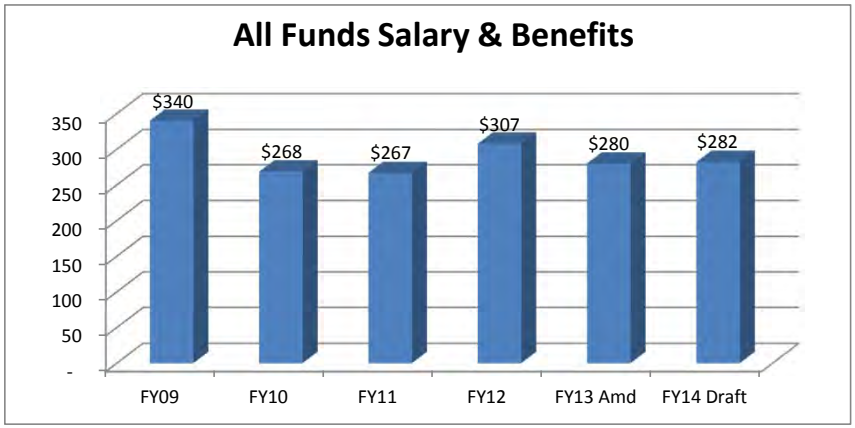
ALL FUNDS - FTE Count

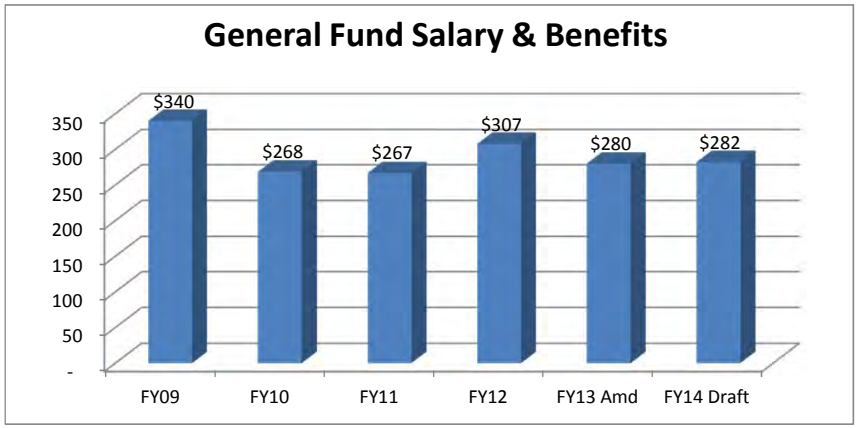
Dept Rollup / Fund / Division	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Amd	FY14 Draft
Internal Audit											
1000 - General											
Internal Audit	4.0	4.0	4.0	4.0	4.0	4.5	4.5	2.0	2.5	2.5	2.5
1000 - General Total	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.5**	**4.5**	**2.0**	**2.5**	**2.5**	**2.5**
Internal Audit Total	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.5**	**4.5**	**2.0**	**2.5**	**2.5**	**2.5**
Total FTEs for ALL FUNDS	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.5**	**4.5**	**2.0**	**2.5**	**2.5**	**2.5**

Return to TOC

FY 2014 Draft Operating Budget
Salary & Benefits (A6000 Series)
Internal Audit

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Internal Audit						
1000 - General						
Internal Audit	340	268	267	307	280	282
1000 - General Total	**340**	**268**	**267**	**307**	**280**	**282**
Internal Audit Total	**340**	**268**	**267**	**307**	**280**	**282**
Total A6000 Series for ALL FUNDS	**$340**	**$268**	**$267**	**$307**	**$280**	**$282**

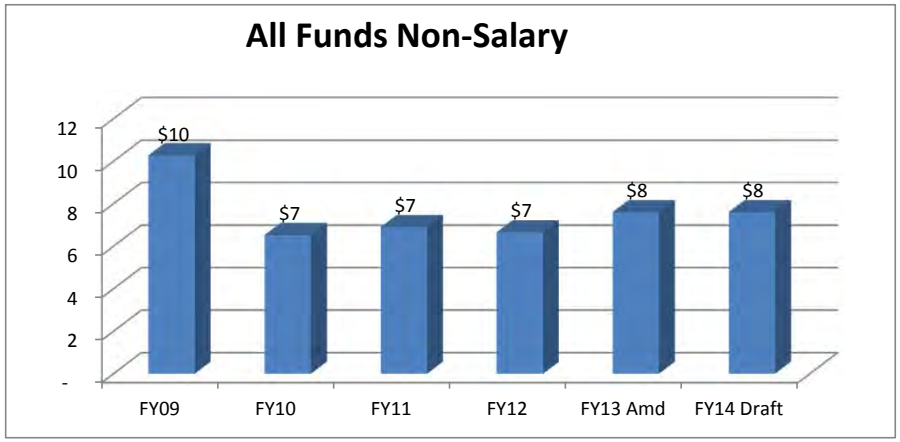
The most common accounts in the salary & benefits, or A6000 series for all city dept's include the following:

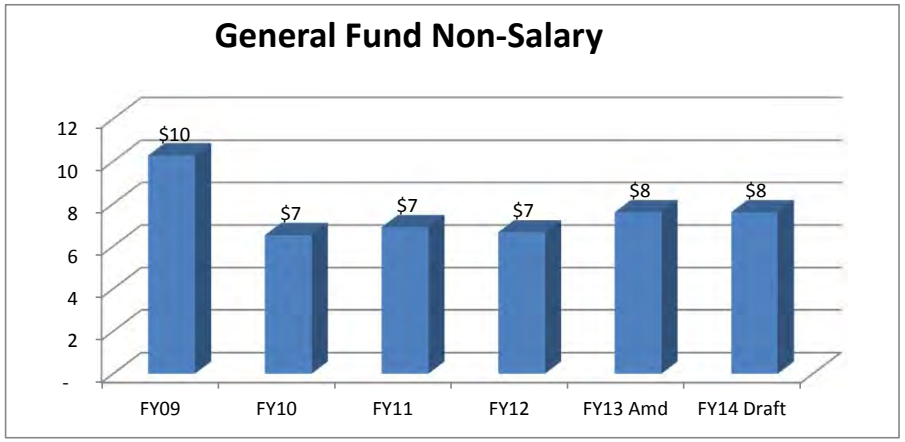
Account Name
Authorized Salaries
Employee Benefits
Police Ret Exp (27.98%)
ASRS Ret Exp (11.54%)
Fire Ret Exp (24.54%)
Elected Officials Ret (39.62%)
Social Security (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
PD Succession Pay
Safety Equimpment Pay
Fire Retention Pay
Bilingual Pay
Stability Pay
Motor Hazard Pay
Car Allowance
Budget Reductions-Salary

Return to TOC

FY 2014 Draft Operating Budget
Non-Salary (A7000 Series)
Internal Audit

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Amd	Draft
Dept Rollup / Fund / Division	FY09	FY10	FY11	FY12	FY13	FY14
Internal Audit						
1000 - General						
Internal Audit	10	7	7	7	8	8
1000 - General Total	**10**	**7**	**7**	**7**	**8**	**8**
Internal Audit Total	**10**	**7**	**7**	**7**	**8**	**8**
Total A7000 Series for ALL FUNDS	**$10**	**$7**	**$7**	**$7**	**$8**	**$8**

The most common accounts in the Non-Salary, or A7000 series include the following:

Account Name	FY 14 Draft
Memberships and Subscriptions	$3
Professional Development	3
Office Supplies	1
Cell Phone Charges	1
All Other	0
	$8

Return to TOC

CITY AUDITOR'S OFFICE - FUND #1000

Cost of Service	# of FTE(s)	A6000	A7000	A7500	Total
	2.50	$281,857	$7,607	$3,144	$292,608

SERVICE DESCRIPTION:
Conduct citywide performance, financial and contract audits to ensure accomplishment of goals, compliance with laws and regulations, reliability of financial data, safeguarding of assets and adequacy of information systems.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Over 15 audits are performed on an annual basis. Audits provide an ongoing assessment of the internal control structure in the organization and enhance accountability, transparency and public trust.

REVENUE GENERATION:
Audits have identified overpayments to vendors, additional revenues owed to the city, uncollected fees due to the city and opportunities to enhance revenues.

CHANGE IN SERVICES:
Outsourcing the internal audit function will result in increased costs to the city as external rates range anywhere from $65/hour for a junior auditor to over $200/hour for a partner. Terminating the function will result in reduced levels of accountability and transparency and increased risk of abuse, waste or fraud.

Internal Audit Totals

	# of FTE(s)	A6000	A7000	A7500	TOTAL
FY 2014 Base Budget	2.50	$281,857	$7,607	$3,144	$292,608
FY 2014 Reduction	0.00	$0	$0	$0	$0
FY 2014 Cost of Service	2.50	$281,857	$7,607	$3,144	$292,608

Return to TOC

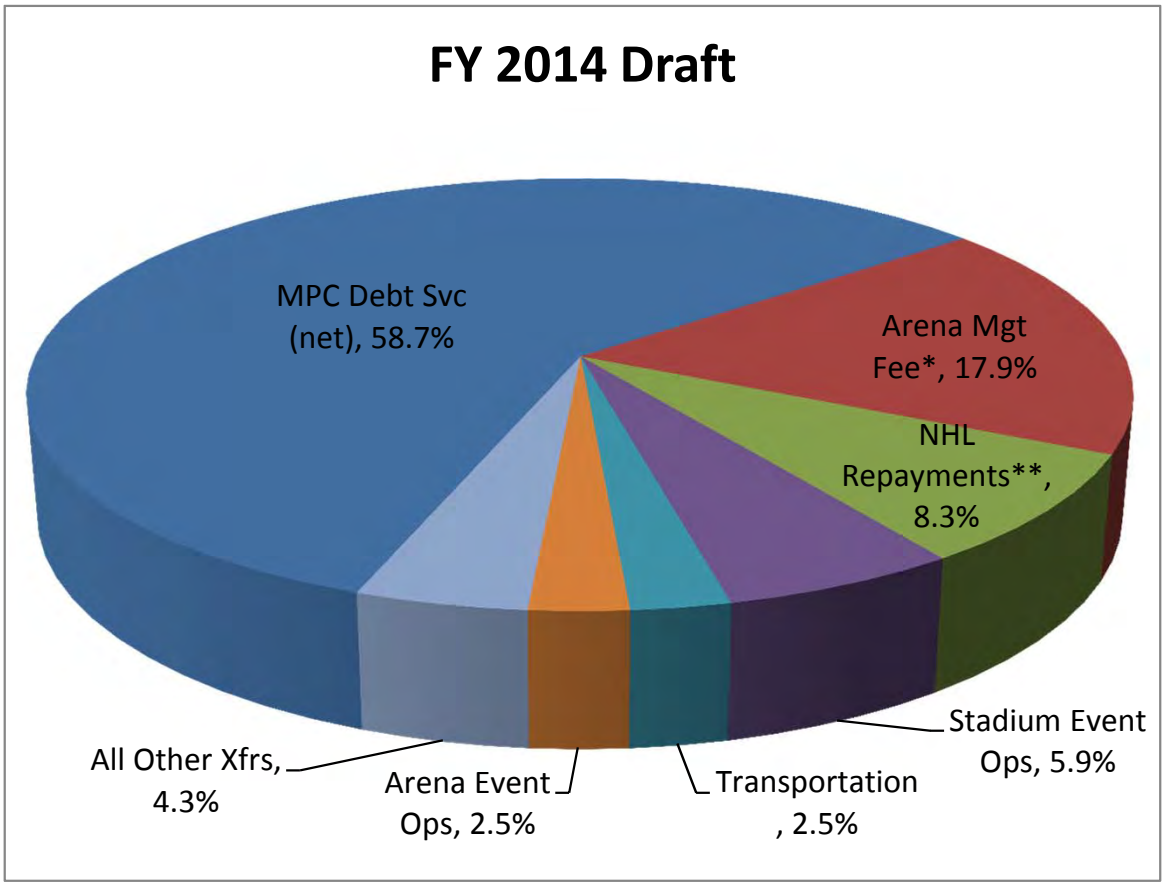
SECTION

3

GLENDALE

Return to TOC

General Fund Transfers



	%	FY 2014 Draft
MPC Debt Svc (net)	58.7%	$21,332,087
Arena Mgt Fee*	17.9%	$6,500,000
NHL Repayments**	8.3%	$3,000,000
Stadium Event Ops	5.9%	$2,160,390
Transportation	2.5%	$900,000
Arena Event Ops	2.5%	$896,898
All Other Xfrs	4.3%	1,554,972
		$36,344,347

* Includes $6M arena management fee and $500K for arena renewal & replacement.
** Estimate based on the successful completion of the potential lease/leaseback funding arrangement.

Return to TOC

General Fund Transfer Comparison
FY 2013 Estimate vs. FY 2014 Draft

Description	FY13 Estimate	FY14 Draft	Increase/(Dec)
MPC Debt Svc (net)	$11,387,442	$21,332,087	$9,944,645
Arena Mgt Fee*	0	6,500,000	6,500,000
NHL Repayments**	1,844,296	3,000,000	1,155,704
Stadium Event Ops	2,614,458	2,160,390	-454,068
Transportation	900,000	900,000	0
Arena Event Ops	576,252	896,898	320,646
Civic Center	372,354	214,331	-158,023
Youth Sports Complex	292,000	292,000	0
Marketing Self-Sust	270,145	270,145	0
Camelback Ranch Ops	193,081	250,000	56,919
Community Housing	307,000	240,373	-66,627
Airport Ops	222,756	193,044	-29,712
CAP Grants	58,000	58,000	0
Bed Tax	0	37,079	37,079
Transfers In	-84,000	0	84,000
Total GF Transfers	$18,953,784	$36,344,347	$17,390,563

* FY14 Draft includes $6M arena management fee and $500K for arena renewal & replacement.
** FY14 Draft based on the successful completion of the potential lease/leaseback funding arrangement.