City of Glendale
Council Budget Workshop & Executive Session Agenda

March 06, 2012 – 8:30 a.m.

Workshop meetings are telecast live at 1:30 p.m. on the first and third Tuesday of the month. 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.

Welcome!
We are glad you have chosen to attend this City Council workshop. We hope you enjoy listening to this informative discussion. At these "study" sessions, the Council has the opportunity to review and discuss important issues, staff projects and future Council meeting agenda items. Staff is present to answer Council questions. Members of the audience may also be asked by the Council to provide input.

Form of Government
Glendale follows a Council-Manager form of government. Legislative policy is set by the elected City 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 the six electoral districts and are elected by the voters of their respective districts (see map on back).

Workshop Schedule
Council workshops are held on the first and third Tuesday of each month at 1:30 p.m. in the Council Chambers of the Glendale Municipal Office Complex, 5850 W. Glendale Avenue, Room B-3, lower level. The exact dates of workshops are scheduled by the City Council at formal Council meetings. The workshop agenda is posted at least 24 hours in advance.

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***.

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. As provided by state statute, this session is closed to the public.

Questions or Comments
If you have any questions or comments about workshop agenda items or your city government, 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 (623) 930-2249, Monday - Friday, 8:00 a.m. – 5:00 p.m.

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. Engaging in such conduct, and failing to cease such conduct upon request of the presiding officer will be grounds for removal of any disruptive person from the meeting room, at the direction of the presiding officer.

Citizen Participation
The City Council does not take official action during workshop sessions; therefore, audience comments on agenda items are made only at the request of the presiding officer.
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**** 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

Norma S. Alvarez - Ocotillo District
H. Philip Lieberman - Cactus District
Manuel D. Martinez - Cholla District
Joyce V. Clark - Yucca District
Yvonne J. Knaack – Barrel District

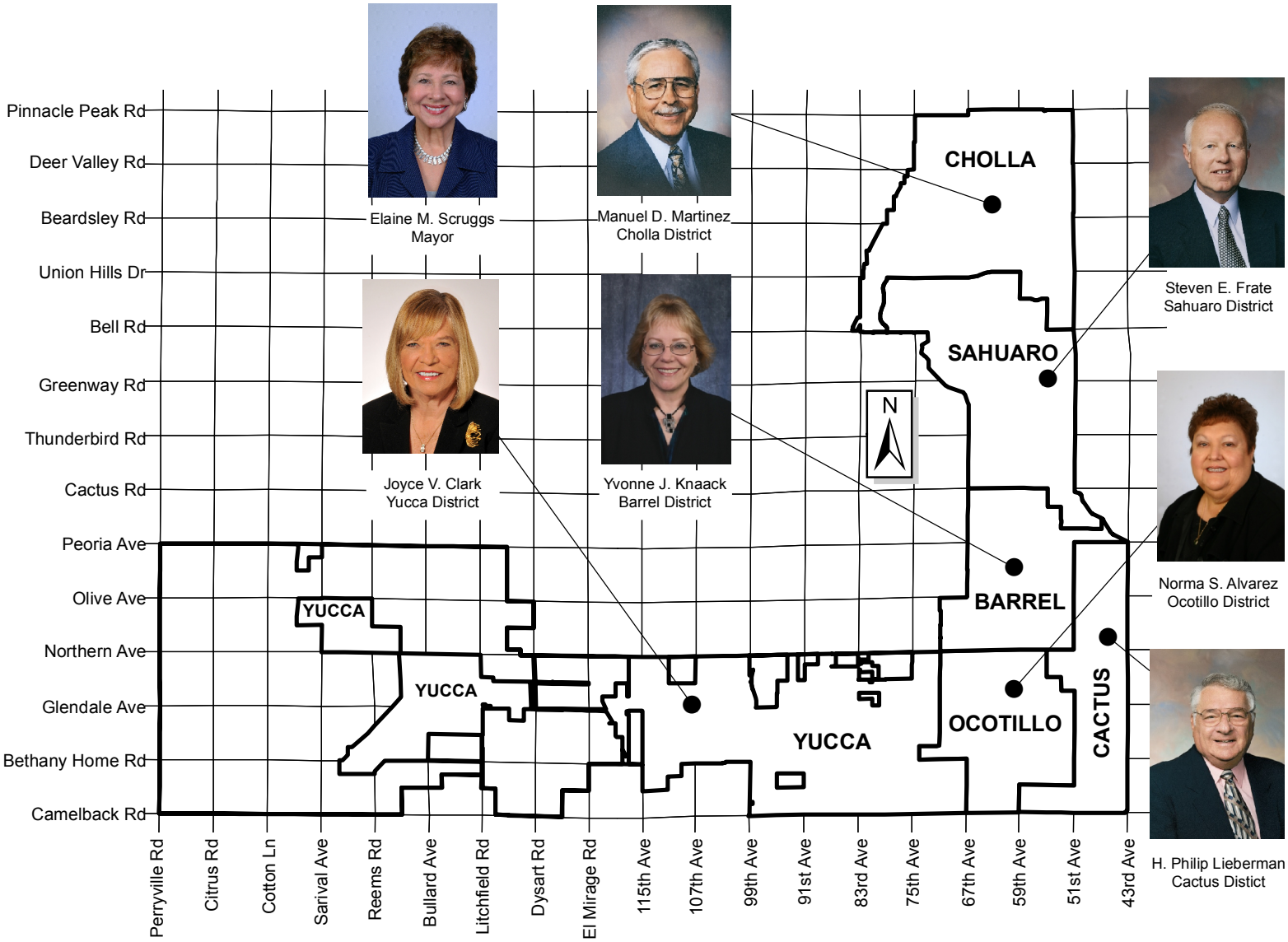
GLENDALE

MAYOR ELAINE M. SCRUGGS
Vice Mayor Steven E. Frate - Sahuaro District

Appointed City Staff

Ed Beasley – City Manager
Craig Tindall – City Attorney
Pamela Hanna – City Clerk
Elizabeth Finn – City Judge

Council District Boundaries



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GLENDALE CITY COUNCIL SPECIAL BUDGET WORKSHOP SESSION
Council Chambers
5850 West Glendale Avenue
March 06, 2012
8:30 a.m.

WORKSHOP SESSION

1. 4TH BUDGET WORKSHOP

PRESENTED BY: Sherry M. Schurhammer, Executive Director, Financial Services Department

CITY MANAGER'S REPORT

This report allows the City Manager to update the City Council about issues raised by the public during Business from the Floor at previous Council meetings or to provide Council with a response to inquiries raised at previous meetings by Council members. 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.

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 and contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

2. LEGAL MATTERS – PROPERTY & CONTRACTS

   A. Discussion and consultation with the City Attorney and City Manager to receive an update, consider its position and provide instruction and direction to the City Attorney and City Manager regarding Glendale's position in connection with agreements associated with the Arena and the Hockey Team, which are the subject of negotiations. (A.R.S. § 38-431.03(A)(3)(4)(7))

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. §38-431.03 (A)(7)).**

Confidentiality Requirements Pursuant to A.R.S. §38-431.03 (C)(D): Any person receiving executive session information pursuant to A.R.S. §38-431.02 shall not disclose that information except to the Attorney General or County Attorney by agreement of the City Council, or as otherwise ordered by a court of competent jurisdiction.

CITY OF GLENDALE

Council Communication

Workshop Agenda

03/06/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Sherry M. Schurhammer, Executive Director, Financial Services Department

SUBJECT: **4th BUDGET WORKSHOP**

Purpose

This is a request for City Council to review the material presented in the budget workbook. Today's workshop will cover the following:

- Parks, Recreation, and Library, pages 294 – 352;
- Communications, pages 162 – 196;
- Development Services (Building Safety, Code Compliance, Community Development Admin and Planning) pages 204 – 220;
- Neighborhood & Human Services, pages 269 – 293;
- City Clerk, pages 134 – 142;
- City Court, pages 143 – 156;
- City Attorney, pages 129 – 133;
- City Manager, pages 157 – 161;
- Police Department, pages 26 – 48;
- Fire Department, pages 49 – 75;
- Human Resources and Compensation, pages 255 – 263;
- Mayor and City Council, pages 126 – 128;
- Public Works Department (Landfill and Sanitation) pages 76 – 85;
- Transportation Services (Transportation, Airport) pages 86 – 103; and
- Water Services (Environmental Resources, Utilities), pages 104 – 125.

Background

In response to Council's request for more time to review the city's budget, five budget workshops have been scheduled for February and March 2012. Additional workshops will be scheduled if needed.

The material to be reviewed at the budget workshops is contained in the budget workbook that was posted with today's meeting agenda.

The City Council budget workbook was prepared to facilitate Council's review of the operating budgets for city departments. A detailed explanation of the budget workbook that is labeled "Budget Workbook Material – Explanation" is included in the workbook.

Please note that the budget workbook materials include a draft FY 2013 budget for each department. Any revisions to departmental operating budgets agreed upon by Council during its review will be incorporated. After that review is completed, we will return with a revised FY 2013 budget and a proposed balancing plan for the GF.

Previous Council/Staff Actions

The 3rd budget workshop occurred on February 28, 2012.

The 2nd budget workshop occurred on February 21, 2012.

The 1st budget workshop occurred on February 14, 2012.

At the January 10, 2012 Council meeting, an ordinance was adopted authorizing the refunding/restructuring of outstanding water/sewer revenue obligations and Municipal Property Corporation (MPC) excise tax revenue bonds and authorizing the issuance of these bonds in an amount not to exceed $99 million and $70 million respectively.

At the January 3, 2012 Council workshop, staff presented the debt management plan and options related to refinancing outstanding MPC debt and refunding outstanding water/sewer debt.

Community Benefit

Glendale's budget is an important financial, planning and public communication tool. It gives residents and businesses a clear and concise view of the city's direction for public services, operations and capital facilities and equipment. It also provides the community with a better understanding of the city's ongoing needs for stable revenue sources to fund public services, ongoing operations and capital facilities and equipment.

The budget provides Council, residents and businesses with a means to evaluate the city's financial stability.

Public Input

The material to be reviewed at the budget workshops is contained in the budget workbook that was posted with today's meeting agenda.

Policy Guidance

Today's workshop is for information only. Decisions on the FY 2012-13 budget will not be requested until a later date.

CITY OF GLENDALE

Council Communication

Workshop Agenda

03/06/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Sherry M. Schurhammer, Executive Director, Financial Services Department

SUBJECT: **4th BUDGET WORKSHOP**

Purpose

This is a request for City Council to review the material presented in the budget workbook. Today's workshop will cover the following:

- Parks, Recreation, and Library, pages 294 – 352;
- Communications, pages 162 – 196;
- Development Services (Building Safety, Code Compliance, Community Development Admin and Planning) pages 204 – 220;
- Neighborhood & Human Services, pages 269 – 293;
- City Clerk, pages 134 – 142;
- City Court, pages 143 – 156;
- City Attorney, pages 129 – 133;
- City Manager, pages 157 – 161;
- Police Department, pages 26 – 48;
- Fire Department, pages 49 – 75;
- Human Resources and Compensation, pages 255 – 263;
- Mayor and City Council, pages 126 – 128;
- Public Works Department (Landfill and Sanitation) pages 76 – 85;
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Ed Beasley
City Manager

Attachment Memorandum

DATE:	03/06/2012
TO:	Ed Beasley, City Manager
FROM:	Sherry M. Schurhammer, Executive Director, Financial Services Department
SUBJECT:	4TH BUDGET WORKSHOP

1. FY 2013 Budget Workbook

GLENDALE
CITY COUNCIL

FY 2013
BUDGET WORKBOOK

Council Chambers
Workshop Room
Dates/Times Posted Online

Workbook Created By:

Financial Services Department,
Budget & Research Division

Budget Workbook Material – Explanation

This budget workbook is divided into three sections as explained below.

Tab 1 – Priority Services Summary

This section displays the following information:

- **Page 1**. Pie chart, all funds – FY13 Draft Operating Budget.

  The chart distinguishes between the individual priority services and the remaining services.

- **Page 2**. Pie chart, General Fund, including Highway User Revenue Fee Fund (HURF) – FY13 Draft Operating Budget.

  The chart distinguishes between the individual priority services and the remaining services.

- **Pages 2-7**. Pie charts summarizing all funding sources for each priority service.

  Each pie chart is accompanied by a table showing the dollar amount and percent of each funding source plus the FTE count by funding source.

- **Page 8**. Two tables, one for all fund s and one for the GF, provide the FY 2013 draft budget breakdown for the A6000, A7000, and A7500 series as well as the FTE count. Each priority service is identified separately. The remaining services are shown as a whole.

Priority services, as identified by City Council, are police and fire, transportation, water/sewer and sanitation/landfill services.

All other city services are categorized as "remaining departments."

A6000 series covers salaries and benefits.

A7000 series covers all other expenses except those in the A7500 series.

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)

Tab 2 – Remaining Departments Summary

This section displays the following information:

- **Page 9**. Pie chart, all funds – FY13 Draft Operating Budget.

  The chart distinguishes between the individual remaining departments and the priority departments.

- **Page 10**. Pie chart, General Fund, including Highway User Revenue Fee Fund (HURF) – FY13 Draft Operating Budget.

  The chart distinguishes between the individual remaining departments and the priority departments.

- **Pages 11-20**. Pie charts summarizing all funding sources for each of the remaining departments. If a department has only one funding source, then a pie chart was not created. Instead, you will see those departments are summarized on one page.

  Each pie chart is accompanied by a table showing the dollar amount and percent of each funding source plus the FTE count by funding source.

- **Pages 21-22**. Two tables, one for all fund s and one for the GF, provide the FY 2013 draft budget breakdown for the A6000, A7000, and A7500 series as well as the FTE count. Each remaining department is identified separately. The priority departments are shown as a whole.

Tab 3 – Cost of Service

Each department is presented individually in this section with the following information.

- **FTEs.** Ten-year history of the FTE count with each year's FTE count based on the <u>adopted budget</u> (as of July 1 each FY) and reflected in Schedule 6 of each year's annual budget document. The FY 2013 draft budget FTE count also is shown.

  The FTE count represents all City Council authorized 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.

  Note: 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 2008 thru FY 2011 reflects actual expenditures.

  FY 2012 reflects the adopted budget.

  FY 2013 reflects the FY 2013 draft budget. Please note the following about the salaries and benefits figures.

  As has been done in the past with the draft budget presented to City Council, furloughs and public safety MOU-related deferrals, are excluded from the salaries and benefits dollar amounts. Therefore you will see an adjustment to the A6000 series on the Cost of Service worksheets for several departments to tie to the FY 2013 draft budget.

- **Cost of Service worksheets**. The cost of service worksheets are tied to the FY 2012 adopted budget amounts. The FTE counts also should tie to the FY 2012 adopted budget figure.

  Since the start of FY 2012, some GF positions have been eliminated to reach the goal of an additional 64 FTE reduction that was part of the FY 2012 budget balancing plan. Therefore you will see an adjustment to the FTE number on the Cost of Service worksheets for several departments to tie to the FY 2013 draft budget.

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(Due to the number of pages in Section 3, it has its own TOC)

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MEMORANDUM

DATE: February 7, 2012

TO: Mayor and Council

FROM: Horatio Skeete, Assistant City Manager

SUBJECT: CITY COUNCIL REVIEW OF DEPARTMENTS'OPERATING BUDGETS

This memo explains the overall strategy, and the specific measures that are a part of it, that guided the balancing plans for the city's General Fund (GF) operating budget since fiscal year (FY) 2009. This memo serves as the introduction to the City Council budget workbook prepared to facilitate Council's review of the operating budgets for city departments. A detailed explanation of the budget workbook sections is provided in a separate document labeled "Budget Workbook Material – Explanation."

Please note that the budget workbook materials include a draft FY 2013 budget for each department. Any revisions to departmental operating budgets agreed upon by Council during its review will be incorporated. After that review is completed, we will return with a revised FY 2013 budget and a proposed balancing plan for the GF.

INTRODUCTION

Over the past few years the principal issue for the city's operating budget has been the impact of the recent recession on the city's resources to fund services to the community and the city's capital plan. Arizona was substantially impacted by the recession as evidenced by the 35 consecutive months of year-over-year job losses that ended only in January 2011 and the unprecedented declines in property values. Economists in Arizona continue to predict that economic recovery will be a gradual, but progressive, improvement over an extended period of time.

The result of the economic conditions that prevailed in Arizona for the past few years is most evident in the major sources of operating budget revenue for the GF, the city's largest fund for operations. Ongoing operating revenue for the GF peaked in FY 2008 at $184.2 million. The FY 2012 budget of $142.6 million is $41.6 million or 22.6% less than the peak.

To address the 22.6% decline in GF ongoing operating revenue, the city undertook a multi-pronged strategy to balance Council's desire to continue providing high quality services for the community while adjusting operations to constrained resources. Before a review of the city's

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operating budget is undertaken, it is important to understand this strategy and the outcomes that are a result of it.

GF Operating Budget Strategy to Address Diminished GF Operating Revenues

The two principal strategies used FY 2009 through FY 2012 were streamlining service delivery and using GF fund balance to offset GF deficits. Therefore the operating budget strategy for the GF, the city's biggest operating fund, has been based on a strategic, business-based approach that was phased in over time. This strategy has sustained those services the Council identified as a priority, such as health and safety-related programs like the emergency response services provided by the Police and Fire Departments. This strategy also ensured the smooth operation of the overall organization and minimized, to the extent possible, reductions to other important services. As a result of this strategy, FY 2012 is the fourth consecutive year of GF operating budget reductions, as explained later in this memo.

This strategy was confirmed by citizen input gathered during three community-wide public meetings in March 2010. The phased aspect of the strategy was appropriate because it took the city through several steps designed to attain a balanced annual budget, as required by state law, while not severely diminishing the valuable, high quality services provided to the community. This strategy was expected to take us through a few fiscal years – the usual cycle for economic downturns – until sustained growth in retail sales, income taxes and other critical revenue sources returned.

This strategy resulted in a mix of ongoing and one-time measures each FY to balance GF ongoing operating expenses, including transfers, against GF ongoing operating revenues. Ongoing measures included the following steps:

- **FTE reductions.** Approximately 75% of the GF operating budget in any FY is attributable to the costs of salary and benefits for staff. This is not surprising given that the GF funds most city operations and the city is a service organization focused on providing high quality services to the community. Unlike other valley cities, Glendale avoided large-scale layoffs because it eliminated positions through attrition.

  Through January 18, 2012, a total of 273 FTEs in the GF were eliminated. This is an 18% reduction in GF staffing from the FY 2009 peak level of 1,501 FTEs. GF staffing as of January 18, 2012, is 1,228 FTEs. These reductions were the result of service changes that are discussed below in the "base budget reductions" section.

- **Contractual/temporary/seasonal employee reductions.** With the onset of the recession the city implemented reductions to contractual and temporary positions that were expected to generate savings of $1.3M, as noted in the meeting minutes for the March 24, 2009 budget workshop. These savings were realized as departmental operating budgets were reduced and the use of contractual/temporary employees diminished. Nevertheless, this kind of employment arrangement continues to be used on a limited basis in some city departments because it is the more economical and effective approach to fulfill important service needs.

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For FY 2011, there were 771 temporary employees used at some point during the 12 month period – the duration could have been as short as one shift or as long as multiple shifts over several days or weeks. Out of that total, just over half (389) were associated with public safety personnel from other agencies working at one or more University of Phoenix stadium events. This arrangement is in line with the public safety security contract the city has with the Arizona Sports and Tourism Authority and for which the city receives partial reimbursement.

Another 301 were used in the Parks, Recreation, and Library Department to address seasonal needs primarily related to aquatics, special interest classes, and specialized sports and recreation activities. The remaining balance of 81 was scattered among grant programs requiring staff for a limited duration, such as those grant-funded services related to domestic violence prevention, housing assistance and community development block grant projects; the Transportation Department (Dial-A-Ride, transportation safety education, etc), the city court (pro-tem judges, clerks, etc), and the Utilities Department.

The city also uses temporary agency personnel to fill in for regular employees out on vacation or extended sick leave (e.g., sanitation collection) or to fill an unskilled labor need such as the sorting of recyclables at the city's recycling facility, the MRF.

- **Base budget reductions**. Directly tied to the 18% GF staffing reduction, and the corresponding reduction in salary budgets, has been the reduction of departmental non-salary budgets. The city's strategic, business-based budget strategy necessarily included an evaluation of city programs and services. They were evaluated in light of Council's priority services, the needs of residents, the current demand for different services and the resources available to support their costs. Some examples of the situations evaluated are provided below.

  - Programs that were not paying for themselves or had low participation rates were evaluated for reduction or elimination. Examples include the closure of the Ironwood and the GCC pools for public swimming due to the high operating costs associated with limited use.

  - Services for which demand had diminished, and an uptick in demand was not expected, were identified for adjustment. Examples include the downturn in demand for development-related services and the corresponding reductions implemented in the Building Safety, Engineering and Planning Departments.

  - Hours of operation for some facilities were evaluated for adjustment during slower times of the day. Low-use operating hours at the city libraries and the adult center were eliminated while high-use operating hours were retained.

  - Activities offered by other organizations in the community were evaluated for elimination and low-use and/or high cost facilities were evaluated for closure.

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Youth sports leagues and some special interest classes were eliminated given that other community organizations offer the same or similar programs.

- **Restructuring of GF lease and Municipal Property Corporation (MPC) debt service.** The FY 2012 MPC debt service of $21.4M and it is paid primarily from the GF; this $21.4M in MPC debt service represents 13% of the FY 2012 GF adopted operating and transfer budget of $164M. Over the past 12 months staff has been exploring refinancing options for the city's lease and MPC debt in an effort to defer debt service payments made from the GF operating budget.

  On May 24, 2011, Council adopted a resolution authorizing the refinancing of various leases paid out of the GF operating budget. This refinancing was completed in June 2011 and resulted in FY 2012 cash flow savings of $6.6M. This cash flow savings allows us the opportunity to defer these payments to a later year and give us some immediate relief. Two bond restructurings also were completed in January 2012 providing annual cash flow savings of $4.4M for the GF and $2.5M for the water/sewer fund over the next few FYs.

- **Innovate initiative.** One critical element of the city's budget strategy that deserves recognition is the city's Innovate Program that commenced in FY 2009. This internal process improvement program is directly tied to the budget process and the city's strategic business model.

  The Innovate Program provides the organization with access to a team of internal staff that has been trained in process improvement methods for the purpose of examining business activities and identifying opportunities to increase effectiveness (adding value) and efficiency (maximizing resources). The program also provides an opportunity for employees to get involved through a dedicated method to submit suggestions, a chance to become project facilitators, and the ability to re-design processes. In addition to the official projects that the Innovate team has completed, departments that have been introduced to the Innovate tools have used the process improvement concepts to further enhance business practices.

  Since its implementation, the program has continued to adapt to the needs of the organization and has helped departments achieve increased capacity with existing resources. Through the Innovate Program employees have been, and continue to be, actively engaged in making business-based recommendations for adjustments that help us in balancing the budget.

- **Transfer reductions.** The GF supports a number of other special operating funds within the city. The amount of support varies year to year based on projected revenue for the supported funds and the debt service schedules for the Municipal Property Corporation (MPC). Several of the transfers are required because of the terms of issued bonds or other signed contracts; others are more discretionary. Required items include the transfers for MPC debt service, public housing operations, the community action program, the transportation sales tax program and arena and stadium event operations.

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Discretionary transfers include those for the airport, civic center, and marketing special events.

The discretionary transfers were evaluated and reductions were made in cases where the receiving fund was healthy enough to sustain operations without significantly diminishing services. For example, the GF transfer to the Marketing Special Events Fund (Fund 1870), which addresses the revenue and expenses associated with the city's downtown marquee events like Glendale Glitter and Glow and the Chocolate Affaire, was $882K in the FY 2008 adopted budget. That GF transfer was reduced to $645K in the FY 2010 adopted budget and reduced again to $320K in the FY 2012 adopted budget.

- **Revenue opportunities**. In conjunction with the various expenditure reduction measures that have been implemented, efforts to enhance revenue opportunities and cost recovery were pursued. Some examples are provided in the bulleted list below.

  - Implementation of a parking fee for use of the city's parking garages during the city's special events held in the downtown area; and

  - Implementation of a transaction fee for pawn shops and second-hand stores to reflect the cost of complying with state requirements to report certain transactions to local police.

The GF operating budget strategy also involved one-time measures. Those <u>one-time measures</u> included the following:

- **Furloughs and MOU pay-related pay.** The furlough program was initially implemented on a voluntary basis during FY 2009. The City of Glendale employees deserve recognition and praise for taking a mandatory 5% pay reduction (furloughs) to help the city balance the FY 2010 and FY 2011 budgets. For FY 2012, the furlough was reduced to 2.5% of pay.

  Similarly, the City of Glendale's represented employees deserve recognition and praise for stepping forward by forgoing a similar amount of pay and benefits for the FY 2010 and FY 2011 budgets. For FY 2012, they were cut in half, similar to the furloughs for all other city employees.

- **Fund balance reductions.** As noted in the City Manager's budget message included in the FY 2012 budget workbook (for the March 2011 budget workshops) and the FY 2012 adopted budget, the City of Glendale established a healthy GF fund balance after the 2001 recession. This was done through prudent financial management over several years. This healthy fund balance was established to strengthen the overall financial position of the city and to serve as a rainy day fund if revenues fluctuate or decline from budgeted planned levels. This approach resulted in the development of a robust reserve totaling $72.5M (CAFR-basis) at the end of FY 2006.

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With the onset of the recession in FY 2009, revenues began declining significantly. The use of fund balance during challenging economic cycles is a legitimate, generally accepted and widely-used course of action for state and local government across the United States. This approach is commonly used to avoid drastic service reductions when sensitive ongoing revenues fluctuate.

Over the course of the most recent recession, the GF fund balance (CAFR-basis) has been drawn down to $11.7M by the end of FY 2011 with the FY 2011 draw down being $27.2M. This course of action allowed Glendale to continue providing high quality city services during the recession. The alternative would have been severe ongoing reductions to city services, including core services, to match the $41.6 million or 22.6% decline in GF ongoing revenue sources discussed earlier in this message.

- **Replacement fund contribution reductions.** The technology and vehicle replacement funds reflect a best practice for managing the replacement costs of essential equipment and software needed for operations. The types of equipment and software covered by the replacement funds include servers, desk-top computers, printers, network equipment, business software systems such as PeopleSoft, police and fire emergency response vehicles, and other rolling stock needed to deliver city services such as building, engineering and code compliance inspections, traffic light repairs, street repairs, etc.

  To help balance the GF operating budget, the GF contributions to both funds were reduced to the 75% level in FY 2009, the 50% level in FY 2010 and FY 2011 and the 40% level for FY 2012. To manage this funding reduction, the city's fleet of cars was reduced, a motor pool was created, the useful lives of non-public safety GF equipment are extended and computers are not replaced unless they malfunction. While the impact of this reduced funding has been mitigated on a short-term basis by the reduction in staffing, aging and outdated equipment will need to be replaced. A return to full funding is needed to ensure these funds remain healthy to support operational needs including two major system upgrades (PeopleSoft and Hansen) in the next three years.

GF Operating Budget Strategy for the Future

It was stated earlier in this memo that the GF operating budget strategy implemented during the last recession was expected to take us through a few fiscal years, the usual cycle for economic downturns. It was expected to be in place until sustained growth in retail sales, income taxes and other critical revenue sources returned. The reality is that a return to the level of growth in GF ongoing revenue that the city experienced between FY 2002 (after the recession related to the September 2001 terrorist attacks) and FY 2008 (when the last recession started) – the average annual growth rate was a robust 8% – is not reasonable to expect in the next few years given the breadth of the last recession.

Therefore, we need to evaluate the options for funding GF ongoing operations in the future. This issue will be addressed after City Council completes its detailed review of the current GF operating budget and those operating budgets housed in the enterprise funds and the designated

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sales tax funds. After that review is completed, we will return with a revised FY 2013 budget and a proposed balancing plan.

In the meantime, we do know three essential elements of the GF operating budget strategy for the future. The **first element** is a commitment to a gradual rebuilding of the GF fund balance to a more healthy level. To facilitate the commitment to a gradual rebuilding of the GF fund balance, it is essential that at least 50% of any GF revenue growth be committed to this important measure. The remaining 50% could be programmed the following FY as one-time expenditures or dedicated to supplementing funds for deficient areas of operation such as technology.

This element is an essential first step in the GF operating budget strategy for the future. The declining GF fund balance led to a downgrade in the city's bond rating in January 2012; other valley cities also have been downgraded given the recession's deep impact on Arizona. Included in the credit reports that the rating agencies issued for Glendale was language regarding the drawdown of the GF fund balance. The downgrade is a signal that we must begin rebuilding the city's GF fund balance.

The **second element** of the GF operating budget strategy for the future is a continuation of debt service restructuring. We will continue to capitalize on advantageous market conditions as they arise to maximize cash flow and net present value savings. Additional opportunities to restructure MPC and Public Facilities Corporation (PFC) debt service will be evaluated on an ongoing basis.

The **third element** is the continued evaluation of departmental operations to identify opportunities to increase effectiveness (adding value) and efficiency (maximizing resources). The elimination of manual and/or duplicative processes frees employees to work on value-added work duties.

It is important to keep these three essential elements of the future's GF operating budget strategy as City Council proceeds with its detailed review of the current operating budget.

CONCLUSION

If you have any questions during your review of the materials, please do not hesitate to contact Horatio Skeete (x2873) or Sherry Schurhammer (x2268).

Section 1

GLENDALE AZ

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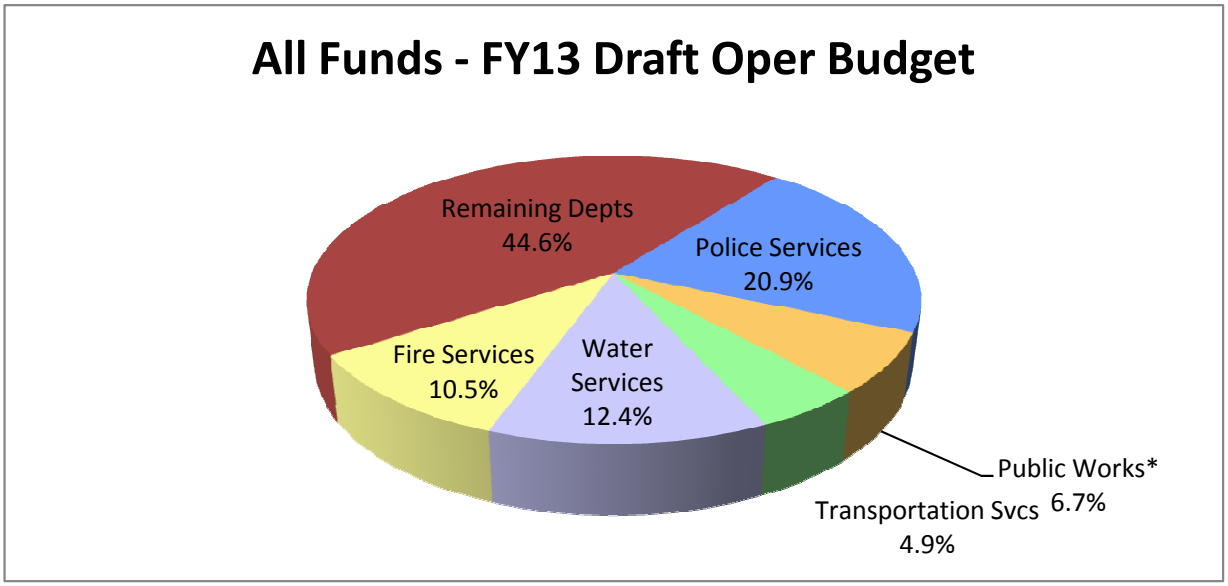
Summary of Priority Services

FY 2013 Draft Operating Budget - ALL FUNDS

($'s in Thousands)



($'s in Thousands)	Draft		Draft
All Funds	FY 2013	%	FTEs
Police Services	$75,509	20.9%	598.5
Water Services	44,841	12.4%	204.0
Fire Services	37,685	10.5%	280.0
Public Works*	24,140	6.7%	143.0
Transportation Svcs	17,699	4.9%	77.3
Priority Services:	$199,874	55.4%	1,302.8
Remaining Depts:	160,647	44.6%	626.1
Total	$360,521	100.0%	1,928.9

* Includes Street Maint., Landfill, Sanitation & GRPSTC Facility Maint.
Remaining components of PW are reflected in the Remaining Depts

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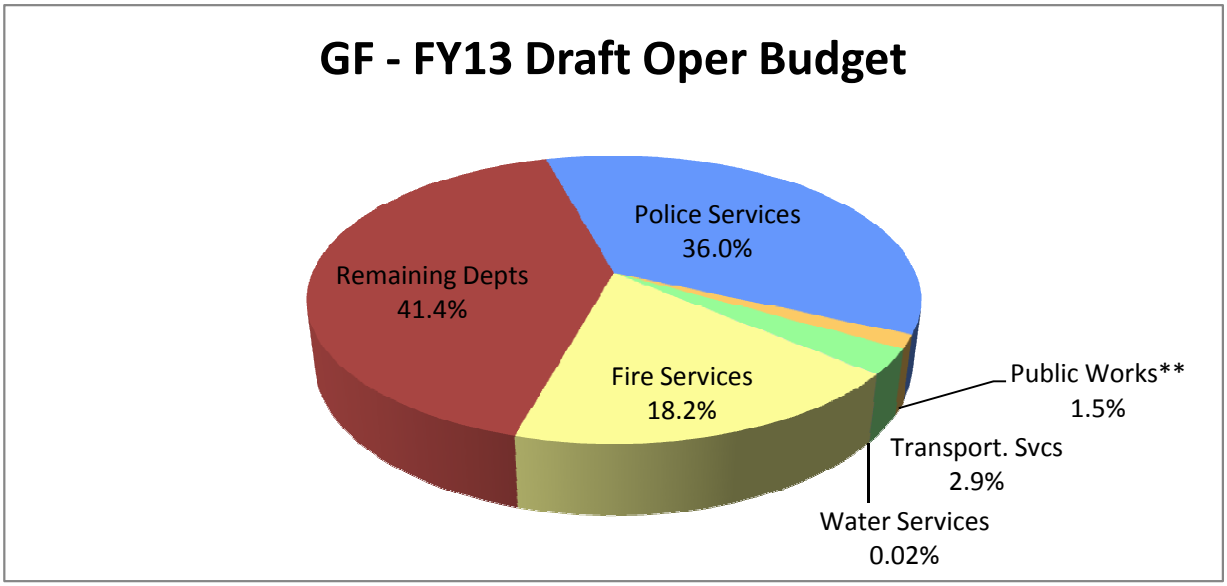
Summary of Priority Services

FY 2013 Draft Operating Budget - GENERAL FUND**

($'s in Thousands)



($'s in Thousands)	Draft		Draft
General Fund	FY 2013	%	FTEs
Police Services	$49,548	36.0%	473.0
Fire Services	25,107	18.2%	222.0
Transportation Svcs	3,941	2.9%	23.0
Public Works**	2,071	1.5%	19.0
Water Services	27	0.02%	0.0
Priority Services:	$80,693	58.6%	737.0
Remaining Depts:	56,957	41.4%	491.4
Total	$137,650	100.0%	1,228.4

** Includes Street Maintenance funded through HURF.

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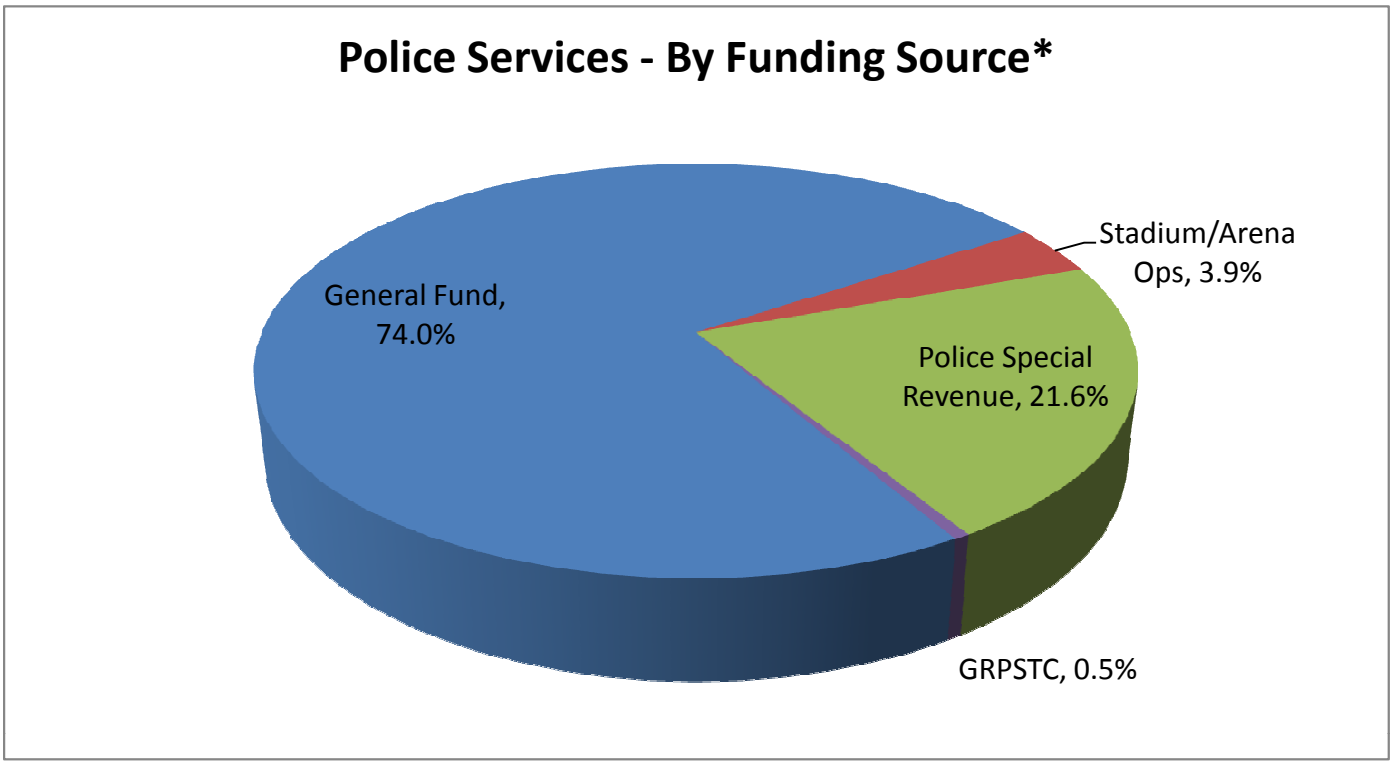
Summary of Priority Services

FY 2013 Draft Operating Budget - All Funds

Police Services



* Grant & RICO appropriation has been excluded from the pie chart

($'s in Thousands)		Draft		Draft
Police Services - All Funds		FY 2013	%	FTEs
1000	General Fund	$49,548	74.0%	473.0
1281	Stadium Event Operations	$1,743	2.6%	2.0
1282	Arena Event Operations	$839	1.3%	1.0
1700	Police Special Revenue	$14,451	21.6%	118.0
2530	GRPSTC	$338	0.5%	2.0
	Sub-Total	$66,918	100.0%	596.0
1840	Grant Funds & Res. Approp*	4,695		2.0
1860	RICO Fund*	3,895		0.5
Total Police Services - All Funds		$75,509		598.5

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

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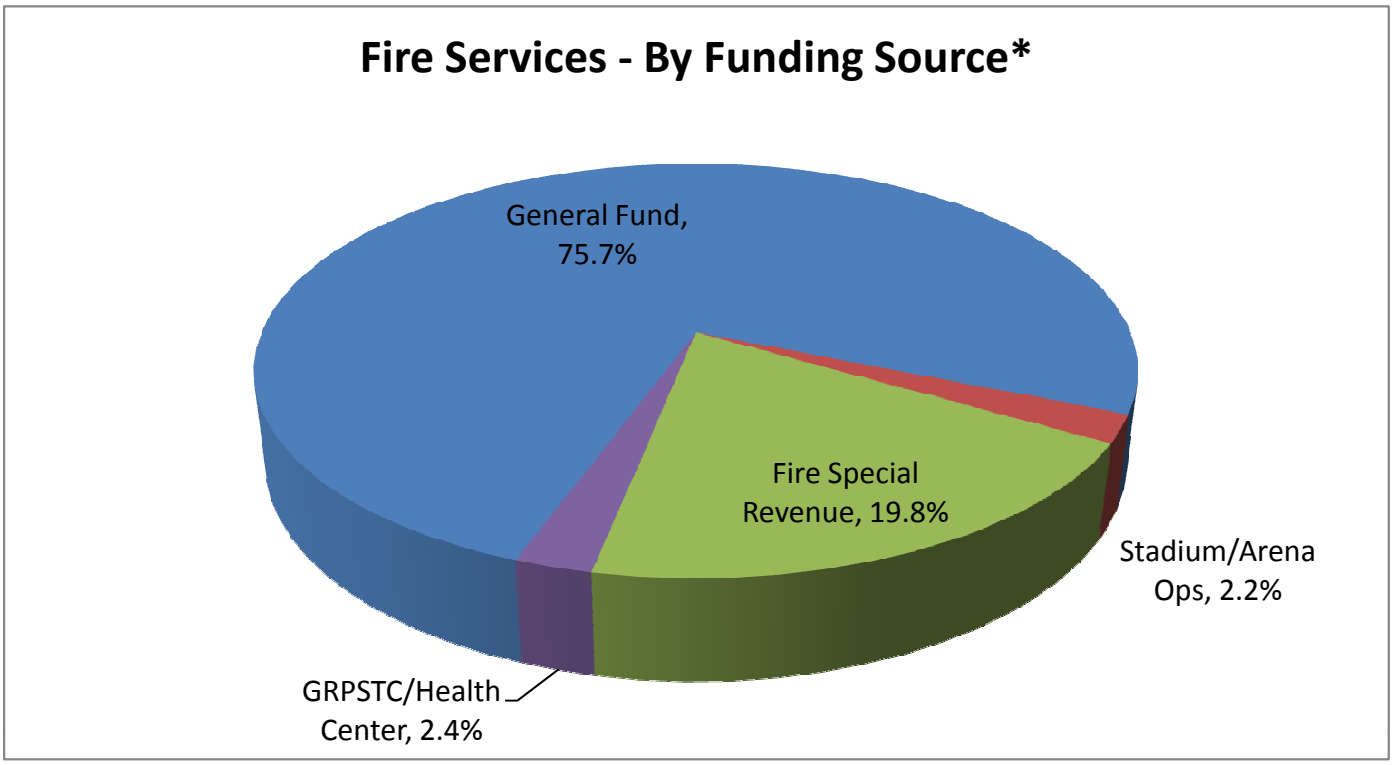
Summary of Priority Services

FY 2013 Draft Operating Budget - All Funds

Fire Services



* Grant appropriation has been excluded from the pie chart

($'s in Thousands) Draft

Fire Services - All Funds		FY 2013	%	FTEs
1000	General Fund	$25,107	75.7%	222.0
1281	Stadium Event Operations	390	1.2%	
1282	Arena Event Operations	302	0.9%	1.0
1283	CamelbackRanch Event Ops	29	0.1%	
1720	Fire Special Revenue	6,556	19.8%	51.0
2530	GRPSTC	747	2.3%	6.0
2538	Glendale Health Center	54	0.2%	
	Sub-Total	$33,185	100.0%	280.0
1840	Grant Funds & Res. Approp*	4,500		
Total Fire Services - All Funds		$37,685		280.0

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

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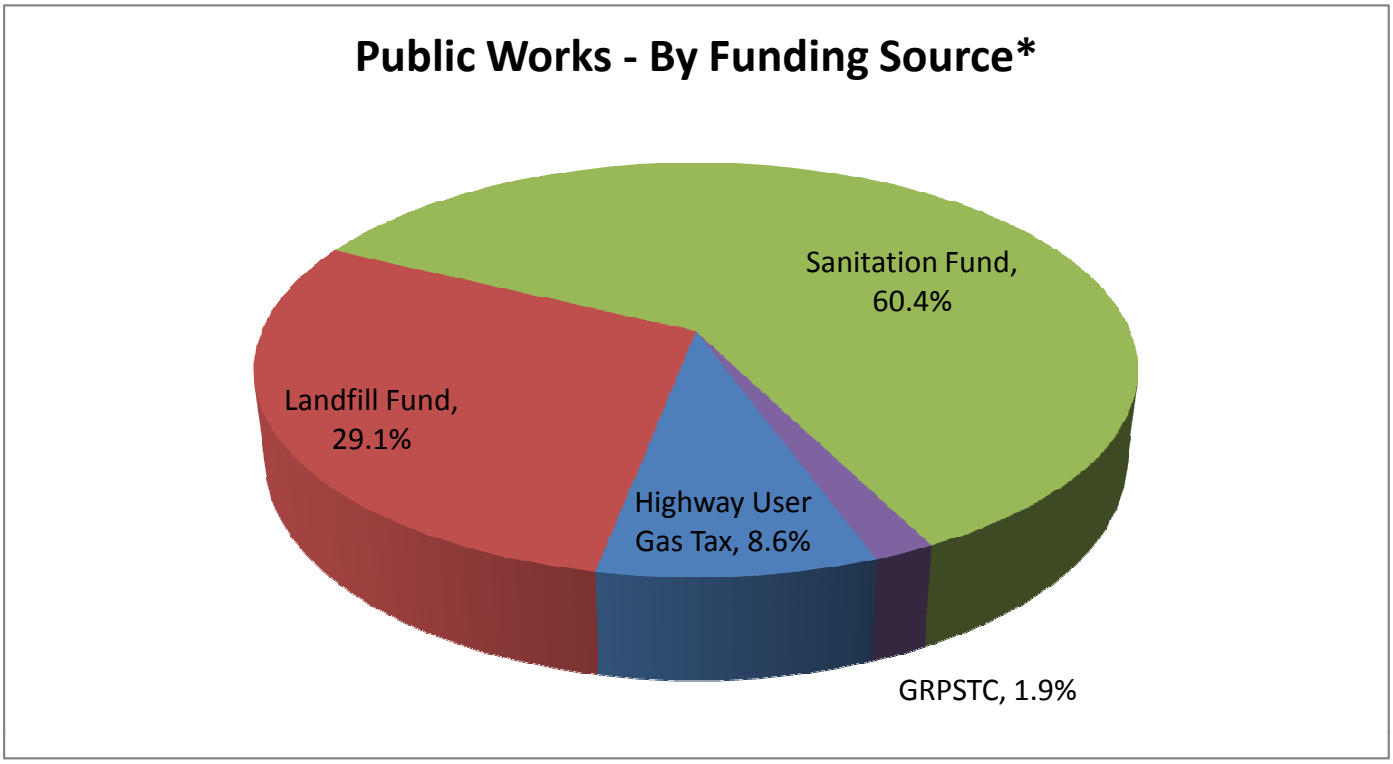
Summary of Priority Services

FY 2013 Draft Operating Budget - All Funds

Public Works



* includes street maint., landfill, sanitation & GRPSTC facility maint.

($'s in Thousands) Draft

Public Works - All Funds		FY 2013	%	FTEs
1340	Highway User Gas Tax	$2,071	8.6%	19.0
2440	Landfill Fund	7,036	29.1%	41.0
2480	Sanitation Fund	14,573	60.4%	79.0
2530	GRPSTC	459	1.9%	4.0
		$24,140	100.0%	143.0

Includes: Curb Service, Sanitation Frontload, Landfill, Residential-Loose Trash Collection, Street Maintenance, MRF Operations, Recycling, Solid Waste Admin, Sanitation Roll-off, GRPSTC Facility Maintenance & Gas Management System.

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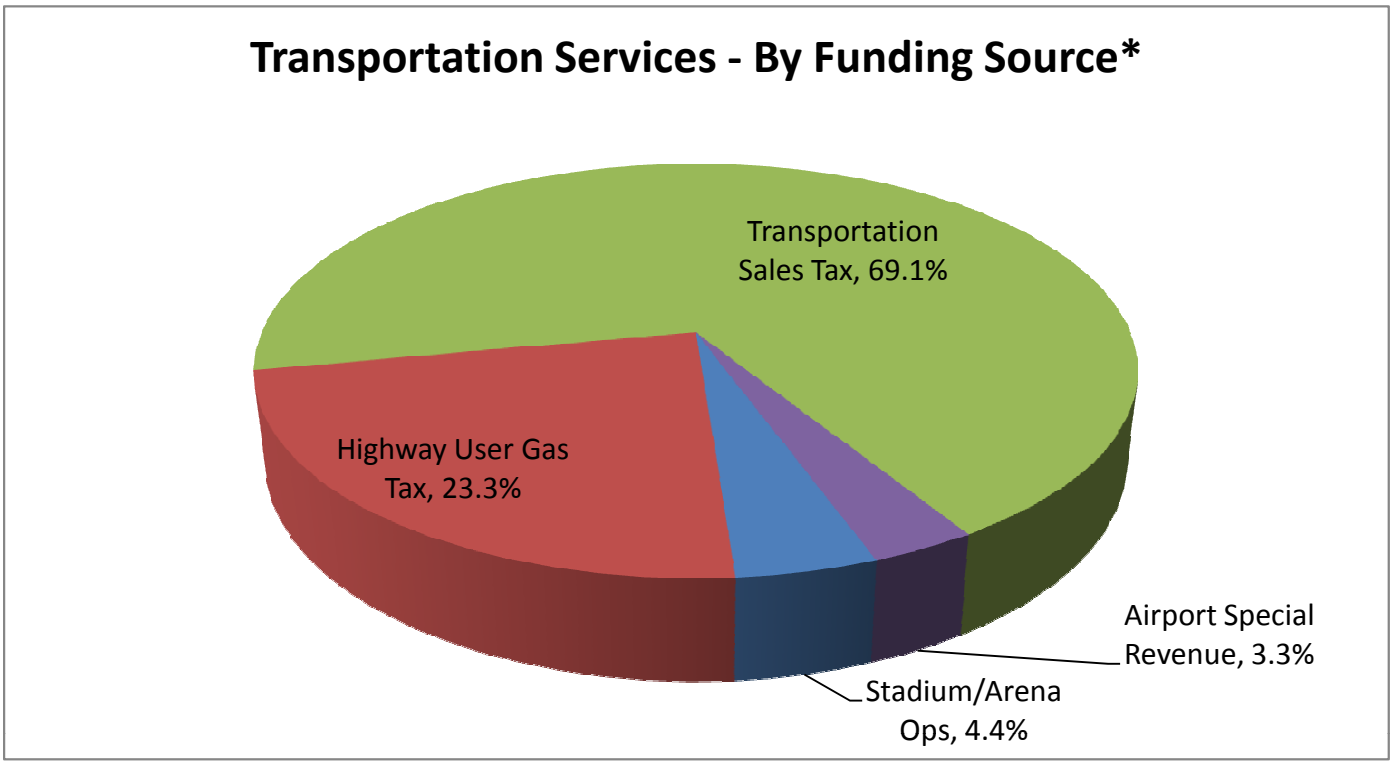
Summary of Priority Services

FY 2013 Draft Operating Budget - All Funds

Transportation Services



* Grant appropriation has been excluded from the pie chart

($'s in Thousands) Draft

Transportation - All Funds		FY 2013	%	FTEs
1281	Stadium Event Operations	$726	4.3%	
1282	Arena Event Operations	15	0.1%	
1340	Highway User Gas Tax	3,941	23.3%	23.0
1660	Transportation Sales Tax	11,692	69.1%	49.3
1760	Airport Special Revenue	556	3.3%	5.0
		$16,930	100.0%	77.3
1650	Transportation Grants*	769		
Total Transportation - All Funds		$17,699		77.3

Includes: Fixed Route, Dial-A-Ride, Transp. Program Mgt, Street Light Mgt, Traffic Signals, Signs & Markings, Event Operations, Intelligent Transp. System, Airport Operations, Traffic Studies, Transit Mgt, Traffic Mitigation, Traffic Design & Dev., Transp Education, Transp. Administration and Demand Mgt.

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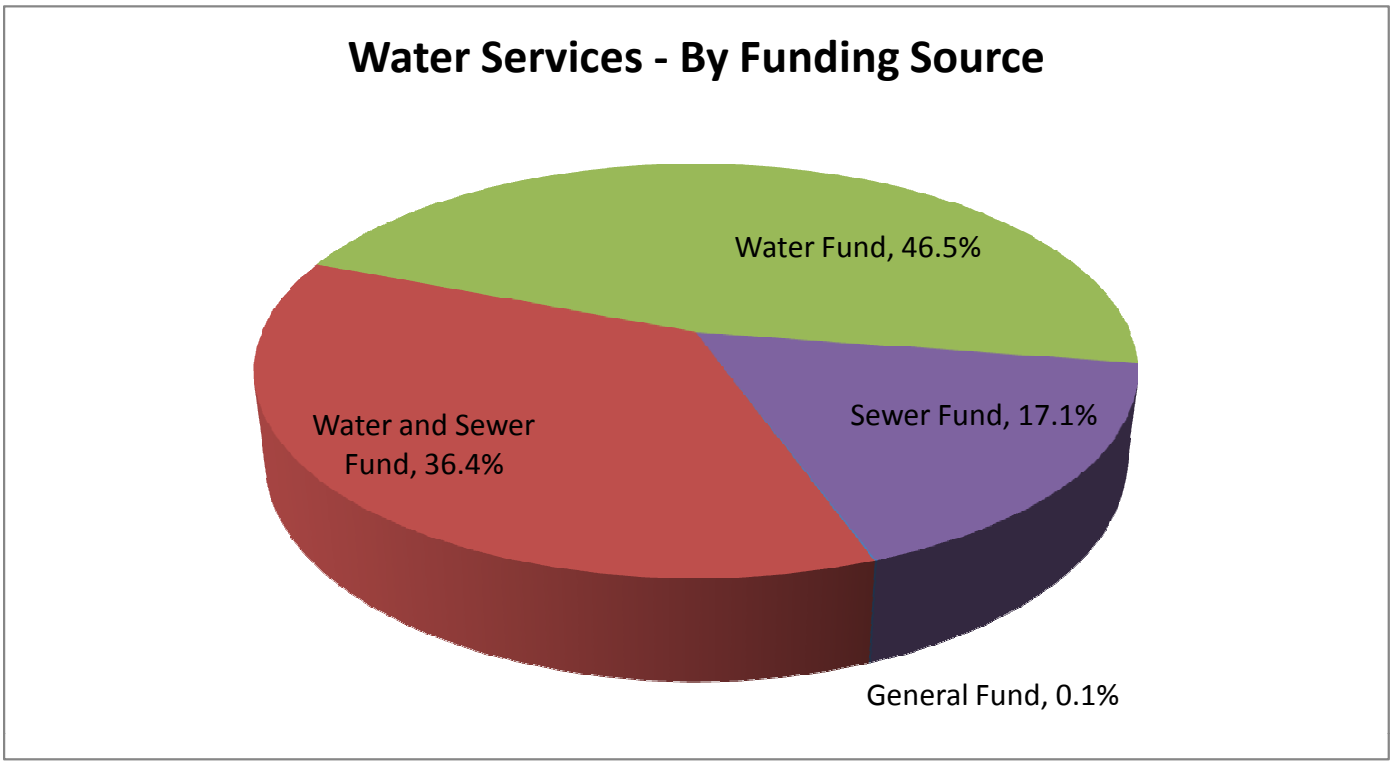
Summary of Priority Services

FY 2013 Draft Operating Budget - All Funds

Water Services



($'s in Thousands) Draft

Water Services - All Funds		FY 2013	%	FTEs
1000	General Fund	$27	0.1%	
2360	Water and Sewer Fund	16,321	36.4%	74.0
2400	Water Fund	20,842	46.5%	104.0
2420	Sewer Fund	7,652	17.1%	26.0
		$44,841	100.0%	204.0

Includes: Utilities Adminstration, SROG (91st Ave) Plant, West Area Plant, Cholla Treatment Plant, Oasis Water Campus, Raw Water Usage, Water Distribution, Wastewater Collection, Arrowhead Reclamation Plant, Pyramid Peak Plant, Central System Control, Meter Maint., Customer Svc - Field, Water Quality, Info. Mgt., System Security, Central System Maint., Groundwater Treatment Plant, Environmental Resources, Pretreatment Program, Water Conservation, Public Svc Reps, Storm Water, 99th Ave Interceptor, Irrigation, Property Mgt and Hazmat Incidence Response.

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Summary of Priority Services

FY 2013 Draft Operating Budget

Ln#	ALL FUNDS	A6000	A7000	A7500				
2	Dept Name	Salary	Non-Salary	Required	Total		FTEs	
3	Police Services	$53,107,463	$19,979,359	$2,421,937	$75,508,759	38%	598.5	46%
4	Water Services	14,155,551	24,827,641	5,858,189	44,841,381	22%	204.0	16%
5	Fire Services	26,218,054	10,696,509	770,547	37,685,110	19%	280.0	21%
6	Public Works*	8,586,178	10,874,388	4,678,956	24,139,522	12%	143.0	11%
7	Transportation Svcs	5,621,675	10,557,686	1,519,380	17,698,741	9%	77.3	6%
8	Total Priority Services	$107,688,921	$76,935,583	$15,249,009	$199,873,513	100%	1,302.8	100%
9		54%	38%	8%	100%			
10								
11	Total Priority Services	$107,688,921	$76,935,583	$15,249,009	$199,873,513	55%	1,302.8	68%
12	Remaining Depts	47,158,060	109,972,260	3,516,986	160,647,306	45%	626.1	32%
13	Total Draft Oper Budget	$154,846,981	$186,907,843	$18,765,995	$360,520,819	100%	1,928.9	100%
14		43%	52%	5%	100%			

15 * includes street maint., landfill, sanitation & GRPSTC facility maint.

16

Ln#	GENERAL FUND**	A6000	A7000	A7500				
18	Dept Name	Salary	Non-Salary	Required	Total		FTEs	
19	Police Services	$42,051,052	$5,565,888	$1,930,573	$49,547,513	61%	473.0	64%
20	Fire Services	20,708,679	3,861,799	536,142	25,106,620	31%	222.0	30%
21	Transportation Svcs	1,637,802	2,046,446	256,589	3,940,837	5%	23.0	3%
22	Public Works**	1,301,600	632,875	137,019	2,071,494	3%	19.0	3%
23	Water Services		26,845		26,845	0%		0%
24	Total Priority Services	$65,699,133	$12,133,853	$2,860,323	$80,693,309	100%	737.0	100%
25		81%	15%	4%	100%			
26								
27	Total Priority Services	$65,699,133	$12,133,853	$2,860,323	$80,693,309	59%	737.0	60%
28	Remaining Depts	37,983,649	15,793,248	3,179,979	56,956,876	41%	491.4	40%
29	Total Draft Oper Budget	$103,682,782	$27,927,101	$6,040,302	$137,650,185	100%	1,228.4	100%
30		75%	20%	4%	100%			

31 ** Includes Street Maintenance funded through HURF.

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Section 2

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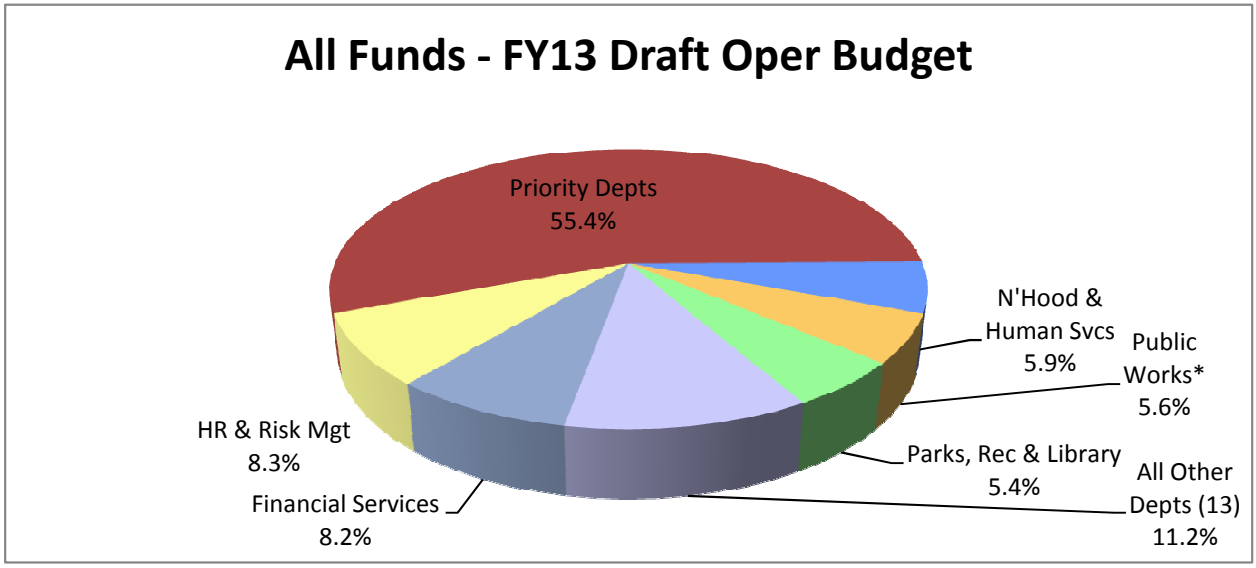
Summary of Remaining Departments

FY 2013 Draft Operating Budget - ALL FUNDS

($'s in Thousands)



($'s in Thousands)	Draft		Draft
All Funds	FY 2013	%	FTEs
HR & Risk Mgt	29,774	8.3%	23.5
Financial Services	29,729	8.2%	67.5
N'Hood & Human Svcs	21,103	5.9%	47.3
Public Works*	20,217	5.6%	98.0
Parks, Rec & Library	19,601	5.4%	153.6
Miscellaneous Grants	8,650	2.4%	0.0
Tech. & Innovation	7,724	2.1%	29.0
Development Svcs	5,050	1.4%	56.8
Communications	4,546	1.3%	32.5
City Court	4,275	1.2%	41.8
City Attorney	3,161	0.9%	27.0
Economic Development	1,650	0.5%	7.0
Mayor & Council	1,439	0.4%	17.0
City Manager	931	0.3%	6.0
Compliance&Asset Mgt	792	0.2%	9.3
Intergovt. Programs	732	0.2%	4.0
Non-Departmental	688	0.2%	0.0
City Clerk	586	0.2%	6.0
Remaining Depts:	160,647	44.6%	626.1
Priority Depts:	199,874	55.4%	1,302.8
Total	360,521	100.0%	1,928.9

* EXCLUDES Street Maint., Landfill, Sanitation & GRPSTC Facility Maint.
They are reflected in the Priority Services pie charts and tables.

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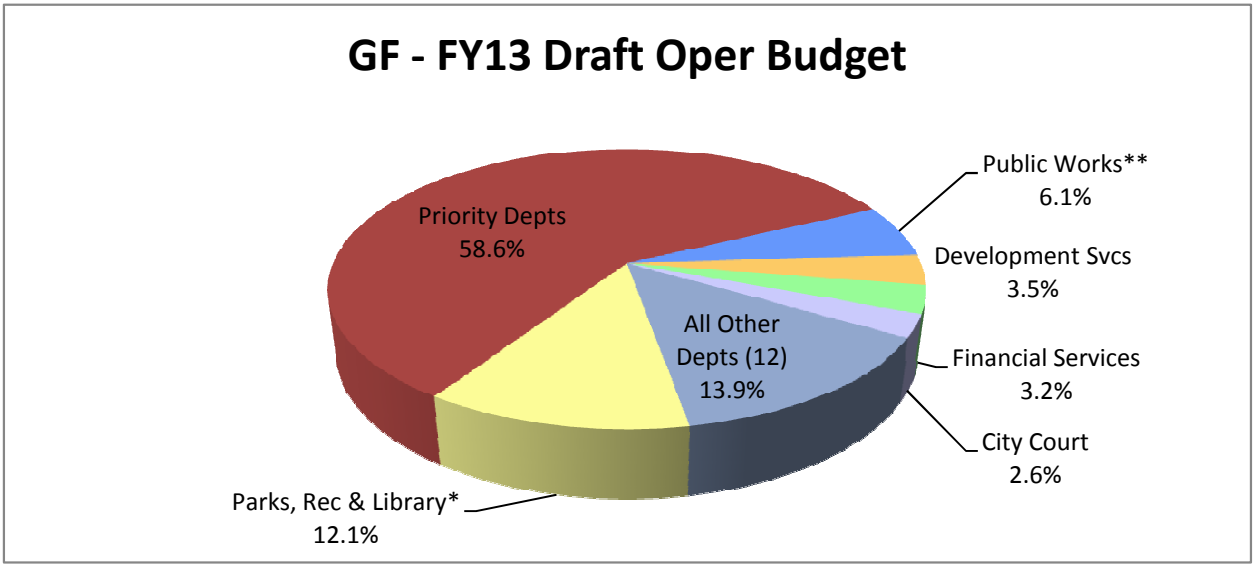
Summary of Remaining Departments

FY 2013 Draft Operating Budget - GENERAL FUND*

($'s in Thousands)



($'s in Thousands)	Draft		Draft
General Fund*	FY 2013	%	FTEs
Parks, Rec & Library*	16,645	12.1%	146.6
Public Works**	8,369	6.1%	64.0
Development Svcs	4,819	3.5%	54.0
Financial Services	4,415	3.2%	32.0
City Court	3,617	2.6%	38.8
Tech. & Innovation	3,235	2.4%	27.0
City Attorney	3,161	2.3%	27.0
Communications	2,897	2.1%	26.5
HR & Risk Mgt	2,088	1.5%	19.8
Economic Development	1,650	1.2%	7.0
Mayor & Council	1,439	1.0%	17.0
City Manager	931	0.7%	6.0
N'Hood & Human Svcs	895	0.7%	6.5
Compliance&Asset Mgt	792	0.6%	9.3
Intergovt. Programs	732	0.5%	4.0
Non-Departmental	688	0.5%	0.0
City Clerk	586	0.4%	6.0
Remaining Depts:	56,957	41.4%	491.4
Priority Depts:	80,693	58.6%	737.0
Total	137,650	100.0%	1,228.4

* Includes Right-Of-Way Maintenance funded through HURF.

** EXCLUDES Street Maint., Landfill, Sanitation & GRPSTC Facility Maint.
They are reflected in the Priority Services pie charts and tables.

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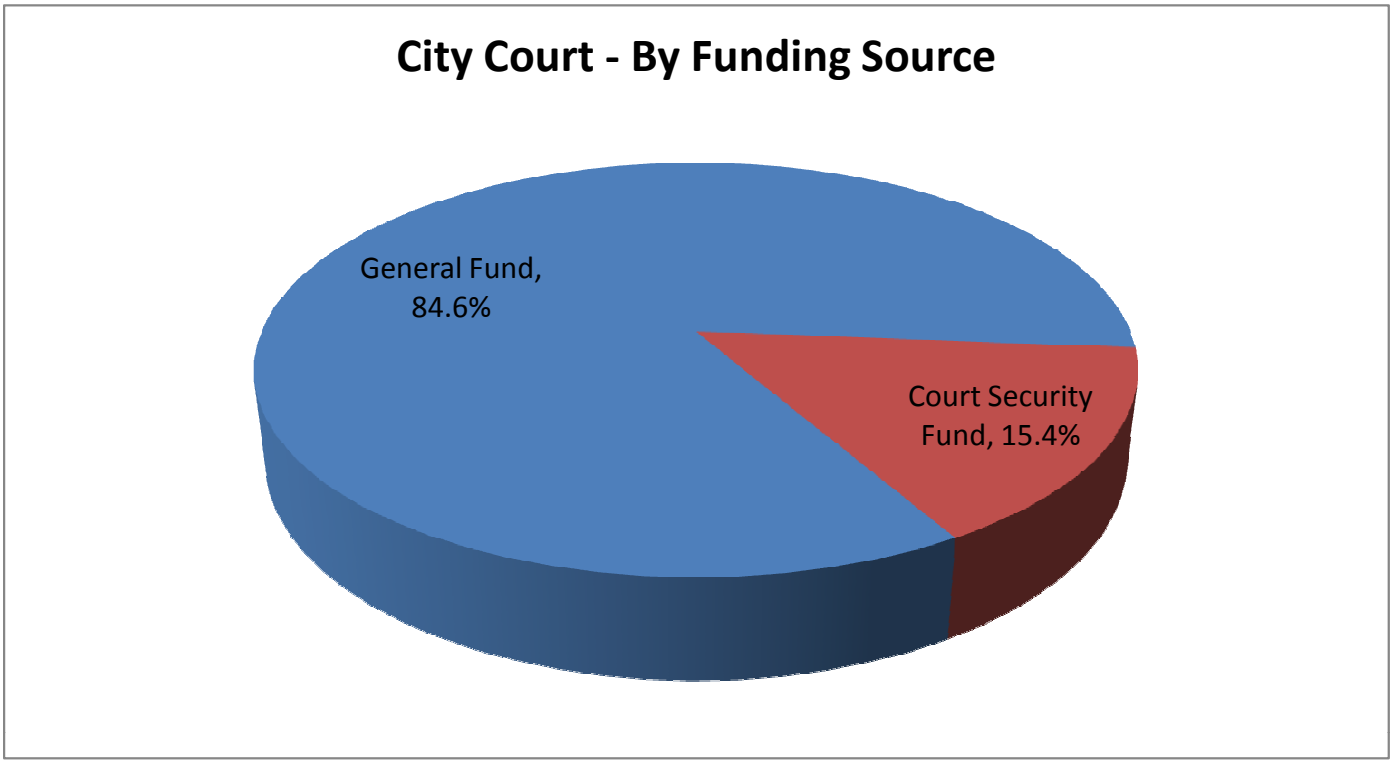
Summary of Remaining Departments

FY 2013 Draft Operating Budget - All Funds

City Court



($'s in Thousands)		Draft		Draft
City Court - All Funds		FY 2013	%	FTEs
1000	General Fund	$3,617	84.6%	38.8
1240	Court Security Fund	$658	15.4%	3.0
	Total	$4,275	100.0%	41.8

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

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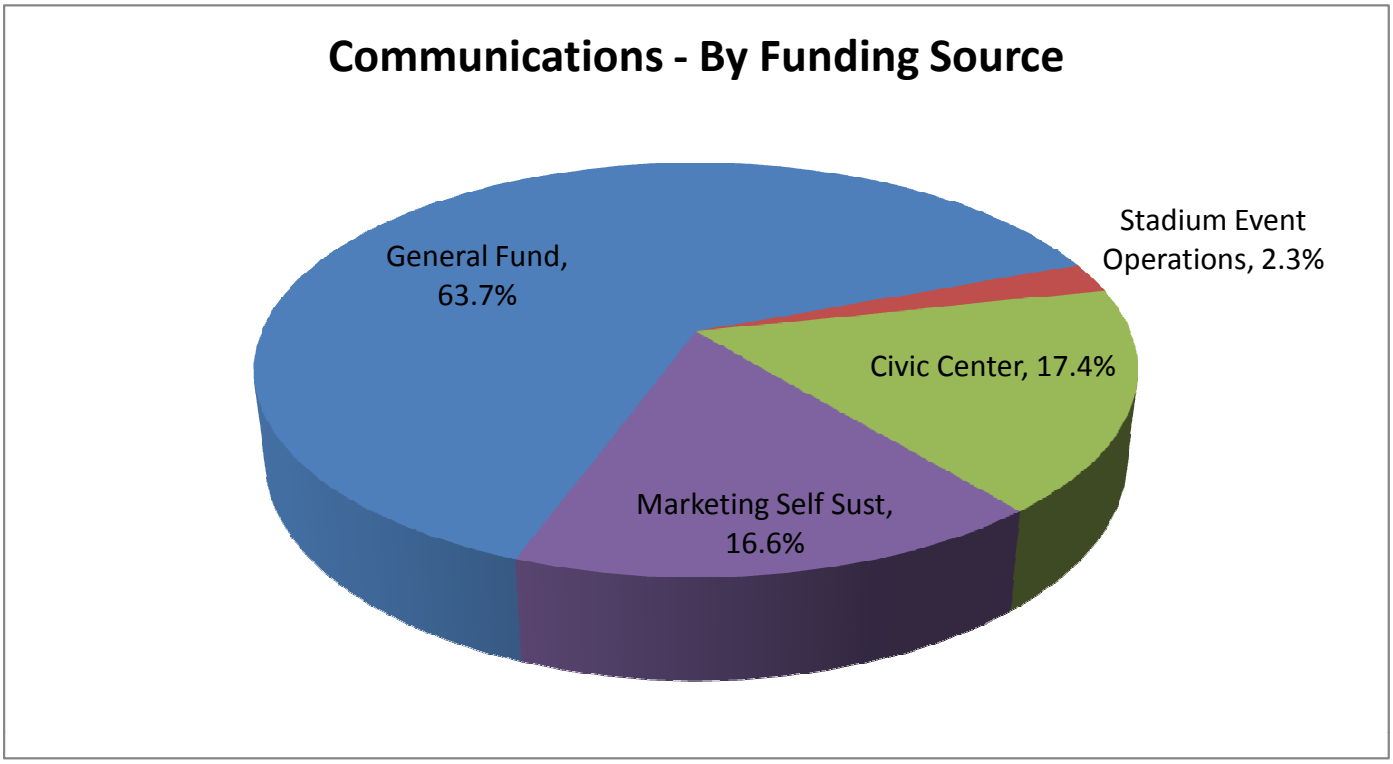
Summary of ***Remaining Departments***

FY 2013 Draft Operating Budget - All Funds

Communications



($'s in Thousands)		Draft		Draft
Communications - All Funds		FY 2013	%	FTEs
1000	General Fund	$2,897	63.7%	26.5
1281	Stadium Event Operations	107	2.3%	
1740	Civic Center	790	17.4%	6.0
1870	Marketing Self Sust	753	16.6%	
	Total	$4,546	100.0%	32.5

Includes: Marketing, Cable Communications, City-Wide Special Events, Convention/Media/Parking, Tourism, Media Center Operations, Audio/Visual, Mkt'g - Stadium Events, Jazz Festival, Glitters Light, Chocolate Affaire, Glitter Spectacular, Glitter and Glow, Enchanted Evening, Other Special Events, Convention & Visitors Bureau, Tourism - Souvenir Program and Summer Band.

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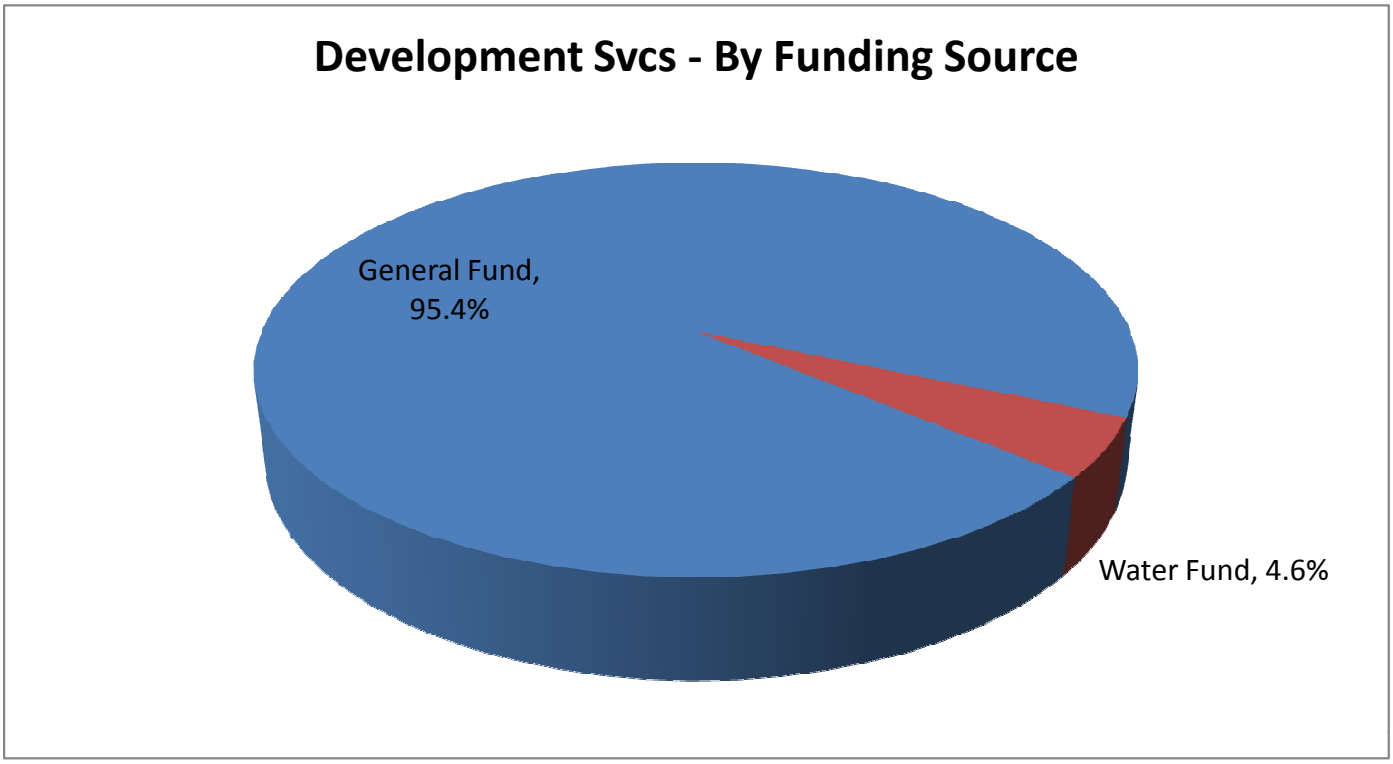
Summary of Remaining Departments

FY 2013 Draft Operating Budget - All Funds

Development Svcs



($'s in Thousands)		Draft		Draft
Development Svcs - All Funds		FY 2013	%	FTEs
1000	General Fund	$4,819	95.4%	54.0
2400	Water Fund	231	4.6%	2.8
	Total	$5,050	100.0%	56.8

Includes: Building Safety, Code Compliance, Development Services Center, Planning Administration, Current Planning, CD Deputy City Manager, Long-Range Planning & Research and Cross Connection Control.

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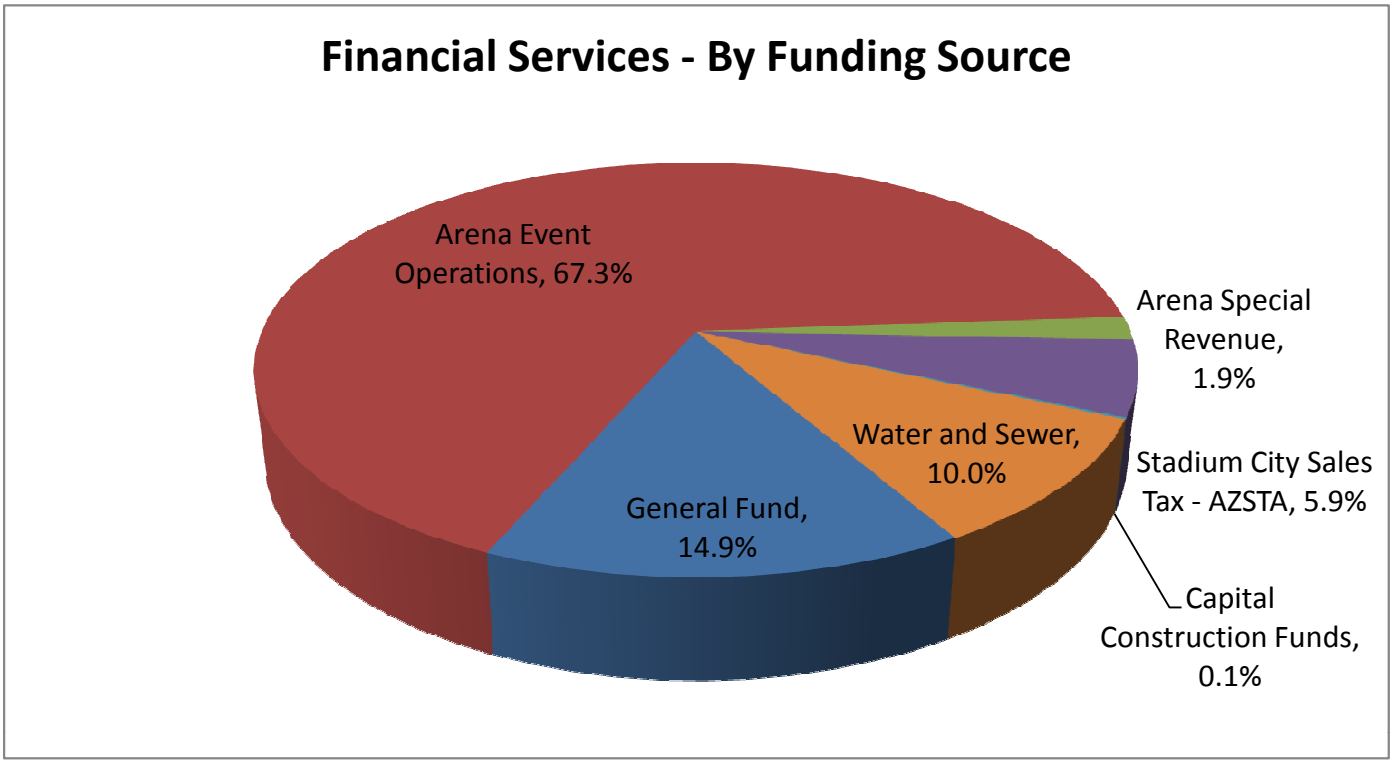
Summary of ***Remaining Departments***

FY 2013 Draft Operating Budget - All Funds

Financial Services



($'s in Thousands)		Draft		Draft
Financial Services - All Funds		FY 2013	%	FTEs
1000	General Fund	$4,415	14.9%	32.0
1282	Arena Event Operations	20,000	67.3%	
1780	Arena Special Revenue	550	1.9%	
1790	Stadium City Sales Tax - AZSTA	1,746	5.9%	
1980-2210	Capital Construction Funds	39	0.1%	
2360-2420	Water and Sewer	2,980	10.0%	35.5
	Total	$29,729	100.0%	67.5

Includes: Lease Payments, Accounting Services, License/Collection, Budget & Research, Finance Administration, Merchant Fees, 1000 Advisor Fees, Grants Administration, Arena Renewal and Replacement, AZSTA - Stadium Tax Refund, 1980 Advisor Fees, 2000 Advisor Fees, 2040 Advisor Fees, 2060 Advisor Fees, 2080 Advisor Fees, 2100 Advisor Fees, 2180 Advisor Fees, 2210 Advisor Fees, Customer Service Office, 2360 Advisor Fees, 2400 Advisor Fees and 2420 Advisor Fees.

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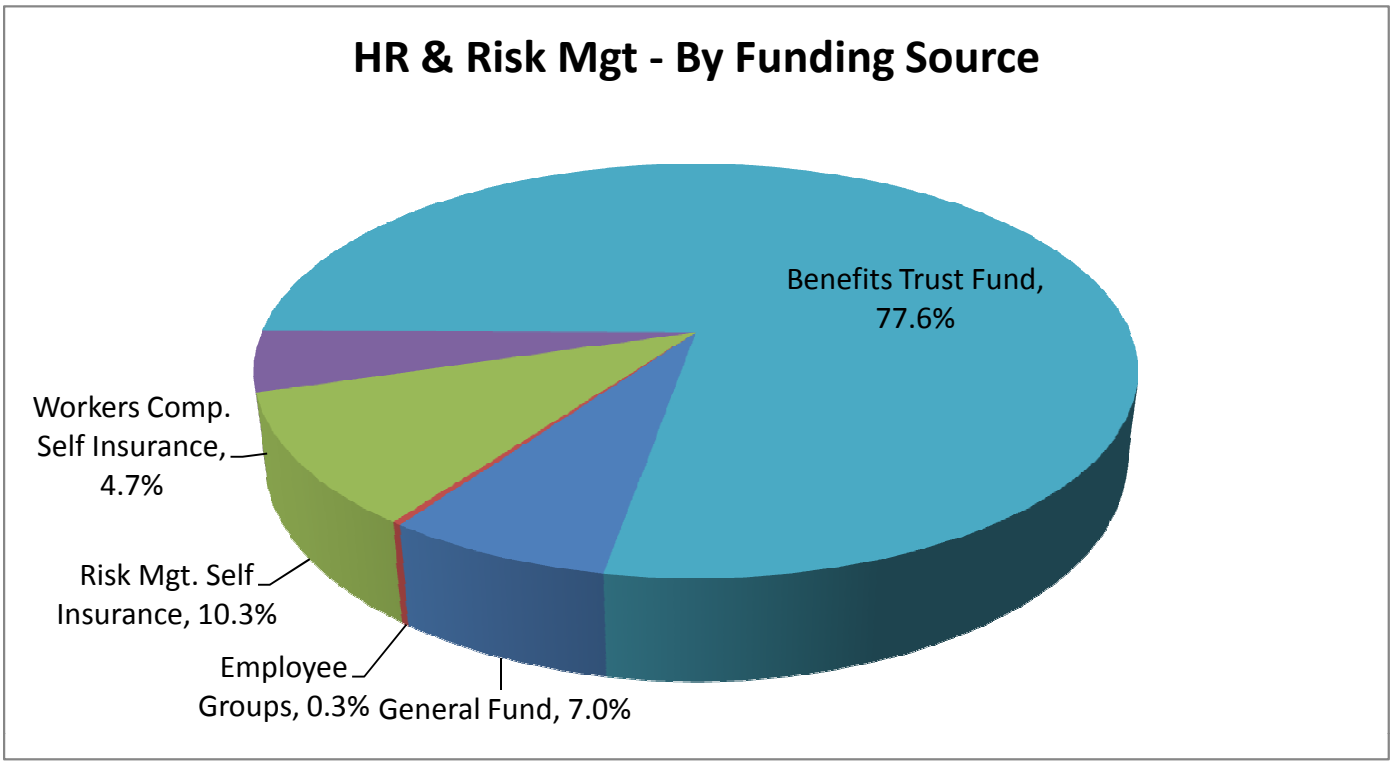
Summary of ***Remaining Departments***

FY 2013 Draft Operating Budget - All Funds

HR & Risk Mgt



($'s in Thousands)		Draft		Draft
HR & Risk Mgt - All Funds		FY 2013	%	FTEs
1000	General Fund	$2,088	7.0%	19.8
1190	Employee Groups	84	0.3%	
2540	Risk Mgt. Self Insurance	3,077	10.3%	3.8
2560	Workers Comp. Self Insurance	1,407	4.7%	
2580	Benefits Trust Fund	23,118	77.6%	
	Total	$29,774	100.0%	23.5

Includes: Human Resources Administration, Compensation, Employment Services, Organizational Development, Employee Relations, Risk Management/Safety, Benefits, Diversity Committee, Risk Mgmt Trust Fund, Worker's Compensation and Benefit Programs.

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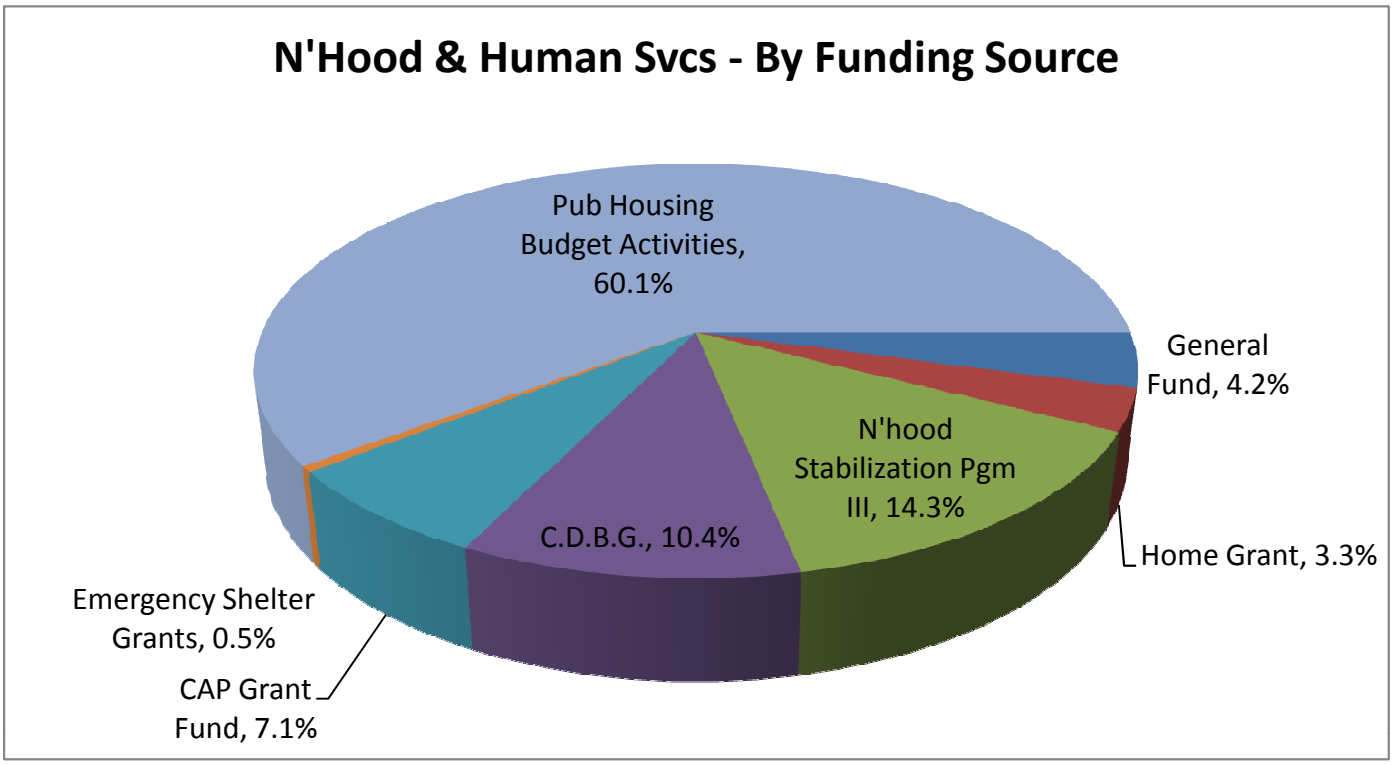
Summary of Remaining Departments

FY 2013 Draft Operating Budget - All Funds

N'Hood & Human Svcs



($'s in Thousands)		Draft		Draft
N'Hood & Human Svcs - All Funds		FY 2013	%	FTEs
1000	General Fund	$895	4.2%	6.5
1300	Home Grant	695	3.3%	
1311	N'hood Stabilization Pgm III	3,018	14.3%	
1320	C.D.B.G.	2,203	10.4%	8.8
1820	CAP Grant Fund	1,506	7.1%	7.0
1830	Emergency Shelter Grants	98	0.5%	
2500	Pub Housing Budget Activities	12,688	60.1%	25.0
	Total	$21,103	100.0%	47.3

Includes: N'Hood Part., Comm Revit, CAP Local Match, HOME Program, NSP III, CDBG Programs, Case Mgt-LIHEAP Voucher, Comm Svcs Block Grant-Adm, CM-LIHEAP Voucher Contigency, ACAA SRP Assistance,Case Mgt-LIHEAP A16 Admin, Case Mgt-LIHEAP Administration, Case Mgmt-TANF Voucher, ACAA URRD Program, ACAA HEAF Program, CM-LIHEAP Admin Contingency, ACAA SW Gas Assistance, Case Mgmt-Qwest Admin, Case Mgmt-NHN Voucher, U-Mom and Community Housing.

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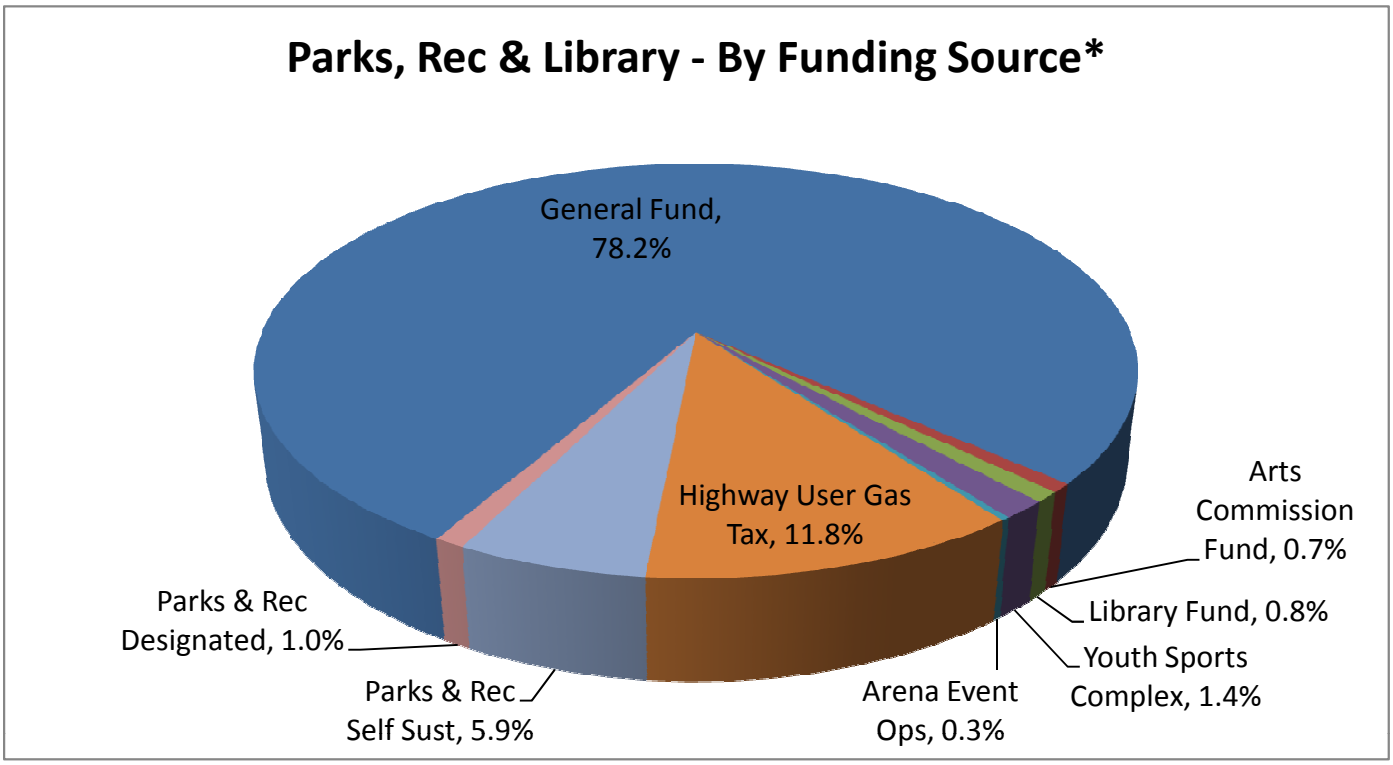
Summary of Remaining Departments

FY 2013 Draft Operating Budget - All Funds

Parks, Rec & Library



* Graph excludes grant reserve appropriation

($'s in Thousands)		Draft		Draft
Parks, Rec & Library - All Funds		FY 2013	%	FTEs
1000	General Fund	$14,469	78.2%	132.6
1220	Arts Commission Fund	128	0.7%	
1260	Library Fund	155	0.8%	
1280	Youth Sports Complex	262	1.4%	
1282	Arena Event Ops	50	0.3%	
1340	Highway User Gas Tax	2,176	11.8%	14.0
1880	Parks & Rec Self Sust	1,084	5.9%	7.0
1885	Parks & Rec Designated	177	1.0%	
	Sub-Total	$18,501	100.0%	153.6
1840	Grant Reserve Approp *	1,100		
	Total	$19,601		153.6

Includes: Library, Parks Maint, Foothills Rec Center, Rec Support Svcs, Adult Ctr, Youth & Teen, Sports & Health, Park Rangers, Historic Sahuaro Ranch, Aquatics, Pool Maint, Parks & Rec Adm, Glendale Comm Ctr, Parks CIP & Planning, Marketing - Parks & Rec, Arts Maint - Adm, Special Events & Programs, Arts Maint, Library Book Fund, YSC - Parks & Rec, Arena - ROW Maint, Right-of-Way Maint, Grant Approp - Parks & Rec, Grant Approp - Library, Self Sustaining Div's and Parks Designated Div's.

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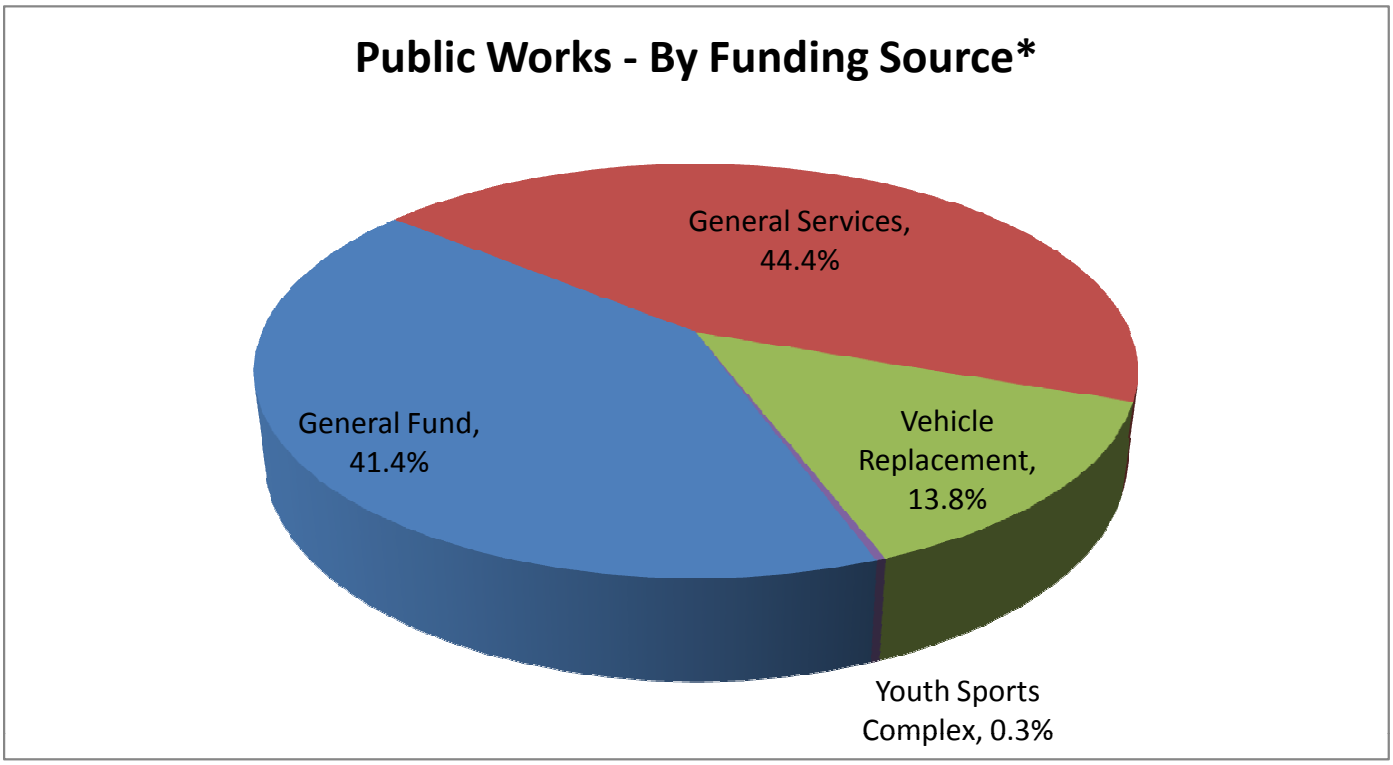
Summary of Remaining Departments

FY 2013 Draft Operating Budget - All Funds

Public Works



* Graph excludes ARRA grants appropriation

($'s in Thousands)		Draft		Draft
Public Works - All Funds		FY 2013	%	FTEs
1000	General Fund	$8,369	41.4%	64.0
1040	General Services	8,974	44.4%	34.0
1120	Vehicle Replacement	2,796	13.8%	
1280	Youth Sports Complex	60	0.3%	
	Sub-Total	$20,199	100.0%	98.0
1842	ARRA Stimulus Grants*	18		
	Total	$20,217		98.0

Includes: Facilities Management, Custodial Services, Field Operations Admin., Engineering Administration, Construction Inspection, Land Development Division, Downtown Beaut. & Promotion, BofA Bank Building, Cemetery, Materials Testing, Design Division, Mapping and Records, Downtown Parking Garage, Promenade at Palmaire, Manistee Ranch Maintenance, Equipment Management, Fuel Svcs, Parts Store Operations, Equipment Replacement, YSC - Facilities Mgt., Equip Mgmt Facility Lighting and GMOC Parking Garage Lighting

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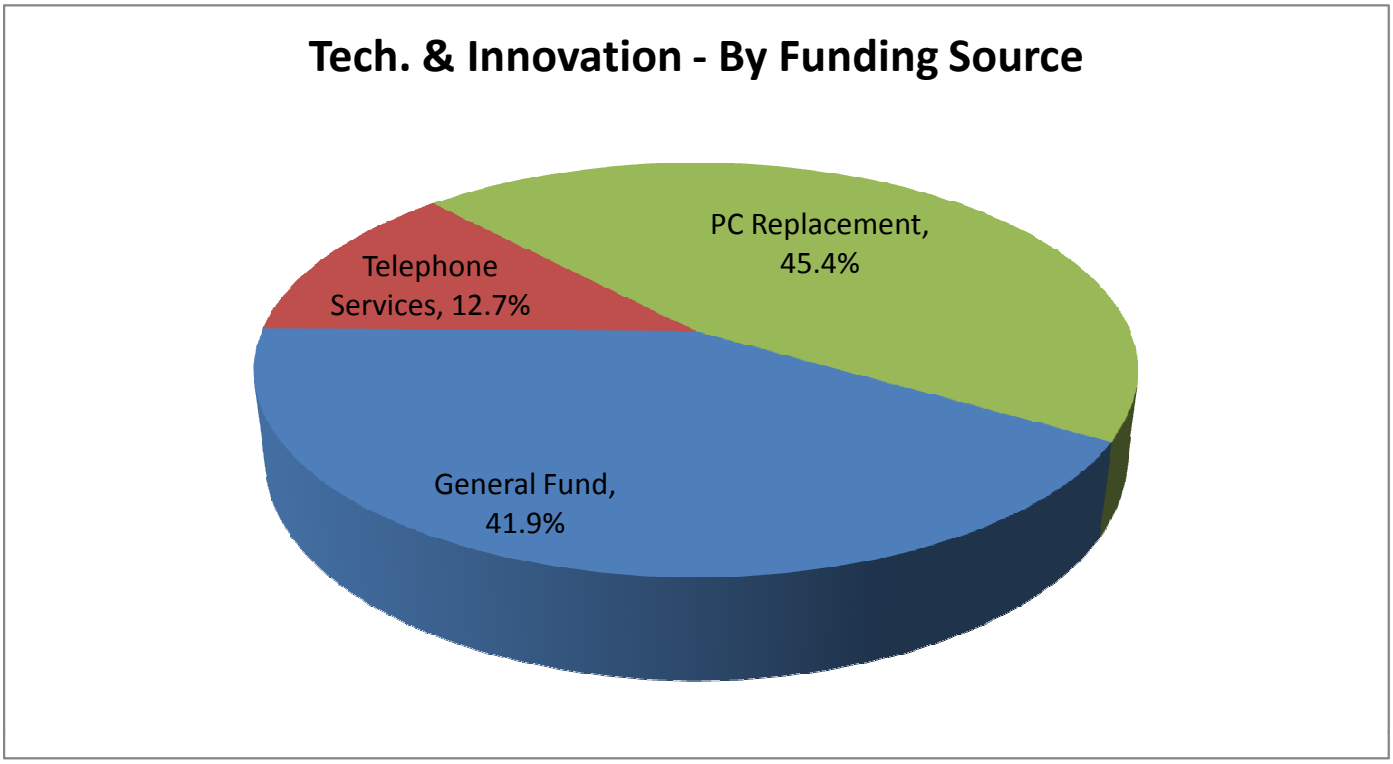
Summary of ***Remaining Departments***

FY 2013 Draft Operating Budget - All Funds

Tech. & Innovation



($'s in Thousands)		Draft		Draft
Template - All Funds		FY 2013	%	FTEs
1000	General Fund	$3,235	41.9%	27.0
1100	Telephone Services	982	12.7%	1.0
1140	PC Replacement	3,507	45.4%	1.0
	Total	$7,724	100.0%	29.0

Includes: Information Technology, Telephones and Technology Replacement

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Summary of Remaining Departments

FY 2013 Draft Operating Budget - All Funds

The following departments have a single funding source, so no pie chart is provided.

($'s in Thousands)

Department Name	Fund Name (#)	Draft FY 2013	Draft FTEs
City Attorney	General Fund (1000)	$3,161	27.0
Includes: City Attorney and Outside Legal Fees			
City Clerk	General Fund (1000)	$586	6.0
Includes: City Clerk, Records Management and Elections			
City Manager	General Fund (1000)	$931	6.0
Compliance & Asset Mgt	General Fund (1000)	$792	9.3
Includes: City Auditor, Materials Management and Materials Control Warehouse			
Economic Development	General Fund (1000)	$1,650	7.0
Includes: Economic Development, Rebates & Incentives and Business Development			
Intergovt. Programs	General Fund (1000)	$732	4.0
Mayor & Council	General Fund (1000)	$1,439	17.0
Includes: Office of the Mayor, Cholla, Barrel, Sahuaro, Cactus, Yucca, Ocotillo Districts and the Council Office.			
Non-Departmental	General Fund (1000)	$688	
Miscellaneous Grants	Grants Fund (1840)	$8,650	

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Summary of Remaining Departments

FY 2013 Draft Operating Budget

Ln#	ALL FUNDS	A6000	A7000	A7500				
2	Dept Name	Salary	Non-Salary	Required	Total		FTEs	
3	HR & Risk Mgt	$2,214,520	$27,524,542	$34,664	$29,773,726	19%	23.5	4%
4	Financial Services	4,633,948	23,779,228	1,316,315	29,729,491	19%	67.5	11%
5	N'Hood & Human Svcs	3,359,841	17,611,340	132,110	21,103,291	13%	47.3	8%
6	Public Works*	6,348,770	13,523,184	345,445	20,217,399	13%	98.0	16%
7	Parks, Rec & Library	10,268,589	8,805,376	526,891	19,600,856	12%	153.6	25%
8	Miscellaneous Grants	150,000	8,500,000		8,650,000	5%		0%
9	Tech. & Innovation	2,682,826	4,461,364	579,832	7,724,022	5%	29.0	5%
10	Development Svcs	4,639,950	307,345	102,514	5,049,809	3%	56.8	9%
11	Communications	2,780,640	1,474,244	291,340	4,546,224	3%	32.5	5%
12	City Court	3,144,683	1,081,672	48,234	4,274,589	3%	41.8	7%
13	City Attorney	2,491,039	616,846	52,630	3,160,515	2%	27.0	4%
14	Economic Development	689,141	950,763	10,005	1,649,909	1%	7.0	1%
15	Mayor & Council	1,183,090	226,903	28,647	1,438,640	1%	17.0	3%
16	City Manager	813,691	107,628	9,824	931,143	1%	6.0	1%
17	Compliance&Asset Mgt	738,229	33,978	19,515	791,722	0%	9.3	1%
18	Intergovt. Programs	428,793	296,926	6,309	732,028	0%	4.0	1%
19	Non-Departmental	100,000	587,720		687,720	0%		0%
20	City Clerk	490,310	83,201	12,711	586,222	0%	6.0	1%
21	Total Remaining Depts	$47,158,060	$109,972,260	$3,516,986	$160,647,306	100%	626.1	100%
22		29%	68%	2%	100%			
23								
24	Total Remaining Depts	$47,158,060	$109,972,260	$3,516,986	$160,647,306	45%	626.1	32%
25	Priority Depts	107,688,921	76,935,583	15,249,009	199,873,513	55%	1,302.8	68%
26	Total Draft Oper Budget	$154,846,981	$186,907,843	$18,765,995	$360,520,819	100%	1,928.9	100%
		43%	52%	5%	100%			

* EXCLUDES street maint., landfill, sanitation & GRPSTC facility maint. (Priority Services).

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Summary of Remaining Departments

FY 2013 Draft Operating Budget

Ln#	GENERAL FUND**	A6000	A7000	A7500				
2	Dept Name	Salary	Non-Salary	Required	Total		FTEs	
3	Parks, Rec & Library**	$9,762,662	$6,367,374	$514,816	$16,644,852	29%	146.6	30%
4	Public Works***	3,990,633	4,122,628	255,741	8,369,002	15%	64.0	13%
5	Development Svcs	4,433,808	287,975	96,934	4,818,717	8%	54.0	11%
6	Financial Services	2,633,590	555,816	1,225,742	4,415,148	8%	32.0	7%
7	City Court	2,883,044	685,957	47,544	3,616,545	6%	38.8	8%
8	Tech. & Innovation	2,535,534	122,156	577,736	3,235,426	6%	27.0	5%
9	City Attorney	2,491,039	616,846	52,630	3,160,515	6%	27.0	5%
10	Communications	2,328,006	316,212	252,554	2,896,772	5%	26.5	5%
11	HR & Risk Mgt	1,900,056	157,033	30,636	2,087,725	4%	19.8	4%
12	Economic Development	689,141	950,763	10,005	1,649,909	3%	7.0	1%
13	Mayor & Council	1,183,090	226,903	28,647	1,438,640	3%	17.0	3%
14	City Manager	813,691	107,628	9,824	931,143	2%	6.0	1%
15	N'Hood & Human Svcs	582,023	274,132	38,635	894,790	2%	6.5	1%
16	Compliance&Asset Mgt	738,229	33,978	19,515	791,722	1%	9.3	2%
17	Intergovt. Programs	428,793	296,926	6,309	732,028	1%	4.0	1%
18	Non-Departmental	100,000	587,720		687,720	1%		0%
19	City Clerk	490,310	83,201	12,711	586,222	1%	6.0	1%
20	Total Remaining Depts	$37,983,649	$15,793,248	$3,179,979	$56,956,876	100%	491.4	100%
21		67%	28%	6%	100%			
22								
23	Total Remaining Depts	$37,983,649	$15,793,248	$3,179,979	$56,956,876	41%	491.4	40%
24	Priority Depts	65,699,133	12,133,853	2,860,323	80,693,309	59%	737.0	60%
25	Total Draft Oper Budget	$103,682,782	$27,927,101	$6,040,302	$137,650,185	100%	1,228.4	100%
		75%	20%	4%	100%			

** Includes Right-Of-Way Maintenance funded through HURF.

*** EXCLUDES street maint., landfill, sanitation & GRPSTC facility maint.

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FY 2013 Draft Operating Budget

Departmental Staffing & Base Budget Graphs and Cost of Service Worksheets

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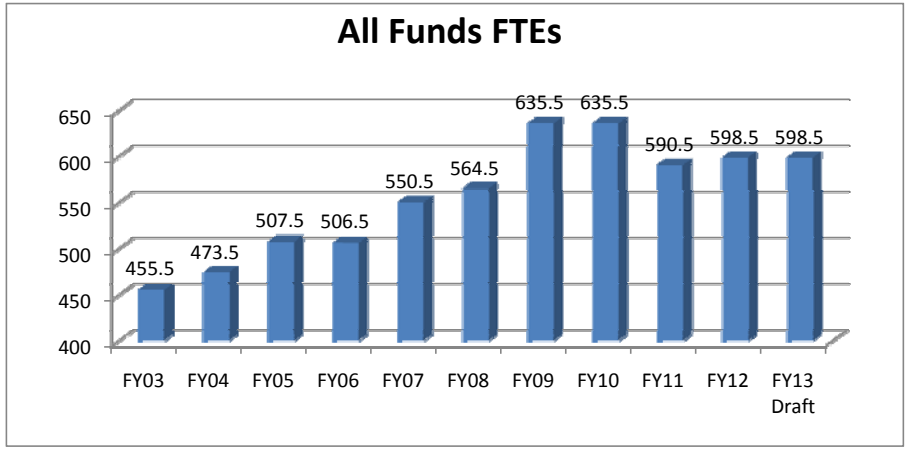
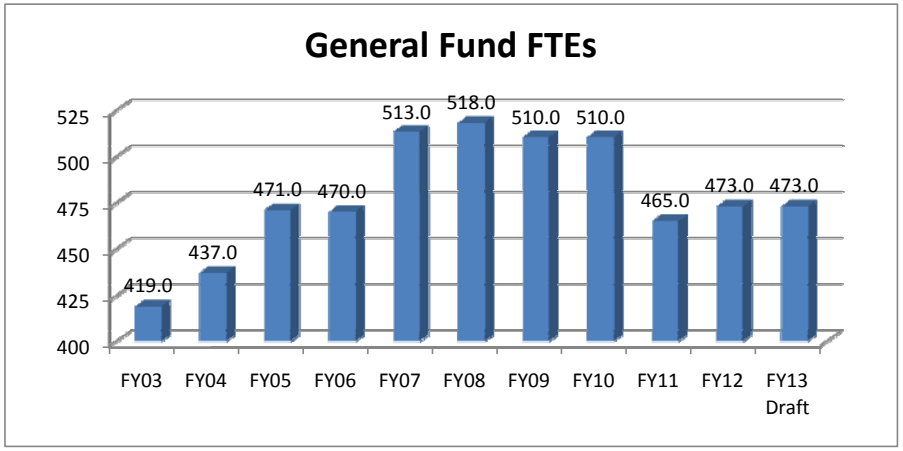
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Police Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 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	100.0	150.8	157.0	155.0	178.0	134.0	128.5	120.0	120.0	118.0	112.0
Crime Investigations	42.0	63.0	68.0	68.0	72.0	81.0	80.0	85.0	83.0	85.0	86.0
Foothills Patrol Bureau	86.0	95.0	109.0	110.0	114.0	113.0	106.5	116.0	110.0	115.0	120.0
PD - Communications					1.0	30.3	34.5	35.5	32.5	30.5	30.5
PD - Detention					1.0	12.0	13.0	13.0	10.0	9.0	10.0
PD - Emergency Management									6.0	6.0	7.0
PD - Special Operations						42.0	48.0	44.0	38.0	39.0	38.0
PD - Tow Administration							1.0	1.0	1.0	1.0	1.0
Police Administration	9.0	17.0	12.0	14.0	15.0	11.0	22.0	26.0	19.0	21.0	17.0
Police Legal Services	3.0	3.0	3.0	3.0	3.0	4.0	4.0	2.0	1.0		
Police Personnel Management	4.0	4.0	15.0	13.0	14.0	19.0	21.0	29.0	25.0	24.0	26.0
Police Support Services	110.8	103.3	106.0	106.0	105.0	61.8	44.5	31.5	19.5	24.5	25.5
Stadium - PD Event Staffing					2.0	2.0					
Western Area Safety Building	64.3										
1000 - General Total	**419.0**	**437.0**	**471.0**	**470.0**	**506.0**	**511.0**	**503.0**	**503.0**	**465.0**	**473.0**	**473.0**

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Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
1281 - Stadium Event Operations											
Stadium - PD Event Staffing							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**
1282 - Arena Event Operations											
Arena-PD Event Staffing							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**
1700 - Police Special Revenue											
Patrol - Special Revenue Fund	33.0	33.0	33.0	33.0	33.0	42.0	118.0	118.0	118.0	118.0	118.0
1700 - Police Special Revenue Total	**33.0**	**33.0**	**33.0**	**33.0**	**33.0**	**42.0**	**118.0**	**118.0**	**118.0**	**118.0**	**118.0**
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
VOCA 2002-301			2.0	1.0							
VOCA Grant	1.0	1.0									
VOCA-DPS #00-912	1.0	1.0									
1840 - Grants Total	**3.0**	**3.0**	**3.0**	**3.0**	**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
2530 - Training Facility Revenue Fund Total					**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Police Department Total	**455.5**	**473.5**	**507.5**	**506.5**	**543.5**	**557.5**	**628.5**	**628.5**	**590.5**	**598.5**	**598.5**
Total FTEs for ALL FUNDS	**455.5**	**473.5**	**507.5**	**506.5**	**550.5**	**564.5**	**635.5**	**635.5**	**590.5**	**598.5**	**598.5**

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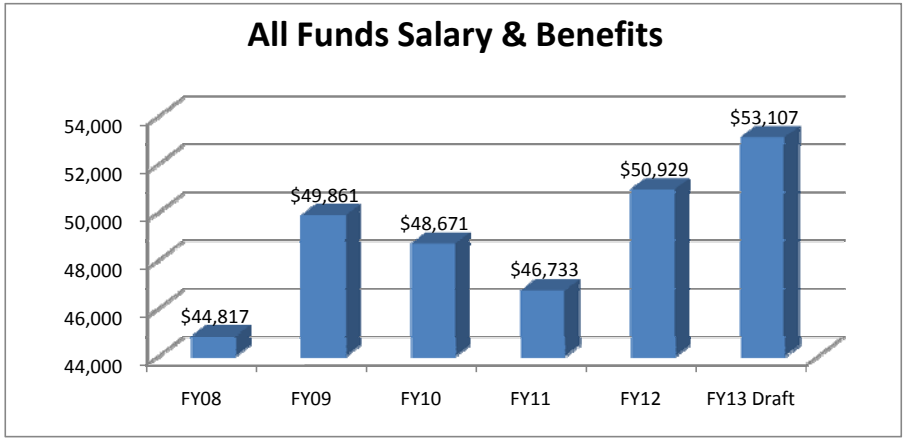
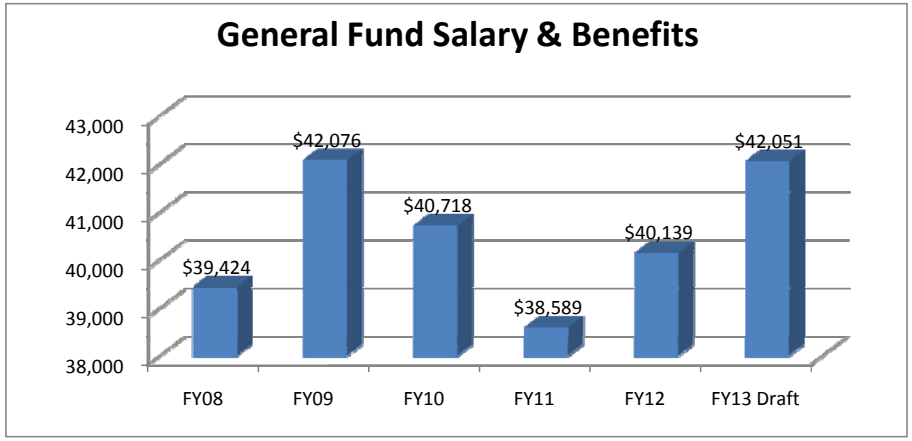
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Police Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Homeland Security						
1000 - General						
Emergency Operations Ctr (EOC)	$450	$343	$294			
Homeland Security Admin.	117	118	116			
1000 - General Total	**566**	**461**	**410**			
1010 - National Events						
EOC - Super Bowl Event	0					
1010 - National Events Total	**0**					
Homeland Security Total	**567**	**461**	**410**			

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Police Department						
1000 - General						
Central Patrol Bureau	9,895	10,136	9,861	9,343	9,974	9,743
Crime Investigations	6,717	7,710	7,691	7,652	8,020	8,376
Foothills Patrol Bureau	8,606	9,659	9,370	9,417	9,924	10,742
PD - Communications	1,941	1,988	2,004	1,848	1,764	1,959
PD - Detention	780	763	681	590	502	622
PD - Emergency Management				464	438	547
PD - Special Operations	4,319	4,303	4,181	3,670	3,935	4,009
PD - Tow Administration	19	68	67	45	43	59
Police Administration	1,760	2,455	2,049	2,050	2,105	1,916
Police Legal Services	437	279	205	20	0	
Police Personnel Management	1,684	2,047	2,521	2,162	2,178	2,529
Police Support Services	2,701	2,206	1,393	1,325	1,255	1,550
PD - Fiscal Management			284	5		
1000 - General Total	**38,858**	**41,615**	**40,308**	**38,589**	**40,139**	**42,051**
1010 - National Events						
PD - Super Bowl Event	225					
1010 - National Events Total	**225**					
1281 - Stadium Event Operations						
Stadium - PD Event Staffing	205	352	323	288	322	320
PD - BCS Event				89		
PD - Fiesta Bowl Event	52	50	70	63	64	64
1281 - Stadium Event Operations Total	**256**	**402**	**393**	**440**	**387**	**384**
1282 - Arena Event Operations						
Arena-PD Event Staffing	106	190	146	113	227	228
1282 - Arena Event Operations Total	**106**	**190**	**146**	**113**	**227**	**228**
1700 - Police Special Revenue						
Patrol - Special Revenue Fund	4,064	6,570	6,972	7,177	9,315	9,593
1700 - Police Special Revenue Total	**4,064**	**6,570**	**6,972**	**7,177**	**9,315**	**9,593**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13
1840 - Grants						
Victim Rights - PD	51	55	52	52	80	69
VOCA	94	68	73	42	59	65
2002 COPS Universal	51					
2005 COPS Universal	311	207				
2007 GOHS Equipment	1	7				
2007 GOHS OT	10					
2008 GOHS - OT DUI ENF CUB Dtl		2	5			
2008 Weed and Seed			(3)			
2009 GREAT Grant				0		
2009 STOP Violence Grant			0	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	67	74	76	79		
FCTF/MFTF				1		
FY2011 GOHS DUI Enforcement				9		
GOHS Underage Alcohol Enforcem				1		
GPD Cold Case Investigation				6		
GPD Smart Policing Initiative				4		
Grant Approp - Police Dept					500	500
Joint Terrorism Task Force-OT	1	1	8	3		
Juvenile Acctblty Block Grant			0	4		
1840 - Grants Total	**586**	**412**	**230**	**214**	**639**	**634**
1842 - ARRA Stimulus Grants						
PSSP Police OT Grant				0	17	
1842 - ARRA Stimulus Grants Total				**0**	**17**	
1860 - RICO Funds						
State RICO	26	27	28	30	28	28
1860 - RICO Funds Total	**26**	**27**	**28**	**30**	**28**	**28**
2530 - Training Facility Revenue Fund						
PS Training Ops - Police	130	183	183	171	177	188
2530 - Training Facility Revenue Fund Total	**130**	**183**	**183**	**171**	**177**	**188**
Police Department Total	**44,250**	**49,400**	**48,261**	**46,733**	**50,929**	**53,107**
Total A6000 Series for ALL FUNDS	**$44,817**	**$49,861**	**$48,671**	**$46,733**	**$50,929**	**$53,107**

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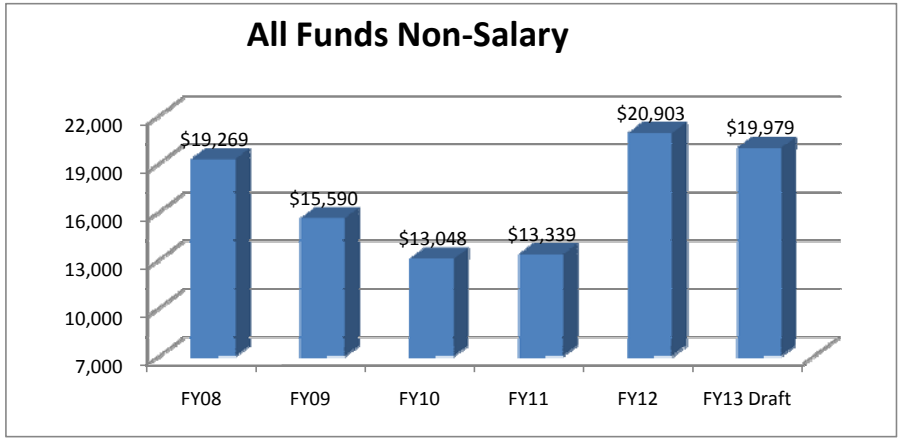
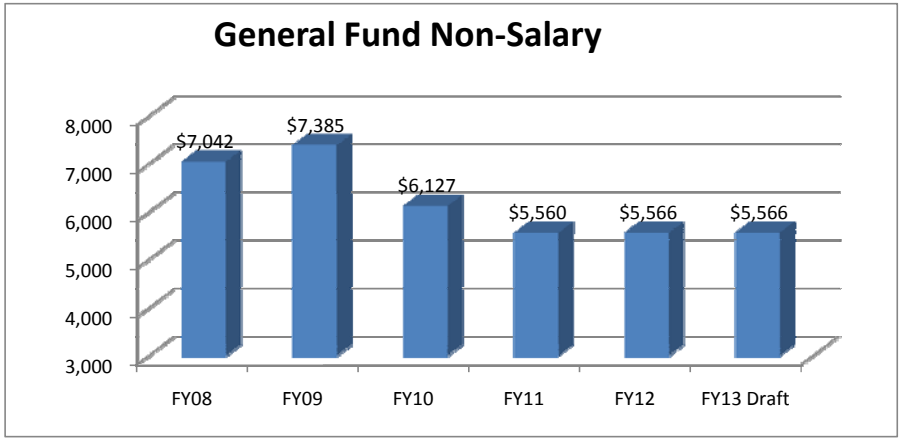
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
<u>Police Services</u>

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Homeland Security						
1000 - General						
Emergency Operations Ctr (EOC)	$369	$384	$335			
Homeland Security Admin.	1	1	1			
1000 - General Total	**369**	**385**	**336**			
1010 - National Events						
EOC - Super Bowl Event	191					
1010 - National Events Total	**191**					
Homeland Security Total	**560**	**385**	**336**			

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
Police Department						
1000 - General						
Central Patrol Bureau	831	890	705	791	738	738
Crime Investigations	645	779	514	507	467	467
Foothills Patrol Bureau	774	729	653	742	556	556
PD - Communications	439	429	479	606	491	491
PD - Detention	1,421	1,562	1,383	709	595	595
PD - Emergency Management				236	299	283
PD - Special Operations	305	610	589	531	525	525
PD - Tow Administration	11	34	36	1	1	1
Police Administration	431	424	225	212	273	273
Police Legal Services	30	21	2	11	4	4
Police Personnel Management	250	83	98	81	55	74
Police Support Services	252	299	139	151	75	75
PD - Fiscal Management	740	502	348	470	910	907
PS Training Ctr - Police	545	637	620	513	577	577
1000 - General Total	**6,673**	**6,999**	**5,791**	**5,560**	**5,566**	**5,566**
1010 - National Events						
PD - Super Bowl Event	936					
1010 - National Events Total	**936**					
1281 - Stadium Event Operations						
Stadium - PD Event Staffing	908	1,306	1,175	1,019	1,011	1,011
PD - BCS Event				209		
PD - Fiesta Bowl Event	480	259	197	244	335	336
1281 - Stadium Event Operations Total	**1,389**	**1,565**	**1,373**	**1,473**	**1,346**	**1,347**
1282 - Arena Event Operations						
Arena-PD Event Staffing	388	443	347	250	609	608
1282 - Arena Event Operations Total	**388**	**443**	**347**	**250**	**609**	**608**
1700 - Police Special Revenue						
Patrol - Special Revenue Fund	6,556	2,843	2,040	2,300	4,593	4,596
1700 - Police Special Revenue Total	**6,556**	**2,843**	**2,040**	**2,300**	**4,593**	**4,596**
1840 - Grants						
Victim Rights - PD	23	22	25	25	25	25
VOCA	37	38	41	39	37	37
2007 GOHS Equipment	11	17				
2007 GOHS OT	30	2				
2007 SHSGP VIPS Regl AID Rdins		3	2			
2008 GOHS - OT DUI ENF CUB Dtl		10	30			
2008 Weed and Seed			45	-		
2009 ACJC DUI Abatement		31				
2009 GREAT Grant			2	56		
2009 STOP Violence Grant			21	44		
2010 GOHS DUI Enforce Extra			29	2		
2010 GOHS DUI Enforcement			15	24		
AATA Public Awareness FY 10			1			

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
CIOT - Next Generation			17	11		
Click It or Ticket	10	6	16	8		
DPS VTTF	2	4	4	11		
FCTF/MFTF				3		
FY2011 GOHS DUI Enforcement				39		
GOHS Underage Alcohol Enforcem				4		
GPD Cold Case Investigation				21		
GPD Smart Policing Initiative			3	194		
Grant Approp - Police Dept					4,000	4,000
Joint Terrorism Task Force-OT	14	31	25	12		
Juvenile Acctblty Block Grant			5	22		
PD DEA Grant - Overtime	16	16	17	11		
2007 UASI COOP - HLS	3	14	3			
2005 UASI - PD	475					
2006 JAG - PD	40					
2006 LETPP	119	5				
2006 LETPP Leftover EOD		1				
2006 SHSGP	88					
2006 SHSGP Leftover EOD		2				
2006 UASI RRT - PD	87	8				
2006 UASI Target Hardening-PD	11	64				
2007 AATA Law Enforcement Gran	0					
2007 GOHS DUI OT Grant	20					
2007 GREAT Grant	23	44				
2007 JAG Grant	12	27	28			
2007 LETPP Comm Ctr Console Ex		32				
2007 LETPP Enhance EOD		41	-			
2007 LETPP Portable Radio 2		37				
2007 LETPP Rpd Rspns Enhncmnt		323	1			
2007 QoL Weed & Seed	41	47				
2007 UASI Liberator Ramp			80			
2007 UASI PD RRT	78	47	0			
2007 UASI Portable Radio	328	15				
2007 UASI Threat Mtgtn-PS Bldg		106	114			
2007 UASI Threat Mtgt-Westgate		543	7			
2007 UASI TLO Ofcr Sust	-	4	0			
2008 AATA Bair Car Repair	2					
2008 COPS Tech In Car Camera			744	192		
2008 COPS Tech Video Pjt			257	94		
2008 GREAT Grant		8	64			
2008 JAG			24	-		
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			

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
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		
2010 UASI GPD TLO Sustainment				2		
AATA Law Enforcement	2					
AATA Law Enforcement FY 10			4			
AATA Law Enforcement FY 2008	16	0				
AATA Public Awareness	1					
AATA Public Awareness FY 2008	10	3				
Advocacy Donations	15	13	2	12		
Aggressive Driving Vehicle	0					
Auto Theft Conference Grant	1	2				
AZPOST Taser Grant				8		
Bulletproof Vest Prtnrshp			18	46		
CAT Donations	6	4	7	2		
Citizens Police Academy			0	0		
COPS Technology Grant		2				
DARE		1	6	6		
DEA OCDETF Overtime	10	95	159	62		
DRE Conference	1					
DUI Abatement OT DUI-08A-248	41					
EUDL Compliance Check			5			
GHOS Highway Safety Conf		1				
GOHS Accident Investigation				5		
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		
JAG Grant - PD	0					
LETPP Bomb Suits, Rmt Video PD	2					
Nat'l Insurance Crime Bureau	1	2	1			
PD Volunteers	2	0	0			
Property Crimes Donations		0	1			
PS Memorial Donations		-		1		
Quality of Life Weed & Seed	37	-				
SHSGP Harden Critical Infrastr	2					

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
WSATI Auto Theft Conference		2				
1840 - Grants Total	**1,616**	**1,918**	**1,996**	**1,415**	**4,061**	**4,061**
1842 - ARRA Stimulus Grants						
PSSP Police OT Grant				26	58	
Stop Violence - Women			52	67	85	
Public Safety/Court Lighting				60	32	
JAG Recovery Act					741	
1842 - ARRA Stimulus Grants Total			**52**	**153**	**916**	
1860 - RICO Funds						
State RICO	1,025	1,365	1,053	2,147	3,500	3,495
Federal RICO	23	8	0	0	225	225
1860 - RICO Funds Total	**1,048**	**1,374**	**1,053**	**2,147**	**3,725**	**3,720**
2530 - Training Facility Revenue Fund						
PS Training Ops - Police	104	63	59	41	87	82
2530 - Training Facility Revenue Fund Total	**104**	**63**	**59**	**41**	**87**	**82**
Police Department Total	**18,709**	**15,205**	**12,712**	**13,339**	**20,903**	**19,979**
Total A7000 Series for ALL FUNDS	**$19,269**	**$15,590**	**$13,048**	**$13,339**	**$20,903**	**$19,979**

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

Account Name	FY 13 Draft
Dept. Contingency	$6,500
Overtime Pay	2,634
Prisoner Maintenance	2,035
Shop Charges	973
Fuel - Shop Chargebacks	957
Professional and Contractual	901
Line Supplies	787
Software	697
Professional Development	649
Temporary Pay	606
All Other	3,242
	$19,979

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Fund/Division #: 1000-12110 Division Name: Police Legal Services # of FTEs: 0 A6000: $0 A7000: $4,185 TOTAL: $4,185	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?: No.
	CURRENT PERFORMANCE DATA: Personnel from this office provide annual training to all sworn personnel. They provide regular legal updates. The 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.
	SERVICE ALTERNATIVES: Reliance on other personnel in the City Attorney's Office. Contract legal advisor
	IMPACT OF CHANGING SERVICES: 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

Fund/Division #: 1000-12120 Division Name: Police Administration # of FTEs: 17 A6000: $1,916,002 A7000: $273,126 TOTAL: $2,189,128	SERVICE DESCRIPTION: This division is actually the Chief's Office, which includes the chief, the 2 assistant chiefs, administrative support, Professional Standards, the Public Information Office, the Fiscal Management and Planning Unit and the Legal Unit. These personnel provide leadership and direction for the department. Other personnel provide direct support to the Chief and the Assistant Chiefs.
	REQUIRED BY LAW/CODE/REG?: No.
	CURRENT PERFORMANCE DATA: Chief's Office personnel provide leadership and strategic direction for the department. Professional Standards handles investigations 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. Fiscal Management and Planning track the department's budget, grants, contracts, accreditation efforts, planning, research, inspections, audits and alarm coordination.
	REVENUE GENERATION: The Alarm Coordinator's duties does generate revenue through the collection of false alarm fees. This fiscal year alarm fees have generated $64,260 through 12/31/11. (Account 1000-01000-439724)
	SERVICE ALTERNATIVES: 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.Alarm Coordination could be reassigned to

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Finance, but again, the responsibilities would require the dedication of 2 FTEs.There are no reasonable service alternatives for the other responsibilities of this division.

IMPACT OF CHANGING SERVICES:
Possible delays in responding to media inquiries.

Fund/Division #: 1000-12130
Division Name: Central Patrol Bureau

# of FTEs: 112

A6000: $9,742,591
A7000: $737,630
TOTAL: $10,480,221

SERVICE DESCRIPTION:
This division is actually the Gateway Patrol Division, which provides patrol services for the south half of the city. Currently there are 139 positions assigned to this patrol division (134 sworn [7 vacant] and 5 civilian personnel [1 vacant] assigned to this division. For budget purposes, a number of these positions are reflected in Patrol - Special Revenue Fund (PSST). There are 12 Patrol Squads, 2 squad of NRS Officers, 1 squad of detectives, 3 CAT; and the division leadership.

REQUIRED BY LAW/CODE/REG?:
No.

CURRENT PERFORMANCE DATA:
In 2011, patrol officers responded to over 128,000 calls for service. Officer and detectives made over 7,100 arrests, and were involved in the response to over 34,000 criminal incidents.

REVENUE GENERATION:
NA

SERVICE ALTERNATIVES:
MCSO

IMPACT OF CHANGING SERVICES:
MCSO probably isn't a real alternative given the workload.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.

Fund/Division #: 1000-12150
Division Name: Crime Investigations

# of FTEs: 86

A6000: $8,375,651
A7000: $466,856
TOTAL: $8,842,507

SERVICE DESCRIPTION:
Currently, there are 101.5 positions assigned to the Criminal Investigations Division (76 sworn [7 vacant] and 17.5 civilian [1 vacant]. For budget purposes, a number of these positions are in the Special Revenue Fund (PSST) and the .5 position in covered by RICO. This division investigates crimes and conducts proactive operations. It is organized into 3 units, which include 11 squads.

REQUIRED BY LAW/CODE/REG?:
No.

CURRENT PERFORMANCE DATA:
In 2011, patrol officers responded to over 128,000 calls for service. Detectives responded to calls involving more serious crimes. Officer and detectives made over 7,100 arrests, and were involved in the response to over 34,000 criminal incidents. Over 12,000 of these incidents involved some level of investigative follow up. CID personnel provide significant expertise to the investigative process, and this expertise continues through the prosecution of the case.

REVENUE GENERATION:
NA

SERVICE ALTERNATIVES:
MCSO

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IMPACT OF CHANGING SERVICES:
A reduction in the number of detectives would result in less cases being solved and less 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.

Fund/Division #: 1000-12160
Division Name: Police Personnel Management

# of FTEs: 26

A6000: $2,528,669
A7000: $73,500
TOTAL: $2,602,169

SERVICE DESCRIPTION:
This budget division most closely aligns with the department's Administrative Services Division, which includes Training, Health and Safety, GPOC and the Personnel Management Unit. 39 positions are assigned to this division (21 sworn [4 vacant] and 13 civilian [1 vacant]). Personnel Management includes court security, security guards, recruitment/selection, volunteer coordination and DARE. For budget purposes, a number of these positions are reflected in Patrol - Special Revenue Fund (PSST).

REQUIRED BY LAW/CODE/REG?:
No.

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 and GRPSTC. Court officers provide court security, serve certain warrants, court orders and subpoenas.

REVENUE GENERATION:
NA

SERVICE ALTERNATIVES:
MCSO

IMPACT OF CHANGING SERVICES:
Few personnel in training would risk increased liability. Security at the City Court and follow up on city warrants is an essential service. Security at City Hall is an important service. The department could discontinue the DARE/GREAT Program and reassign the 2 remaining officers, but this change would have a negative impact on our community outreach efforts.

Fund/Division #: 1000-12170
Division Name: Foothills Patrol Bureau

# of FTEs: 120

A6000: $10,742,130
A7000: $556,240
TOTAL: $11,298,370

SERVICE DESCRIPTION:
The Foothills Patrol Division provides patrol services for the north half of the city. Currently there are 131 positions assigned to this patrol division (121 sworn [4 vacant] and 4 civilian personnel [2 vacant] ú. F2ℕ ōdzŘƎŜŭ LJdzℕLJ2ăŜăΣ l· yďzYˇōŜℕ 2ŦthesŜ positioyã l·ℕŜ ℕŜŦfŜŎŭŜŘ ƛyˇ t l·ŭℕ2f- SpecialRevŜnue Fund (PSST). There are 12 ťatrol Squads, ăljďzl·Ř 2Ŧ bw{Σ 1 squad 2f detectives, 3 CAT ó1 is vacant) and theŘƛØƛăƛ2yˇfŜl·ŘŜℕăKƛLJ.

REQUIRED BY LAW/CODE/REG?:
No.

CURRENT PERFORMANCE DATA:
In 2011, patrol officers responded to over 128,000 calls for service. Officer and detectives made over 7,100 arrests, and were involved in the response to over 34,000 criminal incidents.

REVENUE GENERATION:

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NA

SERVICE ALTERNATIVES:
MCSO

IMPACT OF CHANGING 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.

Fund/Division #: 1000-12180
Division Name: Police Support Services

# of FTEs: 25.5

A6000: $1,550,160
A7000: $75,172
TOTAL: $1,625,332

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). TSD actually has 50.5 positions (1 sworn and 49.5 civilians [3 vacancies]). This division is responsible for Records, Detention, Property/Evidence and Fleet Operations.

REQUIRED BY LAW/CODE/REG?:
No.

CURRENT PERFORMANCE DATA:
Records is responsible for data entry on accident and incident reports, report retention and retrieval for court, media and insurance purposes. They also handle tow administration. Detention is responsible for the processing of persons arrested and for the safe incarceration of persons during their time in our detention facility. Property/Evidence is responsible for the safekeeping of property and evidence. Fleet operations is responsible for fleet tracking and maintenance.

REVENUE GENERATION:
Records collects and tracks fees paid by Pawn Shops and Secondhand stores for reporting items they purchase. FY 12 to date - $81,265 - 1000-01000-450310 - FY 11 - $122,973

Tow Administration results in revenues. FY 12 to date - $66,600 (1000-1233-439720), FY 11 - $129,691 Fingerprints - FY 12 - $9,345 (1000-01000-439722) - FY 11 - $8,245

SERVICE ALTERNATIVES:
Trying to outsource records operations would create problems for confidentiality and the integrity of criminal investigations.

Detention services could be outsourced to MCSO, but an analysis shows this approach would cost more money and be significantly less efficient.

IMPACT OF CHANGING SERVICES:
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.

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Fund/Division #: 1000-12210 Division Name: PD - Fiscal Management # of FTEs: 0 A6000: $0 A7000: $907,186 TOTAL: $907,186	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?: No.
	CURRENT PERFORMANCE DATA: Cell phone charges ($155,000); contract security services ($328,00); uniform related expenses ($122,000), vest replacement ($45,000). Rental fees for Advocacy Center (60,000),
	REVENUE GENERATION: NA
	SERVICE ALTERNATIVES: NA
	IMPACT OF CHANGING SERVICES: NA

Fund/Division #: 1000-12215 Division Name: PD - Tow Administration # of FTEs: 1 A6000: $58,593 A7000: $700 TOTAL: $59,293	SERVICE DESCRIPTION: The Tow Administrator is actually part of the Technical Services Division, which is described above. We are required by law to provide hearings for people who have their vehicles impounded under certain circumstances. The Tow Administrator provides these hearings and track vehicle impoundments.
	REQUIRED BY LAW/CODE/REG?: No, but - ARS 28-3513 requires that fees collected be used for the implementing ARS 28-872, which covers vehicle impoundment
	CURRENT PERFORMANCE DATA: FY 11 - 4,112 vehicles impounded, 1,270 involved 30 day seizures, held 840 hearings. FY 12 (To Date) - 1,751 vehicles impounded, 459 involved 30 day seizures, held 400 hearings.
	REVENUE GENERATION: FY 2011 - 1000-12233-439720 - $129,691 FY 2012 (To date) - 1000-12233-439720 - 66,600
	SERVICE ALTERNATIVES: Given the legal requirement to impound vehicles in certain situations and to provide hearings, there really are no service alternatives.
	IMPACT OF CHANGING SERVICES: NA

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Fund/Division #: 1000-12220 Division Name: PD - Detention # of FTEs: 10 A6000: $622,126 A7000: $594,707 TOTAL: $1,216,833	SERVICE DESCRIPTION: Detention is part of the Technical Services Division, which is described above. There are 13 detention officers, 4 detention supervisors. There is 1 vacancy for a detention officer. 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.For budget purposes, a number of these positions are reflected in Patrol - Special Revenue Fund (PSST).
	REQUIRED BY LAW/CODE/REG?: No.
	CURRENT PERFORMANCE DATA: Last year, we arrested over 7,100 people. These people were processed (input of arrest information, photos, finger prints). People 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 people, 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 $78,431 last fiscal year, and $47,028 as of 12/31/11. (Account 1000-01000-455800)
	SERVICE ALTERNATIVES: Allow MCSO to handle all booking and housing of persons arrested.
	IMPACT OF CHANGING SERVICES: Everyone arrested 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.

Fund/Division #: 1000-12230 Division Name: PD - Communications # of FTEs: 30.5 A6000: $1,959,396 A7000: $491,006 TOTAL: $2,450,402	SERVICE DESCRIPTION: Communications is actually part of the Emergency Management Division, which is described in more detail below. There are 39.5 positions (1 vacancy) assigned to Communications. All are civilian employees. There are also a 7 contract employees. These employees answer 911 calls, non-emergency calls for service and handle dispatch operations for the PD.
	REQUIRED BY LAW/CODE/REG?: No.
	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: NA
	SERVICE ALTERNATIVES: There are really no reasonable service alternatives, however, MCSO could potentially provide this service. There radio system may not sufficiently cover the city.
	IMPACT OF CHANGING SERVICES: Communications is currently understaffed resulting in the need for contract employees, overtime (sometimes forced overtime). Further reductions would result in a danger to our community and to our officers.

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Fund/Division #: 1000-12232 Division Name: PS Training Ctr - Police # of FTEs: 0 A6000: $0 A7000: $577,227 TOTAL: $577,227	SERVICE DESCRIPTION: This is passthrough funding to Fund 2530. The Fire Department will provide more information regarding GRPSTC operations.
	REQUIRED BY LAW/CODE/REG?: No.
	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
	SERVICE ALTERNATIVES: Please refer to Fire's Response
	IMPACT OF CHANGING SERVICES: Please refer to Fire's Response

Fund/Division #: 1000-12233 Division Name: PD - Special Operations # of FTEs: 38 A6000: $4,008,965 A7000: $525,390 TOTAL: $4,534,355	SERVICE DESCRIPTION: The Special Operations Division includes the Special Events Unit, the Traffic Unit and the Emergency Response Unit. 49 positions are assigned to this division (45 sworn [4 vacant] and 4 civilians. For budget purposes some of these positions are shown in other divisions (PD Event Staff, Fiesta Bowl Event, Arena Event Staffing, PSST). This division is responsible for special events, traffic enforcement, accident investigation, and special response to emergencies (SWAT, EOD, Canine).
	REQUIRED BY LAW/CODE/REG?: We do have a current contractual obligation to staff events at the stadium, which we are required by law to honor.
	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 PD investigated over 5,000 vehicle collisions this year, and issued over 10,000 citations last year. Motor officers were also involved in these activities. SWAT has been involved in 75 call outs and 13 event-related deployments. EOD have been called out 82 times. 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.
	SERVICE ALTERNATIVES: MCSO. Shifting all traffic enforcement duties to Patrol. Allow MCSO or DPS to take over stadium operations.
	IMPACT OF CHANGING SERVICES: 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 endangering officers. SWAT and EOD expertise are required in some circumstances.

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Fund/Division #: 1000-12235 Division Name: PD - Emergency Management # of FTEs: 7 A6000: $546,769 A7000: $282,963 TOTAL: $829,732	SERVICE DESCRIPTION: The Emergency Management Division has 46.5 positions (44.5 civilians [2 vacant]). This division included Emergency Management and Communications, which is described above in PD - Communications. REQUIRED BY LAW/CODE/REG?: Yes - (City Code 1963, § 8-3) 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: NA SERVICE ALTERNATIVES: There are really no reasonable service alternatives. IMPACT OF CHANGING SERVICES: Given the level of activity and the investment in the EOC, Emergency Management couldn't operate with fewer personnel. Doing away with Emergency Management would expose us to unacceptable liability. Staffing in Communications is discussed above.

Fund/Division #: 1281-12231 Division Name: Stadium - PD Event Staffing # of FTEs: 2 A6000: $319,981 A7000: $1,011,258 TOTAL: $1,331,239	SERVICE DESCRIPTION: The two positions assigned to this budget division are actually 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?: We do have a current contractual obligation to staff events at the stadium, which we are required by law to honor. CURRENT PERFORMANCE DATA: As indicated above, SOD 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 2011 - Stadium Event Operations - 1281-01281-421300 - $555,264.45 FY 2012 (to date) - Stadium Event Operations - 1281-01281-421300 - $286,797.80 SERVICE ALTERNATIVES: 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. IMPACT OF CHANGING SERVICES: 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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Fund/Division #: 1281-12234 Division Name: PD - Fiesta Bowl Event # of FTEs: 0 A6000: $64,424 A7000: $335,748 TOTAL: $400,172	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?: We do have a current contractual obligation to staff this event, which we are required by law to honor.
	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 the last FY, we actually had the Fiesta Bowl and the BCS game. The FB was billed a total of $160,848 for these two games. Global was billed for expenses inside the stadium for both games. The total for the two games was $144,268.
	SERVICE ALTERNATIVES: 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.
	IMPACT OF CHANGING SERVICES: We would still have to handle traffic and investigate all crimes that occur at the stadium because it is in our city.

Fund/Division #: 1282-12190 Division Name: Arena-PD Event Staffing # of FTEs: 1 A6000: $228,442 A7000: $608,153 TOTAL: $836,595	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?: We do have a current contractual obligation to staff certain arena events, which we are required by law to honor.
	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 2011 - Arena Annual Security Fee - 1282-01282-406800 - 71,643.14 (A portion of the fee goes towards the FD's arena related expenses). FY 2011 - Arena Security Costs - 1282-01282-410800 - $269,917.03 FY 2012 (To date) - Arena Security Costs - 1282-01282-410800 - 55,193.56
	SERVICE ALTERNATIVES: It is possible another police department would be interested in assuming responsibility for law enforcement for events held

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	in the arena, but not likely. Only MCSO or DPS would have the proper authority to handle the job.
	IMPACT OF CHANGING SERVICES: We would still have to handle traffic and investigate all crimes that occur at the arena because it is in our city.

Fund/Division #: 1700-12310 Division Name: Patrol - Special Revenue Fund # of FTEs: 118 A6000: $9,592,854 A7000: $4,596,049 TOTAL: $14,188,903	SERVICE DESCRIPTION: This fund supports 118 positions that are spread throughout the department. It also covers other related expenses such as overtime, prisoner maintenance, contract services, fleet related expenses, etc.
	REQUIRED BY LAW/CODE/REG?: Yes, because of the voter approved initiative to pay for these services.
	CURRENT PERFORMANCE DATA: Because these personnel are assigned to different organizational divisions, there is no way to reasonably quantify their performance. They are assigned to every division on the department.
	REVENUE GENERATION: None.
	SERVICE ALTERNATIVES: There are really no reasonable service alternatives that would not violate the spirit of the voter initiative.
	IMPACT OF CHANGING SERVICES: This funding is tied to a voter approved initiative, and really would not be suitable for reduction, outsource or ending the service.

Fund/Division #: 1840-33002 Division Name: Victim Rights - PD # of FTEs: 1 A6000: $68,631 A7000: $24,507 TOTAL: $93,138	SERVICE DESCRIPTION: The one position assigned to this grant funded budget division is actually assigned to the Advocacy Center, which is part of the Criminal Investigations Division. This grant funds a victim's advocate.
	REQUIRED BY LAW/CODE/REG?: No
	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.
	SERVICE ALTERNATIVES: NA, given this position is grant funded.
	IMPACT OF CHANGING SERVICES: NA, given this position is grant funded.

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Fund/Division #: 1840-33018 Division Name: VOCA 2003-113 # of FTEs: 1 A6000: $65,435 A7000: $36,584 TOTAL: $102,019	SERVICE DESCRIPTION: The one position assigned to this grant funded budget division is actually assigned to the Advocacy Center, which is part of the Criminal Investigations Division. This grant funds a victim's advocate.
	REQUIRED BY LAW/CODE/REG?: No
	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.
	SERVICE ALTERNATIVES: NA, given this position is grant funded.
	IMPACT OF CHANGING SERVICES: NA, given this position is grant funded.

Fund/Division #: 1840-33021 Division Name: Grant Approp - Police Dept # of FTEs: 0 A6000: $500,000 A7000: $4,000,000 TOTAL: $4,500,000	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?: Yes. 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.
	CURRENT PERFORMANCE DATA: No þŏash backingþ 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 division are created to track grant awards after the appropriate council communication is acted upon by Mayor/Council during evening meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1860-32020 Division Name: Federal RICO # of FTEs: 0 A6000: $0 A7000: $225,000 TOTAL: $225,000	SERVICE DESCRIPTION: This funding is only used for purposes approved under the federal asset forfeiture guidelines, such as supporting the Special Investigations Unit, law enforcement equipment, the CAD/RMS replacement, etc.
	REQUIRED BY LAW/CODE/REG?: No
	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:

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None.

SERVICE ALTERNATIVES:
There are really no reasonable servcie alternatives.

IMPACT OF CHANGING SERVICES:
NA

Fund/Division #: 1860-32030
Division Name: State RICO

# of FTEs: 0.5

A6000: $28,367
A7000: $3,494,526
TOTAL: $3,522,893

SERVICE DESCRIPTION:
This part time position is actually 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.

This funding is only used for purposes approved under the federal asset forfeiture guidelines, such as supporting the Special Investigations Unit, law enforcement equipment, the CAD/RMS replacement, etc.

REQUIRED BY LAW/CODE/REG?:
No

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.

SERVICE ALTERNATIVES:
There are really no reasonable service alternatives.

IMPACT OF CHANGING SERVICES:
NA, given this position is RICO funded.

Fund/Division #: 2530-12390
Division Name: PS Training Ops - Police

# of FTEs: 2

A6000: $188,277
A7000: $81,646
TOTAL: $269,923

SERVICE DESCRIPTION:
These two positions are actually 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?:
No

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.

This unit includes the security officer at GRPSTC.

REVENUE GENERATION:
NA

SERVICE ALTERNATIVES:

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There are really no reasonable service alternatives.

IMPACT OF CHANGING SERVICES:
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.

Police Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$53,107,463	$19,979,359	$2,421,937	$75,508,759	598.50
FTE/A6000 Changes (staffing/furlough/benefits)	$2,195,110	$0	$0	$2,195,110	0.00
Diff b/w Submission FY 2013 Budget	($2,195,110)	$0	$0	($2,195,110)	0.00
FY 2013 Draft Budget	$53,107,463	$19,979,359	$2,421,937	$75,508,759	598.50

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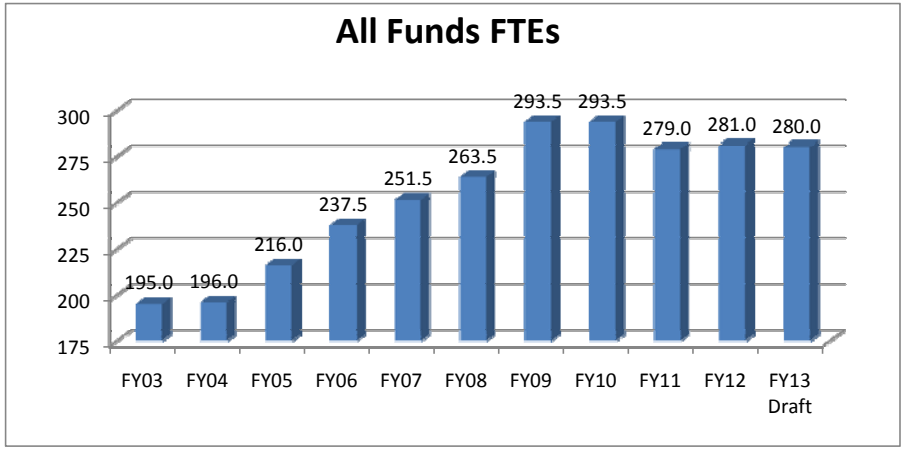
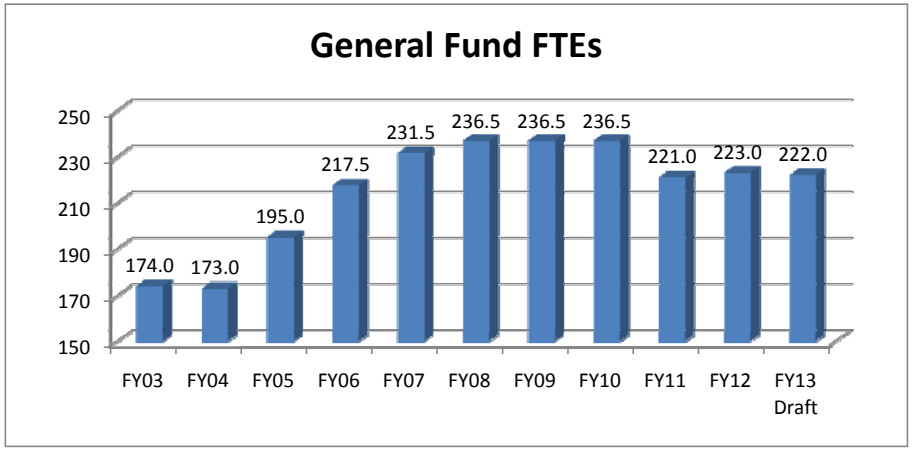
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Fire Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Fire Department											
1000 - General											
Air-Med & Logistics Ops (HALO)							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
Arena - Fire Event Staffing			1.0	1.0	1.0	1.0					
Fire Admin Services				1.0	2.0	2.0					
Fire Administration	7.0	8.0	11.0	4.5	3.5	4.5	13.5	17.5	13.0	14.0	13.0
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	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	8.5	7.5	8.5	9.0	11.0	12.0	12.0	12.0	10.0	10.0	9.0
Fire Medical Services & Health	1.5	1.0	2.0	2.0	2.0	3.0	3.0				
Fire Operations	148.0	145.5	163.5	177.0	189.0	192.0	186.0	195.0	188.0	188.0	190.0
Fire Resource Management	5.0	5.0	4.0	3.0	4.0	7.0	7.0	6.0	4.0	5.0	4.0
Fire Special Operations	1.0	3.0	2.0	3.0	2.0	1.0					
Fire Training	2.0	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						
Logistical Services				1.0	1.0						
Westgate-Fire Marshal's Office			2.0	1.0							
1000 - General Total	**174.0**	**173.0**	**195.0**	**217.5**	**231.5**	**236.5**	**236.5**	**236.5**	**221.0**	**223.0**	**222.0**

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Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
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
1282 - Arena Event Operations Total							**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	18.0	21.0	50.0	50.0	51.0	51.0	51.0
1720 - Fire Special Revenue Total	**18.0**	**18.0**	**18.0**	**18.0**	**18.0**	**21.0**	**50.0**	**50.0**	**51.0**	**51.0**	**51.0**
1840 - Grants											
Metro Med Response Sys (MMRS)	1.0	1.0	1.0								
1840 - Grants Total	**1.0**	**1.0**	**1.0**								
2260 - Arena Dev. Review & Inspection											
Arena - Fire Marshal's Office	2.0	2.0									
2260 - Arena Dev. Review & Inspection Total	**2.0**	**2.0**									
2530 - Training Facility Revenue Fund											
PS Training Ops - Fire					2.0	6.0	6.0	6.0	6.0	6.0	6.0
2530 - Training Facility Revenue Fund Total					**2.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**	**6.0**
Fire Department Total	**195.0**	**196.0**	**216.0**	**237.5**	**251.5**	**263.5**	**293.5**	**293.5**	**279.0**	**281.0**	**280.0**
Total FTEs for ALL FUNDS	**195.0**	**196.0**	**216.0**	**237.5**	**251.5**	**263.5**	**293.5**	**293.5**	**279.0**	**281.0**	**280.0**

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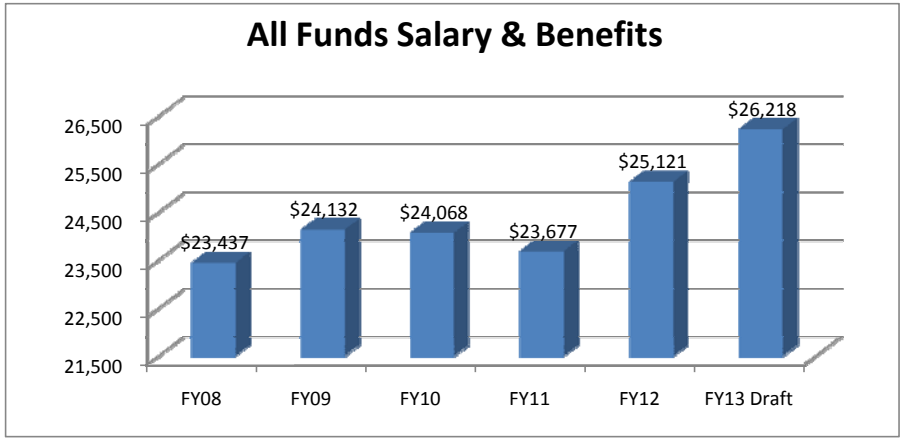
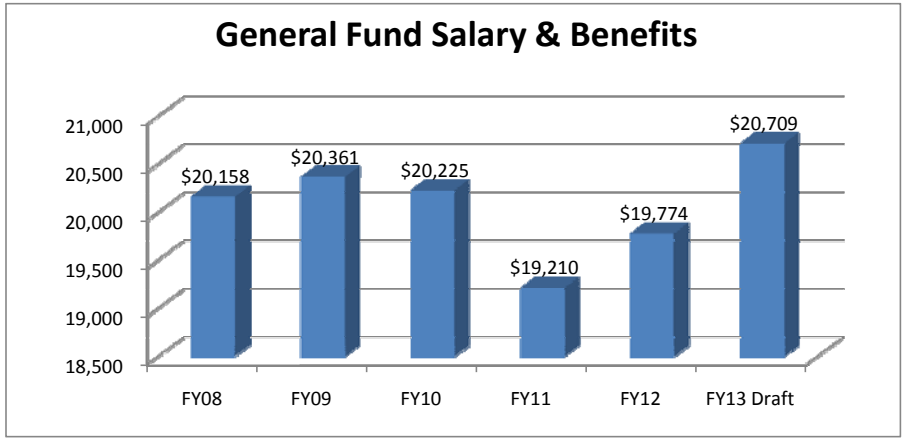
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Fire Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Fire Department						
1000 - General						
Air-Med & Logistics Ops (HALO)	$297	$342	$417	$404	$320	$332
Ambulance Services	177	189	191	196	206	211
Fire Admin Services	293					
Fire Administration	790	1,804	1,520	1,454	1,400	1,476
Fire Community Services	315	37	0	0		
Fire Life Safety Services Adm.	710					
Fire Marshal's Office	1,069	938	821	784	758	755
Fire Medical Services & Health	376	42	0	0		
Fire Operations	15,092	16,420	16,670	15,933	16,679	17,521
Fire Resource Management	622	522	604	438	412	414
Fire Special Operations	57		1	1		
Fire Training	360	68	1			
1000 - General Total	**20,158**	**20,361**	**20,225**	**19,210**	**19,774**	**20,709**
1010 - National Events						
Fire - Super Bowl Event	109					
1010 - National Events Total	**109**					
1281 - Stadium Event Operations						
Fire - BCS Event				6		
Fire - Fiesta Bowl Event	25	5	5	6	16	16
Stadium - Fire Event Staffing	46	34	34	27	31	31
1281 - Stadium Event Operations Total	**71**	**39**	**38**	**39**	**47**	**47**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
1282 - Arena Event Operations						
Arena - Fire Event Staffing	48	66	56	50	83	84
Westgate - Fire Event Staffing		1	2	1		
1282 - Arena Event Operations Total	**48**	**67**	**57**	**51**	**83**	**84**
1283 - CamelbackRanch EventOperations						
CBRanch - Fire Event Staffing			4	5	4	4
1283 - CamelbackRanch EventOperations Total			**4**	**5**	**4**	**4**
1720 - Fire Special Revenue						
Fire - Special Revenue Fund	2,578	3,184	3,271	3,892	4,231	4,391
1720 - Fire Special Revenue Total	**2,578**	**3,184**	**3,271**	**3,892**	**4,231**	**4,391**
1840 - Grants						
Metro Med Response Sys (MMRS)	1					
2006 MMRS - Fire	2					
2009/10 Childhood Immunization			2	1		
AHIMT-Wildland Special Ops				19		
Grant Approp - Fire Dept					500	500
1840 - Grants Total	**3**		**2**	**20**	**500**	**500**
1842 - ARRA Stimulus Grants						
PSSP Fire OT Grant					13	
1842 - ARRA Stimulus Grants Total					**13**	
2530 - Training Facility Revenue Fund						
PS Training Ops - Fire	466	480	469	460	469	483
2530 - Training Facility Revenue Fund Total	**466**	**480**	**469**	**460**	**469**	**483**
Fire Department Total	**23,434**	**24,132**	**24,068**	**23,677**	**25,121**	**26,218**
Grants						
1840 - Grants						
2006 UASI Topoff 4 Exercise	3					
1840 - Grants Total	**3**					
Grants Total	**3**					
Total A6000 Series for ALL FUNDS	**$23,437**	**$24,132**	**$24,068**	**$23,677**	**$25,121**	**$26,218**

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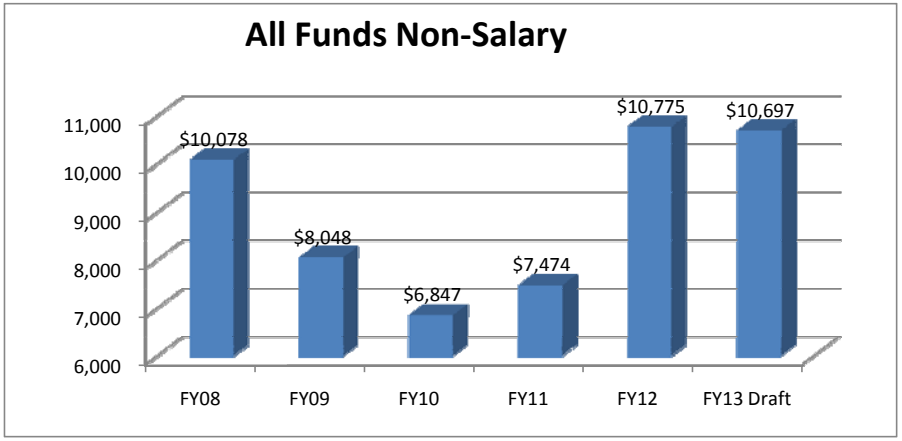
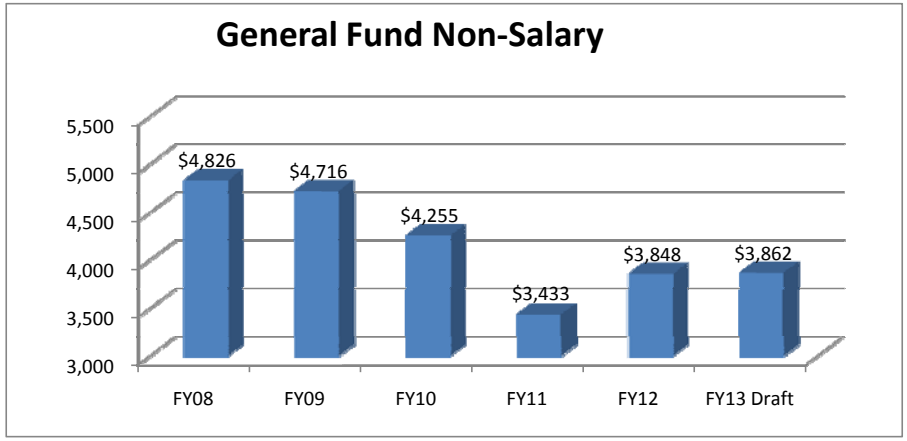
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Fire Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Fire Department						
1000 - General						
Air-Med & Logistics Ops (HALO)	$383	$388	$328	$308	$416	$414
Ambulance Services	306	261	285	255	278	281
Fire Admin Services	8					
Fire Administration	80	35	35	19	14	11
Fire Community Services	42	23	11	12	15	15
Fire Life Safety Services Adm.	15					
Fire Marshal's Office	121	52	46	40	51	52
Fire Medical Services & Health	128	33	44	33	49	49
Fire Operations	1,072	1,288	1,090	803	954	964
Fire Resource Management	2,035	1,952	1,750	1,420	1,474	1,479
Fire Special Operations	35	25	24	18	16	16
Fire Training	53	22	22	11	14	14
PS Training Ctr - Fire	545	637	620	513	567	567
1000 - General Total	**4,826**	**4,716**	**4,255**	**3,433**	**3,848**	**3,862**
1010 - National Events						
Fire - Super Bowl Event	809					
1010 - National Events Total	**809**					

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
1281 - Stadium Event Operations						
Fire - BCS Event				38		
Fire - Fiesta Bowl Event	236	85	48	39	144	144
Stadium - Fire Event Staffing	181	239	213	166	198	198
1281 - Stadium Event Operations Total	**417**	**323**	**261**	**244**	**342**	**341**
1282 - Arena Event Operations						
Arena - Fire Event Staffing	119	138	96	76	217	216
Westgate - Fire Event Staffing		7	10	4		
1282 - Arena Event Operations Total	**119**	**144**	**106**	**80**	**217**	**216**
1283 - CamelbackRanch EventOperations						
CBRanch - Fire Event Staffing			30	40	25	25
1283 - CamelbackRanch EventOperations Total			**30**	**40**	**25**	**25**
1720 - Fire Special Revenue						
Fire - Special Revenue Fund	2,959	1,800	1,465	2,652	2,074	2,077
1720 - Fire Special Revenue Total	**2,959**	**1,800**	**1,465**	**2,652**	**2,074**	**2,077**
1840 - Grants						
Metro Med Response Sys (MMRS)	47	3	12			
2006 MMRS - Fire	221					
2008 UASI Fire RRT		113	22			
2009 UASI GFD RRT			51	109		
2009 UASI GFD TLO			12	4		
2009/10 Childhood Immunization			12	9		
AHIMT-Wildland Special Ops				117		
Grant Approp - Fire Dept					4,000	4,000
Paramedic Refresher Programs-D	14	17	2	1		
2005 SHSGP Sustain Rgnl RRT Eq	17					
2005 UASI - Fire	12					
2006 Assistance to FF Grant	10					
2006 UASI Conference - Fire	2					
2006 UASI RRT - Fire	67					
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	16	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		
2010 MMRS				67		
2010 SHSGP GFD Citizen Corps				12		

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Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
		Actuals			Budget	Draft
2010 UASI GFD RRT				153		
2010 UASI GFD TLO Sustainment				4		
APS Grant - Crisis Resp. Prgm.	14					
Child Safety Seat-Donations	0	1	0	2		
Comm. Outreach-Donations		1				
CPR & AED Program	2					
Crisis Response - Donations	30	2	3	4		
Employee Recognition-Donations	17	7	3	10		
Fire Dept Cadet Pgm-Donations	5	10	0	7		
Fire Dept Public Ed-Donations	3	0		2		
Fire Parade	8	7	7	7		
GFD Golf Tournament-Donations	15					
GOHS Occu Protection Educ.				6		
Honor Guard Donations		1		4		
Mega Event Ambulance-Donations	20					
Safety Educators	4			0		
Super Bowl PS Dinner	3					
1840 - Grants Total	**529**	**944**	**560**	**936**	**4,000**	**4,000**
1842 - ARRA Stimulus Grants						
PSSP Fire OT Grant					62	
1842 - ARRA Stimulus Grants Total					**62**	
2530 - Training Facility Revenue Fund						
PS Training Ops - Fire	416	114	143	65	160	130
2530 - Training Facility Revenue Fund Total	**416**	**114**	**143**	**65**	**160**	**130**
2538 - Glendale Health Center						
Glendale Health Center		6	26	25	46	45
2538 - Glendale Health Center Total		**6**	**26**	**25**	**46**	**45**
Fire Department Total	**10,077**	**8,048**	**6,847**	**7,474**	**10,775**	**10,697**
Grants						
1840 - Grants						
2006 UASI Topoff 4 Exercise	2					
1840 - Grants Total	**2**					
Grants Total	**2**					
Total A7000 Series for ALL FUNDS	**$10,078**	**$8,048**	**$6,847**	**$7,474**	**$10,775**	**$10,697**

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

Account Name	FY 13 Draft
Dept. Contingency	$4,000
Professional and Contractual	1,619
Overtime Pay	1,563
Paramedic Pay	763
Professional Development	612
Shop Charges	494
Fuel - Shop Chargebacks	272
Line Supplies	253
Employee Physical Exp	202
Uniform Allowance (#56)	188
All Other	730
	$10,697

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Fund/Division #: 1000-12410 Division Name: Fire Administration # of FTEs: 13 A6000: $1,476,165 A7000: $11,285 TOTAL: $1,487,450	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?: City Code, Chapter 16, Article I
	CURRENT PERFORMANCE DATA: In 2010, Glendale units received a total of 43,431 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:
	SERVICE ALTERNATIVES: Reduction in force.
	IMPACT OF CHANGING SERVICES: 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 stategic level support for internal and external customers.

Fund/Division #: 1000-12421 Division Name: Fire Special Operations # of FTEs: 0 A6000: $0 A7000: $16,293 TOTAL: $16,293	SERVICE DESCRIPTION: HazMat and Technical rescue response. 1 Deputy Chief manages the Fire Special Ops. Division, the Event Operations Division and the MMRS Program. The Deputy Chief's salary is funded in Fire Administration, Account # 12410. Additionally, 1 Division Chief is assigned to supervise the Special Operations Division. The Division Chief's salary is charged to Operations, Account # 12422. All Hazardous materials and technical rescue technicians are currently assigned to fire operations (Account # 12422) and respond to all emergency incidents regardless of the nature of the incident.
	REQUIRED BY LAW/CODE/REG?: 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)
	CURRENT PERFORMANCE DATA: In 2010 the Glendale Fire Department Special Operations units responded to 559 incidents of which 183 of the incidents occurred inside the city of Glendale.
	REVENUE GENERATION:
	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

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IMPACT OF CHANGING SERVICES:
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.

A6000/A7000 BUDGET TOTALS:
Fire Special Ops. Account # 12421 Fund 1000 A7000: $16,293
Fire Admin. Account #12410: 1 Deputy Chief
Operations Account # 12422: 1 Division Chief

Fund/Division #: 1000-12422
Division Name: Fire Operations

# of FTEs: 188

A6000: $17,520,847
A7000: $841,749
TOTAL: $18,362,596

SERVICE DESCRIPTION:
Fire Suppression, EMS, Hazardous Material and Technical Rescue Response

REQUIRED BY LAW/CODE/REG?:
As defined by City Code Chapter 16; Glendale City Ordinance 2774.

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 2010 the GFD responded to 43,431 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:

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 SERVICES:
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.

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Fund/Division #: 1000-12422 Division Name: Fire Special Operations - TRT & HazMat Technician Pay # of FTEs: 0 A6000: $0 A7000: $122,300 TOTAL: $122,300	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.
	CURRENT PERFORMANCE DATA: In 2010 the Glendale Fire Department Special Operations units responded to 559 incidents of which 183 of the incidents occurred inside the city of Glendale.
	REVENUE GENERATION:
	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 SERVICES: 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.
	A6000/A7000 BUDGET TOTALS: TRT Tech PayA 7000 $54,000 and HazMat Tech PayFunded in Fire OperationsAccount # 12422A 7000 $68,300

Fund/Division #: 1000-12433 Division Name: Fire Resource Management # of FTEs: 5 A6000: $414,221 A7000: $378,059 TOTAL: $792,280	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?: OSHA, ISO, IGA City of Phoenix
	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:
	SERVICE ALTERNATIVES: The alternative would be to contract the services with multiple outside vendors requiring the same number of employees to

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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 SERVICES:
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.

Fund/Division #: 1000-12433 Division Name: Fire Resource Management # of FTEs: 0 A6000: $0 A7000: $598,337 TOTAL: $598,337	SERVICE DESCRIPTION: Fuel-Shop chargebacks REQUIRED BY LAW/CODE/REG?: OSHA, ISO, 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: SERVICE ALTERNATIVES: Contract with private vendor to provide shop services. IMPACT OF CHANGING SERVICES: Reduction in FTE in city shop, longer turnaround times for returned vehicles. A6000/A7000 BUDGET TOTALS: A7000 shop = $346,645 fuel = $251,692

Fund/Division #: 1000-12433 Division Name: Fire Resource Management # of FTEs: 0 A6000: $0 A7000: $423,533 TOTAL: $423,533	SERVICE DESCRIPTION: CAD/Professional & Contractual REQUIRED BY LAW/CODE/REG?: IGA with city of Phoenix CURRENT PERFORMANCE DATA: Provide for valley-wide automatic aid response within the valley including all station and apparatus dispatch packages. REVENUE GENERATION: SERVICE ALTERNATIVES: Provide dispatch services on a stand alone system within the city of Glendale. IMPACT OF CHANGING SERVICES: $3 million to $5 million annual cost for stand alone dispatch center. A6000/A7000 BUDGET TOTALS: A7000 - $423,533 (An additional $724,821 funded in Dept # 12610)

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Fund/Division #: 1000-12433 Division Name: Fire Resource Management # of FTEs: 0 A6000: $0 A7000: $61,335 TOTAL: $61,335	SERVICE DESCRIPTION: Turnout/Personal, Protective Equipment (PPE)
	REQUIRED BY LAW/CODE/REG?: OSHA, ISO
	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:
	SERVICE ALTERNATIVES: Contract with MES and Honeywell/Morning Pride as the maunufacturer and sales vendor to provide compliance reports and maintenance services.
	IMPACT OF CHANGING SERVICES: $75,000 to $125,000 annually dependent on the number of turnouts reaching the end of useful service to stay within NFPA compliance.
	A6000/A7000 BUDGET TOTALS: A7000 - $61,335 (An additional $33,000 funded in Dept # 12610)

Fund/Division #: 1000-12433 Division Name: Fire Resource Management # of FTEs: 0 A6000: $0 A7000: $17,291 TOTAL: $17,291	SERVICE DESCRIPTION: SCBA
	REQUIRED BY LAW/CODE/REG?: OSHA, ISO
	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:
	SERVICE ALTERNATIVES: Contract with private vendor to provide SCBA maintenance program and repair services.
	IMPACT OF CHANGING SERVICES: 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.

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Fund/Division #: 1000-12434 Division Name: Fire Training # of FTEs: 0 A6000: $0 A7000: $13,656 TOTAL: $13,656	SERVICE DESCRIPTION: FD training - Medic Pay for 2 member $11,406 Uniform allowance for 2 members $2,250
	REQUIRED BY LAW/CODE/REG?: Special Operations technician pay is a Fire Union negotiated benefit, referenced in Part 2, Chapter 2, Article III, Division 3 - Meet and Confer Process.
	CURRENT PERFORMANCE DATA: Medic Pay is a vital component of our EMS delivery system. The removal of this pay would lower our members compensation for proviving advanced life support. 85% of our calls are for EMS services.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Loss of assignment pay for these two positions would remove compensation and violate the MOU.
	IMPACT OF CHANGING SERVICES: reduction of total number of paramedics serving the Glendale Fire Department

Fund/Division #: 1000-12436 Division Name: Fire Medical Services & Health # of FTEs: 0 A6000: $0 A7000: $48,727 TOTAL: $48,727	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?: All certified members in EMT-basic and EMT-Paramedic are required to maintain certification and education per AZDHS requirements.
	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.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: RFP for future service warranty contracts to ensure cost effective pricing for repair and service of defibrillators.
	IMPACT OF CHANGING SERVICES: 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).
	FTEs ASSOCIATED W/ SERVICE: None

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Fund/Division #: 1000-12441
Division Name: Fire Marshal's Office

# of FTEs: 10

A6000: $754,951
A7000: $52,060
TOTAL: $807,011

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.The following revenue accounts are associated with these services:408610, 408800, 407800, 408805, 408820, 492690Due 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?:
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

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

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 SERVICES:
Reductions to service/personnel will directly impact the revenue generated by New Construction and Existing building inspections which 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.

A6000/A7000 BUDGET TOTALS:
A6000: $754,951
NOTE: 1 fire inspector II position is funded in 12610 bringing the total to 11 positions in this division.
A7000: $52,060

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Fund/Division #: 1000-12444 Division Name: Fire Community Services # of FTEs: 0 A6000: $0 A7000: $15,250 TOTAL: $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?: None
	CURRENT PERFORMANCE DATA: Community Services programs are supported by 10 active and 60+ reserve volunteers. This division ensures compliance with the Commission of Fire Accreditation International core competency 5C. YTD the division has provided:CCC/CPR to 5126 youths and 18 adults, youth firesetter intervention/training to 256 youths and 18 adults, fire safety presentations to 1700 citizens, Healthier safer lives checkups to 97 senior citizens, read across America to 128 students.Also provided 98 car seat to Glendale citizens, trained 277 parents on car seat installations and installed 404 car seat during various events.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: There are no private fire and life safety public educators that contract this service with municipalities
	IMPACT OF CHANGING SERVICES: 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
	A6000/A7000 BUDGET TOTALS: A6000: $0 - Two FTEs associated with this service are funded and accounted for in 12410 A7000: $15,250

Fund/Division #: 1000-12491 Division Name: Ambulance Services # of FTEs: 2 A6000: $210,730 A7000: $280,945 TOTAL: $491,675	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
	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
	SERVICE ALTERNATIVES: Reduce or end the M155 training unit program.
	IMPACT OF CHANGING SERVICES:

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	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 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. Loss in approximately $750,000 in revenue over expenditures.

Fund/Division #: 1000-12492 Division Name: Air-Med & Logistics Ops (HALO) # of FTEs: 4 A6000: $331,765 A7000: $413,752 TOTAL: $745,517	SERVICE DESCRIPTION: Air medical transportation for the west valley of the critically sick and injured. Revenue account is 1000-12492-492650. 2011/12 revenue is $71,107 per month and $853,284 annual with 5% annual escalator in contract.
	REQUIRED BY LAW/CODE/REG?: No
	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 incidents types. All members in program are certified to Flight Paramedic Certification levels leading to faster patient transfer times than standard air-medical transportation models.
	REVENUE GENERATION: $853,284
	SERVICE ALTERNATIVES: Other air medical services are limited but available in the west valley.
	IMPACT OF CHANGING SERVICES: 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.

Fund/Division #: 1000-12521 Division Name: PS Training Fac - Fire # of FTEs: 0 A6000: $0 A7000: $567,227 TOTAL: $567,227	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?: See 12390, 12590, 13480
	CURRENT PERFORMANCE DATA: See 12390, 12590, 13480
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: See 12390, 12590, 13480
	IMPACT OF CHANGING SERVICES: See 12390, 12590, 13480
	FTEs ASSOCIATED W/ SERVICE: See 12390, 12590, 13480
	A6000/A7000 BUDGET TOTALS: See 12390, 12590, 13480

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Fund/Division #: 1281-12515 Division Name: Fire - Fiesta Bowl Event # of FTEs: 0 A6000: $15,713 A7000: $143,792 TOTAL: $159,505	SERVICE DESCRIPTION: Staffing, equipment and supplies required to provide fire and emergency medical coverage at the Fiesta Bowl, BCS Championship game (every 4-years) and the Camelback Ranch. 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 Department's everyday staffing model. Revenue Account No.1281-12515-421310
	REQUIRED BY LAW/CODE/REG?: Yes. City Ordinance No. 2774 New Series.
	CURRENT PERFORMANCE DATA: In 2010 the Glendale Fire Department, Event Operations Division, provided fire and emergency medical at the 2010 Fiesta Bowl. GFD treated 38 patients and transported 8 of them to the hospital. In 2011 GFD treated 31 patients with 8 transports. We transported a player to the hospital as well.
	REVENUE GENERATION: $30,142.23
	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 SERVICES: 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.
	FTEs ASSOCIATED W/ SERVICE: All fire and medical personnel that work these events are currently assigned to fire Operations (12422) or Fire SpecialRevenue (12610).

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Fund/Division #: 1281-12520
Division Name: Stadium - Fire Event Staffing

# of FTEs: 0

A6000: $31,135
A7000: $197,536
TOTAL: $228,671

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. All fire and medical personnel that work these events are currently assigned to fire Operations (12422) or Fire SpecialRevenue (12610). 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. Revenue Account No.1281-01281-421310

REQUIRED BY LAW/CODE/REG?:
Yes. City Ordinance No. 2774 New Series.

CURRENT PERFORMANCE DATA:
In 2010 the Glendale Fire Department Event Operations Division provided fire and emergency medical for 102 event days at the stadium, including 11 regular, preseason, and playoff Cardinals games.. Fire/EMS averages 23 patients and 4 transports per football game. We have also transported a number of NFL players from the stadium to the hospital.

REVENUE GENERATION:
$115,044.50

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 SERVICES:
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.

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Fund/Division #: 1281-12555 Division Name: Fire - BCS Event # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Staffing, equipment and supplies required to provide fire and emergency medical coverage at the Fiesta Bowl, BCS Championship game (every 4-years) and Camelback Ranch. 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 BCS Championship game 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. Revenue Account No. 1281-12555-421310
	REQUIRED BY LAW/CODE/REG?: Yes. City Ordinance No. 2774 New Series.
	CURRENT PERFORMANCE DATA: In 2011 the Glendale Fire Department, Event Operations Division, provided fire and emergency medical at the 2011 National Championship Game. GFD treated 89 patients and transported 17 to local hospitals.
	REVENUE GENERATION: $16,924.49
	SERVICE ALTERNATIVES: The Fiesta Bowl Committee is responsible for the BCS when it is scheduled in Glendale. 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 SERVICES: 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.

Fund/Division #: 1282-12490 Division Name: Arena - Fire Event Staffing # of FTEs: 1 A6000: $84,312 A7000: $216,391 TOTAL: $300,703	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. Revenue Account No.1282-01282-410810

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REQUIRED BY LAW/CODE/REG?:
Yes. City Ordinance No. 2774 New Series.

CURRENT PERFORMANCE DATA:
In 2010 the Glendale Fire Department Event Operations Division provided fire and emergency medical for 76 event days at Jobing.com Arena including each home Coyotes NHL game and a number of concerts. It is not uncommon to encounter 20+ patients and transport 4-5 to the hospital during a concert event. We have transported a few NHL players to the hospital. Fire prevention services which includes one plan examiner and two inspectors required for a minimum of five hours per game = $59,313.16 for 41 NHL games.

REVENUE GENERATION:
$55,344.14

SERVICE ALTERNATIVES:
Jobing.com Arena could contract out their fire and EMS coverage to a private provider or another city fire department.

IMPACT OF CHANGING SERVICES:
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.

Fund/Division #: 1283-12485
Division Name: CBRanch - Fire Event Staffing

# of FTEs: 0

A6000: $3,852
A7000: $25,000
TOTAL: $28,852

SERVICE DESCRIPTION:
Staffing, equipment and supplies required to provide fire and emergency medical coverage at all major/mega events at CBRanch. All fire and medical personnel that work these events are currently assigned to fire Operations (12422) or Fire Special Revenue (12610). 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. Revenue Account No.1283-12485-42180

REQUIRED BY LAW/CODE/REG?:
Yes, City Ordinance No. 2774 New Series.

CURRENT PERFORMANCE DATA:
In 2010 the Glendale Fire Department Event Operations Division provided fire and emergency medical for 28 event days at the Camelback Ranch Spring Training Fields. predominantly during the month of March. Fire/EMS averages about 1-2 incidents per event at the ball fields.

REVENUE GENERATION:
$36,118.80

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SERVICE ALTERNATIVES:
CBRanch could contract out their fire and EMS coverage to a private provider or another city fire department.

IMPACT OF CHANGING SERVICES:
Allowing the CBRanch 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. Also, loss of approximately $7,000 annually from revenue generated above expenditures.

Fund/Division #: 1720-12610
Division Name: Fire - Special Revenue Fund

# of FTEs: 51

A6000: $4,391,378
A7000: $2,077,279
TOTAL: $6,468,657

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?:
Part 2, Chapter 21, Article II. Privilege and Excise Taxes, Sec. 21-101.

CURRENT PERFORMANCE DATA:
In 2010, Glendale responded to a total of 43,431 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:

SERVICE ALTERNATIVES:
Reduction in force.

IMPACT OF CHANGING SERVICES:
Reducing would have the potential to negatively impact service and reduce response times to medical and non-medical service requests.

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Fund/Division #: 1720-12610 Division Name: Fire - Special Revenue Fund # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: This position works in division 12441 as a fire inspector II and performs duties as a new construction fire inspector, special event inspector and on-call fire investigator.
	REQUIRED BY LAW/CODE/REG?: See Division 12441
	CURRENT PERFORMANCE DATA: See Division 12441
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: See Division 12441
	IMPACT OF CHANGING SERVICES: See Division 12441
	A6000/A7000 BUDGET TOTALS: A6000 Funded and accounted for in Account 12610

Fund/Division #: 1840-34001 Division Name: Grant Approp - Fire Dept # of FTEs: 0 A6000: $500,000 A7000: $4,000,000 TOTAL: $4,500,000	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?: Yes. 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.
	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 division are created to track grant awards after the appropriate council commmunication is acted upon by Mayor/Council during evening meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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Fund/Division #: 2530-12390 Division Name: FTE/Budget Detail Included In: PS Training Ops - Police # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: The Glendale Regional Public Safety Training Center is the current training site for Advanced Officer Training, Supervisor-Leadership Training, and Scenario Based Patrol Training. The training center is also the development site for all of the officer training videos for weekly training and officer safety tips.
	REQUIRED BY LAW/CODE/REG?: In order to provide the citizens of Glendale and its visitors with the best possible service, the police officers and employees must continuously develop their knowledge, skills and abilities. The Glendale Police Department is committed to on going professional development to foster public trust and confidence by establishing and maintaining standards of integrity, competence and professionalism.
	CURRENT PERFORMANCE DATA: In 2010, Glendale Regional Training Center provided 16,446 hours of police training.
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: Should it be necessary, the PD could use the three classrooms (Main, Foothills and Gateway Stations) for advanced officer training (AOT) classes. Arrangements would need to be made to find facilities for practical exercises related to AOT. Arrangements would also need to be made with Phoenix PD to use their driver's track and with Surprise to use their firing range.
	IMPACT OF CHANGING SERVICES: Such a change would require significant coordination for the use of external facilities for required proficiency training in firearms and driving. Our ability to maintain our current level of training would be significantly hampered, potentially exposing the department to liability for failing to train our personnel.
	FTEs ASSOCIATED W/ SERVICE: 2
	A6000/A7000 BUDGET TOTALS: A6000 - $176,799 A7000 - $149,242

Fund/Division #: 2530-12590 Division Name: PS Training Ops - Fire # of FTEs: 6 A6000: $482,985 A7000: $130,205 TOTAL: $613,190	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,

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desired Insurance Service Office (ISO) Property Protection Classification (PPC) rating and job experience.

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 $64,931
FY 10-11 $71,472
FY 11-12 pending end of fiscal year
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.

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 SERVICES:
Traditional training would require excessive overtime and additional companies that would be taken out of service which would impact service delivery.

Fund/Division #: 2530-13480
Division Name: FTE/Budget
Detail Included In: PS Training Ops - Fac. Mgmt.

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Building Maintenance

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Includes alarm and fire system monitoring, elevator maintenance, pest control, maintenance of chiller and HVAC (72 fan coils with filters, belts) sewage lift station, fire props, generator, groundwater pumps

REVENUE GENERATION:
No Revenue

SERVICE ALTERNATIVES:
close facility

IMPACT OF CHANGING SERVICES:
This account is already underbudgeted.

FTEs ASSOCIATED W/ SERVICE:
1

A6000/A7000 BUDGET TOTALS:
$54,038

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Fund/Division #: 2530-13480 Division Name: FTE/Budget Detail Included In: PS Training Ops - Fac. Mgmt. # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Custodial Service
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: Cleans restrooms, break areas 7 days a week, classrooms and common areas as staffing allows
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: close facility
	IMPACT OF CHANGING SERVICES: This account is already underbudgeted.
	FTEs ASSOCIATED W/ SERVICE: 3
	A6000/A7000 BUDGET TOTALS: $103,226

Fund/Division #: 2530-13480 Division Name: FTE/Budget Detail Included In: PS Training Ops - Fac. Mgmt. # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Utility Payments
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: Water, electricity and natural gas
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: close facility
	IMPACT OF CHANGING SERVICES: This account is already underbudgeted.
	A6000/A7000 BUDGET TOTALS: $298,197

Fund/Division #: 2538-12711 Division Name: Glendale Health Center # of FTEs: 0 A6000: $0 A7000: $44,507 TOTAL: $44,507	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 current funding pays for utility costs, telephone, pc replacement charges, monthly operating fees, repair costs and annual maintenance agreements.
	REQUIRED BY LAW/CODE/REG?: 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
	CURRENT PERFORMANCE DATA:

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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

REVENUE GENERATION:
$73,287.50

SERVICE ALTERNATIVES:
Outsourcing to another provider or ending service

IMPACT OF CHANGING SERVICES:
Glendale Firefighters have received annual physicals since 1988 through the Phoenix Health Center. Over the last two years the Glendale Health Center has been revenue positive . If the fire department had to go back to the Phoenix Health Center we would no longer be OSHA compliant as physicals would be conducted every 18 months due to the increased volume of firefighters added to the Phoenix Health Center schedule (that includes the fire departments that currently use our Health Center). There also is no guarantee that Phoenix would take us back. If forced to outsouce to another medical provider, other than the Phoenix Health Center, that medical provider would have to be AZPOST and NFPA compliant per NFPA 1500. Firefighters have a 51% greater risk of having some form of cardiovascular incident than the rest of the population. The medical provider would need to have a total understanding of the medical risks associated with firefighting and understand the difference between a firefighter medically capable of doing the job or not medically capable. The outsourced provider would also need to be able to do the other ancillary requirements that our Health Center currently takes care of (return to duty, fit for duty visits, TB testing , post-exposure testing, immunizations, etc). These ancillary services would come at an additional charge on top of what the provider would charge us for the annual physicals. Ending services out of the Health Center would take away our current revenue capabilities and contracting with a provider to work out of the Health Center gives us no guarantee that the city would not pay out more money than it currently does. By having the funding resources to perform the annual physicals at the Glendale Health Center, allows the fire and police departments to track annual compliance and utilize NFPA and AZPOST trained physicians that can identify health risks and make sure the employee gets the proper treatment needed to safely do their job. Loss of approximately $20,000 in revenue over expenditures.

FTEs ASSOCIATED W/ SERVICE:
The FTE associated with providing this service is funded in Division 12410 as a Deputy Chief.

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Fire Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$26,218,054	$10,696,509	$770,547	$37,685,110	280.00
FTE/A6000 Changes (staffing/furlough/benefits)	$1,110,098	$0	$0	$1,110,098	(1.00)
Diff b/w Submission FY 2013 Budget	($1,110,098)	$0	$0	($1,110,098)	1.00
FY 2013 Draft Budget	$26,218,054	$10,696,509	$770,547	$37,685,110	280.00

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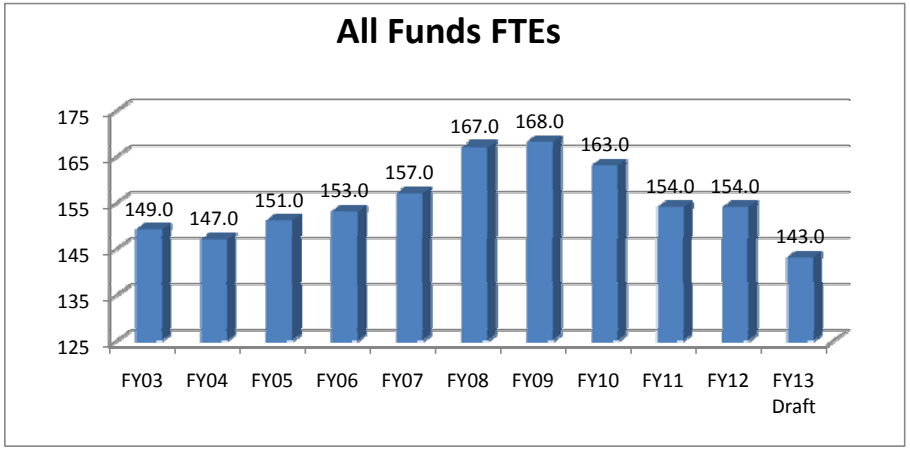
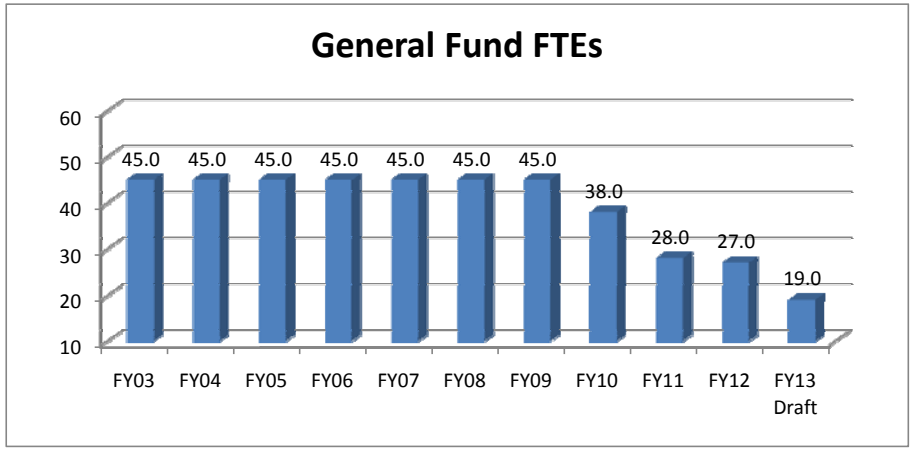
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Public Works (Priority)





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Field Operations											
1340 - Highway User Gas Tax											
Street Cleaning	5.0	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	40.0	35.0	28.0	27.0	19.0
1340 - Highway User Gas Tax Total	**45.0**	**45.0**	**45.0**	**45.0**	**45.0**	**45.0**	**45.0**	**38.0**	**28.0**	**27.0**	**19.0**
2440 - Landfill											
Landfill	14.0	14.0	15.0	16.0	18.0	19.0	19.0	19.0	19.0	19.0	18.0
MRF Operations	12.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	9.0
Recycling	5.0	5.0	5.0	5.0	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	7.0	5.0	5.0	8.0	8.0	8.0
Woodwaste Operations	4.0										
2440 - Landfill Total	**42.0**	**37.0**	**38.0**	**39.0**	**42.0**	**43.0**	**41.0**	**41.0**	**44.0**	**44.0**	**41.0**
2480 - Sanitation											
Curb Service	37.0	37.0	37.0	38.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Residential-Loose Trash Collec	8.0	11.0	14.0	14.0	14.0	18.0	18.0	20.0	21.0	21.0	21.0
Sanitation Frontload	14.0	14.0	14.0	14.0	13.0	13.0	15.0	15.0	15.0	15.0	15.0
Sanitation Roll-off	3.0	3.0	3.0	3.0	3.0	4.0	5.0	5.0	4.0	3.0	3.0
2480 - Sanitation Total	**62.0**	**65.0**	**68.0**	**69.0**	**70.0**	**75.0**	**78.0**	**80.0**	**80.0**	**79.0**	**79.0**
2530 - Training Facility Revenue Fund											
PS Training Ops - Fac. Mgmt.						4.0	4.0	4.0	2.0	4.0	4.0
2530 - Training Facility Revenue Fund Total						**4.0**	**4.0**	**4.0**	**2.0**	**4.0**	**4.0**
Field Operations Total	**149.0**	**147.0**	**151.0**	**153.0**	**157.0**	**167.0**	**168.0**	**163.0**	**154.0**	**154.0**	**143.0**
Total FTEs for ALL FUNDS	**149.0**	**147.0**	**151.0**	**153.0**	**157.0**	**167.0**	**168.0**	**163.0**	**154.0**	**154.0**	**143.0**

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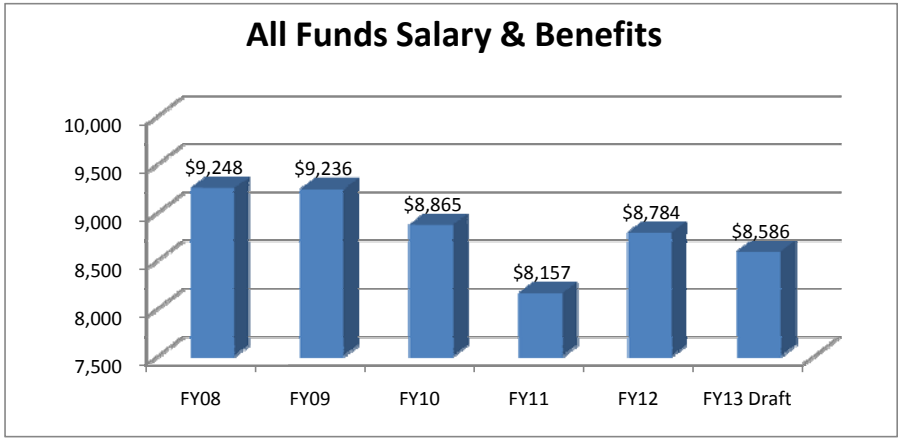
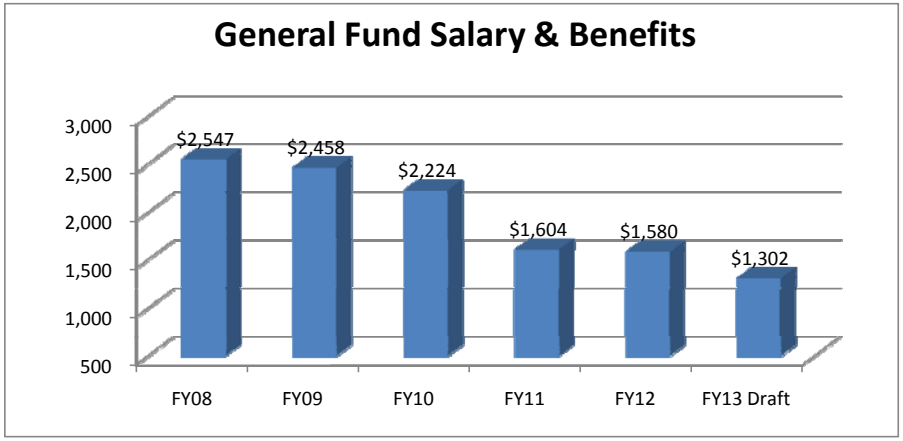
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Public Works (Priority)

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Field Operations						
1340 - Highway User Gas Tax						
Street Cleaning	322	229	68	0		
Street Maintenance	2,225	2,229	2,156	1,604	1,580	1,302
1340 - Highway User Gas Tax Total	**2,547**	**2,458**	**2,224**	**1,604**	**1,580**	**1,302**
2440 - Landfill						
Landfill	969	1,030	1,162	959	1,077	1,062
MRF Operations	521	470	411	399	598	517
Recycling	401	374	371	368	386	401
Solid Waste Admin	430	448	445	647	663	681
2440 - Landfill Total	**2,321**	**2,322**	**2,390**	**2,373**	**2,724**	**2,661**
2480 - Sanitation						
Curb Service	2,089	2,074	2,010	1,947	2,079	2,174
Residential-Loose Trash Collec	916	1,013	1,036	1,066	1,149	1,184
Sanitation Frontload	957	976	882	894	916	916
Sanitation Roll-off	262	226	168	145	167	177
2480 - Sanitation Total	**4,224**	**4,289**	**4,096**	**4,052**	**4,311**	**4,451**
2530 - Training Facility Revenue Fund						
PS Training Ops - Fac. Mgmt.	155	167	155	127	169	172
2530 - Training Facility Revenue Fund Total	**155**	**167**	**155**	**127**	**169**	**172**
Field Operations Total	**9,248**	**9,236**	**8,865**	**8,157**	**8,784**	**8,586**
Total A6000 Series for ALL FUNDS	**$9,248**	**$9,236**	**$8,865**	**$8,157**	**$8,784**	**$8,586**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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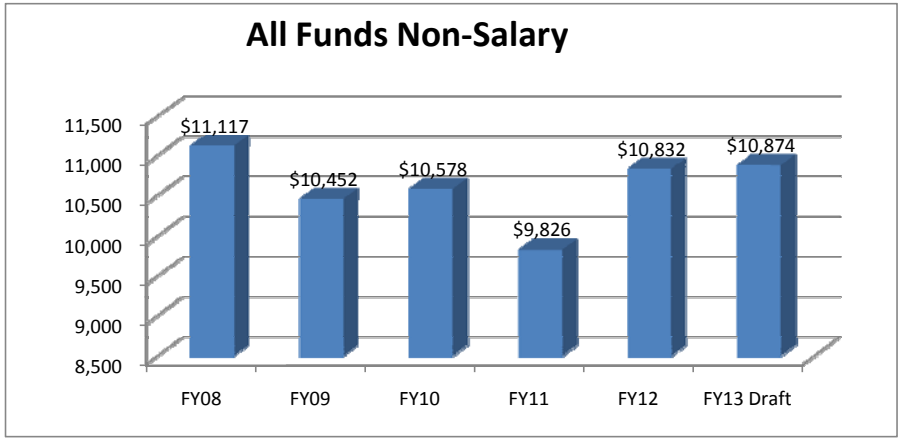
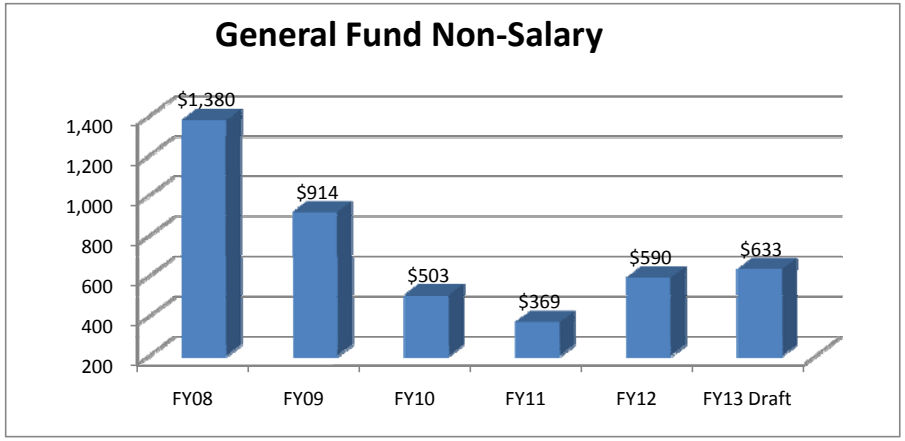
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Public Works (Priority)

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Field Operations						
1340 - Highway User Gas Tax						
Street Cleaning	$288	$108	$32	$0		
Street Maintenance	1,092	805	470	369	590	633
1340 - Highway User Gas Tax Total	**1,380**	**914**	**503**	**369**	**590**	**633**
2440 - Landfill						
Landfill	1,433	1,487	2,399	1,601	1,586	1,673
MRF Operations	1,149	1,059	1,018	807	1,054	1,005
Recycling	217	208	273	301	420	350
Solid Waste Admin	18	16	38	43	50	82
Gas Management System	120	95	133	161	163	163
2440 - Landfill Total	**2,936**	**2,865**	**3,861**	**2,913**	**3,273**	**3,274**
2480 - Sanitation						
Curb Service	3,213	3,335	3,277	3,399	3,547	3,555
Residential-Loose Trash Collec	858	893	786	1,026	936	924
Sanitation Frontload	1,826	1,634	1,453	1,468	1,755	1,757
Sanitation Roll-off	601	398	346	350	451	455
2480 - Sanitation Total	**6,497**	**6,259**	**5,861**	**6,244**	**6,689**	**6,690**
2530 - Training Facility Revenue Fund						
PS Training Ops - Fac. Mgmt.	304	414	353	301	280	278
2530 - Training Facility Revenue Fund Total	**304**	**414**	**353**	**301**	**280**	**278**
Field Operations Total	**11,117**	**10,452**	**10,578**	**9,826**	**10,832**	**10,874**
Total A7000 Series for ALL FUNDS	**$11,117**	**$10,452**	**$10,578**	**$9,826**	**$10,832**	**$10,874**

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

Account Name	FY 13 Draft
Shop Charges	$2,461
Landfill Charges	2,252
Fuel - Shop Chargebacks	1,690
Line Supplies	1,180
Contracted Temporary Help	640
Professional and Contractual	396
Electricity	375
Repair&Maint-Maj Eqpt Landfill	238
Utilities	184
Overtime Pay	180
All Other	1,278
	$10,874

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Fund/Division #: 1340-16720 Division Name: Street Maintenance # of FTEs: 10 A6000: $685,053 A7000: $455,875 TOTAL: $1,140,928	SERVICE DESCRIPTION: Asphalt repairs REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Complete localized safety required repairs to asphalt roadways. 316 repairs annually. REVENUE GENERATION: No Revenue SERVICE ALTERNATIVES: None. IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1340-16720 Division Name: Street Maintenance # of FTEs: 6 A6000: $411,032 A7000: $123,000 TOTAL: $534,032	SERVICE DESCRIPTION: Concrete repairs REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Remediate over 400 safety hazards annually. REVENUE GENERATION: No Revenue SERVICE ALTERNATIVES: None. IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1340-16720 Division Name: Street Maintenance # of FTEs: 3 A6000: $205,515 A7000: $54,000 TOTAL: $259,515	SERVICE DESCRIPTION: Perform safety related repairs: potholes and trip hazards REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Respond to safety issues within 2 hours, complete 1500 repairs annually. REVENUE GENERATION: No Revenue SERVICE ALTERNATIVES: None. IMPACT OF CHANGING SERVICES: N/A

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Fund/Division #: 2530-13480 Division Name: PS Training Ops - Fac. Mgmt. # of FTEs: 0 A6000: $0 A7000: $232,987 TOTAL: $232,987	SERVICE DESCRIPTION: Utility Payments REQUIRED BY LAW/CODE/REG?: CURRENT PERFORMANCE DATA: Water, electricity and natural gas REVENUE GENERATION: City bears all the cost but 25% of it is recovered through partner agencies. SERVICE ALTERNATIVES: None. IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 2530-13480 Division Name: PS Training Ops - Fac. Mgmt. # of FTEs: 3 A6000: $118,347 A7000: $11,975 TOTAL: $130,322	SERVICE DESCRIPTION: Custodial Service REQUIRED BY LAW/CODE/REG?: CURRENT PERFORMANCE DATA: Cleans restrooms, break areas 7 days a week, classrooms and common areas as staffing allows REVENUE GENERATION: City bears all the cost but 25% of it is recovered through partner agencies. SERVICE ALTERNATIVES: None IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 2530-13480 Division Name: PS Training Ops - Fac. Mgmt. # of FTEs: 1 A6000: $54,038 A7000: $32,715 TOTAL: $86,753	SERVICE DESCRIPTION: Building Maintenance REQUIRED BY LAW/CODE/REG?: CURRENT PERFORMANCE DATA: Includes alarm and fire system monitoring, elevator maintenance, pest control, maintenance of chiller and HVAC (72 fan coils with filters, belts) sewage lift station, fire props, generator, groundwater pumps REVENUE GENERATION: City bears all the cost but 25% of it is recovered through partner agencies. SERVICE ALTERNATIVES: None. IMPACT OF CHANGING SERVICES: N/A

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Public Works Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$1,473,985	$910,552	$145,610	$2,530,147	23.00
FTE/A6000 Changes (staffing/furlough/benefits)	($275,292)	$0	$0	($275,292)	(8.00)
Diff b/w Submission FY 2013 Budget	$275,292	$0	$0	$275,292	8.00
FY 2013 Draft Budget	$1,473,985	$910,552	$145,610	$2,530,147	23.00

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Fund/Division #: 2440-17710 Division Name: Landfill # of FTEs: 18 A6000: $1,062,184 A7000: $1,673,076 TOTAL: $2,735,260	SERVICE DESCRIPTION: Provide solid waste disposal services to the sanitation collection division, residents, businesses and the general public totalling approximately 250,000 tons annually.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Collect approximately 250,000 tons of waste annually and conduct over 130,000 transactions, while maintaining sate, county and federal environmental compliance.
	REVENUE GENERATION: $6,300,000
	SERVICE ALTERNATIVES: No service alternatives identified at this time
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 2440-17720 Division Name: Gas Management System # of FTEs: 0 A6000: $0 A7000: $163,400 TOTAL: $163,400	SERVICE DESCRIPTION: Provide maintenance and services for landfill gas collection system to ensure environmental compliance and safety.
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Provide routine maintenance and modifications to over 70 gas wells at the landfill in order to maintain safe operations and environmental compliance.
	REVENUE GENERATION: There is no revenue that the city collects associated with this regulatory activity
	SERVICE ALTERNATIVES: No service alternatives identified at this time
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 2440-17730 Division Name: Solid Waste Admin # of FTEs: 8 A6000: $680,677 A7000: $82,352 TOTAL: $763,029	SERVICE DESCRIPTION: Provide direct support services via inbound customer call center and billings, as well as manage day-to-day operations for solid waste collection, disposal and administrative support divisions.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Receive over 2,000 Incoming customer phone calls per month (24,000 annually) and generate over 700 residential work orders monthly (8,400 annually). Also manage staffing and operations of 120 FTE's and operating budget of over $21 million dollars.
	REVENUE GENERATION:

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Revenues from Sanitation and Landfill support ALL positions and functions associated with Solid Waste Admin.

SERVICE ALTERNATIVES:
No service alternatives identified at this time

IMPACT OF CHANGING SERVICES:
N/A

Fund/Division #: 2440-17740
Division Name: Recycling (Inspection Services)

# of FTEs: 6

A6000: $401,495
A7000: $350,347
TOTAL: $751,842

SERVICE DESCRIPTION:
Provide weekly residential sanitation inspection services, as well as public education and outreach for sanitation & recycling service. Required by Maricopa County to inspect 15% of all residential REFUSE cans quarterly. Also contract with private specialized collections company to provide HHW program services twice a year.

REQUIRED BY LAW/CODE/REG?:
Yes

CURRENT PERFORMANCE DATA:
Over 120,000 refuse, recycling and bulk trash inspections, 5,400 tags and 8,000 educational/informative customer contacts conducted annually. Based on mandated County requirement of 15%, the city is obligated to inpsect approx 31,000 residential refuse cans annually and we inspect approx 51,000 refuse cans (roughly 40% more than the mandate). The remaining 69,000 inspections are for recycling containers and bulk trash. Also, perform approximately 736 HHW collection appointment services annually. This buget also includes roughly $155k for the ordering and replacemetn of residential refuse and recyling containers. The sanitation division exchanges over 400 containers each month.

REVENUE GENERATION:
This budget is included as part of the Landfill fund for inspection services that directly relate to disposal operations for the landfill and MRF.

SERVICE ALTERNATIVES:
No service alternatives identified at this time

IMPACT OF CHANGING SERVICES:
N/A

Fund/Division #: 2440-17750
Division Name: MRF Operations

# of FTEs: 9

A6000: $516,508
A7000: $1,004,543
TOTAL: $1,521,051

SERVICE DESCRIPTION:
The Glendale Materials Recovery Facility (MRF) receives recyclable materials from households and businesses. It is a recyclables processing center designed to sort and process recycling materials into marketable goods.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Process approx 15,000 tons of material and sell approx 11,000 tons of recyclables annually. Approx. 14, 000 tons come directly from the sanitation curbside collection program, and the other 1,000 tons from other sources.

REVENUE GENERATION:
$2,300,000

SERVICE ALTERNATIVES:
No service alternatives identified at this time

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	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 2480-17810 Division Name: Sanitation Roll-off # of FTEs: 3 A6000: $177,104 A7000: $454,729 TOTAL: $631,833	SERVICE DESCRIPTION: Provide roll-off bin sanitation services to businesses and residents.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Collect approx 13,000 tons of waste and conduct over 3,200 roll-off box pulls annually
	REVENUE GENERATION: $575,000
	SERVICE ALTERNATIVES: No service alternatives identified at this time
	IMPACT OF CHANGING SERVICES: Staff is currently in the process of an operational analysis to assess the future viability of this operation.

Fund/Division #: 2480-17820 Division Name: Sanitation Frontload # of FTEs: 15 A6000: $915,798 A7000: $1,756,529 TOTAL: $2,672,327	SERVICE DESCRIPTION: Provide front-load bin sanitation services to businesses and multi-family complexes.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Collect approx. 42,000 tons of waste and service over 1,000 commercial customers annually.
	REVENUE GENERATION: $3,600,000
	SERVICE ALTERNATIVES: No service alternatives identified at this time
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 2480-17830 Division Name: Curb Service # of FTEs: 40 A6000: $2,173,949 A7000: $3,554,893 TOTAL: $5,728,842	SERVICE DESCRIPTION: Provide residential refuse and recycling services to approximately 52,200 residential homes weekly.
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Service approx. 52,200 residential homes and collect approx. 60,000 tons of waste and 14,000 tons of recyclables annually. Also deliver approximately 6,500 Residential trash/recycling containers annually.
	REVENUE GENERATION: $10,200,000

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SERVICE ALTERNATIVES:
No service alternatives identified at this time

IMPACT OF CHANGING SERVICES:
Required by County to collect trash twice per week, but with variance, can collect once per week with two containers (recycling and refuse)

Fund/Division #: 2480-17840
Division Name: Residential-Loose Trash Collec

# of FTEs: 21

A6000: $1,184,478
A7000: $923,967
TOTAL: $2,108,445

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?:
No

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

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

SERVICE ALTERNATIVES:
Service could be reduced from monthly to quarterly.

IMPACT OF CHANGING SERVICES:
Savings of approx $475,000 in salary and benefits and $80,000 In fuel costs annually for an approximate savings of $555,000. This would equate to a reduction of about $1 per month on the residential sanitation bill.

Public Works-Enterprise Funds Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$7,112,193	$9,963,836	$4,533,346	$21,609,375	120.00
FTE/A6000 Changes (staffing/furlough/benefits)	$77,228	$0	$0	$77,228	(3.00)
Diff b/w Submission FY 2013 Budget	($77,228)	$0	$0	($77,228)	3.00
FY 2013 Draft Budget	$7,112,193	$9,963,836	$4,533,346	$21,609,375	120.00

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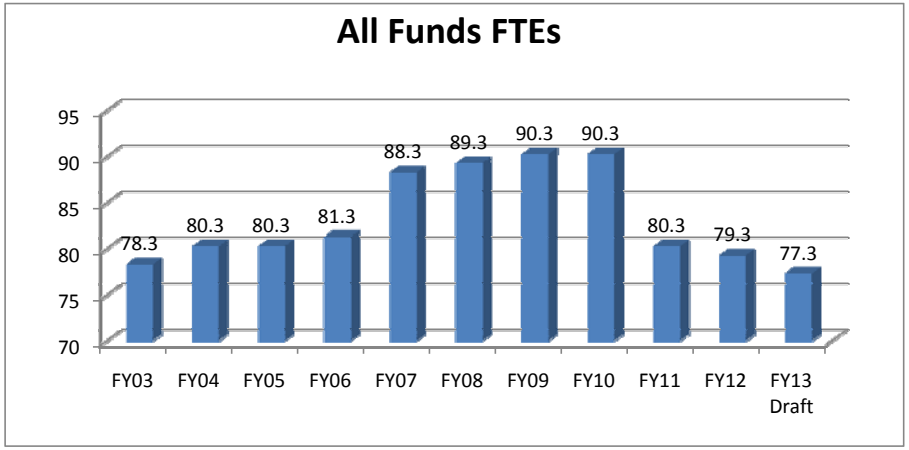
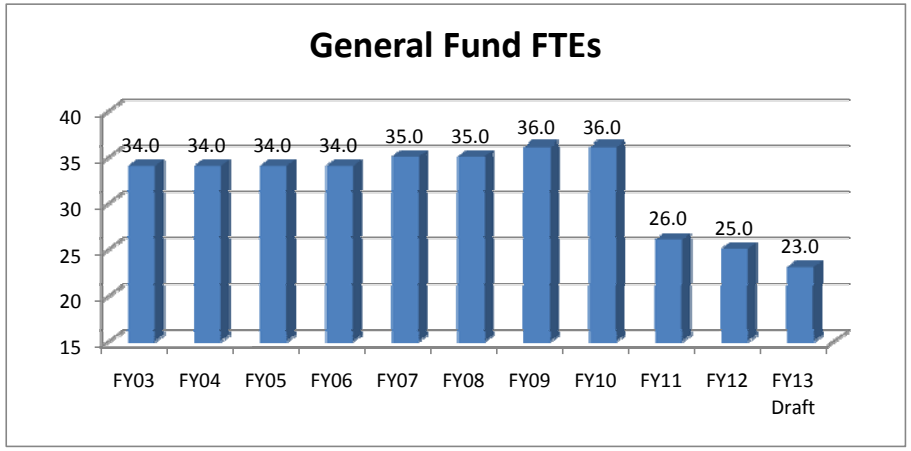
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Transportation Svcs





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 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	5.0	5.0
1760 - Airport Special Revenue Total	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**
Airport Total	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**
Transportation											
1340 - Highway User Gas Tax											
Signs & Markings	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	8.0	8.0	7.0
Street Light Management	2.0	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	3.0	3.0
Traffic Signals	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	7.0	7.0	7.0
Traffic Studies	4.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0	4.0	4.0	4.0
Transportation Administration	3.0	4.0	4.0	3.0	5.0	5.0	5.0	5.0	4.0	3.0	2.0
Transportation Planning	2.0	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**	**34.0**	**35.0**	**35.0**	**36.0**	**36.0**	**26.0**	**25.0**	**23.0**
1660 - Transportation Sales Tax											
Dial-A-Ride	32.3	34.3	34.3	34.3	39.3	39.3	35.3	35.3	34.3	34.3	34.3
Intelligent Transportation Sys	3.0	3.0	3.0	4.0	5.0	5.0	5.0	5.0	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
Transit Management							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	2.0	3.0	3.0	3.0	5.0	5.0	5.0
1660 - Transportation Sales Tax Total	**39.3**	**41.3**	**41.3**	**42.3**	**48.3**	**49.3**	**49.3**	**49.3**	**49.3**	**49.3**	**49.3**
Transportation Total	**73.3**	**75.3**	**75.3**	**76.3**	**83.3**	**84.3**	**85.3**	**85.3**	**75.3**	**74.3**	**72.3**
Total FTEs for ALL FUNDS	**78.3**	**80.3**	**80.3**	**81.3**	**88.3**	**89.3**	**90.3**	**90.3**	**80.3**	**79.3**	**77.3**

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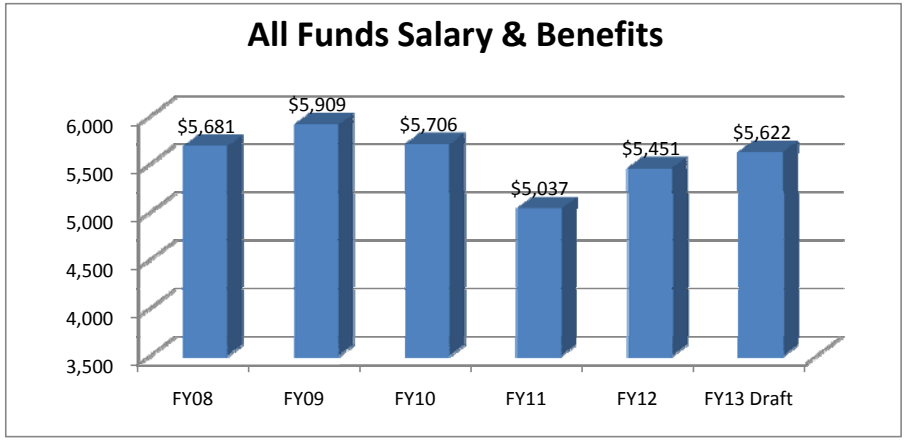
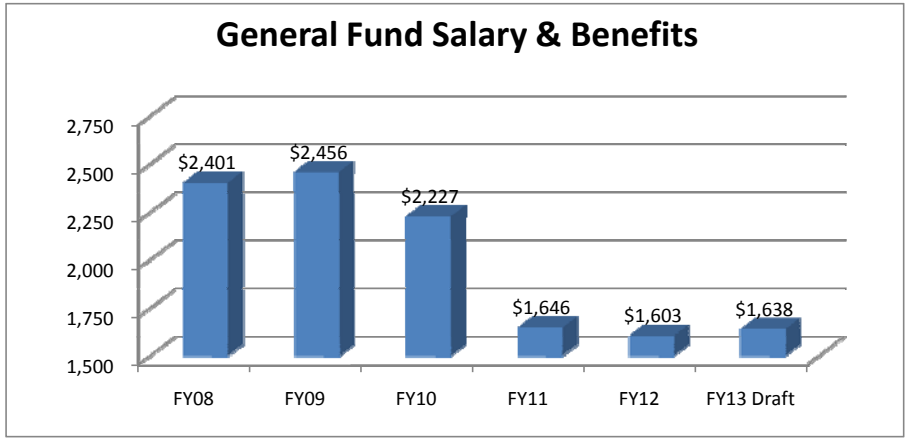
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Transportation Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Airport						
1760 - Airport Special Revenue						
Airport Operations	$299	$367	$361	$291	$310	$339
1760 - Airport Special Revenue Total	**299**	**367**	**361**	**291**	**310**	**339**
Airport Total	**299**	**367**	**361**	**291**	**310**	**339**
Transportation						
1010 - National Events						
Transp - Super Bowl Event	3					
1010 - National Events Total	**3**					
1281 - Stadium Event Operations						
Stadium - Transportation Ops.	3	6	7	2	3	3
Transp - Fiesta Bowl Event	0	0	1	0	0	0
1281 - Stadium Event Operations Total	**4**	**6**	**7**	**2**	**3**	**3**
1340 - Highway User Gas Tax						
Signs & Markings	551	553	518	421	412	408
Street Light Management	65	65	69			
Traffic Design and Development	287	293	286	282	275	307
Traffic Signals	625	676	621	420	404	450
Traffic Studies	377	444	394	302	323	359
Transportation Administration	421	403	339	220	190	113
Transportation Planning	75	21	0			
1340 - Highway User Gas Tax Total	**2,401**	**2,456**	**2,227**	**1,646**	**1,603**	**1,638**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
1650 - Transportation Grants						
JARC - GUS 1 & 2				179		
New Freedom - GUS 3				73		
New Freedom-Bus Buddies BAG IT				41		
Grant Approp - Transportation					289	289
1650 - Transportation Grants Total				**293**	**289**	**289**
1660 - Transportation Sales Tax						
Dial-A-Ride	2,072	1,747	1,735	1,489	1,690	1,744
Intelligent Transportation Sys	322	431	356	322	374	385
Traffic Mitigation	84	78	77	77	80	82
Transit Management		309	321	284	338	347
Transportation Education	73	69	84	83	85	87
Transportation Program Mgmt	264	276	392	517	541	570
Fixed Route	126	139	133	5	137	139
Red Light Enforcement	33	31	6			
1660 - Transportation Sales Tax Total	**2,974**	**3,080**	**3,104**	**2,778**	**3,246**	**3,353**
1842 - ARRA Stimulus Grants						
Old Roma Alley ARRA Grant			7	28		
1842 - ARRA Stimulus Grants Total			**7**	**28**		
Transportation Total	**5,382**	**5,542**	**5,345**	**4,747**	**5,141**	**5,283**
Total A6000 Series for ALL FUNDS	**$5,681**	**$5,909**	**$5,706**	**$5,037**	**$5,451**	**$5,622**

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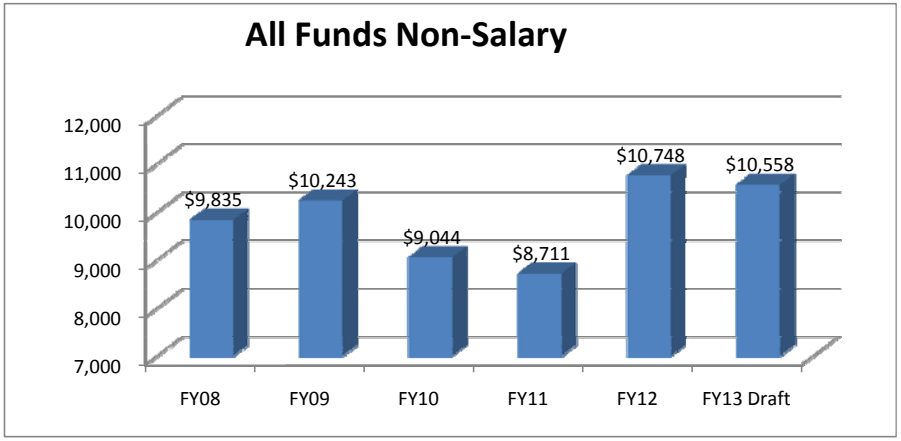
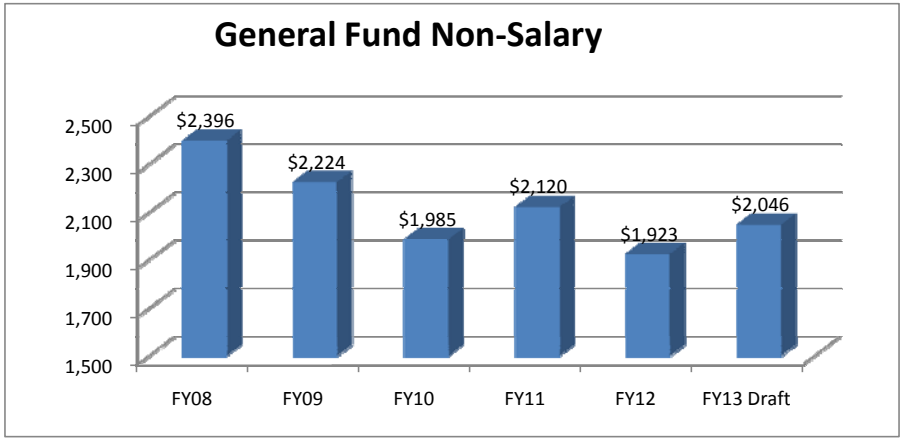
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Transportation Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Airport						
1760 - Airport Special Revenue						
Airport Operations	$223	$205	$222	$187	$163	$141
1760 - Airport Special Revenue Total	**223**	**205**	**222**	**187**	**163**	**141**
Airport Total	**223**	**205**	**222**	**187**	**163**	**141**
Transportation						
1010 - National Events						
Transp - Super Bowl Event	224					
Transp - Stadium Mgmt Plan		95	21			
1010 - National Events Total	**224**	**95**	**21**			
1281 - Stadium Event Operations						
Stadium - Transportation Ops.	598	610	633	587	638	638
Transp - Fiesta Bowl Event	57	76	78	73	79	79
1281 - Stadium Event Operations Total	**655**	**686**	**711**	**660**	**717**	**718**
1282 - Arena Event Operations						
Arena - Transportation Ops.	25	11	11	15	15	15
1282 - Arena Event Operations Total	**25**	**11**	**11**	**15**	**15**	**15**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
1340 - Highway User Gas Tax						
Signs & Markings	299	251	139	201	189	223
Street Light Management	1,408	1,477	1,558	1,584	1,394	1,399
Traffic Design and Development	1	2	2	7	8	8
Traffic Signals	628	445	354	300	312	389
Traffic Studies	36	29	6	10	12	14
Transportation Administration	22	20	(74)	20	8	12
Transportation Planning	3	1	0			
1340 - Highway User Gas Tax Total	**2,396**	**2,224**	**1,985**	**2,120**	**1,923**	**2,046**
1650 - Transportation Grants						
JARC - GUS 1 & 2				132		
New Freedom - GUS 3				36		
New Freedom-Bus Buddies BAG IT				17		
New Freedom-Taxi Subsidy Prog.				64		
Grant Approp - Transportation					480	480
JARC - Route 60				541		
1650 - Transportation Grants Total				**791**	**480**	**480**
1660 - Transportation Sales Tax						
Dial-A-Ride	656	585	557	644	641	685
Intelligent Transportation Sys	195	130	37	103	184	184
Traffic Mitigation	199	84	13	7	501	251
Transit Management		0	1	1	2	2
Transportation Education	178	127	88	80	133	133
Transportation Program Mgmt	494	738	615	716	753	753
Fixed Route	4,364	5,098	4,370	2,906	5,037	4,994
Red Light Enforcement	130	138	18			
Demand Management	69	31	32	23	42	42
Transportation CIP O&M	27	91	92	137	114	114
1660 - Transportation Sales Tax Total	**6,312**	**7,021**	**5,824**	**4,616**	**7,407**	**7,157**
1842 - ARRA Stimulus Grants						
Old Roma Alley ARRA Grant			153	277		
Traffic Signal LED Conversion			41	45	43	
FTA AZ-96-X002			75			
1842 - ARRA Stimulus Grants Total			**269**	**322**	**43**	
Transportation Total	**9,612**	**10,038**	**8,822**	**8,524**	**10,585**	**10,416**
Total A7000 Series for ALL FUNDS	**$9,835**	**$10,243**	**$9,044**	**$8,711**	**$10,748**	**$10,558**

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

Account Name	FY 13 Draft
Professional and Contractual	$6,309
Electricity	1,737
Line Supplies	691
Dept. Contingency	480
Shop Charges	472
Fuel - Shop Chargebacks	295
Temporary Pay	277
Overtime Pay	78
Landscape Maintenance	54
Utilities	36
All Other	130
	$10,558

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Fund/Division #: 1281-16840 Division Name: Stadium - Transportation Ops. # of FTEs: 0 A6000: $2,840 A7000: $638,419 TOTAL: $641,259	SERVICE DESCRIPTION: Provides traffic management and operations support for stadium events (University of Phoenix and Camelback Ranch).
	REQUIRED BY LAW/CODE/REG?: City agreements with the stadium and team.
	CURRENT PERFORMANCE DATA: Provided traffic control for events at the University of Phoenix Stadium and Camelback Ranch. Staff updated dynamic message sign information and maintained efficient exit times from University of Phoenix Stadium and Camelback Ranch events. Staff also coordinated with Police and Fire departments, ADOT, MCSO and other jurisdictions for effective traffic management.
	REVENUE GENERATION: N/A
	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.

Fund/Division #: 1281-16845 Division Name: Transp - Fiesta Bowl Event # of FTEs: 0 A6000: $178 A7000: $79,458 TOTAL: $79,636	SERVICE DESCRIPTION: Provides traffic management and operations support for the Fiesta Bowl events.
	REQUIRED BY LAW/CODE/REG?: City agreements with the Stadium.
	CURRENT PERFORMANCE DATA: Provided traffic control, updated information on dynamic message signs and maintained efficient exit times for the Fiesta Bowl and National Championship Games. Staff also coordinated with Police and Fire departments, ADOT, MCSO and other jurisdictions for effective traffic management.
	REVENUE GENERATION: N/A
	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.

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Fund/Division #: 1282-16830 Division Name: Arena Operations # of FTEs: 0 A6000: $0 A7000: $14,943 TOTAL: $14,943	SERVICE DESCRIPTION: Provide traffic operations support to arena events.
	REQUIRED BY LAW/CODE/REG?: City agreements with the Arena.
	CURRENT PERFORMANCE DATA: Maintained traffic control and provided dynamic message signs for 71 arena events, posting messages for a total of 930 hours.
	REVENUE GENERATION: N/A
	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.

Fund/Division #: 1340-16810 Division Name: Traffic Signals # of FTEs: 7 A6000: $449,740 A7000: $389,273 TOTAL: $839,013	SERVICE DESCRIPTION: Traffic signals are an essential part of a safe roadway system. This section provides maintenance of 193 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?: Yes, signalized intersections are constructed and operated within federal and local standards such as MUTCD, FHWA, ITE, IMSA, NEC, ADA, AZ Statute, Phoenix Barricade Manual and Chapter 24 of the City Code.
	CURRENT PERFORMANCE DATA: Respond to over 1,000 maintenance calls and, 2,400 Blue Stake tickets yearly. Staff maintains IMSA certifications.
	REVENUE GENERATION: N/A
	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 be increased 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.

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Fund/Division #: 1340-16820 Division Name: Signs & Markings # of FTEs: 8 A6000: $408,289 A7000: $223,393 TOTAL: $631,682	SERVICE DESCRIPTION: Traffic signs and markings are an essential part of a safe roadway system. This section provides installation and maintenance of all traffic signs and all pavement markings (striping) in the city.
	REQUIRED BY LAW/CODE/REG?: Yes, Traffic Signs & Pavement Marking installations need to conform to a national standard governed by the FHWA through the MUTCD and Chapter 24 of the City Code.
	CURRENT PERFORMANCE DATA: In 2011: 1.) Traffic Signs group repaired 4,325 signs and replaced 1,889 signs. 2.) Sign Graffiti Program cleaned and replaced 452 signs. 3.) Markings group replaced 39,855 feet of white crosswalks, 33 right arrows, 63 left arrows, and restriped over 206 miles of white and yellow paint lines on city roads.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: Outsource all pavement marking and traffic sign services.
	IMPACT OF CHANGING SERVICES: Currently, both Signs and Markings crews are cross-trained for inter-operability and can also perform a variety of roadway tasks on short notice to meet emergency roadway city needs. By keeping these services in-house, we decrease the city's liability for roadway related issues. Also, If both these services are outsourced, costs will potentially be greater by engaging two specialty skills contractors. 1.) Sign Maintenance - response time to handle citizen's concerns would be increased because the contractor would not have the resources that 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.

Fund/Division #: 1340-16910 Division Name: Transportation Administration # of FTEs: 1 A6000: $53,568 A7000: $12,493 TOTAL: $66,061	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. Staff also represents the city on multijurisdictional matters.
	REQUIRED BY LAW/CODE/REG?: Yes, City Ordinance 2241 ensures that funding is used on voter approved transportation projects, and ARS 9-481 dedicated state funding for HURF are used for transportation purposes.
	CURRENT PERFORMANCE DATA: Responds to numerous citizen and council requests for service, including block party requests, 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 follow-up practices.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES:

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1.) Telephone and web inquiries could be contracted to a call center. 2.) Removal of liaison's duties and have department staff directly deal with Payroll, Accounting, Budget, Human Resources, Mayor and Council office. 3.) Direct all walk-in inquiries to a city-wide 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 admin services will overload Internal service departments, i.e. 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 the citizens who still choose to speak to a local live person to voice their concerns.

Fund/Division #: 1340-16920
Division Name: Street Light Management

# of FTEs: 1

A6000: $112,330
A7000: $1,399,091
TOTAL: $1,511,421

SERVICE DESCRIPTION:
Provides illumination of city streets for the safety of pedestrians and motorists. This section manages and maintains 19,606 city-owned street lights, provides customer service regarding street lighting concerns, works closely with other departments with regards to Street Lighting Manual Standards including plan reviews.

REQUIRED BY LAW/CODE/REG?:
Yes, street lighting is required by City Engineering standards and the City's Dark Skies Ordinance in conformance with the City's Street Lighting Manual. (IES of North America, Chapter 26.5 and Chapter 28 in the city code.)

CURRENT PERFORMANCE DATA:
Glendale was the first city in the nation to install the ROAM monitoring system on all city street lights. Since then, outages have been reduced to one-half of one percent and resident-reported concerns have dramatically declined. Staff conducts plan reviews and implements the city's lighting standards. Represents the city at the county's Dark Skies Committee and assuring 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:
$6,368.86, Plan Check Fee Rev (1000 01000 423000)

SERVICE ALTERNATIVES:
1.) Cut power to thousands of lights to reduce electricity costs. 2.) Postpone maintenance efforts to street lighting equipment.

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 6-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 back-log and expenses will continue to be compounded because repairs will eventually have to be made.

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Fund/Division #: 1340-16940 Division Name: Traffic Studies # of FTEs: 3 A6000: $273,759 A7000: $14,488 TOTAL: $288,247	SERVICE DESCRIPTION: This section provides an essential traffic safety function for pedestrians and motorists. Staff reviews, approves and inspects construction work zones (barricades) within the City right-of-way and responds to requests for traffic safety, roadway signs, school zones, traffic signals, and traffic accident data. Staff also prepared grant applications for federal safety funds (pedestrian countdown heads and intersection improvements).
	REQUIRED BY LAW/CODE/REG?: Yes, City Code section 24-44 through 24-49 for the temporary work zone traffic management program. For new signs, signals and mitigation there are state and national guidelines that need to be followed to limit liability by conforming to the standards of MUTCD, AASHTO, Phoenix Barricade Manual, TRB's Highway Capacity Manual, and accessibility guidelines (ADAAG) by U.S. Department of Justice.
	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 stemming from the Mayor and Council Offices. Staff secured several federal funding to convert all the traffic signals in the City with pedestrian crossings to pedestrian countdown heads.
	REVENUE GENERATION: $1,429.30 Barricade-Plan Review Fee (1000 01000 406505); $43,028.87 Barricade-Permit Fee, (1000 01000 406510); $47,819.24 Barricade-Certifications Fee, (1000 01000 406500)
	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 per year (approximately 200). A design consultant's overhead and profit markup is better suited for larger projects, not hundreds of small projects.

Fund/Division #: 1340-16950 Division Name: Traffic Design and Development # of FTEs: 3 A6000: $307,368 A7000: $7,708 TOTAL: $315,076	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 Certificate of Occupancy for developments; coordinates and inspects all pavement marking projects in the city; and prepares in-house designs 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?: Yes, plan reviews are governed by the City's Engineering Standards & City Code Chapter 24 and 28 approved by Council. All traffic signal and pavement marking designs have to conform to the MUTCD. Other national guidelines that the City is required to follow are AASHTO and ADAAG.

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CURRENT PERFORMANCE DATA:
This group reviews approximately 100 pre-applications, Design Review submittals, and Construction Design submittals per year.

REVENUE GENERATION:
$16,631.80 Traffic Eng. Plan Check Fee Rev (1000 01000 423000);

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: 1) Staff will still need to review the consultant's design to protect public interest. At times the private developer's design consultant also does not provide quality designs, which has to 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.

Fund/Division #: 1650-37200
Division Name: Grant Approp - Transportation

# of FTEs: 0

A6000: $289,167
A7000: $479,598
TOTAL: $768,765

SERVICE DESCRIPTION:
Reserve grant appropriation is needed to support FTA grants to continue serving Glendale residents.

REQUIRED BY LAW/CODE/REG?:
Yes, when a grant award is accepted by City 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.

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 Council. Any unused grant reserve appropriation expires at FY end and is not carried over into the next FY.

REVENUE GENERATION:
N/A

SERVICE ALTERNATIVES:
N/A

IMPACT OF CHANGING SERVICES:
N/A

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Fund/Division #: 1660-16510
Division Name: Transportation Program Mgmt

# of FTEs: 6

A6000: $652,309
A7000: $752,928
TOTAL: $1,405,237

SERVICE DESCRIPTION:
Through Transportation Planning and regional coordination, this section 1.) identifies transportation projects to meet Glendale needs 2.) help shape regional projects in accordance with Glendale's needs and 3.) secures State, Regional and Federal funding for Transportation projects in Glendale. 4.) administers the GO Transportation Program, including transportation planning, funding, and implementing multiple programs and contracts.

REQUIRED BY LAW/CODE/REG?:
Yes, A.R.S. 9-461.05 (General plans; authority; scope) among other elements requires a circulation (transportation) element of the General Plan. City Ordinance 2241 requires staff support in planning and programming to CTOC. The Ordinance also requires an annual financial report, a long range transportation program, and a triennial performance audit. The City is required to enter into IGA/JPA with ADOT and MCDOT for the completion of projects. Staff coordinates the efforts between the state/region and the City.

CURRENT PERFORMANCE DATA:
Multiple street, bicycle pedestrian, and transit projects have been completed to date under the GO Program. Environmental Assessment has been completed and a FONSI has been secured for the Northern Parkway project to proceed with design and construction. Glendale is the only city to have secured a FONSI on a major project, which normally is secured by state DOTs. Loop 303, Grand Avenue, and Northern Parkway will all be under construction in the near future. Staff is involved in acquisition of properties for ROW needs on transportation projects. Prepared Council Communications for Transportation contracts, projects and programs. The last Transportation Plan was completed in 2008-09 and the next one is anticipated in 2013-14, which would require work start in 2012-13. The last GO Program audit was completed in 2009-10 and the next one is anticipated in 2012-13. The FY 2011 Annual Report was presented to CTOC on 1/5/2012. FY 2012-2036 Program of Projects was presented to COTC on 9/1/2011. Staff represents the City's transportation financial interests and secures federal, regional and other funds. Examples are: $14.0M for L101/Maryland HOV ramps, $1.8M for HES intersections, $2.5M for 63rd Ave/L101 Ped. Bridge, $260.0M for Northern Parkway in Federal/Regional and other jurisdictional funds, $12.0M for Grand Avenue Improvements.

REVENUE GENERATION:
N/A

SERVICE ALTERNATIVES:
1.) Contract with consultants to provide services provided by staff to comply with State and City regulations and represent Glendale at regional organizations.

IMPACT OF CHANGING SERVICES:
1.) Securing Federal funds & Planning and Management are better done in-house to provide continuity and to better serve city's interests. Consultants would not have the same insight and continuity that the City gets from in-house staff.

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Fund/Division #: 1660-16520 Division Name: Transportation Education # of FTEs: 0.5 A6000: $47,243 A7000: $133,095 TOTAL: $180,338	SERVICE DESCRIPTION: Creates, plans, organizes, implements, and manages traffic education programs, curriculums, and special events to increase traffic safety awareness and preparedness for Glendale residents. Staff represents the City on various multijurisdictional committees.
	REQUIRED BY LAW/CODE/REG?: Yes, Prop 402 - half-cent sales tax to pay for transportation and other improvements.
	CURRENT PERFORMANCE DATA: Bicycle/Pedestrian Safety Rodeos (2 annually), Regional Crossing Guard Training (over 500 trained annually), Safe Routes To School mapping (50 K-8 schools annually), Be Safe Be Seen campaign, Walk & Bike Your Child To School (10,000 K-8 students and staff annually), Safe Route To School Grant Funding, K-8 (two grants submitted for Cycle 6), Community/ Health Fairs (3 annually), Glendale Family Bike Ride (500 average attendance), Bus Buddies and BAG IT (50/75 educated annually).
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: Some services could be supported through Valley Metro or County programs
	IMPACT OF CHANGING SERVICES: Services would not be tailored to Glendale's community needs and their availability would be limited. Community needs and timeframe might not fit with Valley Metro or/and County's calendar.

Fund/Division #: 1660-16525 Division Name: Transit Management # of FTEs: 1 A6000: $85,167 A7000: $2,015 TOTAL: $87,182	SERVICE DESCRIPTION: Ensures management of high quality transportation options for Glendale residents. This division ensures compliance with federal and regional regulations, and oversees DAR, ADA, GUS, and Fixed Route services. Represents the City on various multijurisdictional committees.
	REQUIRED BY LAW/CODE/REG?: Yes, Prop 402 - half-cent sales tax to pay for transportation and other improvements.
	CURRENT PERFORMANCE DATA: In FY 2011, staff secured six grants that directly offset the cost of transit services. In FY2012, staff has secured five grants to date to directly offset the cost of service. 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.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: N/A
	IMPACT OF CHANGING SERVICES: As part of Prop 400, Glendale has a dedicated share of the regions transit plan management is required to oversee this funding for transit programs and contracts.

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Fund/Division #: 1660-16530 Division Name: Dial-A-Ride # of FTEs: 30.15 A6000: $1,544,120 A7000: $684,859 TOTAL: $2,228,979	SERVICE DESCRIPTION: Providing citizens with paratransit services; Dial-a-Ride and ADA eligible transportation services.
	REQUIRED BY LAW/CODE/REG?: Yes, Prop 402 - half-cent sales tax to pay for transportation and other improvements.
	CURRENT PERFORMANCE DATA: In 2011, staff received calls and scheduled over 92,000 trips for 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. Currently Glendale Transit service is the most efficient in the valley.
	REVENUE GENERATION: Fares collected: $105,468.27 1660-16530-422400 1660-01660-422400
	SERVICE ALTERNATIVES: Contract with outside provider
	IMPACT OF CHANGING SERVICES: If DAR 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 FTE's 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's 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.

Fund/Division #: 1660-16540 Division Name: Fixed Route # of FTEs: 6.1 A6000: $487,173 A7000: $4,994,392 TOTAL: $5,481,565	SERVICE DESCRIPTION: Providing citizens with transportation options; Glendale Urban Shuttle, Fixed Route Service, and Taxi Subsidy Program. Administer contracts to maintain bus stops in Glendale
	REQUIRED BY LAW/CODE/REG?: Yes, Prop 402 - half-cent sales tax to pay for transportation and other improvements.
	CURRENT PERFORMANCE DATA: In 2011, 110,913 rides were provided by the Glendale Urban Shuttle; 2,299,506 passengers utilized Fixed Route bus service; and 5,607 special needs users availed of the Taxi program.Staff also administered contracts for the maintenance of 525 bus stops within the city's transit system.
	REVENUE GENERATION: GUS - $22,292 (FY11) 1660-16540-423200
	SERVICE ALTERNATIVES: 1.) Contract with outside provider for the local circulator (GUS).2.) Reduce GUS service. 3.) Reduce bus stop maintenance. All other services listed are currently outsourced.
	IMPACT OF CHANGING SERVICES:

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1.) 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 provider's office (dialysis). If GUS service is outsourced, it could increase the overall cost to the city. 2.) Some GUS service could be reduced by eliminating one or two of the routes. This could still have the effect of causing riders to use DAR, particularly riders from GUS 3 route. Most of the GUS service is provided to low-income persons who are transit dependent. 3.) Eliminating bus stop maintenance is not an option. Reducing the level of service from current frequency will result in unsanitary conditions.

Fund/Division #: 1660-16550 Division Name: Demand Management # of FTEs: 0.5 A6000: $42,577 A7000: $42,000 TOTAL: $84,577	SERVICE DESCRIPTION: To reduce single occupant vehicle trips and/or miles traveled to the worksite. The city is required to implement a Trip Reduction Program.
	REQUIRED BY LAW/CODE/REG?: Yes, in an ongoing effort to comply with federal air quality standards the Trip Reduction Ordinance is the result of a bill passed by the Arizona legislature in 1988 (Omnibus Air Quality Act - ARS 49-581 et seq).
	CURRENT PERFORMANCE DATA: Staff conducts an Annual Trip Reduction Survey collecting data from three site locations: (Operation Center: 84% response rate and 47% use an alternative/modified work schedule. Various Work Sites: 94% response rate and 52% use an alternative/modified work schedule. City Hall: 88% response rate and 51% use an alternative/modified work schedule.) This program also administers the city's bus subsidy program providing city employees and volunteers with subsidized mode of transportation using the Valley's transit system. This benefit encourages increased use of alternative modes of transportation.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: N/A
	IMPACT OF CHANGING SERVICES: If Glendale does not comply with this program, we will potentially be liable for civil penalties as stated in County Code 49-593, and funding from the county, state and federal sources could also be withheld.

Fund/Division #: 1660-16570 Division Name: Intelligent Transportation Sys # of FTEs: 5 A6000: $445,009 A7000: $183,690 TOTAL: $628,699	SERVICE DESCRIPTION: ITS provides an essential function for the safety of motorists and enhances the efficiency of the roadway system. 1.) Responsible for management, operations, and expansion of the City's Intelligent Transportation System (ITS) including representing the City on various multijurisdictional committees 2.) Oversight of the event traffic management plans for the Sports and Entertainment District (S&ED) area.
	REQUIRED BY LAW/CODE/REG?: Yes, ITS - MUTCD (City Code 24-16, 31, 36, and 37), ITE Guidelines, IMSA, voter approved GO Transportation Program, ARS Section 28, and ADA - AG; Event Traffic Management - MUTCD, Phoenix Barricade Manual, and Various City Agreements with the S&ED partners.

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CURRENT PERFORMANCE DATA:
In 2011 staff responded to citizen inquiries on traffic signal timing; received 3,120 request for blue stakes and located the city's fiber 780 times; managed dynamic message signs for 140 events; managed federally funded projects in the amount of $1,170,000 over the past year; secured $3.9 million in federal/regional funds for ITS projects in the past five years; maintained an efficient vehicle egress time from University of Phoenix Stadium Events, and Camelback Ranch events.

REVENUE GENERATION:
Traffic Eng. Plan Check Fee Rev (1000 01000 423000); DIF-Roadway Improvements, (1600 01600 405600)

SERVICE ALTERNATIVES:
1.) Contract out 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 also a reduction in air quality. 2.) A reduction in the services provided for event traffic management would violate the requirements in the current City agreements with AZTAC and the Cardinals.

Fund/Division #: 1660-16580
Division Name: Traffic Mitigation

# of FTEs: 1

A6000: $81,731
A7000: $250,528
TOTAL: $332,259

SERVICE DESCRIPTION:
Eliminate traffic hazards and enhance safety for the motorists, pedestrians, and bicyclists in the city. This section provides professional traffic engineering analysis and review for the city's traffic mitigation program, and works closely with neighborhoods and residents. Provides representation for the City on various multijurisdictional committees.

REQUIRED BY LAW/CODE/REG?:
Yes, Prop 402, half-cent sales tax provides funding for enhancement of safety projects for multi-modal transportation options, and to increase the efforts related to neighborhood traffic mitigation to address traffic safety concerns in the city.

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

REVENUE GENERATION:
N/A

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 for the City 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.

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Fund/Division #: 1660-16590 Division Name: Transportation CIP O&M # of FTEs: 0 A6000: $0 A7000: $113,893 TOTAL: $113,893	SERVICE DESCRIPTION: This budget department provides for O&M costs for completed GO Transportation Program CIP projects.
	REQUIRED BY LAW/CODE/REG?: All completed CIP projects are funded for ongoing O & M expenses.
	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.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: N/A
	IMPACT OF CHANGING SERVICES: Inadequate funding will lead to higher costs for future maintenance.

Fund/Division #: 1760-16410 Division Name: Airport Operations # of FTEs: 4 A6000: $339,107 A7000: $141,422 TOTAL: $480,529	SERVICE DESCRIPTION: Glendale Municipal Airport is a vital asset for Glendale events, providing aeronautical services to the community, and future business development and employment center opportunities. Airport staff provides planning, management and operational services for the airport.
	REQUIRED BY LAW/CODE/REG?: Yes, required compliance with FAA rules, regulations, Grant Assurances, State of Arizona Revised Statutes, and City of Glendale Building and Fire Codes
	CURRENT PERFORMANCE DATA: The Airport averages 100,000 take-offs 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 tie-down spaces.
	REVENUE GENERATION: TOTAL AIRPORT REV= $493,000 $7,941.94 Utility Service Income, (1760 01760 424800); $176.62 Miscellaneous Revenues, (1760 01760 455800); $5,491.61 Airport Hangar Rental, (1760 01760 458500); $1,040 Vehicle Access Card Revenue, (1760 01760 458600); $27,799.22 Tie down Fee Revenue, (1760 01760 458800); $6,414.50 Transient Tie down Revenue, (1760 01760 459000); $34,681.98 Fuel Flowage Fee Revenue, (1760 01760 459200); $72,371.80 FBO Rental Contract/Sponsor, (1760 01760 459400); $83,028.07 Office Rental - Aviation, (1760 01760 459600); $4,869.42 Office Rental - Non - Aviation, (1760 01760 459800); $341.70 Non-Refundable Cleaning Dep, (1760 01760 459850); $132 Landing Fee Revenue, (1760 01760 460000); $230,595.29 Cargo & Hangar - Land Rental, (1760 01760 460200); $17,943.99 Comm 'l Acct Airport, (1760 01760 460600); $323 Conf Room Fees, (1760 01760 460800); (77.00) Tiedown Fee Revenue, (1760 16410 458800); (11.25) Transient Tiedown Revenue, (1760 16410 459000)
	SERVICE ALTERNATIVES:

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Reduce several fixed costs, e.g. remove pay phones in terminal area, and use 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 $493,000. However, 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 Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$5,621,675	$10,557,686	$1,519,380	$17,698,741	77.25
FTE/A6000 Changes (staffing/furlough/benefits)	$170,840	$0	$0	$170,840	(2.00)
Diff b/w Submission FY 2013 Budget	($170,840)	$0	$0	($170,840)	2.00
FY 2013 Draft Budget	$5,621,675	$10,557,686	$1,519,380	$17,698,741	77.25

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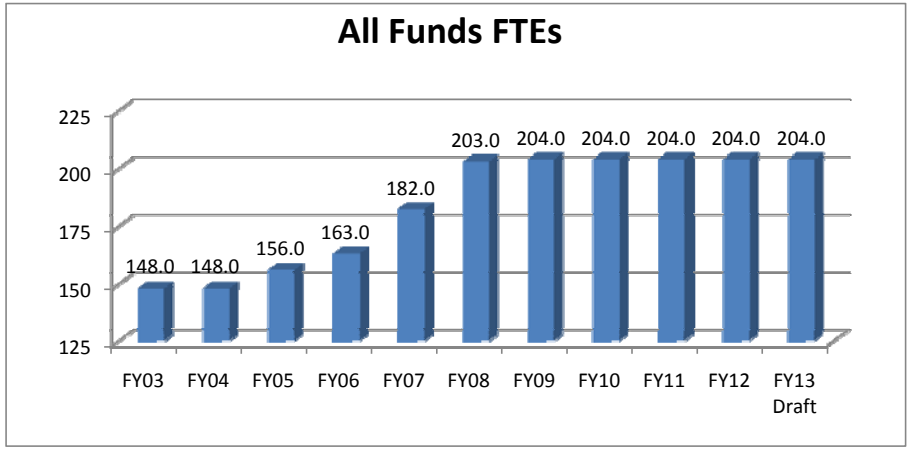
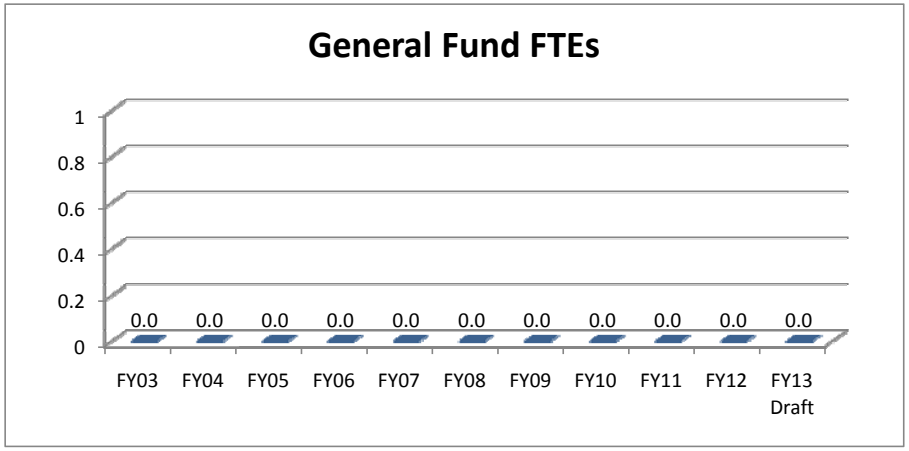
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Water Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Utilities											
2360 - Water and Sewer											
Arrowhead Reclamation Plant	10.0	9.0	7.0	8.0	12.0	13.0	13.0	13.0	13.0	13.0	12.0
Information Management	4.0	3.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Public Service Representatives	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	3.0	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
Utilities Administration	7.0	7.0	7.0	8.0	9.0	8.0	10.0	10.0	10.0	10.0	12.0
West Area Plant	10.0	12.0	14.0	13.0	14.0	14.0	14.0	14.0	14.0	14.0	15.0
2360 - Water and Sewer Total	**34.0**	**34.0**	**37.0**	**38.0**	**47.0**	**54.0**	**56.0**	**56.0**	**56.0**	**56.0**	**59.0**
2400 - Water											
Transmission Line Maintenance	12.0	12.0									
Central System Control	10.0	10.0	10.0	10.0	9.0	10.0	9.0	9.0	9.0	9.0	9.0
Central System Maintenance	5.0	6.0	5.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	5.0
Cholla Treatment Plant	7.0	6.0	7.0	7.0	9.0	9.0	9.0	9.0	9.0	8.0	9.0
Customer Service - Field	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	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	1.0	3.0	1.0						
Meter Maintenance	9.0	10.0	10.0	10.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Pyramid Peak Plant	7.0	7.0	9.0	9.0	10.0	9.0	10.0	10.0	10.0	11.0	11.0
Water Distribution	13.0	13.0	27.0	27.0	30.0	30.0	30.0	30.0	30.0	29.0	26.0
Oasis Surface WTP					2.0	15.0	15.0	15.0	15.0	15.0	14.0
2400 - Water Total	**80.0**	**81.0**	**85.0**	**87.0**	**93.0**	**106.0**	**106.0**	**106.0**	**106.0**	**106.0**	**102.0**

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Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
2420 - Sewer											
Pretreatment Program	5.0	5.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Storm Water											3.0
Wastewater Collection	13.0	12.0	13.0	16.0	19.0	20.0	19.0	19.0	19.0	19.0	17.0
2420 - Sewer Total	**18.0**	**17.0**	**18.0**	**21.0**	**25.0**	**26.0**	**25.0**	**25.0**	**25.0**	**25.0**	**26.0**
Utilities Total	**132.0**	**132.0**	**140.0**	**146.0**	**165.0**	**186.0**	**187.0**	**187.0**	**187.0**	**187.0**	**187.0**
Env. Resources											
2360 - Water and Sewer											
Environmental Resources	5.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0
Water Quality	10.0	11.0	11.0	11.0	11.0	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	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
2400 - Water Total	**1.0**	**1.0**	**1.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Env. Resources Total	**16.0**	**16.0**	**16.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**
Total FTEs for ALL FUNDS	**148.0**	**148.0**	**156.0**	**163.0**	**182.0**	**203.0**	**204.0**	**204.0**	**204.0**	**204.0**	**204.0**

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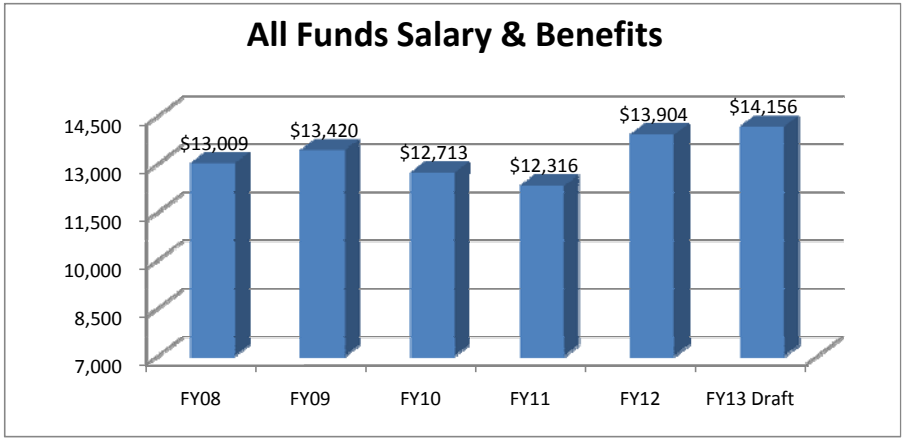
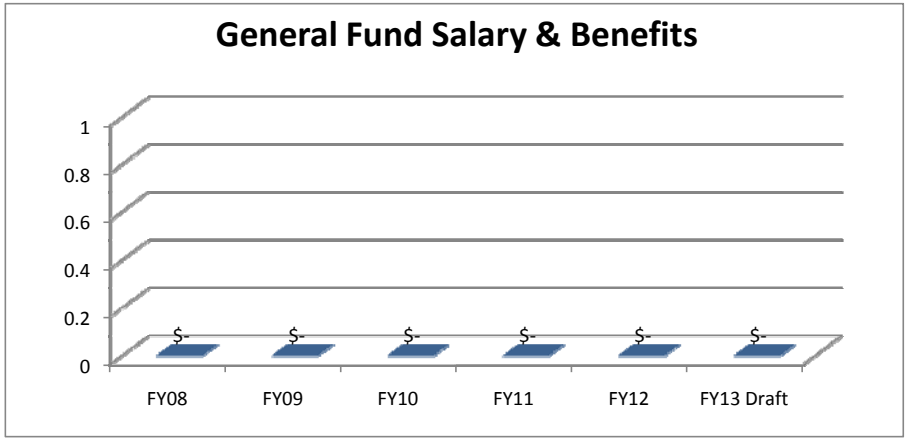
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Water Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Grants						
1842 - ARRA Stimulus Grants						
Energy Matters Public Educat			$0	$1	$2	
1842 - ARRA Stimulus Grants Total			**0**	**1**	**2**	
Grants Total			**0**	**1**	**2**	
Utilities						
2360 - Water and Sewer						
Arrowhead Reclamation Plant	903	867	817	817	879	849
Information Management	472	464	457	449	549	561
Public Service Representatives	246	221	204	109	166	226
Safety Administration	87	50	0	65		
System Security	357	476	451	431	613	624
Utilities Administration	973	957	918	652	927	1,114
West Area Plant	943	981	974	921	951	1,066
2360 - Water and Sewer Total	**3,980**	**4,016**	**3,821**	**3,444**	**4,085**	**4,441**

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
2400 - Water						
Central System Control	846	768	773	699	754	767
Central System Maintenance	371	316	284	333	409	342
Cholla Treatment Plant	546	598	578	528	538	605
Customer Service - Field	819	870	806	819	990	1,006
Irrigation	60	65	68	67	70	71
Meter Maintenance	712	727	701	720	696	699
Pyramid Peak Plant	672	727	694	657	762	827
Water Distribution	1,569	1,605	1,553	1,669	1,748	1,574
Oasis Surface WTP	754	919	917	938	974	879
2400 - Water Total	**6,350**	**6,596**	**6,376**	**6,431**	**6,942**	**6,769**
2420 - Sewer						
Pretreatment Program	420	405	370	310	397	370
Storm Water						179
Wastewater Collection	956	1,072	862	903	1,136	1,026
2420 - Sewer Total	**1,376**	**1,477**	**1,232**	**1,213**	**1,533**	**1,575**
Utilities Total	**11,706**	**12,089**	**11,429**	**11,087**	**12,560**	**12,785**
Env. Resources						
1840 - Grants						
Water Watchers Grant	0					
1840 - Grants Total	**0**					
2360 - Water and Sewer						
Environmental Resources	450	488	480	405	494	505
Water Quality	695	690	657	677	698	711
2360 - Water and Sewer Total	**1,145**	**1,178**	**1,137**	**1,083**	**1,193**	**1,217**
2400 - Water						
Water Conservation	158	153	147	145	149	154
2400 - Water Total	**158**	**153**	**147**	**145**	**149**	**154**
Env. Resources Total	**1,303**	**1,331**	**1,284**	**1,227**	**1,342**	**1,371**
Total A6000 Series for ALL FUNDS	**$13,009**	**$13,420**	**$12,713**	**$12,316**	**$13,904**	**$14,156**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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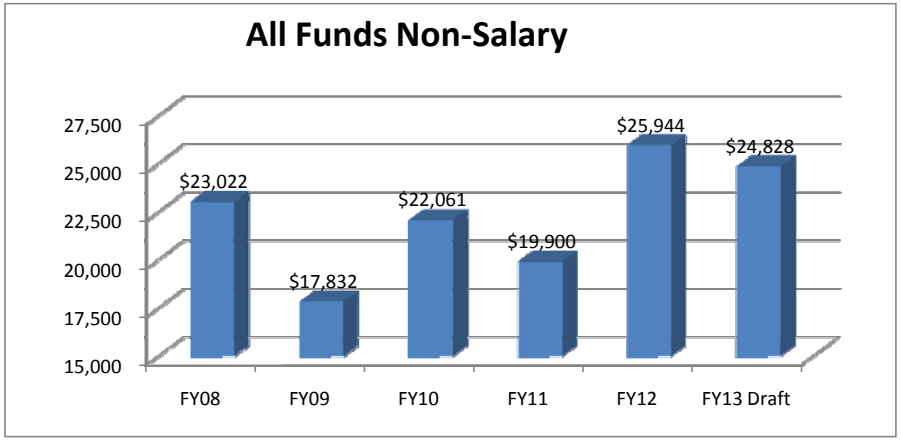
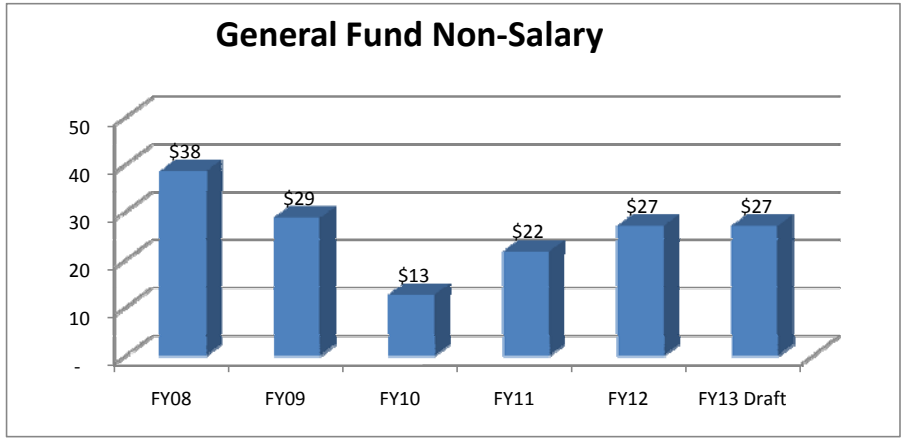
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Water Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Grants						
1842 - ARRA Stimulus Grants						
Energy Matters Public Educat			1	53	161	
ARWRF Facility UV System Imp				103	806	
Well 43 Variable Drive Retrofi				14	75	
1842 - ARRA Stimulus Grants Total			**1**	**170**	**1,042**	
Grants Total			**1**	**170**	**1,042**	
Utilities						
1840 - Grants						
Grant Approp - Utilities Dept		4				
1840 - Grants Total		**4**				
2360 - Water and Sewer						
Arrowhead Reclamation Plant	1,383	1,187	1,159	1,369	1,212	1,213
Information Management	350	271	174	200	247	238
Public Service Representatives	87	34	19	22	42	44
Safety Administration	26	34	24	43		
System Security	79	42	31	50	146	143
Utilities Administration	732	(1,152)	2,463	719	625	614
West Area Plant	2,675	2,380	2,472	2,152	2,578	2,575
Property Management	103	105	94	99	87	87
2360 - Water and Sewer Total	**5,434**	**2,901**	**6,436**	**4,653**	**4,937**	**4,913**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
2400 - Water						
Central System Control	452	237	224	360	551	550
Central System Maintenance	228	104	72	67	282	283
Cholla Treatment Plant	2,214	2,661	2,639	2,011	2,913	2,913
Customer Service - Field	477	126	122	127	159	158
Irrigation	160	123	117	123	122	124
Meter Maintenance	606	268	(54)	160	488	487
Pyramid Peak Plant	1,076	984	1,077	887	935	926
Water Distribution	2,035	1,307	1,385	1,264	1,472	1,470
Raw Water Usage	2,692	2,475	3,145	2,924	3,382	3,382
Oasis Groundwater WTP						615
Oasis Surface WTP	1,585	1,598	2,176	2,052	3,106	2,490
2400 - Water Total	**11,523**	**9,882**	**10,902**	**9,975**	**13,411**	**13,397**
2420 - Sewer						
Pretreatment Program	148	115	91	60	113	114
Storm Water				10		
Wastewater Collection	1,712	1,468	1,344	1,340	1,871	1,835
99th Avenue Interceptor			310	125	200	200
SROG (91st Ave) Plant	3,566	2,973	2,548	3,060	3,700	3,700
2420 - Sewer Total	**5,426**	**4,556**	**4,292**	**4,595**	**5,884**	**5,849**
Utilities Total	**22,383**	**17,344**	**21,631**	**19,223**	**24,233**	**24,159**
Env. Resources						
1000 - General						
HazMat Incidence Response	38	29	13	22	27	27
1000 - General Total	**38**	**29**	**13**	**22**	**27**	**27**
1840 - Grants						
Water Watchers Grant	3	-				
Smart Landscapes				2		
Xeriscape Demo Garden-Donation		1				
1840 - Grants Total	**3**	**1**		**2**		
2360 - Water and Sewer						
Environmental Resources	36	23	22	18	39	39
Water Quality	405	340	301	357	445	445
2360 - Water and Sewer Total	**441**	**363**	**324**	**375**	**483**	**484**
2400 - Water						
Water Conservation	156	96	93	109	160	157
2400 - Water Total	**156**	**96**	**93**	**109**	**160**	**157**
Env. Resources Total	**639**	**488**	**430**	**507**	**670**	**669**
Total A7000 Series for ALL FUNDS	**$23,022**	**$17,832**	**$22,061**	**$19,900**	**$25,944**	**$24,828**

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

Account Name	FY 13 Draft
Professional and Contractual	$11,014
Chemical Costs	4,364
Electricity	3,474
Line Supplies	1,919
Equipment Maintenance	919
Govt Permits and Fees	365
Shop Charges	335
Overtime Pay	314
Fuel - Shop Chargebacks	286
Memberships and Subscriptions	194
All Other	1,644
	$24,828

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Fund/Division #: 1000-12910 Division Name: HazMat Incidence Response # of FTEs: 0 A6000: $0 A7000: $26,845 TOTAL: $26,845	SERVICE DESCRIPTION: Contractual services for the clean-up of chemical spills on streets and the disposal of hazardous wastes from city property (streets and rights-of-way).
	REQUIRED BY LAW/CODE/REG?: Yes. Federal and state hazardous waste and storm water quality laws require the proper clean-up and disposal of hazardous chemicals.
	CURRENT PERFORMANCE DATA: Compliance with federal and state laws. Chemical spills on city streets and rights-of-ways occur periodically. The city contacts hazardous waste contractors immediately to assess and provide the services needed to protect the public and the environment.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: These services are currently outsourced because of the unique and specialized function of hazardous material response.
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 2360-17010 Division Name: Environmental Resources # of FTEs: 5 A6000: $494,435 A7000: $39,340 TOTAL: $533,775	SERVICE DESCRIPTION: Provides technical assistance, professional consultations/advise, plans and programs to city on environmental and water resources planning. Plans and program areas include assured water supply, SRP and CAP agreements, AMWUA regional cooperation, water use reporting, water settlements, air quality commitments and reporting, air quality permits, storm water oversight, and environmental compliance.
	REQUIRED BY LAW/CODE/REG?: Yes. The city needs to comply with a myriad of environmental and water resources requirements. Key requirements include: Clean Water Act, Safe Drinking Water Act, Clean Air Act, Resource Conservation and Recovery Act, Arizona Groundwater Code, Arizona Water Quality laws, and the Colorado River Compact.
	CURRENT PERFORMANCE DATA: Compliance with a variety of federal and state laws pertaining to the environment. Maintaining an assured water supply and optimizing the city's water resources.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: An alternative is for the city to outsource environmental and water resource services, programs and planning.
	IMPACT OF CHANGING SERVICES: The feasibility and the impact of outsourcing the service will require 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 resources requirements may be at risk.

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Fund/Division #: 2360-17110 Division Name: Utilities Administration # of FTEs: 12 A6000: $926,617 A7000: $613,995 TOTAL: $1,540,612	SERVICE DESCRIPTION: This division provides leadership, administrative oversight and support for the Water Services Department. Critical functions include: research, collection and refinement of information, reports and correspondence to elected officials, city management, citizens, and general public; complaint and problem resolution, and general administrative support and customer service to a department of over 200 staff.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Annual financial planning and rate analysis; over 700 phone calls answered; thirteen Council Communications written and presented in FY11 and twelve to date in FY 12; 164 Purchase Orders processed for materials and services in FY11.
	REVENUE GENERATION: 2400-02400-470400 Water Revenues $43,325,736 2420-02420-471400 Sewer Revenues $31,766,410 2380-02380-448200 Water DIF $250,000 2380-02380-448600 Sewer DIF $100,000 2400-02400-491200 General Fees(Tampering, Unauthorized use, Delinquent fee, After hour reconnect, other misc fees) $1,079,555 2360-02360-471600 Effluent Rev $348,000 2360/2400/2420 Late Charges $215,298 2360/2400/2420-Various Miscellaneous Rev $115,669 230-02360-427600 Admin Chgebacks $82,000 2360/2380/2400/2420-Various Interest Income $22,000
	SERVICE ALTERNATIVES: Some administrative functions could be outsourced. A comprehensive analysis would need to be conducted for feasibility.
	IMPACT OF CHANGING SERVICES: Cost implications of outsourcing would need to be evaluated. Decreased long term knowledge of administration and operations could result in non compliance issues.

Fund/Division #: 2360-17120 Division Name: Information Management # of FTEs: 6 A6000: $548,737 A7000: $238,450 TOTAL: $787,187	SERVICE DESCRIPTION: This division maintains Supervisory Control and Data Acquisition(SCADA) software, hardware, data collection, and related equipment for Water and Wastewater facilities and supports other software, computer, data needs pertaining to maintenance, GIS, billing, meter reading, security, pretreatment, sewer CCTV, blue stake, and the help desk.
	REQUIRED BY LAW/CODE/REG?: Yes. Mandatory Federal, State, County, and local compliance reports are generated by this division.
	CURRENT PERFORMANCE DATA: All SCADA outages are responded to in less than 4 hours. 499 of 565 (88%) regular status requests were resolved in < 4 business days. Provided automation input and oversight for all projects.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES:

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	Some functions could be outsourced. A comprehensive analysis would need to be conducted for feasibility.
	IMPACT OF CHANGING SERVICES: Facilities could be run in manual mode w/o SCADA and necessary reports could be generated manually. Increased staffing levels would be required to adequately man facilities, generate reports, and to ensure regulatory compliance.

Fund/Division #: 2360-17130 Division Name: Public Service Representatives # of FTEs: 4 A6000: $166,205 A7000: $43,544 TOTAL: $209,749	SERVICE DESCRIPTION: The PSR's operate and maintain all city wells, well sites, and reservoirs. Services include: receiving all after-hour and weekend calls from the public and other city departments; responding to water quality complaints; performing security checks of outlying city owned properties and remote sites; meeting or talking daily with contractors regarding emergency turn off of city mains; meeting with SRP and Century Link crews at well sites; providing emergency Blue Stake service as needed; assisting in changing chlorine cylinders at well sites, reservoirs, and water treatment.
	REQUIRED BY LAW/CODE/REG?: Yes. Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act.
	CURRENT PERFORMANCE DATA: PSRs provide 18 hours per day, 7 days a week coverage in the field completing and inspecting groundwater and production wells, making security checks of Booster Stations, Zone Splits, and Reservoirs and assisting Customer Service after hours in turn ons of residential and commercial water (6 to 12 a week.) PSRs take dozens of water samples monthly for the Water Quality Lab.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.
	IMPACT OF CHANGING SERVICES: Contract operations can result in decreased long term knowledge of operation and maintenance needs. Regulatory compliance issues would need to be considered.

Fund/Division #: 2360-17140 Division Name: System Security # of FTEs: 10 A6000: $613,286 A7000: $143,191 TOTAL: $756,477	SERVICE DESCRIPTION: Security maintains and monitors the physical security systems used to protect assets designated critical infrastructure 24/7. The utilization of automated access control, intrusion detection and assessment systems allows protection of multiple sites and personnel in an efficient and cost effective manner. The Safety Officer functions fall under this division. The Safety Officer ensures employee safety training is conducted regularly, and monitors all department projects to ensure OSHA standards are met.
	REQUIRED BY LAW/CODE/REG?: Yes. Homeland Security Presidential Directive #7, "Critical Infrastructure Identification, Prioritization and Protection" requires designated assets be protected from terrorist attacks. Occupational Safety and Health Administration regulations govern workplace safety.

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CURRENT PERFORMANCE DATA:
There is no quantitative data regarding the performance of the physical security systems. However, the protection strategy relies on multiple layers of protection and there have been no malevolent acts against city assets. Regarding safety, the accident/injury rate is well below the typical occurrence rates for water utilities.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Security and safety services could be provided by contractors external to COG.

IMPACT OF CHANGING SERVICES:
Security and safety could be outsourced, but the cost implications have not been evaluated. Reductions in security and safety services would have a corresponding increase in risk and/or liability.

Fund/Division #: 2360-17150
Division Name: Property Management

# of FTEs: 0

A6000: $0
A7000: $87,000
TOTAL: $87,000

SERVICE DESCRIPTION:
Management of the land purchased in 2005 for future expansion of the Field Operations complex. (Lazy J Trailer Park)

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Currently 23 of the 72 spaces are occupied by renters who pay a monthly fee to reside in the area.

REVENUE GENERATION:
2360-17150-454450 Rental Income $60,000

SERVICE ALTERNATIVES:
Sell the land.

IMPACT OF CHANGING SERVICES:
Sale would reduce the land available for future expansion of field operations and possibly displace current residents.

Fund/Division #: 2360-17160
Division Name: Arrowhead Reclamation Plant

# of FTEs: 12

A6000: $878,775
A7000: $1,212,534
TOTAL: $2,091,309

SERVICE DESCRIPTION:
The Arrowhead Ranch Water Reclamation Facility (ARWRF) and associated lift stations treat sewage to meet Class A+ effluent standards. Effluent is delivered to the Arrowhead Ranch lake system and recharged to the aquifer. All treated effluent produced by this facility is the property, by contract, of the Arrowhead Amenities HOA.

REQUIRED BY LAW/CODE/REG?:
Yes. The facility operates pursuant to Federal EPA Clean Water Act (CWA) and Glendale City Code Chapter 33. Staff must maintain applicable Arizona Department of Environmental Quality (ADEQ) certifications.

CURRENT PERFORMANCE DATA:
The facility treated 929 million gallons of wastewater and recharged 102 million gallons of effluent during 2010.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be

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required.

IMPACT OF CHANGING SERVICES:
Contract operations can result in decreased long term knowledge of operation and maintenance needs for this facility. Regulatory compliance issues would need to be considered.

Fund/Division #: 2360-17170
Division Name: West Area Plant

# of FTEs: 14

A6000: $951,448
A7000: $2,574,775
TOTAL: $3,526,223

SERVICE DESCRIPTION:
The West Area Water Reclamation Facility (WAWRF) and associated lift stations treat a major portion of the city's sewage to meet class A+ effluent standards for aquifer recharge and reuse.

REQUIRED BY LAW/CODE/REG?:
Yes.The facility operates pursuant to Federal EPA Clean Water Act (CWA) and Glendale City Code Chapter 33. Staff must maintain applicable Arizona Department of Environmental Quality (ADEQ) certifications.

CURRENT PERFORMANCE DATA:
This facility is used to treat approximately 2 billion gallons of sewage annually. This treated effluent is used to irrigate the Glendale Baseball Training Complex, the Zanjero/Westgate commercial areas and fill the Jobing.com Arena Lake. ADWR Groundwater Recharge credits are earned through the Glendale Aquifer Recharge Facilities and these credits are used to offset the cost of well water used to meet the domestic water needs for Glendale.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
1) Abandon infrastructure and purchase additional capacity in 91st Ave Regional WWTP. 2) Contract Operation and Maintenance companies are available for outsourcing. A feasibility study would be required.

IMPACT OF CHANGING SERVICES:
Loss of recharge credits would occur if flows to the West Area Water Reclamation Facility were reduced in favor of increasing capacity at the 91st Ave. Regional facility. Contract operations can result in decreased maintenance and result in increased costs in the long term. Regulatory compliance issues would need to be considered in evaluating outsourcing.

Fund/Division #: 2360-17420
Division Name: Water Quality

# of FTEs: 10

A6000: $698,325
A7000: $445,080
TOTAL: $1,143,405

SERVICE DESCRIPTION:
Water quality sampling, analysis, documentation and reporting, including water quality compliance monitoring, new main testing, new source testing, water quality characterization, annual consumer confidence reporting, lab data management, public notification planning and responding to customer service requests.

REQUIRED BY LAW/CODE/REG?:
Yes. Federal, State and County water quality requirements. Key requirements are the Safe Drinking Water Act and Clean Water Act.

CURRENT PERFORMANCE DATA:
Annual Water Quality Report. Compliance with regulatory requirements. The Lab analyzes approximately 13,000 samples per year. Number of parameters the Lab is qualified to perform 192.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:

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An alternative is for the city to use a private water quality laboratory or laboratories to collect samples, perform water quality tests, document, and report water quality.

IMPACT OF CHANGING SERVICES:
The feasibility and impact of outsourcing lab services will require study. Outsourcing lab sampling and tests may reduce the responsiveness, cohesiveness and effectiveness of the water quality program. Quality control and assurance and compliance with federal, state and county water quality requirements, including data management and compliance reporting are critical in protecting public health as is providing accurate and timely water quality information to water and wastewater operators.

Fund/Division #: 2400-17210
Division Name: Customer Service - Field

# of FTEs: 15

A6000: $990,189
A7000: $157,509
TOTAL: $1,147,698

SERVICE DESCRIPTION:
The Field Customer Service division accurately reads 61,000 meters monthly or approximately 732,000 meters annually. In addition, the division also provides customer service in the field by responding to leaks, high usage issues, meter box issues, turn/on-off service for new & closed accts, disconnect and reconnect service for Delinquent & Illegal usage accounts after payment and meter change outs.

REQUIRED BY LAW/CODE/REG?:
Yes. Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications,and follow all City, State, and Federal regulations related to the Safe Drinking Water Act. Glendale City Code chapter 33.

CURRENT PERFORMANCE DATA:
Approximately 61,000 water meters are read monthly for billing. This is done with a 99.50% accuracy rate. In Addition, more than 5,000 service orders in the field are completed monthly.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.

IMPACT OF CHANGING SERVICES:
If these tasks were reduced or eliminated then service levels could decline to our customers. In addition, it would impede our ability to provide the customer timely water and sewer data which could have a significant impact on our revenues.

Fund/Division #: 2400-17220
Division Name: Irrigation

# of FTEs: 1

A6000: $70,293
A7000: $123,543
TOTAL: $193,836

SERVICE DESCRIPTION:
The Irrigation division is responsible for the system and process of delivery of bulk irrigation water to customers. Additionally, delivery times must be coordinated and scheduled with Salt River Project and Salt River Irrigation. City staff serves as liaisons amongst irrigation customers, Salt River Irrigation, and Salt River Project to resolve issues, correct problems, and perform maintenance and repairs on the system. This system serves approximately 336 residents of the potential 468 in the irrigation service area.

REQUIRED BY LAW/CODE/REG?:
Yes. The City of Glendale has provided the urban irrigation water delivery service to its residents since 1912. This was accomplished by the enactment of Ordinance Number 27, passed on January 8, 1912.

CURRENT PERFORMANCE DATA:

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	Approximately 336 customers served.
	REVENUE GENERATION: 2400-02500-470200 Irrigation water $56,370
	SERVICE ALTERNATIVES: Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.
	IMPACT OF CHANGING SERVICES: Outsourcing of the operations or sale of the system could be considered. A study would be required to evaluate the feasibility.

Fund/Division #: 2400-17230 Division Name: Raw Water Usage # of FTEs: 0 A6000: $0 A7000: $3,382,182 TOTAL: $3,382,182	SERVICE DESCRIPTION: Raw water is drawn from two sources, the Central Arizona Project and the Salt River Project both of which are surface water sources. The annual average drawn from the two sources is 15,725 million gallons.
	REQUIRED BY LAW/CODE/REG?: Yes. Raw water is governed by the Environmental Protection Agency (EPA), Safe Drinking Water Act, and Maricopa County.
	CURRENT PERFORMANCE DATA: Raw water from the Central Arizona Project is drawn from one water treatment plant, and raw water drawn from the Salt River Project is received by two water treatment plants.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: Groundwater
	IMPACT OF CHANGING SERVICES: Groundwater depletion, increased pumping costs, deterioration of water quality, land subsidence.

Fund/Division #: 2400-17240 Division Name: Central System Control # of FTEs: 8 A6000: $754,059 A7000: $550,312 TOTAL: $1,304,371	SERVICE DESCRIPTION: Critical services include: Evaluating issues in water and wastewater treatment plants and the well system; making appropriate adjustments to ensure compliance, production and consumption needs are met; performing modifications to distribution flows and storage levels to solve treatment quality problems and complaints; managing & directing resources & personnel for problem resolution; acknowledging & interpreting critical alarms; & resolving customer complaint calls 24 hours/day.
	REQUIRED BY LAW/CODE/REG?: Yes. Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act.
	CURRENT PERFORMANCE DATA: Central System Control oversees the operation, production, treatment and delivery for 4 water treatment facilities and 2 wastewater treatment facilities. Operators plan, balance, and order water production to meet consumption needs, perform corrections to distribution and storage to solve treatment quality problems and complaints. Staff resolve customer

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complaint calls 24 hours/day.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.

IMPACT OF CHANGING SERVICES:
Contract operations would result in the loss of system experience, knowledge retention, which would be directly related to decreased service levels and result in increased costs. Regulatory compliance issues would need to be considered.

Fund/Division #: 2400-17250
Division Name: Pyramid Peak Plant

# of FTEs: 10

A6000: $762,019
A7000: $926,137
TOTAL: $1,688,156

SERVICE DESCRIPTION:
This water treatment plant provides safe and reliable drinking water to Glendale, Peoria and Phoenix citizens. This facility's source water is provided by the Central Arizona Project (CAP). Compliance with all environmental and health standards; anticipating and responding to emergencies.

REQUIRED BY LAW/CODE/REG?:
Yes. Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act.

CURRENT PERFORMANCE DATA:
Pyramid Peak Water Treatment Plant produced 10 billion gallons of drinking water in FY 2011.

REVENUE GENERATION:
2400-02400-490600 Pro rata expense billed to City of Peoria $386,808

SERVICE ALTERNATIVES:
Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.

IMPACT OF CHANGING SERVICES:
Contract operations can result in decreased long term knowledge of operation and maintenance needs for this facility. Regulatory compliance issues would need to be considered.

Fund/Division #: 2400-17260
Division Name: Cholla Treatment Plant

# of FTEs: 12

A6000: $537,722
A7000: $2,913,240
TOTAL: $3,450,962

SERVICE DESCRIPTION:
This water treatment plant provides safe and reliable drinking water to north and central Glendale; this facility source water is provided by the Salt River Project (SRP), Cholla is centrally located and has the capability to fulfill demand in other City areas.

REQUIRED BY LAW/CODE/REG?:
Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act.

CURRENT PERFORMANCE DATA:
Cholla Water Treatment Plant produced 3.5 billion gallons of drinking water in FY 2011.

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REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.

IMPACT OF CHANGING SERVICES:
Contract operations can result in decreased long term knowledge of operation and maintenance needs for this facility. Regulatory compliance issues would need to be considered.

Fund/Division #: 2400-17280
Division Name: Central System Maintenance

# of FTEs: 4

A6000: $409,090
A7000: $283,169
TOTAL: $692,259

SERVICE DESCRIPTION:
Critical services include: performing electrical/mechanical maintenance and repair of water treatment equipment, well site motors, and pump instrumentation and process control equipment; repairing, maintaining, and installing telemetry equipment including microprocessor based control units, modems, and associated wiring at main facilities, wells, zone splits, water booster stations, valves, pumps, and equipment; coordinating maintenance and repair projects with outside vendors; and building test equipment and control circuitry for plant production equipment.

REQUIRED BY LAW/CODE/REG?:
Yes.Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act.

CURRENT PERFORMANCE DATA:
Central System Maintenance utilizes predictive, preventative and corrective measures which ensure the continuous operation of production, treatment and delivery equipment and instrumentation for two storage facilities, 9 well sites, and assists at the four water treatment facilities.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.

IMPACT OF CHANGING SERVICES:
Contract operations can result in decreased maintenance and result in increased costs as outsourcing may require multiple sources. Regulatory compliance issues would need to be considered.

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Fund/Division #: 2400-17290 Division Name: Water Distribution # of FTEs: 28 A6000: $1,748,460 A7000: $1,469,645 TOTAL: $3,218,105	SERVICE DESCRIPTION: The Water Distribution division is responsible for the operation, maintenance, and repair of the public water distribution system and appurtenances. Services include: maintain all the city owned fire hydrants within the water distribution system ; replace, install, repair and maintain water line valves; install, replace and repair leaking water service lines; replace and repair broken water mains; perform various maintenance on the water distribution system and associated appurtenances; provide 24/7 service and respond to leaks within 30 minutes or less; ensure the quality of water being delivered meets all Safe Drinking Water Act standards; ensure the City's fire suppression system is sound and functions in a time of need; ensure uninterrupted water service; and reduce the unaccounted for water loss thus helping the city to meet State requirements for loss and unaccounted for water.
	REQUIRED BY LAW/CODE/REG?: Yes. Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act. Glendale City Code Chapter 33.
	CURRENT PERFORMANCE DATA: Tasks completed in calendar year 2011; Flushed and maintained 8,893 fire hydrants.Responded to and repaired 17 water main breaks.Renewed 521 Service Lines.Performed 377 valve shut-downs.Maintained, cleaned and exercised 24,093 valves.Raised and replaced 84 valves. Provided 24/7 service.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.
	IMPACT OF CHANGING SERVICES: Contract operations can result in decreased maintenance and result in increased costs in the long term. Regulatory compliance issues would need to be considered.

Fund/Division #: 2400-17300 Division Name: Meter Maintenance # of FTEs: 11 A6000: $695,730 A7000: $486,507 TOTAL: $1,182,237	SERVICE DESCRIPTION: The Meter Maintenance division oversees the installation, testing, and replacement of various types and size water meters, performs pressure checks throughout the water distribution system, and repairs leaks in the meter box. In addition, the division is responsible for locating and marking all city owned underground water, sewer and reclaimed water infrastructure pursuant to State law.
	REQUIRED BY LAW/CODE/REG?: Yes. Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act. Glendale City Code Chapter 33.
	CURRENT PERFORMANCE DATA: Meter Maintenance Fiscal Year 2010/11:Installed and/or pulled 147 hydrant meters.Read 519 hydrant meters.Tested 2,393 small and medium size meters.Tested and repaired 209 large meters (3-6).Installed 132 new meters.Performed 526 emergency turn ons/offs.Cleaned out 1,963 meter boxes.Investigated and/or repaired 578 leaks at the meter.Responded to 9,329 Blue Stake calls.Replaced 847 water meters. Performed 200 pressure checks.Provide 24/7

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	coverage.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.
	IMPACT OF CHANGING SERVICES: Contract operations can result in decreased maintenance and result in increased costs in the long term. Regulatory compliance issues would need to be considered.

Fund/Division #: 2400-17310 Division Name: Oasis Surface WTP # of FTEs: 13 A6000: $974,177 A7000: $2,489,503 TOTAL: $3,463,680	SERVICE DESCRIPTION: This surface water treatment plant provides safe and reliable drinking water to southern and western Glendale; this facility source water is provided by the Salt River Project (SRP).
	REQUIRED BY LAW/CODE/REG?: Yes. Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act.
	CURRENT PERFORMANCE DATA: The facility receives and treats surface water from the Salt River Project system and provides safe potable drinking water to City of Glendale customers. Oasis Water Treatment Plant produced 1.9 billion gallons during FY 2011.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.
	IMPACT OF CHANGING SERVICES: Contract operations can result in decreased long term knowledge of operation and maintenance needs for this facility. Regulatory compliance issues would need to be considered.

Fund/Division #: 2400-17320 Division Name: Oasis Groundwater WTP # of FTEs: 0 A6000: $0 A7000: $615,000 TOTAL: $615,000	SERVICE DESCRIPTION: This ground water treatment plant is the second of 2 treatment facilities on the Oasis Water Campus, the ground water facility utilizes 3 city owned wells and 2 SRP wells to supply the facility. The function is to provide safe and reliable drinking water to southern and western Glendale.
	REQUIRED BY LAW/CODE/REG?: Yes. Requirements regulated by Maricopa County and the Arizona Department of Environmental Quality (ADEQ). Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications, and follow all City, State, and Federal regulations related to the Safe Drinking Water Act.
	CURRENT PERFORMANCE DATA: The facility treats groundwater from six remote and separate sources of supply and provides safe potable water to City of

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Glendale customers. This plant produced 189 million gallons during FY11.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Contract Operation & Maintenance companies are available for outsourcing of these functions. A feasibility study would be required.

IMPACT OF CHANGING SERVICES:
Contract operations can result in decreased long term knowledge of operation and maintenance needs for this facility. Regulatory compliance issues would need to be considered.

Fund/Division #: 2400-17410
Division Name: Water Conservation

# of FTEs: 2

A6000: $149,133
A7000: $157,402
TOTAL: $306,535

SERVICE DESCRIPTION:
Establishment and implementation of water conservation and sustainability programs, such as public education and outreach (adult and youth programs); special events; technical assistance to businesses, homeowners, HOAs, and city departments; and low water use landscape rebates. Implementing a federal energy grant for community education and outreach.

REQUIRED BY LAW/CODE/REG?:
Yes. The Arizona Groundwater Code (state law) requires compliance with water conservation targets.

CURRENT PERFORMANCE DATA:
Compliance with state Gallons per Capita Day and best practices program requirements. Provide at least 12 landscape classes. Water Watcher program serves at least 25 classrooms. Provide over 100 landscape rebates. Friends of the Garden and internship programs to provide over 800 hours of volunteer service by the community. Provide 20 to 50 info-tables and presentations to the community. Leverage federal grants.

REVENUE GENERATION:
Currently receives federal grant funds for energy conservation community education and outreach (@$60,000 in FY 2013) and Bureau of Reclamation grant funds for Smartscape community education and outreach (@$15,000 in FY 2013).

SERVICE ALTERNATIVES:
An alternative is for the city to outsource services, programs and planning.

IMPACT OF CHANGING SERVICES:
The feasibility and impact of outsourcing the service will require study. Unbundling the current conservation and sustainable living program and services may reduce the level and quality of programs/services to the public. Future grant funds may be more difficult to obtain. Compliance with state water conservation requirements may be at risk.

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Fund/Division #: 2400-17510 Division Name: Cross Connection Control # of FTEs: 2.75 A6000: $200,262 A7000: $19,370 TOTAL: $219,632	SERVICE DESCRIPTION: Protects public potable water supply from possible contamination through plan review and inspections. Responsible for testing city owned backflow devices at city facilities.
	REQUIRED BY LAW/CODE/REG?: Yes, city code, state law (Az Dept of Env Quality and federal regulations. Glendale City Code Chapter 33.
	CURRENT PERFORMANCE DATA: All plan reviews meet the published times for projects. Inspections are made within 24 hours of the call. Immediate inspection service is provided for faulty or missing assemblies. City facilities are tested annually. There are currently 6,200 devices within the city, of which 880 are city owned. Maintains complete, accurate and up to date records of all devices installed and all tests performed on those devices. Building Safety plan review revenue account receives fees for plan review of new devices and systems. Revenue for Testing of Backflow devices 2360-02360-406400
	REVENUE GENERATION: 2360-12360-406400 Testing backflow fees $98,387
	SERVICE ALTERNATIVES: Outsourcing the inspection and plan review services is an option. Past history has proven the outside agencies that provide these services do not have a commitment to maintain the expected standards of timing and customer satisfaction of the city.
	IMPACT OF CHANGING SERVICES: Internal testing of city facilities was implemented as a cost savings to city departments. There are currently more than 880 devices within the city. If this service was abandoned by this division, the departments would have to pay outside testers to provide this required service. The cost to other departments if this service is eliminated is approximately $30,000.

Fund/Division #: 2420-17610 Division Name: Pretreatment Program # of FTEs: 6 A6000: $396,892 A7000: $113,737 TOTAL: $510,629	SERVICE DESCRIPTION: Inspection, sampling, and regulatory enforcement of commercial and industrial customers. The Pretreatment program is responsible for providing permits to the City's five Significant Industrial Users . The City's restaurants and commercial dischargers are inspected for proper disposal of fats, greases and oils to the City's sewers as part of the Commercial Permitting program.
	REQUIRED BY LAW/CODE/REG?: Yes. Required by Federal EPA Clean Water Act (CWA) and Glendale City Code Chapter 33. Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications.
	CURRENT PERFORMANCE DATA: Over 340 inspections conducted annually.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: It is unknown if contract services exist which could provide these services. A study could be performed to determine the viability of outsourcing these functions.
	IMPACT OF CHANGING SERVICES: Required by City Code and other Regulatory agencies.

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Fund/Division #: 2420-17620 Division Name: SROG (91st Ave) Plant # of FTEs: 0 A6000: $0 A7000: $3,700,000 TOTAL: $3,700,000	SERVICE DESCRIPTION: Treatment of up to 13.2 MGD of Glendale Sewage flow. The SROG plant is a large multi-jurisdictional facility which Glendale has part ownership. Treated effluent is purchased by the Arizona Nuclear Power Project and is used to cool the nuclear reactors at the Palo Verde Nuclear Generating Station.
	REQUIRED BY LAW/CODE/REG?: Yes. Treatment of sewer flow is required by Federal Clean Water Act and in keeping with Glendale City Code Chapter 33.
	CURRENT PERFORMANCE DATA: Under the Sub Regional Operating Group (SROG) Inter- Governmental Agreement, approximately 2 billion gallons of Glendale and Sun City sewage is treated at the 91st Ave Wastwater Treatment Plant annually. This flow is required to meet Glendale's share of the Inter-Governmental Agreement including contract commitments with the Buckeye Irrigation Company, Arizona Nuclear Power Project and the Tres Rios Wetlands project. Glendale's current treatment strategies includes continuing membership in the Sub Regional Operating Group. Revenues received from treated effluent (approximately $1.4 million) over the next four years will be used to offset Glendale's cost committments to SROG.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: None.Required by Inter-Governmental Agreement.
	IMPACT OF CHANGING SERVICES: Reduced flow to the Sub Regional Operating Group could require a West Area Water Reclamation Facility expansion. Increase in flow to the91st Ave Wastewater Treatment Plant could require a shut down the Glendale West Area Water Reclamation Facility and result in loss of recharge credits. A feasibility study would be required to assess any change in operational practices.

Fund/Division #: 2420-17625 Division Name: 99th Ave Interceptor # of FTEs: 0 A6000: $0 A7000: $200,000 TOTAL: $200,000	SERVICE DESCRIPTION: Sewage conveyance system serving Glendale and Sun City (Contract Agreement with American Water for service to Sun City).
	REQUIRED BY LAW/CODE/REG?: Yes. This infrastructure operates pursuant to Federal EPA Clean Water Act (CWA), Glendale City Code Chapter 33 and by a contract with American Water in order to serve Sun City.
	CURRENT PERFORMANCE DATA: Use of the 99th Ave interceptor is required to comply with the aforementioned Sub Regional Operating Group (SROG) Inter-Governmental Agreement, transporting approximately 2 billion gallons of Glendale and Sun City sewage to the 91st Ave Wastewater Treatment Plant annually. This flow is required to meet Glendale's share of the Sub-Regional Operating Group contract commitments.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: None. Required by the long term Inter-Governmental Agreement with the Sub-Regional Operating Group consisting of the cities of Glendale, Mesa, Phoenix,Scotdsdale and Tempe.

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IMPACT OF CHANGING SERVICES:
Expansion of West Area Water Reclamation Facility and acquisition of additional recharge capacity. Not possible due to Inter-Gonvernmental Agreement with Sub-Regional Operating Group that requires flow to that system.

Fund/Division #: 2420-17630
Division Name: Wastewater Collection

# of FTEs: 18

A6000: $1,136,284
A7000: $1,835,004
TOTAL: $2,971,288

SERVICE DESCRIPTION:
The Wastewater Collection division is responsible for the system which conveys wastewater from residents' homes and businesses to the treatment facilities. This division performs proactive, preventive and corrective maintenance including sewer inspection, sewer pipe hydro-cleaning, root control, pest control, customer service, and emergency response.

REQUIRED BY LAW/CODE/REG?:
Yes. The Clean Water Act, Arizona Revised Statutes, Arizona Administrative Code, Aquifer Protection Permit for Sewage Collection Systems – Type 4.01 General Permit, Aquifer Protection Permit for CMOM – Type 2.05 General Permit, Maricopa County Environmental Health Code, Maricopa County Non-Hazardous Liquid Waste Hauler Permit to Operate, ADEQ Septic Tank Pumper License, Maricopa County Construction Approval Permit , and Glendale City Code Chapter 33. Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications.

CURRENT PERFORMANCE DATA:
During FY 2011 the division hydro-cleaned 1,254,545 ft of sewer pipe, CCTV inspected 94,773 ft of sewer pipe, and treated 6,472 manholes with insecticide.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Contract Operations and Maintenance companies are available. A study would be required to assess the feasibility of outsourcing.

IMPACT OF CHANGING SERVICES:
Contract operations can result in decreased long term knowledge of operation and maintenance needs for this service. Regulatory compliance issues would need to be considered.

Fund/Division #: 2420-17699
Division Name: Storm Water

# of FTEs: 3

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
The Storm Water division is responsible for operating and maintaining the City's storm sewer system. Duties include citizen contact/customer service, storm sewer maintenance including routine/emergency pipe hydro-cleaning, debris removal from inlets/outlets and performing storm sewer maintenance/repairs including inspections and inventory of system components/structures.

REQUIRED BY LAW/CODE/REG?:
Yes. The Clean Water Act, Code of Federal Regulations, Arizona Revised Statutes, Arizona Administrative Code, Arizona Pollutant Discharge Elimination System Permit, Maricopa County Non-Hazardous Liquid Waste Hauler Permit to Operate, Glendale City Code Chapter 33. Staff must maintain Arizona Department of Environmental Quality (ADEQ) certifications.

CURRENT PERFORMANCE DATA:
During FY 2011 the division hydro-cleaned 4,200 feet of storm drains, cleaned 26 manholes and 165 catch basins. They inspected 285 manholes and 790 catch basins.

REVENUE GENERATION:

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$0
SERVICE ALTERNATIVES: Contract Operation & Maintenance companies are available. A study would be required to assess the feasibility of outsourcing.
IMPACT OF CHANGING SERVICES: Contract operations can result in decreased long term knowledge of operation and maintenance needs for this service. Regulatory compliance issues would need to be considered.

Water Services Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$14,102,138	$24,847,014	$5,863,769	$44,812,921	206.75
FTE/A6000 Changes (staffing/furlough/benefits)	$259,555	$0	$0	$259,555	0.00
Diff b/w Submission FY 2013 Budget	$0	($3)	$0	($3)	0.00
FY 2013 Draft Budget	$14,361,693	$24,847,011	$5,863,769	$45,072,473	206.75

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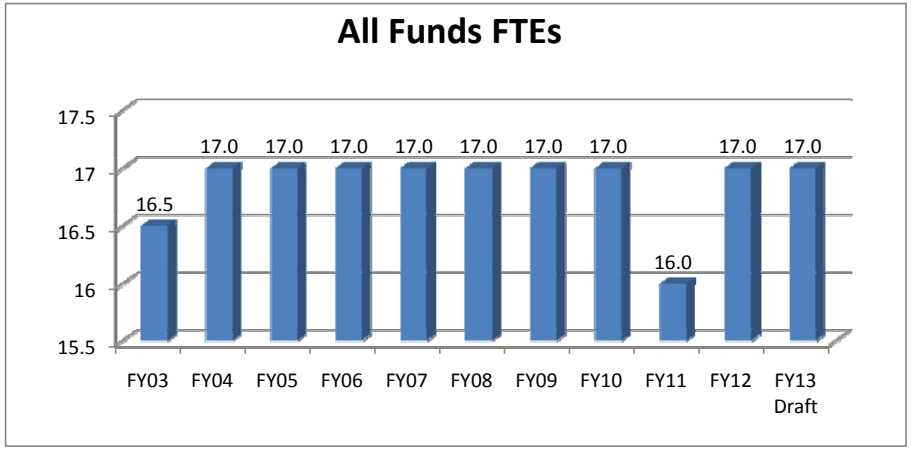
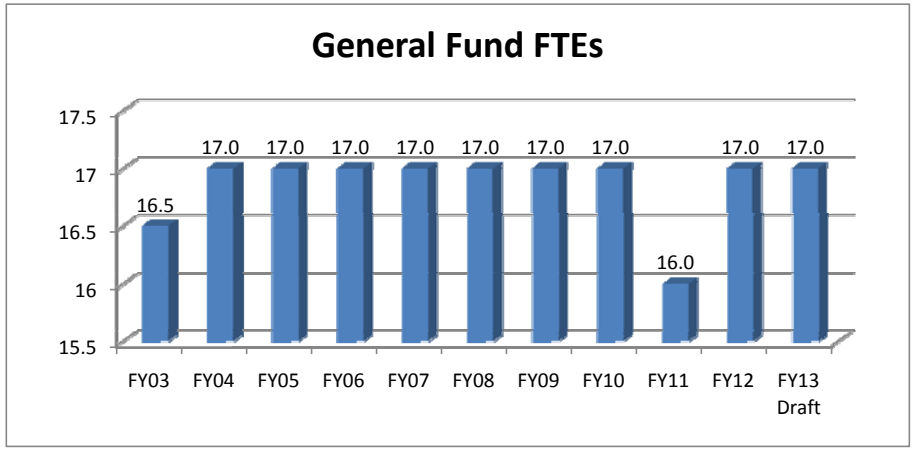
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Mayor & Council





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 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	7.0	6.0	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**	**13.0**	**12.0**	**13.0**	**13.0**
Council Office Total	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**12.0**	**13.0**	**13.0**
Mayor											
1000 - General											
Office of the Mayor	3.5	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
1000 - General Total	**3.5**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Mayor Total	**3.5**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Total FTEs for ALL FUNDS	**16.5**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**16.0**	**17.0**	**17.0**

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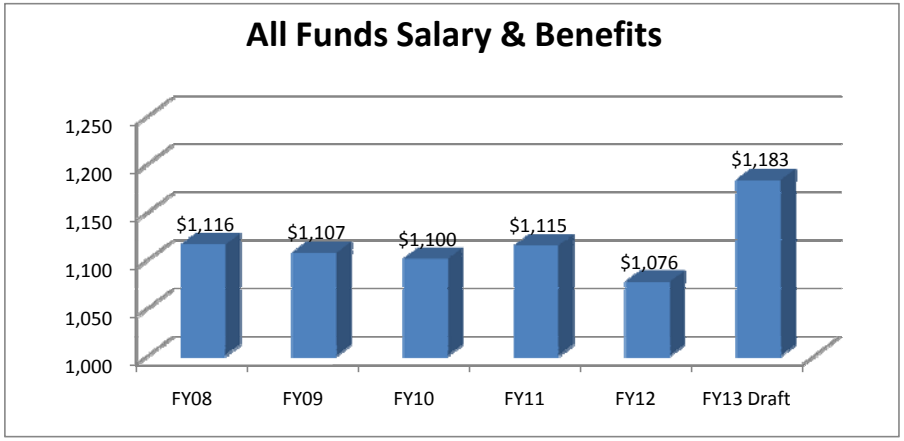
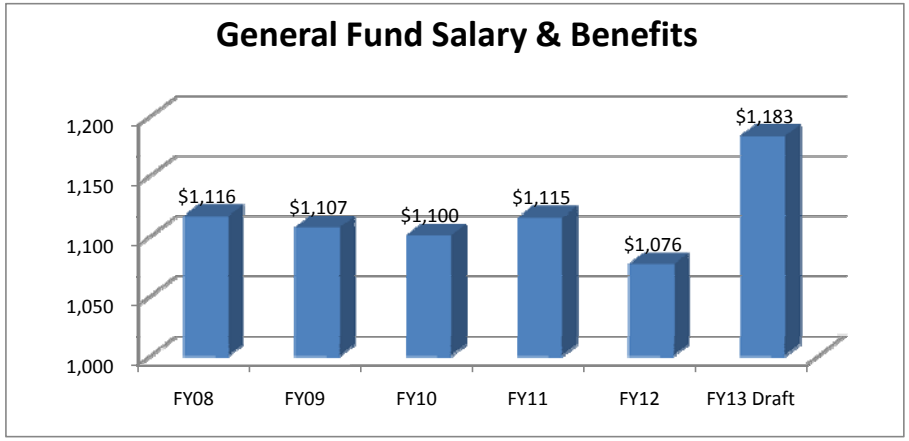
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Mayor & Council

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Council Office						
1000 - General						
Barrel District	$48	$49	$50	$51	$51	$51
Cactus District	48	49	50	51	51	51
Cholla District	53	53	55	56	56	56
Council Office	491	495	488	484	456	536
Ocotillo District	48	50	50	51	51	51
Sahuaro District	48	49	50	51	51	51
Yucca District	48	49	50	51	51	51
1000 - General Total	**782**	**795**	**791**	**794**	**767**	**847**
Council Office Total	**782**	**795**	**791**	**794**	**767**	**847**
Mayor						
1000 - General						
Office of the Mayor	334	312	309	320	309	336
1000 - General Total	**334**	**312**	**309**	**320**	**309**	**336**
Mayor Total	**334**	**312**	**309**	**320**	**309**	**336**
Total A6000 Series for ALL FUNDS	**$1,116**	**$1,107**	**$1,100**	**$1,115**	**$1,076**	**$1,183**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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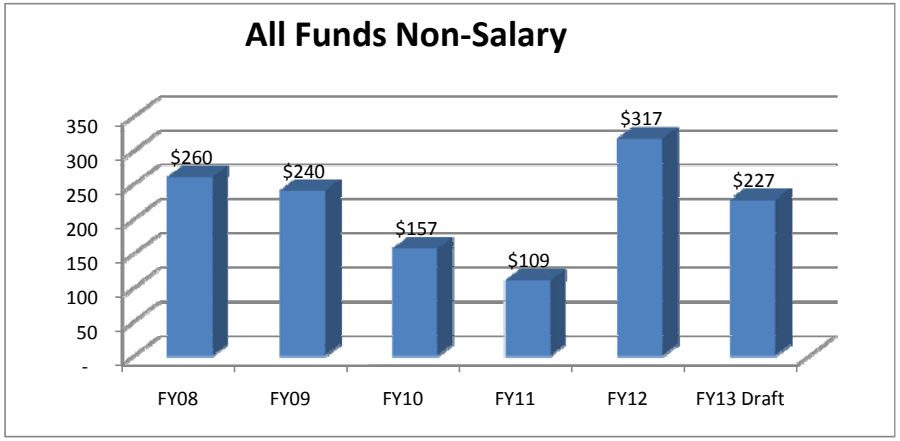
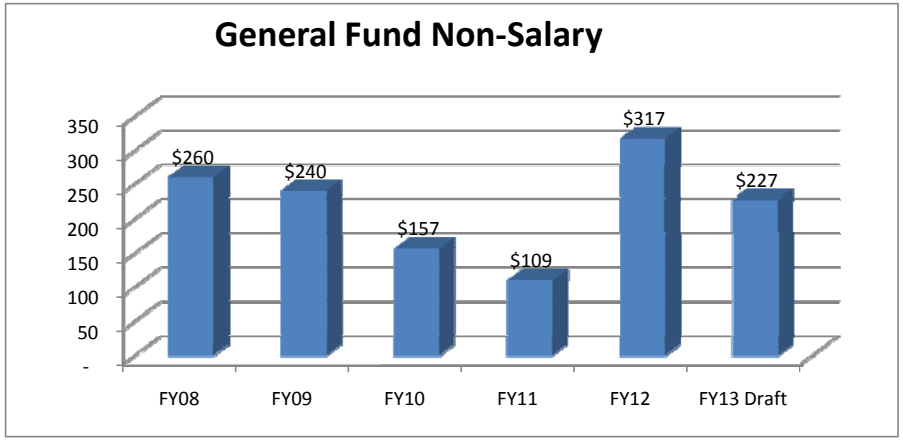
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Mayor & Council

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12*	FY13 Draft**
Council Office						
1000 - General						
Barrel District	$35	$35	$22	$7	$48	$33
Cactus District	36	25	23	23	47	32
Cholla District	23	16	9	11	47	32
Council Office	27	28	9	11	16	16
Ocotillo District	35	41	15	27	47	32
Sahuaro District	43	29	25	3	47	32
Yucca District	25	42	30	12	48	33
1000 - General Total	**224**	**216**	**133**	**95**	**299**	**209**
Council Office Total	**224**	**216**	**133**	**95**	**299**	**209**
Mayor						
1000 - General						
Office of the Mayor	36	23	24	14	18	18
1000 - General Total	**36**	**23**	**24**	**14**	**18**	**18**
Mayor Total	**36**	**23**	**24**	**14**	**18**	**18**
Total A7000 Series for ALL FUNDS	**$260**	**$240**	**$157**	**$109**	**$317**	**$227**

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

Account Name	FY 13 Draft
Equipment Less $5,000/Unit	$91
Professional and Contractual	50
Miscellaneous	37
Professional Development	19
Cell Phone Charges	6
Office Supplies	5
Travel Exp	5
Promotion and Publicity	4
Community Activity	4
Youth Advisory Group	3
All Other	4
	$227

* FY12 includes small capital project carryover appropriation @ $15K per District, or $90K total.
** FY13 Draft does **not** include any District small capital project carryover appropriation.

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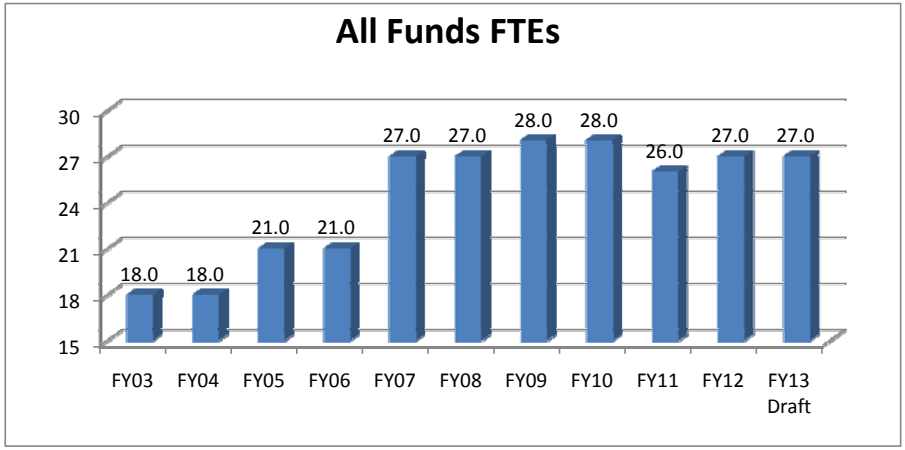
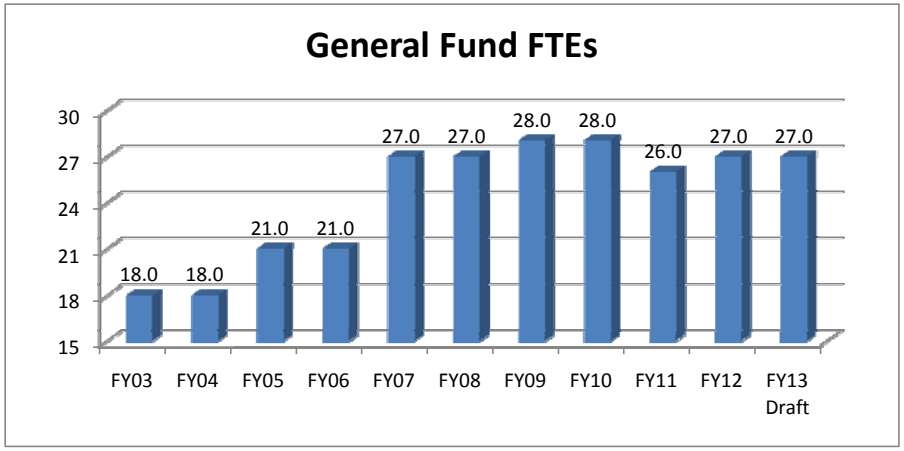
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
City Attorney





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
City Attorney											
1000 - General											
City Attorney	18.0	18.0	21.0	21.0	27.0	27.0	28.0	28.0	26.0	27.0	27.0
1000 - General Total	**18.0**	**18.0**	**21.0**	**21.0**	**27.0**	**27.0**	**28.0**	**28.0**	**26.0**	**27.0**	**27.0**
City Attorney Total	**18.0**	**18.0**	**21.0**	**21.0**	**27.0**	**27.0**	**28.0**	**28.0**	**26.0**	**27.0**	**27.0**
Total FTEs for ALL FUNDS	**18.0**	**18.0**	**21.0**	**21.0**	**27.0**	**27.0**	**28.0**	**28.0**	**26.0**	**27.0**	**27.0**

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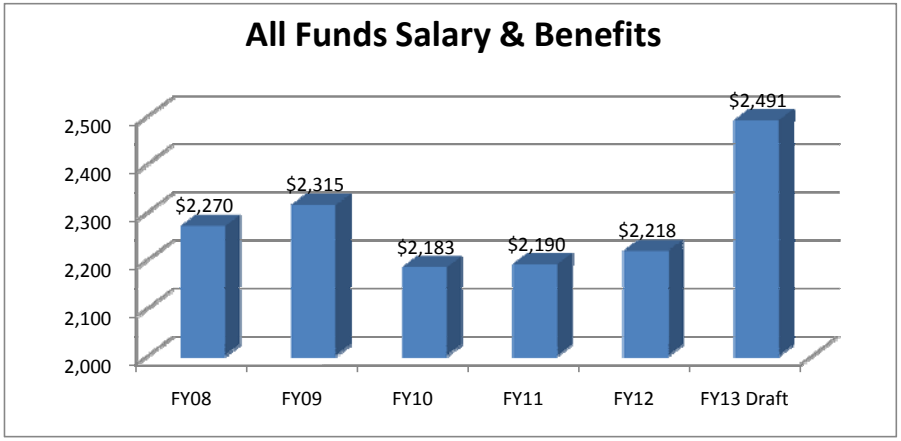
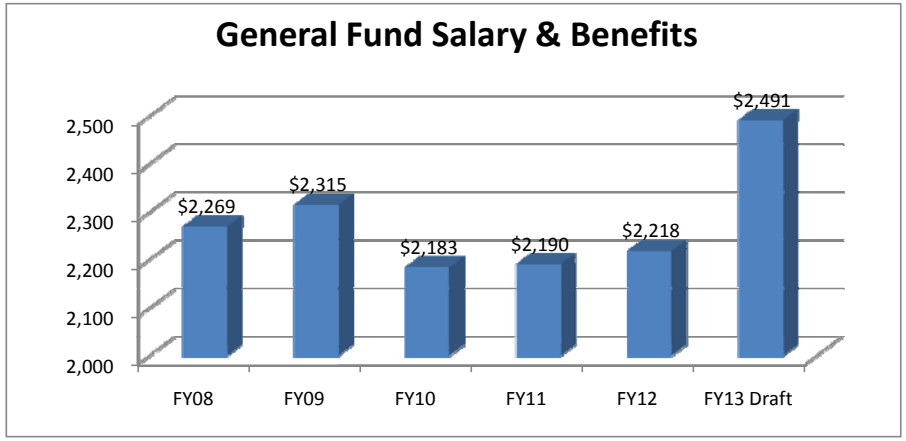
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Attorney

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
City Attorney						
1000 - General						
City Attorney	$2,269	$2,315	$2,183	$2,190	$2,218	$2,491
1000 - General Total	**2,269**	**2,315**	**2,183**	**2,190**	**2,218**	**2,491**
City Attorney Total	**2,269**	**2,315**	**2,183**	**2,190**	**2,218**	**2,491**
Grants						
1840 - Grants						
Victim's Rights-Cty Atty	1					
1840 - Grants Total	**1**					
Grants Total	**1**					
Total A6000 Series for ALL FUNDS	**$2,270**	**$2,315**	**$2,183**	**$2,190**	**$2,218**	**$2,491**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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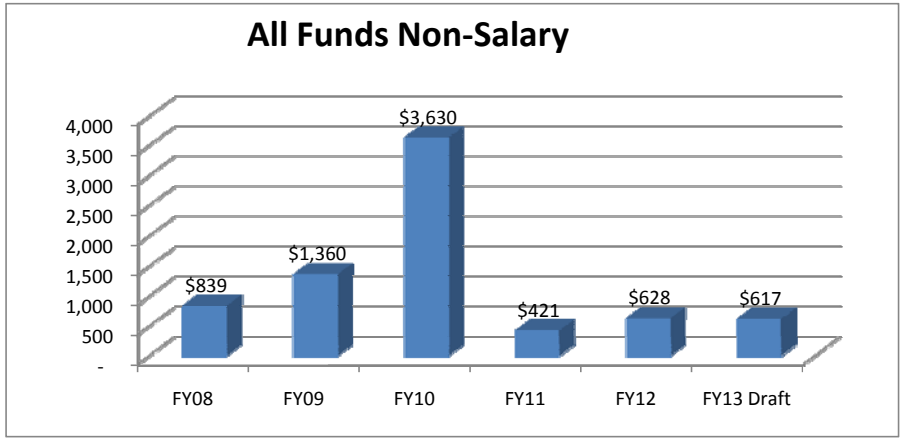
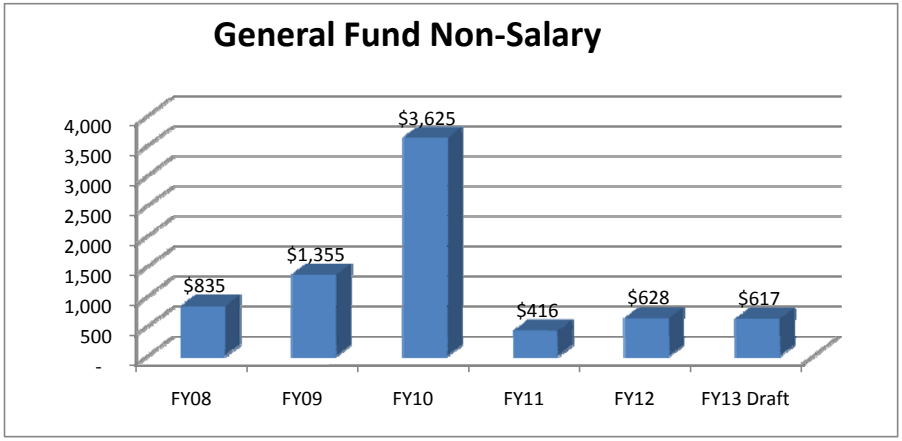
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
City Attorney

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
City Attorney						
1000 - General						
City Attorney	$182	$74	$97	$117	$128	$117
Attorney-Spec Proj Fees/Costs	654	1,281	3,528	-		
Outside Legal Fees				299	500	500
1000 - General Total	**835**	**1,355**	**3,625**	**416**	**628**	**617**
City Attorney Total	**835**	**1,355**	**3,625**	**416**	**628**	**617**
Grants						
1840 - Grants						
Victim's Rights-Cty Atty	4	5	5	6		
1840 - Grants Total	**4**	**5**	**5**	**6**		
Grants Total	**4**	**5**	**5**	**6**		
Total A7000 Series for ALL FUNDS	**$839**	**$1,360**	**$3,630**	**$421**	**$628**	**$617**

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

Account Name	FY 13 Draft
Professional and Contractual	$510
Line Supplies	35
Professional Development	34
Software	17
Office Supplies	15
Office Equipment Maintenance	7
All Other	0
	$617

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CITY ATTORNEY'S OFFICE

MEMORANDUM

DATE:	January 23, 2012
TO:	Horatio Skeete, Assistant City Manager
	Sherry Schurhammer, Budget Director
FROM:	Craig Tindall, City Attorney
SUBJECT:	FY2012-13 Budget

You have requested that all departments complete a worksheet you call a "cost of services," although it asks for much more information than merely the cost of departmental services. After reviewing the worksheet and listening to the discussions among department heads about the usefulness and impact of the information requested, I do not believe that utility of this exercise justifies the effort to characterize within the limitations of the worksheet the services my Office provides to the organization. Moreover, should Council desire to review my Office in depth, I am willing to discuss this directly with them. As a result, I would request that the 2012-13 budget be prepared without any reduction to the City Attorney's Office budget.

That said, I will provide you with some of the information you have requested. 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 responds to all non-criminal matters arising from City operations and decision of Council or city management. The criminal division prosecutes misdemeanor matters and civil code violations. Misdemeanor prosecution entails violation of state law and city ordinances. Civil code violations are limited only to violation of the laws enacted by City council. While other agencies may prosecute violations of state law, no other agency will prosecute violations of city ordinances.

The Charter, state law, and practical circumstances 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 the services are provided.

Currently, the vast major of legal services are provided using attorneys employed by the City. This work may be outsourced to a private entity. The following, however, represents the 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 total 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 until these matters are resolved.

Secondly, this alternative scenario assumes no additional economic effects related to disintermediation, agency costs, and scaling costs. Disintermediation refers to the direct economic effect of the inefficiencies that result from the use of an outside agent; e.g., additional billing for education related to the situation being addressed, communication inefficiencies, travel time, etc.) Agency costs are economic effects of indirect disadvantages and differing motivations to result from using an outside agent. Scaling costs increases related to spreading an organization's allied internal costs (technology, human resources management, finance, administrative costs for employee benefits, etc.) over a reduced number of operating units.

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 2011-12 budget for the City Attorney's Office to handle all legal matters incorporated into the above estimated alternative cost was $2,384,723. If furloughs—which each member of the City Attorney's Office took during the last four years—are added back into the Office's budget, it would total $2,627,813. 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. In short, the Office cannot reduce its operating budget further with a very significant impact on service delivery and continued increase in the use of outside resources and ultimately greater cost to the City.

City	Population	Legal Dept Budget	Legal Staff	Staff/Population	Budget/Staff
Glendale	226,721	$2,378,306	27	9,340	$ 88,085
Phoenix	1,445,632	$20,291,290	203	7,121	$ 99,957
Tucson	520,116	$9,050,950	101.5	5,124	$ 89,172
Mesa	439,041	$9,701,740	58	7,569	$167,271
Chandler	238,604	$3,361,821	27	8,837	$115,925
Scottsdale	217,385	$5,505,549	53	4,101	$103,878
Tempe	161,719	$2,909,505	25	6,468	$116,802

At this time, the City Attorney's Office is operating 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 occasionally 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.

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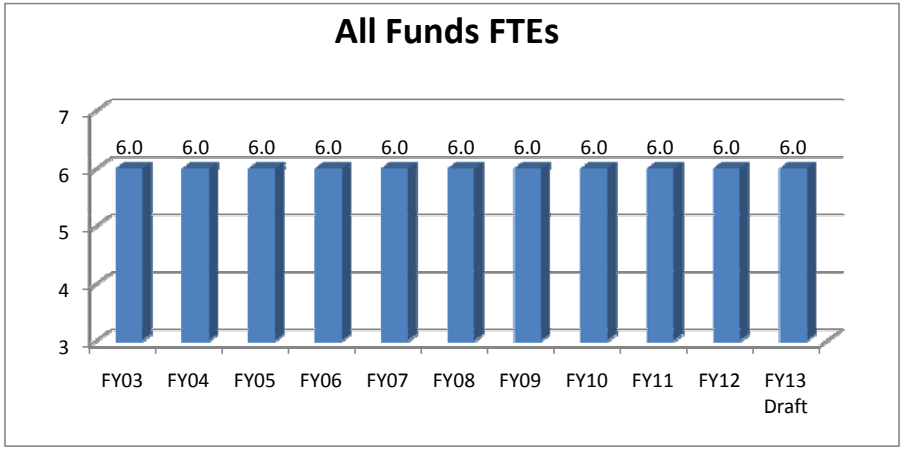
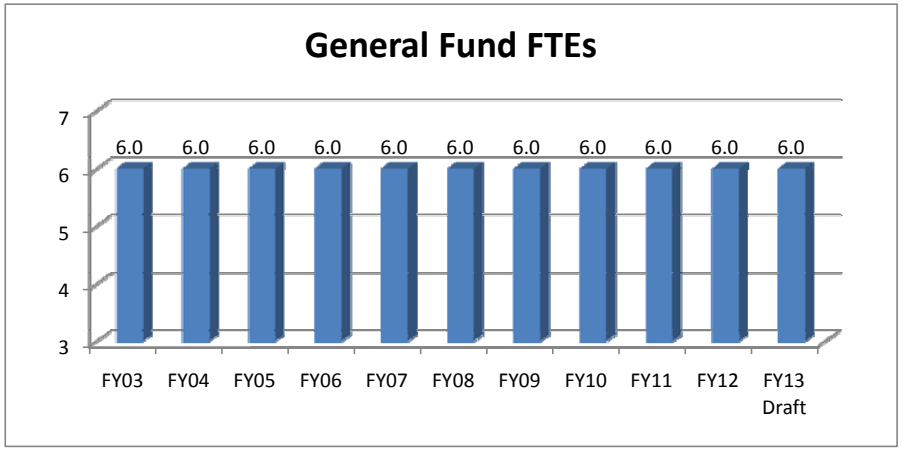
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
City Clerk





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
City Clerk											
1000 - General											
City Clerk	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Records Management	3.0	3.0	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**

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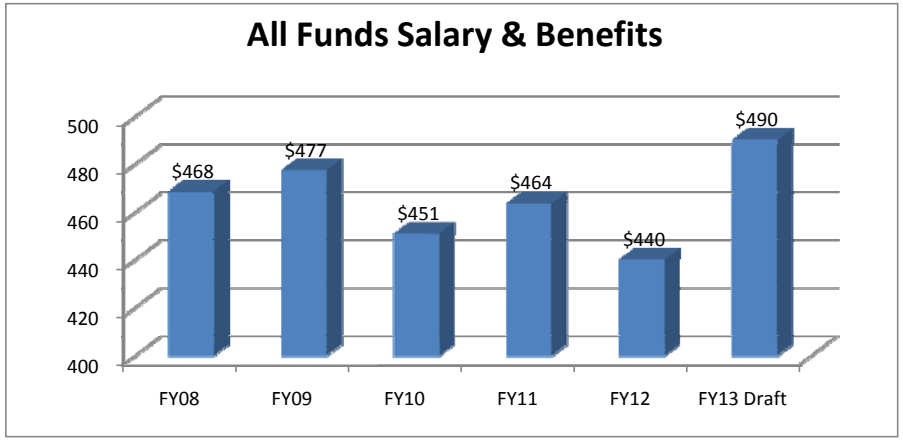
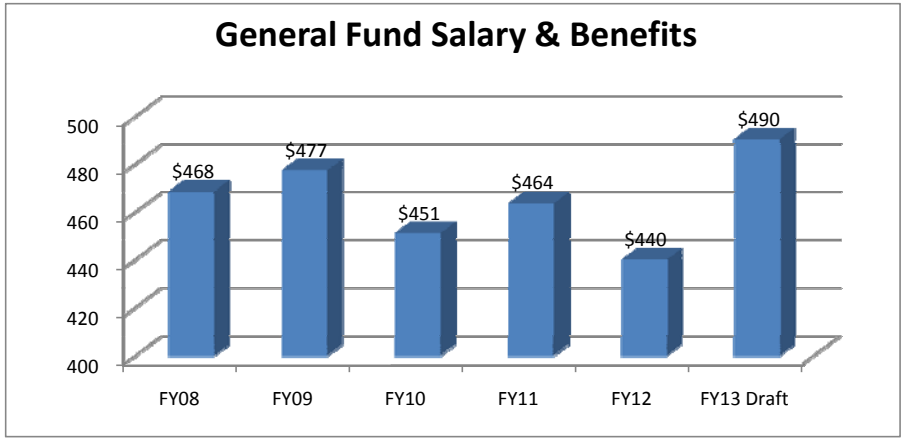
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Clerk

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
City Clerk						
1000 - General						
City Clerk	$337	$339	$340	$354	$336	$374
Records Management	129	138	111	110	104	116
Elections	2	0				
1000 - General Total	**468**	**477**	**451**	**464**	**440**	**490**
City Clerk Total	**468**	**477**	**451**	**464**	**440**	**490**
Total A6000 Series for ALL FUNDS	**$468**	**$477**	**$451**	**$464**	**$440**	**$490**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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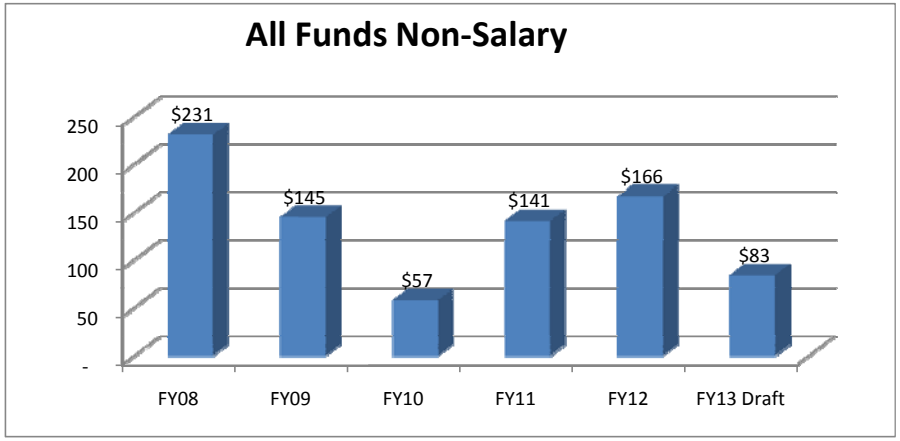
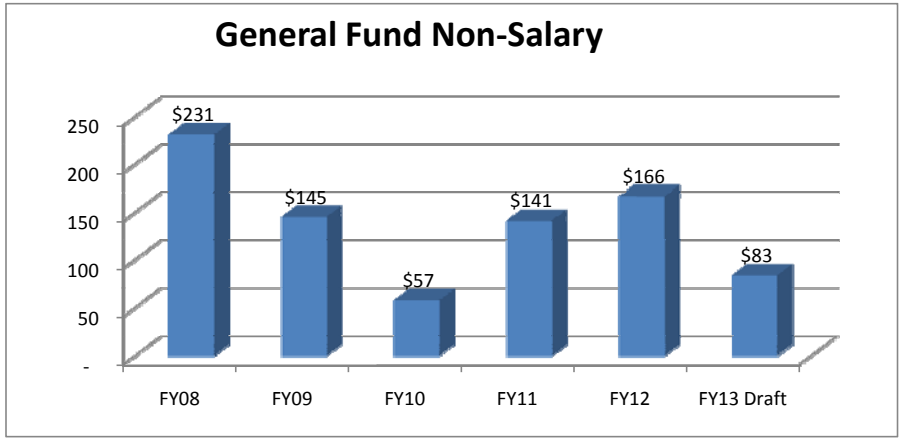
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
City Clerk

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
City Clerk						
1000 - General						
City Clerk	$47	$46	$30	$28	$28	$27
Records Management	46	39	26	27	27	27
Elections	136	59	1	86	111	29
Passport Services	1	1	-			
1000 - General Total	**231**	**145**	**57**	**141**	**166**	**83**
City Clerk Total	**231**	**145**	**57**	**141**	**166**	**83**
Total A7000 Series for ALL FUNDS	**$231**	**$145**	**$57**	**$141**	**$166**	**$83**

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

Account Name	FY 13 Draft
Professional and Contractual	$32
Software	16
Office Equipment Maintenance	10
Advertising	9
Recording and Title Search	6
Office Supplies	4
Professional Development	3
Line Supplies	1
Cell Phone Charges	1
All Other	0
	$83

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Fund/Division #: 1000-10210, 10220 & 10240
Division Name: City Clerk, Records Mgmt & Elections

# of FTEs: 0.6

A6000: $44,005
A7000: $31,976
TOTAL: $75,981

SERVICE DESCRIPTION:
Elections - publicity pamphlet, canvass of vote, Department of Justice submittal, generate legal notices, generate resolutions, negotiate and complete contract for election activities, elected official forms and filings including local elected officer financial disclosures, candidate filings, nomination packet creation, campaign finance filings and posting to web, political committee filings, statement of organization filings, independent expenditure filings and posting to web, accept recall/initiative/referendum filings, create recall/initiative/referendum packets, records management, customer service, legislative review, implement new legislation, notarize documents, Internet/Intranet webpage creation and update, database management; translation coordination for ALL documents and webpages; telephone hotline, voter outreach, mass mailing. Redistricting - public meetings, public notices, contracts, mass mailings, research, Department of Justice submittal, participation kit creation and distribution; translation coordination for all documents and webpages; telephone hotline See Also: Records Management, Public Records Request, Contract Management, Customer Service, Public Notices and Publications, Fiscal Management, Council Meetings, Recording

REQUIRED BY LAW/CODE/REG?:
ARS §9-821, §16, §19 and §38, Voting Rights Act 1977, City Charter IX, Section 1-10, Article X. Redistricting done based on federal mandates, Ordinance 1682NS

CURRENT PERFORMANCE DATA:
Over 100,000 voters, with 21% turnout at the last citywide election and 47% turnout at the last two district runoff elections Redistricting had mailings sent to over 80,000 residences and interested parties, DOJ approval received. Currently working on 2012 Election nomination, political committee and financial disclosure flings in progress.

REVENUE GENERATION:
Cost recovery only for publicity pamphlet arguments $150 per argument - account # 10240

SERVICE ALTERNATIVES:
None

IMPACT OF CHANGING 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.

FTEs ASSOCIATED W/ SERVICE:
6 FTE's are assigned to the City Clerk Dept. during Elections 100% of all employee time could be used to achieve statutory compliance. However, no employees are actually assigned to the Elections Division.

A6000/A7000 BUDGET TOTALS:
A6000 $44,005 A7000 $114,591 less $82,615 of "one-time" carryover funding that is not part of the A7000 base budget but the Election account balance has been carried over annually. There was no carryover in FY12/13 due to Redistricting expenses.

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Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $14,355 TOTAL: $58,355	SERVICE DESCRIPTION: Records Management - microfilm for organization, index, scan, multiple departmental software management (City Court - comprehensive ERM, Building Safety, Field Operations, Police, Finance - ERM support), records retention, destruction, storage management, research, assist other departments, train staff across the organization, maintain codebook and charter, updating as necessary, legislative review, implement new legislation, intranet webpage creation and management, database management, Annual Purge Day multi organizational participation and multi departmental coordination See Also: Elections, Public Records Request, Contract Management, Public Notices and Publications, Customer Service, Council Meetings, Deeds and Easements, Recording
	REQUIRED BY LAW/CODE/REG?: ARS §39-101; §41-1348; §41-151-16; §41-1351; City Charter Article IV, Section 2; Article VII, Section 14; Article VIII, Section 16; Case Law; CMD29
	CURRENT PERFORMANCE DATA: FY10-11 annual statistics: Employees assisted - 582; Pages Microfilmed - 43,816; Microfilmed pages quality control checked - 59,149; Pages scanned - 160,578, Boxes of records shred - 227; Purge Day: 459 boxes of records shred (17,300 lbs, 84 recycle cans)
	REVENUE GENERATION: Purged and shredded documents are recylced at MRF
	SERVICE ALTERNATIVES: Outsource scanning and microfilming
	IMPACT OF CHANGING SERVICES: Loss of confidentiality, possible loss of permanent documents, waste of resources for task specific equipment; cost prohibitive and security risk
	FTEs ASSOCIATED W/ SERVICE: 2 FTE's are assigned to Records; however, all employees are cross trained in all functions and regularly complete tasks in each service area.

Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $9,140 TOTAL: $53,140	SERVICE DESCRIPTION: Council Meetings - Minutes, draft shell, review, summary minutes, Council agenda packet linking and posting, resolutions and ordinances numbered and read, meeting preparation and set up including furnish refreshments, webpage management, minutes web posting See Also: Records Management, Elections, Public Records Requests, Deeds and Easements, Recording, Public Notices and Publications, Customer Service, Fiscal Management, Records Management
	REQUIRED BY LAW/CODE/REG?: ARS §38-431; City Charter, Article IV, Section 2
	CURRENT PERFORMANCE DATA: 42 Council Minutes, 96 Resolutions, 46 Ordinances
	REVENUE GENERATION: None
	SERVICE ALTERNATIVES: Partially outsourced at this time, possibility of some electronic solutions through other departments

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	IMPACT OF CHANGING SERVICES: Expensive up front costs
	FTEs ASSOCIATED W/ SERVICE: All dept. employees contribute to the council meetings process

Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $9,016 TOTAL: $53,016	SERVICE DESCRIPTION: Public Notices and Publications - Receive, maintain, distribute notices and items for publication including legal notices and ads, annexation notifications, auctions, RFP's, election notices, redistricting ads, Board and Commission Minutes and Agendas, resolutions and ordinances, legislative review, implement new legislation, webpage management, tracking and database management, posting online and official posting sites, diversity outreach through the use of minority publications See Also: Records Management, Elections, Contract Management, Council Meetings
	REQUIRED BY LAW/CODE/REG?: City Charter Article IV, Section 2; Article VII, Section 6c.
	CURRENT PERFORMANCE DATA: 466 postings, 277 legal advertisements, 96 resolutions, 46 ordinances
	REVENUE GENERATION: none
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE: Each dept. employee has responsibility for tasks listed here on a regular basis.

Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $4,644 TOTAL: $48,644	SERVICE DESCRIPTION: Recording - record copies of deeds, liens, satisfactions of liens, contracts, annexations, ordinances with Maricopa County Recorder See Also: Public Records Requests, Contract Management, Records Management, Council Meetings, Deeds and Easements, Fiscal Management, Public Notice and Publications, Customer Service
	REQUIRED BY LAW/CODE/REG?: City Charter Article VII, Section 13 and 15.
	CURRENT PERFORMANCE DATA: 834 documents recorded
	REVENUE GENERATION: Cost recovery only
	SERVICE ALTERNATIVES: Possible to have departments record on their own
	IMPACT OF CHANGING SERVICES: Still same cost; Loss of continuity for recorded documents being retained by records center; no tracking; permanent documents required to be maintained in the records center
	FTEs ASSOCIATED W/ SERVICE:

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1 FTE is primarily responsible for the first steps of the process with 2 FTE's completing process. All dept. employees cross trained.

Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $4,140 TOTAL: $48,140	SERVICE DESCRIPTION: Records Requests -Media, Internal and External - receive, transmit to departments, track and follow up, maintain, respond to, research and gather documents, review for completeness, review to ensure redactions completed, release to requester, accept payment, mail, legislative review, implement new legislation, additional review and notifications for media requests, database management See Also: Elections, Records Management, Contract Management, Customer Service, Council Meetings, Fiscal Management
	REQUIRED BY LAW/CODE/REG?: ARS §39, §41-151.14; Arizona Agency Handbook Chap 6, Case Law, City Charter, Article XIII, Section 1
	CURRENT PERFORMANCE DATA: In FY11 there were 920 external requests and internal 407.
	REVENUE GENERATION: 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
	SERVICE ALTERNATIVES: More documents placed on web
	IMPACT OF CHANGING SERVICES: Would still need to direct people to location on web, more redaction required and webcontent time
	FTEs ASSOCIATED W/ SERVICE: 4 FTE's are assigned to the admin office; however all dept. employees process records requests

Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $3,140 TOTAL: $47,140	SERVICE DESCRIPTION: Deeds and Easements - maintain originals of deeds and easements, create council submission documents and ordinance for approval, send notice to key stakeholders, index, scan, transmit, microfilm originals See Also: Records Management, Public Records Requests, Council Meetings, Contract Management, Recording, Public Notices and Publications, Customer Service
	REQUIRED BY LAW/CODE/REG?: City Charter, Article VII, Section 15.
	CURRENT PERFORMANCE DATA: 48 deeds and easements processed
	REVENUE GENERATION: None
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE: All dept. employees have a part in the Deeds and Easements process

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Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $3,000 TOTAL: $47,000	SERVICE DESCRIPTION: Fiscal Management - Create, monitor and reduce budget as necessary, follow purchasing processes, create and implement RFP documents and bid docs as necessary, check requests, procard statements, cell phone statements, cash handling, audit, reconciliations, tracking See Also: Elections, Records Management, Public Records Requests, Contract Management, Council Meetings, Deeds and Easements, Recording, Public Notices and Publications, Customer Service
	REQUIRED BY LAW/CODE/REG?: CMD11, Minimum Acct Standards
	CURRENT PERFORMANCE DATA: 88 check requests, 100 cash handling transactions, 24 statements reconciled
	REVENUE GENERATION: none
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE: Each dept. employee has a fiscal responsibility and participates in minimum acct standards and dept procedure

Fund/Division #: 1000-10210, 10220 & 10240 Division Name: City Clerk, Records Mgmt & Elections # of FTEs: 0.6 A6000: $44,000 A7000: $2,290 TOTAL: $46,290	SERVICE DESCRIPTION: Contract Management - receive contracts, route for signature, assign number, maintain original, notarize and attest as necessary, scan, index, microfilm, maintain in database, supply copy for public records requests, tracking for signatures, database management See Also: Elections, Records Management, Council Meetings, Deeds and Easements, Recording, Customer Service
	REQUIRED BY LAW/CODE/REG?: City Charter, Article VIII, Section 1, Section 4, CMD3
	CURRENT PERFORMANCE DATA: 439 Contracts processed FY11
	REVENUE GENERATION: None
	SERVICE ALTERNATIVES: Workflow, electronic signatures
	IMPACT OF CHANGING SERVICES: Shortened wait times between offices and decreased paper routing/shuffling
	FTEs ASSOCIATED W/ SERVICE: All dept. employees handle and particpate in the contract management process

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Fund/Division #: 1000-10210, 10220 & 10240
Division Name: City Clerk, Records Mgmt & Elections

# of FTEs: 0.6

A6000: $44,000
A7000: $1,500
TOTAL: $45,500

SERVICE DESCRIPTION:
Customer Service - accept legal service, receive calls and correspondence from various internal and external customers, respond to same, build relationships with internal and external customers, vendors, other cities/towns, association, assist public for public meetings, Arizona Memories, web transparency projects, Documents on File See Also: Records Management, Elections, Recording, Fiscal Management, Contract Management, Public Notices and Publications, Deeds and Easements, Council Meetings, Public Records Requests

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
17 certifications, 199 documents notarized for both internal and external customers

REVENUE GENERATION:
none

SERVICE ALTERNATIVES:
None

IMPACT OF CHANGING SERVICES:

FTEs ASSOCIATED W/ SERVICE:
Each dept. employee has an obligation to provide excellent customer service.

City Clerk Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$440,005	$83,201	$12,711	$535,917	6.00
FTE/A6000 Changes (staffing/furlough/benefits)	$50,305	$0	$0	$50,305	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$490,310	$83,201	$12,711	$586,222	6.00

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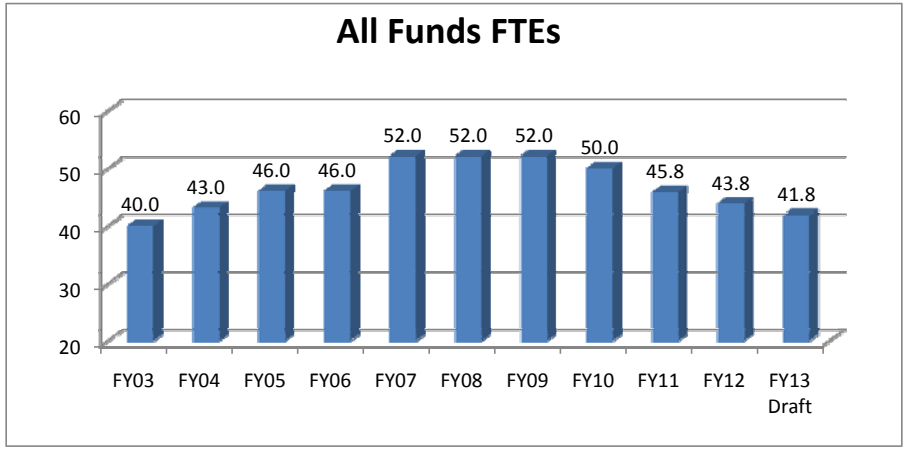
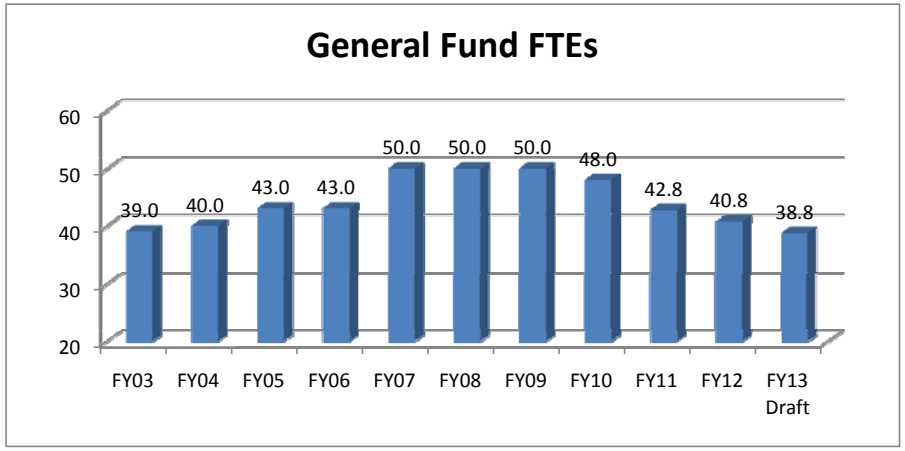
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
City Court





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
City Court											
1000 - General											
City Court	39.0	40.0	43.0	43.0	50.0	50.0	50.0	48.0	42.8	40.8	38.8
1000 - General Total	**39.0**	**40.0**	**43.0**	**43.0**	**50.0**	**50.0**	**50.0**	**48.0**	**42.8**	**40.8**	**38.8**
1240 - Court Security/Bonds											
Court Security	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0
Court Time Payments		2.0	2.0	2.0					1.0	1.0	1.0
1240 - Court Security/Bonds Total	**1.0**	**3.0**	**3.0**	**3.0**	**1.0**	**1.0**	**1.0**	**1.0**	**2.0**	**2.0**	**3.0**
City Court Total	**40.0**	**43.0**	**46.0**	**46.0**	**51.0**	**51.0**	**51.0**	**49.0**	**44.8**	**42.8**	**41.8**
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	**40.0**	**43.0**	**46.0**	**46.0**	**52.0**	**52.0**	**52.0**	**50.0**	**45.8**	**43.8**	**41.8**

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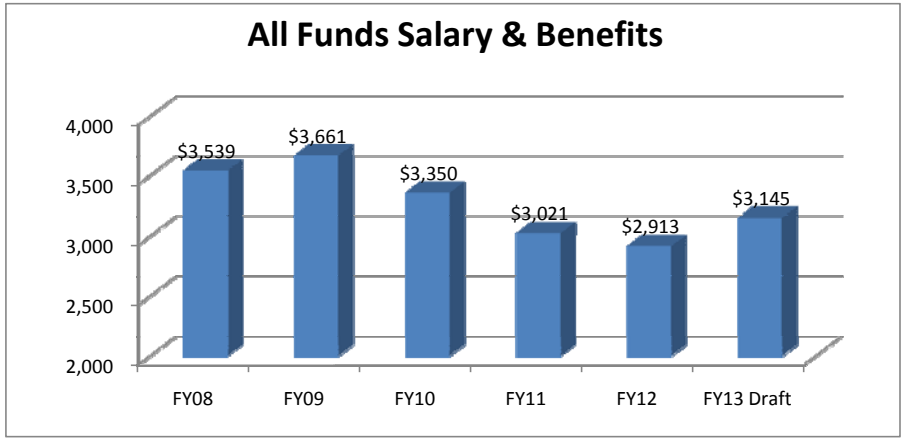
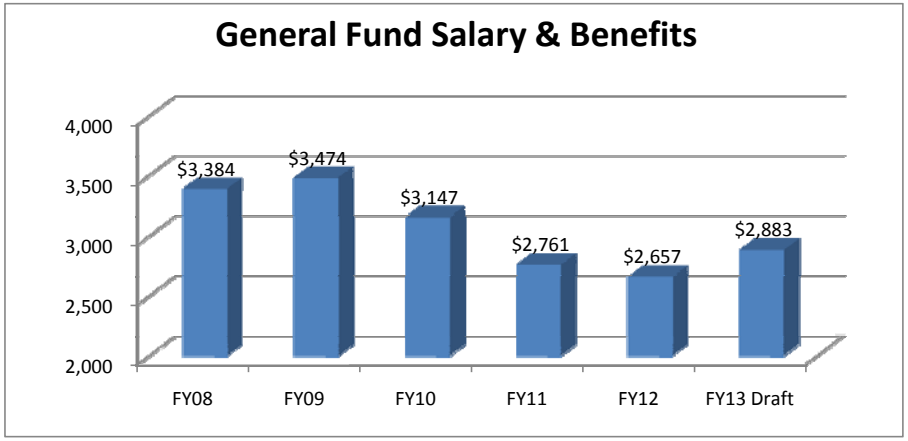
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Court

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
City Court						
1000 - General						
City Court	$3,384	$3,474	$3,147	$2,761	$2,657	$2,883
1000 - General Total	**3,384**	**3,474**	**3,147**	**2,761**	**2,657**	**2,883**
1240 - Court Security/Bonds						
Court Security	81	86	115	129	137	210
Court Time Payments			9	46	51	52
1240 - Court Security/Bonds Total	**81**	**86**	**124**	**175**	**188**	**262**
City Court Total	**3,465**	**3,560**	**3,271**	**2,936**	**2,845**	**3,145**
Grants						
1840 - Grants						
Domestic Violence Grant	18		0			
DV Pilot Project Grant	56	101	79	85	68	
1840 - Grants Total	**74**	**101**	**79**	**85**	**68**	
Grants Total	**74**	**101**	**79**	**85**	**68**	
Total A6000 Series for ALL FUNDS	**$3,539**	**$3,661**	**$3,350**	**$3,021**	**$2,913**	**$3,145**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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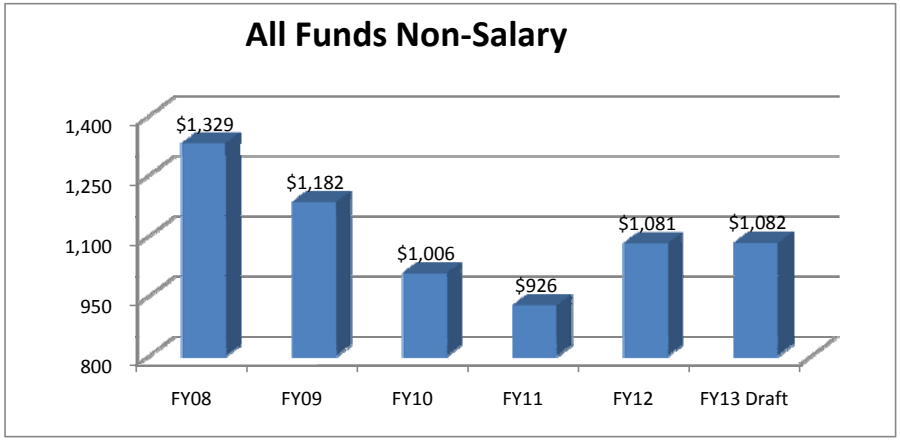
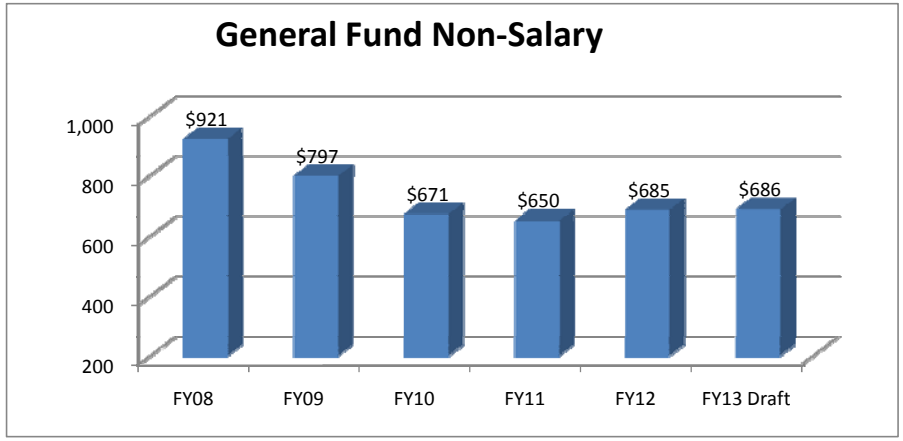
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
City Court

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
City Court						
1000 - General						
City Court	921	$797	$671	$650	$685	$686
1000 - General Total	**921**	**797**	**671**	**650**	**685**	**686**
1240 - Court Security/Bonds						
Court Security	216	212	152	141	262	262
Court Time Payments	4		15	30	77	77
Fill the Gap	44	54	59	8	57	57
1240 - Court Security/Bonds Total	**264**	**266**	**226**	**179**	**396**	**396**
City Court Total	**1,184**	**1,063**	**897**	**829**	**1,081**	**1,082**
Grants						
1840 - Grants						
Domestic Violence Grant	97					
DV Pilot Project Grant	48	69	82	97		
GOHS Court IT Grant		8	14			
2008 GOHS Electronic Citation		30				
GADA Technical Assistance		13				
GOHS Digital IT Equipment			13			
1840 - Grants Total	**145**	**119**	**110**	**97**		
Grants Total	**145**	**119**	**110**	**97**		
Total A7000 Series for ALL FUNDS	**1,329**	**$1,182**	**$1,006**	**$926**	**$1,081**	**$1,082**

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

Account Name	FY 13 Draft
Public Defender	$316
Professional and Contractual	267
Temporary Pay - Judges	226
Temporary Pay	121
Line Supplies	43
Equipment Less $5,000/Unit	21
Overtime Pay	21
Duplicating Work Order Charges	19
Professional Development	12
Equipment	10
All Other	25
	$1,082

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Fund/Division #: 1000-10410 Division Name: City Court # of FTEs: 13.7 A6000: $1,156,509 A7000: $406,759 TOTAL: $1,563,268	SERVICE DESCRIPTION: Courtroom Services- Provides judicial officers, pro tem judges, 6 public defenders and staff to adjudicate cases in the City Court. This includes updating case files and applying sentencing provisions and completing legal forms which provides compliance with state laws and requirements.
	REQUIRED BY LAW/CODE/REG?: Mandated by Supreme Court Rules that cases must be adjudicated with certain information and defendant's signature and within prescribed timelines.
	CURRENT PERFORMANCE DATA: Responsible for staffing and operation of the equivelant of 4.5 courtrooms.
	REVENUE GENERATION: In order for the court to collect fines and fees, they must first be entered into the case management system. Certain provisions under Supreme Court Minimum Accounting Standards require separation of powers between cashiers and data entry. Courtroom clerks refer defendants to our front counter for payments, and to Fines Management staff for payment and for staff to create payment contracts if they are unable to pay fines and fees in full on the day of sentencing.
	SERVICE ALTERNATIVES: Judicial Officers would need to interview and discuss payment arrangements with defendants while they were in the courtroom. Judicial officers would have to prepare files doing clerical work currently performed by clerks. Judicial officers would have to do all computer entries.
	IMPACT OF CHANGING SERVICES: Confidential financial information discussed in the courtroom would violate defendant's right to privacy. Delays would occur in every case with no clerks. Judicial officers would have to perform all clerical functions in preparing cases and entering information into the case management system.
	A6000/A7000 BUDGET TOTALS: A6000- A7000 500401(92,907); 518800(273,991); 500600(3856); Division utilizes 50% of remaining A7000 accounts

Fund/Division #: 1000-10410 Division Name: City Court # of FTEs: 9.5 A6000: $576,940 A7000: $26,114 TOTAL: $603,054	SERVICE DESCRIPTION: Fines Management Staff- Provides assistance to customers and responsible for receipting fines and fees due to the court and establishing payment contracts.
	REQUIRED BY LAW/CODE/REG?: Mandated time limits for receipting of money. Minimum Accounting Standards set by Supreme Court require some transactions to be completed by two different individuals.
	CURRENT PERFORMANCE DATA: During FY 10/11 5 staff members accounted for 30,371 receipts
	REVENUE GENERATION: Receipted approximately $6 Million in gross receipts
	SERVICE ALTERNATIVES: Vendor Contract to accept court payments via web and phone. Cost of contract is unknown.
	IMPACT OF CHANGING SERVICES: Delayed customer service and delays in processing payments which could potentially be a violation of the Supreme Court

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	Minimum Accounting Standards.
	A6000/A7000 BUDGET TOTALS: A6000; A7000 532400; 532500; Divisiion utilizes 10% of the remaining A7000 accounts

Fund/Division #: 1000-10410 Division Name: City Court # of FTEs: 9 A6000: $483,717 A7000: $3,632 TOTAL: $487,349	SERVICE DESCRIPTION: Records Staff-Responsible for providing public record requests, data entry, maintaining file room, processing appeals, and answering general switchboard.
	REQUIRED BY LAW/CODE/REG?: Mandated by Supreme Court Rules that courts protect records in a certain fashion and provide certified copies of records and process appeals.
	CURRENT PERFORMANCE DATA: During FY 10/11 staff processed 2,979 formal records requests and processed 55 Appeals
	REVENUE GENERATION: Research and copy fees in the amount of $5,421 were collected during FY 10/11
	SERVICE ALTERNATIVES: Judicial officers would have to perform all these clerical functions including answering of the phones.
	IMPACT OF CHANGING SERVICES: Delay in the processing of records requests. Possible appeal processing delays which 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. Judicial officers performing clerical functions.
	A6000/A7000 BUDGET TOTALS: A6000; Division utilizes 10% of the remaining A7000 accounts

Fund/Division #: 1000-10410 Division Name: City Court # of FTEs: 1 A6000: $56,703 A7000: $117,608 TOTAL: $174,311	SERVICE DESCRIPTION: Jail Court- Provides daily initial appearance for all new arrests including weekends and holidays. Also resolves cases for defendants who are held in custody in the county jail.
	REQUIRED BY LAW/CODE/REG?: All defendants must be seen by a Judge within 24 hours of arrest per Arizona Criminal Rules of Procedure. No statutory requirement for local municipalities to have own jail court.
	CURRENT PERFORMANCE DATA: During the past 6 months there have been approximately 2,600 inmates processed thru Glendale's jail court. 2 half time Public Defender staff jail court during the week.
	REVENUE GENERATION: Would also eliminate contract with City of Peoria who contracts with Glendale Police Department for these jail services. Contract provided revenue in the amount of $80,942 during FY 10/11. No pleas resulting in fines would be taken at the first court appearance in contracted entity. All individuals jailed would be required to be seen twice before a case could be resolved.
	SERVICE ALTERNATIVES: Eliminate 1,248 hours of Pro tem usage for 12 months. Enter into contract with the County for initial appearance and

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incarceration services. Eliminating Glendale jail court would eliminate the two half Public Defender contracts and 1 FTE Clerk

IMPACT OF CHANGING SERVICES:
Could contract with the county for all services. Reduction of 116 days of overtime costs for Clerks. Cost for county contract is unknown at this time. Potential jail cost impact to PD of $1.9M. Violation of IGA with Peoria for jail court services. Potential violations of U.S. Constitution and Supreme Courts when defendants are not advised within 24 hours.

A6000/A7000 BUDGET TOTALS:
A6000 Clerk Salary A7000- Acct 500401 Pro Tem Pay- $63,648 A7000- Acct 518800 Public Defender $42,000 A7000- Acct 500600- Overtime $10,144; Division utilizes 5% of remaining A7000 accounts

Fund/Division #: 1000-10410
Division Name: City Court

# of FTEs: 1.8

A6000: $124,387
A7000: $3,632
TOTAL: $128,019

SERVICE DESCRIPTION:
Administrative Support responsible for report writing, grant submissions, monitoring of multiple contracts, provides assistance to Presiding Judge and Court Administrator. Responsible for scheduling all courtrooms with a judge as well as scheduling 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 tracking Supreme Court mandated training.

REQUIRED BY LAW/CODE/REG?:
Administrative orders are required by Supreme Courrt Rules. Mandatory that a judge be scheduled to preside over every courtroom. Supreme Court mandated training (COJET) required for all judges and staff.

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:
Has written and submitted multiple grants awarding the court with approximately $1.4 million for the past 4 years.

SERVICE ALTERNATIVES:

IMPACT OF CHANGING SERVICES:
Judges would be responsible for doing all scheduling for all courtrooms. Presiding Judge and Court Administrator would have to assume responsibility of writing all reports, grants, grant monitoring, Court Administrative orders as well as scheduling all meetings. The Presiding Judge and Court Administrator would have to directly receive all internal city calls and all high profile requests.

A6000/A7000 BUDGET TOTALS:
A6000; Division utilizes 10% of the remaining A7000 accounts

Fund/Division #: 1000-10410
Division Name: City Court

# of FTEs: 2

A6000: $102,300
A7000: $24,848
TOTAL: $127,148

SERVICE DESCRIPTION:
Protective Orders- Provides assistance to individuals who come to the Court to request a Protective Order. Pro Tem Judges preside over contested Protective Order hearings as a regular calendar on Mondays and Wednesdays. (416 Pro Tem Hours utilized for this service at $51 per hour)

REQUIRED BY LAW/CODE/REG?:
Mandated by state law and Arizona Supreme Court Administrative Code (Every court must be available to issue orders)

CURRENT PERFORMANCE DATA:
Glendale has the highest number of Protective Orders filed per judge in Arizona; FY11-3,135; FY12- 2,709; FY thru Nov 2011- 1,090

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REVENUE GENERATION:
None

SERVICE ALTERNATIVES:
All customers would need to be referred to other neighboring courts in violation of state law and Supreme Court Administrative Code.

IMPACT OF CHANGING 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 make the Court ineligible to apply for any future domestic violence grants.

A6000/A7000 BUDGET TOTALS:
A6000- A7000- 500401 Pro Tem; Division utilizes 10% of remaining A7000 accounts

Fund/Division #: 1000-10410
Division Name: City Court

# of FTEs: 1.75

A6000: $108,490
A7000: $1,816
TOTAL: $110,306

SERVICE DESCRIPTION:
Interpreters- Provides specialized and technical spanish translation in all court proceedings.

REQUIRED BY LAW/CODE/REG?:
Yes- City Court to provide to persons with limited English proficiency (LEP) services that are in compliance with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.; 45 C.F.R. º 80.1 et seq.; and 28 C.F.R. º 42.101û42.112).

CURRENT PERFORMANCE DATA:
During FY 10/11 the Interpreters provided translation in formal proceedings for 4,307 defendants. They also provide informal translation for many more which are not tracked. They identify and schedule interpreters for lesser used languages.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
Use of Contract Interpreters and Language Line Phone Interpreting Services. Costs unkown.

IMPACT OF CHANGING SERVICES:
Possible violation of Title VI provisions requiring interpreting services for all court proceedings. Violation of Supreme Court Administrative Order on Language Access Plan.

A6000/A7000 BUDGET TOTALS:
A6000; Division utilizes 5% of the remaining A7000 accounts

Fund/Division #: 1000-10410
Division Name: City Court

# of FTEs: 0

A6000: $0
A7000: $57,000
TOTAL: $57,000

SERVICE DESCRIPTION:
Contract with the Administrative Office of the Courts for access and use of statewide case management system.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
Court has been using the statewide system for over 10 years.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
Use outside vendor to develop and implement a case management system.

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IMPACT OF CHANGING SERVICES:
Costs associated with developing a new system would be substantial and would also require additional IT staff to support the system.

A6000/A7000 BUDGET TOTALS:
A7000- 518200

Fund/Division #: 1000-10410
Division Name: City Court

# of FTEs: 0

A6000: $0
A7000: $21,991
TOTAL: $21,991

SERVICE DESCRIPTION:
Use of contract Interpreters for lesser used languages

REQUIRED BY LAW/CODE/REG?:
Yes- City Court to provide to persons with limited English proficiency (LEP) services that are in compliance with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.; 45 C.F.R. º 80.1 et seq.; and 28 C.F.R. º 42.101û42.112).

CURRENT PERFORMANCE DATA:
During FY 10/11 the court used contract interpreters for 132 cases

REVENUE GENERATION:

SERVICE ALTERNATIVES:

IMPACT OF CHANGING SERVICES:
Possible violation of Title VI provisions requiring interpreting services for all court proceedings. Violation of Supreme Court Administrative Order on Language Access Plan.

A6000/A7000 BUDGET TOTALS:
A7000- 518800

Fund/Division #: 1000-10410
Division Name: City Court

# of FTEs: 0

A6000: $12,328
A7000: $0
TOTAL: $12,328

SERVICE DESCRIPTION:
Use of bi-lingual pay- 16 staff members are currently paid bi-lingual pay due to the volume of spanish speaking customers and the number of areas of services provided.

REQUIRED BY LAW/CODE/REG?:
Supreme Court Admin Order requiring Language Access Plan that includes the requirement for language translation on all court services.

CURRENT PERFORMANCE DATA:
The Court averages 350 formal spanish translation"" services each month. This does not include the informal coversational and customer service that is provided by bi-lingual staff which are not currently measured."

REVENUE GENERATION:

SERVICE ALTERNATIVES:
Reduce number of staff who are paid bi-lingual pay for these informal customer services.

IMPACT OF CHANGING SERVICES:
Potential delayed services to Spanish speaking only customers. Potential violation of Supreme Court admin order and equal protection clause of the United States Constitution.

A6000/A7000 BUDGET TOTALS:
A7000- Acct 502400-

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Fund/Division #: 1000-10410 Division Name: City Court # of FTEs: 0 A6000: $0 A7000: $9,319 TOTAL: $9,319	SERVICE DESCRIPTION: Professional Development
	REQUIRED BY LAW/CODE/REG?: Arizona Supreme Court Administrative Orders require Judges to attend Annual Judicial Conference and obtain 16 COJET hours and all court staff required to obtain 12 hours of COJET education each year. City ordinances require judicial officers be members of the State Bar Association.
	CURRENT PERFORMANCE DATA: All Judges and Court staff were in 100% compliance with COJET requirements for calendar year 2011. Mandatory dues were paid for all judicial officers.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: We already conduct many in-house training opportunities for staff but due to number of staff and need for ongoing operations not all requirements can be met using this program.
	IMPACT OF CHANGING SERVICES: Violation of Arizona Supreme Court Orders, Arizona State Law and city ordinances. $2900 is used by the Presiding Judge to attend required conferences and meetings due to her appointment as Chairperson of the National Conference of Specialized Court Judges of the American Bar Association. Violation of city ordinance if dues not paid for judicial officers. Vioolation of Suupreme Court Rules if judges do not attend mandatory Annual Judicial Conference as well as all staff achieving COJET requirements.
	A6000/A7000 BUDGET TOTALS: A7000- 511400

Fund/Division #: 1000-10410 Division Name: City Court # of FTEs: 0 A6000: $0 A7000: $7,000 TOTAL: $7,000	SERVICE DESCRIPTION: Jury Costs associated with the summons of potential jurors and reimbursement of costs associated with Jury Trials
	REQUIRED BY LAW/CODE/REG?: Current law requires the court to offer a jury trial for certain offenses, therefore a roster of potential jurors must be obtained and made available for every jury trial setting.
	CURRENT PERFORMANCE DATA: Costs were expended for summons and mileage reimbursement.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES: Legislation that went into effect on January 1, 2012 may have an impact of reduced jury trials, however new legislation is pending that may counteract the law passed in 2011.
	A6000/A7000 BUDGET TOTALS: A7000- 531600

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Fund/Division #: 1000-10410 Division Name: City Court # of FTEs: 0 A6000: $0 A7000: $6,240 TOTAL: $6,240	SERVICE DESCRIPTION: Psychiatric Evaluations- ordered when a defendant's ability to understand their rights is possibly affected due to mental illness or defendant is unable to assist attorney in defense.
	REQUIRED BY LAW/CODE/REG?: Rule 11 of the Supreme Court Rules of Criminial Procedure
	CURRENT PERFORMANCE DATA: Approxiamtely 107 cases were ordered to have psychiatric evaluations during this past Fiscal Year. Line item is currently over budget by $6,467. It is anticipated in FY 12/13 costs will increase as it was recently discovered not all bills had been submitted by the County for payment in the past.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Prosecutor to dismiss any case involving a defendant with psychiatric issues.
	IMPACT OF CHANGING SERVICES: Danger to the citizens of Glendale by not processing cases involing defendants with psychiatric issues. Violation of defendant's rights, and possible delay in resolving these cases.
	A6000/A7000 BUDGET TOTALS: A7000- 518200

Fund/Division #: 1240-10510 Division Name: Court Security # of FTEs: 0 A6000: $0 A7000: $128,501 TOTAL: $128,501	SERVICE DESCRIPTION: Security Services- Provides 3 guards to screen all individuals who enter the court for prohibited items
	REQUIRED BY LAW/CODE/REG?: No but contract currently in place with CBI Security
	CURRENT PERFORMANCE DATA: An average of 10,000 visitors come to the court each month. Security screeners have identified approximately 400 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: None
	SERVICE ALTERNATIVES: Use of PD officers assigned to court.
	IMPACT OF CHANGING SERVICES: Elimination or reduction of security staff could impact the safety of both Court staff and the public. Use of Warrant Officers for Security would potentially reduce money collected on Fail to Pay Warrants.
	A6000/A7000 BUDGET TOTALS: A7000- Acct 518200

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Fund/Division #: 1240-10510 Division Name: Court Security # of FTEs: 1 A6000: $103,612 A7000: $7,247 TOTAL: $110,859	SERVICE DESCRIPTION: Use of Glendale Officer to oversee Court Security
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: Handles multiple arrest and courtroom stand-bys each month. Also assists with acquiring fingerprints on defendants. Conducts security sweeps"" of public safety complex. During FY 10/11 this officer made 154 arrests of which 42 were for fingerprint compliance."
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Court would need to call PD dispatch or call Warrant Officers off the street to have an officer sent to court for all arrests made in the courtroom and general security matters occurring in and around the court.
	IMPACT OF CHANGING SERVICES: Would place additional resource need on Glendale PD. Potential to create dangerous situation for public and staff. Use of Warrant Officers for Security would potentially reduce money collected on Fail to Pay Warrants.
	A6000/A7000 BUDGET TOTALS: A6000; A7000 500600; Division utilizes 5% of remaining A7000 accounts

Fund/Division #: 1240-10510 Division Name: Court Security # of FTEs: 0 A6000: $12,126 A7000: $70,574 TOTAL: $82,700	SERVICE DESCRIPTION: IT Support- Provides 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. Works in partnership on cross-departmental technology projects, such as photo red light and electronic handheld citation ticketing devices.
	REQUIRED BY LAW/CODE/REG?: No- however funds from this account must be used pursuant to City Code Sec 13-9(a)
	CURRENT PERFORMANCE DATA: 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.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Technology support would need to be provided by City and State IT. It is our understanding that City IT does not currently have the resources to support the court.
	IMPACT OF CHANGING SERVICES: Delay in service response and impact to City IT for services not currently provided.
	FTEs ASSOCIATED W/ SERVICE: Full Time Temporary Contract Staff
	A6000/A7000 BUDGET TOTALS: A6000; A7000 500400;Division utilizes 20% of remaining A7000 accounts

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Fund/Division #: 1240-10510 Division Name: Court Security # of FTEs: 1 A6000: $69,883 A7000: $3,710 TOTAL: $73,593	SERVICE DESCRIPTION: Compliance Specialist for DV Treatment Court- Tracks compliance information for all defendants placed in the Specialized Court.
	REQUIRED BY LAW/CODE/REG?: Position 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.
	CURRENT PERFORMANCE DATA: To date, more than 9,800 defendants have been sentenced to participate in TC, resulting in more than 36,000 review hearings prepared by the Comp Specialist.
	REVENUE GENERATION: Yes, staff member is responsible for tracking the $100 per case DV assessment fee as well as any restitution ordered to victims and fees due to the Court.
	SERVICE ALTERNATIVES: Standard case processing would result in diminished oversight of defendants with violent case histories, rendering victims vulnerable.
	IMPACT OF CHANGING SERVICES: Could effect the continuation of the DV Treatment Court which has been shown to increase the compliance rate in defendants required to attend counseling. Restitution due victims would not receive this closely monitored attention.
	A6000/A7000 BUDGET TOTALS: A6000; Division utilizes 75% of remaining A7000 accounts

Fund/Division #: 1240-10510 Division Name: Court Security # of FTEs: 0 A6000: $8,627 A7000: $52,000 TOTAL: $60,627	SERVICE DESCRIPTION: Temporary Pay- Judges
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: Funding was provided in this budget to ensure monies were available to pay for Pro Tem costs that have been paid via grant funds the past 4 months. Current grant ends 6-30-12
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	A6000/A7000 BUDGET TOTALS: A6000; A7000 500401

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Fund/Division #: 1240-10520 Division Name: Court Time Payments # of FTEs: 1 A6000: $43,766 A7000: $26,202 TOTAL: $69,968	SERVICE DESCRIPTION: Fines Management Staff- Provides assistance to customers and responsible for receipting fines and fees due to the court and for establishing payment contracts.
	REQUIRED BY LAW/CODE/REG?: ARS 12-116 provides for limited use of funds for collection activities by courts and all expenses must be approved by the Supreme Court.
	CURRENT PERFORMANCE DATA: 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 above in Division 10410.
	REVENUE GENERATION: This employee accounted for 5720 receipts for total gross receipts of $868,298.77 during the period of 7-1-10 to 6-30-11
	SERVICE ALTERNATIVES: Obtain a vendor contract to accept court payments via web and phone. Cost of contract is unknown.
	IMPACT OF CHANGING SERVICES: Delayed customer service and delays in processing payments which could potentially be a violation of the Supreme Court Minimum Accounting Standards.
	A6000/A7000 BUDGET TOTALS: A6000; A7000-52100

Fund/Division #: 1240-10520 Division Name: Court Time Payments # of FTEs: 0 A6000: $7,171 A7000: $50,479 TOTAL: $57,650	SERVICE DESCRIPTION: 1.5 Temporary Staff used for Collection activities
	REQUIRED BY LAW/CODE/REG?: ARS 12-116 provides for limited use of funds for collection activities by courts and expenses must be approved by the Supreme Court.
	CURRENT PERFORMANCE DATA: 147 outgoing reminder calls made in current Fiscal Year by 1 FT temporary employee. Part time employee starting on 1-4-2012 will provide additional assistance.
	REVENUE GENERATION: 1 FT employee processed and receipted 5484 web and phone payments during the past 6 months for total receipts of $716,600.
	SERVICE ALTERNATIVES: Re-distribute workload to other Clerks
	IMPACT OF CHANGING SERVICES: Delays in customer service to individuals who appear at the court. Potential Miminum Accounting Standard violations if payments not processed on same day of receipt. Would potentially violate agreement with the AOC to particiapte in FARE"". "
	FTEs ASSOCIATED W/ SERVICE: 1.5 Temporary Contract Staff
	A6000/A7000 BUDGET TOTALS:

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A6000; A7000-500400

Fund/Division #: 1240-10530 Division Name: Fill the Gap # of FTEs: 0 A6000: $0 A7000: $57,000 TOTAL: $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?: Pursuant to ARS 12-102.02 funds are to provide assistance for the processing of criminal cases.
	CURRENT PERFORMANCE DATA: Funds were utilized this fiscal year to purchase a digital audio recording system for each courtroom which significantly improved the quality and accessibility to recorded proceedings.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Court Totals	**A6000**	**A7000**	**A7500**	**TOTAL**	**FTE**
A6000/A7000 As Submitted Above + A7500	$2,866,559	$1,081,672	$48,234	$3,996,465	41.75
FTE/A6000 Changes (staffing/furlough/benefits)	$231,803	$0	$0	$231,803	(2.00)
Diff b/w Submission FY 2013 Budget	$46,321	$0	$0	$46,321	2.00
FY 2013 Draft Budget	$3,144,683	$1,081,672	$48,234	$4,274,589	41.75

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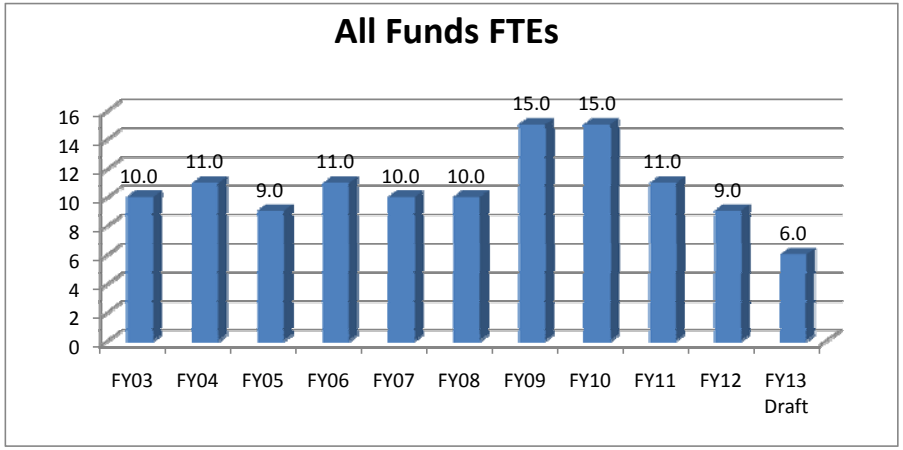
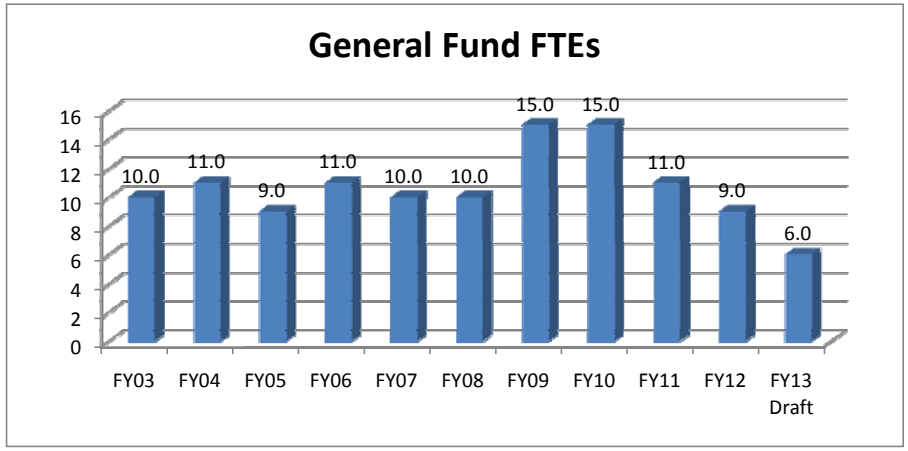
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
City Manager





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Admin Svcs Admin.											
1000 - General											
Administration Services Admin.	4.0	4.0	1.0	3.0	2.0	2.0	4.0	4.0	4.0	2.0	
1000 - General Total	**4.0**	**4.0**	**1.0**	**3.0**	**2.0**	**2.0**	**4.0**	**4.0**	**4.0**	**2.0**	
Admin Svcs Admin. Total	**4.0**	**4.0**	**1.0**	**3.0**	**2.0**	**2.0**	**4.0**	**4.0**	**4.0**	**2.0**	
City Manager											
1000 - General											
City Manager	6.0	7.0	8.0	8.0	8.0	8.0	9.0	9.0	7.0	7.0	6.0
1000 - General Total	**6.0**	**7.0**	**8.0**	**8.0**	**8.0**	**8.0**	**9.0**	**9.0**	**7.0**	**7.0**	**6.0**
City Manager Total	**6.0**	**7.0**	**8.0**	**8.0**	**8.0**	**8.0**	**9.0**	**9.0**	**7.0**	**7.0**	**6.0**
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	**10.0**	**11.0**	**9.0**	**11.0**	**10.0**	**10.0**	**15.0**	**15.0**	**11.0**	**9.0**	**6.0**

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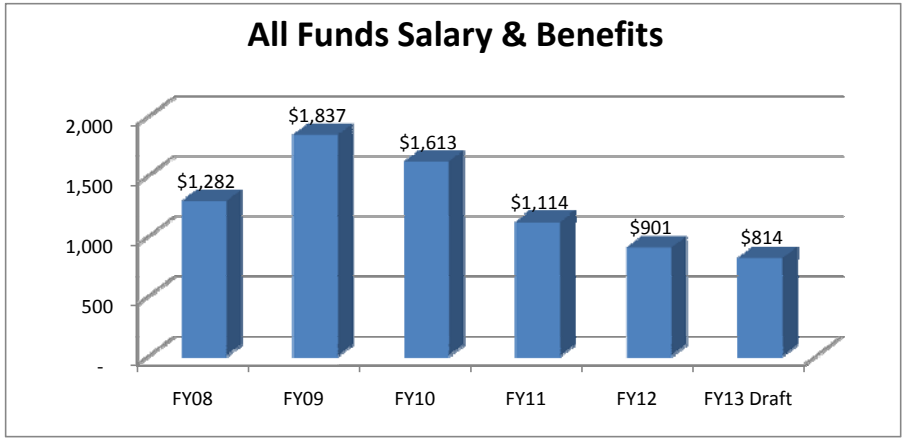
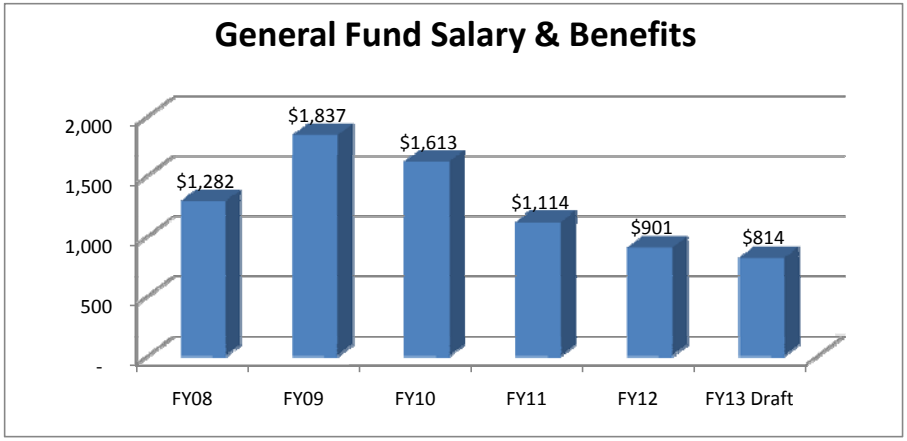
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
City Manager

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Admin Svcs Admin.						
1000 - General						
Administration Services Admin.	$258	$437	$436	$237	$130	
1000 - General Total	**258**	**437**	**436**	**237**	**130**	
Admin Svcs Admin. Total	**258**	**437**	**436**	**237**	**130**	
City Manager						
1000 - General						
City Manager	1,025	1,081	964	877	771	814
1000 - General Total	**1,025**	**1,081**	**964**	**877**	**771**	**814**
City Manager Total	**1,025**	**1,081**	**964**	**877**	**771**	**814**
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	**$1,282**	**$1,837**	**$1,613**	**$1,114**	**$901**	**$814**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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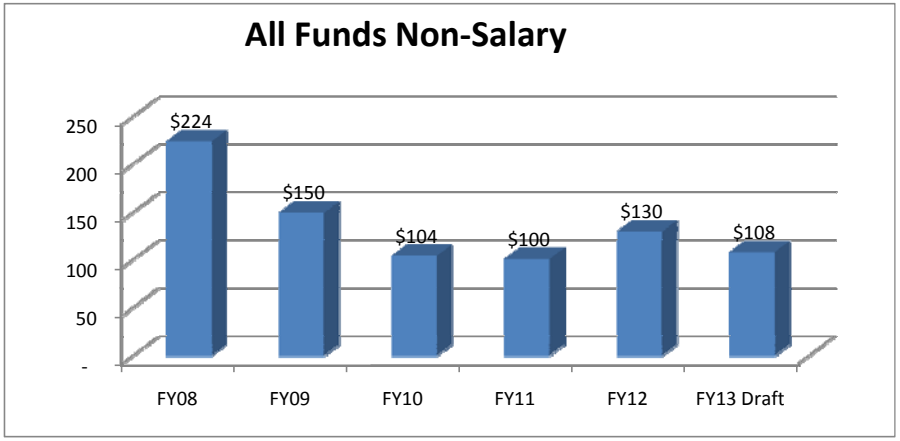
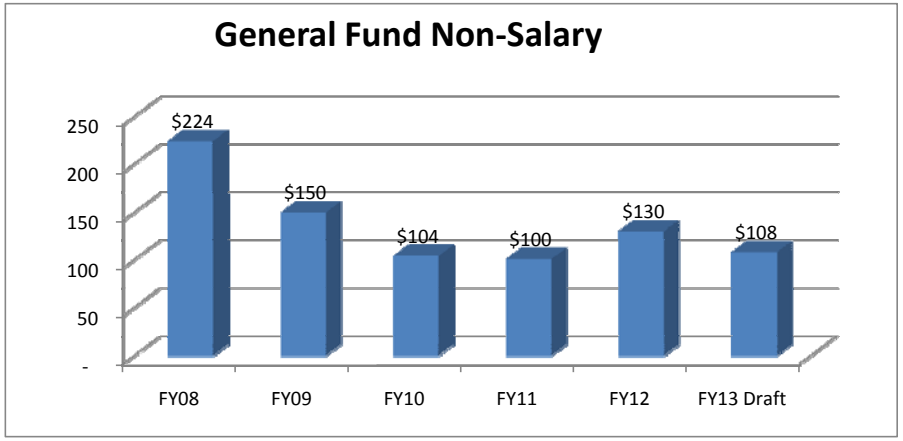
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
City Manager

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Admin Svcs Admin.						
1000 - General						
Administration Services Admin.	$8	$5	$5	$21	$15	
1000 - General Total	**8**	**5**	**5**	**21**	**15**	
Admin Svcs Admin. Total	**8**	**5**	**5**	**21**	**15**	
City Manager						
1000 - General						
City Manager	215	140	95	79	115	108
1000 - General Total	**215**	**140**	**95**	**79**	**115**	**108**
City Manager Total	**215**	**140**	**95**	**79**	**115**	**108**
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	**$224**	**$150**	**$104**	**$100**	**$130**	**$108**

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

Account Name	FY 13 Draft
Professional and Contractual	$47
Community Activity	35
Professional Development	18
Office Supplies	3
Office Equipment Maintenance	2
Cell Phone Charges	2
Memberships and Subscriptions	1
All Other	0
	$108

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Fund/Division #: 1000-10310 Division Name: City Manager # of FTEs: 5.5 A6000: $658,714 A7000: $103,095 TOTAL: $761,809	SERVICE DESCRIPTION: City Administrative Support
	REQUIRED BY LAW/CODE/REG?: Yes (City Charter requires City Manager and Assistant City Manager)
	CURRENT PERFORMANCE DATA: 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. In addition, responsible for administering City Council's policies.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: N/A
	IMPACT OF CHANGING SERVICES: N/A
	FTEs ASSOCIATED W/ SERVICE: 5.5 FTE; 1 Temp (Temporary employee is included in our A7000)

Fund/Division #: 1000-10310 Division Name: City Manager # of FTEs: 1.5 A6000: $111,958 A7000: $5,750 TOTAL: $117,708	SERVICE DESCRIPTION: Agenda Production
	REQUIRED BY LAW/CODE/REG?: Yes (City Charter mandates that the Council meets a min of 2x per month with the provisions of the laws of the state pertaining to public meetings and proceedings.)
	CURRENT PERFORMANCE DATA: Manages the process required to compile and edit Council Communication for City Council Workshops, Evening Meetings, and Special Meetings.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: N/A
	IMPACT OF CHANGING SERVICES: N/A

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City Manager's Office Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$770,672	$108,845	$9,824	$889,341	7.00
FTE/A6000 Changes (staffing/furlough/benefits)	$43,019	$0	$0	$43,019	(1.00)
Diff b/w Submission FY 2013 Budget	$0	($1,217)	$0	($1,217)	0.00
FY 2013 Draft Budget	$813,691	$107,628	$9,824	$931,143	6.00

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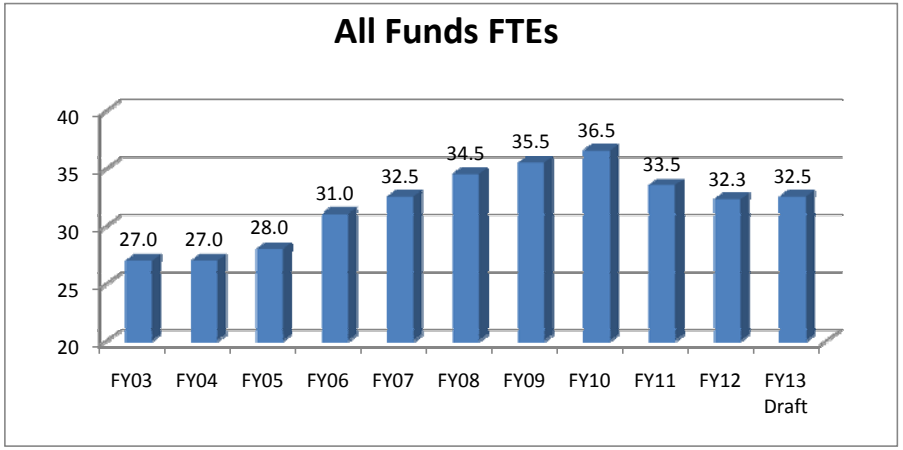
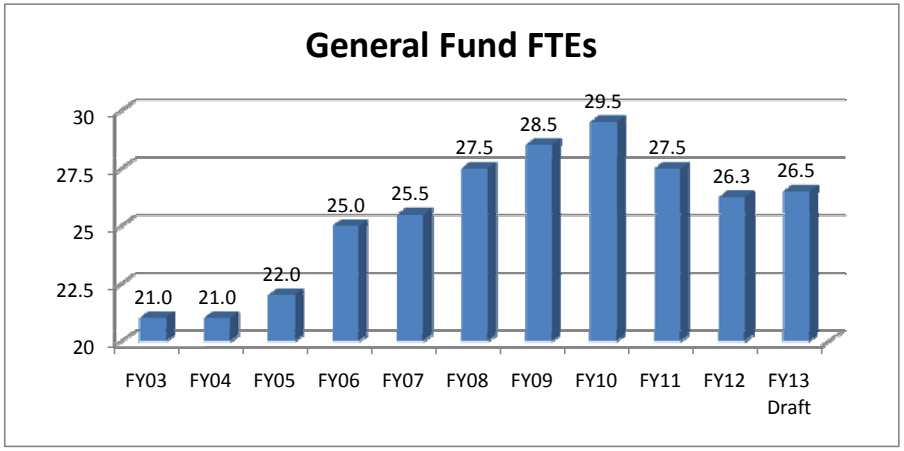
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Communications





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Civic Center											
1740 - Civic Center											
Civic Center	6.0	6.0	6.0	6.0	7.0	7.0	7.0	7.0	6.0	6.0	6.0
1740 - Civic Center Total	**6.0**	**6.0**	**6.0**	**6.0**	**7.0**	**7.0**	**7.0**	**7.0**	**6.0**	**6.0**	**6.0**
Civic Center Total	**6.0**	**6.0**	**6.0**	**6.0**	**7.0**	**7.0**	**7.0**	**7.0**	**6.0**	**6.0**	**6.0**
Conv./Media/Parking											
1000 - General											
Convention/Media/Parking						1.0					
Media Center Operations							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**
Conv./Media/Parking Total						**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
Cable Communications	6.0	6.0	6.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
City-Wide Special Events	4.0	4.0	5.0	3.0	3.0	4.0	4.0	4.0	4.0	3.8	4.0
Marketing	9.0	9.0	9.0	12.0	12.0	12.0	13.0	14.0	10.0	10.0	11.0
Tourism	2.0	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**	**21.0**	**22.0**	**25.0**	**25.5**	**26.5**	**27.5**	**28.5**	**26.5**	**25.3**	**25.5**
Marketing and Comm. Total	**21.0**	**21.0**	**22.0**	**25.0**	**25.5**	**26.5**	**27.5**	**28.5**	**26.5**	**25.3**	**25.5**
Total FTEs for ALL FUNDS	**27.0**	**27.0**	**28.0**	**31.0**	**32.5**	**34.5**	**35.5**	**36.5**	**33.5**	**32.3**	**32.5**

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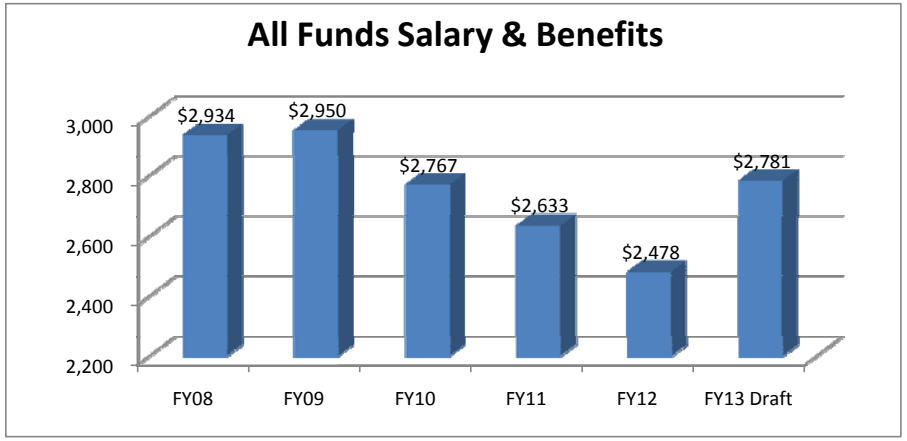
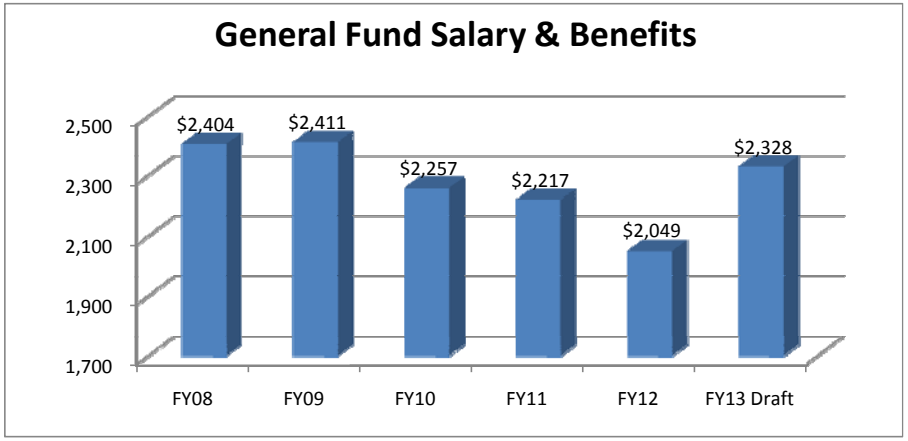
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Communications

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Civic Center						
1740 - Civic Center						
Civic Center	$530	$538	$510	$414	$428	$451
1740 - Civic Center Total	**530**	**538**	**510**	**414**	**428**	**451**
Civic Center Total	**530**	**538**	**510**	**414**	**428**	**451**
Conv./Media/Parking						
1000 - General						
Media Center Operations	100	99	98	97	92	103
1000 - General Total	**100**	**99**	**98**	**97**	**92**	**103**
Conv./Media/Parking Total	**100**	**99**	**98**	**97**	**92**	**103**
Marketing and Comm.						
1000 - General						
Audio/Visual				140	139	76
Cable Communications	628	620	613	619	577	660
City-Wide Special Events	298	301	294	273	266	307
Marketing	1,083	1,085	950	905	810	998
Tourism	294	304	299	183	165	184
Special Events Prod. Support	2	2	3			
1000 - General Total	**2,305**	**2,311**	**2,158**	**2,120**	**1,957**	**2,225**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
1870 - Marketing Self Sust						
Audio/Visual - Self Sust.				1		
Chocolate Affaire		0		0	0	0
Enchanted Evening		0		0	0	0
Glitter and Glow		0		0	0	0
Glitter Spectacular		0	1	0	0	0
Jazz Festival					1	1
Other Special Events		0				
1870 - Marketing Self Sust Total		**1**	**1**	**2**	**2**	**2**
Marketing and Comm. Total	**2,305**	**2,313**	**2,159**	**2,122**	**1,958**	**2,227**
Total A6000 Series for ALL FUNDS	**$2,934**	**$2,950**	**$2,767**	**$2,633**	**$2,478**	**$2,781**

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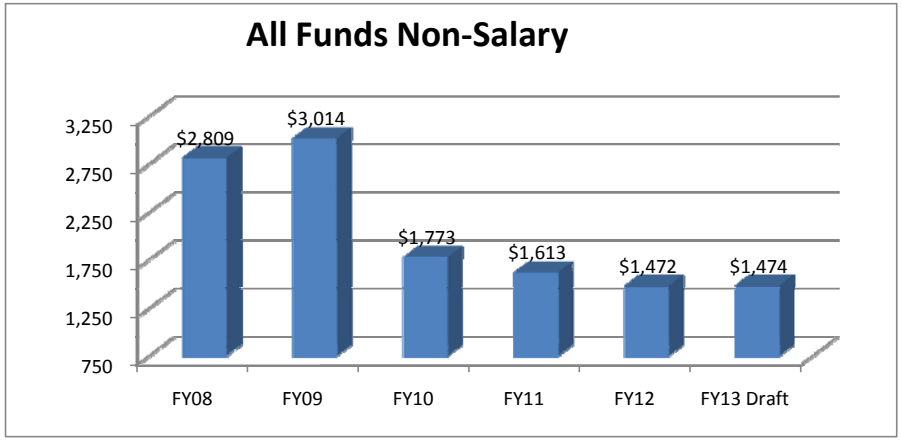
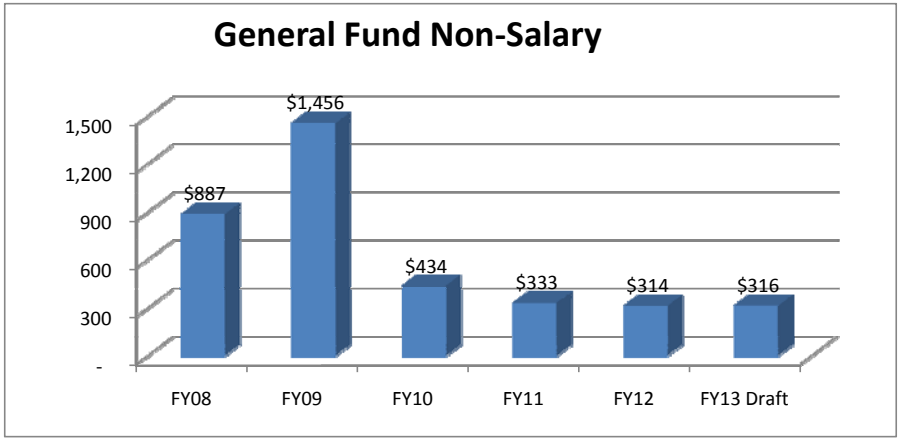
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Communications

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Civic Center						
1740 - Civic Center						
Civic Center	$354	$284	$307	$314	$315	$315
1740 - Civic Center Total	**354**	**284**	**307**	**314**	**315**	**315**
Civic Center Total	**354**	**284**	**307**	**314**	**315**	**315**
Conv./Media/Parking						
1000 - General						
Convention/Media/Parking	292	955	122	123	145	145
Media Center Operations	48	56	24	27	36	36
1000 - General Total	**340**	**1,011**	**147**	**150**	**180**	**181**
Conv./Media/Parking Total	**340**	**1,011**	**147**	**150**	**180**	**181**
Grants						
1840 - Grants						
Centennial Commemoration Grant			2			
1840 - Grants Total			**2**			
Grants Total			**2**			

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
Marketing and Comm.						
1000 - General						
Audio/Visual				21	17	17
Cable Communications	75	55	42	41	41	42
City-Wide Special Events	19	10	10	4	6	6
Marketing	269	222	86	82	28	29
Tourism	132	110	112	35	41	41
Special Events Prod. Support	53	48	38			
1000 - General Total	**547**	**445**	**287**	**184**	**134**	**135**
1010 - National Events						
Mkt'g - Super Bowl Event	232	(0)				
1010 - National Events Total	**232**	**(0)**				
1281 - Stadium Event Operations						
Mkt'g - Stadium Events	169	154	167	86	92	92
1281 - Stadium Event Operations Total	**169**	**154**	**167**	**86**	**92**	**92**
1870 - Marketing Self Sust						
Audio/Visual - Self Sust.				12		
Chocolate Affaire	168	132	111	102	104	104
Enchanted Evening	126	87	81	88	76	76
Glitter and Glow	110	93	83	94	94	94
Glitter Spectacular	168	140	120	122	99	99
Jazz Festival	278	162	183	172	157	157
Other Special Events	40	94	127	109	30	30
4th of July	58	50	-			
Convention & Visitors Bureau				22	30	30
Fiesta Glendale	43	40				
Glitters Light	175	179	152	153	156	156
Summer Band			2	3	2	2
That Thursday Thing		96	-			
Tourism - Souvenir Program	1	47	3	1	5	5
1870 - Marketing Self Sust Total	**1,167**	**1,120**	**862**	**879**	**751**	**751**
Marketing and Comm. Total	**2,115**	**1,718**	**1,317**	**1,149**	**977**	**978**
Total A7000 Series for ALL FUNDS	**$2,809**	**$3,014**	**$1,773**	**$1,613**	**$1,472**	**$1,474**

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

Account Name	FY 13 Draft
Professional and Contractual	$682
Advertising	186
Temporary Pay	154
Utilities	111
Electricity	89
Line Supplies	55
Promotion and Publicity	32
Equipment Maintenance	31
Contracted Landscape Maintenan	23
Office Supplies	16
All Other	95
	$1,474

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Fund/Division #: 1000-14115 Division Name: Audio/Visual # of FTEs: 1 A6000: $75,231 A7000: $16,695 TOTAL: $91,926	SERVICE DESCRIPTION: Audio/Visual Division: • Division comprised of one staff member who manages and maintains entire audio visual inventory for the city • Lead A/V service provider for revenue generating A/V operations of Civic Center and Special Events Office • Lead audio director for all live broadcast public meetings • Other services provided include: Maintenance of audio visual equipment for 27 city buildings including Council Chambers, B3, 4th floor conference room, GRPSTC, Foothills Recreation & Aquatic Center, Adult Center, city pools and libraries • In charge of the design for citywide A/V equipment, integration and purchase of new equipment.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: • 75+ live broadcast and recorded public meetings per year • 60% of all Civic Center events require Audio/Visual services • 25-days per year of audio/visual services for citywide special events • Responds citywide approximately 10 hours per week for audio/visual service to citywide departments and divisions in need of repairs, set-up and assistance
	REVENUE GENERATION: Revenue is generated for the general fund through the rental of audio/video services at the Civic Center. • FY11 = $48,341 • FY12 projected revenue = $50,000 Acct # 1740-01740-424600
	SERVICE ALTERNATIVES: Outsourcing of the division with a private A/V company on retainer
	IMPACT OF CHANGING SERVICES: • The general fund would lose approximately $50,000 per year in revenue • Outsourcing the division would require having an A/V company on retainer for the city at an estimated cost of $250,000 annually (more than $170,000 than the current FTE) •Outsourcing costs do not include repair, maintenance, special events, public meetings, etc… • Outsourcing costs will be passed to departments requiring A/V assistance and could create internal delays for audio assistance
	FTEs ASSOCIATED W/ SERVICE: 1 FTE. Division has been reduced by 50% from two FTEs to one as of FY11.
	A6000/A7000 BUDGET TOTALS: A6000: $138,549 (*See note to left column, this FTE A6000 line item is currently approximately $75,000 due to the elimination of an FTE.) A7000: $15,860 (Resources for this A7000 include approximately 65% for equipment, repair and maintenance and 25% for event production.)

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Fund/Division #: 1740-11710
Division Name: Civic Center

# of FTEs: 6

A6000: $427,731
A7000: $314,640
TOTAL: $742,371

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.

Facility Management:
Sales, Event Coordination and Marketing:
Booking events that generate general fund revenue, coordination of those events including scheduling, room set-up, billing, permits, insurance requirements, catering, audio-visual needs and table/chairs/linens. Marketing and advertising of the facility to select targeted audiences via the media, event planning associations and publications.
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 purchasing of supplies, landscaping, cleanliness and appearance. Hiring of temporary event staff, coordination of set-up and tear down of events and overall inventory of facility. Managing and maintaining 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 contracts, coordinating meetings with staff and clients, internal communication, HR paperwork, payroll, revenue deposits, procard management, check requests and the monitoring of RFS.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• For the past five years, the facility has averaged 280-event days a year hosting approximately 62,000 guests from around the state of Arizona.
• For the past five years, the Civic Center has ranked as one of the top five best rental facilities in the state from Arizona Business Magazine.
• 90% of clients rank the Civic Center with high satisfaction in guest evaluations.
• Monthly email blasts reaching 18,000 clients a year.
• Ad placement online and print for trade publications (such as wedding magazines/websites) reaching targeted audience of approximately 220,000 the past three years.

REVENUE GENERATION:
• FY11 revenue = $405,800
• FY12 revenue projected at $425,000 (This revenue includes audio/visual, see below.)
Acct #:1740-01740-423400, 1740-01740-424400

SERVICE ALTERNATIVES:
No service alternative with comparable amenities available in the Historic Downtown or Centerline Area.

IMPACT OF CHANGING SERVICES:
Ending service would:
• Greatly decrease the economic impact of approximately 62,000 guests who visit and spend money in downtown businesses
• Diminish focus of revitalization in downtown Centerline District

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• Outsourcing costs would require an RFP to determine current market rates and exact figures
FTEs ASSOCIATED W/ SERVICE: 6 FTEs assigned to division. Division has been reduced from seven FTEs to six as of FY11.
A6000/A7000 BUDGET TOTALS: A6000: $427,731 A7000: $314,640 (Resources for this A7000 include approximately 40% for building maintenance and operation and 40% for event production.)

Civic Center Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$502,962	$331,335	$57,587	$891,884	7.00
FTE/A6000 Changes (staffing/furlough/benefits)	($39,982)	$0	$0	($39,982)	(1.00)
Diff b/w Submission FY 2013 Budget	$63,318	$535	$0	$63,853	1.00
FY 2013 Draft Budget	$526,298	$331,870	$57,587	$915,755	7.00

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Fund/Division #: 1000-10890 Division Name: Convention/Media/Parking # of FTEs: 0 A6000: $0 A7000: $17,475 TOTAL: $17,475	SERVICE DESCRIPTION: A 7000 Budget totals for Web (A6000 covered in 10810- Marketing) which covers city's annual web video library and live streaming contract)
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE: FTE's are accounted for in 10810- Marketing

Fund/Division #: 1000-10890 & 10891 Division Name: Convention/Media/Parking & Media Center Operations # of FTEs: 1 A6000: $92,273 A7000: $163,021 TOTAL: $255,294	SERVICE DESCRIPTION: The Glendale Media Center is the home of Glendale 11's television studio and provides media broadcast space and facility rentals.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: The Glendale Media Center had approximately 200 event days last year.
	REVENUE GENERATION: • The facility averages approximately $350,000 annually for the general fund through rentals.
	SERVICE ALTERNATIVES: No other facility with this level of service and amenities exists in the West Valley.
	IMPACT OF CHANGING SERVICES: •The general fund would lose approximately $350,000 in revenue •The city risks decreasing local, national and international exposure as well as economic development opportunities through media, visitors and client use of the facility.
	FTEs ASSOCIATED W/ SERVICE: 1 FTE
	A6000/A7000 BUDGET TOTALS: 10890 A6000: $0 A7000: $127,271 This A7000 line item is used exclusively for utilities and building maintenance. 10891 A6000: $92,273 A7000: $35,750

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Media Center Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$92,273	$180,496	$142,993	$415,762	1.00
FTE/A6000 Changes (staffing/furlough/benefits)	$10,676	$0	$0	$10,676	0.00
Diff b/w Submission FY 2013 Budget	$0	$629	$0	$629	0.00
FY 2013 Draft Budget	$102,949	$181,125	$142,993	$427,067	1.00

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Fund/Division #: 1000-14120
Division Name: Cable Communications

# of FTEs: 7

A6000: $576,634
A7000: $26,971
TOTAL: $603,605

SERVICE DESCRIPTION:
Serves as the city's government television channel:
Glendale 11 informs and engages residents and visitors of Glendale by providing accurate and timely information about city government issues, programs and events and serve as a conduit for resident accessibility to city government information and operation.

Televise official city meetings and events:
• Live coverage of City Council meetings with closed captioning for the hearing impaired, live coverage of City Council workshops, Planning & Zoning meetings, City budget meetings and Mayor's State of the City address
• Support City Diversity initiatives, including the MLK Unity lunch, Cesar Chavez breakfast and Hispanic Network lunch
• Support key city news, information, safety and economic development messages, such as city election results, traffic and possible bus strike alerts, GPD press conferences for missing girl Jhessey Shockley and the inaugural meeting of the Glendale CVB.

City’s Audio Visual Support:
• Serves as primary backup to all audio visual coverage of public meetings, city events and city facilities.

Public Information Programming:
• Profile essential city services, programs, businesses and community outreach through such programs as the Council's interview talk show Glendale Today and Glendale Full Circle featuring city and community issues
• Community Public Service Announcements, including: election results and Get Out the Vote, Abandoned Shopping Carts, Anti Beer Runs, Missing Person (Jhessey Shockley), Bradley Jones Memorial
• Serve as the city's news and information source for residents through timely reporting with Glendale City Beat and Glendale A to Z
• Immediate updates for breaking news such as traffic alerts
• Weekly updates on Glendale 24/7 highlighting city calendar items, airing regularly on Glendale 11 and posted on the upper right hand corner of every city web page
• Promote city festivals and downtown development through festival programming, including Glendale Glitters, Glitter & Glow, Chocolate Affaire, Jazz & Blues. Promote downtown facilities such as the Glendale Civic Center, showcase city restaurants on the show Food for Thought and highlight events throughout the city on the program Destination Glendale
• Promote Glendale's Sports & Entertainment district on special programming featuring University of Phoenix Stadium, Jobing.com Arena and Camelback Ranch- Glendale
• Highlight public safety information on Glendale 911, Tribute to Officer Bradley Jones, Monsoon Safety with CBS 5 News and GPD Centennial documentary
• Glendale 11 programming is also available on the City's YouTube Channel, the city's websites and an online video archive library accessible 24 hours a day, seven days a week.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• Glendale 11 reaches approximately 150,000 Glendale residents on Cox cable and is available 24/7 worldwide online.
• Coverage of more than 75 broadcast live and recorded public meetings per year

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• More than 360,000 users have viewed Glendale 11 programming online in the last year.
• Glendale 11 produced more than 100 hours of original programming last year
• 1,288 Glendale 11 videos accessible online via the city's websites; those sites reached 5.6 million people last year
• An ASU West research study reports almost 80% of people surveyed were aware of Glendale 11 and 65% have watched Glendale 11.
• Glendale 11 has won local, national and international recognition for excellence: 23 Rocky Mountain Emmy Nominations, 5Telly Awards, 21 NATOA Awards and 6 International Festival Event Association awards.

REVENUE GENERATION:
Glendale 11 serves as a resource for news, information and promotion of city programs and local businesses associated with revenue collection, such as parks and recreation, available meeting rental space, downtown events and activities, the Sports & Entertainment District and CVB initiatives and campaigns.

SERVICE ALTERNATIVES:
Single source provider: The airwaves of Glendale Channel 11 cannot be sold to an outside business; the cable rights have been granted to the City and are subject to cable franchise regulations in the City code and the City agreement with Cox Cable.

IMPACT OF CHANGING SERVICES:
• Glendale 11 is the main source of city news & information for residents who are not able to attend official city meetings and do not have internet access; changing this service decreases opportunities 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.

FTEs ASSOCIATED W/ SERVICE:
7 FTE’s Due to budget cuts, 1 Cable FTE is permanently assigned to 10810-Marketing/Communications. Due to staffing cuts in the Audio/Visual division, 1 Cable FTE serves as backup A/V support for all city meetings, events and facilities. Thus there are currently 5 employees assigned full time to Glendale 11.

Fund/Division #: 1000-14120
Division Name: Cable Communications

# of FTEs: 0

A6000: $0
A7000: $14,000
TOTAL: $14,000

SERVICE DESCRIPTION:
A 7000 Budget totals for Web (A6000 covered in 10810- Marketing) which covers website hardware, software programs and licensing renewals.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:

REVENUE GENERATION:

SERVICE ALTERNATIVES:

IMPACT OF CHANGING SERVICES:

FTEs ASSOCIATED W/ SERVICE:
FTE's are accounted for in 10810- Marketing

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Cable Communications Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$576,634	$40,971	$48,427	$666,032	7.00
FTE/A6000 Changes (staffing/furlough/benefits)	$83,849	$0	$0	$83,849	0.00
Diff b/w Submission FY 2013 Budget	$0	$623	$0	$623	0.00
FY 2013 Draft Budget	$660,483	$41,594	$48,427	$750,504	7.00

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Fund/Division #: 1000/1870-14110/Special Events
Division Name: Special Events

# of FTEs: 3.75

A6000: $267,539
A7000: $721,111
TOTAL: $988,650

SERVICE DESCRIPTION:
Produce the City's Seven Signature Festivals in Historic Downtown Glendale to support downtown shopping district and economic growth of area.
• Event production responsibilities include developing event site plans, creating policies and procedures, soliciting sponsorships, negotiating contracts with external vendors and suppliers, hiring talent, supervising production staff, directing event logistics, developing media and promotional campaigns, determining equipment and labor needs, preparing event site, etc.
• In addition to event production, services also include developing an advertising and promotional plan for Glendale's festivals to attract shoppers and foot traffic to the area and brand downtown as a destination for visitors/shoppers to generate revenue for area merchants.
• In addition to event production, the division is responsible for management and oversight of the largest free holiday light display of its kind in the state of Arizona. The display, which takes approximately 3 months to install (more than 5,000 labor hours), remains lit for 2 months. Special Events staff responds to light outages during the season and coordinates reports with city's electrician.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• More than 400,000 people attend Glendale's festivals annually. But, just as important, more than 1 million people visit downtown throughout the year as a result of the advertising, branding, publicity and promotion generated from the festivals.
• In addition to the hundreds of thousands of visitors they attract each year, Glendale’s festivals showcase the entire city and generates statewide exposure to downtown. For example, AAA Highroads magazine recently selected Glendale Glitters as the fifth best festival in Arizona, outranking the Fiesta Bowl, Barrett-Jackson Collector Car Auction and Country Thunder.
• Glendale Glitters also was selected as the “Best Festival in the Valley” 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 serve as a driver for economic development activity. For example, the newly opened Gaslight Inn was purchased by out-of-state business people who saw the property while visiting downtown to attend the 2011 Glendale 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 remain comparable to the Valley-wide average due to the advertising and resulting foot traffic created by Glendale festivals.

REVENUE GENERATION:
In total, the special events office generates approximately $452,000 in revenue annually as delineated below. Surveys conducted by IFEA determined that two city festivals alone (Glendale Glitters Spectacular Weekend and Glendale Chocolate Affaire) generate more than $3 million in economic impact annually for Glendale. These festivals generate approximately $400,000 in revenue through the following accounts: 1870-14321-451400, 1870-14322-451400, 1870-14323-451400, 1870-14324-451400, 1870-14325-451400, 1870-14327-451400, 1870-14328-451400.

SERVICE ALTERNATIVES:
There is no alternative that would cost the city less for its current service/staff. The only alternative, a private event

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production company, would cost the city twice as much money for staffing alone ($500,000) for the same level and caliber of festivals we are producing today. This does not include production/rental expenses, paying for attractions, hiring entertainment, etc.

IMPACT OF CHANGING SERVICES:
Special Events funding has been reduced by over 25% in the last three years and 2 events have been eliminated. Glendale will lose a key economic driver:
• Reduced downtown sales tax collections, especially during the busy holiday shopping season.
• According to downtown merchants, it's very likely that a number of existing businesses in Old Towne and Catlin Court would go out of business if city festivals were eliminated or reduced.
• Significantly reduced downtown pedestrian traffic throughout the year
• Exposure and advertising days for downtown businesses will be substantially diminished.
• Finally, it's difficult for cities to re-establish themselves as a destination and attract visitors and shoppers once festivals are gone.

FTEs ASSOCIATED W/ SERVICE:
3.75 FTEs are assigned to the 14110 division.

A6000/A7000 BUDGET TOTALS:
City-Wide Special Events
A6000: $265,685
A7000: $6,349
Glendale Glitters
A6000 - $407
A7000 – $98,593
December Weekends
A6000 - $183
A7000 - $75,635
Glendale Glitter & Glow
A6000 - $297
A7000 - $93,703
Glendale Choc. Affaire
A6000 - $372
A7000 - $103,628
Glendale Jazz & Blues Festival
A6000 - $595
A7000 - $157,405
Glendale Glitters Lights
A7000 - $155,798
Summer Band, Licensing, Parking, & Misc. Costs
A7000 - $30,000

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Fund/Division #: 1000-14110
Division Name: Special Events

# of FTEs: 0

A6000: $0
A7000: $1,500
TOTAL: $1,500

SERVICE DESCRIPTION:
Plan, Coordinate & Manage Glendale Summer Band 8-Week Concert Series:
• Creates annual budget and approves/tracks expenses.
• Coordinates and staffs weekly band rehearsals May through June.
• Solicits sponsorships and donations to offset concert series expenses; deposits donations and tracks donors.
• Coordinates audio and lighting services for weekly performances.
• Creates posters and flyers and publicizes and promotes concerts.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• Entering its 46th season, the Glendale Summer Band was created to bring residents together and promote a sense of community during the summer.
• Attending the band concerts is a weekly tradition among many long-time residents
• The 100-member band serves as a point of pride for the city as the longest-running community band in the state of Arizona.
• The concert series draws more than 4,000 people during the summer months to downtown Glendale.
• Recently created a new partnership with downtown merchants that enables them to advertise to event attendees during the concert series.

REVENUE GENERATION:
Revenue was $4,366 in FY11 and deposited to 1870-14328-451400. 100% of revenues goes toward paying a portion of total concert series expenses, such as sheet music purchases and city owned equipment repairs. 100% of revenues used to pay for the production of this concert series are derived from donations and a grant from the Glendale Civic Pride Ambassadors.

SERVICE ALTERNATIVES:
None

IMPACT OF CHANGING SERVICES:
Glendale will lose a nearly 50-year community tradition and eliminate one of the few downtown activities during June and July, which are two of the slower visitation months in downtown.

FTEs ASSOCIATED W/ SERVICE:
See above

Fund/Division #: 1000-14110
Division Name: Special Events

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Attracting New and Unique Events to Glendale:
• Responsibilities include meeting with private special event producers, attending industry outreach events, monitoring Valley's special events calendar, etc.
• This attracts visitors to our community that positively impacts local business activity and city sales tax revenues.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• The Office of Special Events has assisted in bringing more than 100 events to Glendale over the last several years.

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• Some of these events include Westgate Rocks New Year's Eve, Front Porch Festival, First Saturdays, NABI 10K Run, Step Out Against Diabetes and the Arab-American Festival.
• There are so many events now taking place in Glendale that many residents throughout the Valley, as well as visitors to the area, often visit our city for the sole purpose of attending an event. Thus, bringing new events to Glendale serve as economic development drivers for the city.

REVENUE GENERATION:
The 100-plus events are associated with the generation and collection of revenues to the city as a result of the influx of visitors attending these events.

SERVICE ALTERNATIVES:
N/A

IMPACT OF CHANGING 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.

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:
A7000: no funding designated to attract or support outside events.

Fund/Division #: 1000-14110
Division Name: Special Events

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Operating and Managing Glendale's Parking Concession Service:
• Hiring parking staff; coordinating set-up and equipment needs with Transportation, Police and contractors; supplying tickets and directing parking ticket sales; settling parking receipts daily; making deposits; and tracking expenses and receipts.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• Created new, dedicated revenue stream to the city's General Fund
• The parking concession operates during all city festivals (14 total days annually).
• Enhanced service benefit for event attendees wanting to park closer to event site.

REVENUE GENERATION:
The net revenue generated from Glendale's parking concession during events is deposited into the city's General Fund. In FY11, $45,367 was deposited into the General Fund Account 1000-01000-421370.

SERVICE ALTERNATIVES:
N/A

IMPACT OF CHANGING SERVICES:
Eliminating this service will remove this new, dedicated revenue stream to the city's General Fund.

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:

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A7000: no funding designated to support this service

Fund/Division #: 1000-14110 Division Name: Special Events # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: 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 and the processes to follow per the city's Special Events Ordinance. • Meeting with applicants and coordinating/communicating the applicant's permit information with city departments throughout the organization. These departments, which all have representatives on the city's Special Events Committee, include Police, Transportation, Sanitation, Water Department, Fire, Risk Management, Planning, Building Safety, Fire Marshal's Office, Tax & License, etc.
	REQUIRED BY LAW/CODE/REG?: Yes - city code
	CURRENT PERFORMANCE DATA: • The division facilitates the coordination of 50 revenue-generating events annually through the administration of the Special Event Permit Application process • Responds to approximately 200 calls and email inquiries from customers with questions on the city's ordinance, permit process and requirements, etc. • Serves as the city's point of contact for outside groups interested in holding special events in Glendale.
	REVENUE GENERATION: • Revenue is approximately $3,000 annually through the special event permit process and deposited into General Fund Account 1000-14110-450300. • Many of the 50 annual events generate city revenue, as approximately 25,000 attended these events last year, thus contributing to the city's tax collections.
	SERVICE ALTERNATIVES: Permitting service is required by City Code.
	IMPACT OF CHANGING SERVICES: 50% of one FTE's time is committed to operating the Special Event Permit Application process. Per city ordinance, this is required by code in order to hold an event on city property. Permitting services would need to be provided by another city department.
	FTEs ASSOCIATED W/ SERVICE: See above

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Special Events Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$267,539	$722,611	$5,794	$995,944	3.75
FTE/A6000 Changes (staffing/furlough/benefits)	$41,627	$0	$0	$41,627	0.25
Diff b/w Submission FY 2013 Budget	$0	($16)	$0	($16)	0.00
FY 2013 Draft Budget	$309,166	$722,595	$5,794	$1,037,555	4.00

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Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Management and development of communication strategies and the implementation of marketing initiatives, graphic design coordination, web site management, media relations and administrative duties.
	REQUIRED BY LAW/CODE/REG?: See below
	CURRENT PERFORMANCE DATA: See below
	REVENUE GENERATION: See below
	SERVICE ALTERNATIVES: See below
	IMPACT OF CHANGING SERVICES: See below
	FTEs ASSOCIATED W/ SERVICE: 10 FTEs are assigned to the division. (See below for percentages of resources dedicated to individual areas)
	A6000/A7000 BUDGET TOTALS: Total department A6000 and A7000 is broken down by divisions below

Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 2.5 A6000: $162,062 A7000: $24,976 TOTAL: $187,038	SERVICE DESCRIPTION: Customer Service: • Staff front desk in Marketing from 8:00 a.m. to 5:00 p.m. daily. • Answer a high volume of phone calls on main marketing phone line (x 3077) and assist walk in residents, vendors, the media and other internal and external customers daily. • Obtain and provides information; collect fees for our citywide special events; explains fee structures, explains processes and procedures, receive and direct questions from citizens.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: • Assist approximately 250 walk in customers per month. • Answer approximately 9,600 phone calls annually. The weekly amount of calls doubles during festival season.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: These duties would be divided among non-administrative staff members.
	IMPACT OF CHANGING SERVICES: • Customer service & response time would be delayed for citizens, vendors and the media. • Delayed response in processing day-to-day administrative functions of the department and requests from citizens.
	FTEs ASSOCIATED W/ SERVICE: Approximately 20% of Marketing/Communications A6000 resources are estimated for this division
	A6000/A7000 BUDGET TOTALS:

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A6000: $162,062A7000: $24,976 The Connection newsletter contract is currently underfunded and absorbed by several divisions within the Marketing department. This accounts for approximately half of our A7000 division total.The cost for the biannual Council Installation is also paid for by this budget.

Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Communications: • Responsible for writing, producing and scheduling the monthly Connection newsletter. • Writes monthly On-Hold Script for the city's phone system. This message is heard by all callers to the city. • Writes, updates and records Special Event Hotline. • Daily citywide news release compilation and distribution to city departments via e-mail. • Post citywide special events and tourism events on the city Intranet calendar. • Serve as news clipping & archival service for city. Glendale clips provided to Council & city staff department heads on a weekly basis on a variety of news, information and high profile issues such as political issues. • RFS liaison for department
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: • Connection citizen newsletter mailed to 56,000 households monthly • Connection posted online & e-mailed to 400+ residents monthly per their request • 2,000 news clips provided per year • Approximately 25,000 calls to the city per month for on hold message
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: • Move the Connection to online only, saving $12,000 annually.
	IMPACT OF CHANGING SERVICES: • Customer Service & response time would be delayed for citizens, vendors and the media. • Delayed response in processing day-to-day administrative functions of the department and requests from citizens. • It would cost the city $4,000 per year to hire an outside clipping service.
	FTEs ASSOCIATED W/ SERVICE: See above
	A6000/A7000 BUDGET TOTALS: See above

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Fund/Division #: 1000-10810
Division Name: Marketing

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Financial/Budget Duties:
• Updates shadow budgets on a regular basis.
• Participates in preparation & administration of department's annual budget.
• Monitors contracts & agreements to assure compliance and proper billing.
• Submit invoice requests for new CVB members, submit annual invoice requests to all members and processes all CVB membership renewals
• Pays departmental bills and handles purchase orders
• Departmental procard report liaison. Reallocates charges weekly, checks for discrepancies, runs monthly reports, distributes & collects monthly statements.

Human Resources/Payroll Duties:
• Assist with all HR recruitments for entire department.
• Handle new hire paperwork for all part-time, temporary event related employees for the Civic Center and Special Events.
• Train & assist all new employees on the city's electronic payroll system.
• Track furlough hours
• Prepare and monitor contracts such as those of temporary employees.

General Administrative & Clerical:
• Negotiates & schedules maintenance & repair services for department equipment.
• Coordinates use of city's suites at Jobing.com Arena and Camelback Ranch- Glendale to include arranging for use by non-profit groups.
• Conducts annual computer, printer inventory & telephone extension inventory for department to be submitted to I.T. & Annual Capital Asset Management Inventory for Finance
• Typing, copying, proofing/editing, assembling press kits, take meeting minutes, compose agendas, memos, forms, reports, scanning and other clerical duties as needed.
• Coordinates calendars and schedules meetings for management staff
• Develops and conducts training sessions on new procedures, programs or processes.
• Files all graphics projects.
• Distribute interoffice mail, external mail and faxes to staff mailboxes daily.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• Process approximately 50 check requests per month, with another 20-25 invoices processed monthly and paid via procard.
• Procard liaison processes approximately 25 procard statements per month for entire department.
• 26 different non-profit groups used the city's suites last year.
• 1,200 graphics project files per year.

REVENUE GENERATION:
N/A

SERVICE ALTERNATIVES:

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These duties would be divided among non-administrative staff members.
IMPACT OF CHANGING SERVICES: • Customer Service & response time would be delayed, citizens would get transferred from department-to-department. • Response time would increase for vendors and the media. • There would be a delayed response in processing day-to-day administrative functions of the department and requests from citizens. •There would be a significant delay in processing checks, invoices and purchase orders to vendors and CVB members.
FTEs ASSOCIATED W/ SERVICE: See above
A6000/A7000 BUDGET TOTALS: See above

Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Regulatory/Compliance: • Records Management Liaison for Department • NIMS certifications: maintain copies of FEMA certificates for Introduction to the Incident Command System for all staff members
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: • Tracks all records for department of 34
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: These duties would be divided among non-administrative staff members.
	IMPACT OF CHANGING SERVICES: There would be a delayed response in completing these duties.
	FTEs ASSOCIATED W/ SERVICE: See above
	A6000/A7000 BUDGET TOTALS: See above

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Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 2.5 A6000: $226,888 A7000: $0 TOTAL: $226,888	SERVICE DESCRIPTION: Develop, manage and maintain city websites • Services all city departments and key city partners. • Services more than 100 businesses through the CVB website. • Intranet content management (internal employee website).
	REQUIRED BY LAW/CODE/REG?: Yes - the state requires all public notices, meeting dates, agendas and minutes to be available online.
	CURRENT PERFORMANCE DATA: • Total number of visitors to all city websites: 5,620,390 in the last year, a 30% increase over the previous year. • Maintain content for the city's intranet site - GNN - more than 3,500 pages. • There are 19,618 total web pages; many updated daily. • 70 % of US homes have Internet access and 80 % rely on the Internet as a form of participation in their government. • 100 % ADA compliance.
	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.
	SERVICE ALTERNATIVES: • Outsource web development and maintenance at an estimated annual cost of $590,000. • There is no alternative that would cost the city less for its current services/staff.
	IMPACT OF CHANGING SERVICES: Outsourcing would: • Result in potential slower turn-around time and loss of personal web customer service for citizens and employees • Lead to possible reduction of any new design and content creation • Potentially lead to significant decrease in exposure, awareness and notification of upcoming events, city services or programs that serve residents, businesses, visitors and community stakeholders
	FTEs ASSOCIATED W/ SERVICE: Approximately 28% of Marketing/Communications A6000 resources are estimated for this division
	A6000/A7000 BUDGET TOTALS: A6000: $226,888A7000: $14,000 in 14120 covers website hardware, software programs and licensing renewals and $17,475 in 10890 covers city's annual web broadcast contract)

Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Manage Public Meetings and Video on-Demand Online Services for Citizens • Manage online video system, which allows residents access to public meetings and all other Glendale 11 video on demand 24/7. • Responsible for weekly online council agenda. • Manage official online public notices • Provide live online video channel for major city events.
	REQUIRED BY LAW/CODE/REG?: Yes - the state requires all public notices, meeting dates, agendas and minutes to be available online.

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CURRENT PERFORMANCE DATA:
• Responsible for uploading and management of 1,288 videos including public meetings, public information programming and other community outreach.
• Online agendas are accessed by 8,400 citizens each month.
• Videos have been viewed by 27,723 people.
• Sunshine Review, a nonprofit organization dedicated to state and local government transparency, recognized the city's website, glendaleaz.com, for its transparency programs and accessability to residents.
• Live online video of city events and mega event settings were viewed by more than 3,200 people last year.

REVENUE GENERATION:
No

SERVICE ALTERNATIVES:
Options: eliminate online video or outsource at a cost of $100,000 annually; updating online public notices would cost an additional $500-$1,000 a week in web maintenance.

IMPACT OF CHANGING SERVICES:
• Eliminating this service would mean no online video available for citizens or staff to view, including review of public meetings.
• This service is some residents' only source to connect with city government

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:
See above

Fund/Division #: 1000-10810
Division Name: Marketing

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Social Media Development and Management
• Facebook
• Twitter
• YouTube
• Flickr photo sharing sites
• Nixle Public Safety Social Media

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• The Web Division has attracted more than 1,000,000 viewers and followers due to the development and management of 14 various social media websites/social media tools.
• 65 percent of adult internet users are on social networking sites.

REVENUE GENERATION:
Indirect through contests, calls-to-action, and promotions for attending festivals, dining in Glendale and participation in the city's Shop Glendale" program.

SERVICE ALTERNATIVES:
Not participating in social media or outsource for an estimated cost of $5,000 a month at current service levels

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IMPACT OF CHANGING SERVICES:
• Will no longer be among the leaders in government social media use and will not be active in this growing and vital online service.

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:
See above

Fund/Division #: 1000-10810
Division Name: Marketing

# of FTEs: 2.5

A6000: $202,578
A7000: $3,500
TOTAL: $206,078

SERVICE DESCRIPTION:
The Creative Services Division Serves as an In-House, Full Service Graphics & Design Agency for City Departments to Inform and Educate Residents, Businesses, Visitors & Others:
• Develop public informational and educational 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.
• Prepares artwork for a wide range of promotional items, displays and trade booths.
• Obtains vendor bids and serves as a liaison between city departments and vendors.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• The division projects to handle more than 1,200 projects in FY12.
• Over the past five years, the Creative Services Division has won numerous local, national and international awards for their designs.

REVENUE GENERATION:
The division creates publications associated with the collection of revenue, such as sales kits and collateral material for revenue-generating divisions, i.e., Sanitation, Economic Development, Glendale Civic Center, Glendale CVB, etc.

SERVICE ALTERNATIVES:
Outsourcing this service to an outside agency would cost the city more than $350,000 annually based on the number and scope of current projects.

IMPACT OF CHANGING SERVICES:
It would shift the cost of services to the individual departments and greatly exceed what the city currently pays to provide these services. It would also diminish design and graphics control of the city's logo, imaging, branding, etc.

FTEs ASSOCIATED W/ SERVICE:
Approximately 25% of Marketing/Communications A6000 resources are estimated for this division. This division was cut by 1/3 in FY ‘10

A6000/A7000 BUDGET TOTALS:
A6000: $202,578A7000: $3,500This A7000 budget is used to cover annual L.A.C.T. booth as well as Graphics hardware and software.

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Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Full-Service Graphics & Design Agency for the City's External Marketing, 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?: No
	CURRENT PERFORMANCE DATA: • Glendale, Arizona's Regional Travel Planner is distributed to 80,000 people. • Glendale and West Valley Meeting & Travel Planner's Guide is available online to local and national convention and meeting planners. • In an effort to generate sales tax revenue for the city, more than 10,000 Shop Glendale Discount cards are produced and distributed annually. • Print ads in Oprah magazine alone generated 3,277 requests for information packets on travel to Glendale.
	REVENUE GENERATION: The division creates documents that are associated with the collection of revenue. For example, the Glendale CVB brought in $20,000 in revenue through creation of a membership sales kit and print advertisements.
	SERVICE ALTERNATIVES: Outsourcing this service to an outside agency would cost the city more than $350,000 annually based on the number and scope of current projects.
	IMPACT OF CHANGING SERVICES: It would shift the cost of services to the individual departments.
	FTEs ASSOCIATED W/ SERVICE: See above
	A6000/A7000 BUDGET TOTALS: See above

Fund/Division #: 1000-10810 Division Name: Marketing # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Legally Mandated Outreach: • Design and creation of the water quality report (mailed annually to 56,000 Glendale households) election material, City Court bond cards, Council redistricting map project, etc.
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Develop and create all voting material, including publicity pamphlets, voting forms, print ads and other collateral material for citywide distribution. Design print ads, collateral materials recent Council redistricting map project.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: Outsourcing this service would shift the cost of services to individual departments. External charges would be based on the

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type of needed graphics jobs.

IMPACT OF CHANGING SERVICES:
It would shift the cost of services to the individual departments and greatly exceed what the city currently pays to provide these services.

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:
See above

Fund/Division #: 1000-10810
Division Name: Marketing

# of FTEs: 2.5

A6000: $218,785
A7000: $0
TOTAL: $218,785

SERVICE DESCRIPTION:
Provide internal public information and communication services to every city department:
• Work with departments to inform and educate citizens on important policies, decisions and events through communication channels such as news releases, newsletters, email blasts, media interviews and website content
• Assist in revenue generation with communication strategies by increasing awareness of city events, services, programs, economic development opportunities and destination points
• Coordinate information for news articles, releases, editorials, advisories, FAQ's, social media outreach.

Provide external public information and communication services:
• Serves as public information officer for media interviews (television, radio, print)
• Provide communication services to external partners such as Jobing.com Arena, Camelback Ranch-Glendale, University of Phoenix Stadium, Fiesta Bowl -- includes identifying and implementing beneficial cross-promotional opportunities, events and campaigns to maximize exposure for the city and to attract visitors
• Coordinate special event public information strategies with large, national organizations such as the Fiesta Bowl, NFL, MLB and NHL to create awareness and visitor opportunities for Glendale
• Inform the public on the city's supportive role of high profile initiatives such as Luke Air Force Base's F-35 mission and Centerline

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• 400 yearly press releases, news advisories and media pitches
• Average 40 news stories per month in print and/or broadcast
• Respond to more than 1,500 media inquiries per year
• Generate $1 million per year in media publicity for internal public information communication services
• Generate $372,000 in media publicity for the 2012 Fiesta Bowl
• More than 20,000 citizens statewide pledging support to Luke Forward 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:
"• 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. Festivalgoers learn

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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."

SERVICE ALTERNATIVES:
There is no alternative that would cost the city less for its current service/staff. Outsourcing to a private PR firm on retainer would cost the city $1.4 million yearly.

IMPACT OF CHANGING SERVICES:
• Outsourcing to a private PR firm on retainer would cost the city $1.4 million yearly.
• Outsourcing, reducing or ending 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.
• Outsourcing to non-city employees could diminish political savvy and understanding of city protocols

FTEs ASSOCIATED W/ SERVICE:
Approximately 27% of Marketing/Communications A6000 resources are estimated for this division

A6000/A7000 BUDGET TOTALS:
A6000: $218,785(There are no A7000 costs line-itemed for this division and are therefore absorbed by other divisions.)

Fund/Division #: 1000-10810
Division Name: Marketing

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Legally Mandated Communications:
• Creation and implementation of citywide initiatives and public information campaigns that directly affect taxpayers and voters and/or have legal requirements such as redistricting and the Water Quality Report.

REQUIRED BY LAW/CODE/REG?:
Redistricting and water quality report communication are both required by federal law

CURRENT PERFORMANCE DATA:
• Redistricting news releases drafted and disseminated to local media, resulting in 43 news stories in 5 month period
• Water Quality Report created, designed and distributed to 56,000 households as well as posted online

REVENUE GENERATION:
N/A

SERVICE ALTERNATIVES:
Outsourcing legally mandated public information services would shift cost of services to individual departments based on project specific goals.

IMPACT OF CHANGING SERVICES:
Outsourcing would shift the cost of this service to the individual departments

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:
See above

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Fund/Division #: 1000-10810
Division Name: Marketing

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Public Records Compliance:
• Coordinate media public records requests that impact every department.

REQUIRED BY LAW/CODE/REG?:
Yes

CURRENT PERFORMANCE DATA:
• Overall the city receives more than 12,000 public records per year.
• The Public Information Office manages approximately 3 per week.

REVENUE GENERATION:
N/A

SERVICE ALTERNATIVES:
No alternative - this is required by state law

IMPACT OF CHANGING SERVICES:
This service cannot be ended because it is mandated by state law.

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:
See above

Marketing Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$810,313	$28,476	$13,479	$852,268	10.00
FTE/A6000 Changes (staffing/furlough/benefits)	$187,476	$0	$0	$187,476	1.00
Diff b/w Submission FY 2013 Budget	$0	$591	$0	$591	0.00
FY 2013 Draft Budget	$997,789	$29,067	$13,479	$1,040,335	11.00

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Fund/Division #: 1870-14311
Division Name: Convention & Visitors Bureau

# of FTEs: 2.5

A6000: $0
A7000: $30,000
TOTAL: $30,000

SERVICE DESCRIPTION:
Operation of the Glendale Convention & Visitors Bureau (CVB):
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. This produces a positive economic impact and increases leisure, business and group travel spending in the region. Duties inclue:
•Develop & implement the CVB's annual business plan.
• Develop and manage sales programs and strategies to secure convention, group and leisure travel business.
• Produce annual Glendale and West Valley Regional Travel Planner
• Manage CVB membership recruitment and retention programs and annual membership renewal processes including lead development, sales calls, record keeping and reporting.
• Fulfills member programs and member benefits.
• Organize & conduct site-visit tours for domestic and international meeting planners, tour operators, travel agencies and travel writers.
• Participate in industry outreach and educational programs such as Meeting Planner International, Hospitality Sales and Marketing Association International and Valley Hotel and Resort Association.
• Attend travel and trade shows to promote Glendale and the West Valley to leisure, convention, tour and trade travel markets.

REQUIRED BY LAW/CODE/REG?:
No

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
• Fulfilled more than 100,000 travel, tour and trade leads through direct mail and email.
• 96.7% membership renewal after first year in operation (industry CVB membership renewal standard is 75%).
• Distribute 55,000 copies of the annual Glendale & West Valley Regional Travel Planner
• 32 million visitors annually to West Valley attractions (Source: Madden Media)
• Since the CVB has been in operation (July 2010), hotel occupancy has increased 5%
• 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.
• Generated $411,705 in publicity value over last year through earned media placement.
• Placement of more than 100 print ads in target publications.

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: $914,836 in calendar year 2010 (most recent budget data)
• Membership fees: $20,000 (1870-14311-460870)

SERVICE ALTERNATIVES:
Sole Source: 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.

IMPACT OF CHANGING SERVICES:
The Arizona Office of Tourism reports that for every $1 spent in tourism marketing, $7 is returned in visitor spending. If

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service ended, leisure, sports and convention marketing and sales initiatives will be eliminated. As evidenced by the increasing hotel occupancy numbers since the CVB opened, we believe this will result in a significant decline in visitors and tourism spending from travelers and put Glendale at a competitive disadvantage with Phoenix and East Valley cities, which have a CVB.

FTEs ASSOCIATED W/ SERVICE:
2.5 FTE's are assigned to the division and are responsible for the operation of the CVB, the Visitor Center, coordination of all downtown events and sports & entertainment visitor outreach. Division has been reduced by one full time contract employee, from 3.5 to 2.5 as of FY11.

A6000/A7000 BUDGET TOTALS:
14311 has no A6000, see belowA7000: $30,000This revenue is entirely generated by CVB membership fees and reflects the budgeted amount the division is allowed to spend each year.

Fund/Division #: 1000/1870-10820/14310
Division Name:
Tourism/Souvenir Program

# of FTEs: 0

A6000: $165,381
A7000: $46,247
TOTAL: $211,628

SERVICE DESCRIPTION:
Operation of the Glendale Visitor Center:
• Staffing of the Visitor Center 6-days a week with extended hours during mega events, special events and festivals.
• Answer a high volume of phone calls and email communications from visitors and residents and requests for travel information.
• Manage the tourism website, www.VisitGlendale.com and related social media including Facebook and Twitter
• Participate and serve on Tourism committees including Governor's Tourism Advisory Council and Visitor Center Advisory Committee.
• Manage the Glendale Visitor Center Gift Shop.

REQUIRED BY LAW/CODE/REG?:
As a designated local visitor information center (LVIC) for the state of Arizona, Glendale is required by the state to meet specific regulations, including mandated hours of operation, brochures on display from all regions of the state, trained staff, 24-hour information available, drinking water, telephones and restrooms available for visitors and ADA compliance.

CURRENT PERFORMANCE DATA:
• 15,000 walk-in visitors annually
• 7,600 phone calls annually
• Distributes 55,000 Visitor Guides
• Distributes 10,000 Shop Glendale cards and 100,000 additional brochures annually
• 15,000 visitors monthly to tourism website
• 8,100 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

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)

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SERVICE ALTERNATIVES:
Sole Source: There would be no visitor center in Downtown Glendale.

IMPACT OF CHANGING SERVICES:
Ending service would diminish the city's ability to generate visitor spending in Glendale. If service ended, travelers would no longer have a call-to-action to begin their travel in Downtown Glendale or a central source for visitor information. Furthermore, the Visitor Center provides the city with a visitor/tourism tie-in to the "mega events" hosted in Glendale. During the 2012 Fiesta Bowl event, the visitor center averaged a 137% increase in visitor activity and assistance from the month prior.

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:
A6000: $165,381A7000: $41,247 - 90% of A7000 line item is comprised of visitor outreach services and programs -- advertising placements, brochure and collateral production and lead generation and fulfillment (postage).
A7000: $5,000: Tourism Souvenir Program. This amount reflects what the division is allowed to spend. Expenditures are based on gift shop sales.

Fund/Division #: 1000-10820
Division Name: Tourism

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Coordination of all Downtown Events:In partnership with the downtown business community, the Glendale CVB coordinates nearly 100 event days annually.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
• This year, some downtown merchants have reported an increase of up to 80% in sales during event days.
• An average of 30% of these event attendees are first-time visitors to downtown Glendale.
• 15,000 walk-in visitors to the Glendale Visitor Center annually.

REVENUE GENERATION:
• This service is associated with the collection of revenue through an increase in visitor spending during event days.
• 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)

SERVICE ALTERNATIVES:
Sole Source: Central coordination of all downtown events and activities would be eliminated.

IMPACT OF CHANGING SERVICES:
Without the management of the programs through the CVB/Visitor Center, downtown shopping and dining promotions would significantly decrease and monthly downtown activity will be diminished. This will have a direct impact on downtown merchants, who would need to manage events by themselves. In addition, city sales tax collections and number of visitors to the downtown would decrease significantly.

FTEs ASSOCIATED W/ SERVICE:
See above

A6000/A7000 BUDGET TOTALS:

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	See above

Fund/Division #: 1281-10840 Division Name: Mkt'g - Stadium Events # of FTEs: 0 A6000: $0 A7000: $91,615 TOTAL: $91,615	SERVICE DESCRIPTION: Sports & Entertainment Visitor Outreach: Promote and market Glendale as a destination to generate commerce and spur visitor spending 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 include the creation and/or implementation of brochures, maps, press kits, postage and advertising in print publications and on websites in local, regional and team markets for entertainment district activities and events.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: • Funding allows the city to outreach to the 5-6 million visitors to Glendale's Sports & Entertainment District annually • 5% increase in hotel occupancy over the last 1½ years • Camelback 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: • The city collected approximately $8 million in sales tax revenue from the city's Sports & Entertainment District in FY10. • The city collected $914,836 in bed-tax revenue in calendar year 2010
	SERVICE ALTERNATIVES: This service helps ensure the city's return on investment in the area is maximized through visitor spending as no one is marketing the city's entire entertainment district as individual entities are only marketing their own facilities/ events.
	IMPACT OF CHANGING SERVICES: 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.
	FTEs ASSOCIATED W/ SERVICE: See above
	A6000/A7000 BUDGET TOTALS: A7000: $91,615 – This line item has been reduced by 46% as a result of budget cuts over the last three years. This budget is used for visitor and media outreach relating to mega events held in Glendale. These include the Fiesta Bowl, National Football Championship, Wrestlemania, Spring Training, NCAA Men's Basketball Tournament, etc.

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CVB, Tourism & Stadium Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$165,381	$167,862	$23,060	$356,303	2.50
FTE/A6000 Changes (staffing/furlough/benefits)	$18,574	$0	$0	$18,574	0.00
Diff b/w Submission FY 2013 Budget	$0	$131	$0	$131	0.00
FY 2013 Draft Budget	$183,955	$167,993	$23,060	$375,008	2.50

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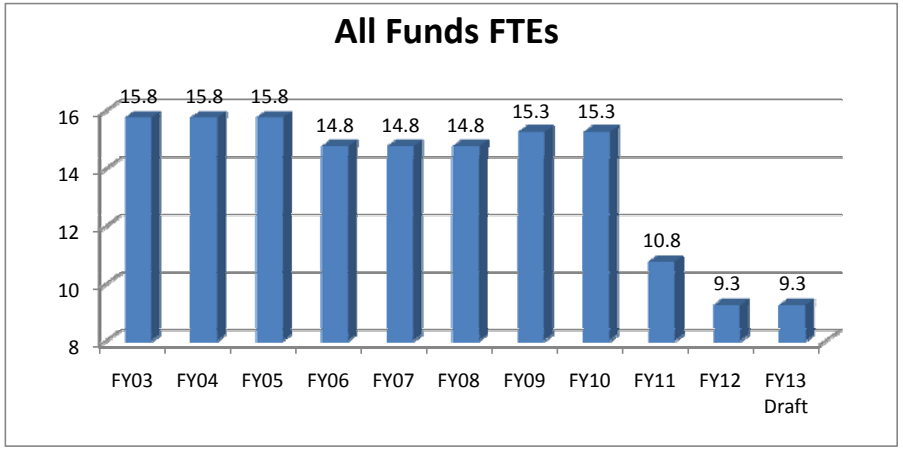
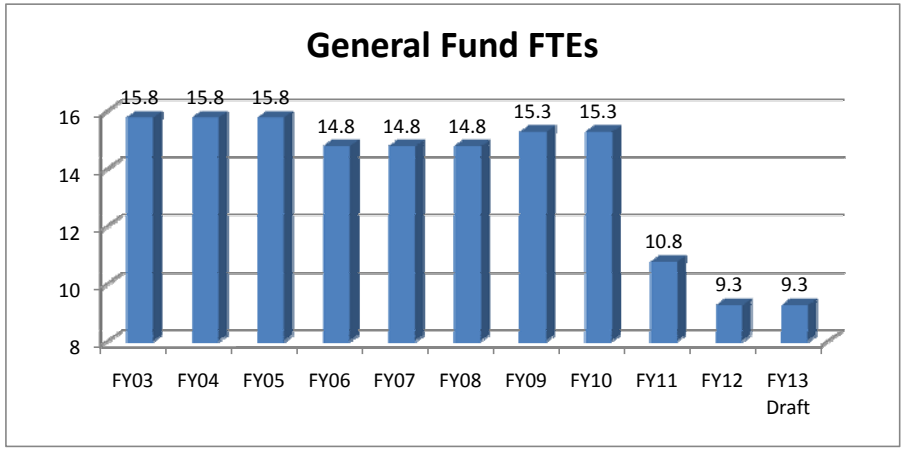
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Compliance&Asset Mgt





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Compliance & Asset Mgt											
1000 - General											
City Auditor	4.0	4.0	4.0	4.0	4.0	4.0	4.5	4.5	2.0	2.5	2.5
Materials Control Warehouse	6.8	6.8	6.8	5.8	5.8	5.8	5.8	5.8	4.8	4.8	3.8
Materials Management	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	2.0	3.0
1000 - General Total	**15.8**	**15.8**	**15.8**	**14.8**	**14.8**	**14.8**	**15.3**	**15.3**	**10.8**	**9.3**	**9.3**
Compliance & Asset Mgt Total	**15.8**	**15.8**	**15.8**	**14.8**	**14.8**	**14.8**	**15.3**	**15.3**	**10.8**	**9.3**	**9.3**
Total FTEs for ALL FUNDS	**15.8**	**15.8**	**15.8**	**14.8**	**14.8**	**14.8**	**15.3**	**15.3**	**10.8**	**9.3**	**9.3**

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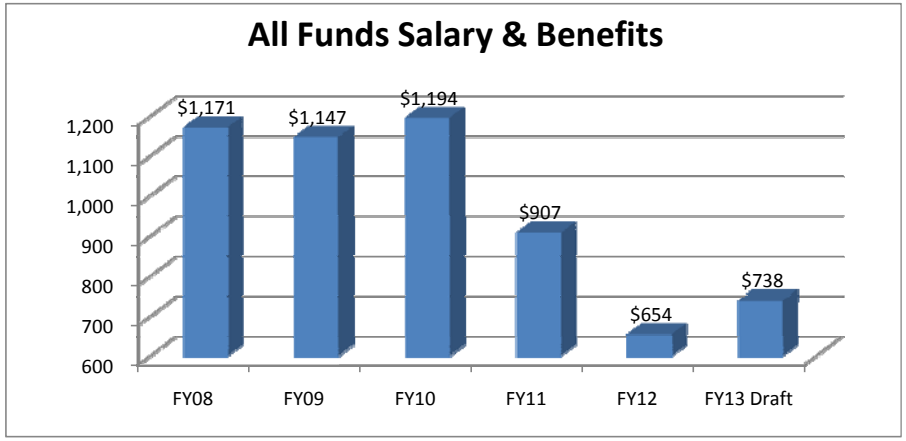
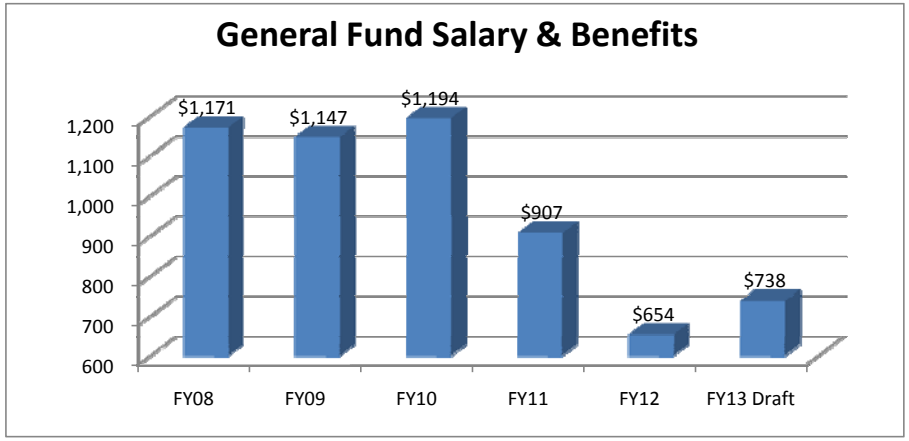
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Compliance&Asset Mgt

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Compliance & Asset Mgt						
1000 - General						
City Auditor	$371	$340	$268	$267	$253	$282
Materials Control Warehouse	329	333	332	254	246	183
Materials Management	470	474	594	387	155	273
1000 - General Total	**1,171**	**1,147**	**1,194**	**907**	**654**	**738**
Compliance & Asset Mgt Total	**1,171**	**1,147**	**1,194**	**907**	**654**	**738**
Total A6000 Series for ALL FUNDS	**$1,171**	**$1,147**	**$1,194**	**$907**	**$654**	**$738**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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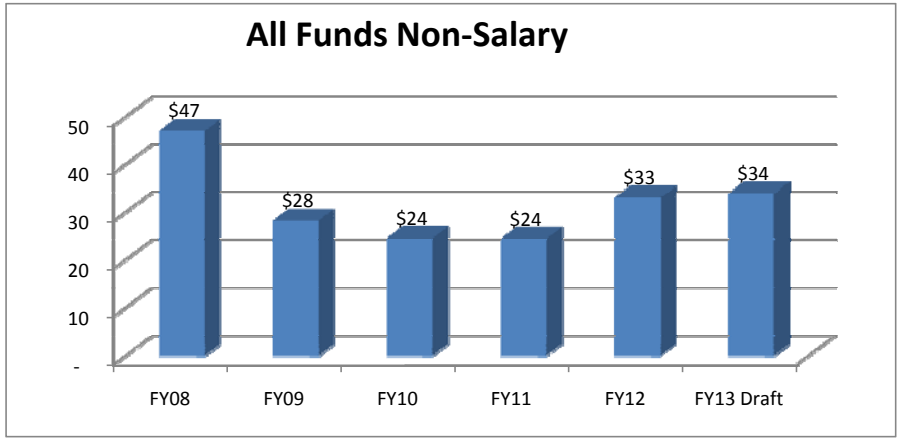
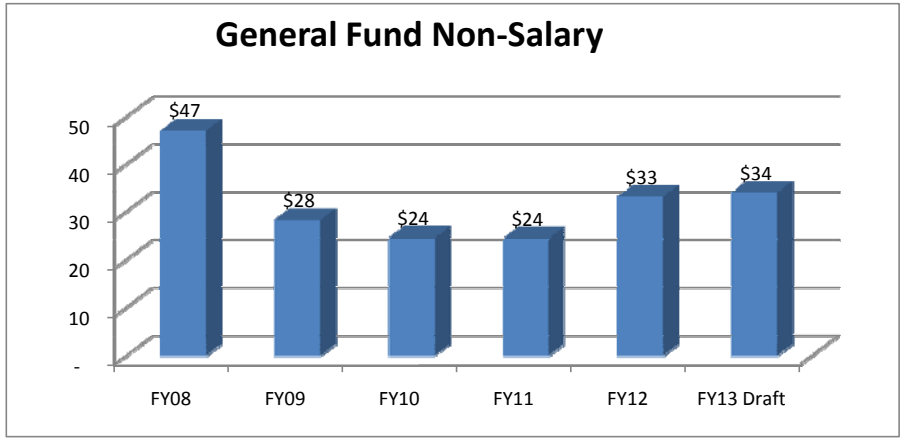
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Compliance&Asset Mgt

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Compliance & Asset Mgt						
1000 - General						
City Auditor	$15	$10	$7	$7	$9	$9
Materials Control Warehouse	25	13	15	16	21	22
Materials Management	7	5	3	2	2	3
1000 - General Total	**47**	**28**	**24**	**24**	**33**	**34**
Compliance & Asset Mgt Total	**47**	**28**	**24**	**24**	**33**	**34**
Total A7000 Series for ALL FUNDS	**$47**	**$28**	**$24**	**$24**	**$33**	**$34**

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

Account Name	FY 13 Draft
Obsolete Inventory Expense	$8
Shop Charges	5
Professional Development	4
Office Supplies	4
Memberships and Subscriptions	3
Professional and Contractual	3
Cell Phone Charges	3
Line Supplies	3
Fuel - Shop Chargebacks	2
Office Equipment Maintenance	1
All Other	0
	$34

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Fund/Division #: 1000-10710 Division Name: City Auditor # of FTEs: 2 A6000: $230,763 A7000: $7,607 TOTAL: $238,370	SERVICE DESCRIPTION: Conduct citywide audits to ensure compliance with laws,regulations, policies and procedures, accomplishment of goals, reliability of financial data, safeguarding of assets and adequacy of information systems. Provide ongoing assessment of internal controls.
	REQUIRED BY LAW/CODE/REG?: Audits provide essential accountability and transparency per the United States Government Accountability Office. Internal auditing improves risk management, control and governance processes per the Instititue of Internal Auditors.
	CURRENT PERFORMANCE DATA: July to December 2011: two performance audits, three cash audits, one contract audit, three department procurement card audits and two special projects.
	REVENUE GENERATION: Past audits have identified overpayments to vendors, additional revenues owed to the city by external parties and lack of compliance with contract terms and conditions by vendors.
	SERVICE ALTERNATIVES: A) Outsource the audit function. B) Terminate the audit function - no secondary level of oversight and reduced accountability.
	IMPACT OF CHANGING SERVICES: Outsourcing will result in increased costs to the city as internal auditor rates may range anywhere from $65/hr (junior auditor) to over $200/hr. Terminating the function will result in reduced levels of corporate governance, reduced levels of accountability and increased risk of abuse, waste and fraud.

Fund/Division #: 1000-10710 Division Name: City Auditor # of FTEs: 0.5 A6000: $22,000 A7000: $1,500 TOTAL: $23,500	SERVICE DESCRIPTION: Part-time (20 hrs) administrative support to audit function.
	REQUIRED BY LAW/CODE/REG?: Provides support to the audit function that is essential per the Government Accountability Office and the Institute of Internal Auditors.
	CURRENT PERFORMANCE DATA: Assists auditors with internal and external research, document review and maintenance of the electronic audit work paper filing system. "
	REVENUE GENERATION: Performs administrative tasks and research allowing auditors to focus more time on auditing.
	SERVICE ALTERNATIVES: A) Outsource the audit support function. B) Terminate the audit support function.
	IMPACT OF CHANGING SERVICES: Lack of administrative support will increase costs and reduce efficiencies as auditors will now need to perform these tasks at higher rates of pay and take time away from auditing.

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Auditor Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$252,763	$9,107	$3,326	$265,196	2.50
FTE/A6000 Changes (staffing/furlough/benefits)	$29,233	$0	$0	$29,233	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$281,996	$9,107	$3,326	$294,429	2.50

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Fund/Division #: 1000-11360
Division Name: Purchasing

# of FTEs: 2

A6000: $155,231
A7000: $3,024
TOTAL: $158,255

SERVICE DESCRIPTION:
Develop and manage invitation for bids, requests for proposals, review sole source and emergency purchases, review state contracts and cooperative agreements, manage contract amendments and process purchase orders.

REQUIRED BY LAW/CODE/REG?:
City Code: Part I, Article VIII - Contracts. Part II, Chapter 2, Administration, Article V, Financial Affairs - Purchasing Procedure.

CURRENT PERFORMANCE DATA:
Manage over $20M in contracts, developed and managed 15 IFBs/RFPs, approved 40 sole source purchase or emergency requests and processed 450 purchase orders.

REVENUE GENERATION:
Reduces overall risk to the city and ensures the city receives the best price for goods and services through managed competition. Ensures compliance with the city's procurement code and city directives.

SERVICE ALTERNATIVES:
Transfer the function to city departments.

IMPACT OF CHANGING SERVICES:
City procurements could be more expensive or not in compliance with laws and regulations if adequate review or research is not performed by trained professionals. Increased risk of waste, abuse, fraud and liability if laws and regulations are not followed.

Purchasing Totals	**A6000**	**A7000**	**A7500**	**TOTAL**	**FTE**
A6000/A7000 As Submitted Above + A7500	$155,231	$3,024	$4,140	$162,395	2.00
FTE/A6000 Changes (staffing/furlough/benefits)	$117,910	$0	$0	$117,910	1.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$273,141	$3,024	$4,140	$280,305	3.00

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Fund/Division #: 1000-11370
Division Name: Warehouse

# of FTEs: 4.75

A6000: $245,656
A7000: $21,847
TOTAL: $267,503

SERVICE DESCRIPTION:
Order, store and secure over $1 million in city inventory. Manage the auction of city surplus property. Manage and collect city surplus recyclable metal revenue. Function as the administrator for the city's procurement card program. Support emergency operations when required.

REQUIRED BY LAW/CODE/REG?:
City Code: Part II, Chapter 2, Administration, Article V, Financial Affairs, Purchasing Procedure - Warehousing Stores, Pool Stock. Article V, Sale of City Property, Disposal of Surplus or Obsolete Property; ARTCLE VII, Unclaimed Personal Property.

CURRENT PERFORMANCE DATA:
Centralize and manage citywide inventory. Transport, store, and redistribute city surplus property. Manage the citywide procurement card program. Coordinate and manage the citywide auction program for city surplus property and RICO vehicles.

REVENUE GENERATION:
Processed over $442,000 in auction revenue (accounts 455000 and 455200).

SERVICE ALTERNATIVES:
A) Decentralize the inventory process and have departments order, maintain and store their own inventory. B) Outsource the auction process. C) Transfer the collection and reconciliation of surplus recyclable materials to another department.

IMPACT OF CHANGING SERVICES:
Decentralization may result in reduced levels of internal control, increased risk of theft or loss of property and increased cost if inventory is not ordered at the lowest price in the correct quantities. Outsourcing the auction function would still require oversight by a city contract administrator.

Warehouse Totals	**A6000**	**A7000**	**A7500**	**TOTAL**	**FTE**
A6000/A7000 As Submitted Above + A7500	$245,656	$21,847	$12,049	$279,552	4.75
FTE/A6000 Changes (staffing/furlough/benefits)	($62,564)	$0	$0	($62,564)	(1.00)
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$183,092	$21,847	$12,049	$216,988	3.75

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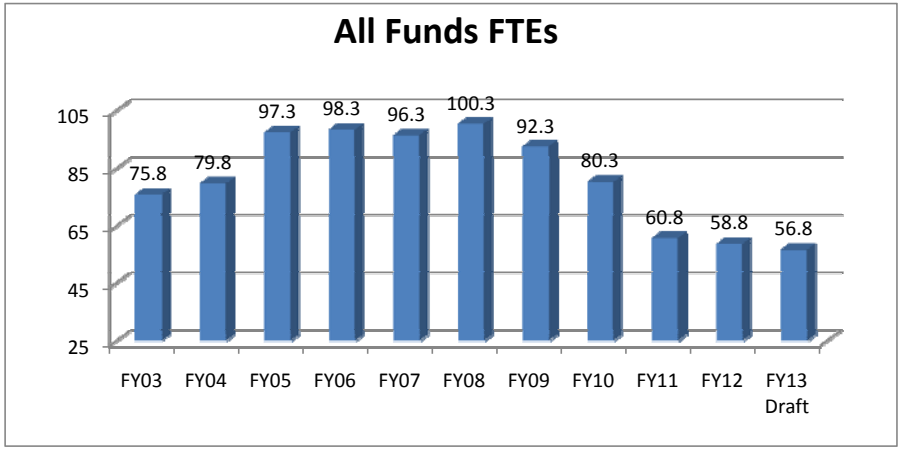
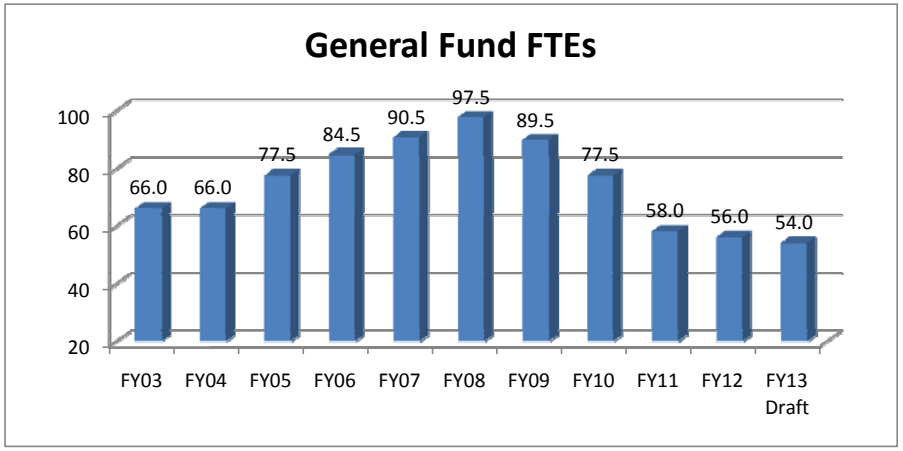
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Development Svcs





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Building Safety											
1000 - General											
Building Safety	21.0	21.0	22.0	22.0	26.0	26.0	26.0	26.0	21.0	21.0	20.0
Development Services Center	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	6.0	6.0	5.0
Westgate-Bldg Safety Rvw/Insp.			6.0	10.0	10.0	15.0	12.0				
1000 - General Total	**31.0**	**31.0**	**38.0**	**42.0**	**46.0**	**51.0**	**48.0**	**36.0**	**27.0**	**27.0**	**25.0**
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	8.0									
2260 - Arena Dev. Review & Inspection Total	**8.0**	**8.0**									
2400 - Water											
Cross Connection Control	1.8	1.8	1.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
2400 - Water Total	**1.8**	**1.8**	**1.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**	**2.8**
Building Safety Total	**40.8**	**44.8**	**57.8**	**55.8**	**51.8**	**53.8**	**50.8**	**38.8**	**29.8**	**29.8**	**27.8**
Code Compliance											
1000 - General											
Code Compliance	14.0	14.0	16.5	19.5	19.5	21.5	21.5	21.5	19.0	19.0	19.0
1000 - General Total	**14.0**	**14.0**	**16.5**	**19.5**	**19.5**	**21.5**	**21.5**	**21.5**	**19.0**	**19.0**	**19.0**
Code Compliance Total	**14.0**	**14.0**	**16.5**	**19.5**	**19.5**	**21.5**	**21.5**	**21.5**	**19.0**	**19.0**	**19.0**

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Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Community Dev Admin											
1000 - General											
CD Deputy City Manager	2.0	2.0	4.0	4.0	4.0	4.0	1.0	1.0	1.0	1.0	1.0
1000 - General Total	**2.0**	**2.0**	**4.0**	**4.0**	**4.0**	**4.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Community Dev Admin Total	**2.0**	**2.0**	**4.0**	**4.0**	**4.0**	**4.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Planning											
1000 - General											
Current Planning	7.0	7.0	7.0	7.0	9.0	8.0	10.0	10.0	6.0	4.0	4.0
Long-Range Planning & Research	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	2.0	2.0	2.0
Planning Administration	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	3.0	3.0	3.0
Zoning Admin & Tech. Assist.	4.0	4.0	4.0	4.0	4.0	5.0					
1000 - General Total	**19.0**	**19.0**	**19.0**	**19.0**	**21.0**	**21.0**	**19.0**	**19.0**	**11.0**	**9.0**	**9.0**
Planning Total	**19.0**	**19.0**	**19.0**	**19.0**	**21.0**	**21.0**	**19.0**	**19.0**	**11.0**	**9.0**	**9.0**
Total FTEs for ALL FUNDS	**75.8**	**79.8**	**97.3**	**98.3**	**96.3**	**100.3**	**92.3**	**80.3**	**60.8**	**58.8**	**56.8**

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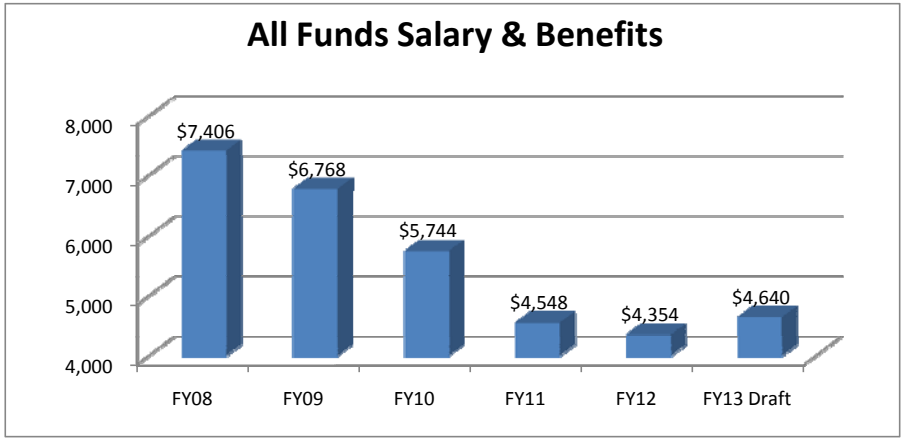
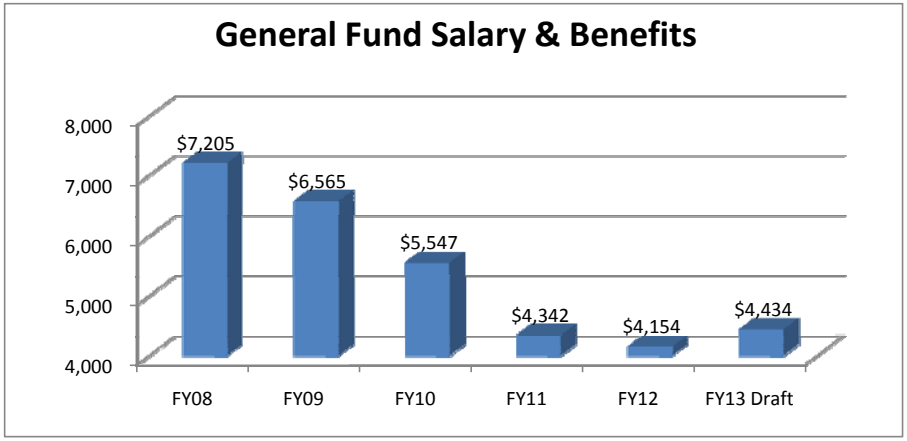
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Development Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Building Safety						
1000 - General						
Building Safety	2,121	2,277	2,321	1,792	1,742	1,842
Development Services Center	557	592	547	343	362	334
Westgate-Bldg Safety Rvw/Insp.	1,040	784				
1000 - General Total	**3,719**	**3,654**	**2,868**	**2,134**	**2,104**	**2,176**
2400 - Water						
Cross Connection Control	200	203	197	206	200	206
2400 - Water Total	**200**	**203**	**197**	**206**	**200**	**206**
Building Safety Total	**3,919**	**3,857**	**3,064**	**2,340**	**2,304**	**2,382**
Code Compliance						
1000 - General						
Code Compliance	1,388	1,442	1,335	1,232	1,169	1,288
1000 - General Total	**1,388**	**1,442**	**1,335**	**1,232**	**1,169**	**1,288**
Code Compliance Total	**1,388**	**1,442**	**1,335**	**1,232**	**1,169**	**1,288**
Community Dev Admin						
1000 - General						
CD Deputy City Manager	446	11	135	190	179	200
1000 - General Total	**446**	**11**	**135**	**190**	**179**	**200**
Community Dev Admin Total	**446**	**11**	**135**	**190**	**179**	**200**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Planning						
1000 - General						
Current Planning	863	700	534	347	318	339
Long-Range Planning & Research	317	355	380	160	125	140
Planning Administration	409	403	296	279	259	290
Zoning Admin & Tech. Assist.	63					
1000 - General Total	**1,652**	**1,458**	**1,210**	**786**	**702**	**769**
Planning Total	**1,652**	**1,458**	**1,210**	**786**	**702**	**769**
Total A6000 Series for ALL FUNDS	**$7,406**	**$6,768**	**$5,744**	**$4,548**	**$4,354**	**$4,640**

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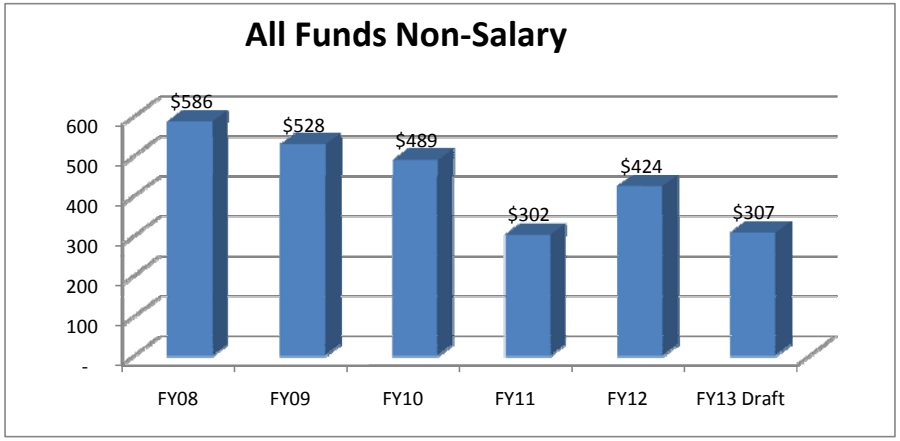
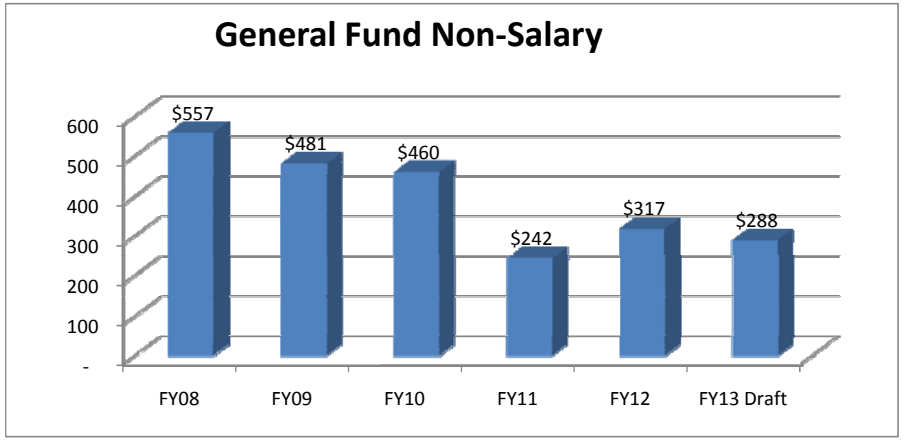
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Development Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Building Safety						
1000 - General						
Building Safety	$120	$86	$285	$128	$108	$111
Development Services Center	37	5	3	1	49	17
Westgate-Bldg Safety Rvw/Insp.	84	32				
1000 - General Total	**241**	**124**	**287**	**129**	**157**	**128**
2400 - Water						
Cross Connection Control	15	12	9	37	19	19
2400 - Water Total	**15**	**12**	**9**	**37**	**19**	**19**
Building Safety Total	**256**	**135**	**296**	**166**	**176**	**147**
Code Compliance						
1000 - General						
Code Compliance	216	141	99	85	97	95
1000 - General Total	**216**	**141**	**99**	**85**	**97**	**95**
Code Compliance Total	**216**	**141**	**99**	**85**	**97**	**95**
Community Dev Admin						
1000 - General						
CD Deputy City Manager	19	165	28	2	6	6
1000 - General Total	**19**	**165**	**28**	**2**	**6**	**6**
Community Dev Admin Total	**19**	**165**	**28**	**2**	**6**	**6**

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Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
	Actuals				Budget	Draft
Grants						
1840 - Grants						
Catlin Court Nat Reg Phase II		23	6			
Centennial HP Bus Tour Donat			1	0		
Floralcroft Hist Dist Heritage	13	7				
Glendale Gardens/Sage Acres				9		
Grand Ave Bronze Plaque				3		
Hist Survey & Nat Register Nom	1	6	3	-		
Myrtle Avenue Cultural Gateway				7		
Sands Estates Hist Dist			10			
1840 - Grants Total	**14**	**36**	**21**	**19**		
1842 - ARRA Stimulus Grants						
Build Safe Engy Prog Enhance				4	88	
1842 - ARRA Stimulus Grants Total				**4**	**88**	
Grants Total	**14**	**36**	**21**	**24**	**88**	
Planning						
1000 - General						
Current Planning	0	0				
Planning Administration	80	51	46	26	57	59
1000 - General Total	**81**	**51**	**46**	**26**	**57**	**59**
Planning Total	**81**	**51**	**46**	**26**	**57**	**59**
Total A7000 Series for ALL FUNDS	**$586**	**$528**	**$489**	**$302**	**$424**	**$307**

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

Account Name	FY 13 Draft
Professional Development	$51
Fuel - Shop Chargebacks	49
Shop Charges	35
Office Supplies	35
Professional and Contractual	34
Cell Phone Charges	33
Line Supplies	21
Office Equipment Maintenance	16
Postage	11
Overtime Pay	5
All Other	17
	$307

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Fund/Division #: 1000-15610 Division Name: Building Safety # of FTEs: 10 A6000: $832,359 A7000: $76,564 TOTAL: $908,923	SERVICE DESCRIPTION: Inspection of all new or remodeled construction for compliance with safety codes. Inspections for business licenses to confirm approval or denial of license. Inspects special events such as Fiesta Bowl, BCS and Super Bowl and all city special events often after hours and weekends and holidays. Assists Economic Development by managing inspection services on priority projects in order to meet desired opening dates for businesses. Abatement of Dangerous and Damaged Buidings involves requiring the repair or demolition of damaged buildings, tracking the status of cases and scheduling of hearings. Provides assistance to PD in abating homes that have a history of criminal activity that are sub-standard-- generated 19 cases last fiscal year. Foreclosed properties have increased the workload significantly.
	REQUIRED BY LAW/CODE/REG?: Yes, city code, state law (ADA), Federal law (Fair Housing Act).
	CURRENT PERFORMANCE DATA: Answer all requests for information via phone within 24 hours. Performs all inspections within 24 working hours of request. Resolve all complaints or issues within 48 hours. Provide all project updates to DH weekly and urgent issues daily. Perform all MPE plan reviews within published time schedule. Perform quality assurance checks on inspections weekly. For FY10/11 39,538 inspections were performed. Year to date for FY11/12 inspections are 18,702. For FY10/11 there were 83 abatement cases and 181 inspections. Year to date for FY11/12 abatement cases are 41 and inspections are 83. in contrast, prior to 2005, there were less than 6 per year. Abatement program does not have a budget-- but since the activity has increased from a few cases a year in 2005-- funding has become difficult. Funds are taken from professional development and professional and contractual. Staff finds funding for demolitions and fencing through other programs in the city--although not always successful.
	REVENUE GENERATION: Permit revenue covers inspection services. Revenue in FY11/12 to date is $507,060. FY 10/11 was $1,018,758. 1000-01000-406200.
	SERVICE ALTERNATIVES: Alternative is to hire outside agency to provide inspection services. Historically, agency staff is not as reliable nor as knowledgeable as permanent staff. We have found them to inconsistently apply local amendments and regulations. They have not understood the political environment nor the customer service expectations of the city and our residents. Our expectations of inspectors includes the responsibility to not just perform an inspection, but to assist the customer in meeting their deadlines for oepening and being a part of the development team. This is how we have been successful on complex projects with tight deadlines. City codes require inspections, eliminating service requires change to city code and would negatively impact our ISO rating. Alternative for Abatement is to hire outside agency to provide this service, but since these cases require political savvy and constant updating and contact with the property owners, it is doubtful outsourcing would be successful.
	IMPACT OF CHANGING SERVICES: Contracting the service may not offer cost savings (past exp showed contractors or agencies cost more). Other cities that contract out services have a much lower ISO rating. Eliminating service means no inspections. This impacts the safety of our residents and business owners and will negatively impact our ISO rating for the city (which affects insurance rates for our citizens and businesses). This program cannot be totally eliminated, since many of these properties are extreme safety hazards, or attract criminal activity. Discontinuing assistance to PD would impact their ability to eliminate criminal activity in neighborhoods.

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Fund/Division #: 1000-15610 Division Name: Building Safety # of FTEs: 8 A6000: $653,278 A7000: $27,644 TOTAL: $680,922	SERVICE DESCRIPTION: Plan reviews all new or remodel projects for compliance with safety codes prior to issuing permits. Meet with developers and design professionals prior to and during plan review process. Assist at the public counter on more complex code questions or issues. Reviews plans for special events such as Fiesta Bowl, BCS, Super Bowl, and city special events. Assists inspection team with inspections on Fiesta Bowl, BCS and Super Bowl for more complex life safety issues. Provides training to citizens on small projects. Works on amendments to proposed codes. Assists Economic Development by expediting plan reviews for priority projects.
	REQUIRED BY LAW/CODE/REG?: Yes, city code, state law (ADA), Federal Law (Fair Housing Act).
	CURRENT PERFORMANCE DATA: Answer all requests for information via phone or web within 24 hours. Perform all plan reviews within published time schedule. Perform quality assurance checks on plan reviews weekly. Meets with inspection staff monthly for feedback on plan review quality. Number of plan reviews completed in FY10/11 was 3,485. Year to date FY11/12 plan reviews are 1,584, Plan review revenue covers these services. Revenue in FY11/12 to date is $243,516. FY10/11 was $611,476. 1000-01000-422600
	REVENUE GENERATION: $611,476
	SERVICE ALTERNATIVES: Alternative is to hire outside agency to provide plan review services. Historically, agencies are not as reliable nor as knowledgeable as permanent staff. For example, we hired an agency to perform residential plan review, on their first several reviews our permanent staff also completed the same reviews. After comparing the agency's review against ours, multiple major items were missed. This was after specifically reviewing all of our ordinances and amendments and expectations with the actual reviewer. This experience was repeated with another agency. City codes require plan review, eliminating service requires change to city code and would negatively impact our ISO rating. Other alternative is to have a slef-certification process in which registered architects and engineers certify that their plans comply with all city codes and ordinances and would not require plan review.
	IMPACT OF CHANGING SERVICES: Contracting the service may not offer cost savings (past exp showed contractors cost more). Other cities that contract out services have a much lower ISO rating. Eliminating service means no review of plans prior to permits being issued. Any corrections to ensure compliance with life safety codes would be necessary in the field where time is money for the developer. This would require more time per inspection stop. This impacts the safety of our residents and business owners and will negatively impact our ISO rating for the city (which affects insurance rates for our citizens and businesses). Self-certification program would same impact/concerns as above. It would also impact significantly the inspection team. Verfication of compliance with ordinances would be shifted to inspectors in the field. Inspections would take longer to perform and inspection team would not have equal expertise as plans examiners, especially for structural, electrical and complex life safety req.

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Fund/Division #: 1000-15610 /15620
Division Name: Building Safety and Development Services

# of FTEs: 9

A6000: $617,906
A7000: $23,565
TOTAL: $641,471

SERVICE DESCRIPTION:
Issues all construction permits and routes and tracks plans for all development projects to all depts. in development process. Responds to all requests for development info via phone, walk-in or internet. Collects all revenue for permits and plan review. Includes review of business licenses. Issues permits for special events such as Fiesta Bowl, BCS, Super Bowl and city special events. Provides training to citizens on a variety of development projects. Provides interpretation of difficult code requirements and collects all statistical information for dept. Assists Economic Development by streamlining the permitting process for priority projects (expedited review).

REQUIRED BY LAW/CODE/REG?:
Yes, city code and some state and federal regulations (FEMA).

CURRENT PERFORMANCE DATA:
Answer all requests for information via phone or web within 24 hours. Assist customers at counter within 5 min. Issue permits within 48 hours of approval. Responds to all public records requests, and coordinates all utility clearances (gas, elec) daily. Reports all permit activity monthly to internal and external agencies and depts.
4,935 permits were issued in FY10/11, an increase over FY09/10 of 8%.
Permits to date is 2157. Number of customers served at the public counter was 9,611 in FY10/11 and to date is 4,126.
Number of phone calls in FY10/11 was 13,733 and to date is 5,973.
Permit revenue covers work related to routing and tracking plans, issuing permits. Permit Revenue in FY11/12 to date is $507,060. FY 10/11 was $1,018,758. 1000-01000-406200.

REVENUE GENERATION:
$1,018,758

SERVICE ALTERNATIVES:
Alternative is to hire outside agency to provide services at the public counter. Historically, agencies are not as reliable nor as knowledgeable as permanent staff. Outside agencies are not invested in the community nor in the outcomes of decisions and lack political savvy. Agencies have not been consistent in applying local amendments, or regulations, nor do they have knowledge of precedents or historical data. City codes require permits to be issued and plans to be reviewed, eliminating service requires change to code and would negatively impact our ISO rating for the city. Phones could be answered by an automated system, eliminating first contact by staff.

IMPACT OF CHANGING SERVICES:
Contracting the service may not offer cost savings (past experience showed contractors or agencies cost more). Eliminating service means no permits issued, so no plan review is required and inspections are not necessary. This impacts the safety of our residents and business owners and will negatively impact our ISO rating for the city (which affects insurance rates for our citizens and businesses).

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Building Safety Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$2,103,543	$127,773	$49,014	$2,280,330	27.00
FTE/A6000 Changes (staffing/furlough/benefits)	$72,349	$0	$0	$72,349	(2.00)
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$2,175,892	$127,773	$49,014	$2,352,679	25.00

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Fund/Division #: 1000-14410 Division Name: Code Compliance # of FTEs: 19 A6000: $1,168,953 A7000: $89,153 TOTAL: $1,258,106	SERVICE DESCRIPTION: Neighborhood Inspection Services: Neighborhood inspection services (enforcement, education, and gaining compliance) are conducted proactively and on a complaint basis to maintain established commmunity standards that preserve and promote the health, safety, and living environments of our community and neighborhoods. Enforcement of these community standards promotes the health and safety of neighborhoods, impacts Glendale resident's quality of life and property values. Inspections are performed on weekdays and weekends at private properties including residential, rental, and commercial properties and include the issuance of notices, civil citations, and abatement actions.
	REQUIRED BY LAW/CODE/REG?: Yes. Enforcement is required by the City Zoning Ordinance and City Code Chapters 9, 24, 25, 29.1 and 33 which are related to a variety of code violations including nuisances (vegetation, graffiti, and fugitive dust), building without a permit, life safety issues, infestation, property maintenance, illegal signs, landscaping, illegal parking, and stormwater enforcement in residential areas.
	CURRENT PERFORMANCE DATA: Neighborhood Inspectors respond to resident calls for service as well as proactively initiating cases. During FY2011 the Department received and responded to 12,564 resident calls, handled 16,015 cases; proactively initiated 11,673, conducted 43,799 inspections, and resolved 85% of all cases within 30 days. During the first six months of FY2012 the Department received and responded to 5,751 resident calls, handled 6,417 cases, proactively initiated 4,751 cases, conducted 19,417 inspections, and resolved 89% of all cases within 30 days.
	REVENUE GENERATION: $0
	SERVICE ALTERNATIVES: City Codes can be enforced by the Police Department or other city staff if such authority is designated by the City Manager or position responsible for enforcing specific sections of City Code.
	IMPACT OF CHANGING SERVICES: Reduction or elimination of Neighborhood Inspection Services will adversely impact the safety of neighborhoods, individual properties, community appearance, property values and reduce or eliminate the cityÆsÆ ability to address unsafe and hazardous City Code violations in a timely manner. This will also impact the cityÆs responsiveness to citizen complaints, inquiries and requests.

Fund/Division #: 1000-14410 Division Name: Code Compliance # of FTEs: 0 A6000: $0 A7000: $5,563 TOTAL: $5,563	SERVICE DESCRIPTION: Clean and Lien Program: The Clean and Lien Program is administered to abate code violations on vacant/abandoned properties by contract and the property owner is billed for the costs. A lien is placed on the property if the bill is not paid within a specified time. The Clean & Lien Program is intended to eliminate code violations on vacant/abandoned properties that create health & safety issues and to protect neighborhoods from blight and deterioration that negatively impacts quality of life and property values. Funding for this program comes out of the Department's general fund (Dept.: 14410, Fund: 1000, Account: 518200 and Dept.:14410, Fund: 1000, Account: 530800 when cleaning and liening of properties is required in excess of funding budgeted for this program.) CDBG funds also support this program within eligible neighborhoods.
	REQUIRED BY LAW/CODE/REG?: Yes, enforcement of the Clean and Lien Program is authorized by Arizona Revised Statutes and codified in Chapter 25 of the

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Glendale City Code.

CURRENT PERFORMANCE DATA:
During FY 2011 code violations were abated by contract on 313 vacant/abandoned properties at a cost of $42,670 ($25,501 general fund and $17,169 CDBG funding.) A total of $45,803 ($30,268 general fund and $15,535 CDBG funding) was received in reimbursements. During the first six months of FY2012, code violations have been abated by contract at 135 vacant/abandoned properties at a cost of $25,211 ($16,349 general fund and $8,862 CDBG funding.) A total of $19,078 ($13,118 general fund and $5,960 CDBG funding) Reimbursements received through Dept: 14410, Fund: 1000, Account: 530800 are used to supplement the Clean and Lien Program which is initially funded by Dept: 14410, Fund: 1000, Account: 518200.

REVENUE GENERATION:
$13,118

SERVICE ALTERNATIVES:
1) Stop coordinating the clean and liening of property violations on private properties. 2) Abate code violations using city staff and lien the responsible party for the costs associated with city staff abating the code violations. 3) Conduct abatement of violations by using volunteers.

IMPACT OF CHANGING SERVICES:
1) Ending this program will cause code violations to remain on vacant properties until they are addressed by the responsible party associated with the property. This will negatiely impact the health and safety of our neighborhoods and timely resolution of code violations. 2) Use of city resources to abate violations will elimiate the third party bid process currently used by Code Complinace. 3) Coordination of volunteers would be required.

FTEs ASSOCIATED W/ SERVICE:
0 No one employee is dedicated to this service. The responsibility is shared amongst Department staff.

Fund/Division #: 1000-14410
Division Name: Code Compliance

# of FTEs: 0

A6000: $0
A7000: $60
TOTAL: $60

SERVICE DESCRIPTION:
Volunteer Sign Removal Program: Volunteers remove and dispose of temporary signs that have been illegally placed in the city's right-of-way.

REQUIRED BY LAW/CODE/REG?:
This service is not required, however it does address the blight created throughout the city when signs are illegally placed and left in the city's right-of-way.

CURRENT PERFORMANCE DATA:
Volunteers removed 15,404 illegal signs in FY2011 which allowed Neighborhood Inspectors to focus more time addressing code violations at individual properties. During the first six months of FY2012 volunteers have removed 8,659 illegal signs throughout the city.

REVENUE GENERATION:
$0

SERVICE ALTERNATIVES:
Alternatives include having city staff remove illegally placed signs or going out to RFP and identifying a private contractor to provide this service.

IMPACT OF CHANGING SERVICES:
1) Reducing or ending this program would create a greater amount of blighted signage throughout the city. 2) Using city staff

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or a contractor to provide the service could increase costs associated with this program.

FTEs ASSOCIATED W/ SERVICE:
0 No one employee is dedicated to this service. The responsibility is shared amongst Department staff.

Code Compliance Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$1,168,953	$94,776	$33,255	$1,296,984	19.00
FTE/A6000 Changes (staffing/furlough/benefits)	$119,486	$0	$0	$119,486	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$1,288,439	$94,776	$33,255	$1,416,470	19.00

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Fund/Division #: 1000-15510 Division Name: CD Deputy City Manager # of FTEs: 1 A6000: $178,966 A7000: $6,194 TOTAL: $185,160	SERVICE DESCRIPTION: Provides leadership and administrative direction to four departments and four divisions: Planning, Building Safety, Code Compliance, Community Revitalization, Community Housing, Neighborhood Partnership office and Community Action Program (CAP). Direct activities through department heads and administrators overseeing mission, performance, measurement, resource allocation and budget management, and, personnel management. Provides senior level project management on community development projects and serves as member of executive management team. Reviews all Council Communication items. Manages conflicts and resolves issues as required.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Currently manages $29 million budget and full-time staff of 103 employees. Oversee major community development projects directs including Sports & Entertainment District and Centerline. Oversees six boards and commissions.
	REVENUE GENERATION: No revenues directly generated, however position plays significant role in directing and closing economic development related projects.
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES: Reduction in key management position providing senior operational leadership and ability to filter departmental decisions through comprehensive organziational filter.

CD Deputy City Manager Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$178,966	$6,194	$1,921	$187,081	1.00
FTE/A6000 Changes (staffing/furlough/benefits)	$21,501	$0	$0	$21,501	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$200,467	$6,194	$1,921	$208,582	1.00

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Fund/Division #: 1000-15910 Division Name: Planning Administration # of FTEs: 3 A6000: $257,586 A7000: $49,232 TOTAL: $306,818	SERVICE DESCRIPTION: Planning Commission, Historic Preservation Commission and Board of Adjustment. Administers the Citizen Participation Ordinance for the city. Prepares staff reports for Planning Commission, Historic Preservation Commission, Board of Adjustment and Council Communications. Provides support to the Council Sustainability Committee.
	REQUIRED BY LAW/CODE/REG?: City.
	CURRENT PERFORMANCE DATA: Provides preparation and proofreading of all department correspondence (applicant letters, staff reports). Ensure all legal advertising and posting and city requirements are met. Provide support to designated designated Boards and Commissions and the Committee. Maintain documents, files, office supplies, ensure scheduling, prepares agendas and minutes for all meetings
	REVENUE GENERATION: Fees are collected for land use applications that require Planning Commission and Board of Adjustment action. See data listed under current planning for revenue.
	SERVICE ALTERNATIVES: Glendale is the sole source provider. Staff streamlined services by sending correspondences by e-mail and transmitting minutes internally vs outsourcing to reduce cost.
	IMPACT OF CHANGING SERVICES: Resources have already been reduced and outsourced. The applicant is now responsible for the cost of notice of public hearing and notification letters to citizens. This position assists other departments as needed.

Fund/Division #: 1000-15930 Division Name: Current Planning # of FTEs: 4 A6000: $318,399 A7000: $0 TOTAL: $318,399	SERVICE DESCRIPTION: Current Planning services including the review of land use applications, entitlement work such as general plan amendments, rezoning applications, conditional use permits, preliminary and final plats, variances, design review, and customer service.
	REQUIRED BY LAW/CODE/REG?: Government.
	CURRENT PERFORMANCE DATA: Assist and provide guidance to citizens regarding city ordinances, codes, regulations, plans etc. Review and process land use applications such as rezoning, and design review to ensure quality land use and development within the city. Present and attend public hearings and neighborhood meetings as required. This function takes in approxmately 100 formal inquiries which results in approximately 40 applications. Review plans to ensure they comply with city ordinance and stipulations approved by Planning Commission and City Council. Planning Staff reviews approximately 732 plans annually.
	REVENUE GENERATION: Fees are collected for land use applications. Accounts associated are # 1000-01000-410000 and 100-01000-410200. Amount of revenues is approxmiately $140,000.00.
	SERVICE ALTERNATIVES: Glendale is the sole source provider. Service is based on understanding the vision of the City Manager and goals of the City Council. The political ramification makes the service a vested interest to the overall development of the city.
	IMPACT OF CHANGING SERVICES: Resources have already been reduced and outsourced. This position assists other departments as needed.

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A6000/A7000 BUDGET TOTALS:
A6000: $318,399. A7000: Money is shared with #15930 as the actions overlap

Fund/Division #: 1000-15940
Division Name: Long-Range Planning & Research

# of FTEs: 2

A6000: $126,116
A7000: $10,000
TOTAL: $136,116

SERVICE DESCRIPTION:
Special Projects. Consists of zoning text amendments, creation of overlay districts, Census 2010, Council District redistricting, Loop 303 Corridor initiative. GIS, mapping services, special projects from City Manager's Office. Acts as the liaision to the Maricopa Association of Governments (MAG). Review proposed legislation and provides policy and technical guidance to the Intergovernmental Programs Department each legislative session. Annexation services and population estimates are provided for the entire city.

REQUIRED BY LAW/CODE/REG?:
City.

CURRENT PERFORMANCE DATA:
Conducts research and provide guidance on topics of special interest driven by the Planning Director and City Manager's Office. Revise the Zoning Ordinance as deemed necessary by the Planning Director. Provide supporting documements for land use applications for public hearings and neighborhood meetings. Assist with special projects created by the Ecomonic Development Department and the City Manager's office. Work with other departments regarding different databases for city functions. On average this service provides approximately 60 maps and other data. This service is vital to several services within the department and other departments.

REVENUE GENERATION:
These functions are a vested interest to the city as its objective is to aid in providing quality services citywide. The revenues generated from this service is outlined in the current planning division. This service does contibute to the bottom line of the general fund revenues as it provides assistance to high profile projects from other departments. A7000 funds are under the Planning Administration 15910

SERVICE ALTERNATIVES:
Glendale is the sole source provider due to the unique services provided and the political nature of the service. The service is based on understanding the vision of the City Manager and the goals of City Council to ensure a quality built environment.

IMPACT OF CHANGING SERVICES:
Some zoning text amendments are mandated by state law if a topic pertains to land use. Census activity and redistricting are federally mandated. GIS and mapping are essential services to Planning Department operations. Mapping is used by many departments. Special projects are a high priority to the organization. The GIS and mapping service has been reduced as there is only one person responsible for preparing and maintaining this critical service.

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Planning Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$702,101	$59,232	$12,744	$774,077	9.00
FTE/A6000 Changes (staffing/furlough/benefits)	$66,909	$0	$0	$66,909	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$769,010	$59,232	$12,744	$840,986	9.00

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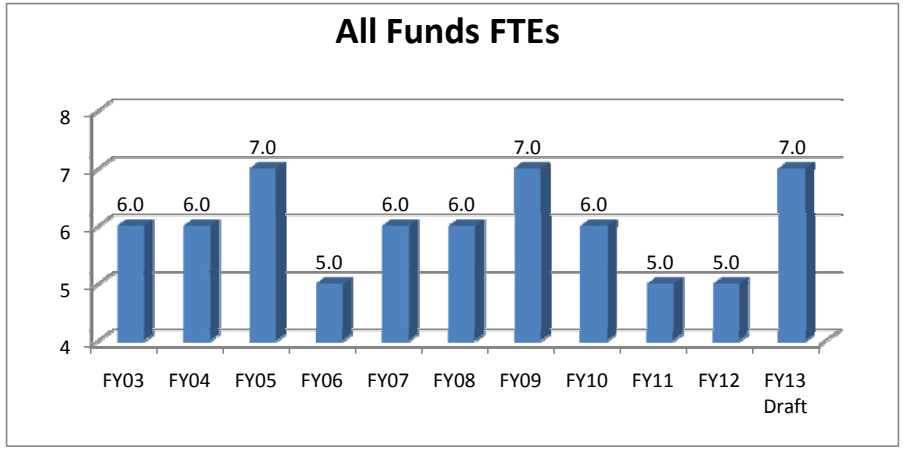
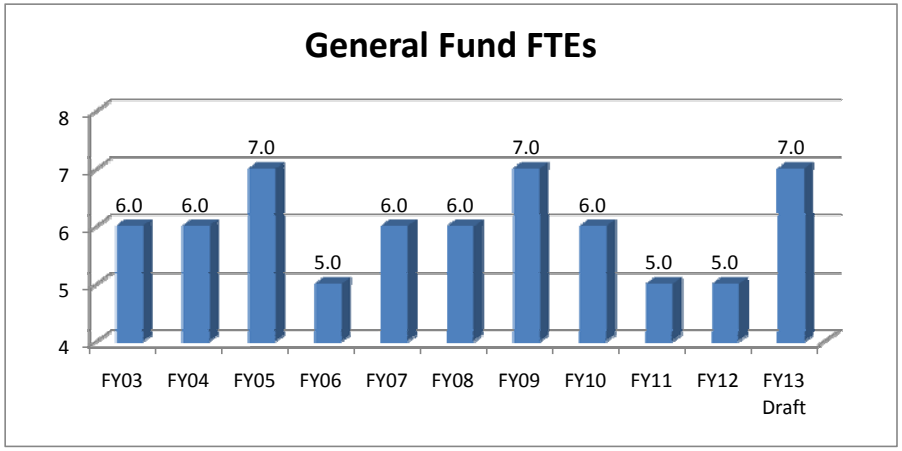
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Economic Development





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Economic Development											
1000 - General											
Economic Development	5.0	5.0	7.0	5.0	6.0	6.0	7.0	6.0	5.0	5.0	7.0
Redevelopment	1.0	1.0									
1000 - General Total	**6.0**	**6.0**	**7.0**	**5.0**	**6.0**	**6.0**	**7.0**	**6.0**	**5.0**	**5.0**	**7.0**
Economic Development Total	**6.0**	**6.0**	**7.0**	**5.0**	**6.0**	**6.0**	**7.0**	**6.0**	**5.0**	**5.0**	**7.0**
Total FTEs for ALL FUNDS	**6.0**	**6.0**	**7.0**	**5.0**	**6.0**	**6.0**	**7.0**	**6.0**	**5.0**	**5.0**	**7.0**

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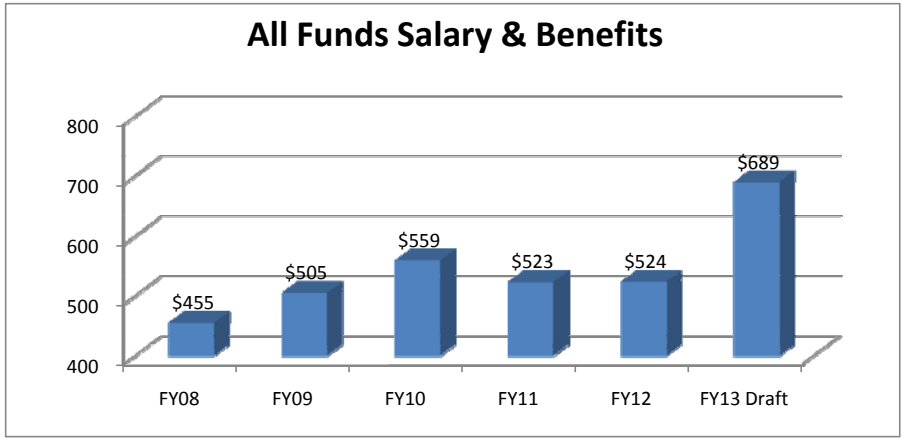
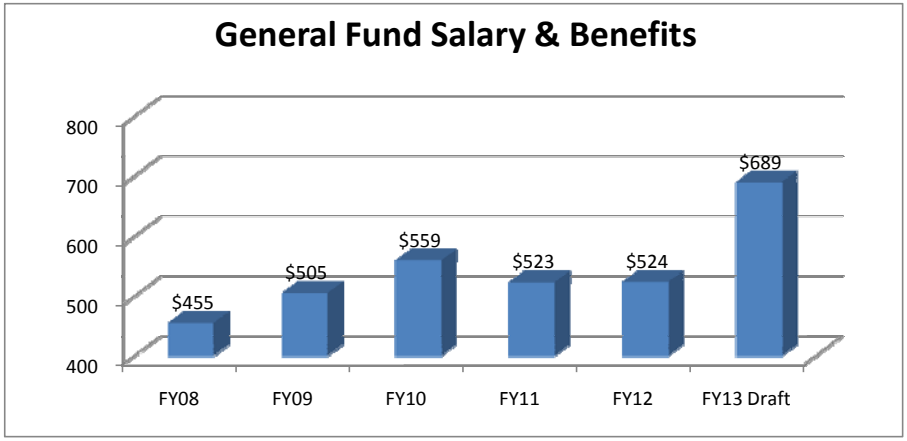
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Economic Development

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Economic Development						
1000 - General						
Economic Development	$455	$505	$559	$523	$524	$689
1000 - General Total	**455**	**505**	**559**	**523**	**524**	**689**
Economic Development Total	**455**	**505**	**559**	**523**	**524**	**689**
Total A6000 Series for ALL FUNDS	**$455**	**$505**	**$559**	**$523**	**$524**	**$689**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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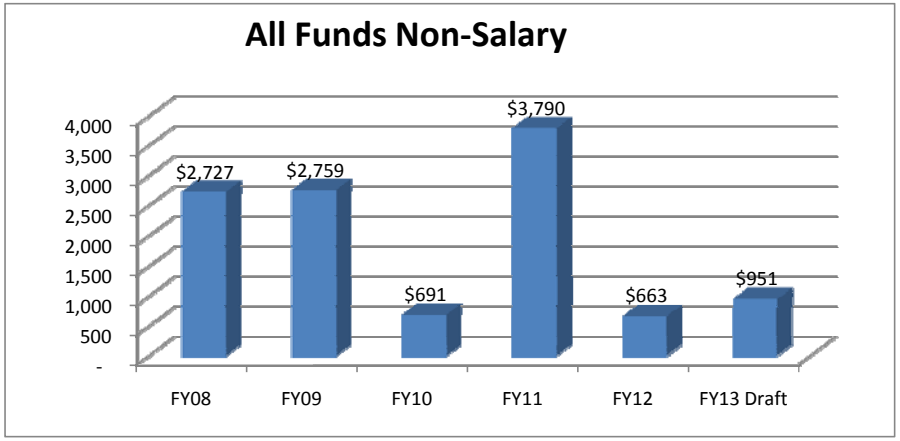
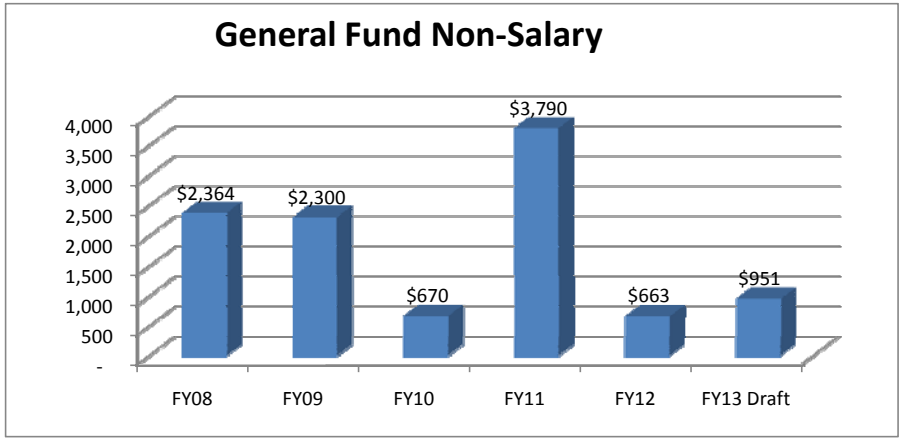
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Economic Development

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Economic Development						
1000 - General						
Economic Development	$381	$203	$171	$181	$95	$184
Business Development				3,559	469	379
1000 - General Total	**381**	**203**	**171**	**3,740**	**563**	**563**
1010 - National Events						
National Events Pre-Planning	60	98				
1010 - National Events Total	**60**	**98**				
1280 - Youth Sports Complex						
YSC - Econ. Dev.	303	361	21			
1280 - Youth Sports Complex Total	**303**	**361**	**21**			
Economic Development Total	**744**	**662**	**192**	**3,740**	**563**	**563**
Rebates & Incentives						
1000 - General						
Rebates & Incentives	1,255	896	476	50	100	388
Redevelopment Land Acquisition	305	978	23	-		
Visual Improvement Program	423	223				
1000 - General Total	**1,983**	**2,097**	**499**	**50**	**100**	**388**
Rebates & Incentives Total	**1,983**	**2,097**	**499**	**50**	**100**	**388**
Total A7000 Series for ALL FUNDS	**$2,727**	**$2,759**	**$691**	**$3,790**	**$663**	**$951**

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

Account Name	FY 13 Draft
Professional and Contractual	$415
Job Creation Incentives	338
Promotion and Publicity	110
Sales Tax Rebates	50
Professional Development	16
Software	6
Travel Exp	5
Equipment Less $5,000/Unit	3
Memberships and Subscriptions	3
Office Supplies	3
All Other	2
	$951

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Fund/Division #: 1000-16010
Division Name: Economic Development

# of FTEs: 2.25

A6000: $233,934
A7000: $19,475
TOTAL: $253,409

SERVICE DESCRIPTION:
Business Retention & Expansion - A core pillar of the Economic Development Department is to support those businesses that have already made an investment in Glendale and assist whenever possible with expansion and/or additional growth endeavors. These efforts illustrate the priority we continue to place on retaining Glendale's valued partners in the business community and building upon a track record that shows Glendale's commitment to being a business-friendly community.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Approximately 80% of new jobs and capital investment comes from existing companies located within Glendale. Economic Development's retention efforts, in partnership with Glendale Community College, SBDC, and ASU West has resulted in maintaining or expanding eight companies in Glendale thereby retaining 1,120 jobs to date for FY 11/12.
Revenues associated with this service listed in the column to the right is the combined total annual estimated direct revenue from business retention & expansion projects. This figure is determined and verified by a third-party economist, Applied Economics. These revenues go into the general fund.

REVENUE GENERATION:
$9,900,000 - Over the term of the Leases
$1,320,000 - Annual Estimated Direct Revenue

SERVICE ALTERNATIVES:
Hire specialized consultants to conduct this work and/or eliminate this core area of department function.

IMPACT OF CHANGING SERVICES:
If the city chooses not to maintain this award winning economic development program, the result would be an inability to retain and expand business already located in Glendale. This would result in a reduction of future opportunities and revenues generated by this function for the general fund (e.g. - 9.9 million generated thus far in FY 11/12) from these efforts. In addition, the ability to identify and partner on new programs, such as the Procurement Technical Assistance Center (PTAC) as well as other oportunities would be lost. This would result in difficulties with business outreach. Should the city decide to contract this out, existing relationships would need to be rebuilt, thus impacting the revenues generated from this core function of the department. The fees associated with contracting this function would be cost prohibitive.

A6000/A7000 BUDGET TOTALS:
A6000 Total: $233,933.59 FTE Breakout JM - 25%, DM - 85%, RL - 5%, BF - 30%, JP - 30%, SR - 50% A7000 Total: $19,475.33

Fund/Division #: 1000-16010
Division Name: Economic Development

# of FTEs: 2.5

A6000: $230,176
A7000: $16,791
TOTAL: $246,967

SERVICE DESCRIPTION:
Redevelopment/Centerline - A core pillar of Economic Development is citywide redevelopment of commercial sites throughout Glendale, with a focus on key sites, in an effort to capitalize on current market demands, increase revenue generation, and improve the overall aesthetic image of the city. Redevelopment of Glendale's Centerline district incorporates all functional areas of the department to create a vibrant city center. Our redvelopment priorities include: expanding our outreach and assistance to downtown businesses; continue encouraging and bringing investment to the Centerline district; and focus on growing an energetic culture in the downtown with emphasis on creating additional nighttime entertainment opportunities.

REQUIRED BY LAW/CODE/REG?:
No

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CURRENT PERFORMANCE DATA:

This core area of the Economic Development Department focuses on citywide redevelopment and the Centerline Project. Programs in this area include the Visual Improvement Program which resulted in over $93,000 being invested in Glendale in FY 10/11. An additional $130,000 is allocated for FY 11/12. The Department has attracted or assisted in attracting over 150 new jobs to Centerline over the past 2 years. The department has leased the former Bead Museum building, generating an additional $20,000 in revenues to the General Fund in FY 11/12 while establishing 38 new events in the downtown that will generate additional sales tax revenue for the downtown area. The department is working with property owners to bring over $1,000,000 dollars of new investment in Centerline properties, as well as securing $300,000 Federal EPA grant to support the redevelopment of the old Thunderbird lounge site.

Revenues associated with this service listed in the column to the right is the combined total from the estimated direct revenue impacts from redevelopment projects determined by our economic impact analysis. These revenues go into the general fund.

REVENUE GENERATION:

$268,000 - Annual Estimated Direct Revenue

SERVICE ALTERNATIVES:

Hire specialized consultants to conduct this work and/or eliminate this core area of department function.

IMPACT OF CHANGING SERVICES:

If the city chooses not to maintain this core area of Economic Development, the result would be an inability for the city to maximize on reinvestment opportunities that present themselves, maintain current businesses assistance and expansion programs, and continue the effective aesthetic improvement programs that has aided properties located in the downtown and Centerline areas, which has aided in drawing new visitors, business, and investment to the City's core. Business redevelopment and reinvestment generates general fund revenues through additional sales, new jobs, and expanding business operations. In addition, the city's ability to respond to some of the more complex processes often involved in returning infill parcels to economic viability would be absent, as the program provides a direct contact/ombudsman who coordinates with various departments, private parties, and when needed federal organizations to expedite development. Should the city decide to contract this out, the relationships that have been years in development would be lost, thus impacting the revenues generated from this core function of the department. The fees associated with contracting this function would be cost prohibitive.

A6000/A7000 BUDGET TOTALS:

A6000 Total: $230,176.48 FTE Breakout - RL - 90%. BF -30%, JP - 30%. MP - 75%, SR - 25% A7000 Total $16,791.33

Fund/Division #: 1000-16010
Division Name: Economic Development

# of FTEs: 2.25

A6000: $225,031
A7000: $19,475

SERVICE DESCRIPTION:

Business Attraction - A core pillar of the Economic Development Department is the focus on building strategic relationships with both large corporations and small businesses, as well as vested parties interested and involved in business location decisions. Through our partnerships with GPEC and the Arizona Commerce Authority, along with relationship buidling, and maintaining a consistent knowledge of inventory, we are able to build and retain a network of business location decision makers and associated parties to generate prospects and locate new businesses within Glendale to create quality economic development.

REQUIRED BY LAW/CODE/REG?:

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TOTAL: $244,506	No
	CURRENT PERFORMANCE DATA: In FY 12 to date, 8 new businesses located in the city of Glendale generating 508 new jobs for residents. These locates resulted in the department's ability to meet council objectives as well as generate direct revenue (annually) for the general fund. Revenues associated with this service listed in the column to the right is the combined total annual estimated direct revenue from business attraction projects determined by our economic impact analysis. These revenues go into the general fund.
	REVENUE GENERATION: $2,540,000 - Annual Estimated Direct Revenue
	SERVICE ALTERNATIVES: Hire specialized consultants to conduct this work and/or eliminate this core area of department function.
	IMPACT OF CHANGING SERVICES: If the city chooses not to maintain this core area of Economic Development, the result would be an inability to develop opportunities for new capital investment. This would result in a deficit of the current revenues generated by this function for the general fund (e.g. - 2.54 million generated thus far in FY12) from locates. In addition, the city would not have the ability to respond to investment opportunities; therefore hindering the city's ability to generate new revenue. Should the city decide to contract this out, the existing relationships, along with potential prospects, in queue would be lost; thus impacting the revenues generated from this core function of the department. The fees associated with contracting this function would be cost prohibitive.
	A6000/A7000 BUDGET TOTALS: A6000 Total: $225,030.89 FTE Breakout JM - 75%, DM - 15%, RL - 5%, BF - 40%, JP - 40%, MP - 25%, SR - 25% A7000 Total: $19,475.33

Fund/Division #: 1000-16010 Division Name: Economic Development # of FTEs: 0 A6000: $0 A7000: $90,000 TOTAL: $90,000	SERVICE DESCRIPTION: GPEC Annual Contract provides the city with a variety of economic development resources from this regional body including locate leads, site selection services, marketing resources, and networking resources.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: GPEC services/relationship is used frequently by Economic Development. Staff attends monthly meetings and communicates frequently with GPEC staff on prospective businesses, marketing efforts, and regional economic development legislation. Most recently in FY 12 the Economic Development Department benefited from its membership with GPEC by locating a GPEC lead, Alaska Federal Credit Union. Revenues associated with this service listed in the column to the right is the combined total from the estimated revenue impacts from GPEC locates. These revenues go into the general fund.
	REVENUE GENERATION: $204,106
	SERVICE ALTERNATIVES: GPEC is the only regional Economic Development Organization.

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IMPACT OF CHANGING SERVICES:
If the city chooses not to continue contracting with GPEC for its services, the Economic Development Department would be at a huge competitive disadvantage citywide as all other major cities/towns in the Valley are GPEC members and have access to leads, business prospects, resources, marketing tools, that we would otherwise not be privy to without membership. The annual projected revenue generated by GPEC locates in Glendale is $204,106 which is nearly 3 times the cost of membership.

Fund/Division #: 1000-16010
Division Name: Economic Development

# of FTEs: 0

A6000: $0
A7000: $25,000
TOTAL: $25,000

SERVICE DESCRIPTION:
Glendale Chamber of Commerce contracted membership that provides lead generation, partnerships in our BR&E program, cohosts events for companies and site selectors.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Glendale Chamber of Commerce contracted membership that provides lead generation, partnership in our BR&E program, cohosts events for companies and site selectors.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
No this is the city's only Chamber of Commerce

IMPACT OF CHANGING SERVICES:
If the city chooses not to retain this relationship the city would lose partnerships, and the city would have to pick up costs of business networking events.

Fund/Division #: 1000-16010
Division Name: Economic Development

# of FTEs: 0

A6000: $0
A7000: $7,800
TOTAL: $7,800

SERVICE DESCRIPTION:
GIS Planning is a tool for identifying existing inventory in the city

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Glendale Prospector used on Department website to identify existing industrial and office inventory

REVENUE GENERATION:

SERVICE ALTERNATIVES:
We will be switching to CoStar once our annual contract with GIS Planning expires. This service provided by CoStar is at no additional cost to the Department

IMPACT OF CHANGING SERVICES:
The Glendale Prospector provides an inventory of existing buildings available in Glendale and is indispensable in our business attraction efforts

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Fund/Division #: 1000-16010 Division Name: Economic Development # of FTEs: 0 A6000: $0 A7000: $2,320 TOTAL: $2,320	SERVICE DESCRIPTION: Costar online services enables us to analyze, interpret and gain unmatched insight on commercial property values, market conditions and current availabilities.
	REQUIRED BY LAW/CODE/REG?: No, however we could not do our jobs and respond to the open market and our clients without this service.
	CURRENT PERFORMANCE DATA: Costar services are used frequently on an as-needed basis to access the most up-to-date information. Costar is also used to run monthly occupancy rate reports which are used in the City's quarterly financial reports
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: There are no free services that offer this information they are all prescription based. The price we pay for this Costar service is significantly reduced via a group contract through GPEC.
	IMPACT OF CHANGING SERVICES: If the city chooses not to continue using this service, the function of the Economic Development Department would be severely hindered as this service provides access/knowledge of the city's inventory at any given time. Knowing our inventory and what is available is directly related to attracting new businesses and assisting those looking to expand or relocate.

Fund/Division #: 1000-16010 Division Name: Economic Development # of FTEs: 0 A6000: $0 A7000: $1,869 TOTAL: $1,869	SERVICE DESCRIPTION: Sites USA/ReGIS - annual service contract that provides demographic software that is updated with census and U.S. government data. Software allows for detailed demographic reports to be run for any specific area a client may request.
	REQUIRED BY LAW/CODE/REG?: No, however we could not do our jobs and respond to the open market and our clients without this service.
	CURRENT PERFORMANCE DATA: ReGIS demographic reports are provided to all prospective locates and to city management on an as-requested basis. Many business prospects rely heavily on this data when making a decision to locate within the city.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: U.S. Census website - limited information available not customizable to client needs
	IMPACT OF CHANGING SERVICES: If the city chooses not to continue using this service, the function of the Economic Development Department would be greatly impacted as clients demand and require this type of information often times on the spot. Without the ability to provide accurate demographic reports that are customized to the needs of the client, the Economic Development Department could not fulfill its mission as assigned.

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Fund/Division #: 1000-16010 Division Name: Economic Development # of FTEs: 0 A6000: $0 A7000: $1,075 TOTAL: $1,075	SERVICE DESCRIPTION: Blane Canada - Business Retention software. Main contract is with APS and Glendale pays a subsidized rate to be included.
	REQUIRED BY LAW/CODE/REG?: No, however we could not do our jobs and respond to the open market and our clients without this service.
	CURRENT PERFORMANCE DATA: Provides service/information necessary to perform Economic Development Department's BR&E function.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: There are no free services that offer this information they are all prescription based. The price we pay for this service is significantly reduced via a group contract through APS
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-16010 Division Name: Economic Development # of FTEs: 0 A6000: $0 A7000: $375 TOTAL: $375	SERVICE DESCRIPTION: Site Selector Database provides list of worldwide site selectors
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: List of worldwide Site Selectors that assist with daily economic development business attraction
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: There are other services that are now free of charge that the department is transitioning to and will no longer be utilizing this service after this fiscal year
	IMPACT OF CHANGING SERVICES: The department has already chosen to discontinue use of this service after this fiscal year as new services that are now offered for free are available

Fund/Division #: 1000-16025 Division Name: Business Development # of FTEs: 0 A6000: $0 A7000: $204,000 TOTAL: $204,000	SERVICE DESCRIPTION: Consultants - Tom Hocking and SRJ Consulting. In order to pursue and capture economic opportunities, at times the Economic Development Department through the City Manager's office require the assistance of outside consultants to manage the complex processes related to/but not limited to: revenue forecasting and bond term negotiations for projects.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Specialized consultants manage the complex processes related to/but not limited to: revenue forecasting and bond term negotiations, legislative affairs for projects.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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If the city chooses not to hire/maintain contracts with consultants for specific economic development projects, the ability to respond to some of the more complex processes often involved would be absent, therefore hindering the city's position in important negotiations.

Fund/Division #: 1000-16025 Division Name: Business Development # of FTEs: 0 A6000: $0 A7000: $174,583 TOTAL: $174,583	SERVICE DESCRIPTION: Consultants - Contingencies including Bond Consultant and Legislative consultant - In order to pursue and capture economic opportunities, at times the Economic Development Department through the City Manager's office require the assistance of outside consultants to manage the complex processes related to/but not limited to: revenue forecasting, bond term negotiations for projects, and legislation. We currently have several consultants under contract that are related to Economic Development projects within the city, however additional consultants may be hired as needed and directed by the City Manager.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Specialized consultants manage the complex processes related to/but not limited to: revenue forecasting and bond term negotiations, legislative affairs for projects.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES: If the city chooses not to hire/maintain contracts with consultants for specific economic development projects, the ability to respond to some of the more complex processes often involved would be absent, therefore hindering the city's position in important negotiations.

Fund/Division #: 1000-16210 Division Name: Rebates and Incentives # of FTEs: 0 A6000: $0 A7000: $388,000 TOTAL: $388,000	SERVICE DESCRIPTION: Rebates and Incentives are contractually agreed upon as part of development agreements that have been approved by City Council
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: For FY 2012 the department has three development agreement obligations with outstanding amounts. Allocated payments for FY13 are as follows: Coca Cola - $50,000; Sands Motor Company - $50,000; and Bechtel - $288,000. These amounts will be paid if/when the terms of the respective Development Agreements are met.
	REVENUE GENERATION: The total estimated direct economic impact associated with these development agreements have already been calculated in the totals for Business Attraction/Business Retention & Expansion
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES: Should the city not offer rebates/incentives under any circumstances, the city's ability to compete for and retain those companies that provide significant revenues to the general fund would be comprimised, resulting in overall losses of revenue

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coming back into the city's cofers.

Economic Development Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$689,141	$950,763	$10,005	$1,649,909	7.00
FTE/A6000 Changes (staffing/furlough/benefits)	$165,567	$0	$0	$165,567	2.00
Diff b/w Submission FY 2013 Budget	($165,567)	$0	$0	($165,567)	(2.00)
FY 2013 Draft Budget	$689,141	$950,763	$10,005	$1,649,909	7.00

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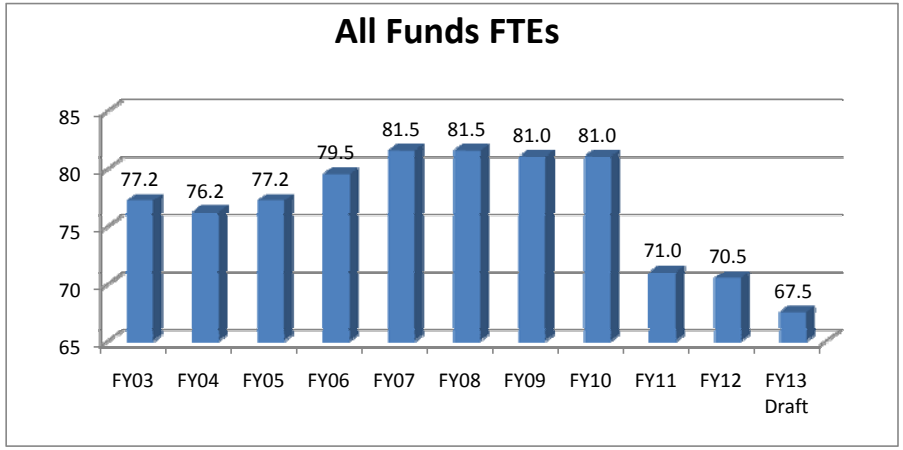
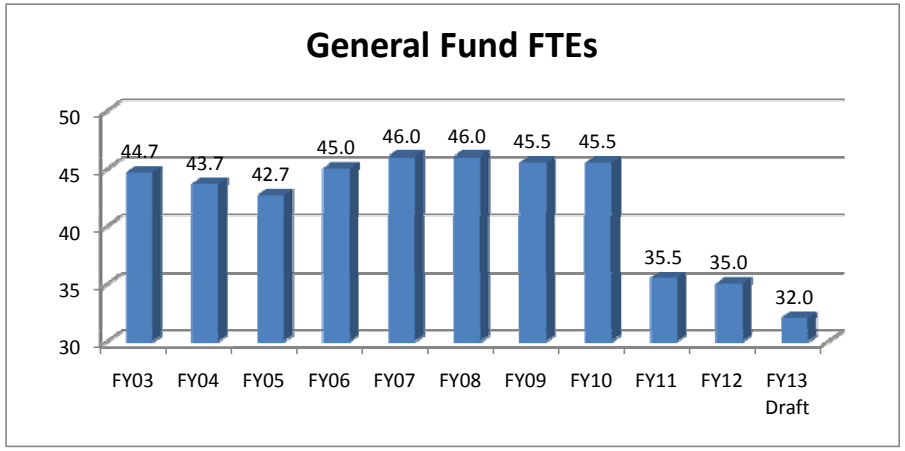
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Financial Services





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Finance											
1000 - General											
Accounting Services	17.0	17.0	17.0	18.0	21.0	21.0	19.0	19.0	16.0	15.0	13.0
Finance Administration	6.0	6.0	6.0	7.0	7.0	7.0	9.0	8.0	4.0	6.0	6.0
License/Collection	11.5	11.5	11.5	11.5	9.5	9.5	10.0	11.0	8.5	7.0	7.0
Regulatory & Communication	2.0	2.0	1.0	1.0	1.0	1.0					
1000 - General Total	**36.5**	**36.5**	**35.5**	**37.5**	**38.5**	**38.5**	**38.0**	**38.0**	**28.5**	**28.0**	**26.0**
2260 - Arena Dev. Review & Inspection											
Arena - Finance	1.0	1.0	1.0								
2260 - Arena Dev. Review & Inspection Total	**1.0**	**1.0**	**1.0**								
2360 - Water and Sewer											
Customer Service Office	31.5	31.5	33.5	34.5	35.5	35.5	35.5	35.5	35.5	35.5	35.5
2360 - Water and Sewer Total	**31.5**	**31.5**	**33.5**	**34.5**	**35.5**	**35.5**	**35.5**	**35.5**	**35.5**	**35.5**	**35.5**
Finance Total	**69.0**	**69.0**	**70.0**	**72.0**	**74.0**	**74.0**	**73.5**	**73.5**	**64.0**	**63.5**	**61.5**
Management & Budget											
1000 - General											
Budget & Research	6.2	6.2	6.2	6.0	6.0	6.0	6.0	6.0	6.0	6.0	5.0
Grants Administration	2.0	1.0	1.0	1.5	1.5	1.5	1.5	1.5	1.0	1.0	1.0
1000 - General Total	**8.2**	**7.2**	**7.2**	**7.5**	**7.5**	**7.5**	**7.5**	**7.5**	**7.0**	**7.0**	**6.0**
Management & Budget Total	**8.2**	**7.2**	**7.2**	**7.5**	**7.5**	**7.5**	**7.5**	**7.5**	**7.0**	**7.0**	**6.0**
Total FTEs for ALL FUNDS	**77.2**	**76.2**	**77.2**	**79.5**	**81.5**	**81.5**	**81.0**	**81.0**	**71.0**	**70.5**	**67.5**

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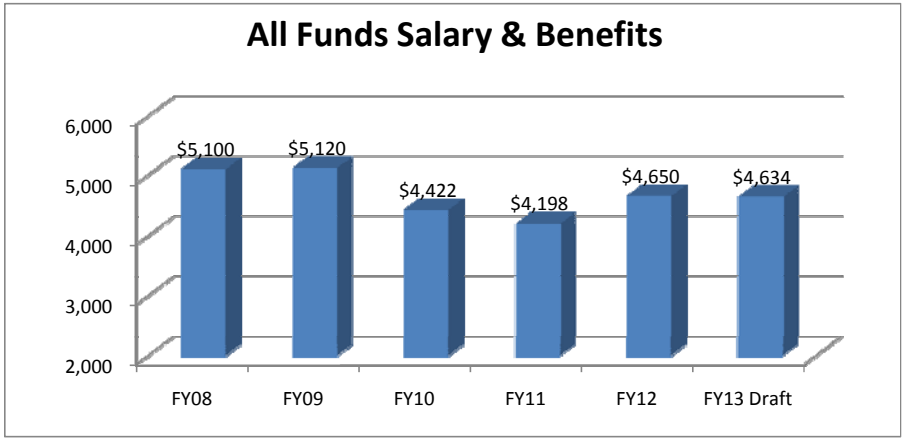
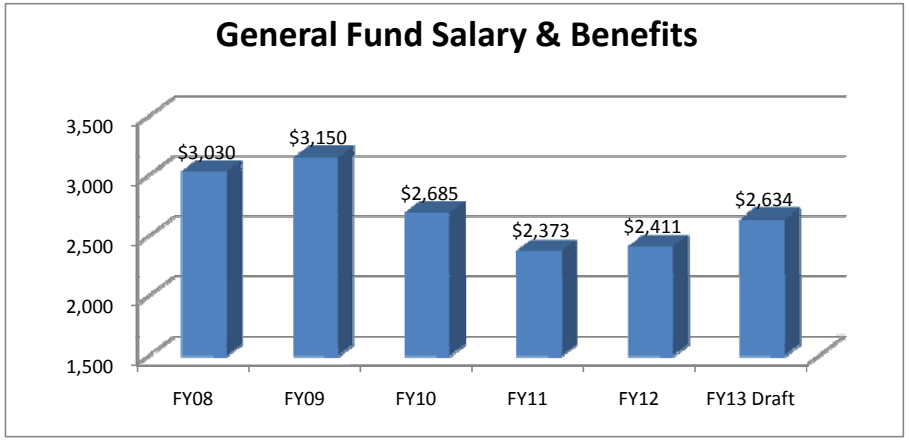
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Financial Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Finance						
1000 - General						
Accounting Services	$1,038	$923	$839	$830	$813	$918
Finance Administration	610	715	408	373	465	514
License/Collection	612	756	701	511	485	547
Regulatory & Communication	46	(0)				
1000 - General Total	**2,307**	**2,393**	**1,948**	**1,714**	**1,763**	**1,979**
2360 - Water and Sewer						
Customer Service Office	2,070	1,970	1,734	1,801	2,022	2,000
2360 - Water and Sewer Total	**2,070**	**1,970**	**1,734**	**1,801**	**2,022**	**2,000**
Finance Total	**4,376**	**4,363**	**3,683**	**3,515**	**3,785**	**3,980**
Grants						
1842 - ARRA Stimulus Grants						
Program Manager			3	24	218	
1842 - ARRA Stimulus Grants Total			**3**	**24**	**218**	
Grants Total			**3**	**24**	**218**	
Management & Budget						
1000 - General						
Budget & Research	575	615	616	623	590	591
Grants Administration	149	142	120	36	57	63
1000 - General Total	**723**	**756**	**736**	**659**	**647**	**654**
Management & Budget Total	**723**	**756**	**736**	**659**	**647**	**654**
Total A6000 Series for ALL FUNDS	**$5,100**	**$5,120**	**$4,422**	**$4,198**	**$4,650**	**$4,634**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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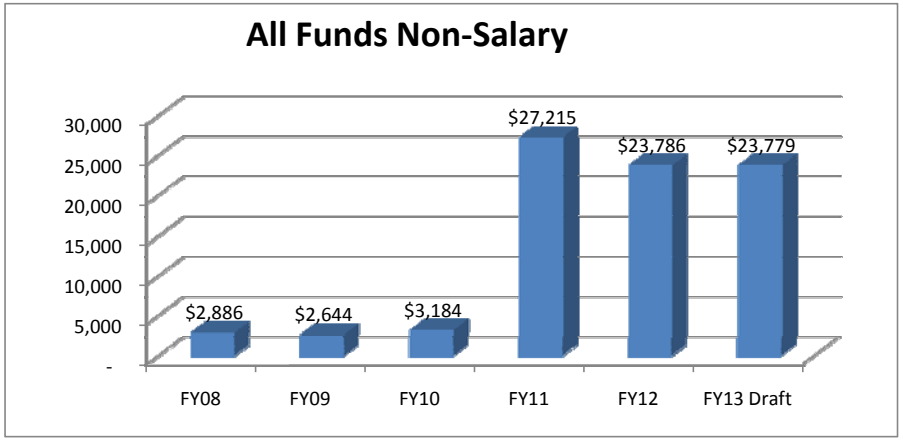
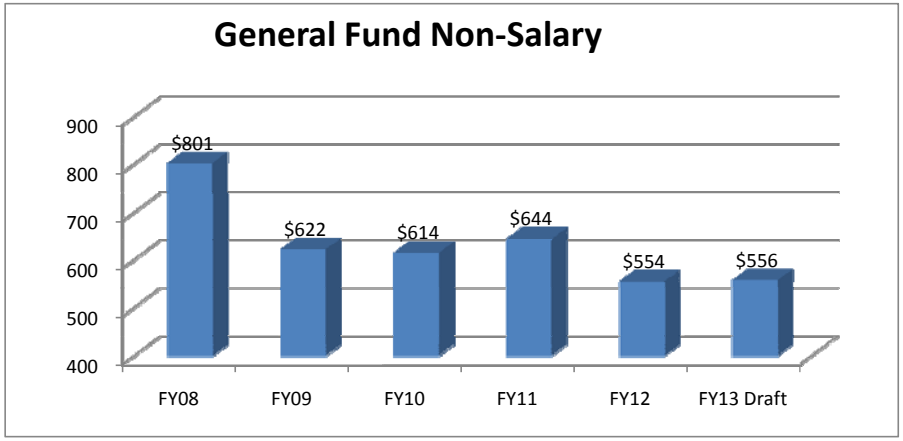
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Financial Services

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Finance						
1000 - General						
Accounting Services	$73	$27	$18	$15	$28	$28
Finance Administration	140	75	68	32	48	49
License/Collection	176	146	153	170	163	164
L.I.D. Administration	9	9				
1000 - General Total	**397**	**257**	**239**	**217**	**239**	**241**
1282 - Arena Event Operations						
Arena Management Fee				25,000	20,000	20,000
1282 - Arena Event Operations Total				**25,000**	**20,000**	**20,000**
2360 - Water and Sewer						
Customer Service Office	574	344	529	516	860	851
2360 - Water and Sewer Total	**574**	**344**	**529**	**516**	**860**	**851**
1780 - Arena Special Revenue						
Arena Renewal and Replacement	271		332		550	550
1780 - Arena Special Revenue Total	**271**		**332**		**550**	**550**
1790 - Stadium City Sales Tax - AZSTA						
AZSTA - Stadium Tax Refund	1,025	1,526	1,627	1,043	1,746	1,746
1790 - Stadium City Sales Tax - AZSTA Total	**1,025**	**1,526**	**1,627**	**1,043**	**1,746**	**1,746**
Finance Total	**2,266**	**2,126**	**2,727**	**26,776**	**23,395**	**23,388**

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Management & Budget						
1000 - General						
Budget & Research	16	9	9	8	24	24
Grants Administration	5	3	20	2	1	1
1000 - General Total	**21**	**12**	**30**	**9**	**25**	**25**
1840 - Grants						
Grant Match Funds - Mgt & Bdgt	159	104	57			
1840 - Grants Total	**159**	**104**	**57**			
Management & Budget Total	**180**	**116**	**87**	**9**	**25**	**25**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
Lease Pmts/OtherFees						
1000 - General						
1000 Advisor Fees	117	97	86	58	90	90
Lease Payments				80		
Merchant Fees	266	255	260	280	200	200
1000 - General Total	**383**	**353**	**345**	**418**	**290**	**290**
2360 - Water and Sewer						
2360 Advisor Fees	2	3	1		3	3
2360 - Water and Sewer Total	**2**	**3**	**1**		**3**	**3**
2400 - Water						
2400 Advisor Fees	7	10	3		17	17
2400 - Water Total	**7**	**10**	**3**		**17**	**17**
2420 - Sewer						
2420 Advisor Fees	7	4	1		18	18
2420 - Sewer Total	**7**	**4**	**1**		**18**	**18**
1980 - Streets Constr. - 1999 Auth						
1980 Advisor Fees	5	3	2	0	6	6
1980 - Streets Constr. - 1999 Auth Total	**5**	**3**	**2**	**0**	**6**	**6**
2000 - Hurf Street Bonds						
2000 Advisor Fees	2	1			1	1
2000 - Hurf Street Bonds Total	**2**	**1**			**1**	**1**
2040 - Public Safety Construction						
2040 Advisor Fees	6	4	1	2	2	2
2040 - Public Safety Construction Total	**6**	**4**	**1**	**2**	**2**	**2**
2060 - Parks Construction						
2060 Advisor Fees	2	1	0	0	7	7
2060 - Parks Construction Total	**2**	**1**	**0**	**0**	**7**	**7**
2080 - Gov't Facilities - 1999 Auth						
2080 Advisor Fees			0	0	2	2
2080 - Gov't Facilities - 1999 Auth Total			**0**	**0**	**2**	**2**
2100 - Economic Dev. Constr-1999 Auth						
2100 Advisor Fees			0	1	2	2
2100 - Economic Dev. Constr-1999 Auth Total			**0**	**1**	**2**	**2**
2180 - Flood Control Construction						
2180 Advisor Fees	5	4	4	4	5	5
2180 - Flood Control Construction Total	**5**	**4**	**4**	**4**	**5**	**5**
2210 - Transportation Capital Project						
2210 Advisor Fees	20	18	11	4	14	14
2210 - Transportation Capital Project Total	**20**	**18**	**11**	**4**	**14**	**14**
Lease Pmts/OtherFees Total	**439**	**402**	**370**	**430**	**366**	**366**
Total A7000 Series for ALL FUNDS	**$2,886**	**$2,644**	**$3,184**	**$27,215**	**$23,786**	**$23,779**

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

Account Name	FY 13 Draft
Professional and Contractual	$22,848
Bank / Credit Card Fees	500
Postage	327
Office Supplies	61
Office Equipment Maintenance	25
Memberships and Subscriptions	6
Professional Development	5
Duplicating Work Order Charges	3
Cell Phone Charges	2
Software	1
All Other	1
	$23,779

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Fund/Division #: 1000-11310 & 11320 Division Name: Accounting and Finance Admin # of FTEs: 11.5 A6000: $600,379 A7000: $28,196 TOTAL: $628,575	SERVICE DESCRIPTION: Accounting
	REQUIRED BY LAW/CODE/REG?: An annual audit is required per ARS 9-481. An annual audit is also required for grant reporting and our bond covenants
	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 financial reports, financial reports for various external agencies such as the IRS, the State, and various bond agencies.The division prepared reports for 73 grants and 39 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 recongnized our CAFR for an award for 24 years.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required
	IMPACT OF CHANGING SERVICES: 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.

Fund/Division #: 1000-11310 & 11320 Division Name: Accounting and Finance Admin # of FTEs: 3 A6000: $193,659 A7000: $10,100 TOTAL: $203,759	SERVICE DESCRIPTION: Payroll
	REQUIRED BY LAW/CODE/REG?: IRS and state reporting requirments related to payroll withholding and reporting
	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: N/A
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required
	IMPACT OF CHANGING SERVICES: 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.

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Fund/Division #: 1000-11310 & 11320 Division Name: Accounting and Finance Admin # of FTEs: 3 A6000: $193,659 A7000: $10,099 TOTAL: $203,758	SERVICE DESCRIPTION: Accounts Payable
	REQUIRED BY LAW/CODE/REG?: Annual 1099 reports required by IRS
	CURRENT PERFORMANCE DATA: Responsible for processing invoices, purchase orders, and payments 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. The accounts payable team entered/processed 114,763 vouchers, and issued 14,635 checks.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required
	IMPACT OF CHANGING SERVICES: 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.

Fund/Division #: 1000-11310 & 11340 Division Name: Tax and license and finance admin # of FTEs: 4 A6000: $273,083 A7000: $7,915 TOTAL: $280,998	SERVICE DESCRIPTION: Auditing
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 21
	CURRENT PERFORMANCE DATA: Conducts multi-jurisdictional audits, estimates, desk reviews, and field audits.
	REVENUE GENERATION: $1,300,000
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: 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 loss of revenue because most auditing contractors fees are a percentage of amounts collected.

Fund/Division #: 1000-11310 & 11340 Division Name: Tax and license and finance admin # of FTEs: 1 A6000: $78,271 A7000: $152,762	SERVICE DESCRIPTION: Sales tax accounting
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 21
	CURRENT PERFORMANCE DATA: Processes sales tax returns, assists taxpayers to resolve account issues, ensures accurate reporting, reviews refund requests and amended returns for validity.
	REVENUE GENERATION:

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TOTAL: $231,033	This work assists w/generating the dollars listed under the Cashiering/lockbox area
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: 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 could include loss of revenue due to taxpayers filing deductions that are not allowed, not filing correctly, etc.

Fund/Division #: 1000-11310 & 11340 Division Name: Tax and license and finance admin # of FTEs: 1.5 A6000: $156,326 A7000: $5,665 TOTAL: $161,991	SERVICE DESCRIPTION: System software support
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: Provides technological services (software updates, system patches, development of reports, trouble-shooting when system operational problems occur, etc) for Tax Mantra, Icapture, Documentum, Harris/Northstar, Inovah, etc. These are the data systems for the Utility Billing and Tax & License Divisions.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services. Cost of external IT experts 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 if the contractor is not on-site at all times during operating hours. There is also the potential for loss of sales tax and utility account data and information if external contractor fails to perform services in a timely manner.

Fund/Division #: 1000-11310 & 11340 Division Name: Tax and license and finance admin # of FTEs: 2 A6000: $134,186 A7000: $8,976 TOTAL: $143,162	SERVICE DESCRIPTION: Licensing/inspection
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 21
	CURRENT PERFORMANCE DATA: Process approximately 3,423 new business license applications each year. Attend approximately 15 special events each year licensing approximately 800 vendors.
	REVENUE GENERATION: $68,460 for the 3,423 new business license applications. This is the revenue associated only with the initial application fee. The actual business license fee and sales tax revenue are captured in the cashiering/lockbox revenue figure of $237M (below)
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and

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contractual services. Other impacts include loss of city sales tax and business licensing revenue, businesses not held accountable, an increase in businesses conducting business without a license, and health and safety due to licensing approval process.

Fund/Division #: 1000-11310 & 11340 Division Name: Tax and license and finance admin # of FTEs: 2 A6000: $133,819 A7000: $7,915 TOTAL: $141,734	SERVICE DESCRIPTION: Collections
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 21
	CURRENT PERFORMANCE DATA: Processes utility and sales tax liens, bankruptcy cases, abatement requests, etc. Works delinquent water and taxpayer accounts by following up with the taxpayer by phone, mail, etc.
	REVENUE GENERATION: $120,000
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: 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 could include slower turnaround in processing accounts and the lack of ability to expeditiously collect immediately after going delinquent thus reducing the ability to collect.

Fund/Division #: 1000-11380 Division Name: Lease payment # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: These budgeted funds address the debt service associated with lease payments for leases related to the purchase of the Northern Crossing and Hickman properties, and fire trucks and related equipment. These leases are outlined in Schedule 8 of the annual budget book
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-11390 Division Name: Merchant Fees # of FTEs: 0 A6000: $0 A7000: $199,687 TOTAL: $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:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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Fund/Division #: 1000-89800 Division Name: 1000 Advisor Fees # of FTEs: 0 A6000: $0 A7000: $90,000 TOTAL: $90,000	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: SERVICE ALTERNATIVES: IMPACT OF CHANGING SERVICES:

Fund/Division #: 1282-11415 Division Name: Arena Management Fee # of FTEs: 0 A6000: $0 A7000: $20,000,000 TOTAL: $20,000,000	SERVICE DESCRIPTION: Cost associated with the management and operations of the Arena REQUIRED BY LAW/CODE/REG?: CURRENT PERFORMANCE DATA: REVENUE GENERATION: SERVICE ALTERNATIVES: IMPACT OF CHANGING SERVICES:

Fund/Division #: 1780-11420 Division Name: Arena Renewal and Replacement # of FTEs: 0 A6000: $0 A7000: $550,000 TOTAL: $550,000	SERVICE DESCRIPTION: Per contractual agreement, this account was established to address costs associated with the major repairs and maintenance of the arena. Example: Air conditioner, carpet, seating replacement REQUIRED BY LAW/CODE/REG?: Contractual Agreement CURRENT PERFORMANCE DATA: REVENUE GENERATION: SERVICE ALTERNATIVES: IMPACT OF CHANGING SERVICES:

Fund/Division #: 1790-11400 Division Name: AZSTA Stadium Tax Refund # of FTEs: 0 A6000: $0 A7000: $1,745,900 TOTAL: $1,745,900	SERVICE DESCRIPTION: Per contractual agreement with the AZSTA the city rebates General Fund sales tax received for activities that occur at the stadium. REQUIRED BY LAW/CODE/REG?: Contractual Agreement CURRENT PERFORMANCE DATA: REVENUE GENERATION: $1,745,900 SERVICE ALTERNATIVES: IMPACT OF CHANGING SERVICES:

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Fund/Division #: 2360-17020 Division Name: Customer Service Office # of FTEs: 5.5 A6000: $375,998 A7000: $522,556 TOTAL: $898,554	SERVICE DESCRIPTION: Billing
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 33
	CURRENT PERFORMANCE DATA: We currently prepare approximately 52,000 water bills a month, produce approximately 7,500 e-bills a month, send 6,000 delinquent disconnect notices a month, schedule approximately 1,000 disconnects each month, review and adjust accounts for 680 sewer appeals annually, and process approximately 200 refunds each month for finaled account with a remaining balance.
	REVENUE GENERATION: This work assists w/generating the dollars listed under the Cashiering/lockbox area
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: If the city chose to outsource this function then the cost of outsourcing needs to be allocated to pay the professional and contractual services.

Fund/Division #: 2360-17020 Division Name: Customer Service Office # of FTEs: 9.75 A6000: $462,599 A7000: $312,500 TOTAL: $775,099	SERVICE DESCRIPTION: Cashiering/Lockbox
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 33
	CURRENT PERFORMANCE DATA: We currently process approximately 125,000 documents/payments through lockbox (mail) each month, and assist approximately 8,000 customers each month that come into the lobby.
	REVENUE GENERATION: $237,776,597
	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 2 -3 day delay before monthly sales tax would be remitted by ADOR. As a result there would be a loss of interest and investment income. Makes an impact on our ability to pay bills and make bond payments if sales tax revenue is not received timely. Potential loss of revenue due to taxpayers filing incorrect local taxes to the state as this would be confusing. Another impact is the lack of internal review of returns for incorrect exemptions, adjustments resulting in audit issues.
	IMPACT OF CHANGING SERVICES: 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 reduction in customer service, increase lobby traffic and longer wait times.

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Fund/Division #: 2360-17020 Division Name: Customer Service Office # of FTEs: 12.25 A6000: $704,477 A7000: $12,500 TOTAL: $716,977	SERVICE DESCRIPTION: Customer Service (Phones, Walk-Up Counter)
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 33
	CURRENT PERFORMANCE DATA: We currently answer approximately 10,000 water services and tax and license calls each month and assist over 1,000 customers each month that come into the lobby with obtaining a business license and establishing water service. We currently review, evaluate, and edit approximately 35,000 taxpayer returns, business license applications, etc. each month.
	REVENUE GENERATION: This work assists w/generating the dollars listed under the Cashiering/lockbox area
	SERVICE ALTERNATIVES: Considerable reduction of hours of operation or an external competivie bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: 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 could include possible reduction in customer service, longer call wait times, increased lobby traffic and increased wait times for assistance

Fund/Division #: 2360-17020 Division Name: Customer Service Office # of FTEs: 4 A6000: $216,390 A7000: $12,500 TOTAL: $228,890	SERVICE DESCRIPTION: Collections
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 33
	CURRENT PERFORMANCE DATA: We currently work over 1,000 delinquent accounts each year, sending over 4,000 collection letters, and making over 1,000 phone calls.
	REVENUE GENERATION: $788,000
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: 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.

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Fund/Division #: 2360-17020 Division Name: Customer Service Office # of FTEs: 2 A6000: $136,002 A7000: $0 TOTAL: $136,002	SERVICE DESCRIPTION: Sales tax accounting
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 21
	CURRENT PERFORMANCE DATA: Processes sales tax returns, assists taxpayers to resolve account issues, ensures accurate reporting, reviews refund requests and amended returns for validity.
	REVENUE GENERATION: This work assists w/generating the dollars listed under the Cashiering/lockbox area
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: 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 could include loss of revenue due to taxpayers filing deductions that are not allowed, not filing correctly, etc.

Fund/Division #: 2360-17020 Division Name: Customer Service Office # of FTEs: 2 A6000: $126,296 A7000: $0 TOTAL: $126,296	SERVICE DESCRIPTION: Licensing
	REQUIRED BY LAW/CODE/REG?: City Code Chapter 21
	CURRENT PERFORMANCE DATA: Process approximately 3,423 new business license applications each year. Attend approximately 15 special events each year licensing approximately 800 vendors.
	REVENUE GENERATION: $68,460 for the 3,423 new business license applications. This is the revenue associated only with the initial pplication fee. The actual business license fee and sales tax revenue are captured in the cashiering/lockbox revenue figure of $237M (below)
	SERVICE ALTERNATIVES: An external competitive bid for contractual services would be required.
	IMPACT OF CHANGING SERVICES: 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 could include loss of city sales tax and business licensing revenue, businesses not held accountable, an increase in businesses conducting business without a license, and health and safety due to licensing approval process.

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Fund/Division #: Various-Non-GF Advisor Fees Division Name: Non-GF Advisor Fees # of FTEs: 0 A6000: $0 A7000: $76,759 TOTAL: $76,759	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:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Finance Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$3,785,144	$23,754,030	$1,307,710	$28,846,884	63.50
FTE/A6000 Changes (staffing/furlough/benefits)	$194,506	$0	$0	$194,506	(2.00)
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$3,979,650	$23,754,030	$1,307,710	$29,041,390	61.50

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Fund/Division #: 1000-11610 Division Name: Budget & Research # of FTEs: 2.4 A6000: $236,179 A7000: $9,731 TOTAL: $245,910	SERVICE DESCRIPTION: Preparation of the city manager's annual balanced budget in conjunction with all city departments and presentation to Mayor/Council in various public forums resulting in final budget adoption. Includes revenue and expenditure projections for approximately 76 different funding sources. This work also involves the development of various forecasting scenarios for the GF, designated sales tax funds, etc based on assumptions about expenditures and revenues.
	REQUIRED BY LAW/CODE/REG?: Yes. Article VI: Finance and Taxation in the City Charter outlines the annual budget requirements including setting maximum appropriation levels and the property tax levy. ARS 42-17101: Arizona state law requires publication of various budget schedules prior to a public hearing on the proposed budget and adoption. State law requires a governing board to adopt a budget on or before the third Monday in July each fiscal year. This action requires the development of a balanced budget for 78+ funds and presentation to City Council for review, modification and eventual adoption.
	CURRENT PERFORMANCE DATA: Prepares annual budget document including revenue and expenditure projections for all city funds related to operating, capital, debt service and contingency budget appropriations. 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. Recognized by the Government Finance Officers Association with the Distinguished Budget Presentation Award for 24 consecutive years.
	REVENUE GENERATION: n/a
	SERVICE ALTERNATIVES: Decentralization of budget preparation and budget balancing duties throughout the organization or an external competitive bid for contractual services to provide budget guidance in accordance with the city charter and Arizona state laws would be required.
	IMPACT OF CHANGING SERVICES: If the city decides to decentralize all or parts of this funciton, then other departments will need to balance and prioritize existing functions with the decentralized budget tasks & duties they would be picking up. If the city were to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional & contractual expenses.
	FTEs ASSOCIATED W/ SERVICE: 6 FTE's are assigned to the division and 40% of A6000 & A7000 resources within Div 11610 are estimated for this task.

Fund/Division #: 1000-11610 Division Name: Budget & Research # of FTEs: 0.9 A6000: $88,568 A7000: $3,649 TOTAL: $92,217	SERVICE DESCRIPTION: Monthly expenditure and revenue analysis of budget to actual for 78+ operating funds, investigation and research of variances, and financial reporting to executive leadership and operational staff throughout the organization.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Monthly reporting includes the development of automated Business Intelligence and PSoft reports depicting revenues, expenses and fund balance analysis. Specialized or ad hoc type reporting and analysis is prepared as needed for executive leadership and departmental managers and supervisors. This work leverages data systems technology to improve the accuracy and breadth of data collected and analyzed, ensure data integrity and minimize manual processes.

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REVENUE GENERATION:
n/a, but revenue recovery efforts can be intiated and enhanced based on pro-active revenue reporting, analysis, trending and dissemination of such data to operational departments.

SERVICE ALTERNATIVES:
Decentralization of budget preparation and budget balancing duties throughout the organization or an external competitive bid for contractual services to provide budget guidance in accordance with the city charter and Arizona state laws would be required.

IMPACT OF CHANGING SERVICES:
If the city decides to decentralize all or parts of this funciton, then other departments will need to balance and prioritize existing functions with the decentralized budget tasks & duties they would be picking up. If the city were to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional & contractual expenses.

FTEs ASSOCIATED W/ SERVICE:
15% of resources within Div 11610 are estimated for this task.

Fund/Division #: 1000-11610
Division Name: Budget & Research

# of FTEs: 0.9

A6000: $88,568
A7000: $3,649
TOTAL: $92,217

SERVICE DESCRIPTION:
Capital program development, analysis and budget monitoring including funding analysis 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 the 24+ capital funds is ongoing as the funding needs of capital projects change due to modified scopes of work, unexpected emergencies, etc.

REQUIRED BY LAW/CODE/REG?:
See explanation in line 1 above. AZ state constitution and AZ state law require formal CC adoption of the property tax levy each FY. Article IX, sections 18 & 19, ARS 42-13204 and 42-17051, etc.

CURRENT PERFORMANCE DATA:
Each year the city's capital plan is updated via extensive input from virtually all city departments. Projects are balanced against Council's strategic goals as well as variables that affect the city's ability to generate the required funds to pay for them and balanced against related O&M costs. This results in a balanced 10 year CIP that includes fund summaries, project narratives, and financial and operating summaries that are published in the annual budget book. The CIP encompasses all capital funding sources such as general obligation bonds, water/sewer revenues, designated sales tax revenues, grants, etc

REVENUE GENERATION:
This service is associated with the collection of both primary ($3M) and secondary ($18M) property taxes, as well as the collection of development impact fees ($0.7M).

SERVICE ALTERNATIVES:
Decentralization of budget preparation and budget balancing duties throughout the organization or an external competitive bid for contractual services to provide budget guidance in accordance with the city charter and Arizona state laws would be required.

IMPACT OF CHANGING SERVICES:
If the city decides to decentralize all or parts of this funciton, then other departments will need to balance and prioritize existing functions with the decentralized budget tasks & duties they would be picking up. If the city were to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional & contractual expenses.

FTEs ASSOCIATED W/ SERVICE:

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15% of resources within Div 11610 are estimated for this task.

Fund/Division #: 1000-11610 Division Name: Budget & Research # of FTEs: 0.6 A6000: $59,045 A7000: $2,433 TOTAL: $61,478	SERVICE DESCRIPTION: Salary & benefits cost modeling, analysis and forecasting. Approx. 75% of the GF & HURF operating budget is tied to employee compensation including salary, medicare, social security, pension and other benefits. City wide full time equivalents total almost 2,000 and annual changes in compensation, pension contributions increases or decreases, benefit withholding changes, etc. are accounted for each individual employee for the development of the upcoming FY's budget and monitoring of the current FY's budget.
	REQUIRED BY LAW/CODE/REG?: Yes. Article VI: Finance and Taxation in the City Charter outlines the annual budget requirements including setting maximum appropriation levels and the property tax levy. ARS 42-17101: Arizona state law requires publication of various budget schedules prior to a public hearing on the proposed budget and adoption. State law requires a governing board to adopt a budget on or before the third Monday in July each fiscal year. This action requires the development of a balanced budget for 78+ funds and presentation to City Council for review, modification and eventual adoption.
	CURRENT PERFORMANCE DATA: The salary forecast is run several times a year to support financial reporting needed during various stages of the budget process. A detail record of projected earnings and total compensation for each individual employee is calculated using data populated in PeopleSoft (HCM). This data is used to create reports for balancing scenarios, MOU negotiations, furlough estimates, modeling employee benefit changes, etc.
	REVENUE GENERATION: n/a
	SERVICE ALTERNATIVES: Decentralization of budget preparation and budget balancing duties throughout the organization or an external competitive bid for contractual services to provide budget guidance in accordance with the city charter and Arizona state laws would be required.
	IMPACT OF CHANGING SERVICES: If the city decides to decentralize all or parts of this funciton, then other departments will need to balance and prioritize existing functions with the decentralized budget tasks & duties they would be picking up. If the city were to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional & contractual expenses.
	FTEs ASSOCIATED W/ SERVICE: 10% of resources within Div 11610 are estimated for this task.

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Fund/Division #: 1000-11610 Division Name: Budget & Research # of FTEs: 0.6 A6000: $59,045 A7000: $2,433 TOTAL: $61,478	SERVICE DESCRIPTION: Rate calculations, analysis and annual updates of the financial models used for Risk Mgt, Workers' Comp, Vehicle Replacement, Equipment Mgt Shop/Repair & Fuel, Technology Replacement and the Telephone internal service funds and associated premiums/rates.
	REQUIRED BY LAW/CODE/REG?: Yes. Article VI: Finance and Taxation in the City Charter outlines the annual budget requirements including setting maximum appropriation levels and the property tax levy. ARS 42-17101: Arizona state law requires publication of various budget schedules prior to a public hearing on the proposed budget and adoption. State law requires a governing board to adopt a budget on or before the third Monday in July each fiscal year. This action requires the development of a balanced budget for 78+ funds and presentation to City Council for review, modification and eventual adoption.
	CURRENT PERFORMANCE DATA: Each year the Risk & WC models are updated to reflect current staffing levels, historical claims activity, changes in operating budgets, property valuations, SIC codes and other variables to help set annual premium amounts. The rest of the internal funds (VRF, TRF, Telephone) require detailed analysis of actual inventories & services ordered (Telephone) to determine annual premium amounts. A five-year projection of revenues and expenditures is required to assess fund perfomance for Risk, WC, VRF and TRF.
	REVENUE GENERATION: n/a
	SERVICE ALTERNATIVES: Decentralization of budget preparation and budget balancing duties throughout the organization or an external competitive bid for contractual services to provide budget guidance in accordance with the city charter and Arizona state laws would be required.
	IMPACT OF CHANGING SERVICES: See explanation in line 1 above and also consider that data and analysis from the Risk & WC rate models is used to support HR staff presentations to external trust boards.
	FTEs ASSOCIATED W/ SERVICE: 10% of resources within Div 11610 are estimated for this task.

Fund/Division #: 1000-11610 Division Name: Budget & Research # of FTEs: 0.3 A6000: $29,523 A7000: $1,216 TOTAL: $30,739	SERVICE DESCRIPTION: Fiancial software system upgrades, improvements, testing and report development related to PeopleSoft Financials (including HCM), the operating input system, CIP input system, tax mantra, etc. This work is essential to the accurate functioning of the variuos data systems used to manage the city's complex financial related operations.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Regular tax updates are provided for PSoft HCM and software patches"" and ""bundles"" as rolled out by PSoft on a regular basis are thoroughly tested before being implemented in a production environment. Changes to the operating & CIP input systems have to fully documented and vetted with IT personnel before being programmed, tested and implemented. Tax Mantra revenue reports are developed and analyzed monthly to identify trends and anomolies and ensure data integrity."
	REVENUE GENERATION:

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n/a

SERVICE ALTERNATIVES:
Decentralization of budget preparation and budget balancing duties throughout the organization or an external competitive bid for contractual services to provide budget guidance in accordance with the city charter and Arizona state laws would be required.

IMPACT OF CHANGING SERVICES:
If the city decides to decentralize all or parts of this funciton, then other departments will need to balance and prioritize existing functions with the decentralized budget tasks & duties they would be picking up. If the city were to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional & contractual expenses.

FTEs ASSOCIATED W/ SERVICE:
5% of resources within Div 11610 are estimated for this task.

Fund/Division #: 1000-11610
Division Name: Budget & Research

# of FTEs: 0.3

A6000: $29,523
A7000: $1,216
TOTAL: $30,739

SERVICE DESCRIPTION:
Annual cost analysis and modeling of public safety labor unions Memorandum Of Understanding (MOU) contract negotiations. This includes costing out changes to step pay plans, specialty pays, deferred compensation, leave accruals, etc.

REQUIRED BY LAW/CODE/REG?:
Yes. Article VI: Finance and Taxation in the City Charter outlines the annual budget requirements including setting maximum appropriation levels and the property tax levy. ARS 42-17101: Arizona state law requires publication of various budget schedules prior to a public hearing on the proposed budget and adoption. State law requires a governing board to adopt a budget on or before the third Monday in July each fiscal year. This action requires the development of a balanced budget for 78+ funds and presentation to City Council for review, modification and eventual adoption.

CURRENT PERFORMANCE DATA:
Analysis includes modeling PDS & STP (sworn"") 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:
n/a

SERVICE ALTERNATIVES:
Decentralization of budget preparation and budget balancing duties throughout the organization or an external competitive bid for contractual services to provide budget guidance in accordance with the city charter and Arizona state laws would be required.

IMPACT OF CHANGING SERVICES:
If the city decides to decentralize all or parts of this funciton, then other departments will need to balance and prioritize existing functions with the decentralized budget tasks & duties they would be picking up. If the city were to outsource this function, then the cost of outsourcing would need to be allocated to pay the professional & contractual expenses.

FTEs ASSOCIATED W/ SERVICE:
5% of resources within Div 11610 are estimated for this task.

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Budget Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$590,451	$24,327	$7,513	$622,291	6.00
FTE/A6000 Changes (staffing/furlough/benefits)	$400	$0	$0	$400	(1.00)
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$590,851	$24,327	$7,513	$622,691	5.00

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Fund/Division #: 1000-11620 Division Name: Grants Administration # of FTEs: 0.4 A6000: $22,691 A7000: $348 TOTAL: $23,039	SERVICE DESCRIPTION: Program Manager for $2.324M Energy Efficiency and Conservation Block Grant program, a three-year American Recovery and Reinvestment Act stimulus grant. Work includes overseeing the management of 13 individual projects to ensure they are complete by the grant deadline, filing required quarterly and monthly reports, and being the 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?: Yes. The administration of the EECBG grant is contractually obligated by the federal Department of Energy.
	CURRENT PERFORMANCE DATA: The $2.324M Energy Efficiency and Conservation Block Grant is one of the largest single grants the city has ever received and the successful management of the grant has resulted in no audit findings by DOE.
	REVENUE GENERATION: Administration of the EECBG grant is expected to generate over $23,060 in fiscal year 2012 in salary chargebacks and an additional $11,287 in the first half of FY 2013.
	SERVICE ALTERNATIVES: Decentralization of program management throughout the organization or hiring a part-time program manager for the duration of the grant.
	IMPACT OF CHANGING SERVICES: If this function is decentralized, departments which have one on the 13 projects under this grant would need to communicate the progress with DOE, file quarterly and monthly reports, and ensure all federal grant requirements are met with oversight by the Executive Director-Financial Services.

Fund/Division #: 1000-11620 Division Name: Grants Administration # of FTEs: 0.35 A6000: $19,855 A7000: $305 TOTAL: $20,160	SERVICE DESCRIPTION: The Grants Administration division 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 senior management.
	REQUIRED BY LAW/CODE/REG?: n/a.
	CURRENT PERFORMANCE DATA: The Senior Management Assistant-Grants disseminates information about grant opportunities, writes grant applications, helps city staff prepare grant application documents and ensures 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.
	REVENUE GENERATION: The city received over $21M in federal grant funding in FY11. The Senior Management Assistant-Grants was directly involved in receiving $1.2M in federal funding for the organization in FY11.
	SERVICE ALTERNATIVES: Decentralization of grants administration function throughout the organization or an external competitive bid for contractual services to provide grants administration.

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IMPACT OF CHANGING SERVICES:
Having a centralized function enables the city to effectively track and monitor grant applications and awards and ensure grant requirements are met. Decentralizing this function or outsourcing it could result in grant contracts inadvertently being mismanaged to the point of having to pay back grant funding or losing the opportunity to apply for future funding.

Fund/Division #: 1000-11620 Division Name: Grants Administration # of FTEs: 0.15 A6000: $8,509 A7000: $131 TOTAL: $8,640	SERVICE DESCRIPTION: Provides senior management assistance to the Financial Services Executive Director, Chief Budget Officer, and Chief Financial Officer. This work includes, but is not limited to to the following: preparing responses to public records and media requests for the Financial Services Department, conducting research and writeing material required for official documents the department produces such as Preliminary Offering Statements (for bond issuances), the annual budget book, etc.
	REQUIRED BY LAW/CODE/REG?: Yes. ARS 39-121, Public Records Law
	CURRENT PERFORMANCE DATA: Responded to 40 public records and media requests over the past 6 months. Work includes analyzing data, collecting information, and writing responses that summarize the documents requested.
	REVENUE GENERATION: n/a.
	SERVICE ALTERNATIVES: Decentralization of function to Financial Services Executive Director, Chief Financial Officer, Chief Budget Officer, and Revenue Administrator.
	IMPACT OF CHANGING SERVICES: Impact of changing this service would require other senior staff in the Financial Services department to gather data and respond to public records and media requests, research information and write material for official documents. This could cause a significant delay in the response time for public records and media requests or other departmental services.

Fund/Division #: 1000-11620 Division Name: Grants Administration # of FTEs: 0.1 A6000: $5,673 A7000: $87 TOTAL: $5,760	SERVICE DESCRIPTION: Administers the city's From the Heart program and serves as administrator for the organization for Proposition 202 Funding (Indian Gaming Grants).
	REQUIRED BY LAW/CODE/REG?: Yes. From the Heart-City Ordinance No. 1949; Indian Gaming Grants-ARS 5-601.02 (H)(4).
	CURRENT PERFORMANCE DATA: The From the Heart program received 30 applications in 2011 and awarded 18 non-profit organizations $183,915. Since the program began in 1997, $2.25M has been awarded to non-profit agencies serving the Glendale community.
	REVENUE GENERATION: n/a.
	SERVICE ALTERNATIVES: Decentralizing administration of these two programs to other staff in the organization.
	IMPACT OF CHANGING SERVICES: Executive Director of Financial Services would be responsible for administration of these two programs.

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Grants Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$56,728	$871	$1,092	$58,691	1.00
FTE/A6000 Changes (staffing/furlough/benefits)	$6,719	$0	$0	$6,719	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$63,447	$871	$1,092	$65,410	1.00

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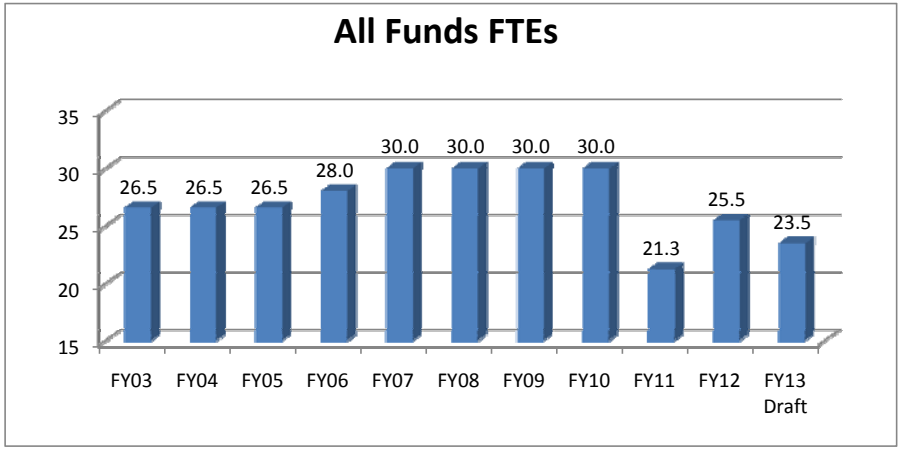
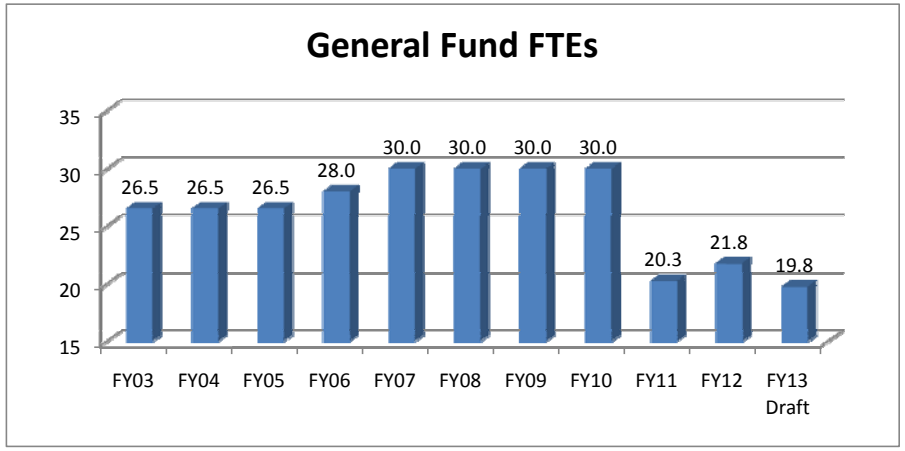
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
HR & Risk Mgt





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Human Resources											
1000 - General											
Benefits	4.5	4.5	4.5	3.5	3.8	3.8	3.0	2.8	1.3	2.0	1.0
Compensation	3.8	3.8	4.0	4.0	4.0	4.0	5.5	5.5	6.0	4.8	4.8
Employee Relations	4.0	4.0	3.0	3.0	3.0	2.0	2.8	2.8	2.0	2.0	2.0
Employment Services	7.0	6.0	5.0	5.0	5.5	5.8	3.8	4.0	3.0	4.0	4.0
Human Resources Administration	3.3	4.3	5.0	5.5	6.8	7.5	6.0	6.0	5.0	5.0	4.0
Organizational Development			1.0	2.0	2.0	2.0	3.0	3.0	1.0	3.0	3.0
Risk Management/Safety	4.0	4.0	4.0	5.0	5.0	5.0	6.0	6.0	2.0	1.0	1.0
1000 - General Total	**26.5**	**26.5**	**26.5**	**28.0**	**30.0**	**30.0**	**30.0**	**30.0**	**20.3**	**21.8**	**19.8**
2540 - Risk Management Self Insurance											
Risk Mgmt Trust Fund									1.0	3.8	3.8
2540 - Risk Management Self Insurance Total									**1.0**	**3.8**	**3.8**
Human Resources Total	**26.5**	**26.5**	**26.5**	**28.0**	**30.0**	**30.0**	**30.0**	**30.0**	**21.3**	**25.5**	**23.5**
Total FTEs for ALL FUNDS	**26.5**	**26.5**	**26.5**	**28.0**	**30.0**	**30.0**	**30.0**	**30.0**	**21.3**	**25.5**	**23.5**

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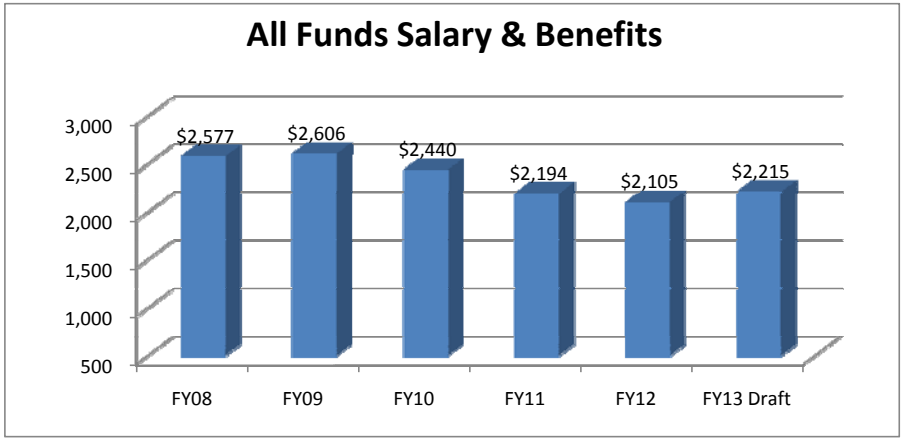
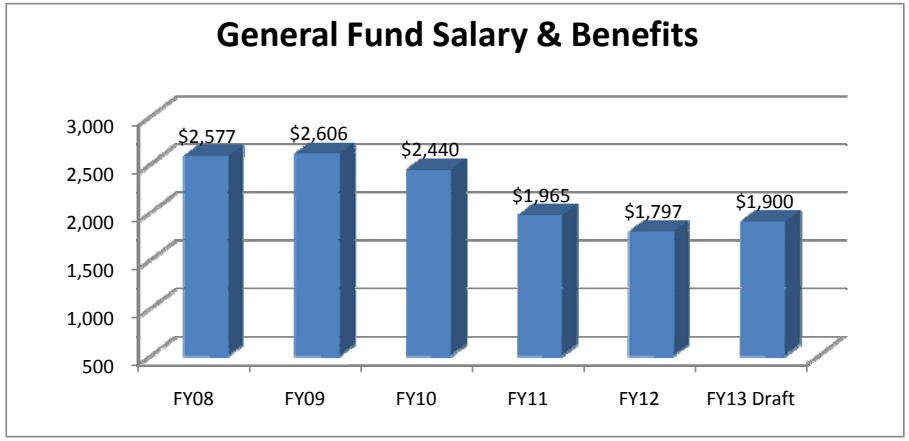
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
HR & Risk Mgt

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Human Resources						
1000 - General						
Benefits	$231	$192	$140	$115	$127	$85
Compensation	390	450	456	427	370	419
Employee Relations	209	211	183	173	164	183
Employment Services	359	302	301	312	297	348
Human Resources Administration	669	630	563	498	487	467
Organizational Development	275	284	275	276	259	289
Risk Management/Safety	445	537	522	164	93	109
1000 - General Total	**2,577**	**2,606**	**2,440**	**1,965**	**1,797**	**1,900**
2540 - Risk Management Self Insurance						
Risk Mgmt Trust Fund				229	308	314
2540 - Risk Management Self Insurance Total				**229**	**308**	**314**
Human Resources Total	**2,577**	**2,606**	**2,440**	**2,194**	**2,105**	**2,215**
Total A6000 Series for ALL FUNDS	**$2,577**	**$2,606**	**$2,440**	**$2,194**	**$2,105**	**$2,215**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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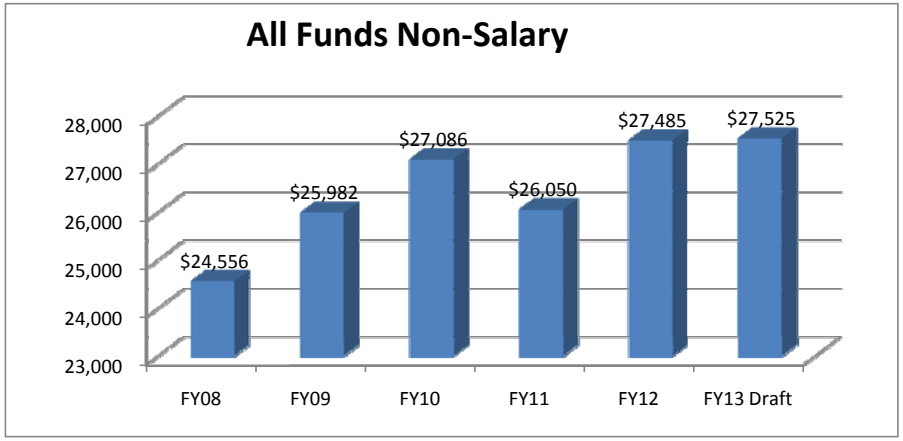
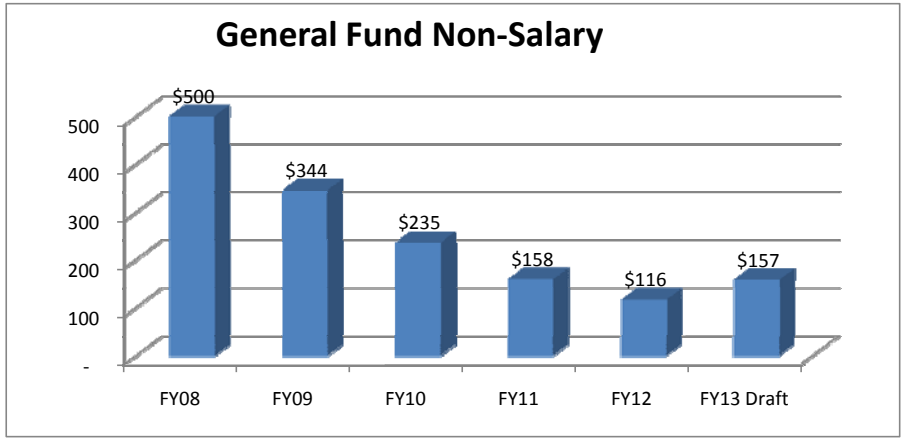
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
HR & Risk Mgt

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Human Resources						
1000 - General						
Benefits	$39	$33	$16	$18	$17	$19
Compensation	10	(3)	0	0	1	2
Employee Relations	14	3	4	4	2	1
Employment Services	109	75	62	18	17	18
Human Resources Administration	95	89	72	87	55	58
Organizational Development	182	95	41	12		31
Risk Management/Safety	51	53	41	20	24	27
1000 - General Total	**500**	**344**	**235**	**158**	**116**	**157**
2540 - Risk Management Self Insurance						
Risk Mgmt Trust Fund	2,287	1,516	2,569	2,253	2,760	2,759
2540 - Risk Management Self Insurance Total	**2,287**	**1,516**	**2,569**	**2,253**	**2,760**	**2,759**
2580 - Benefits Trust Fund						
Benefit Programs	20,468	22,555	22,955	22,546	23,118	23,118
2580 - Benefits Trust Fund Total	**20,468**	**22,555**	**22,955**	**22,546**	**23,118**	**23,118**
2560 - Workers Comp. Self Insurance						
Worker's Compensation	1,162	1,425	1,249	1,030	1,407	1,407
2560 - Workers Comp. Self Insurance Total	**1,162**	**1,425**	**1,249**	**1,030**	**1,407**	**1,407**
Human Resources Total	**24,418**	**25,840**	**27,008**	**25,987**	**27,401**	**27,441**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
Employee Groups						
1190 - Employee Groups						
Diversity Committee	43	46	49	31	54	54
GEMS	35	40	29	11		
Glendale Hispanic Network	34	28	0	21		
Holiday Event	26	28			30	30
1190 - Employee Groups Total	**138**	**142**	**78**	**64**	**84**	**84**
Employee Groups Total	**138**	**142**	**78**	**64**	**84**	**84**
Total A7000 Series for ALL FUNDS	**$24,556**	**$25,982**	**$27,086**	**$26,050**	**$27,485**	**$27,525**

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

Account Name	FY 13 Draft
Med Prem HMO-Active Emp	$15,147
Med Prem HMO-Retirees	4,696
Insurance Claims	2,471
Professional and Contractual	1,792
Dental Prem PPO-Active Emp	1,735
Life Insurance Prem-Active Emp	637
Dental Prem PPO-Retirees	431
Vision Plan Prem-Active Emp	237
Employee Events/Clean Air Chal	67
Dental Prem HMO-Active Emp	54
All Other	258
	$27,525

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Fund/Division #: 1000-11010 Division Name: Risk Management/Safety # of FTEs: 1 A6000: $93,292 A7000: $27,080 TOTAL: $120,372	SERVICE DESCRIPTION: Administer the Risk Management Fund, Workers Compensation Fund, and Safety Programs through education and training efforts to minimize city's liability.
	REQUIRED BY LAW/CODE/REG?: Yes - Section 2-201 thru 210 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
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-11020 Division Name: Benefits # of FTEs: 2 A6000: $127,293 A7000: $19,464 TOTAL: $146,757	SERVICE DESCRIPTION: Administer City Benefits program for employees and retirees through efforts to improve wellness and minimize city's benefit costs.
	REQUIRED BY LAW/CODE/REG?: Yes - Section 2-91 City Code; HIPAA; ADA; COBRA; US Dept of Labor; Bureau of Labor Statistics; IRS
	CURRENT PERFORMANCE DATA: Maintain Medical Premiums at or below the national average. Current premiums are 85% of the National Avg.Procure health insurance coverage at rates below the national health care cost trends. Applied for and awarded federal funding to positively impact employee and retiree medical costs.
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-11030 Division Name: Human Resources Administration # of FTEs: 5 A6000: $486,877 A7000: $58,143 TOTAL: $545,020	SERVICE DESCRIPTION: Manage overall HR functions, provide stategic guidance to the city, maintain HRIS.
	REQUIRED BY LAW/CODE/REG?: Yes - Section 2-70 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 City Operating Budget - the 2nd lowest in the Valley and below the valley average of 0.67%.Maintain City FTE Served per HR FTE above the average of comparable valley cities. Each HR staff serves an average of 90 City employees- the 2nd best service ratio in the Valley and above the valley average of 86.
	REVENUE GENERATION: No

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	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-11040 Division Name: Employment Services # of FTEs: 4 A6000: $296,721 A7000: $17,548 TOTAL: $314,269	SERVICE DESCRIPTION: Provide recruitment and selection. Collaborate with departments to recruit, hire and retain quality employees.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: New Hire Retention Rate is 95% (this is the percentage of employees that remain with the city after completion of their probationary period).
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-11050 Division Name: Employee Relations # of FTEs: 2 A6000: $163,608 A7000: $1,444 TOTAL: $165,052	SERVICE DESCRIPTION: Investigate allegations of discrimination and/or harassment to minimize the city's liability exposure.
	REQUIRED BY LAW/CODE/REG?: Yes - Section 2-71 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
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-11060 Division Name: Compensation # of FTEs: 4.75 A6000: $370,199 A7000: $1,886 TOTAL: $372,085	SERVICE DESCRIPTION: Administer the city's compensation plans to ensure internal and external equity. Monitor positions to ensure positions are compensationed in accordance with level of work required.
	REQUIRED BY LAW/CODE/REG?: Fair Labor Standards Act; US Dept of Labor; Bureau of Labor Statistics; IRS
	CURRENT PERFORMANCE DATA: Succesfully conducted a complete total compensation analysis of all positions within the city.
	REVENUE GENERATION: No

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	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-11070 Division Name: Organizational Development # of FTEs: 3 A6000: $258,513 A7000: $31,468 TOTAL: $289,981	SERVICE DESCRIPTION: Provide internal and external training and professional development opportunities for employees
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Average Training Hours per City Employee. Currently employees receive an average of 4 hours annually of internal city training.
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1190-11120 Division Name: Diversity Committee # of FTEs: 0 A6000: $0 A7000: $54,000 TOTAL: $54,000	SERVICE DESCRIPTION:
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: Maintain injury severity rate (# of lost work days per 100 employees/# of employees) below the 2011 AGSA average. CY 2010 Severity Rate is 8.17; ASGA Average is 34.94.
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1190-11140 Division Name: Holiday Event # of FTEs: 0 A6000: $0 A7000: $30,000 TOTAL: $30,000	SERVICE DESCRIPTION:
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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Fund/Division #: 2540-18010 Division Name: Risk Mgmt Trust Fund # of FTEs: 3.75 A6000: $308,438 A7000: $2,758,640 TOTAL: $3,067,078	SERVICE DESCRIPTION: Administer the City's Risk Management Trust Fund.
	REQUIRED BY LAW/CODE/REG?: Yes - Section 2-202 City Code
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 2560-18110 Division Name: Worker's Compensation # of FTEs: 0 A6000: $0 A7000: $1,407,000 TOTAL: $1,407,000	SERVICE DESCRIPTION: Administer the City's Workers Compensation Trust Fund
	REQUIRED BY LAW/CODE/REG?: Yes - Section 2-202 City Code
	CURRENT PERFORMANCE DATA: Maintain injury frequency rate (# of lost-time injuries per 100 employees/# of employees) below the 2011 AGSA (AZ Governmental Safety Association) average. CY 2010 Frequency Rate is 0.66; AGSA Average is 1.67.
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 2580-18210 Division Name: Benefit Programs # of FTEs: 0 A6000: $0 A7000: $23,117,869 TOTAL: $23,117,869	SERVICE DESCRIPTION: Administer the City's Benefits Trust Fund
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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Human Resources Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$2,104,941	$27,524,542	$34,664	$29,664,147	25.50
FTE/A6000 Changes (staffing/furlough/benefits)	$109,579	$0	$0	$109,579	(2.00)
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$2,214,520	$27,524,542	$34,664	$29,773,726	23.50

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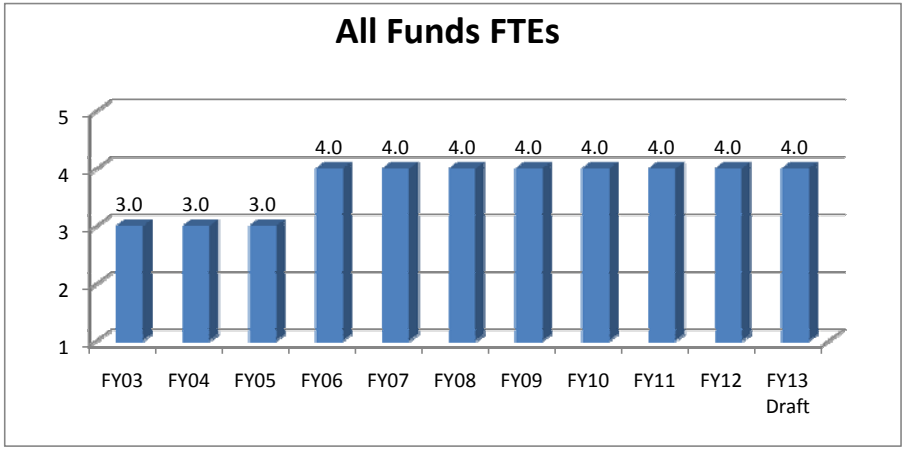
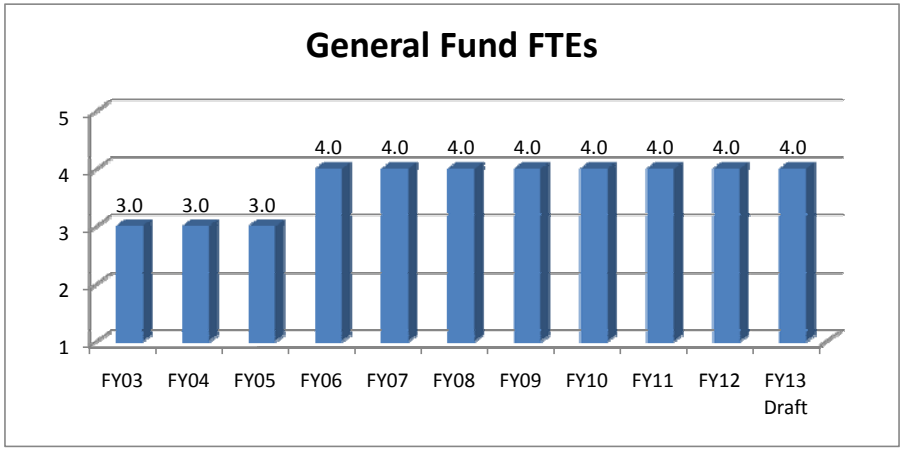
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Intergovt. Programs





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Intergovt. Programs											
1000 - General											
Intergovernmental Programs	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
1000 - General Total	**3.0**	**3.0**	**3.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Intergovt. Programs Total	**3.0**	**3.0**	**3.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Total FTEs for ALL FUNDS	**3.0**	**3.0**	**3.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**

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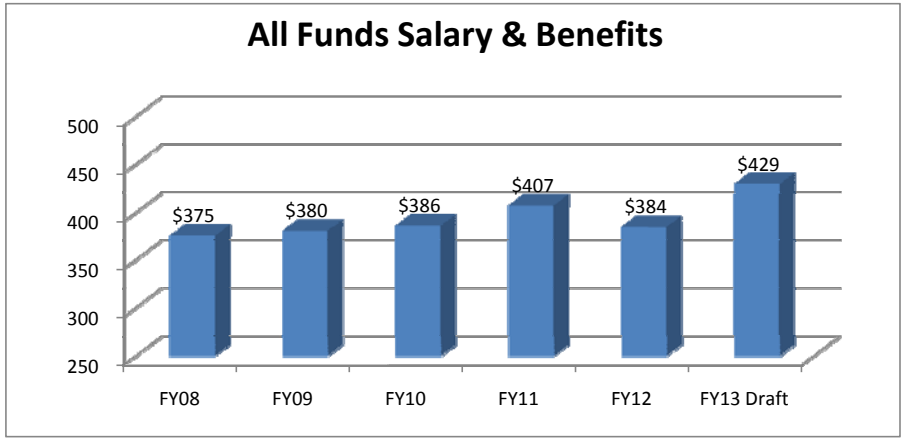
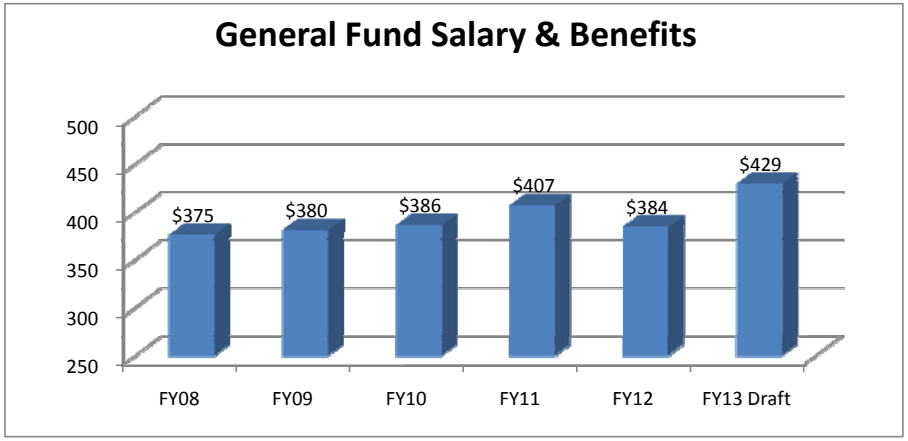
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Intergovt. Programs

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Intergovt. Programs						
1000 - General						
Intergovernmental Programs	$375	$380	$386	$407	$384	$429
1000 - General Total	**375**	**380**	**386**	**407**	**384**	**429**
Intergovt. Programs Total	**375**	**380**	**386**	**407**	**384**	**429**
Total A6000 Series for ALL FUNDS	**$375**	**$380**	**$386**	**$407**	**$384**	**$429**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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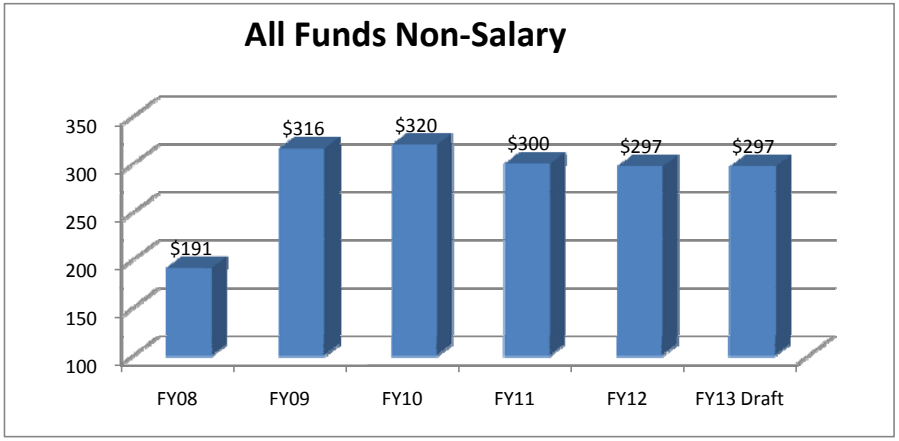
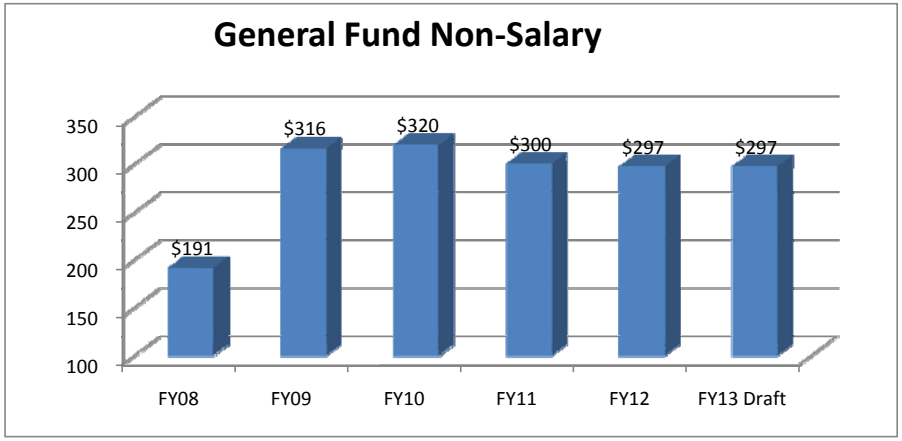
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Intergovt. Programs

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Intergovt. Programs						
1000 - General						
Intergovernmental Programs	$191	$316	$320	$300	$297	$297
1000 - General Total	**191**	**316**	**320**	**300**	**297**	**297**
Intergovt. Programs Total	**191**	**316**	**320**	**300**	**297**	**297**
Total A7000 Series for ALL FUNDS	**$191**	**$316**	**$320**	**$300**	**$297**	**$297**

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

Account Name	FY 13 Draft
Professional and Contractual	$263
Professional Development	14
Travel Exp	14
Cell Phone Charges	3
Office Supplies	2
Line Supplies	1
All Other	0
	$297

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Fund/Division #: 1000-10910
Division Name:
Intergovernmental Programs

# of FTEs: 4

A6000: $384,091
A7000: $20,251
TOTAL: $404,342

SERVICE DESCRIPTION:
The Intergovernmental Programs Department consists of Brent Stoddard, Ryan Peters, Jenna Goad and Deanne Burt. We coordinate the legislative and external activities and programs of the City of Glendale. We carry out the state and federal legislative agenda for the City Council. We perform lobbying activities and represent the City's interest with local, state and federal elected officials and coordinate with their respective staff. We research and review state and federal legislation impacting the City, and we share and gather input on the bills from City departments and the Council. We develop reports and 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 Regional Public Transit Authority (RPTA), Metro Light Rail, the Arizona Municipal Water Users Association (AMWUA), the Arizona League 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 identify funding opportunities to complete transportation and infrastructure projects in the City and help guide the proposals through 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.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
We track over 450 pieces of legislation on the state and federal level each year. We protected the state shared revenues of the City. We successfully passed legislation protecting the interest of the City in the sports and entertainment district. In 2011 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 approximately 100 citizens registered in the Legislative Link program so that they can stay informed of issues important to them and their neighborhoods.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
There are no alternatives to the job functions of the Department.

IMPACT OF CHANGING SERVICES:
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.

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Fund/Division #: 1000-10910 Division Name: Intergovernmental Programs # of FTEs: 0 A6000: $0 A7000: $276,675 TOTAL: $276,675	SERVICE DESCRIPTION: The Intergovernmental Programs Department manages the contracts of consultants who help protect the City's interest on the state and federal level. These state services include providing comprehensive services for the city on issues related to economic development, governmental relations, public and media relations, planning, marketing and others. On the federal side we receive 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 receive 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.
	REQUIRED BY LAW/CODE/REG?: No
	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.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Alternative is for the City to provide these services through additional in-house staff or different outside contractors.
	IMPACT OF CHANGING SERVICES: 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 jeapordy.

Intergovernmental Programs Totals	**A6000**	**A7000**	**A7500**	**TOTAL**	**FTE**
A6000/A7000 As Submitted Above + A7500	$384,091	$296,926	$6,309	$687,326	4.00
FTE/A6000 Changes (staffing/furlough/benefits)	$44,702	$0	$0	$44,702	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$428,793	$296,926	$6,309	$732,028	4.00

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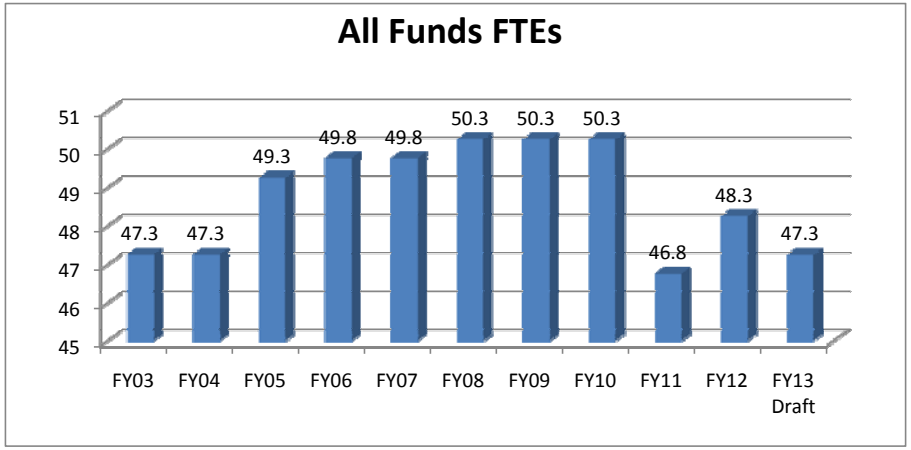
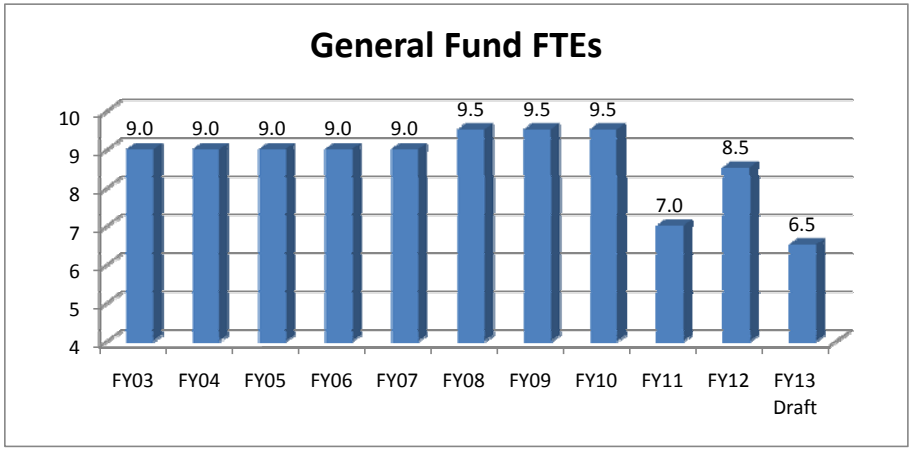
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
N'Hood & Human Svcs





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Comm. Action Program											
1820 - CAP Grant											
Case Mgmt-TANF Admin										3.5	3.5
Community Action Program (C	6.5	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
1820 - CAP Grant Total	**6.5**	**6.5**	**6.5**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**
Comm. Action Program Total	**6.5**	**6.5**	**6.5**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**
Comm. Partnerships											
1000 - General											
Community Revitalization	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	2.0
Mega Events - N'Hood/Volunteer						0.5					
Neighborhood Partnership	4.0	4.0	4.0	4.0	5.0	5.0	5.5	5.5	4.0	5.5	4.5
Neighborhood Volunteer Progr	1.0	1.0	1.0	1.0							
1000 - General Total	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**	**7.5**	**7.5**	**7.5**	**6.0**	**8.5**	**6.5**
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	23.0	25.0	25.0	25.0	25.0	25.0	25.0	24.0	24.0	25.0
2500 - Pub Housing Budget Acti	**23.0**	**23.0**	**25.0**	**25.0**	**25.0**	**25.0**	**25.0**	**25.0**	**24.0**	**24.0**	**25.0**
Comm. Partnerships Total	**38.8**	**38.8**	**40.8**	**40.8**	**40.8**	**41.3**	**41.3**	**41.3**	**38.8**	**41.3**	**40.3**

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Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Comm. Services Adm											
1000 - General											
Comm. Services Admin.	2.0	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**	**2.0**	**1.0**		
Comm. Services Adm Total	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**1.0**		
Total FTEs for ALL FUNDS	**47.3**	**47.3**	**49.3**	**49.8**	**49.8**	**50.3**	**50.3**	**50.3**	**46.8**	**48.3**	**47.3**

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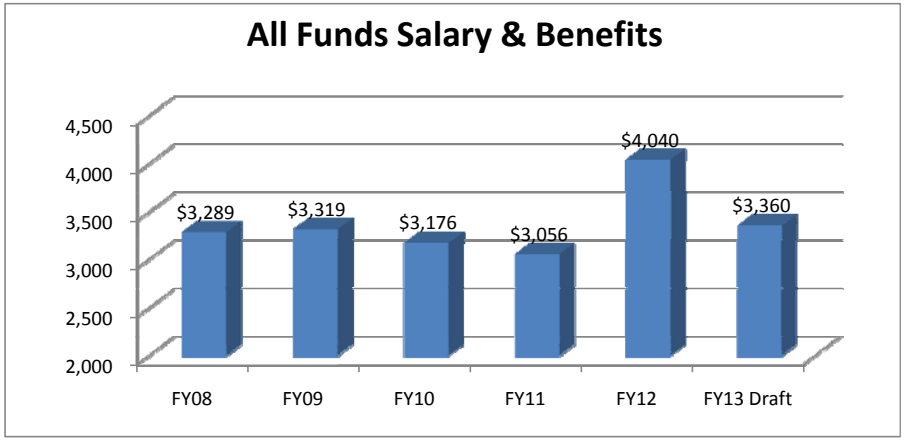
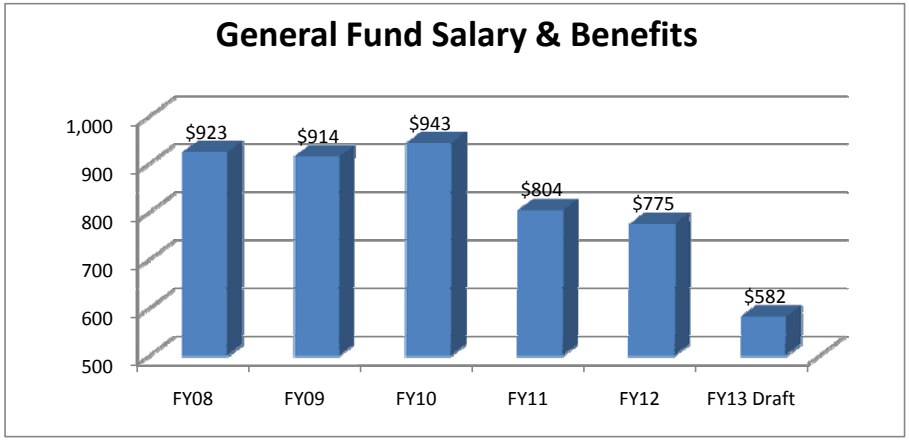
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
N'Hood & Human Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Comm. Action Program						
1820 - CAP Grant						
Case Mgmt-TANF Admin				$67	$180	$78
Community Action Program (CAP)	363	366	336	(3)		
Community Svcs Block Grant-Adm				159	222	225
Case Mgmt-Qwest Admin				4	4	4
Case Mgt-LIHEAP A16 Admin				56	57	57
Case Mgt-LIHEAP Administration				52	52	52
CM-LIHEAP Admin Contingency				6	5	5
1820 - CAP Grant Total	**363**	**366**	**336**	**342**	**519**	**421**
1842 - ARRA Stimulus Grants						
ADOH HPRP-Housing Reloc SS				0		
ADOH HPRP-RR Assist				0		
1842 - ARRA Stimulus Grants Total				**0**		
Comm. Action Program Total	**363**	**366**	**336**	**342**	**519**	**421**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13
Comm. Partnerships						
1000 - General						
Community Revitalization	204	195	204	189	360	219
Neighborhood Partnership	451	437	439	431	415	363
1000 - General Total	**656**	**632**	**642**	**619**	**775**	**582**
1300 - Home Grant						
Rehab Delivery	39	36	36	36		
Rehabilitation Delivery	13	21	20	4		
Replacement Housing Prog/NR	11	12	18	7		
1300 - Home Grant Total	**62**	**69**	**73**	**47**		
1310 - Neighborhood Stabilization Pgm						
NSP Programs		5	27	88	176	
1310 - Neighborhood Stabilization Pgm Total		**5**	**27**	**88**	**176**	
1311 - N'hood Stabilization Pgm III						
NSP III					322	
1311 - N'hood Stabilization Pgm III Total					**322**	
1320 - C.D.B.G.						
CDBG Programs	0	0	(0)	0	634	649
Boys & Girls Club clubhouse	2	1	2			
CASS-Vista Colina Shelter	0		0			
Code Prof. Svcs, Clean &Lien			27	34		
COG - Field Ops Paving Group A				1		
Comm Housing Upgrades-CDBG	3	1	3			
General Administration	286	308	279	287		
Glendale Dtown Streetscape Imp	0	1	1			
Glndl Fam Devel Ctr-Safety/Sec	0			2		
Home Safety Repair Program	6	7	7	11		
Neigh Pshp-Clavelito Park Impr	1	0				
Orchard Glen-Comm Partnership	1	0				
P.F. Tanner Terrace - Cooling			3	0		
P.I. Neighborhood Partnershp		1	1	1		
PF- ValleyLife				1		
PI- Neigh. Partner- Gardenia A			1	0		
PI-Community Housing-Cholla			0			
PI-Parks & Rec Improvemnts	0	1				
PS Glendale Home Accessibility	5	8	5	7		
Rehabilitation Staff	148	166	177	125		
Tanner Terrace Apts upgrades	0	2				
Valley of the Sun Sch Cabinets	3	1	4	0		
Visual Improvement Prgm	3	2	2			
Westside Food Bank upgrades	1	1	5			
YWCA of Maricopa Co-Exter Revi	1					
1320 - C.D.B.G. Total	**461**	**500**	**517**	**468**	**634**	**649**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
1830 - Emergency Shelter Grants						
ESG General Administration	5	1	2	5		
U-Mom					5	5
1830 - Emergency Shelter Grants Total	**5**	**1**	**2**	**5**	**5**	**5**
1842 - ARRA Stimulus Grants						
CDBG-R			2	1		
CDBG-R Visual Improv			5	7		
CDBG-R Floralcroft Neigh			3	1		
CDBG-R Public Hous Lamar H			3	2		
CDBG-R Valley of Sun School			2			
Homeless Prevention HPRP			6	1		
1842 - ARRA Stimulus Grants Total			**20**	**11**		
2500 - Pub Housing Budget Activities						
Community Housing	1,474	1,464	1,257	1,291	1,609	1,703
2500 - Pub Housing Budget Activities Total	**1,474**	**1,464**	**1,257**	**1,291**	**1,609**	**1,703**
Comm. Partnerships Total	**2,658**	**2,670**	**2,539**	**2,529**	**3,521**	**2,938**
Comm. Services Adm						
1000 - General						
Comm. Services Admin.	268	261	301	185		
1000 - General Total	**268**	**261**	**301**	**185**		
Comm. Services Adm Total	**268**	**261**	**301**	**185**		
Neighborhood Imp Gr						
1000 - General						
Neighborhood Improvement Grant		22				
1000 - General Total		**22**				
Neighborhood Imp Gr Total		**22**				
Total A6000 Series for ALL FUNDS	**$3,289**	**$3,319**	**$3,176**	**$3,056**	**$4,040**	**$3,360**

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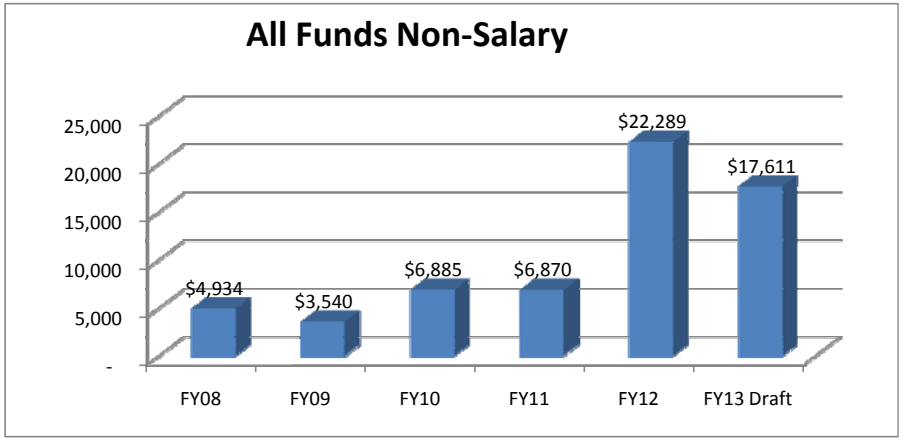
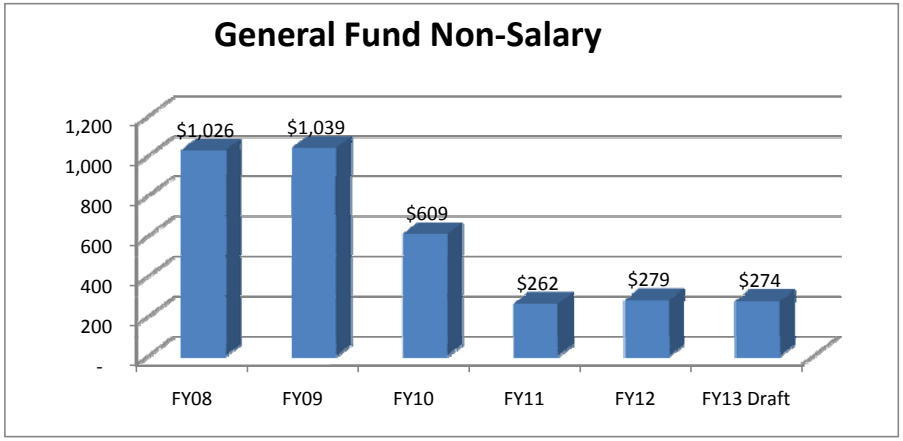
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
N'Hood & Human Svcs

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Comm. Action Program						
1000 - General						
CAP Local Match	$11	$104	$101	$100	$110	$110
1000 - General Total	**11**	**104**	**101**	**100**	**110**	**110**
1820 - CAP Grant						
Case Mgmt-TANF Admin				28		
Community Action Program (CAP)	10	10	53	3		
Community Svcs Block Grant-Adm				75	44	44
ACAA HEAF Program				9	10	10
ACAA SRP Assistance				12	59	59
ACAA SW Gas Assistance				2	5	5
ACAA URRD Program				11	37	37
Case Mgmt-LIHEAP Voucher				721	791	791
Case Mgmt-NHN Voucher					3	3
Case Mgmt-SSBG Admin.				4		
Case Mgmt-TANF Voucher				45	45	45
CM-LIHEAP Voucher Contigency					91	91
1820 - CAP Grant Total	**10**	**10**	**53**	**910**	**1,084**	**1,084**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
1842 - ARRA Stimulus Grants						
ADOH HPRP-Housing Reloc SS				1		
ADOH HPRP-RR Assist				13		
ADOH HPRP-Admin				2		
ADOH HPRP-Fin Assist				40		
1842 - ARRA Stimulus Grants Total				**56**		
Comm. Action Program Total	**21**	**114**	**155**	**1,067**	**1,194**	**1,194**
Comm. Partnerships						
1000 - General						
Community Revitalization	270	243	189	127	136	132
Neighborhood Partnership	67	43	46	30	33	32
1000 - General Total	**337**	**286**	**235**	**157**	**169**	**165**
1281 - Stadium Event Operations						
Mega Events - N'Hood/Volunteer	48					
1281 - Stadium Event Operations Total	**48**					
1300 - Home Grant						
Rehab Delivery	3	4	8	8		
Replacement Housing Prog/NR	122	165	258	29		
ABIL (Glendale Lofts)				296		
Acquisition & Rehab - CSA/Los	77					
CHRA 1st time home buyer-ADDI	10	10	48	102		
CHRA-1st time homebuyer-HOME	20		26			
Habitat-Valley of the Sun	60	48	177	118		
Habitat-West Valley	32		302			
HOME Program	(25)	(25)	(25)	(25)	1,788	695
Newtown CDC Community Land Tru			122	71		
Single Family Rehabilitation	151	180	128	72		
1300 - Home Grant Total	**450**	**383**	**1,043**	**671**	**1,788**	**695**
1310 - Neighborhood Stabilization Pgm						
NSP Programs		4	2,211	2,435	1,942	
1310 - Neighborhood Stabilization Pgm Total		**4**	**2,211**	**2,435**	**1,942**	
1311 - N'hood Stabilization Pgm III						
NSP III					3,047	3,018
1311 - N'hood Stabilization Pgm III Total					**3,047**	**3,018**
1320 - C.D.B.G.						
CDBG Programs			-	-	3,085	1,555
Boys & Girls Club clubhouse	500		126			
CASS-Vista Colina Shelter	10		20			
Code Prof. Svcs, Clean &Lien			0	6		
COG - Field Ops Paving Group A				206		
Comm Housing Upgrades-CDBG	242	165	-			
General Administration	93	24	47	99		
Glendale Dtown Streetscape Imp	15	110	30			
Glndl Fam Devel Ctr-Safety/Sec	15			2		
Home Safety Repair Program	406	349	327	298		

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Neigh Pshp-Clavelito Park Impr	150					
Orchard Glen-Comm Partnership	145	19				
P.F. Tanner Terrace - Cooling				59		
P.I. Neighborhood Partnershp		36	9	44		
PF- ValleyLife				27		
PI- Neigh. Partner- Gardenia A			58	38		
PI-Community Housing-Cholla				45		
PI-Parks & Rec Improvemnts		23				
PS Glendale Home Accessibility	116	77	57	120		
Rehabilitation Delivery	12	11	18	15		
Tanner Terrace Apts upgrades		45				
Valley of the Sun Sch Cabinets	60		166	-		
Visual Improvement Prgm	17	50				
Westside Food Bank upgrades	172	0	71			
YWCA of Maricopa Co-Exter Revi	31					
Beatitudes Center DOAR	10	10	10			
Boy's & Girl's Club-Metro Phx	15	10	10	16		
CASS-Employment Counseling	10	10				
Catholic Community Services-VC	10	10	16	11		
Civitan Foundation		10				
Comm Legal Services-legal assi	10	10	15	25		
Fair Housing-Commun Legal Svcs	15	15	15	15		
Glendale Human Svcs Council	10					
Glendale Rehab Consulting	10	3				
Glendale Union HS Care Clinic	10	10	10			
Home Food Delivery-Westside FB	25	24	25	33		
JAG Ctr-PREHAB	10	10	9	12		
Lead-Based Paint Haz Reduction	31	18	24	8		
P.S. Foundation for Blind		10		11		
P.S. Glendale Family Dev		10				
P.S. Maricopa Cty- Transport	31	29				
Paint Reimbursement Program	94	59	92	58		
PF-Comm Housing				-		
PI-Code Compliance Clean-up		2	21	19		
Prehab Faith House-Open	10	15	20	23		
PS- Back to School Clothing Dr				11		
PS CIR/CONTACS	10	10	10	11		
PS Community Info & Referral	10	10		24		
PS Foundation for Senior Livin	10	15	10			
PS -Homeward Bound	10	12				
PS Valley Big Bro/Sis	15	12	12			
PS WestsideEmergency Food Bank	25	24	30	33		
PS YWCA Senior Congregate Meal	50	40	42	49		
PS-CAP Rent Utility Assist			37	1		
PS-Centeral Arizona Shelter				16		

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
PS-Chrysalis				11		
PS-Chrysalis Non-Res Counselin	10					
PS-Duet, Partners In Aging				13		
Roof Repair Program	178	178	175	151		
Single Family Residential	161	162	119	102		
St Mary's/W-Side FB-Prkg Lot U	42					
St Vincent de Paul-OLPH	30	24	15	49		
Temporary Relocation	46	58	57	17		
Voluntary Demo - L/M	15	7	10	36		
Voluntary Demo - S/B	55	63	22	3		
WVCCC/Kids Campus	20	19				
1320 - C.D.B.G. Total	**2,971**	**1,804**	**1,737**	**1,716**	**3,085**	**1,555**
1830 - Emergency Shelter Grants						
U-Mom					93	93
Central AZ Shelter Srvs-ESG	13	10	20	52		
Chrysalis			8			
Glendale Human Srvs Council-ES	20	9				
Homeward Bound-ESG	17	15	10	20		
PREHAB Faith House-ESG	18	25	25	75		
West Valley Child Crisis Cntr	25	15				
1830 - Emergency Shelter Grants Total	**94**	**74**	**63**	**147**	**93**	**93**
1842 - ARRA Stimulus Grants						
CDBG-R				1	60	
CDBG-R Visual Improv			15	47		
CDBG-R Floralcroft Neigh			223	1		
CDBG-R Public Hous Lamar H			89	47		
CDBG-R Valley of Sun School			50			
Homeless Prevention HPRP			545	362		
1842 - ARRA Stimulus Grants Total			**921**	**457**	**60**	
2500 - Pub Housing Budget Activities						
Community Housing	220	180	167	210	10,912	10,891
2500 - Pub Housing Budget Activities Total	**220**	**180**	**167**	**210**	**10,912**	**10,891**
Comm. Partnerships Total	**4,119**	**2,730**	**6,377**	**5,793**	**21,095**	**16,417**
Comm. Services Adm						
1000 - General						
Comm. Services Admin.	10	6	5	4		
1000 - General Total	**10**	**6**	**5**	**4**		
Comm. Services Adm Total	**10**	**6**	**5**	**4**		

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Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
	Actuals				Budget	Draft
Grants						
1840 - Grants						
Back to School Clothing Drive	15		15			
CAP-EFSP - Phase 27		40	60			
Community Connections Donation	-	-		1		
Glendale U Grad Prgm-Donations	1	2				
Nina Mason Pulliam Grant	6	6	6	5		
WV Child Crisis Ctr/Gila River	93					
1840 - Grants Total	**116**	**47**	**81**	**6**		
Grants Total	**116**	**47**	**81**	**6**		
Neighborhood Imp Gr						
1000 - General						
Neighborhood Improvement Grant	647	621	268			
1000 - General Total	**647**	**621**	**268**			
Neighborhood Imp Gr Total	**647**	**621**	**268**			
Res. Infill Housing						
1000 - General						
Res. Infill Housing Incentives	22	22				
1000 - General Total	**22**	**22**				
Res. Infill Housing Total	**22**	**22**				
Total A7000 Series for ALL FUNDS	**$4,934**	**$3,540**	**$6,885**	**$6,870**	**$22,289**	**$17,611**

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

Account Name	FY 13 Draft
Professional and Contractual	$8,533
Housing Assistance Payment	7,198
Community Assistance	1,041
Misc - CIP	210
Utilities	105
Temporary Pay	78
Rental Fees	66
Building Maintenance & Repair	64
Office Supplies	44
Trash Removal	30
All Other	242
	$17,611

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Fund/Division #: 1000-14420 Division Name: Community Action Program # of FTEs: 0 A6000: $0 A7000: $109,899 TOTAL: $109,899	SERVICE DESCRIPTION:
	REQUIRED BY LAW/CODE/REG?: City & Federal funding
	CURRENT PERFORMANCE DATA: Lease Agreement for Community Action Program Facility, Utilities and Security
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE:

Fund/Division #: 1820-32050-32058, 32060 and 32070-32073 Division Name: State Funded CAP # of FTEs: 7 A6000: $518,609 A7000: $1,084,090 TOTAL: $1,602,699	SERVICE DESCRIPTION: Through its assessment and case management process, CAP helps families move obstacles that block 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 with Glendale city limits. Utility, Rent and Mortgage crisis programs are accessed by an Education Workshops.
	REQUIRED BY LAW/CODE/REG?: City & Federal funding
	CURRENT PERFORMANCE DATA: 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: n/a
	SERVICE ALTERNATIVES: The city has choosen to keep these services in house vs. outsourcing
	IMPACT OF CHANGING SERVICES: n/a
	A6000/A7000 BUDGET TOTALS: A6000 - 518609 (14420), A7000 - $1602699

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Community Action Program Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$518,609	$1,193,989	$20,305	$1,732,903	7.00
FTE/A6000 Changes (staffing/furlough/benefits)	($97,177)	$0	$0	($97,177)	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$421,432	$1,193,989	$20,305	$1,635,726	7.00

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Fund/Division #: 1000-15010 Division Name: Community Revitalization # of FTEs: 3 A6000: $360,297 A7000: $135,840 TOTAL: $496,137	SERVICE DESCRIPTION: These funds are used for administrative support for the Grants that Community Revitalization administers. Also, a portion of this money is used to provide assistance to Homelessness and assist with feeding families. REQUIRED BY LAW/CODE/REG?: CURRENT PERFORMANCE DATA: This programs assists with the prevention of homelessness which targets most vulnerable citizens. REVENUE GENERATION: SERVICE ALTERNATIVES: These Funds are apart of the normal budget cycle. IMPACT OF CHANGING SERVICES: If these funds were not available it would result an increase in the number of homeless families in the community. Also it could result in reduction in grant money.

Fund/Division #: 1300-30001 Division Name: HOME Program # of FTEs: 0 A6000: $0 A7000: $695,000 TOTAL: $695,000	SERVICE DESCRIPTION: Home funds benefit low to moderate income families to provide decent affordable housing. REQUIRED BY LAW/CODE/REG?: Mayor & Council approve Community Development Advisory Councils funding recommendations. CURRENT PERFORMANCE DATA: Highly efficient program that allows the City to renovate and improve properties meeting councils goals and objectives. REVENUE GENERATION: $1,660,797 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 neighborhood and communities.

Fund/Division #: 1310-30900 Division Name: NSP Programs # of FTEs: 0 A6000: $176,250 A7000: $0 TOTAL: $176,250	SERVICE DESCRIPTION: Neighborhood Stabilization Program (NSP 1) REQUIRED BY LAW/CODE/REG?: YES- City - Mayor & Council approved the NSP 1 Amendment that includes a process to identify developers interested in using NSP funds for senior housing and acquistion and rehabilitation and resale of forclosed properties to income qualified families CURRENT PERFORMANCE DATA: $4.0 million dollars has been spent on projectswith Native Americans Connection, Ceasar Chavez Foundationfor Seniro Housing and Acquisition/Rehb/Reslale of forclosed Single Family Homes. REVENUE GENERATION: $1,941,647

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SERVICE ALTERNATIVES:
This City of Glendale Creaes a 5 year Consolidated Plan and Annual Action Plan that serves as a 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 deteriating communities

Fund/Division #: 1311-30910
Division Name: NSP 3 Programs

# of FTEs: 0

A6000: $321,837
A7000: $3,018,377
TOTAL: $3,340,214

SERVICE DESCRIPTION:
Neighborhood Stabilization Program (NSP 3)

REQUIRED BY LAW/CODE/REG?:
YES- City - Mayor & Council approved the NSP 3 Amendment that includes a process to identify developers interested in using NSP funds for senior housing and acquistion and rehabilitation and resale of forclosed properties to income qualified families The carryover for the fiscal year 12/13 is $1,622,180

CURRENT PERFORMANCE DATA:
Multi family | Single Family housing with the Gorman group and Habitat for Humanity purchasing and rehab of forclosed homes and demolition of abandoned housing

REVENUE GENERATION:
$3,018,377

SERVICE ALTERNATIVES:
This City of Glendale Creaes a 5 year Consolidated Plan and Annual Action Plan that serves as a 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

Fund/Division #: 1320-31001
Division Name: CDBG Programs

# of FTEs: 8.75

A6000: $633,602
A7000: $1,575,311
TOTAL: $2,208,913

SERVICE DESCRIPTION:
CDBG Funds are used for activities that benefit low| moderate income persons; aid in the elimination of slum and blight and address community needs through partnerships with nonprofits and other government agencies It helps provide tenants in the Centerline District with facade improvements and residential rehab programs.

REQUIRED BY LAW/CODE/REG?:
Mayor & Council approve Community Development Advisory Councils funding recommendations.

CURRENT PERFORMANCE DATA:
Highly efficient program that allows the City to renovate and improve properties meeting councils goals and objectives.

REVENUE GENERATION:
$3,055,362

SERVICE ALTERNATIVES:
This City of Glendale has a Consolidated Plan and Action Plan that guides the long-and shor-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 deteriating communities

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Fund/Division #: 1830-31900 Division Name: Emergency Shelter Grant # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Provided funding for the prevention of homelessness and the administration of emergency shelters.
	REQUIRED BY LAW/CODE/REG?: Mayor & Council approve Community Development Advisory Councils funding recommendations.
	CURRENT PERFORMANCE DATA: This programs assists with the prevention of homelessness which targets most vulnerable citizens.
	REVENUE GENERATION: $98,278
	SERVICE ALTERNATIVES: These funds are awarded by Housing and Urban Development 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 an increase in the number of homeless families in the community.

Fund/Division #: 1830-31905 Division Name: U-Mom # of FTEs: 0 A6000: $4,780 A7000: $93,498 TOTAL: $98,278	SERVICE DESCRIPTION: Homeless Prevention Program
	REQUIRED BY LAW/CODE/REG?: Council
	CURRENT PERFORMANCE DATA: This programs assists with the prevention of homelessness which targets most vulnerable citizens.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1842-37021 Division Name: CDBG-R # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: ARRA funds were designed to fund shovel ready projects in the city centerline and neighborhoods
	REQUIRED BY LAW/CODE/REG?: City, Mayor & Council, and Federal
	CURRENT PERFORMANCE DATA: This program create suitable living environment, provide decent and affordable housing and create economic opportunities.
	REVENUE GENERATION: $60,000
	SERVICE ALTERNATIVES: These funds are required to be expended by September 2012 by federal regulations.
	IMPACT OF CHANGING SERVICES: These funds will be received on a reimbursable basis if the grant is used.

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Community Revitalization Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$1,496,766	$5,518,026	$10,438	$7,025,230	11.75
FTE/A6000 Changes (staffing/furlough/benefits)	($623,955)	$0	$0	($623,955)	(1.00)
Diff b/w Submission FY 2013 Budget	$0	($24,342)	$0	($24,342)	0.00
FY 2013 Draft Budget	$872,811	$5,493,684	$10,438	$6,376,933	10.75

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Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 5.5 A6000: $415,079 A7000: $32,350 TOTAL: $447,429	SERVICE DESCRIPTION: REQUIRED BY LAW/CODE/REG?: CURRENT PERFORMANCE DATA: REVENUE GENERATION: SERVICE ALTERNATIVES: IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Budget Reductions Salary REQUIRED BY LAW/CODE/REG?: CURRENT PERFORMANCE DATA: REVENUE GENERATION: SERVICE ALTERNATIVES: IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Commission on Persons with Disabilities. Citizens commission that advises the council in relation to issues regarding disabled residents of the city. REQUIRED BY LAW/CODE/REG?: Council CURRENT PERFORMANCE DATA: Commission is meeting and beginning to develop a work plan. This group is an advisory commission to the Council on items related persons with Disabilities REVENUE GENERATION: SERVICE ALTERNATIVES: Adjusting the size of the commission and how often they meet is an option. This could be housed out of another department. IMPACT OF CHANGING SERVICES: This would reduce the advisory capacity of the commission to the council members.

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Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Commission on Neighborhoods. Ctizens commission provides guidance and recommendations regarding neighborhoods in Glendale to the NPO and looks for further ways to assist neighborhoods.
	REQUIRED BY LAW/CODE/REG?: Council
	CURRENT PERFORMANCE DATA: Advises the Council regrding policies, strategies and programs related to the development, preservation and revitalization of Glendale Neighborhoods
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Adjusting the size of the commission and how often they meet is an option. This could also be housed out of another department.
	IMPACT OF CHANGING SERVICES: This would reduce the advisory capacity of the commission to the council members as they would no longer .

Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Citizen Mediation. Tranined citizen mediators resolve neighborhood disputes through mediation services, such as barking dogs, noise, overgrown trees, etc
	REQUIRED BY LAW/CODE/REG?: Council
	CURRENT PERFORMANCE DATA: Each year approximately 60 mediation cases are opened and between 60-70 new cases are opened.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Outsourcing externally, but savings would not be generated.
	IMPACT OF CHANGING SERVICES: The cost of the mediation program would increase if it were to go to an outside consultant, in addition to the consultant not understanding the political nor technical side of the city.

Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Community Volunteer Program. Numerous projects are conducted with a variety of partner groups, such as painting address numbers on curbs, Removal of Blight in communities ,MLK day fruit picking with 200 volunteers,Paint-A-Thon, and Serve Day, etc) .
	REQUIRED BY LAW/CODE/REG?: Council
	CURRENT PERFORMANCE DATA: Community Volunteer project continue to serve the entire city. In a typical Fiscal year this department can run approximately 70 volunteer projects, with 2,600 volunteers, 10,000 volunteer hours, and a value of $217,000 for their

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volunteer work.

REVENUE GENERATION:
None

SERVICE ALTERNATIVES:
Other departments that already have a presence in the field such as code compliance could start the process for the applicants to apply for volunteer help since they already refer them to Neighborhood Partnership.

IMPACT OF CHANGING SERVICES:
This should free up staff time in the office to do other functions within the program

Fund/Division #: 1000-15015
Division Name: Neighborhood Partnership

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Assist in Homeless Prevention. Annual count of homeless in the city.

REQUIRED BY LAW/CODE/REG?:
MAG Regional Committee on the Homeless

CURRENT PERFORMANCE DATA:
Continues to manage the program efficiently with the reduction of fundes available

REVENUE GENERATION:
Funds are in another departments budget

SERVICE ALTERNATIVES:
Reassign this function all to one division. Community Revitilization.

IMPACT OF CHANGING SERVICES:
None

Fund/Division #: 1000-15015
Division Name: Neighborhood Partnership

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Adopt-A-Neighborhood program. Matches faith based organizations with challenged neighborhoods resulting in long-term relantionships and addresses those in needs in the neighborhoods, such as providing assistance with painting, yards, and even other services.

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
This is ongoing program throughout the City of Glendale

REVENUE GENERATION:
None

SERVICE ALTERNATIVES:
Faith based organizations would be left to stand alone to do community outreach to neighborhoods.

IMPACT OF CHANGING SERVICES:
They may not be able to direct their efforts and resources in the city to where they are most needed in the city of Glendale and would lost the city in facilitating their efforts.

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Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Civic participation and Community Education. Strong communications with residents providing them with information about programs and services that improve their quality of life as well as hosting events such as the Holiday open house and Leadership Forum. In addition to Community Educational Programs such as Glendale University and HOA classes, the NPO partners with organizations such as Thunderbird graduate school to offer citzen education opportunities
	REQUIRED BY LAW/CODE/REG?: City Council
	CURRENT PERFORMANCE DATA: Neighborhood Partnership maintains a high level of civic participation with residents and neighborhoods and attendance
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Base level marketing could be handled by the marketing department. ***Utilize an online virtual realilty class to draw those that want to do an online class as university's do. Then create a more advanced class in house, we may get a better response
	IMPACT OF CHANGING SERVICES: Changes could result in resident insecurities as some neighborhoods have limited capacity for developing valuable resources on their own

Fund/Division #: 1000-15015 Division Name: Neighborhood Partnership # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Neighborhood Capacity Building and Outreach. Working with neighborhoods on an ongoing basis to assist and problem solve, make referrals, schedule neighborhood meetings, and prepare neighborhood newsletters
	REQUIRED BY LAW/CODE/REG?: Council
	CURRENT PERFORMANCE DATA: Register and maintain over 200 neighborhood groups
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES: Neighborrhoods would have to communicatie directly with other city departments
	IMPACT OF CHANGING SERVICES: Neighborhoods would loose key contact for communicating with the city as well as working within their neighborhoods.

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Neighborhood Partnership Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$415,079	$32,350	$7,892	$455,321	5.50
FTE/A6000 Changes (staffing/furlough/benefits)	($52,357)	$0	$0	($52,357)	(1.00)
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$362,722	$32,350	$7,892	$402,964	4.50

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Fund/Division #: 2500-17910 Division Name: Community Housing # of FTEs: 24 A6000: $1,609,390 A7000: $10,891,317 TOTAL: $12,500,707	SERVICE DESCRIPTION: Federally funded programs administerd by Community Housing are outlined below.
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Meets Federal High Performer standards
	REVENUE GENERATION: See each program below
	SERVICE ALTERNATIVES: See each program below
	IMPACT OF CHANGING SERVICES: See each program below

Fund/Division #: 2500-17910 Division Name: Community Housing # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: 100% Federal funds provided by HUD for modernization of the public housing properties
	REQUIRED BY LAW/CODE/REG?: Yes.
	CURRENT PERFORMANCE DATA: High Performer for financial aspects and utilization of funding. Program requirements ar: • annual unit inspections, special inspections, move-in inspections, reinspections for fails • ongoing annual family eligibility recertification, • rent review at any time the family requests (also known as interim examinations) • applications intake • waiting list management • weekly, monthly, quarterly, annual reporting to HUD
	REVENUE GENERATION: No
	SERVICE ALTERNATIVES: The alternative would be to reject the federal funds.
	IMPACT OF CHANGING SERVICES: As the city is required to maintain the property as public housing for 20 years, the city would have to fund 100% of modernization efforts. These projects are currently contracted through the city's procurement process.
	A6000/A7000 BUDGET TOTALS: 100% Federally funded - included in total cost above.

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Fund/Division #: 2500-17910
Division Name: Community Housing

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Conventional Public Housing - This program is approximately 80% federally funded. 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.
• 155 Glendale families are assisted through this program.o 378 persons assistedo 187 of them are under the age of 18.
• 92% of Glendale families assisted have household income in the very low and extremely low category.

REQUIRED BY LAW/CODE/REG?:
Yes. Federally required due to funding mechanism. As the public housing properties receive federal capital funds for modernization activities, the city must ensure the property is operated and maintained as public housing for a 20-year period that begins on the latest date on which modernization is complete or federal assistance is provided. The city receives federal capital funds every year for ongoing public housing modernization projects.

CURRENT PERFORMANCE DATA:
Public Housing program continues to meet HUD High Performer standards in finance, management operations, physical condition and capital fund program processes by meeting all HUD requirements for assisting 155 Glendale families. This assistance is not one-time-only, but ongoing, providing long-term rental assistance for Glendale's most needy families.In October 2011, Glendale Public Housing received a near perfect score of 99% in the HUD physical condition inspection.

REVENUE GENERATION:
City collects rent on units in the Public Housing complexes. approx. amount of $300,800 per year. These funds are used by the program for administrative and operating expenses.

SERVICE ALTERNATIVES:
Alternatives are to outsource/privatize the administration of the programs, or to dispose of the public housing properties.

IMPACT OF CHANGING SERVICES:
City responsible for meeting all federal requirements. Audit findings would be against the City. Regulatory funding requirements - city must comply with the following - ensure properties operated and maintained as public housing for 10 years for operating subsidy, 20 years for Capital Funds.Maintenance outsourcing - must meet federal requirements, the city will remain responsible for ongoing fed inspection results. Can contract with outside entity to administer, default or noncompliance remains the city's responsibility, reflecting upon performance = funding sanctions. Disposition - no release from responsibility for 20 years. If ended , gap to be filled by private industry, if sufficient # of affordable housing units.

A6000/A7000 BUDGET TOTALS:
This program is approximately 80% federally funded - included in total cost above.Only $307,000 is General Funds, and $242,850 of this amount is paid back to the city in charge-backs, leaving only $64,150 of general funds to put toward maintenance of the public housing complexes

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Fund/Division #: 2500-17910
Division Name: Community Housing

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Section 8 Housing Choice Voucher Program 100% Federally Funded –
• Federal rental assistance program provided to 1,553 eligible Glendale families, the elderly, and disabled, within the city of Glendale. Staff responsible for unit inspections, reasonable rent check, eligiblity at admission, ongoing annual recertificatons, 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 499 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.
• Over 1,500 Glendale families are assisted through this program.o 4,069 persons assistedo 1,929 of them are under the age of 18.
• 93% of Glendale families assisted have household income in the very low and extremely low category.

REQUIRED BY LAW/CODE/REG?:
Yes

CURRENT PERFORMANCE DATA:
Meets Federal High Performer standards for finance, inspections, file completion, voucher use, landlord marketing, waiting list and application processes. assists over 1,500 Glendale very low and extremely low income families with ongoing rental assistance. Program requirements are:
• annual unit inspections, special inspections, move-in inspections, reinspections for fails
• ongoing annual family eligibility recertificatio,
• rent review at any time the family requests (also known as interim examinations)
• applications intake
• waiting list management
• weekly, monthly, quarterly, annual reporting to HUD
• landlord marketing
• voucher usage
• over 800 Glendale landlords receive rental income each month.
• This assistance is ongoing and requires constant and consistent file management by staff who receive ongoing HUD training to meet HUD program requirements and pass federal program audits

REVENUE GENERATION:
Section 8 does not generate revenue but is 100% federally funded.

SERVICE ALTERNATIVES:
Outsource/privatize , or stop offering rental assistance through the Section 8 program altogether.

IMPACT OF CHANGING SERVICES:
• Outsource/privatize - The downside to this is the City will remain responsible for meeting all federal program requirements for all aspects. Any audit findings would be against the City.
• Stop the program altogether – this will end assistance for more than 1,500 families in Glendale. This action will have the effect of either pushing them into substandard housing or into homelessness. As the program assists over 1,900 children under the age of 18, the effects will negatively affect Glendale families.

A6000/A7000 BUDGET TOTALS:
100% Federal Funded Program - included in total cost above.

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Community Housing Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$1,609,390	$10,891,317	$93,475	$12,594,182	24.00
FTE/A6000 Changes (staffing/furlough/benefits)	$93,486	$0	$0	$93,486	1.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$1,702,876	$10,891,317	$93,475	$12,687,668	25.00

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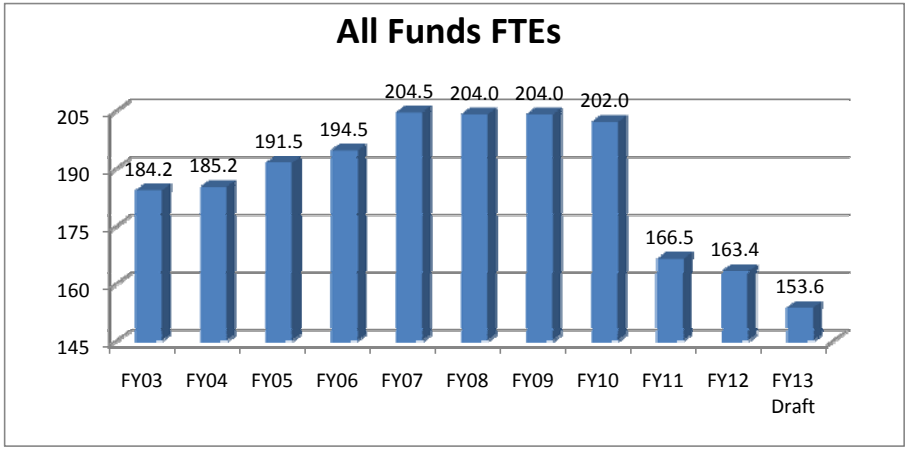
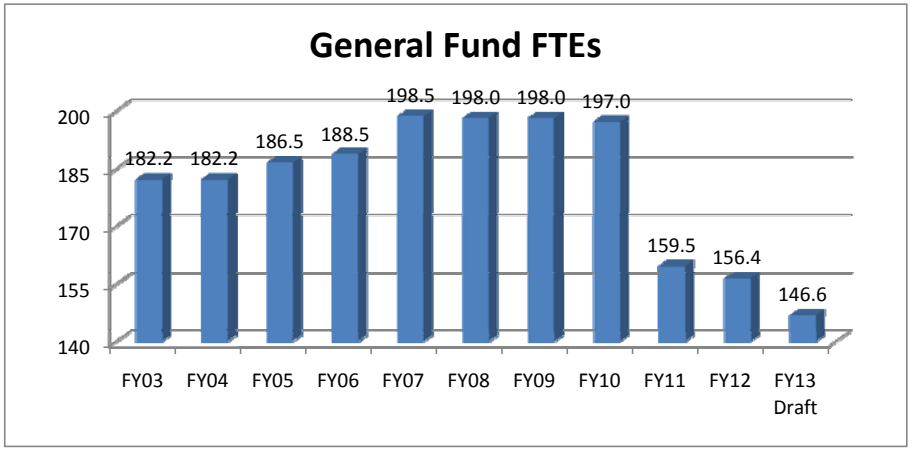
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Parks, Rec & Library





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 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	86.8	69.3	70.1	63.6
1000 - General Total	**86.8**	**86.8**	**86.8**	**86.8**	**87.8**	**87.8**	**87.8**	**87.8**	**69.3**	**70.1**	**63.6**
1220 - Arts Commission Fund											
Arts Maintenance	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**						
Library & Arts Total	**87.8**	**87.8**	**87.8**	**87.8**	**88.8**	**87.8**	**87.8**	**87.8**	**69.3**	**70.1**	**63.6**

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Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Parks & Recreation											
1000 - General											
Adult Center	5.7	5.7	6.0	6.0	6.0	6.0	6.0	6.0	8.0	8.0	8.0
Aquatics						1.0	1.0	1.0	1.0	1.0	1.0
Audio/Visual	1.0	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
Glendale Community Center	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0
Historic Sahuaro Ranch						3.0	3.0	3.0	3.0	3.0	3.0
Marketing - Parks & Rec	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.8	1.8	1.0
Park Irrigation	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0
Park Rangers	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	3.0	3.0	3.0
Parks & Recreation Admin.	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	1.0	1.0
Parks CIP & Planning	4.0	4.0	4.0	4.0	2.0	3.0	3.0	3.0	2.0	2.0	1.0
Parks Maintenance	16.0	16.0	18.0	18.0	18.0	28.0	28.0	27.0	23.0	20.0	20.0
Parks North District	12.0	12.0	12.0	12.0	12.0						
Pool Maintenance	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0
Recreation Support Services	6.0	6.0	6.0	6.0	8.0	8.0	8.0	8.0	6.0	6.0	6.0
Special Events and Programs	3.8	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	3.0	5.0	5.0	5.0	5.0	5.0	5.0
Youth and Teen	9.0	9.0	11.0	11.0	9.0	7.5	7.5	8.3	6.5	6.8	6.0
1000 - General Total	**78.4**	**78.4**	**82.8**	**84.8**	**93.8**	**93.3**	**93.3**	**93.3**	**77.3**	**73.3**	**69.0**
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
Recreation Self-Sustaining	1.0										
Spec Events & Prgm Self Sust		1.0	3.0	3.0							
Sports Self Sustaining									1.0	1.0	1.0
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
1880 - Parks & Recreation Self Sust Total	**1.0**	**2.0**	**4.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**7.0**	**7.0**	**7.0**
Parks & Recreation Total	**79.4**	**80.4**	**86.8**	**89.8**	**98.8**	**99.3**	**99.3**	**98.3**	**84.3**	**80.3**	**76.0**
Right-of-Way											
1340 - Highway User Gas Tax											
Right-of-Way Maintenance	17.0	17.0	17.0	17.0	17.0	17.0	17.0	16.0	13.0	13.0	14.0
1340 - Highway User Gas Tax Total	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**16.0**	**13.0**	**13.0**	**14.0**
Right-of-Way Total	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**16.0**	**13.0**	**13.0**	**14.0**
Total FTEs for ALL FUNDS	**184.2**	**185.2**	**191.5**	**194.5**	**204.5**	**204.0**	**204.0**	**202.0**	**166.5**	**163.4**	**153.6**

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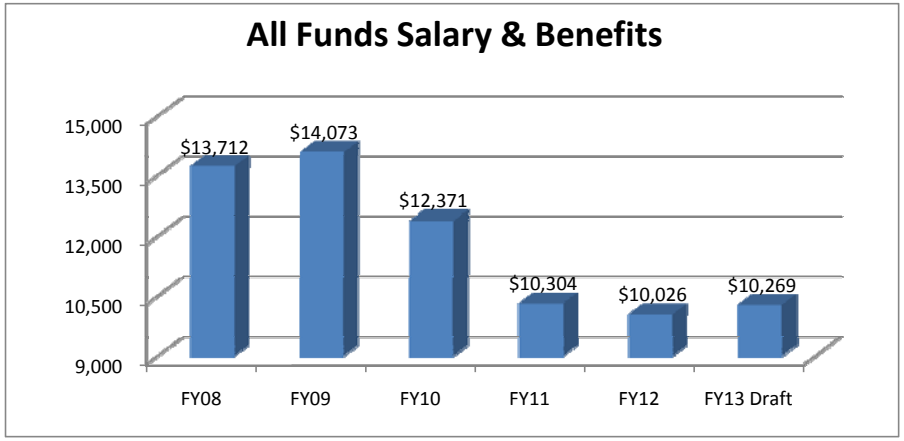
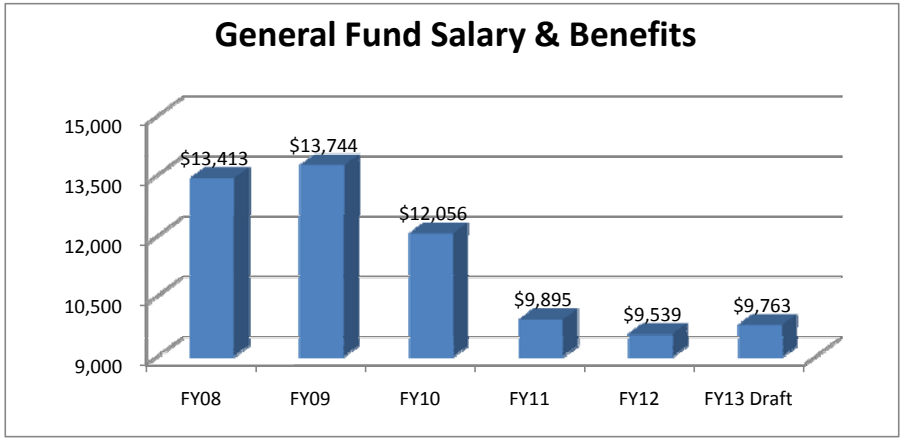
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Parks, Rec & Library

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Library & Arts						
1000 - General						
Arts Maintenance - Admin.	$116	$117	$110	$2	$2	$1
Library	6,139	6,371	5,553	4,616	4,418	4,384
1000 - General Total	**6,255**	**6,487**	**5,664**	**4,618**	**4,420**	**4,385**
1220 - Arts Commission Fund						
Arts Maintenance	1	1	1	1	1	1
1220 - Arts Commission Fund Total	**1**	**1**	**1**	**1**	**1**	**1**
1260 - Library						
Library Book Fund	2	2	1	5	5	7
1260 - Library Total	**2**	**2**	**1**	**5**	**5**	**7**
1840 - Grants						
Glendale History Online			0			
Grant Approp - Library					50	50
LSTA Glndl History Online		0	0			
LSTA What Else		0				
1840 - Grants Total		**0**	**0**		**50**	**50**
Library & Arts Total	**6,259**	**6,491**	**5,666**	**4,624**	**4,476**	**4,444**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13
Parks & Recreation						
1000 - General						
Adult Center	337	329	338	444	435	484
Aquatics	116	124	100	86	81	89
Audio/Visual	114	159	152	0		
Copper Canyon HS Youth Dev Prg	36	35	0			
Foothills Recreation Center	603	630	545	514	468	464
Glendale Community Center	170	181	161	122	115	128
Historic Sahuaro Ranch	204	204	213	211	199	221
Marketing - Parks & Rec	85	80	118	118	114	57
Park Irrigation	270	286	235	190	182	203
Park Rangers	242	278	147	145	130	143
Parks & Recreation Admin.	247	246	241	144	137	182
Parks CIP & Planning	287	290	281	145	162	92
Parks Maintenance	1,706	1,613	1,468	1,137	1,071	1,211
Pool Maintenance	182	188	187	137	129	143
Recreation Support Services	476	459	455	343	324	355
Special Events and Programs	156	157	147	65	80	
Sports and Health	422	501	312	395	371	406
Youth and Teen	450	393	317	292	386	369
1000 - General Total	**6,102**	**6,154**	**5,418**	**4,487**	**4,385**	**4,548**
1840 - Grants						
Youth Football Hub Grant	55	44	25	0		
Grant Approp - Parks & Rec					50	50
LISC O'Neil Park Irrigation				1		
Youth Wkfr Dev @ Copper Canyon	29	43	37	12		
1840 - Grants Total	**84**	**87**	**62**	**14**	**50**	**50**
1880 - Parks & Recreation Self Sust						
Glendale Community Center				0		
Rec Self Sust-Foothills Rec	4	4	3	78	79	81
Spec Events & Prgm Self Sust	0	0	1	4	2	2
Sports Self Sustaining	5	4	4	63	64	66
Youth and Teen Self Sustaining	201	225	226	224	230	237
Adult Center Self Sustaining	1	5	9	8	5	6
Aquatic Self Sustaining	0	0	2	6	6	6
GESD-Reimb Division		0	4	6	(5)	
Rec Self Sust-Audio/Visual		(1)	1	0		
1880 - Parks & Recreation Self Sust Total	**211**	**238**	**250**	**389**	**380**	**397**
1885 - Parks & Recreation Designated						
Elsie McCarthy Pk. Maint	1		0		0	0
1885 - Parks & Recreation Designated Total	**1**		**0**		**0**	**0**
Parks & Recreation Total	**6,399**	**6,479**	**5,731**	**4,889**	**4,816**	**4,996**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Right-of-Way						
1340 - Highway User Gas Tax						
Right-of-Way Maintenance	1,055	1,103	974	791	734	829
1340 - Highway User Gas Tax Total	**1,055**	**1,103**	**974**	**791**	**734**	**829**
Right-of-Way Total	**1,055**	**1,103**	**974**	**791**	**734**	**829**
Total A6000 Series for ALL FUNDS	**$13,712**	**$14,073**	**$12,371**	**$10,304**	**$10,026**	**$10,269**

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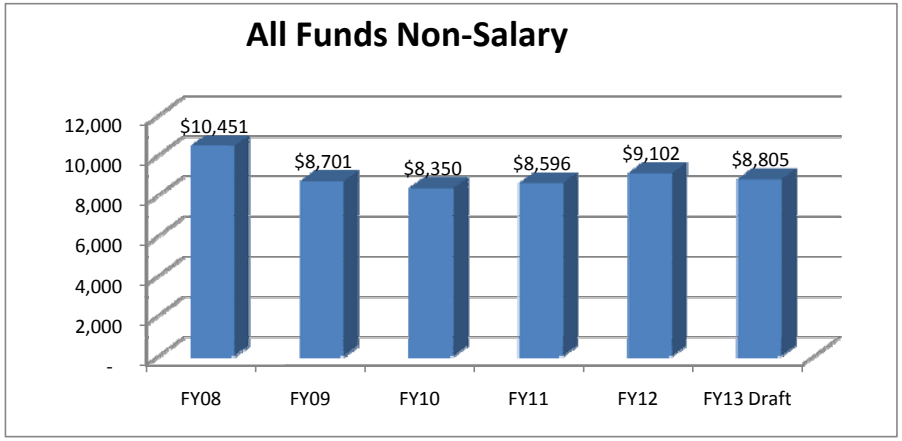
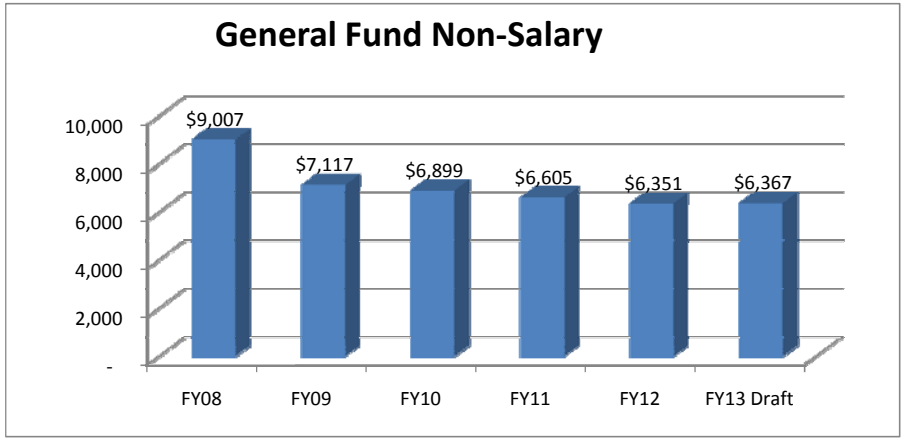
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Parks, Rec & Library

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Library & Arts						
1000 - General						
Arts Maintenance - Admin.	$34	$28	$11	$24	$28	$17
Library	1,914	1,547	1,399	1,133	1,072	1,081
1000 - General Total	**1,948**	**1,575**	**1,410**	**1,157**	**1,100**	**1,098**
1220 - Arts Commission Fund						
Arts Maintenance	98	57	37	45	125	125
1220 - Arts Commission Fund Total	**98**	**57**	**37**	**45**	**125**	**125**
1260 - Library						
Library Book Fund	29	35	37	61	132	142
Library Special Revenue	113	181	129	66	105	
1260 - Library Total	**142**	**216**	**166**	**127**	**237**	**142**

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
1840 - Grants						
Glendale History Online			11	4		
Grant Approp - Library					500	500
LSTA Glndl History Online		15	5			
LSTA What Else		28	4			
AZ Arts Comm GOS II 2007	9	9	7	5		
AZ Arts Comm Live at the Libra	2	1				
AZ Memories Project	1					
Benjamin Franklin Grant	1		0	0		
Books for AZ Libraries		1	2	3		
Callaloo-An African Arts Stew	5	2				
Fit for Life	12	3	0			
LSTA Books for AZ Libraries		2				
LSTA Game On	38	7				
LSTA Merchandising for Results	18					
LSTA Read and Play With Me				57		
LSTA Self-Check Technology		49				
LSTA Special Resource Allotmen				5		
Misc Library Grants				0		
Recession Response Grant			45	10		
Smart Investing @ the Library		10	6	3		
State Grant In Aid 2005	12	12	12	3		
1840 - Grants Total	**98**	**140**	**92**	**91**	**500**	**500**
1842 - ARRA Stimulus Grants						
AzPAC Project AZ ARRA BTOP 1			-	10		
Main Library Lighting				287	137	
1842 - ARRA Stimulus Grants Total			**-**	**297**	**137**	
Library & Arts Total	**2,286**	**1,989**	**1,705**	**1,717**	**2,098**	**1,865**

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Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
	Actuals				Budget	Draft
Parks & Recreation						
1000 - General						
Adult Center	32	33	32	28	39	39
Aquatics	459	356	273	121	134	133
Audio/Visual	32	20	20	0		
Copper Canyon HS Youth Dev Prg	5	1	1			
Foothills Recreation Center	1,134	972	855	1,005	928	932
Glendale Community Center	48	29	13	11	14	14
Historic Sahuaro Ranch	118	54	88	20	18	20
Marketing - Parks & Rec	90	51	52	15	18	18
Park Irrigation	70	60	44	42	50	51
Park Rangers	126	116	110	116	125	124
Parks & Recreation Admin.	1	1	1	1	1	1
Parks CIP & Planning	10	5	14	6	10	10
Parks Maintenance	2,590	2,017	2,213	2,261	2,092	2,106
Pool Maintenance	58	96	69	72	56	56
Recreation Support Services	404	393	339	370	349	336
Special Events and Programs	46	44	37	1	6	6
Sports and Health	52	27	5	13	21	21
Youth and Teen	340	200	97	138	138	138
1000 - General Total	**5,615**	**4,474**	**4,263**	**4,220**	**3,998**	**4,004**
1840 - Grants						
Youth Football Hub Grant		-	1	0		
Grant Approp - Parks & Rec					500	500
LISC O'Neil Park Irrigation				14		
Adult Center Tech Lab	0					
Adventures in History	1					
AZSTA O'Neil Park Renovation				118		
Greenbrier Park ADA Upgrade				(0)		
Misc P&R Grants		3	0			
1840 - Grants Total	**1**	**3**	**2**	**132**	**500**	**500**
1842 - ARRA Stimulus Grants						
Sports Courts Lighting Retrofi				66	75	
1842 - ARRA Stimulus Grants Total				**66**	**75**	

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
1880 - Parks & Recreation Self Sust						
Glendale Community Center		1	1	1	5	5
Rec Self Sust-Foothills Rec	121	161	229	229	175	175
Spec Events & Prgm Self Sust	71	42	61	51	33	33
Sports Self Sustaining	213	171	176	155	164	164
Youth and Teen Self Sustaining	158	149	77	13	81	81
Adult Center Self Sustaining	123	122	141	150	111	110
Aquatic Self Sustaining	48	51	80	129	84	84
GESD-Reimb Division		(4)	(25)	8	5	
Rec Self Sust-Audio/Visual	9	3	18	1		
Rec Self Sust-Administration	10	9	17	18	15	15
Recreation Self-Sustaining					15	15
1880 - Parks & Recreation Self Sust Total	**754**	**707**	**776**	**755**	**690**	**683**
1885 - Parks & Recreation Designated						
Elsie McCarthy Pk. Maint	20	22	20	13	44	44
Apollo Pool Repair	1	14	7	7	19	
Cactus Pool Repair	11	146	55	30	20	20
Cardinal Pool Repair	10	3	5	26	19	
City-Wide Aquatics						32
Dedicate A Tree	2	0	0	1	5	5
Desert Gardens Park	3		3	2	7	7
Desert Mirage Park	1				7	7
Desert Valley Park		0	2		2	8
Discovery Park	3			11	7	7
GCC Pool Repair	3	4	0			
GESD ES Ballfields					7	7
Ironwood HS Light					5	5
Ironwood Pool Repair	9	7	4	108	30	30
O'Neil Park Maintenance				6	5	5
1885 - Parks & Recreation Designated Total	**64**	**196**	**96**	**204**	**177**	**177**
1280 - Youth Sports Complex						
YSC - Parks & Rec	236	228	247	249	262	262
1280 - Youth Sports Complex Total	**236**	**228**	**247**	**249**	**262**	**262**
Parks & Recreation Total	**6,669**	**5,608**	**5,384**	**5,626**	**5,702**	**5,626**
Right-of-Way						
1282 - Arena Event Operations						
Arena - ROW Maintenance	52	37	35	25	50	50
1282 - Arena Event Operations Total	**52**	**37**	**35**	**25**	**50**	**50**
1340 - Highway User Gas Tax						
Right-of-Way Maintenance	1,444	1,067	1,226	1,228	1,253	1,265
1340 - Highway User Gas Tax Total	**1,444**	**1,067**	**1,226**	**1,228**	**1,253**	**1,265**
Right-of-Way Total	**1,496**	**1,105**	**1,261**	**1,253**	**1,302**	**1,315**
Total A7000 Series for ALL FUNDS	**$10,451**	**$8,701**	**$8,350**	**$8,596**	**$9,102**	**$8,805**

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

Account Name	FY 13 Draft
Professional and Contractual	$2,145
Utilities	1,651
Temporary Pay	1,529
Dept. Contingency	1,000
Line Supplies	721
Books	350
Shop Charges	304
Electricity	233
Fuel - Shop Chargebacks	138
Lib Electronic Patron Resourc	137
All Other	597
	$8,805

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Fund/Division #: 1000/1260-15220/15410
Division Name: Library

# of FTEs: 0

A6000: $16,616
A7000: $1,223,116
TOTAL: $1,239,732

SERVICE DESCRIPTION:
Provides access to a collection of resources in a variety of formats (physical, digital, bibliographic, or intellectual) for literacy and offers targeted services and programs with a mission of educating and informing a diverse populuation.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
In FY 2010-11: 137,428 library card-holders; 885,266 patron visits; 2,161,754 items circulated; 257,819 computer users; 122,648 reference transactions; 1,808 programs with 53,331 attendees; 2,158,268 website users; and 1,317,433 catalog searches.

REVENUE GENERATION:
Total System Revenue=$335,188: 1000-15220-441600 Library Fine Revenue $171,502, 1260-15410 various accts for taxable items, non-resident fees, collections, book sale, video game rental $163,686.

SERVICE ALTERNATIVES:
1) Enter into County IGA for new Polaris ILS; 2) Purchase new RFID circulation system; 3) Reduce Book/Materials Budget by $50,000; 4) Reduce Janitorial Services contract by $25,000; 5) Reduce Promotion and Publicity budget by $5,000; 6) Eliminate Community Activities Budget of $37,000; 7) Reduce hours of operation at all facilities, so that Main is open 3 days a week; Foothills 2; and Velma 2 - use a mobile staff to operate all facilities and make necessary reductions; 8) Explore whether the MCLD is interested in contracting with the the City to provide library services; 9) Develop a new service model that can be phased-in - lease smaller storefront libraries & close all three branches, reduce staff accordingly.

IMPACT OF CHANGING SERVICES:
1) Will save $35,000 in ongoing curren computer O&M costs; 2) Will reduce the need to handle all circulated materials by 75%; 3) Fewer copies of materials, best sellers will result in longer wait times, a smaller collection, and delayed purchasing of classic and standard titles; 4) Will result in reduced servicing of each branch; 5) Less opportunity to market and display special programs; 6) No more public programs (i.e. - story time, teen and juvenile, etc.); 7) Reduced hours of service will result in inconvenience to the public and result in service complaints; 8) No guarantee the MCLD would enter into such as agreement and city would no longer direct control over library services; 9) Smaller venues would also result in less opportunity for present materials, access to other library services and material and might increase customer service concerns.

A6000/A7000 BUDGET TOTALS:
A6000 (1000-15220) $5,941 Temp ere's (1260-15410 $7,175 Temp ere's A7000 (1000-15220) $1,081,386 A7000 (1260-15410) $141,730

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Fund/Division #: 1000-15220
Division Name: Library

# of FTEs: 24.25

A6000: $1,688,199
A7000: $0
TOTAL: $1,688,199

SERVICE DESCRIPTION:
Main Branch: Managers, Librarians, Librarian Assistants, Public Service Assistants, Pages (Temps)

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Open 43 hours per week, 437, 988 patrons, 109,531 items circulated, 131,652 computer users, 60,209 reference transactions, youth programs= 630 total with 23,957 participants, teen programs=45 total with 746 participants.adult programs= 161 total with 3,009 participants.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
1) Further reduce hours of operation and adjust staffing levels; 2) Adjust staffing levels to 26 FTEs and keep the library open 3 days a week, rotating a mobile staff set from branch to branch to work 2 days of the week at Foothills and Velma Teague; 3) Increase hours to 7 days a week, but close the other two facilities and adjust staffing levels as appropriate; 4) Eliminate adult programming community activities budget of $9,500 (.15 FTE); 5) Eliminate teen programming and community activities budget of $2,000 (.25 FTE); 6) Eliminate Youth programming community activities budget of $11,000 (.34 FTE) ; 7) Eliminate all youth, teen, and adult programming community activities budget of $22,500 and (.75 FTE).

IMPACT OF CHANGING SERVICES:
1 & 2) Further loss of immediate and convenient access to materials, adult and children's services, programs, computer and Internet access. Broader impacts to citizens regarding early childhood literacy, digital literacy, learning, and access to affordable cultural, educational and reacreational opportunties; 3) Will be less convenient location-wise and there will considerable concern raised by the public; 4) No more adult programming focused on educational, cultural, or job search programs, may result in concerns by patrons. 5) No more teen enrichment and development programs may results in complaints from a dissatisfied public. May negatively impact college-readiness for Glendale teens due to loss of SAT prep and other instructional courses. 6) No more children's literacy programs, school partnership programs, or parent/caregiver education programs results in complaints from a dissatisfied public. Decrease in available free activities for children during the summer months will leave some Glendale families at a serious economic disadvantage in terms of keeping children engaged in positive activities ; 7) No more youth, teen and adult programs results in a sudden void in traditional and expected community activities which will result in complaints from a dissatisfied public. Fewer cultural, educational, instructional, and recreational programs.

FTEs ASSOCIATED W/ SERVICE:
24.25 + 4 Temp pages

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Fund/Division #: 1000-15220
Division Name: Library

# of FTEs: 16.63

A6000: $1,086,886
A7000: $0
TOTAL: $1,086,886

SERVICE DESCRIPTION:
Foothills Branch: Manager, Librarians, Librarian Assistants, Public Service Assistants, Pages (Temps)

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Open 36 hours per week; 253,684 patrons; 839,661 items circulated; 58,990 computer users; 50,724 reference transactions; youth programs=482 with 17,709 participants; teen programs=43 with 780 participants; adult programs=110 with 1,973 participants.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
1) Further reduce hours of operation to 24 hours per week and adjust staffing levels to 11.25 FTEs and do one story time per week ; 2) Keep the library open only 2 days a week with staff set rotating between branches; 3) Shutter the library completely. 4) Eliminate adult programming community activities budget of $4,000 (.10 FTE); 5) Eliminate teen programming and community activities budget of $1,500 and (.06 FTE); 6) Eliminate Youth programming community activities budget of $4,500 and (.35 FTE) ; 7) Eliminate all youth, teen, and adult programming community activities budget of $10,000 and (.52 FTE).

IMPACT OF CHANGING SERVICES:
1 & 2) Further loss of immediate and convenient access to materials, adult and children's services, programs, and computer and Internet access. Broader impacts to citizens regarding early childhood literacy, digital literacy, learning, and access to affordable cultural, educational and reacreational programs and services; 3) Citizens would have no services and would result in the loss of free access to materials and resources, loss of a community center, access to internet, etc.4) No more educational, cultural, or job search programs, which results in a sudden void in traditional and expected community activities will result in complaints from a dissatisfied public. Fewer cultural, educational, instructional, and recreational programs; 5) No more teen enrichment and development programs results in complaints from a dissatisfied public. Fewer cultural, educational, instructional, and recreational programs. May impact college-readiness for Glendale teens due to loss of SAT prep and other instructional courses. 6) No more children's literacy programs, school partnership programs, or parent/caregiver education programs may result in patron concerns who will have fewer options to experience free cultural, education, instructional, and recreational programs. A decrease in available free activities for children during the summer months will leave some Glendale families at a serious economic disadvantage in terms of keeping children engaged in positive actitivites ; 7) No more youth, teen and adult programs results in a sudden void in traditional and expected community activities which may result in patron concerns. Lack of alternatives to experience cultural, educational, instructional, and recreational programs.

FTEs ASSOCIATED W/ SERVICE:
16.63 + 4 Temp Pages

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Fund/Division #: 1000-15220
Division Name: Library

# of FTEs: 11.75

A6000: $807,239
A7000: $0
TOTAL: $807,239

SERVICE DESCRIPTION:
Velma Teague Branch: Manager, Librarians, Librarian Assistants, Public Service Assistants, Pages (Temps)

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Open 32 hours per week, 193,594 patrons, 212,562 items circulated, 67,177 computer users, 11,715 reference transactions, 337 programs and 5,157 participants.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
1) Further reduce hours of operation to 24 per week and adjust staffing levels to 8.25 FTEs; 2) Keep the library open only 2 days a week with a mobile staff set rotating between branches; 3) Close the library completely. 4) Eliminate adult programming by (.08 FTE); 5) Eliminate teen programming communities budget $1,750 and (.09 FTE); 6) Eliminate Youth programming community activities budget of $1,500 and (.16 FTE) ; 7) Eliminate all youth, teen, and adult programming community activities budget of $3,500 and (.33 FTE).

IMPACT OF CHANGING SERVICES:
1 & 2) - Further loss of immediate and convenient access to materials, adult and children's services, programs, and computer and Internet access. Broader impacts to citizens regarding early childhood literacy, digital literacy, learning, and access to affordable cultural, educational and reacreational programs and services; 3) Citizens would have no services and would result in the loss of free access to materials and resources, loss of a community center, access to internet, etc. In addition, impact on Centerline with 195,000 less people downtown. 4) No more adult programming focused on educational, cultural, or job search programs may result concerns from patrons and will limit alternatives to experience cultural, educational, and instructional programs; 5) No more teen enrichment and development programs results in cconcerns from patrons & may impact college-readiness for Glendale teens due to loss of SAT prep and other instructional courses. 6) No more children's literacy programs, school partnership programs, or parent/caregiver education programs may result in complaints from a dissatisfied public. Decrease in available free activities for children during the summer months will leave some Glendale families at a serious economic disadvantage in terms of keeping children engaged in positive activities ; 7) No more youth, teen and adult programs results in a sudden void in traditional and expected community activities which will result in complaints from a dissatisfied public. Increased division between the “haves” and the “have nots” who will no longer have a free alternative to experience cultural, educational, instructional, and recreational programs.

FTEs ASSOCIATED W/ SERVICE:
11.75 + 2 Temp Pages

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Fund/Division #: 1000-15220
Division Name: Library

# of FTEs: 5.5

A6000: $399,073
A7000: $0
TOTAL: $399,073

SERVICE DESCRIPTION:
Library Administration: Financial Services: Responsible for the administrative and financial services, provides support functions, including personnel, budget management, purchasing, accounts payable & receivable, payroll and contract administration. Library Technology Coordinator: Responsible for the updating and enhancement of the library's website, maintaining the Library automation system (Horizon), ensuring that all cataloging, circulation, acquisitions, email, online public access catalog, and all other operations are secure, stable, and functioning properly at all times. Collection Development staff is responsible for the selection,ordering and the materials budget of the library's diverse collection. Security Guards: Responsible for the security and safety of staff and patrons. The Courier: Responsible for the movement of materials between the libraries. Managment Assistant, Recreation Accounts Coordinator, Account Specialists,Technology Coordinator, Security Guards (Temps), Courier, Collection Development,

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
The Library Technology Coordinator updates the library's website which had 2,158, 268 website hits, and maintained the library system with no downtime to staff and patrons, and resulted in 1,317, 433 catalog searches. The Collection Development staff selects and orders materials for 3 library facilities and coordinates the collection, collation, organization and archiving of library statistics. Six contracted security guards provided a safe and secure presence 114 hours at the 3 locations.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
1) Reduce security guards coverage (at all 3 locations and work with Glendale PD to address security issues; 2) Reduce staff in the library technology and collections development.

IMPACT OF CHANGING SERVICES:
1) Staff and patrons would have no recourse when dealing with abusive and violent patrons, other than calling the Police, the safety of patrons and staff could be comprised if their were no security guards; 2) The library system if not maintained would result in down time for patrons and staff who utilize it on a daily basis. The library's website may not be updated and current due to the city webmasters workload. The selecting and ordering of the collection would be vendor driven and may not reflect the diverse community in which the libraries serve. Important statistics would be more difficult to track and impact the ability to report grant statistics to grantors, the application for new grants, library staff, surveys and other city departments.

FTEs ASSOCIATED W/ SERVICE:
5.5 + 6 Temps Security Guards

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Fund/Division #: 1000-15220 Division Name: Library # of FTEs: 5.5 A6000: $393,160 A7000: $0 TOTAL: $393,160	SERVICE DESCRIPTION: Tech Services: Responsible for ordering and receiving materials, cataloging, and processing of library materials and the automated functions of the library system. Librarians, Librarian Operations Supervisor, Librarian Assistants, Technical Assistants (Temps)
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: 23,454 items were ordered and 16,648 received, 303,869 items were cataloged and processed, 14,830 periodicals were checked-in.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Increase the amount of items outsourced for cataloging and processing by staff, thus reducing staff by 1.5 FTEs and 2 Temps
	IMPACT OF CHANGING SERVICES: Cataloging records will not be as precise and users would lose some searching functionality when searching for items. Increase of vendor-driven cataloged and processed items would strain the current processing budget.
	FTEs ASSOCIATED W/ SERVICE: 5.5 FTE + 2 Temps

Fund/Division #: 1840-36006 Division Name: Grant Approp - Library # of FTEs: 0 A6000: $50,000 A7000: $500,000 TOTAL: $550,000	SERVICE DESCRIPTION: No cash backing exists for the grant reserve appropriation until an actual grant is accepted by the city and 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 evening meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-15230 Division Name: Arts Maintenance - Admin. # of FTEs: 0 A6000: $1,285 A7000: $16,796 TOTAL: $18,081	SERVICE DESCRIPTION: This program is run by 1 FTE (paid for in the Library budget) and a 19-hour/week position that assists with the maintenance and coordination of the City's Art Program (i.e. - arranging repair, cleaning of art, education programs).
	REQUIRED BY LAW/CODE/REG?: No, however there is a City Ordinance that requires a 1% CIP set-aside for the Municipal Arts Program.
	CURRENT PERFORMANCE DATA: The City maintains 370 different pieces of art in its municipal arts portfolio and is responsible for their well-being.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1. Assign duties to Arts Coordinator position and adjust staffing accordingly; 2) Shift a portion of the Arts Coordinator's GF

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salary into 15310.

IMPACT OF CHANGING SERVICES:
Potential reduction of service and ability to coordinate events as supported by the 1% municipal arts fund. Shifting of salary will more quickly deplete the 1% of the Arts fund.

Fund/Division #: 1220-15310 Division Name: Arts Maintenance # of FTEs: 0 A6000: $1,407 A7000: $124,775 TOTAL: $126,182	SERVICE DESCRIPTION: This is the special CIP 1% fund set up to fund the City Art Program. It is used to purchase new art, performance art, art at special events and to maintain the City's collection.
	REQUIRED BY LAW/CODE/REG?: No, however there is a City Ordinance that requires a 1% CIP set-aside for the Municipal Arts Program.
	CURRENT PERFORMANCE DATA: The City maintains 370 different pieces of art in its municipal arts portfolio; sponsors the annual Plein Air event at the Chocolate Festival ($3500), an interactive arts event at the Jazz Festival ($18,000), the annual summer arts camp ($12,000); it sponsors an annual Performing Arts Grant Program ($40,000).
	REVENUE GENERATION: The summer arts camp charges a small registration fee that raised $760 in FY 11-12 which was deposited into account # 1220-15310-457650.
	SERVICE ALTERNATIVES: 1) Temporarily defer funding of new art acquisition & enter in reciprocal art loan programs with other local public entities; 2) Reduce sponsorship of art at city special events; 3) Eliminate the Summer arts camp; 4) Shift a portion of the General Funded Arts Coordinator position to the municipal arts fund; 5) Eliminate the program.
	IMPACT OF CHANGING SERVICES: 1) City would not purchase art from local artists and this may raise concerns by local artists and those affiliated with Glendale art; 2) Special events will not be as dymanic for the Centerline area; 3) There may be concerns raised by those in the Glendale art community who patronize this program; 4) This would be a temporary measure and will deplete the 1% for the Arts fund more quickly, which will impact the fund balance; 5) Program would focus on maintenance only and less advocacy.
	FTEs ASSOCIATED W/ SERVICE: 1 FTE paid for from 15220 - Library and a 19 hour/week contractual position
	A6000/A7000 BUDGET TOTALS: A7000 expenses for this program = $217,642.28 for FY 2010-2011

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Library & Arts Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$4,443,865	$1,864,687	$176,992	$6,485,544	63.63
FTE/A6000 Changes (staffing/furlough/benefits)	($31,990)	$0	$0	($31,990)	(6.50)
Diff b/w Submission FY 2013 Budget	$31,990	$0	$0	$31,990	6.50
FY 2013 Draft Budget	$4,443,865	$1,864,687	$176,992	$6,485,544	63.63

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Fund/Division #: 1000-14670
Division Name: Sports and Health

# of FTEs: 1

A6000: $179,818
A7000: $168,156
TOTAL: $347,974

SERVICE DESCRIPTION:
The Sports and Health Division is responsible for Adult Softball, small youth clinics and the use, rental and all maintenance of 21 lighted playfields (i.e. - Sahuaro Ranch athletic fields & soccer fields; Foothills Sports Complex; Paseo Sports Complex, Thunderbird-Paseo; Brian Anderson Field, Kachina Elementary; Landmark Middle School; Sine Elementary; Rose Lane; O'Neil Feature Field; and Bicentennial School).

REQUIRED BY LAW/CODE/REG?:
In part. City-owned facilities are under no city code, state or federal regulation. The school fields have IGA's with GESD and PUSD.

CURRENT PERFORMANCE DATA:
Currently over 5,000 adult softball players will take part in our adult leagues in 2012. In regard to scheduled adult and youth weekend tournaments there will be approximately 5,208 adult participants and 7,308 youth participants in the 60 scheduled tournaments. Approximately 12,000 hours of field rentals and allocations are expected annually affecting approximately 90,000 participants.

REVENUE GENERATION:
Total city revenue, approximately $366,892. With $268,446 going to the self sustaining fund (#1880-14840) and $98,446 (1000-424000) to the general fund.

SERVICE ALTERNATIVES:
1. Eliminate Deputy Director ($109,608); 2) Increase field rental fees; 3) Reduce service and staff as appropriate; 4) Outsource and adjust staff levels as appropriate.

IMPACT OF CHANGING SERVICES:
1) The division can function without this position; 2) Increasing current fees could possibly decrease revenue as it may become unaffordable for user groups to utilize our facilities; 3) There may customer service complaints; 4) Current staff has a vested interest in the facilities and have working relationships with all user groups and organization contacts. Outsourcing will not give the quality of service current staff provide.

FTEs ASSOCIATED W/ SERVICE:
5 full time general fund employees, 1 self sustaining fund employee, 1 temporary employee (general fund) and 10-15 part-time employees (self sustaining fund)

A6000/A7000 BUDGET TOTALS:
A6000 (14670) = $109,608 + $67,202 + $254 temp; (14840) $2754 temp; A7000 (14670)=$3,320 Temp + $823; A7000 (14840) = $164,013

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Fund/Division #: 1880-14840 Division Name: Sports Self Sustaining # of FTEs: 1.93 A6000: $100,984 A7000: $8,286 TOTAL: $109,270	SERVICE DESCRIPTION: Field Allocation Services: Currently over 20 private youth sports organizations participate in the allocation program. These organizations include youth football, soccer, lacrosse, baseball and softball entities. All remaining fields are opened for general use by both youth and adult teams. Weekend tournaments are also a part of the allocation/rental process. All revenue generated from field rentals and allocations are divided between the self sustaining and general fund. General fund money is used for maintenance operation of the facilities.
	REQUIRED BY LAW/CODE/REG?: Same as above.
	CURRENT PERFORMANCE DATA: Approximately 12,000 hours of fields are reserved annually. Currently there are 60 weekend tournaments scheduled at Sahauro Ranch or Paseo Sports Complexes.
	REVENUE GENERATION: Revenue from field rentals, allocations and tournaments amount to approximately $197,000 annually (#1880-14840). Revenue is split between the general fund and the sports self sustaining fund. This is the primary funding source for the maintenance and operations of these services.
	SERVICE ALTERNATIVES: 1) Explore oursourcing this function to a reservation management company; 2) Eliminate the service.
	IMPACT OF CHANGING SERVICES: 1) Outsourcing this might be complicated and will result in loss of control; 2) If service is eliminated, then there is no reservation system in place and it would be first-come first serve, which will make it difficult to find and secure places to practice and play.
	A6000/A7000 BUDGET TOTALS: A6000 (14670) = $81,643 + $508 Temp; (14840) $18,833 A7000 (14670)=$6,640 Temp + $1646

Fund/Division #: 1880-14840 Division Name: Sports Self Sustaining # of FTEs: 1.93 A6000: $115,346 A7000: $6,215 TOTAL: $121,561	SERVICE DESCRIPTION: Field Preparation: Facilities such as Foothills, Paseo and Sahuaro Ranch Sports Complexes need to be prepared daily (including weekends) for reservations, allocation and weekend tournament usage. There is a level of expectation that customers demand when paying money to utilize facilities. Facilities need to be maintained daily, sometimes twice daily.
	REQUIRED BY LAW/CODE/REG?: Same as above.
	CURRENT PERFORMANCE DATA: Same as above, the activities compliment each other.
	REVENUE GENERATION: Same as above, the activities compliment each other.
	SERVICE ALTERNATIVES: This service could be outsourced and staff reduced appropriately.
	IMPACT OF CHANGING SERVICES: Although this can be outsourced, the quality of the service may suffer. Park users may have a greater challenge finding a neighborhood park with a prepared field on which they can to practice or participate. The quality of the the experience and

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quality of the practice field will deteriorate.

A6000/A7000 BUDGET TOTALS:
A6000 (14670) = $96,132 + $381 Temp (14840) $18,833 A7000 (14670)=$4,980 Temp + $1235

Fund/Division #: 1880-14840
Division Name: Sports Self Sustaining

# of FTEs: 0.1

A6000: $6,278
A7000: $0
TOTAL: $6,278

SERVICE DESCRIPTION:
Small Youth Clinics: Introductory youth clinics are offered to children between the ages of 3 & 7 years of age. These clinics teach basic fundamentals of kicking, hitting, throwing and teamwork. Participants from clinics are provided skills to allow them to participate in the numerous youth sports organizations throughout the west valley.

REQUIRED BY LAW/CODE/REG?:
Same as above.

CURRENT PERFORMANCE DATA:
Approximately 100 children annually participate in this activity.

REVENUE GENERATION:
Approximately $5,000 in revenue annually. All revenue pays for program costs with no money left over.

SERVICE ALTERNATIVES:
Eliminate program

IMPACT OF CHANGING SERVICES:
Service would be provided by a private organization.

Fund/Division #: 1880-14840
Division Name: Sports Self Sustaining

# of FTEs: 1.04

A6000: $68,737
A7000: $2,072
TOTAL: $70,809

SERVICE DESCRIPTION:
Adult Softball Leagues: Men's, Women's and Coed leagues are offered at Sahauro Ranch Sports Complex in addition to Foothills Sports Complex. Revenue from the leagues assist with staffing costs, officials, awards and supplies. Facilities need to be maintained daily (sometimes twice daily).

REQUIRED BY LAW/CODE/REG?:
Same as above.

CURRENT PERFORMANCE DATA:
Approximately 5,000 adult participants annually

REVENUE GENERATION:
Approximately $165,000 in revenue annually (#1880-14840). All revenue pays for direct program costs such as field staff, officials, supplies and awards. Approximately $20,000 in additional revenue is made to assist with maintenance operations.

SERVICE ALTERNATIVES:
1) Outsource and adjust staff levels as appropriate; 2) Eliminate program and adjust staff levels as appropriate.

IMPACT OF CHANGING SERVICES:
1) Outsourcing will result in a loss of initial revenue and there may be customer-use issues that arise; 2) Elimination of program will result in loss of revenue and detract from the qualify of life in Glendale.

A6000/A7000 BUDGET TOTALS:
A6000 (14670) = $49,778 + $127 Temp; (14840) $18,832; A7000 (14670) = $1,660 Temp + $412

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Fund/Division #: 1885-13190 Division Name: GESD ES Ballfields # of FTEs: 0.05 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: IGA with GESD. School responsible for mowing, irrigation, trash removal, drinking fountain. City responsible for maintenance and operating costs for the lighting system, infield sprinkler system, infield preparations, backstop fencing, bleachers and benches. City reserves fields for rentals and allocations.
	REQUIRED BY LAW/CODE/REG?: Yes - IGA
	CURRENT PERFORMANCE DATA: FY11, there were approximately 550 field rentals and allocations.
	REVENUE GENERATION: Approximately $18,500 in revenue from field rentals and allocations. ($9,250 going to self-sustaining fund 1880-14840 and $9250 going to General Fund 1000-424000). FY11 ending balance in Sinking Fund - $21,000.
	SERVICE ALTERNATIVES: 1. Reduce service levels. 2. Cancel IGA.
	IMPACT OF CHANGING SERVICES: Both service alternatives would result in a reduction in revenue.

Fund/Division #: 1885-13234 Division Name: Ironwood HS Light # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: IGA with school to provide for sports field lighting repairs and maintenance. School operates lights during school year, City pays maintenance on lights and operates during the summer months.
	REQUIRED BY LAW/CODE/REG?: Yes - IGA
	CURRENT PERFORMANCE DATA: With the elimination of the summer baseball/softball program, the City no longer utilizes the fields in the summer months.
	REVENUE GENERATION: FY 11 ending blance- $23,818.71
	SERVICE ALTERNATIVES: Cancel IGA.
	IMPACT OF CHANGING SERVICES: Cancelation of the IGA might result in concerns as to other existing IGA's.

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Fund/Division #: 1880-14830 Division Name: Rec Self Sust-Foothills Rec # of FTEs: 1 A6000: $81,026 A7000: $174,862 TOTAL: $255,888	SERVICE DESCRIPTION: The Special Interest Class Division (SIC) of the Parks & Recreation Department is a self-sustaining program that provides the community an opportunity to explore or enhance skill development in a particular area of interest. These value added classes are held throughout Glendale in partnership with various contracted vendors and hourly employees. This division structures pricing with the expectation of revenue generation.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: In FY 2010-2011, 823 SIC classes were held that had 5,747 participants; 1,933 Youth Particpants, and 3,814 Adult Participants. This program is self-sustaining.
	REVENUE GENERATION: 14830-421400-$331,273
	SERVICE ALTERNATIVES: 1) Increase price of classes to generate sufficient revenue to shift a General Fund expense to the special revenue account; 2) Outsource this function and reduce staff as appropriate.
	IMPACT OF CHANGING SERVICES: 1) An increase in price may result in an initial reduction in revenue; 2) Outsourcing this function would result in elimination of curent FTE and a possible reduction in revenue for the FRAC.

Fund/Division #: 1000-14680 Division Name: Aquatics # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	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.
	REQUIRED BY LAW/CODE/REG?: The Aquatics Program is not required. However, there are numerous state and federal requirements that guide its operation.
	CURRENT PERFORMANCE DATA: 77,527 Rec Swim Participants 3,037 Swim Lessons; Participants 374 Private Swim Lessons (priced to self sustain)
	REVENUE GENERATION: Rec swim $79,322 (1000-421400- $39,661, 1880-14890 $39,661), Swim lessons $47,317 (1880-14890), Private Lessons $4,067 (1880-14890) Rental Income $13,124 (1880-14890)
	SERVICE ALTERNATIVES: 1) Increase gate fees at Rose Lane Pool to match those exacted at FRAC; 2) Outsource the program; 3) Reduce hours of service; 4) Temporarily shut the program down.
	IMPACT OF CHANGING SERVICES: 1) Gate fee increase will result in aproximately $50,000, but may deter use of facility by those in low/moderate income area; 2) May result in loss of control and ability to respond with immediacy; 3) A reduced summer swim season may result in patron concerns; 4) The swim community will raise concerns. Even if temporarily closed, there will be ongoing maintenance costs.
	A6000/A7000 BUDGET TOTALS:

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A6000-$89,247; A7000-$136,814 (1880 A6000 & A7000-$90,001)

Fund/Division #: 1000-14680 Division Name: Aquatics # of FTEs: 0.25 A6000: $22,314 A7000: $110,000 TOTAL: $132,314	SERVICE DESCRIPTION: Recreational Swim
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: 45,155 Rec Swim Participants 585 Swim Lesson Participants 27 Private Swim Lessons (priced to self sustain)
	REVENUE GENERATION: Rec swim $79,322, Swim lessons $12,826, Private Lessons $774 Rental Income $4,274
	SERVICE ALTERNATIVES: Outsource operations to a community vendor.
	IMPACT OF CHANGING SERVICES: Possibly increased fees associated with a for profit company.
	A6000/A7000 BUDGET TOTALS: A6000 - $22,314 A7000 - $110,000 1880-$61,201

Fund/Division #: 1000-14680 Division Name: Aquatics # of FTEs: 0.1 A6000: $8,924 A7000: $4,054 TOTAL: $12,978	SERVICE DESCRIPTION: Clerical Support for Operations
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Processed the over 3500 swim lessons, private swim lessons, pool rentals, etc. Also provides general customer service related to aquatics.
	REVENUE GENERATION: This operation supports the revenue generating classes, rentals, etc.
	SERVICE ALTERNATIVES: Outsource operations to a community vendor.
	IMPACT OF CHANGING SERVICES: Possibly increased fees associated with a for profit company.

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Fund/Division #: 1000-14680 Division Name: Aquatics # of FTEs: 0.05 A6000: $4,462 A7000: $2,657 TOTAL: $7,119	SERVICE DESCRIPTION: Ironwood Lessons and community rentals
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: 639 Swim Lesson Participants 42 Private Swim Lessons (priced to self sustain) 604 Water Aerobics Participants
	REVENUE GENERATION: Swim lessons $14,405, Private Lessons $1,265
	SERVICE ALTERNATIVES: Outsource operations to a community vendor & adjust staff levels appropriately.
	IMPACT OF CHANGING SERVICES: Possibly increased fees associated with a for profit company.
	A6000/A7000 BUDGET TOTALS: A6000 - $4,462 A7000 - $2657 1880-$13,500

Fund/Division #: 1000-14680 Division Name: Aquatics # of FTEs: 0.05 A6000: $4,462 A7000: $2,657 TOTAL: $7,119	SERVICE DESCRIPTION: Cactus Lessons and community rentals
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: 900 Swim Lesson Participants 66 Private Swim Lessons (priced to self sustain) 2 reoccurring rentals 163 Water Aerobics Participants
	REVENUE GENERATION: Swim lessons $20,086, Private Lessons $2,028 Rental Income $8,850
	SERVICE ALTERNATIVES: Outsource operations to a community vendor & adjust staff levels appropriately.
	IMPACT OF CHANGING SERVICES: Possibly increased fees associated with a for profit company.
	A6000/A7000 BUDGET TOTALS: A6000 - $4,462 A7000 - $2657 1880-$15,300

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Fund/Division #: 1000-14680 Division Name: Aquatics # of FTEs: 0.4 A6000: $35,698 A7000: $5,500 TOTAL: $41,198	SERVICE DESCRIPTION: FRAC Pool Management
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: 32,372 Rec Swim Participants 913 Swim Lesson Participants 239 Private Swim Lessons (priced to self sustain) 686 Water Aerobics Participants
	REVENUE GENERATION: (This revenue is captured in the 14720 worksheet)
	SERVICE ALTERNATIVES: Outsource operations to a community vendor & adjust staff levels appropriately.
	IMPACT OF CHANGING SERVICES: Possibly increased fees associated with a for profit company.

Fund/Division #: 1000-14680 Division Name: Aquatics # of FTEs: 0.15 A6000: $13,387 A7000: $8,500 TOTAL: $21,887	SERVICE DESCRIPTION: WARP splash pad, Fountains, office support etc.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Free community service 7 days a week. Memorial Day thru Labor Day Splash Pad
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Outsource operations to a community vendor & adjust staff levels appropriately.
	IMPACT OF CHANGING SERVICES: Possibly increased fees associated with a for profit company.

Fund/Division #: 1000-13010 Division Name: Pool Maintenance # of FTEs: 2 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: The pool maintenance division is charged with maintaining two city owned facilities, Foothills and Rose Lane, as well as two school-shared facilities: Ironwood and Cactus. Also included is splashpads, Elsie McCarthy Sensory Park, Murphy Park Fountain and Western Area Regional Park.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provides daily maintenance support to ensure safe and secure operation of the cities two aquatic facilites as well as two shared use facilities
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Outsource pool maintenance functions and adjust staff levels appropriately; 2) End IGA with PUSD and adjust staff levels; 3) Reduce the summer aquatics season; 4) Temporarily close down aquatics.

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	IMPACT OF CHANGING SERVICES: 1) Potential loss of service control; 2 & 3) May result in community concern with reduced service.

Fund/Division #: 1000-13010 Division Name: Pool Maintenance # of FTEs: 0 A6000: $35,840 A7000: $16,719 TOTAL: $52,559	SERVICE DESCRIPTION: Rose Lane Maintenance
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Performs daily water checks and pump maintenance in accordance with county code. This staff is certified in closed SCUBA diving techniques, they rebuild/replace system components & troubleshoot complex systems needed to operate in accordance with aquatics best practices.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Outsource all pool maintenance operations; 2) Reduce hours; 3) Temporarily close facility.
	IMPACT OF CHANGING SERVICES: 1) Potential loss of service control; 2 & 3) May result in community concern with reduced service.

Fund/Division #: 1000-13010 Division Name: Pool Maintenance # of FTEs: 0 A6000: $35,840 A7000: $1,616 TOTAL: $37,456	SERVICE DESCRIPTION: Foothills Pool Maintenance
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Performs daily water checks and pump maintenance in accordance with county code. This staff is certified in closed SCUBA diving techniques, they rebuild/replace system components, & troubleshoot complex systems needed to operate in accordance with aquatics best practices.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Outsource all pool maintenance operations; 2) Reduce hours; 3) Temporarily close facility.
	IMPACT OF CHANGING SERVICES: 1) Potential loss of service control; 2 & 3) May result in community concern with reduced service.

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Fund/Division #: 1000-13010 Division Name: Pool Maintenance # of FTEs: 0 A6000: $28,670 A7000: $13,932 TOTAL: $42,602	SERVICE DESCRIPTION: Cactus Pool Lane Maintenance REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Performs daily water checks and pump maintenance in accordance with county code. This staff is certified in closed SCUBA diving techniques, they rebuild/replace system components, & troubleshoot complex systems needed to operate in accordance with aquatics best practices. REVENUE GENERATION: SERVICE ALTERNATIVES: 1) Outsource pool maintenance functions and adjust staff levels appropriately; 2) Terminate IGA with PUSD. IMPACT OF CHANGING SERVICES: 1) Potential loss of service control; 2) PUSD and Community concerns about reduced service.

Fund/Division #: 1000-13010 Division Name: Pool Maintenance # of FTEs: 0 A6000: $28,670 A7000: $13,048 TOTAL: $41,718	SERVICE DESCRIPTION: Ironwood Pool Lane Maintenance REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Performs daily water checks and pump maintenance in accordance with county code. This staff is certified in closed SCUBA diving techniques, they rebuild/replace system components, & troubleshoot complex systems needed to operate in accordance with aquatics best practices. REVENUE GENERATION: SERVICE ALTERNATIVES: 1) Outsource pool maintenance functions and adjust staff levels appropriately; 2) Terminate IGA with PUSD. IMPACT OF CHANGING SERVICES: 1) Potential loss of service control; 2) PUSD and Community concerns about reduced service.

Fund/Division #: 1000-13010 Division Name: Pool Maintenance # of FTEs: 0 A6000: $14,363 A7000: $10,262 TOTAL: $24,625	SERVICE DESCRIPTION: Splash Pads (WARP), Fountains, etc. REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Services & maintains operational components to water features in an unsupervised setting. REVENUE GENERATION: SERVICE ALTERNATIVES: 1) Outsource all the servicing of the fountains and splash pads; 2) Close the splash pad facilities.

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	IMPACT OF CHANGING SERVICES: 1) Potential loss of service control; 2) Community concerns with reduced service.

Fund/Division #: 1885-13120 Division Name: Apollo Pool Repair # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: IGA closed 2011 - funding moved into new account for pool renovations.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: NA
	REVENUE GENERATION: NA
	SERVICE ALTERNATIVES: NA
	IMPACT OF CHANGING SERVICES: NA

Fund/Division #: 1885-13130 Division Name: Cardinal Pool Repair # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: IGA closed 2011 - funding moved into new account for pool renovations.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: NA
	REVENUE GENERATION: NA
	SERVICE ALTERNATIVES: NA
	IMPACT OF CHANGING SERVICES: NA

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Fund/Division #: 1885-13140 Division Name: Cactus Pool Repair # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: IGA with school to provide for longterm maintenance and repair for joint-use swimming pool.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Funds were used to renovate Cactus Pool in Fy 2010-2011. FY11 ending balance- $40,028.11.
	REVENUE GENERATION: Maintenance of the pool allows facility to derive revenue through lessons.
	SERVICE ALTERNATIVES: End IGA with PUSD
	IMPACT OF CHANGING SERVICES: One less aquatics facility for Glendale residents and PUSD/community may have concerns.

Fund/Division #: 1885-13150 Division Name: GCC Pool Repair # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: IGA closed 2010
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: NA
	REVENUE GENERATION: NA
	SERVICE ALTERNATIVES: NA
	IMPACT OF CHANGING SERVICES: NA

Fund/Division #: 1885-13160 Division Name: Ironwood Pool Repair # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: IGA with school to provide for longterm maintenance and repair for joint-use swimming pool.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Funds were used to renovate Pool in Fy 2010-2011. FY11 ending balance $9827.55
	REVENUE GENERATION: Maintenance of the pool allows facility to derive revenue through lessons.
	SERVICE ALTERNATIVES: End IGA with PUSD.
	IMPACT OF CHANGING SERVICES: One less aquatics facility for Glendale residents and PUSD/community may have concerns.

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Fund/Division #: 1885-13135 Division Name: City-Wide Aquatics # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Funding for city-owned and managed swimming pool facilities to provide major repair and maintenance including diving boards, decking, pumps, etc.
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA: FY11 ending balance- $24,528.22
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000/1880-14640/14825 Division Name: Adult Ctr/Adult Ctr. Self-Sust # of FTEs: 3 A6000: $202,314 A7000: $101,879 TOTAL: $304,193	SERVICE DESCRIPTION: Glendale Adult Center provides services and programs to everyone 18 years and older. The center provides onsite programs such as exercise equipment and classes, health and wellness classes, social activities, special events and entertainment, travel trips, computer usage and classes, billiards, library, lapidary, games and activities, and reduced lunch program.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: A total of 162,690 users per year, 80% of the Center users are 60 years old or older. Currently 3,118 active members (874 non residents). Examples of participation:52,751 participant hours in the fitness programs; 41,076 participant hours in the games and activity areas; 15,999 participant hours in the computer lab; 8,390 participant hours in the specialty clubs: lapidary, sewing/knitting and ceramics26,126 volunteer hours/ $533,936 value – Managed and supervised by FTE's26,000 congregate meals served by the YWCA – No center membership required, 1,200 participated in the special events (7) with a 97% "extremely satisfied" results in the surveys. The facility is also used for rentals and generates income ($65,000 in FY 2010-2011).
	REVENUE GENERATION: From fiscal year 2010-11 the total revenues: 1880-14825-421600 $100, 1880-14825-423400 $65,000, 1880-14825-450600 $600 Total of all $65,700
	SERVICE ALTERNATIVES: 1) Increase the annual facility use fee from $10 to $15 per year to offset some additional operating costs; 2) Reduce and eliminate hours of operation Saturday and weekday hours 5-7p.m. (would reduce expenditures by approx. $20,000; 3) Consider leasing the second floor and derive revenue; 4) Explore outsourcing of the Adult Center and its functions.
	IMPACT OF CHANGING SERVICES: 1) Some members may raise issues with fee increases, loss of participation; 2) Reduced hours may reduced revenue and increase service complaints and less coverage during peak hours of use 8 a.m. - 4 p.m. may result in customer service complaints; 3) Would result in new use for 2nd floor and possible revenue stream, could result in extra front desk duties and security issues within the center; 5) Will be challenging to find a potential operator of facility and there might be a loss of control over the facility.
	FTEs ASSOCIATED W/ SERVICE:

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3 FTE with additional 11 part time staff as needed at 5-19 hours per week for front desk operations and to assist with the 62 hours per week of open to the public.
A6000/A7000 BUDGET TOTALS: A6000 (1000-14640) $193,786, A7000 (1000-14640) $38,097, A6000 (1880-14825) $8,528, A7000 (1880-14825) $85,009

Fund/Division #: 1000/1880-14640/14825 Division Name: Adult Ctr/Adult Ctr. Self-Sust # of FTEs: 2 A6000: $120,922 A7000: $33,972 TOTAL: $154,894	SERVICE DESCRIPTION: The Adult Center provides onsite programs such as exercise equipment and classes, health and wellness classes, social activities, special events and entertainment, travel trips, computer usage and classes, billiards, library, lapidary, games and activities, and congregate meals.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Currently 3,118 active members (874 non residents). Examples of participation would include: 52,751 participant hours in the fitness programs; 15,999 participant hours in the computer lab; 26,126 volunteer hours/ $533,936 value – Managed and supervised by FTE's; and 26,000 congregate meals served by the YWCA;
	REVENUE GENERATION: 1880-14825-421400 $75,000
	SERVICE ALTERNATIVES: 1) Raise fees and fund programs through self sustaining funds; 2) Annual fee membership increaseThe increase to the annual membership and adjust the program fees which will cover some additional operating costs; 3) Outsource all programing.
	IMPACT OF CHANGING SERVICES: 1) Increased funds may reduce participants and impact income challeged persons; 2) Creating one annual membership fee may raise concern by VII members; 3) The outsourcing of programs may result in slightly hire fees.
	FTEs ASSOCIATED W/ SERVICE: 2 FTE and 1 part time staff at 19 hours or less per week
	A6000/A7000 BUDGET TOTALS: (1000-14640) A 6000 $120,922, A7000 $10,236, (1880-14825)$23,736

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Fund/Division #: 1000/1880-14640/14825 Division Name: Adult Ctr/Adult Ctr. Self-Sust # of FTEs: 0 A6000: $0 A7000: $5,200 TOTAL: $5,200	SERVICE DESCRIPTION: The City of Glendale Adaptive Recreation Program provides meaningful leisure and physical activities for persons with disabilities.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Adaptive Program survey results: 93% overall excellent satisfaction, 99% will recommend the programs to others, 91% benefited from the program. Approximately 800 participants benefit from these programs.
	REVENUE GENERATION: 1880-14825-421400 $3,000
	SERVICE ALTERNATIVES: 1) Work with a non-profit to take over program; 2) Eliminate program.
	IMPACT OF CHANGING SERVICES: 1) Would result in a new partnership program and city would not longer have a direct role (i.e. - Special Olympics AZ); 2) May result in citizen concerns.
	A6000/A7000 BUDGET TOTALS: (1880 14825) A7000 $2,900 (1000 14640) A7000 $2,300

Fund/Division #: 1000/1880-14640/14825 Division Name: Adult Ctr/Adult Ctr. Self-Sust # of FTEs: 3 A6000: $167,444 A7000: $8,000 TOTAL: $175,444	SERVICE DESCRIPTION: Support Services provides facility support(set up, tear down, repairs and maint., floor care and maint.) for the entire Parks, Recreation and Library Services Department. It services the Adult Center, the City Hall amphitheater stage; Foothills Recreation and Aquatics Center, the four community center facilities and is also assisting the Library system. The staff also provides event support for special activities such as dedications such as Arbor Day, neighborhood events, and internal staff events such as United Way activities.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Tasks are performed on a variety of schedules based on programs and city services. Room set up and take down is a daily activity at the Adult Center. Repair maintenance and floor care is completed as necessary. The Adult Center is over 30,000 square feet with 18 rooms of space. In 20101-11 the Adult Center 1100 rentals requiring set ups and tear down of tables, chairs and equipment. Staff also assisted with rental set ups and tear downs at the Foothills Recreation and Aquatics Center, City Hall B rooms and other recreation centers throughout the year. Staff provides assistance for 2 - 3 special events a month. Other miscellaneous duties as assigned such as repair or cleaning to tables and chairs, program equipment, and minor building painting and cleaning.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce level of service and staff accordingly; 2) Explore the possibility of combining with other city staff (i.e. - Civic Center) to leverage resources; 3) Hire temporary contract employees to perform work and reduce staff accordingly.
	IMPACT OF CHANGING SERVICES:

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1) Will result in service delays that may have to be absorbed by staff in facilities serviced by Support Services staff; 2) Staff might no longer be in the department and it would be critical to plan usage ahead. Also, support staff do assist with routine maintenance activities that would have to be absorved by other department facility staff; 3) Contract employees may be able to perform the tasks, however, there may be less buy-in and more turn-over rates.

FTEs ASSOCIATED W/ SERVICE:
3 FTE and 1 part time staff with 19 hours or less per week.

A6000/A7000 BUDGET TOTALS:
(1000 14840) A 6000 $167,455, (1000-14640)A7000 $8,000

Fund/Division #: 1000-14700
Division Name: Marketing - Parks & Rec

# of FTEs: 1

A6000: $57,070
A7000: $18,315
TOTAL: $75,385

SERVICE DESCRIPTION:
Responsible for reviewing, approving, creating, copywriting reviews, marketing, and publishing all Parks, Recreation and Library Services program materials (i.e. - My Community; SPLASH book; Horizons). In addition to department publications, creates program flyers, posters, brochures, logos, banners and displays. Creates internally used forms and department presentations. Includes printing projects on two- color digital duplicator press.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Completed 255 Parks and Recreation marketing projects and 85 Library Services marketing projects; includes four editions of the My Community magazine which is a 52 page publication. Also includes four editions of the Foothills update publication, six editions of the Horizon's publication and one yearly Splashbook. Also includes several single program flyers, park signage, a department logo, facility brochures and several other projects. Approximately 30,000 info items distributed.

REVENUE GENERATION:
$4000 received annually for advertisements in publications.

SERVICE ALTERNATIVES:
1) Outsource this service and reduce staff accordingly; 2) Re-distribute and have existing staff absorb; 3) Work with Marketing Department to shift key functions; 4) Consider transitioning position to department special revenue account.

IMPACT OF CHANGING SERVICES:
1) Potential loss of service control and may result in increased expenses due to fees charged by graphic designers; 2) Expertise in marketing and graphics services would be missing and promotion of activites/events might suffer; 3) Marketing may have workload issues which would ultimately impact timeliness; 4) If shifted to special revenue account, might be at expenses of need operational funds.

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Fund/Division #: 1000-14630 Division Name: Recreation Support Services # of FTEs: 4 A6000: $202,969 A7000: $335,642 TOTAL: $538,611	SERVICE DESCRIPTION: This division is responsible for the recreation division front-line customer service and clerical work needed to keep the division functioning. Staff are responsible for park ramada reservations, special use permits, ballfield reservations, activity registrations, GRASP registrations, municipal complex reservations, and answering all general inquiry questions about programs, services, parks, facilities, special events, etc. In addition, staff internally support the department by completing all HR paperwork, PA's, contracts, Time & Labor liaison, temp paycheck distribution, department supply ordering, RFS liaison, commission support, etc.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Staff average 175-200 customer phone calls per day. Complete 1650 park ramada reservations, 700 special use permits, 1850 ballfield reservations, weekly daycare payments for 200 participants, and 1350 municipal complex reservations. Also process 10,000 class registrations along with administrative staff at Adult Center and Foothills. Provide HR support for 96 FTE and 300 temp staff. Included in this budget are the fleet and shop charges for all of the department's 37 vehicles & park equipment.
	REVENUE GENERATION: Park ramada reservations- $140,000 (100-4240, 100-13040-424010, 100-13040-424011), Beer Permits/Special Use Permits- $15,000 (100-4218), MCP reservations- $6,000 (100-4240)
	SERVICE ALTERNATIVES: Options limited with respect to section of department. Possibly reduce hours that are open to the public and reduce staff accordingly (i.e. - reduce by at least one FTE).
	IMPACT OF CHANGING SERVICES: This is the hub of the department and where the majority of our patrons call for information and registration. There would be customer impacts, which might lead to dissatiscation with overall department services levels.
	A6000/A7000 BUDGET TOTALS: A6000- $201,510 FTE's $35 OT ere's $1424 shift differential, A7000- $335,642

Fund/Division #: 1000-14610 Division Name: Parks & Recreation Admin. # of FTEs: 2 A6000: $151,758 A7000: $0 TOTAL: $151,758	SERVICE DESCRIPTION: The is the managerial staff of the customer service division. It is responsible for the supervision of the Recreation Support Services staff and functions, the Marketing division and also maintains the Rec-Trac System. It also consists of an accountant position that assists with processing the financial systems of the department.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: See comments above for performance data of recreation support staff. The accountant position prepares close to 1000 voucher requests, over 45 purchase requisitions, monitors and processes over 60 procard accounts, citizen refunds, journal entries and department budget reporting.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:

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	The day to day management is essential to the department. However, financial services have bee combined with others in the department and redistributed. It can be reduced by one FTE as appropriate.
	IMPACT OF CHANGING SERVICES: It will result in an increased workload for remainging staff.
	A6000/A7000 BUDGET TOTALS: A6000-$151,758 (1000-14630)

Fund/Division #: 1000-14610 Division Name: Parks & Recreation Admin. # of FTEs: 1 A6000: $182,091 A7000: $1,100 TOTAL: $183,191	SERVICE DESCRIPTION: This is the department Executive Director position. It is responsible for strategic leadership, direction, general management and support to all department employees to provide Parks, Recreation and Library, while ensuring qualityf services for these two areas in our community.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: This is an important position. The Executive Director is accountable for department FTE's and temp positions; all contracts, grants; three citizen boards and commissions; IGA's; a $14.3 million operating department budget; the department's assets (parks, art, library services, swimming pools, etc.); esponsible for all operating divisions of the department; the provision of all programs and services,; and meeting community needs.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Sound leadership of the department is essential. However, it is always possible to eliminate the position and re-organize the various divisions into other city departments.
	IMPACT OF CHANGING SERVICES: Strategic leadership is important and various department functions can not efficiently operate with out direct-report, oversight and direction.

Fund/Division #: 1880-14820 Division Name: Rec Self Sust-Administration # of FTEs: 0 A6000: $0 A7000: $15,360 TOTAL: $15,360	SERVICE DESCRIPTION: Administrative account for all self-sustaining funds. Used for credit card fees and marketing charges.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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Fund/Division #: 1880-14850 Division Name: Youth and Teen Self Sustaining # of FTEs: 5 A6000: $237,136 A7000: $80,615 TOTAL: $317,751	SERVICE DESCRIPTION: The Youth and Teen Division operates five licensed after school programs which generate revenue. These programs are licensed and regulated by State. These programs also are registered with the Department of Economic Security to be reimbursed if qualifying families attend our programs. We also offer two Licensed Programs in the summer that generate revenue and are open from 7:00 a.m. to 6:00 p.m.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: FY 2010-2011 Program Participants: Canyon Elem. =2,186; Kachina Elem. = 1,108; Pioneer Elem. = 366; Sahuaro Ranch = 5,892 Desert Mirage = 6,618
	REVENUE GENERATION: 1880-14850-421400 - $288,320
	SERVICE ALTERNATIVES: 1) Grow the program by incorporating license programs at schools that do not have extended day care and increase revenue; 2) Eliminate the program.
	IMPACT OF CHANGING SERVICES: 1) Entrepreneurial growth could sustain GRASP drop-in part-time employees; 2) May cause concern raised by community about latch key kids.
	FTEs ASSOCIATED W/ SERVICE: 5 FTEs are paid from this division and 10 temporary staff with up to 19 hours a week. However, one of the FTE is assigned to the drop in GF program so this division operates with 4 FTE's and 10 temporary staff.

Fund/Division #: 1000-14650 Division Name: Youth and Teen # of FTEs: 6 A6000: $369,002 A7000: $137,711 TOTAL: $506,713	SERVICE DESCRIPTION: GRASP Drop-in programs at four locations. Children in grades 1-8 can participate in supervised outdoor activities, games, study time, and other recreational activities. Program hours are free from school dismissal to 6 p.m.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: FY 2010-2011 Program Participants: Glend. Com. Ctr= 14,640; O'Neil Rec Ctr = 13,920; Rose Lane Ctr = 9,360; Barcelona Middle = 6,480
	REVENUE GENERATION: 1880-14850-421400 - $13500
	SERVICE ALTERNATIVES: 1) Use the 1880 fund balance to sustain the temp pay staff in the GRASP Drop-in programs; 2) Eliminate the program.
	IMPACT OF CHANGING SERVICES: 1) This is a viable option and is contingent on the number of children in the program; 2) may cause concern in the community.
	FTEs ASSOCIATED W/ SERVICE: 6 FTEs are assigned to this divison and 7 temporary staff with up to 19 hours a week. 1 additional FTE from 14850 is also

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works in this area so this divison operates with 7 FTE and the 7 temporary staff.

A6000/A7000 BUDGET TOTALS:
A6000 - $358,852 FTE's + $10,151 Temp ere's A7000 - $137,711

Fund/Division #: 1880-14850
Division Name: Youth and Teen Self Sustaining

# of FTEs: 0

A6000: $0
A7000: $0
TOTAL: $0

SERVICE DESCRIPTION:
Summer Drop-in

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
FY 2010 - 2011 Program Participants: Copperwood = 1,632; Bicentennial = 960; Glendale Community Center = 1,312; Kachina = 672; Marshall Ranch = 928; O'Neil Rec Center=768; Pioneer = 1088; Rose Lane Rec Ctr.= 544 ($75 per student for the summer session)

REVENUE GENERATION:
1880-14850-421400 - $18000

SERVICE ALTERNATIVES:
1)Reduce summer locations; 2) Raise fees; 3) Eliminate the program.

IMPACT OF CHANGING SERVICES:
1) A reduction in locations may result in one less place that is a supervised safe-haven for youth; 2) Any increase in fees may have cause concerns by users, however it would help the program become even more self-sustaining; 3) This may concern within the community, however, there are private sector firms that may see it as an opportunity.

FTEs ASSOCIATED W/ SERVICE:
Included in 6 FTE noted above and 16 temporary staff with up to 19 hours a week

A6000/A7000 BUDGET TOTALS:
Included above

Fund/Division #: 1000-14620
Division Name: Glendale Community Center

# of FTEs: 2

A6000: $128,212
A7000: $18,607
TOTAL: $146,819

SERVICE DESCRIPTION:
The Glendale Community Center is located at 54th & Ocotillo and offers three programs: The YWCA Senior Program facilitated by the YWCA, a GRASP Youth After School Program (GRASP) and a Teen Program. It is also used for rentals.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
In FY 2010-2011, the Center serviced 24,633 Youth; 11,900 Teens, and 9,120 seniors.

REVENUE GENERATION:
Only revenue is for Youth drop in and is identified above. The revenue for rental in 2010-2011 was $2,192.00 (1880-14892).

SERVICE ALTERNATIVES:
1) Eliminating the teen program would save $511 per month and $6,134 annually in p/t staffing costs. Teens would be referred to other agencies for teen programs in the area or a non-profit group could be approached to offer a teen program and reduce staff accordingly; 2) Eliminate the youth program would save $6,140 in p/t staffing costs. A non-profit could be

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approached to offer a youth program; 3) Outsource the functions of the facility; 4) Temporarily close the facility.

IMPACT OF CHANGING SERVICES:
Any of these options will cause concern in this specific service area. Option 3 is perhaps the most viable option. Assuming the functions of the Center can be outsourced, staff and related costs would no longer be needed for this facilty.

FTEs ASSOCIATED W/ SERVICE:
2 FTEs and 2 temporary staff with up to 19 hours a week

A6000/A7000 BUDGET TOTALS:
A-6000-$127,352 FTE's + $860 temp; A-7000 $13,607 + (1880-14892) A7000 $5,000

Fund/Division #: 1280-13290
Division Name: YSC - Parks & Rec

# of FTEs: 0.05

A6000: $0
A7000: $262,000
TOTAL: $262,000

SERVICE DESCRIPTION:
The Glendale Youth Sports Complex is located on 13 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. The management of the GYSC is currently outsourced.

REQUIRED BY LAW/CODE/REG?:
No

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.

REVENUE GENERATION:
Over the past five years and on average, the facility has generated $27,604.23 in annual revenues to 1280-13290-421400.

SERVICE ALTERNATIVES:
1) Consider and act on new terms more favorable to the city, including the possible assumption of certain operations by the existing parks and maintenance staff; 2) Combine the management of this facility with other premier sports fields and issue an RFP for their collective management

IMPACT OF CHANGING SERVICES:
1) The management of this facility is currently outsourced and the terms are currently under review that may favor an alternate management structure may cause concerns by the current vendor; 2) Outsourcing this along with the other premier fields may be a viable approach, however, there will be a management fee, along with a possible loss of quality control and ability to respond to issues with immediacy

FTEs ASSOCIATED W/ SERVICE:
0.05 Deputy Director, Crew Leader & Service worker time allocation from Parks budget

A6000/A7000 BUDGET TOTALS:
A7000-$262,000; $50,000 for electric (in Field Ops Budget); $5,306.35 in staff time to monitor contract (in Parks Admin Budget)

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Fund/Division #: 1000-13020 Division Name: Park Irrigation # of FTEs: 4 A6000: $255,512 A7000: $50,920 TOTAL: $306,432	SERVICE DESCRIPTION: Provide maintenance and repair service to all city parks, retention areas, special use facilities and other city facilities for sprinkler irrigation systems.
	REQUIRED BY LAW/CODE/REG?: There is no state or federal requirement maintain and repair the irrigation systems in our parks. However, since we provide this service, it is subject to local building and design codes.
	CURRENT PERFORMANCE DATA: 100% of time dedicated to the repair and maintenance of irrigation systems, controllers, and back flow preventers at 71 parks and 58 other city facilities.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce service and staff appropriately; 2) Outsource operation and reduce staff appropriately.
	IMPACT OF CHANGING SERVICES: As current staff proactively check and maintain the current park irrigation systems, outsourcing this function may initially result in a reactive maintenance system. Infrastructure may deteriorate more rapidly; horticulture and turf might die and parks system may suffer. With outsourcing, there is a potentiall loss of response to immediate issues, which can lead to citizen dissatisfaction.

Fund/Division #: 1000-13030 Division Name: Parks CIP & Planning # of FTEs: 1 A6000: $92,239 A7000: $10,393 TOTAL: $102,632	SERVICE DESCRIPTION: The capital budget, or capital improvement plan, is an appropriation of bonds or operating revenue for improvements to city facilities that may include buildings, parks, streets and water and sewer lines. Design of sites and facilities to create an enriched visitor experience including ease and diversity of use.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Although the capital program has been deffered, there are still minor projects that this positin will complete. This position is also responsible for managing, supervising and leading the city Rights-of-Way Division.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reassign FTE [currently supervising another city division] and utilize Engineering Department to manage future CIP projects; 2) Reassign FTE and outsource future CIP administration.
	IMPACT OF CHANGING SERVICES: 1 & 2 - Eliminates control of department on CIP projects in parks and facilities, however, there will limited CIP funds available for the foreseeable future.

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Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 0 A6000: $0 A7000: $1,080,880 TOTAL: $1,080,880	SERVICE DESCRIPTION: Water Expenses - This has been highlighted specifically due to the significant cost allocated (at the current standard of application and use) for parks, sports complexes, city facilities, swimming pools, drinking fountains, bathrooms, fountains, and sprinkler irrigation throughout the city.
	REQUIRED BY LAW/CODE/REG?: There is no state or federal requirement to water our parks system. However, should we not water them and they become a blight, there are city codes that we may have to address this.
	CURRENT PERFORMANCE DATA: Water meters for over 300+ accounts at parks, swimming pools, fire and police stations, city court buildings, libraries, city hall, and others.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Further reduce water at city parks and facilities; 2) Remove plant material and turf, replace with decomposed granite.
	IMPACT OF CHANGING SERVICES: Lack of water to parks and facilities is not an option. Further reductions to this category will result in dead turf, trees, shrubs and city-owned assets becoming a blight.
	A6000/A7000 BUDGET TOTALS: A7000 - $1,200,000 Only $1,080,880 is allocated and the remaining is covered by other accounts within the division.

Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 2.95 A6000: $234,665 A7000: $2,500 TOTAL: $237,165	SERVICE DESCRIPTION: Administration
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Deputy Director, Park Manager and Secretary provide oversight and directional support to all division staff and its operations (including the Youth Sports Complex and all other athletic fields) Management of operational and capital budget allocations; performance measurement process and guidance and all other administrative support functions.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Sound leadership of the division is essential. However, it is always possible to eliminate the position and re-organize the various divisions into other city functions and/or outsourcing.
	IMPACT OF CHANGING SERVICES: Leadership is important and must be retained. If operations are outsourced, it would necessitate the review of positions to determine if they are properly classified based on new duties of contract management.

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Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 11 A6000: $630,659 A7000: $288,218 TOTAL: $918,877	SERVICE DESCRIPTION: Park/Facility/Trail Maintenance
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: 81% of the proportion of the total workload of direct labor performs maintenance tasks. 70 park sites including 55 Neighborhood; 9 Community; 6 Regional parks. 2188.5 acres of park land; 14 miles of hard surface trails; 27 miles of natural surface trails.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Contract some services such as tree and shrub pruning. This was removed from previous contract due to high cost.
	IMPACT OF CHANGING SERVICES: Loss of specialized staff and impact to citizen services. Loss of situational and immediate quality control of high profile and heavily used facilities.
	A6000/A7000 BUDGET TOTALS: A6000 - $ 630,659 A7000 - $169,436 + $118,782

Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 0 A6000: $0 A7000: $514,232 TOTAL: $514,232	SERVICE DESCRIPTION: Landscape Contracted Services
	REQUIRED BY LAW/CODE/REG?: Yes/No
	CURRENT PERFORMANCE DATA: Contracted mowing, litter, and picnic grill maintenance at 55 neighborhood parks, 9 community parks, and the Grand Canal (mowing); one retention basin; Varying levels of service at four of the six Regional Parks.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Currently outsourced.
	IMPACT OF CHANGING SERVICES: Keep outsourced as failure to maintain parks will result in significant citizen and customer impact; loss of revenue at regional/community parks with ramada and facility reservations.
	A6000/A7000 BUDGET TOTALS: A7000 - $514,232 - includes Elsie McCarthy Sensory Garden mowing/litter

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Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 2 A6000: $130,050 A7000: $68,902 TOTAL: $198,952	SERVICE DESCRIPTION: Urban Forestry/Horticulture
	REQUIRED BY LAW/CODE/REG?: There is no state or federal requirement to maintain our park trees. However, should they become a blight there may city codes with which we will have to comply.
	CURRENT PERFORMANCE DATA: There are approximately 13,000 trees in City parks and other areas are maintained by this two person crew.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce service and staff appropriately; 2) Outsource operation and reduce staff appropriately.
	IMPACT OF CHANGING SERVICES: 1 &2) Higher cost associated with contracted services based on previous history. Potential loss of quality control and ability to respond to issues with immediacy.
	A6000/A7000 BUDGET TOTALS: A6000 - $130,050 A7000 - $9,511 + $59,391

Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 2 A6000: $120,843 A7000: $72,125 TOTAL: $192,968	SERVICE DESCRIPTION: Open Space Maintenance: Retention Areas/Mowing
	REQUIRED BY LAW/CODE/REG?: Yes/No
	CURRENT PERFORMANCE DATA: 2% of total annual maintenance staff resources are dedicated to the mowing and maintenance of 19 retention areas totaling 32 acres; four sports complexes and associated fields (75%); and special projects (25%).
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce service and staff appropriately; 2) Outsource operation and reduce staff appropriately.
	IMPACT OF CHANGING SERVICES: Loss of specialized staff and impact to citizen services. Loss of situational and immediate quality control of high profile and heavily used facilities.
	FTEs ASSOCIATED W/ SERVICE: 2 + 30 hour contract employee
	A6000/A7000 BUDGET TOTALS: A6000 - $ 110,154 FTE's + $10,689 Temp's ere's A7000 - $12,734 + $59,391

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Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 0 A6000: $0 A7000: $64,200 TOTAL: $64,200	SERVICE DESCRIPTION: Restroom/Custodial Maintenance
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: These services are currently contracted for twelve sites including: Bonsall North, Bonsall South, Cholla, Foothills Skate Court, Murphy Park, O'Neil, Rose Lane, Thunderbird-Paseo 59th; Thunderbird-Paseo 67th, WARP - Ramada, WARP - X/Court. Staff maintains the restrooms at the four sports complexes.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Continue to outsource current facilities and add those that staff currently maintains; 2) Close the facilities.
	IMPACT OF CHANGING SERVICES: It is recommended that the facilities remain open and that we outsource the remaining sites. Not doing so may result in significant citizen and customer impact; loss of revenue at regional/community parks with ramada and facility reservations.

Fund/Division #: 1000-13040 Division Name: Parks Maintenance # of FTEs: 2 A6000: $119,817 A7000: $15,000 TOTAL: $134,817	SERVICE DESCRIPTION: Playground Inspection and Maintenance - The city's public playgrounds and swing sets are a high frequency use equipment and must be inspected and repaired routinely to ensure the complex play systems meet ADA laws, CPSC and ASTM guidelines and regulations to prevent accessibility issues or equipment malfunctions that may cause serious injuries.
	REQUIRED BY LAW/CODE/REG?: Yes - there are federal and state safety and ADA regulations regarding playgrounds and accessibility.
	CURRENT PERFORMANCE DATA: Two staff are Certified Playground Safety Inspectors through the National Playground Safety Inspection training, and are responsible for ensuring compliance with National Playground Safety Standards for 97 playgrounds throughout the city. They also perform routine inspections and repairs on the city's 137 sports courts (basketball, tennis, racquetball).
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Outsource this function and reduce staff accordingly.
	IMPACT OF CHANGING SERVICES: Safe playground are essential to the safety of the community. If outsourced, there may be a loss of situational and immediate quality control of high profile and heavily used facilities.

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Fund/Division #: 1000-14710 Division Name: Park Rangers # of FTEs: 3 A6000: $143,291 A7000: $124,055 TOTAL: $267,346	SERVICE DESCRIPTION: Enforcement of City Code, Open/Close parks and facilities, Open/Close Sports Complexes for reservations, Respond to citizen calls for service, and provide auxiliary support to Glendale Police as requested.
	REQUIRED BY LAW/CODE/REG?: Yes - enforcement of city codes pertaining to parks.
	CURRENT PERFORMANCE DATA: The Rangers close parks and facilities each evening at all regional/ community parks (14) plus the two SK8 facilities. Enforce city code at all 92 park and facilities as required. They provide customer service to patrons in distress (heat, injury, burglary, reservations, etc. as necessary)
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce staff and outsource with a Security Service; 2) Reassign sports complex gate duties to other division staff; 3) Transfer enforcement and customer service calls to the Police Department.
	IMPACT OF CHANGING SERVICES: 1 &3) There may be a loss of situational and immediate quality control of high profile and heavily used facilities; 2) this may lead to work load issues on remaining staff and potential customer service issues.
	FTEs ASSOCIATED W/ SERVICE: 3 + temp staff
	A6000/A7000 BUDGET TOTALS: A6000 - $134,541 FTE's + $8750 Temp ere's A7000 - $124,055

Fund/Division #: 1000-14760 Division Name: Historic Sahuaro Ranch # of FTEs: 2 A6000: $145,172 A7000: $58,707 TOTAL: $203,879	SERVICE DESCRIPTION: The Sahuaro Ranch Parks Historic Area (SRPHA) is part of the 80-acre Regional Park and is listed on the National Register of Historic Places. SRPHA creates a sense of place through educational opportunities that provide information about and motivates public interest and respect for the history of Sahuaro Ranch and the related agricultural history of Glendale. It has become a tourist destination and sought-after venue for special rental occassions.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: The Fruit Packing Shed is available for rental opportunities and special events are held at the site throughout the year and is managed by city staff. In 2011 there were 38 rentals for the Fruit Packing Shed. Nearly 20,000 visitors attended the special events, which include the Rose Show & Pruning, Juried Art Show, Children's Art Show, Tractor Show, Serve Day, Folk & Heritage Festival, Camping Event, Library Art Camp, Adventures in History, Ballet Under the Star, Wild West Festival, and the PSA Art Awakening. Weddings are held on the grounds - coordinated by the Historical Society. There were 650 tours of the buildings and grounds provided to over 7,500 vistors during specific times and by appointment.
	REVENUE GENERATION: 1880-14860-$55,343.69. Includes revenue from SRPHA rentals, vendor fees from events at SRPHA & X-Court, school tours, programs/camps at SRPHA, and donations.
	SERVICE ALTERNATIVES:

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1) Reduce staff and special event programming that occurs at the Ranch. 2) Outsource and/or secure lessee to manage the rental and tour operations.

IMPACT OF CHANGING SERVICES:
1) The Glendale Historic Society may raise concerns; 2) Loss of specialized staff and impact to citizen services. Loss of situational and immediate quality control of high profile and heavily used facilities.

FTEs ASSOCIATED W/ SERVICE:
2 FTE's. There are three temporary staff that are funded through the self-sustaining account for the site. The total amount for the the two temporary recreation programmers and one Recreation Leader III is approxmately $29,600.

A6000/A7000 BUDGET TOTALS:
A6000 - (1000-14760) $143,567 (1880-14860) $1,605 A7000 - (1000-14760) $19,650 (1880-14860) $33,264 (1000-14660) $5793

Fund/Division #: 1885-13110
Division Name: O'Neil Park Maintenance

# of FTEs: 0

A6000: $0
A7000: $4,800
TOTAL: $4,800

SERVICE DESCRIPTION:
Capital improvements, repairs and replacement of park equipment.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
This fund is depleted and longer in use.

REVENUE GENERATION:
FY ending balance- $0

SERVICE ALTERNATIVES:
Delete this fund.

IMPACT OF CHANGING SERVICES:
No Impact.

Fund/Division #: 1000-13170
Division Name: Dedicate A Tree

# of FTEs: 0

A6000: $0
A7000: $5,000
TOTAL: $5,000

SERVICE DESCRIPTION:
This program enables citizens to plant trees to celebrate loved ones passing, births, anniversaries or any other milestone. Funding provides division balance to purchase, install, and maintain the trees.

REQUIRED BY LAW/CODE/REG?:
No

CURRENT PERFORMANCE DATA:
Five trees were purchased in FY11 for this program for $550.

REVENUE GENERATION:
FY11 ending balance- $4285.07

SERVICE ALTERNATIVES:
Eliminate fund.

IMPACT OF CHANGING SERVICES:
Elimination of this fund would end the dedicate a tree program.

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	FTEs ASSOCIATED W/ SERVICE: Approxmiataly 5-6 hours per year.

Fund/Division #: 1885-13180 Division Name: Desert Valley Park # of FTEs: 0 A6000: $0 A7000: $8,000 TOTAL: $8,000	SERVICE DESCRIPTION: IGA with school to provide for long-term maintenance and repair for joint-use park. District schedules the site from 6:00am-4:00pm M-F During school year. The City has control over the remainder. The City is responsible for maintenance with costs being equally shared. FY12 money for parking lot repair.
	REQUIRED BY LAW/CODE/REG?: Yes - IGA
	CURRENT PERFORMANCE DATA: Minor improvements, repairs and replacement of joint use park equipment.
	REVENUE GENERATION: FY11 ending balance- $12,231.97
	SERVICE ALTERNATIVES: End IGA and return contributions to PUSD as appropiate.
	IMPACT OF CHANGING SERVICES: Ending the IGA with PUSD will most likely result in additional onstreet parking in the neighborhood and possibly increase maintenance costs of park.
	FTEs ASSOCIATED W/ SERVICE: Currently contracted.
	A6000/A7000 BUDGET TOTALS: No costs in FY 10-11.

Fund/Division #: 1885-13210 Division Name: Desert Mirage Park # of FTEs: 0 A6000: $0 A7000: $7,000 TOTAL: $7,000	SERVICE DESCRIPTION: IGA with school to provide for long-term maintenance and repair for joint-use park.City responsible for maintenance with the District responsible for 50% reimbursement. FY12 money intended for playground repairs.
	REQUIRED BY LAW/CODE/REG?: Yes - IGA
	CURRENT PERFORMANCE DATA: Minor improvements, repairs and replacement of joint use park equipment.
	REVENUE GENERATION: FY11 ending balance- $18,307.10
	SERVICE ALTERNATIVES: End IGA and return contributions to Pendergast School District as appropiate.
	IMPACT OF CHANGING SERVICES: Ending the IGA with the district would possibly increase the maintenance costs to GOG for the park.
	FTEs ASSOCIATED W/ SERVICE: Currently contracted.

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No costs in FY 10-11.

Fund/Division #: 1885-13220 Division Name: Desert Gardens Park # of FTEs: 0 A6000: $0 A7000: $7,000 TOTAL: $7,000	SERVICE DESCRIPTION: IGA with school to provide for long-term maintenance and repair for joint-use park. FY12 money intended for playground repairs.
	REQUIRED BY LAW/CODE/REG?: Yes - IGA
	CURRENT PERFORMANCE DATA: Minor improvements, repairs and replacement of joint use park equipment. Painted ramada and filled in tree wells in FY11.
	REVENUE GENERATION: FY11 ending balance- $12,690.03
	SERVICE ALTERNATIVES: End IGA and return contributions to GESD as appropiate.
	IMPACT OF CHANGING SERVICES: Ending the IGA with the district would possibly increase the maintenance costs to GOG for the park.
	FTEs ASSOCIATED W/ SERVICE: Currently contracted.
	A6000/A7000 BUDGET TOTALS: Total cost = $2,488.

Fund/Division #: 1885-13230 Division Name: Discovery Park # of FTEs: 0 A6000: $0 A7000: $7,000 TOTAL: $7,000	SERVICE DESCRIPTION: IGA with school to provide for long-term maintenance and repair for joint-use park. District maintains park duing school year. The City maintains the park after the normal school year. FY12 money intended for playground repairs.
	REQUIRED BY LAW/CODE/REG?: Yes - IGA
	CURRENT PERFORMANCE DATA: Minor improvements, repairs and replacement of joint use park equipment. Basketball courts were resurfaced in FY11.
	REVENUE GENERATION: FY11 ending balance- $7,512.85
	SERVICE ALTERNATIVES: End IGA and return contributions to GESD as appropiate.
	IMPACT OF CHANGING SERVICES: Ending the IGA with the district would possibly increase the maintenance costs to GOG for the park.
	FTEs ASSOCIATED W/ SERVICE: Currently contracted.
	A6000/A7000 BUDGET TOTALS: Total cost = $11, 083.

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Fund/Division #: 1885-13235 Division Name: Elsie McCarthy Pk. Maint # of FTEs: 0 A6000: $0 A7000: $44,038 TOTAL: $44,038	SERVICE DESCRIPTION: Privately endowed special use park. Funding provides for on-going maintenance of grounds, fountains and in infrastructure repairs.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: On-going maintenance. Also completed a modifications to the shade structure in FY11
	REVENUE GENERATION: $722.00 in interest income for FY11. (1885-13235) FY11 ending balance $135,270.37
	SERVICE ALTERNATIVES: Reduce level of service.
	IMPACT OF CHANGING SERVICES: Funds for this park were endowed to the City as a condition of maintaining the park. Slight reduction in servicing possible, however, city must maintain.
	FTEs ASSOCIATED W/ SERVICE: Currently contracted.
	A6000/A7000 BUDGET TOTALS: Total cost = $13,266.29

Fund/Division #: 1840-35004 Division Name: Grant Approp - Parks & Rec # of FTEs: 0 A6000: $50,000 A7000: $500,000 TOTAL: $550,000	SERVICE DESCRIPTION: No "cash backing" exists for the grant reserve appropriation until an actual grant is accepted by the city and 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 evening meetings. Any unused grant reserve appropriation expires at fiscal year end and is not carried over into the next fiscal year.
	REQUIRED BY LAW/CODE/REG?:
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION:
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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Parks Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$4,525,985	$4,499,907	$237,841	$9,263,733	69.05
FTE/A6000 Changes (staffing/furlough/benefits)	$184,399	$0	$0	$184,399	(3.50)
Diff b/w Submission FY 2013 Budget	($178,560)	$193,362	$0	$14,802	3.45
FY 2013 Draft Budget	$4,531,824	$4,693,269	$237,841	$9,462,934	69.00

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Fund/Division #: 1000-14720 Division Name: Foothills Recreation Center # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: The Foothills Recreation & Aquatics Center is a family friendly community recreation center that provides quality recreational programming for all ages. The facility provides multiple levels of particpation ranging from free use areas to fee-based added value programming that is priced according to the facilities cost recovery objectives. The facility operates 101.5 hours per week, 359 days a year.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: A total of 427,964 patrons visited and/or used the facility in 2010-2011.
	REVENUE GENERATION: 14720-410500 - $1,387 14720-421600 - $162,782 14720-421800 - $576,426 14720-422000 - $6,886 14720-422020 - $10,162 14720-422030 - $7,908 14720-422250 - $99,632 14720-423400 - $68,930 14720-424500 - $22,902 14720-425600 - $11,259 14720-451200 - $1,936 14720-455800 - $3,599 14720-456000 - $2
	SERVICE ALTERNATIVES: 1) Pursue full cost recovery of the facility and delete all General Fund subsidy (approximately 350k); 2) Review all pass and fee rates and increase; 3) Outsource the entire operation; 4) Temporarily close the facility.
	IMPACT OF CHANGING SERVICES: 1 & 2) This may necessitate the increase of fees, which may have an impact on revenue; 3) Possible loss of control and will still require contract management; 4) Patrons and community may raise concerns.
	FTEs ASSOCIATED W/ SERVICE: 7
	A6000/A7000 BUDGET TOTALS: A6000 - $463,860 A7000 - $962,614

Fund/Division #: 1000-14720 Division Name: Passes # of FTEs: 1.3 A6000: $100,000 A7000: $225,000 TOTAL: $325,000	SERVICE DESCRIPTION: Facility passes allow users to utilize a number of facility amenities including the fitness center, the gymnasium, walking track, etc.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Day Pass sales = 29,648 and Pass Scan visits = 143,519
	REVENUE GENERATION: 14720-421800 - $576,426 14720-422020 - $10,162
	SERVICE ALTERNATIVES: Outsource this operation.
	IMPACT OF CHANGING SERVICES: Additional overhead costs. Outsourcing of pass sales is not traditionally done & would lead to additional overhead costs.

Back to TOC

Fund/Division #: 1000-14720 Division Name: Programs & FRAC Aquatics Classes # of FTEs: 2.5 A6000: $150,000 A7000: $150,000 TOTAL: $300,000	SERVICE DESCRIPTION: This is an added value program that is fee-based beyond the normal pass holder priveleges. This also includes FRAC swim lessons.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: There were 913 aquatics class registrations; 7,304 persons received lessons; and 863 attended the aquatics summer camp.
	REVENUE GENERATION: 14720-421600 - $162,782
	SERVICE ALTERNATIVES: Outsource this operation.
	IMPACT OF CHANGING SERVICES: Less appeal to passholders, pass sales would suffer & revenue would decrease.

Fund/Division #: 1000-14720 Division Name: Aquatics Admission # of FTEs: 0.25 A6000: $50,000 A7000: $100,000 TOTAL: $150,000	SERVICE DESCRIPTION: This program is basically the summer swim season at the FRAC.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: At total of 32,371 persons swam at the FRAC during the most recent summer season.
	REVENUE GENERATION: 14720-422250- $99,632
	SERVICE ALTERNATIVES: Outsource this operation.
	IMPACT OF CHANGING SERVICES: Less appeal to passholders, pass sales might suffer & revenue would decrease.

Fund/Division #: 1000-14720 Division Name: Facility Rental # of FTEs: 0.5 A6000: $40,000 A7000: $30,000 TOTAL: $70,000	SERVICE DESCRIPTION: FRAC classroom rentals, rockwall, gymnasium, etc.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: There were a total of 500 outside rentals of rooms at the FRAC in FY 2010-11.
	REVENUE GENERATION: 14720-423400 - $68,930
	SERVICE ALTERNATIVES: Outsource this operation.

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	IMPACT OF CHANGING SERVICES: Possible loss of quality control and ability to respond to issues with immediacy.

Fund/Division #: 1000-14720 Division Name: Aquatics Facility Rental # of FTEs: 0.1 A6000: $10,000 A7000: $40,000 TOTAL: $50,000	SERVICE DESCRIPTION: Rentals of the Aquatics Center for various events (bday parties in summer) DV swim team for meets and practice, etc.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: There were 41 Party Rentals during the swim season.
	REVENUE GENERATION: 14720-424500 - $22,903
	SERVICE ALTERNATIVES: Outsource this operation.
	IMPACT OF CHANGING SERVICES: Possible loss of quality control and ability to respond to issues with immediacy.

Fund/Division #: 1000-14720 Division Name: Equipment Rental # of FTEs: 0.05 A6000: $2,500 A7000: $5,000 TOTAL: $7,500	SERVICE DESCRIPTION: Miscellaneous ancillary equipment such as AV (microphones, speakers, projectors, screens, etc)
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: N/A
	REVENUE GENERATION: 14720-422000 - $6, 886
	SERVICE ALTERNATIVES: Outsource this operation.
	IMPACT OF CHANGING SERVICES: Possible loss of quality control and ability to respond to issues with immediacy.

Back to TOC

Fund/Division #: 1000-14720 Division Name: Miscellaneous # of FTEs: 0.1 A6000: $1,000 A7000: $500 TOTAL: $1,500	SERVICE DESCRIPTION: Entertainment in the Activity Room such as coin-fed arcade games. REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: N/A REVENUE GENERATION: 14720-455800 - $3,599.79 SERVICE ALTERNATIVES: Remove machines. IMPACT OF CHANGING SERVICES: Decreased user satisfaction from youth and teen patrons.

Fund/Division #: 1000-14720 Division Name: Concessions # of FTEs: 0.1 A6000: $8,000 A7000: $10,000 TOTAL: $18,000	SERVICE DESCRIPTION: Includes all concessions sales at the front desk as well as shared revenue with contracted concessionaire. REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: The concession sales are typically high-volume during the swim season and then fall off. In FY 2010-2011, the operation of this facility brought in $11,260 in revenue. REVENUE GENERATION: 14720 - 425600 - $11,260 SERVICE ALTERNATIVES: 1) Run concession sales and generate revenue for FRAC; 2) Completely outsource all concession sales. IMPACT OF CHANGING SERVICES: 1) Hire contractual staff to run concession operations and generate revenue; 2) Possible loss of quality control and ability to respond to issues with immediacy. Possible lower revenues

Fund/Division #: 1000-14720 Division Name: Taxable Revenue (Merchandise) # of FTEs: 0.1 A6000: $1,500 A7000: $8,000 TOTAL: $9,500	SERVICE DESCRIPTION: Sales of non-food items at the front desk (locks, towels, sunscreen) REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: This is a convenience function for FRAC patrons. REVENUE GENERATION: 14720-451200 - $1936.26 SERVICE ALTERNATIVES: Outsource this operation.

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	IMPACT OF CHANGING SERVICES: Possible loss of quality control and ability to respond to issues with immediacy.

Fund/Division #: 1000-14720 Division Name: Facility Operations Expenses not covered by Facility Revenue # of FTEs: 2 A6000: $100,860 A7000: $363,920 TOTAL: $464,780	SERVICE DESCRIPTION: Costs of doing business (i.e. electricity, supplies, water, sanitation)
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: N/A
	REVENUE GENERATION: 0
	SERVICE ALTERNATIVES: Reduce Services, Outsource or Partnership
	IMPACT OF CHANGING SERVICES: Price Increses to the community, reduced program opportunities, and reduced recreational choices

Fund/Division #: 1000-14720 Division Name: Foothills Equipment Replacement Fund # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: These are funds generated through corporate pass sales that are earmarked for equipment replacement (treadmills, bikes, etc.)
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: N/A
	REVENUE GENERATION: 14810 - $18,322
	SERVICE ALTERNATIVES: Could potentially explore the lease of needed equipment for the FRAC.
	IMPACT OF CHANGING SERVICES: This might increase costs to City to provide the needed equipment.
	FTEs ASSOCIATED W/ SERVICE: NA
	A6000/A7000 BUDGET TOTALS: A7000 - $15000

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Foothills Rec & Aquatic Facility Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$463,860	$932,420	$30,194	$1,426,474	7.00
FTE/A6000 Changes (staffing/furlough/benefits)	($4,361)	$0	$0	($4,361)	(0.75)
Diff b/w Submission FY 2013 Budget	$4,361	$0	$0	$4,361	0.75
FY 2013 Draft Budget	$463,860	$932,420	$30,194	$1,426,474	7.00

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Fund/Division #: 1000-16040 Division Name: Included in Public Works: Downtown Beaut. & Promotion # of FTEs: 0 A6000: $0 A7000: $0 TOTAL: $0	SERVICE DESCRIPTION: Two Service Workers and Associated Supplies maintain the ROW, sidewalk and alley-way areas of the immediate Centerline area.
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Servicing of 43 trash containers; Servicing of the elevators, trash containers, stairwells, and overhangs in the public parking garage; Sweeps the parallel parking areas around Murphy Park, removes graffiti and ensures sidewalks are free of debris;
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce service and staff appropriately; 2) Outsource operation and reduce staff appropriately; 3) Establish Centerline BID and possibly partner for shared service.
	IMPACT OF CHANGING SERVICES: 1) The Centerline area is important to the community and a reduction of staff may result in less timely service, concerns raised by area merchants; 2) Loss of situational and immediate quality control of high profile and heavily traveled areas of the city; 3) An option, but may not be feasible at this time.
	FTEs ASSOCIATED W/ SERVICE: 2
	A6000/A7000 BUDGET TOTALS: A6000 - $141,535 A7000 - $15,000

Fund/Division #: 1282-16740 Division Name: Arena Event Operations # of FTEs: 0 A6000: $0 A7000: $49,996 TOTAL: $49,996	SERVICE DESCRIPTION: Area Rights of Way maintenance
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Provide maintenance and repair service.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Continue to outsource this service.
	IMPACT OF CHANGING SERVICES: This service needs to be maintained per the various agreements related to the arena.
	FTEs ASSOCIATED W/ SERVICE:

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Fund/Division #: 1340-16710 Division Name: Right-of-Way Maintenance # of FTEs: 0 A6000: $0 A7000: $546,036 TOTAL: $546,036	SERVICE DESCRIPTION: Landscape Contracted Services REQUIRED BY LAW/CODE/REG?: Yes CURRENT PERFORMANCE DATA: Four separate contracts cover Palm Trees, Medians, and maintenance of undeveloped and developed right of way areas REVENUE GENERATION: SERVICE ALTERNATIVES: Maintain outsourcing of this service. IMPACT OF CHANGING SERVICES: Failure to maintain this contract may result in significant citizen and customer impact; inability to maintain city assets.

Fund/Division #: 1340-16710 Division Name: Right-of-Way Maintenance # of FTEs: 0 A6000: $0 A7000: $481,100 TOTAL: $481,100	SERVICE DESCRIPTION: Utilities REQUIRED BY LAW/CODE/REG?: Yes CURRENT PERFORMANCE DATA: Sprinkler irrigation to all city-owned ROW areas -most in developed portion. REVENUE GENERATION: SERVICE ALTERNATIVES: Selectively remove ROW vegetation and cap the water lines. IMPACT OF CHANGING SERVICES: Significant citizen and customer impact; inability to maintain city assets. May result in aesthetic issues.

Fund/Division #: 1340-16710 Division Name: Right-of-Way Maintenance # of FTEs: 5 A6000: $277,177 A7000: $156,542 TOTAL: $433,719	SERVICE DESCRIPTION: Developed Areas REQUIRED BY LAW/CODE/REG?: Yes CURRENT PERFORMANCE DATA: Responsible for the mowing, irrigation, weed and debris removal, trimming, general landscaping of 253.54 acres of city-owned rights-of-way and 22.55 miles of city alleyways. (Plus 200 arterial miles of litter control* - shared with the undeveloped portion) REVENUE GENERATION: SERVICE ALTERNATIVES: 1) Reduce service and staff appropriately; 2) Outsource operation and reduce staff appropriately. IMPACT OF CHANGING SERVICES: 1 &2 - Loss of specialized staff and impact to citizen services. Loss of situational and immediate quality control of high profile and heavily traveled areas of the city. Either decision will result in reduction of service and/or responsiveness. A6000/A7000 BUDGET TOTALS:

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A6000 - $277177 A7000 - $131,655 + $24887

Fund/Division #: 1340-16710 Division Name: Right-of-Way Maintenance # of FTEs: 4 A6000: $210,896 A7000: $58,087 TOTAL: $268,983	SERVICE DESCRIPTION: Undeveloped Areas
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Responsible for the mowing, irrigation, weed and debris removal, trimming, general landscaping of 258.28 acresá of city-owned rights-of-way . Additionally, ROW is responsible for over 15,153 trees.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce service and staff appropriately; 2) Outsource operation and reduce staff appropriately.
	IMPACT OF CHANGING SERVICES: 1 &2 - Loss of specialized staff and impact to citizen services. Loss of situational and immediate quality control of high profile and heavily traveled areas of the city. Either decision will result in reduction of service and/or responsiveness.
	A6000/A7000 BUDGET TOTALS: A6000 - $210,896 A7000 - $33,200 + $24,887

Fund/Division #: 1340-16710 Division Name: Right-of-Way Maintenance # of FTEs: 3 A6000: $221,810 A7000: $1,660 TOTAL: $223,470	SERVICE DESCRIPTION: Administration
	REQUIRED BY LAW/CODE/REG?: Yes - there are various laws that require unobstructed rights-of-way for motorists and pedestrians.
	CURRENT PERFORMANCE DATA: Two Crew Leaders and a Contract Administrator (Engr Inspector) coordinate daily assignments of maintenance staff , administer performance measurements and expectations for staff and contracted services; review and provide comments to blueprints and planning documents.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: 1) Reduce service and staff appropriately; 2) Outsource all ROW operation and reduce staff appropriately.
	IMPACT OF CHANGING SERVICES: Will result in added duties for remaining staff and more workload; 2) Loss of situational and immediate quality control of high profile and heavily traveled areas of the city. Either decision may result in reduction of service and/or responsiveness.

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Fund/Division #: 1340-16710
Division Name: Right-of-Way Maintenance

# of FTEs: 2

A6000: $116,582
A7000: $21,800
TOTAL: $138,382

SERVICE DESCRIPTION:
Irrigation Service

REQUIRED BY LAW/CODE/REG?:
Yes

CURRENT PERFORMANCE DATA:
Provide maintenance and repair service to all [433 backflow prevention units*=2008 figure] city-owned sprinkler irrigation systems in rights-of-way areas. 50 MS4 storm-water areas.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
1) Reduce service and staff appropriately;2) Explore shifting to Utilities; 3) Outsource operation and reduce staff appropriately

IMPACT OF CHANGING SERVICES:
1 &3) - Loss of specialized staff and impact to citizen services. Loss of situational and immediate quality control of high profile and heavily traveled areas of the city. Either decision will result in reduction of service and/or responsiveness; 2) May result in workload issue on utilties and impact rate fees.

Right-of-Way Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$826,465	$1,315,221	$81,864	$2,223,550	14.00
FTE/A6000 Changes (staffing/furlough/benefits)	$94,940	$0	$0	$94,940	1.00
Diff b/w Submission FY 2013 Budget	($92,365)	($221)	$0	($92,586)	(1.00)
FY 2013 Draft Budget	$829,040	$1,315,000	$81,864	$2,225,904	14.00

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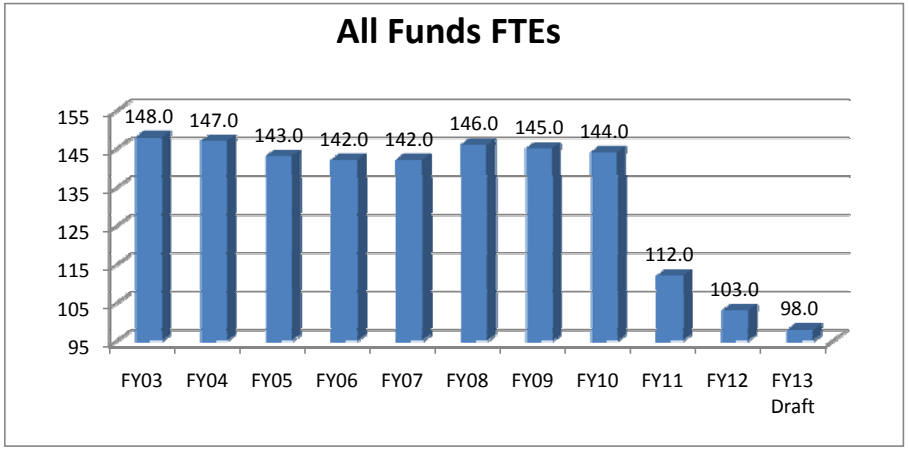
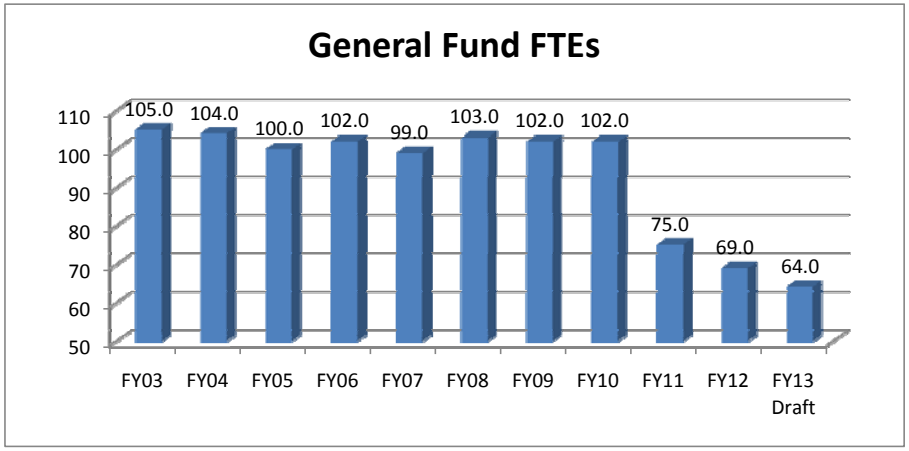
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Public Works (Remaining)





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Engineering											
1000 - General											
CIP Construction	3.0	3.0	5.0	3.0	3.0	3.0					
CIP Design	5.0	5.0	4.0	4.0	4.0	4.0					
Construction Inspection	9.0	9.0	7.0	7.0	7.0	7.0	7.0	7.0	4.0	5.0	5.0
Design Division	8.0	8.0	8.0	9.0	10.0	9.0	15.0	15.0	9.0	9.0	8.0
Engineering Administration	5.0	5.0	4.0	4.0	4.0	4.0	5.0	7.0	5.0	6.0	5.0
Land Development Division	1.0	1.0	4.0	5.0	4.0	5.0	5.0	5.0	5.0	3.0	3.0
Mapping and Records	2.0	2.0	5.0	4.0	3.0	3.0	2.0	2.0	1.0	1.0	1.0
Materials Testing	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0
Real Estate Services	5.0	5.0	2.0	3.0	3.0	3.0	2.0				
Special Projects Admin.	2.0	2.0									
Utility Inspection			2.0	3.0	3.0	3.0	3.0	3.0	2.0		
1000 - General Total	**43.0**	**43.0**	**44.0**	**45.0**	**44.0**	**44.0**	**42.0**	**42.0**	**28.0**	**27.0**	**25.0**
1660 - Transportation Sales Tax											
Transportation Engineering Pgm	1.0	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**	**1.0**			
Engineering Total	**44.0**	**44.0**	**45.0**	**46.0**	**45.0**	**45.0**	**43.0**	**43.0**	**28.0**	**27.0**	**25.0**

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Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Field Operations											
1000 - General											
Downtown Beaut. & Promotion						4.0	4.0	4.0	4.0	4.0	4.0
Cemetery	4.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Custodial Services	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	18.0	15.0	14.0
Facilities Management	25.0	26.0	21.0	21.0	21.0	21.0	21.0	21.0	17.0	16.0	14.0
Field Operations Admin.	10.0	10.0	10.0	10.0	8.0	8.0	8.0	8.0	2.0	2.0	2.0
Graffiti Removal	2.0	2.0	2.0	3.0	3.0	3.0	4.0	4.0	3.0	3.0	3.0
1000 - General Total	**61.0**	**60.0**	**55.0**	**56.0**	**54.0**	**58.0**	**59.0**	**59.0**	**46.0**	**42.0**	**39.0**
1040 - General Services											
Equipment Management	37.0	37.0	42.0	38.0	41.0	41.0	41.0	40.0	36.0	33.0	33.0
Fabrication/Welding	2.0	2.0									
Paint/Body Shop	3.0	3.0									
Parts Store Operations				1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1040 - General Services Total	**42.0**	**42.0**	**42.0**	**39.0**	**42.0**	**42.0**	**42.0**	**41.0**	**37.0**	**34.0**	**34.0**
Field Operations Total	**103.0**	**102.0**	**97.0**	**95.0**	**96.0**	**100.0**	**101.0**	**100.0**	**83.0**	**76.0**	**73.0**
Public Works Admin.											
1000 - General											
Public Works Administration	1.0	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**	**1.0**		
Public Works Admin. Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**		
Total FTEs for ALL FUNDS	**148.0**	**147.0**	**143.0**	**142.0**	**142.0**	**146.0**	**145.0**	**144.0**	**112.0**	**103.0**	**98.0**

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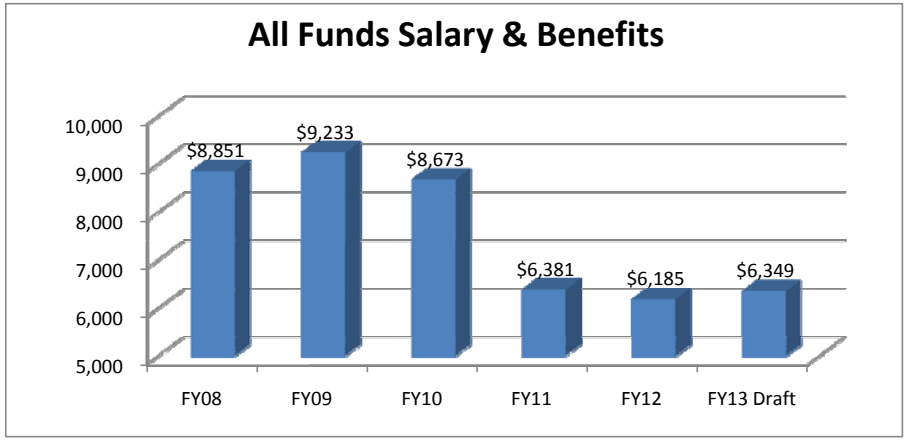
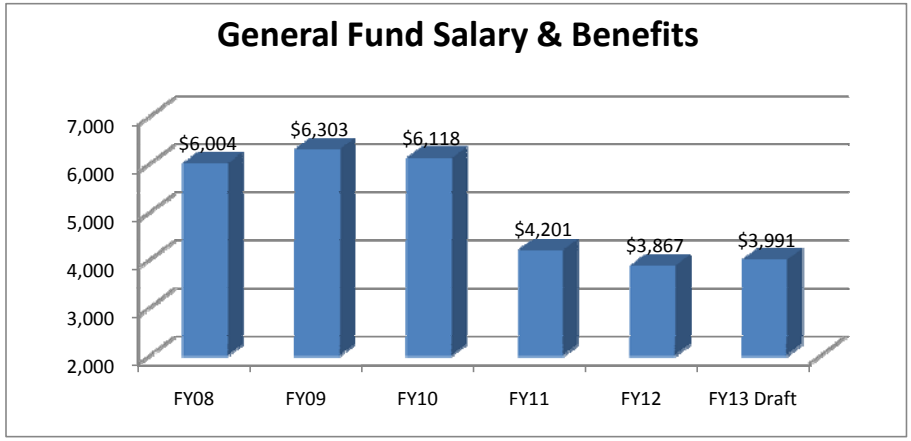
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Public Works (Remaining Depts)

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Engineering						
1000 - General						
CIP Construction	$304					
CIP Design	236	2				
Construction Inspection	530	546	507	299	353	394
Design Division	(241)	556	570	252	184	155
Engineering Administration	328	455	536	554	523	487
Land Development Division	475	479	453	298	281	315
Mapping and Records	163	156	153	81	77	85
Materials Testing	176	185	152	171	173	193
Real Estate Services	187	134				
Utility Inspection	201	210	209	73		
1000 - General Total	**2,359**	**2,721**	**2,580**	**1,727**	**1,591**	**1,629**
1660 - Transportation Sales Tax						
Transportation Engineering Pgm	106	106				
1660 - Transportation Sales Tax Total	**106**	**106**				
Engineering Total	**2,464**	**2,828**	**2,580**	**1,727**	**1,591**	**1,629**

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	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Field Operations						
1000 - General						
Downtown Beaut. & Promotion	127	167	165	168	158	176
Cemetery	120	120	117	114	111	124
Custodial Services	936	877	845	683	638	646
Facilities Management	1,368	1,351	1,373	948	966	951
Field Operations Admin.	710	695	674	275	249	294
Graffiti Removal	188	174	168	162	153	170
1000 - General Total	**3,449**	**3,384**	**3,343**	**2,350**	**2,276**	**2,362**
1040 - General Services						
Equipment Management	2,658	2,739	2,472	2,100	2,235	2,274
Parts Store Operations	82	83	81	80	83	85
Fuel Services	2	2	2			
1040 - General Services Total	**2,741**	**2,824**	**2,555**	**2,180**	**2,318**	**2,358**
Field Operations Total	**6,191**	**6,208**	**5,898**	**4,530**	**4,594**	**4,720**
Public Works Admin.						
1000 - General						
Public Works Administration	197	197	196	124		
1000 - General Total	**197**	**197**	**196**	**124**		
Public Works Admin. Total	**197**	**197**	**196**	**124**		
Total A6000 Series for ALL FUNDS	**$8,851**	**$9,233**	**$8,673**	**$6,381**	**$6,185**	**$6,349**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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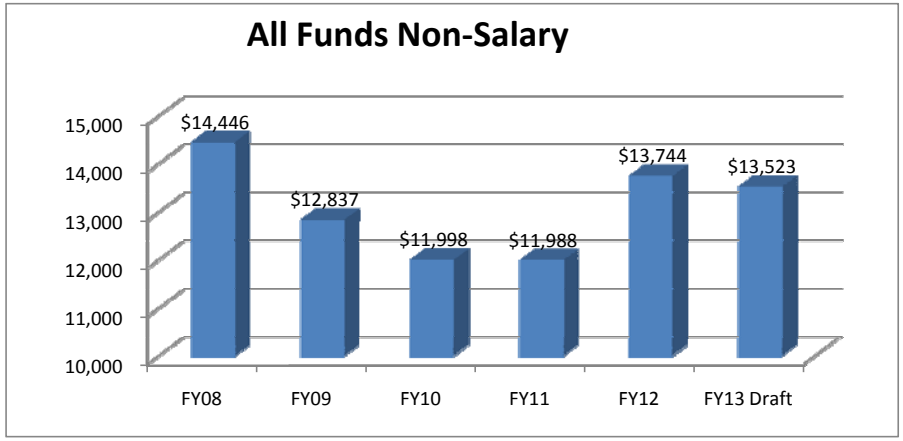
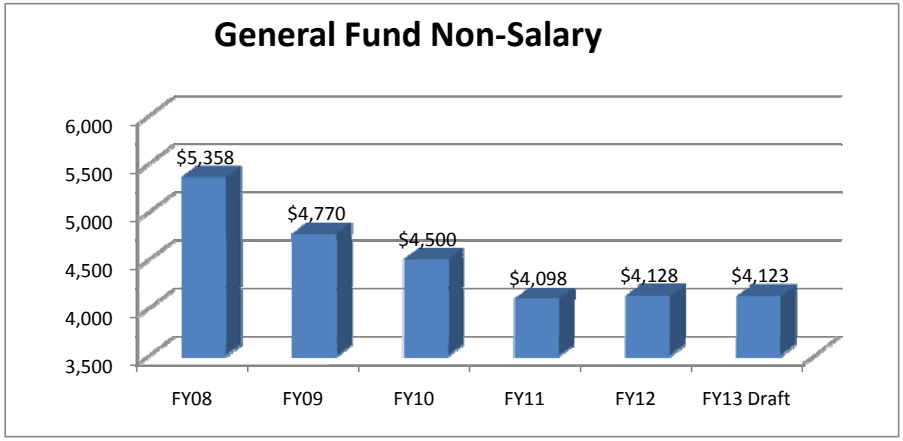
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Public Works (Remaining)

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Grants						
1840 - Grants						
PM10 Certified Street Sweeper			361			
1840 - Grants Total			**361**			
1842 - ARRA Stimulus Grants						
Equip Mgmt Facility Lighting						16
GMOC Parking Garage Lighting						3
1842 - ARRA Stimulus Grants Total						**18**
Grants Total			**361**			**18**
Engineering						
1000 - General						
CIP Construction	10					
CIP Design	10					
Construction Inspection	71	74	34	39	52	89
Design Division	44	26	20	20	35	21
Engineering Administration	41	20	25	7	25	26
Land Development Division	23	11	7	4	20	19
Mapping and Records	60	34	25	9	16	17
Materials Testing	37	33	32	40	44	34
Real Estate Services	28	13	-			
Utility Inspection	13	14	12	8	10	
BofA Bank Building	474	404	305	239	257	257
Promenade at Palmaire		72	58	61	56	56
1000 - General Total	**812**	**701**	**519**	**428**	**516**	**519**

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Dept Rollup / Fund / Division	Actuals FY08	FY09	FY10	FY11	Budget FY12	Draft FY13 Draft
1660 - Transportation Sales Tax						
Transportation Engineering Pgm	2	2	-			
1660 - Transportation Sales Tax Total	**2**	**2**	**-**			
Engineering Total	**814**	**703**	**519**	**428**	**516**	**519**
Field Operations						
1000 - General						
Downtown Beaut. & Promotion	506	158	71	93	79	80
Cemetery	98	85	82	79	103	103
Custodial Services	406	320	264	200	221	222
Facilities Management	3,027	3,037	3,094	2,837	2,711	2,708
Field Operations Admin.	346	325	322	330	335	335
Graffiti Removal	124	62	61	50	75	69
Downtown Parking Garage	29	73	80	75	83	83
Manistee Ranch Maintenance	5	5	5	5	5	5
1000 - General Total	**4,541**	**4,064**	**3,980**	**3,669**	**3,611**	**3,604**
1010 - National Events						
Right-of-Way - Mega Events	50					
1010 - National Events Total	**50**					
1040 - General Services						
Equipment Management	1,375	1,366	1,290	1,340	1,486	1,486
Parts Store Operations	1,620	1,475	1,294	1,246	1,738	1,738
Fuel Services	3,842	2,939	2,739	3,400	3,302	3,302
1040 - General Services Total	**6,837**	**5,780**	**5,323**	**5,987**	**6,526**	**6,527**
1280 - Youth Sports Complex						
YSC - Facilities Mgt.	38	46	52	46	60	60
1280 - Youth Sports Complex Total	**38**	**46**	**52**	**46**	**60**	**60**
1120 - Vehicle Replacement						
Equipment Replacement	2,161	2,240	1,763	1,858	3,030	2,796
1120 - Vehicle Replacement Total	**2,161**	**2,240**	**1,763**	**1,858**	**3,030**	**2,796**
Field Operations Total	**13,627**	**12,129**	**11,118**	**11,560**	**13,227**	**12,986**
Public Works Admin.						
1000 - General						
Public Works Administration	5	5	1	1		
1000 - General Total	**5**	**5**	**1**	**1**		
Public Works Admin. Total	**5**	**5**	**1**	**1**		
Total A7000 Series for ALL FUNDS	**$14,446**	**$12,837**	**$11,998**	**$11,988**	**$13,744**	**$13,523**

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

Account Name	FY 13 Draft
Shop Charges	$2,461
Landfill Charges	2,252
Fuel - Shop Chargebacks	1,690
Line Supplies	1,180
Contracted Temporary Help	640
Professional and Contractual	396
Electricity	375
Repair&Maint-Maj Eqpt Landfill	238
Utilities	184
Overtime Pay	180
All Other	3,927
	$13,523

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Fund/Division #: 1000-13410 Division Name: Animal control services (Field Operations Admin) # of FTEs: 0 A6000: $0 A7000: $335,195 TOTAL: $335,195	SERVICE DESCRIPTION: Contract with Maricopa county for animal control services, including "dog catcher services" and other various service response needs.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: The county currently responds to over 4,500 service activities related to stray or loose dogs, welfare checks, or response to dogs who are aggressive. Dog bite responses and stray dog responses make up the majority of calls. Dispatch service hours run from 7am to 10m, seven days per week.
	REVENUE GENERATION: There is no revenue that the city collects associated with this activity
	SERVICE ALTERNATIVES: No service alternatives identified at this time
	IMPACT OF CHANGING SERVICES: The City already has the Basic Level service for animal care and control. Reducing this service level would impact the number of activity responses provided to the community. The Basic Level service provided by the County is similar to other municipality service levels.

Fund/Division #: 1000-13410 Division Name: Field Operations Admin. # of FTEs: 2 A6000: $293,614 A7000: $0 TOTAL: $293,614	SERVICE DESCRIPTION: Provides leadership, direction and management to five operating divisions; Facility Management, Street Maintenance, Equipment Management, Solid Waste Collection and Solid Waste Disposal. Also manage the Animal Control Contract.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Manage total operating budget of approx. $42 million and full-time staff of 239 employees. Additional direct performance responsibilities include; 1) Plan Review for construction and planning drawings, 2) manage energy usage, rates and rebates, 3) manage CIP projects for Facilites, Streets and other department components (parks, bridges, lighting) 4) oversee ADA compliance and health/safety concerns for buildings, and 5) manage cemetery and graffiti operations.
	REVENUE GENERATION: There is no revenue that the city collects associated with this activity
	SERVICE ALTERNATIVES: None. Positions have already been reduced by 75% over past two years from 8 FTE's down to 2
	IMPACT OF CHANGING SERVICES: N/A

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Fund/Division #: 1000-13420 Division Name: Cemetery # of FTEs: 2 A6000: $124,143 A7000: $102,985 TOTAL: $227,128	SERVICE DESCRIPTION: Maintain Glendale Memorial Cemetery REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Provide 55 services annually, and care for 22 acres. The cemetery receives approx. 125 hours per week from community service workers. REVENUE GENERATION: Revenues from the cemetery are deposited in the general fund and are anticipated to recover 70% of operating costs in FY12 SERVICE ALTERNATIVES: None. IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13430 Division Name: Manistee Ranch Maintenance # of FTEs: 0 A6000: $0 A7000: $5,113 TOTAL: $5,113	SERVICE DESCRIPTION: Maintain the historical Manistee Ranch REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Provide electricity and service repairs REVENUE GENERATION: No Revenue SERVICE ALTERNATIVES: None IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13440 Division Name: Graffiti Removal # of FTEs: 3 A6000: $170,188 A7000: $68,874 TOTAL: $239,062	SERVICE DESCRIPTION: Eradicate graffiti on public property REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Remove over 15,000 graffiti tags annually, within 24-hours during week, no weekend service REVENUE GENERATION: Receive restitution on cases prosecuted. SERVICE ALTERNATIVES: Service levels could be reduced, but would negatively impact visual appearance of city. IMPACT OF CHANGING SERVICES:

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N/A

Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 0 A6000: $0 A7000: $2,301,123 TOTAL: $2,301,123	SERVICE DESCRIPTION: Electricity and Natural Gas
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Supplies the 914 utility accounts (electricity and natural gas) to city buildings, parks, decorative street lights, etc. (all except Water Services, street and traffic lights, and right of way controllers)
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 6.25 A6000: $424,774 A7000: $81,751 TOTAL: $506,525	SERVICE DESCRIPTION: Service Repairs
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provide repairs at over 150 buildings and over 70 parks to plumbing, electrical, and other components.
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/a

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Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 6.25 A6000: $424,774 A7000: $76,336 TOTAL: $501,110	SERVICE DESCRIPTION: HVAC Preventative Maintenance services
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Complete routine HVAC preventative maintenance at over 150 buildings
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 0 A6000: $0 A7000: $188,248 TOTAL: $188,248	SERVICE DESCRIPTION: Service contracts
	REQUIRED BY LAW/CODE/REG?: Yes - elevators, fire alarms, fire suppression, fire extinguishers
	CURRENT PERFORMANCE DATA: Service contracts: elevators, water conditioning, fire alarm panels, fire suppression, pigeon control, fire extinguishers, alarm monitoring
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: These services are already solicited through a competitive bid process.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 0.5 A6000: $33,982 A7000: $35,409 TOTAL: $69,391	SERVICE DESCRIPTION: Alarms and Security Systems
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Provide staff and materials to support the alarm systems and security access to city buildings
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.

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	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 0.25 A6000: $16,991 A7000: $17,200 TOTAL: $34,191	SERVICE DESCRIPTION: Vandalism, Damage and Emergency Response
	REQUIRED BY LAW/CODE/REG?: No.
	CURRENT PERFORMANCE DATA: Respond to over 180 emergency, after hours, events per year
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 0.5 A6000: $33,982 A7000: $0 TOTAL: $33,982	SERVICE DESCRIPTION: Facility Enhancement
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provide staff support for tenant improvements and projects
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

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Fund/Division #: 1000-13450 Division Name: Facilities Management # of FTEs: 0.25 A6000: $16,991 A7000: $8,000 TOTAL: $24,991	SERVICE DESCRIPTION: Special Events Support
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provide Facilities staff and materials for special events, Glitter requires approx. 400 staff hours
	REVENUE GENERATION: No revenue directly to department
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13460 Division Name: Custodial Services # of FTEs: 7.5 A6000: $346,334 A7000: $74,502 TOTAL: $420,836	SERVICE DESCRIPTION: Restroom service
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Daily cleaning of restrooms, and detention area.
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13460 Division Name: Custodial Services # of FTEs: 4 A6000: $184,712 A7000: $37,074 TOTAL: $221,786	SERVICE DESCRIPTION: Trash services
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Daily cleaning of common area, break areas and trash service
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES:

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N/A

Fund/Division #: 1000-13460 Division Name: Custodial Services # of FTEs: 1 A6000: $46,178 A7000: $69,557 TOTAL: $115,735	SERVICE DESCRIPTION: Pest Control and Additional Services
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Monthly pest spraying service, including termite service ($57,371); and Additional Services: Exterior building / common area cleanup, shampoo of carpets, special requests for additional service ($58,364).
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13460 Division Name: Custodial Services # of FTEs: 1.5 A6000: $69,267 A7000: $31,909 TOTAL: $101,176	SERVICE DESCRIPTION: Floor cleaning
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Vacuuming, sweeping of common area floors is completed at least weekly
	REVENUE GENERATION: No revenue.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

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Fund/Division #: 1000-13460 Division Name: Custodial Services # of FTEs: 0 A6000: $0 A7000: $8,470 TOTAL: $8,470	SERVICE DESCRIPTION: Special Events Support
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provide Custodial staff and materials for special events. For example, Glitter requires approx. 350 staff hours
	REVENUE GENERATION: No revenue directly to department
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13461 Division Name: Downtown Parking Garage # of FTEs: 0 A6000: $0 A7000: $63,000 TOTAL: $63,000	SERVICE DESCRIPTION: Electricity
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provide electricity to the facility.
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-13461 Division Name: Downtown Parking Garage # of FTEs: 0 A6000: $0 A7000: $19,633 TOTAL: $19,633	SERVICE DESCRIPTION: Maintenance
	REQUIRED BY LAW/CODE/REG?: Yes - elevators, fire alarms, fire suppression, fire extinguishers
	CURRENT PERFORMANCE DATA: Elevator service contract, water for landscaping and garage, fire suppression testing
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES:

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N/A

Fund/Division #: 1000-13710 & 13715 Division Name: BofA Bank Building & Promenade at Palmaire # of FTEs: 0 A6000: $0 A7000: $312,979 TOTAL: $312,979	SERVICE DESCRIPTION: Provide maintenance services.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Promenade building is 100% leased. B. of A. building is 80% leased.
	REVENUE GENERATION: $539, 826 in revenue from the Promenade and the BofA.
	SERVICE ALTERNATIVES: These commercial buildings that the city operates are being managed by a professional service.
	IMPACT OF CHANGING SERVICES:
	A6000/A7000 BUDGET TOTALS: A7000 - $312,979 Promenade Operating - $56,400; BofA Operating - $256,579

Fund/Division #: 1000-13720 & 13730 Division Name: Eng. Admin. & Design Division # of FTEs: 13 A6000: $641,446 A7000: $47,215 TOTAL: $688,661	SERVICE DESCRIPTION: Engineering project management for city projects; also in-house design work. Survey services to City departments, as needed; Real estate services, internal to city projects and external to residents and developers, along with property management.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: 32 CIP projects worth $16 million; 29 in-house design projects.
	REVENUE GENERATION: $653,000. Project Manager fees are charged for CIP related projects.
	SERVICE ALTERNATIVES: Projects need to be professionally managed. CIP oversight consisting of project managers ensure a quality work product.
	IMPACT OF CHANGING SERVICES: Could outsource 100% at 300% cost increase. Costs would be the burden of the client City departments.
	FTEs ASSOCIATED W/ SERVICE: 13

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Fund/Division #: 1000-13770 & 13780 Division Name: Mapping and Records & Land Development # of FTEs: 4 A6000: $399,965 A7000: $35,402 TOTAL: $435,367	SERVICE DESCRIPTION: Maps provided to both city staff (projects) and to the public. Integrates new mapping information into city master database. Plan review for construction drawings, minor land divisions; questions from developers and residents about engineering development standards including grading & drainge.
	REQUIRED BY LAW/CODE/REG?: Yes - State drainage & groundwater rules; federal and state water quality; federal floodplain (FEMA).
	CURRENT PERFORMANCE DATA: Mapping counter is open 8-5, five days/week. Mapping provided 2100 service requests. Construction plan review time is 20 days, or less.
	REVENUE GENERATION: Approximately $95,000. Plan review fees collected: $94,162. Mapping: of the approximate 2,000 requests/year, roughly 800 are internal by city staff (at no charge); and the remaining 1200 external map request generate approximately $1,200 per year.
	SERVICE ALTERNATIVES: None. System mapping must be maintained.
	IMPACT OF CHANGING SERVICES:

Fund/Division #: 1000-13790, 13800 & 13820 Division Name: Construction Inspection, Materials Testing & Utility Inspection # of FTEs: 8 A6000: $587,551 A7000: $123,001 TOTAL: $710,552	SERVICE DESCRIPTION: Construction inspection to ensure proper construction procedures to minimize future maintenance/failure. Testing the subgrade, asphalt & concrete to see that it meets specifications as delivered and is properly placed.
	REQUIRED BY LAW/CODE/REG?: Yes - County & City ordinance.
	CURRENT PERFORMANCE DATA: MAG & City Engineering standards for sub-grade, asphalt, and concrete.
	REVENUE GENERATION: $183,268 fees for 15 CIP projects; $812,806 collected in fees for private utility projects in FY12.
	SERVICE ALTERNATIVES: Future maintenance costs would significantly increase without inspection & testing.
	IMPACT OF CHANGING SERVICES:

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Fund/Division #: 1000-16040 Division Name: Downtown Beaut. & Promotion # of FTEs: 2 A6000: $89,216 A7000: $22,500 TOTAL: $111,716	SERVICE DESCRIPTION: Maintenance crew REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Daily maintenance in downtown, cleaning of alleys, replacing flowers REVENUE GENERATION: No direct revenue is generated from this activity SERVICE ALTERNATIVES: None IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-16040 Division Name: Downtown Beaut. & Promotion # of FTEs: 2 A6000: $86,526 A7000: $6,742 TOTAL: $93,268	SERVICE DESCRIPTION: Security officers REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Provide enhanced security in the downtown area including city facilities REVENUE GENERATION: No Revenue SERVICE ALTERNATIVES: None IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-16040 Division Name: Downtown Beaut. & Promotion # of FTEs: 0 A6000: $0 A7000: $27,412 TOTAL: $27,412	SERVICE DESCRIPTION: Power washing, cleaning of parking garage, replacement of benches, kiosks REQUIRED BY LAW/CODE/REG?: No CURRENT PERFORMANCE DATA: Power wash the downtown sidewalks twice annually, cleans the downtown parking garage twice a week, replaces 5 teak benches annually REVENUE GENERATION: No Revenue SERVICE ALTERNATIVES: None

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	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1000-16040 Division Name: Downtown Beaut. & Promotion # of FTEs: 0 A6000: $0 A7000: $23,000 TOTAL: $23,000	SERVICE DESCRIPTION: Marketing of downtown events
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provide a marketing campaign and shopping promotions for downtown area
	REVENUE GENERATION: Increase in visitor spending during events.
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1040-13510 Division Name: Equipment Management # of FTEs: 16 A6000: $1,102,313 A7000: $696,386 TOTAL: $1,798,699	SERVICE DESCRIPTION: Preventative Maintenance services
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provide over 5,200 preventative maintenance services to over 1400 vehicles
	REVENUE GENERATION: $1,899,885 - Revenues are generated in the form of charge-backs to the user departments.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

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Fund/Division #: 1040-13510 Division Name: Equipment Management # of FTEs: 9 A6000: $620,051 A7000: $566,870 TOTAL: $1,186,921	SERVICE DESCRIPTION: Repairs
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Provided over 15,800 repairs (work orders) per yr.
	REVENUE GENERATION: $1,243,824- Revenues are generated in the form of charge-backs to the user departments
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1040-13510 Division Name: Equipment Management # of FTEs: 6.5 A6000: $447,815 A7000: $127,230 TOTAL: $575,045	SERVICE DESCRIPTION: Make Ready
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Prepare vehicles for usage - includes installation of decals, lights, computers
	REVENUE GENERATION: $616,148 - Revenues are generated in the form of charge-backs to the user departments
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1040-13510 Division Name: Equipment Management # of FTEs: 0.25 A6000: $17,224 A7000: $87,200 TOTAL: $104,424	SERVICE DESCRIPTION: Car wash
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provides for 14,200 vehicle washes annually, of which approximately half are Sanitation.
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES:

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N/A

Fund/Division #: 1040-13510 Division Name: Equipment Management # of FTEs: 1 A6000: $68,895 A7000: $4,200 TOTAL: $73,095	SERVICE DESCRIPTION: Motor Pool
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Provided 1,200 dispatches of 21 vehicles at 2 locations
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: This is the service alternative developed to reduce underutilized vehicles
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1040-13510 Division Name: Equipment Management # of FTEs: 0.25 A6000: $17,224 A7000: $4,450 TOTAL: $21,674	SERVICE DESCRIPTION: Fuel Island cleaning and maintenance
	REQUIRED BY LAW/CODE/REG?: Yes
	CURRENT PERFORMANCE DATA: Required daily inspection
	REVENUE GENERATION: Part of this cost is recovered in the fuel surcharge that each department pays of $.13/gallon
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

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Fund/Division #: 1040-13520 Division Name: Fuel Services # of FTEs: 0 A6000: $0 A7000: $3,302,443 TOTAL: $3,302,443	SERVICE DESCRIPTION: Provide fuel for General Fund Departments, Public Safety, Sanitation, Water Services, and Transportation (Dial a Ride and Fixed Route).
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: General Fund Departments ($297,220); Police vehicles and Fire ($1,188,879); Sanitation vehicles ($1,320,978); Water Services ($264,195); Dial a ride ($231,171).
	REVENUE GENERATION: $3,302,443. Costs for fuel are charged back to the user departments.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A
	A6000/A7000 BUDGET TOTALS: A7000 - $297,220; A7000 - $1,188,879; A7000 - $1,320,978; A7000 - $264,195; A7000 - $231,171

Fund/Division #: 1040-13530 Division Name: Parts Store Operations # of FTEs: 1 A6000: $84,616 A7000: $1,737,782 TOTAL: $1,822,398	SERVICE DESCRIPTION: Provide parts for equipment repairs
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: The City contracts with NAPA to provide automotive parts on an as needed basis. This service was outsourced to NAPA in 2006 with the opening of the new fleet maintenance facility
	REVENUE GENERATION: $1,820,397. Costs for parts are charged back to the user departments.
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Back to TOC

Fund/Division #: 1120-13610 Division Name: Equipment Replacement # of FTEs: 0 A6000: $0 A7000: $2,795,693 TOTAL: $2,795,693	SERVICE DESCRIPTION: Equipment Replacement
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Replace equipment for city departments
	REVENUE GENERATION: Departments contribute to replacement fund, and sales of vehicles being replaced are contributed to the fund.
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1280-13470 Division Name: YSC - Facilities Mgt. # of FTEs: 0 A6000: $0 A7000: $56,000 TOTAL: $56,000	SERVICE DESCRIPTION: Electricity
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: The city pays the electricty costs associated with lighting the youth sports fields
	REVENUE GENERATION: The city receives a portion of the revenues generated at the facility
	SERVICE ALTERNATIVES: None
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1280-13470 Division Name: YSC - Facilities Mgt. # of FTEs: 0 A6000: $0 A7000: $4,000 TOTAL: $4,000	SERVICE DESCRIPTION: Repairs and replacement
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Replacement lamps, ballasts, and service repairs to facility
	REVENUE GENERATION: The city receives a portion of the revenues generated at the facility
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:

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Fund/Division #: 1842-37071 Division Name: Equip Mgmt Facility Lighting # of FTEs: 0 A6000: $0 A7000: $15,648 TOTAL: $15,648	SERVICE DESCRIPTION: Lighting Retrofit
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Grant funding to replace lighting at Equipment Management
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Fund/Division #: 1842-37072 Division Name: GMOC Parking Garage Lighting # of FTEs: 0 A6000: $0 A7000: $2,654 TOTAL: $2,654	SERVICE DESCRIPTION: Lighting Retrofit
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: Grant funding to replace lighting at GMOC Parking Garage
	REVENUE GENERATION: No Revenue
	SERVICE ALTERNATIVES: None.
	IMPACT OF CHANGING SERVICES: N/A

Back to TOC

Public Works-GF Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$6,348,772	$13,523,186	$345,445	$20,217,403	98.00
FTE/A6000 Changes (staffing/furlough/benefits)	$164,096	$0	$0	$164,096	(5.00)
Diff b/w Submission FY 2013 Budget	($164,098)	($2)	$0	($164,100)	5.00
FY 2013 Draft Budget	$6,348,770	$13,523,184	$345,445	$20,217,399	98.00

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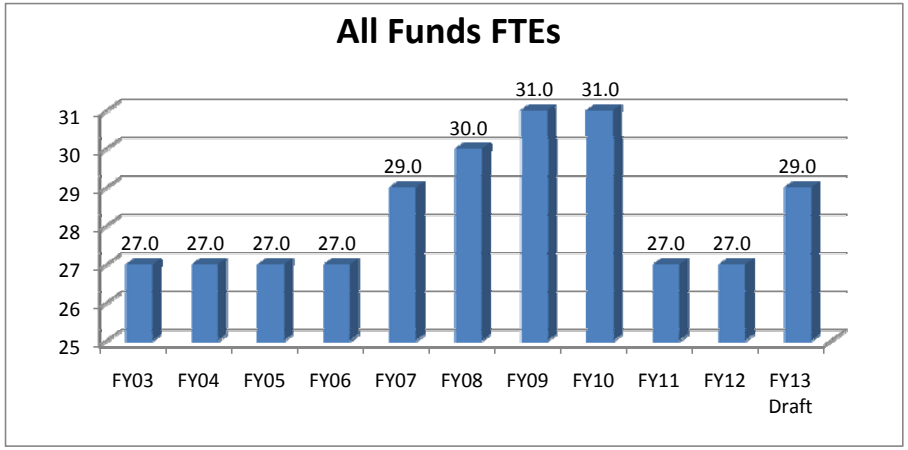
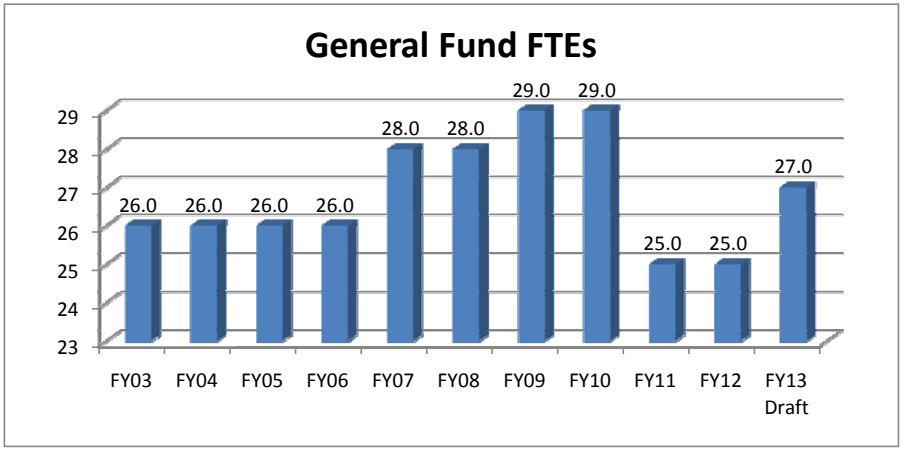
FY 2013 Draft Operating Budget
Full-Time Equivalent (FTEs)
Tech. & Innovation





ALL FUNDS - FTE Count

Dept Rollup / Fund / Division	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Info. Technology											
1000 - General											
Information Technology	26.0	26.0	26.0	26.0	28.0	28.0	29.0	29.0	25.0	25.0	27.0
1000 - General Total	**26.0**	**26.0**	**26.0**	**26.0**	**28.0**	**28.0**	**29.0**	**29.0**	**25.0**	**25.0**	**27.0**
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
1140 - PC Replacement Total						**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Info. Technology Total	**27.0**	**27.0**	**27.0**	**27.0**	**29.0**	**30.0**	**31.0**	**31.0**	**27.0**	**27.0**	**29.0**
Total FTEs for ALL FUNDS	**27.0**	**27.0**	**27.0**	**27.0**	**29.0**	**30.0**	**31.0**	**31.0**	**27.0**	**27.0**	**29.0**

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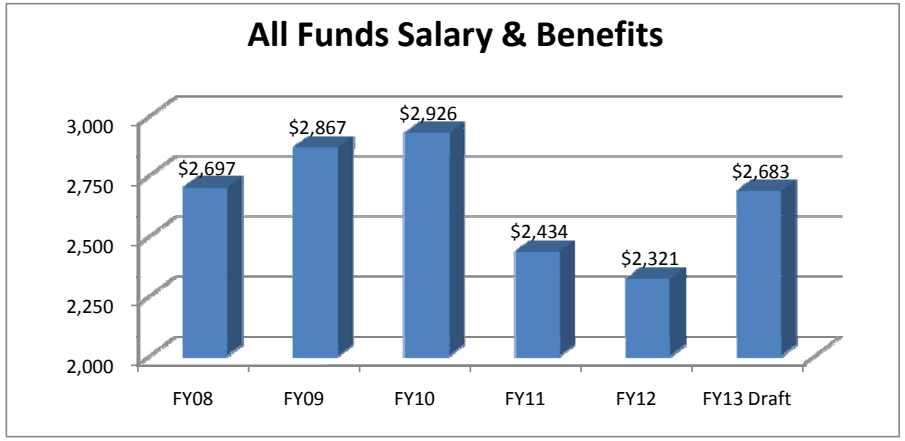
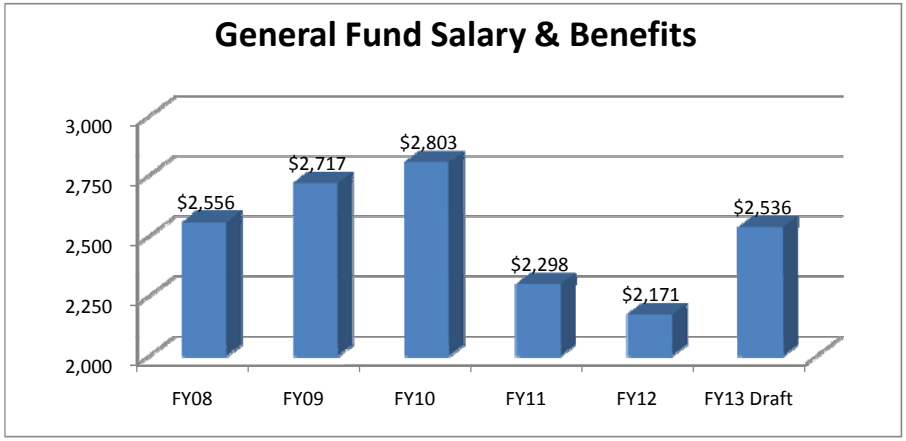
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Tech. & Innovation

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

		Actuals			Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Info. Technology						
1000 - General						
Information Technology	$2,556	$2,717	$2,803	$2,298	$2,171	$2,536
1000 - General Total	**2,556**	**2,717**	**2,803**	**2,298**	**2,171**	**2,536**
1100 - Telephone Services						
Telephones	86	89	84	84	87	89
1100 - Telephone Services Total	**86**	**89**	**84**	**84**	**87**	**89**
1140 - PC Replacement						
Technology Replacement	55	61	39	52	63	59
1140 - PC Replacement Total	**55**	**61**	**39**	**52**	**63**	**59**
Info. Technology Total	**2,697**	**2,867**	**2,926**	**2,434**	**2,321**	**2,683**
Total A6000 Series for ALL FUNDS	**$2,697**	**$2,867**	**$2,926**	**$2,434**	**$2,321**	**$2,683**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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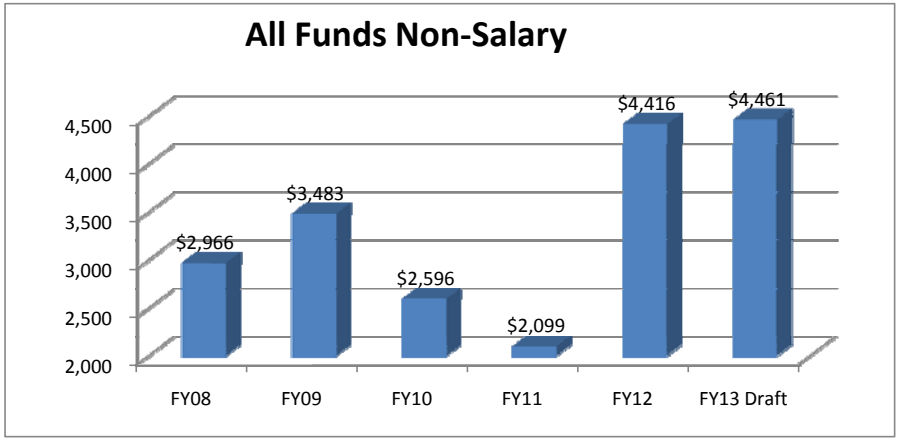
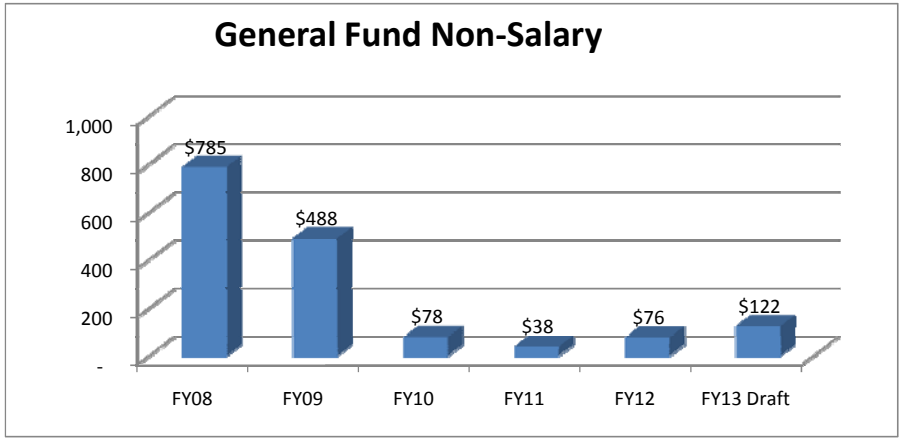
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Tech. & Innovation

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Info. Technology						
1000 - General						
Information Technology	$785	$488	$78	$38	$76	$122
1000 - General Total	**785**	**488**	**78**	**38**	**76**	**122**
1100 - Telephone Services						
Telephones	622	819	1,194	707	892	891
1100 - Telephone Services Total	**622**	**819**	**1,194**	**707**	**892**	**891**
1140 - PC Replacement						
Technology Replacement	1,559	2,176	1,325	1,353	3,448	3,448
1140 - PC Replacement Total	**1,559**	**2,176**	**1,325**	**1,353**	**3,448**	**3,448**
Info. Technology Total	**2,966**	**3,483**	**2,596**	**2,099**	**4,416**	**4,461**
Total A7000 Series for ALL FUNDS	**$2,966**	**$3,483**	**$2,596**	**$2,099**	**$4,416**	**$4,461**

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

Account Name	FY 13 Draft
Software Maintenance	$1,033
Equipment	1,000
Telephone Utilities	820
Equipment Less $5,000/Unit	790
Dept. Contingency	579
Hardware Maintenance	60
Professional Development	48
Repair&Maint-Maj Eqpt Landfill	45
Professional and Contractual	40
Line Supplies	34
All Other	12
	$4,461

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Fund/Division #: 1000-11510 Division Name: Information Technology # of FTEs: 25 A6000: $2,171,113 A7000: $122,156 TOTAL: $2,293,269	SERVICE DESCRIPTION: Provides 24X7 support for data center, network, phones and key business applications, GIS, Technology project mangement, security and LEAN project initiatives.
	REQUIRED BY LAW/CODE/REG?: Directly impacts ability to comply with security / legislative / legal requirements.Data Breach Security º75-4401, Records Retention: º41-151.15(B),º41-151.19,º38-421, Payment Card Industry(PCI), HIPPA
	CURRENT PERFORMANCE DATA: Provides 24X7 technical support to all city departments. Average 693 monthly requests for service. LEAN savings of 10,404 staff hours ongoing or 298% ROI on employee time, 1500 desktop devices: 400 mobile devices, 227 servers: 180 databases. Over 25 core business applications, including but not limited to payroll, sales tax, utility billing, financial systems, public safety and web services including online payment and business links. Over 33 miles of data network and voice systems integrating all city locations. Provide project management for large scale technology projects. Provide Citywide GIS support for master address management, web GIS applications, City maps, GIS documents for publications and presentations. Provide data security to ensure compliance with State, Federal and banking industry regulations as well as security best practices . Manage back-up data centers for emergency use.Training for technical staff.
	REVENUE GENERATION: Cost savings are obtained through technology efficiencies. LEAN efforts have eliminated 10,404 hours of process time Citywide.
	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.

Fund/Division #: 1100-11520 Division Name: Telephones # of FTEs: 1 A6000: $86,555 A7000: $891,481 TOTAL: $978,036	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. 2 Core phone switches: 36 remote switches: 2446 active desk phones. Manages phone use, programs extensions, manages voicemail, provides technical support for call center software, 911 and general phone services. Manages phone and data billings in addition to cellular and data communications. Develops chargeback model for phone services. Training for technical staff.
	REVENUE GENERATION:
	SERVICE ALTERNATIVES: Note: The total cost of service related to this item is predominantly associated with utility charges for telephone and data services.
	IMPACT OF CHANGING SERVICES:

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Fund/Division #: 1140-11530
Division Name: Technology Replacement

# of FTEs: 1

A6000: $63,049
A7000: $3,447,727
TOTAL: $3,510,776

SERVICE DESCRIPTION:
Manages TRF inventory, reporting, equipment ordering, TRF analysis. Provides IT administrative support

REQUIRED BY LAW/CODE/REG?:

CURRENT PERFORMANCE DATA:
There are 4226 active items in TRF inventory including required software licensing and support. This division provides TRF management including inventory reporting and replacement ordering. Provides admin support for IT including participation in LEAN event management.

REVENUE GENERATION:

SERVICE ALTERNATIVES:
Note: 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.

IMPACT OF CHANGING SERVICES:

Technology & Innovation Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$2,320,717	$4,461,364	$579,832	$7,361,913	27.00
FTE/A6000 Changes (staffing/furlough/benefits)	$362,109	$0	$0	$362,109	2.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$2,682,826	$4,461,364	$579,832	$7,724,022	29.00

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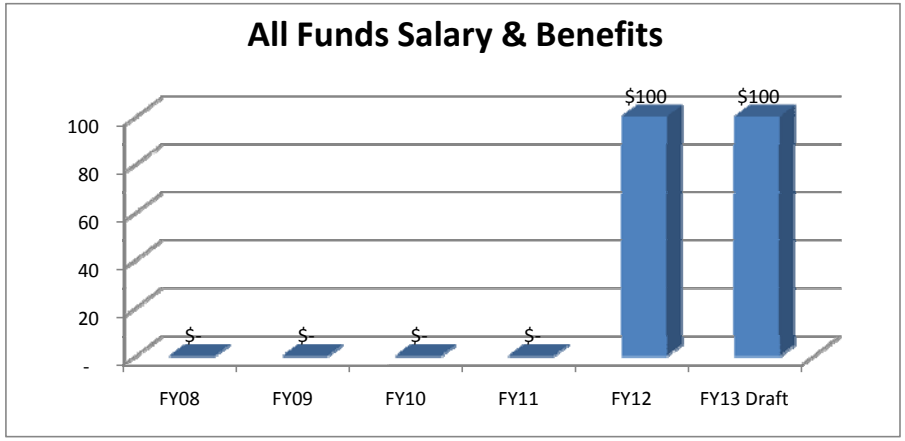
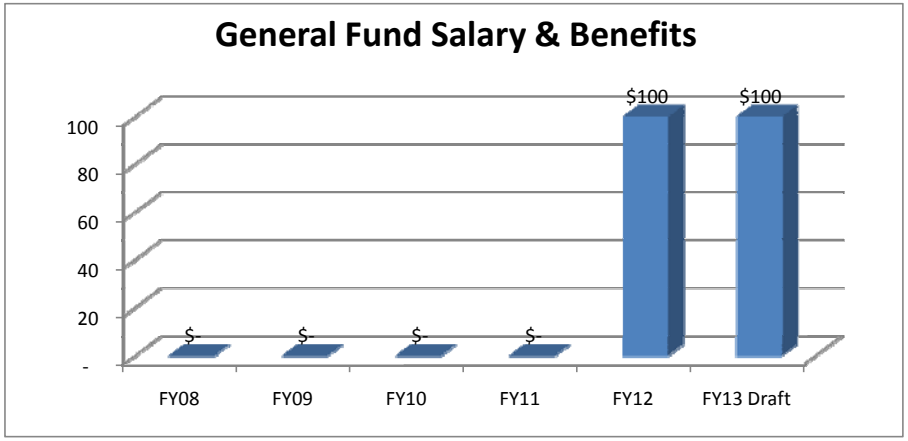
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Non-Departmental

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
Non-Departmental						
1000 - General						
Fund 1000 Non-Dept					$100	$100
1000 - General Total					**100**	**100**
Non-Departmental Total					**100**	**100**
Total A6000 Series for ALL FUNDS					**$100**	**$100**

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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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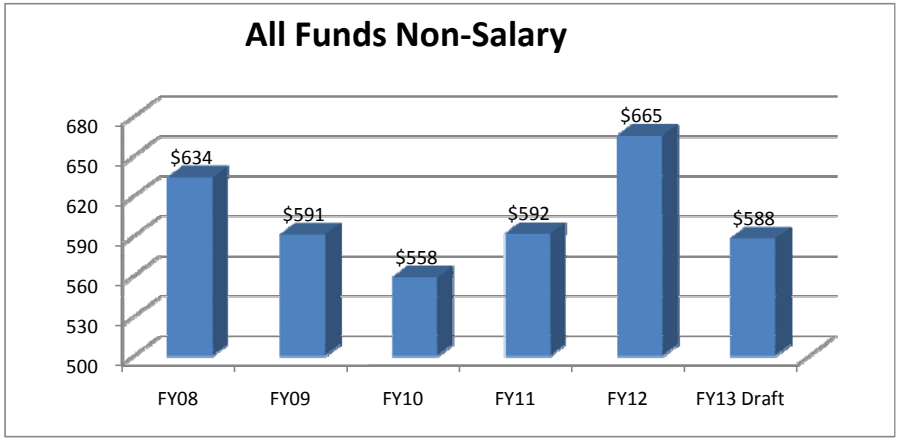
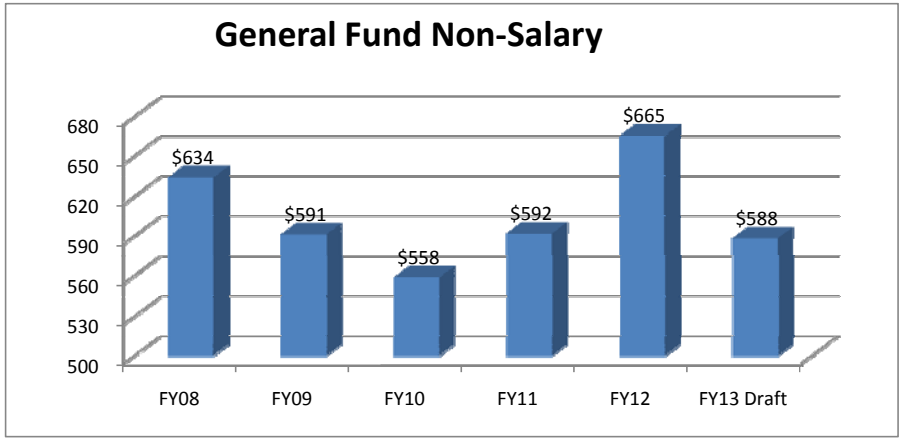
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Non-Departmental

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Non-Departmental						
1000 - General						
Fund 1000 Non-Dept	$634	$591	$558	$592	$665	$588
1000 - General Total	**634**	**591**	**558**	**592**	**665**	**588**
Non-Departmental Total	**634**	**591**	**558**	**592**	**665**	**588**
Total A7000 Series for ALL FUNDS	**$634**	**$591**	**$558**	**$592**	**$665**	**$588**

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

Account Name	FY 13 Draft
Professional and Contractual	$188
Memberships and Subscriptions	173
Unemployment Insurance	110
Long Term Disability	105
Rental Fees	12
All Other	0
	$588

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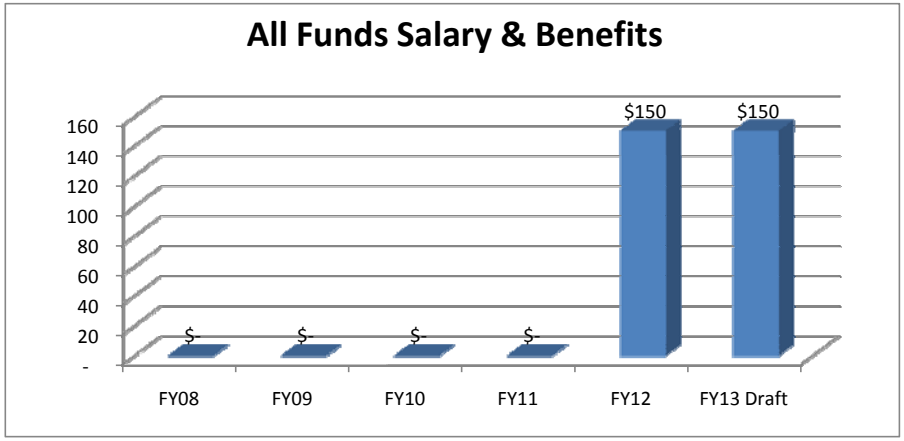
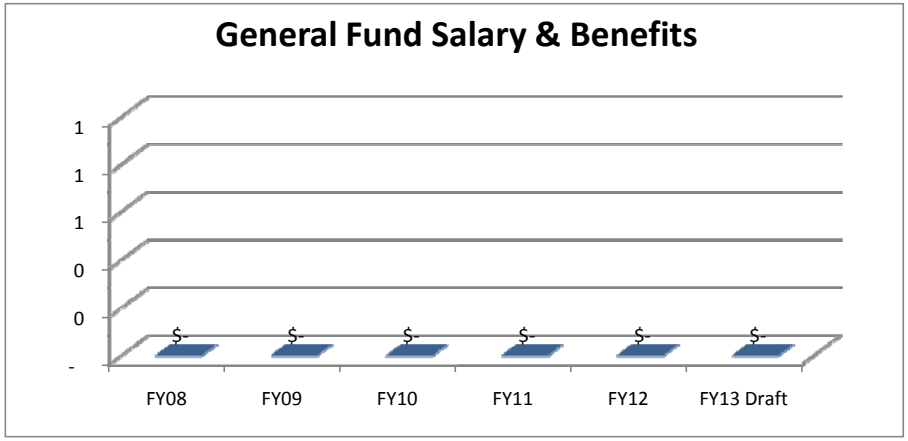
FY 2013 Draft Operating Budget
Salary & Benefits (A6000 Series)
Miscellaneous Grants

(All Dollars in Thousands - 000's)





ALL FUNDS - Salary & Benefits (A6000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13
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 (24.84%)
ASRS Ret Exp (10.48%)
Fire Ret Exp (22.06%)
Elected Officials Ret (11.50%)
Social Security Exp (6.2%)
Medicare Exp (1.45%)
Holiday Pay
Deferred Comp-Public Safety
Fire Retention Pay
Stability Pay
Bilingual Pay
Car Allowance
Budget Reductions-Salary

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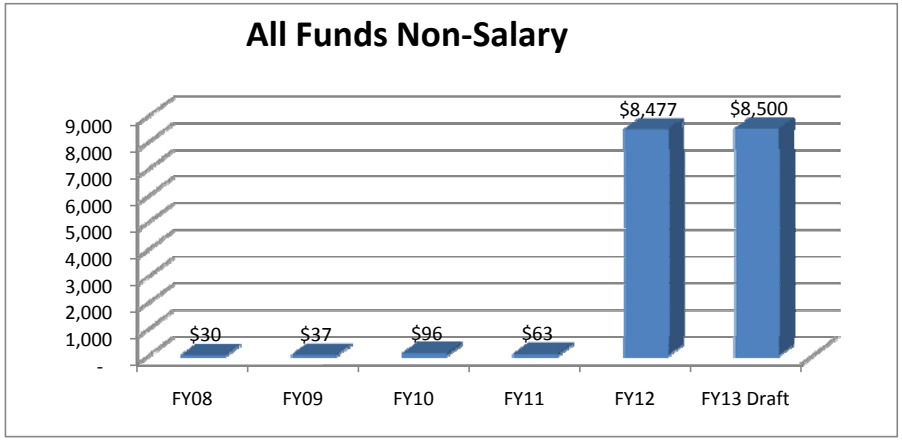
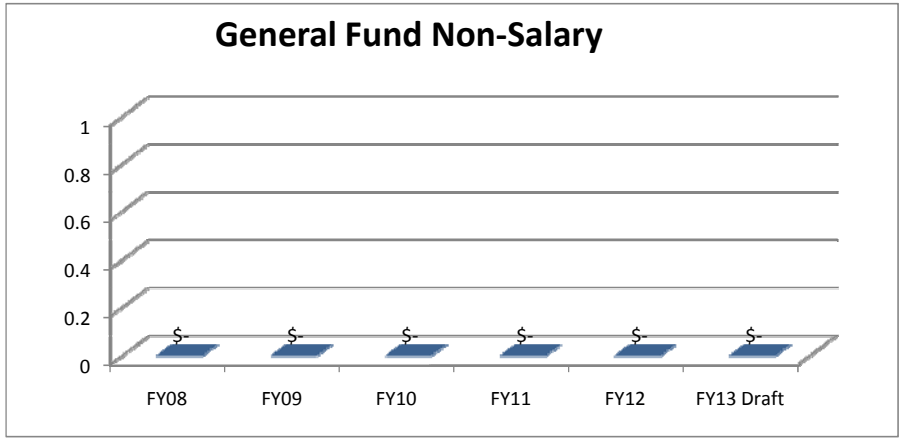
FY 2013 Draft Operating Budget
Non-Salary (A7000 Series)
Miscellaneous Grants

(All Dollars in Thousands - 000's)





ALL FUNDS - Non-Salary (A7000 Series)

	Actuals				Budget	Draft
Dept Rollup / Fund / Division	FY08	FY09	FY10	FY11	FY12	FY13 Draft
Grants						
1840 - Grants						
Miscellaneous Grants					$8,477	$8,500 *
Donations - Glendale Univ.	5	5	5	3		
MYAC Fundraising	4	3	4	2		
National Register Nominations	2					
Prop. 302	19	29	87	58		
1840 - Grants Total	**30**	**37**	**96**	**63**	**8,477**	**8,500**
Grants Total	**30**	**37**	**96**	**63**	**8,477**	**8,500**
Total A7000 Series for ALL FUNDS	**$30**	**$37**	**$96**	**$63**	**$8,477**	**$8,500** *

* Amount represents grant reserve appropriation that is set aside to cover any grant opportunities secured by the city during FY13.

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Fund/Division #: 1000-11801 Division Name: Fund 1000 Non-Dept # of FTEs: 0 A6000: $0 A7000: $215,000 TOTAL: $215,000	SERVICE DESCRIPTION: Unemployment and LTD payments made by the city to the state based on claims filed with the state
	REQUIRED BY LAW/CODE/REG?: The city is required to pay the state for unemployment claims from former city employees eligible for unemployment insurance
	CURRENT PERFORMANCE DATA: The number of unemployment and LTD claims vary by FY. The actuals for FY 2011 totaled $410K and were $246K in FY 2007.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE:

Fund/Division #: 1000-11801 Division Name: Fund 1000 Non-Dept # of FTEs: 0 A6000: $0 A7000: $200,077 TOTAL: $200,077	SERVICE DESCRIPTION: Professional & contractual payments and other expenses.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE:

Fund/Division #: 1000-11801 Division Name: Fund 1000 Non-Dept # of FTEs: 0 A6000: $0 A7000: $172,643 TOTAL: $172,643	SERVICE DESCRIPTION: Citywide memberships & subcriptions including dues for League of AZ Cities, MAG, National League of Cities (NLC) and WestMarc.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA:
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE:

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Fund/Division #: 1000-11801 Division Name: Fund 1000 Non-Dept # of FTEs: 0 A6000: $100,000 A7000: $0 TOTAL: $100,000	SERVICE DESCRIPTION: Reserve for compensated absences used to help smaller divisions cover accumulated leave balance payouts attributable to employee retirements or terminations.
	REQUIRED BY LAW/CODE/REG?: No
	CURRENT PERFORMANCE DATA: This budget is allocated during the year to individual General Fund departments as needed to offset negative A6000 variances caused by leave balance accrual payouts.
	REVENUE GENERATION: N/A
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE:

Fund/Division #: 1840-32118 Division Name: Miscellaneous Grants # of FTEs: 0 A6000: $150,000 A7000: $8,500,000 TOTAL: $8,650,000	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?: Yes. 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.
	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 division are created to track grant awards after the appropriate council commmunication is acted upon by Mayor/Council during evening 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
	SERVICE ALTERNATIVES:
	IMPACT OF CHANGING SERVICES:
	FTEs ASSOCIATED W/ SERVICE:

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Non-Departmental Totals	A6000	A7000	A7500	TOTAL	FTE
A6000/A7000 As Submitted Above + A7500	$250,000	$9,087,720	$0	$9,337,720	0.00
FTE/A6000 Changes (staffing/furlough/benefits)	$0	$0	$0	$0	0.00
Diff b/w Submission FY 2013 Budget	$0	$0	$0	$0	0.00
FY 2013 Draft Budget	$250,000	$9,087,720	$0	$9,337,720	0.00

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Navigation Guide to the Detailed FY 2013 Draft Departmental Operating Budgets

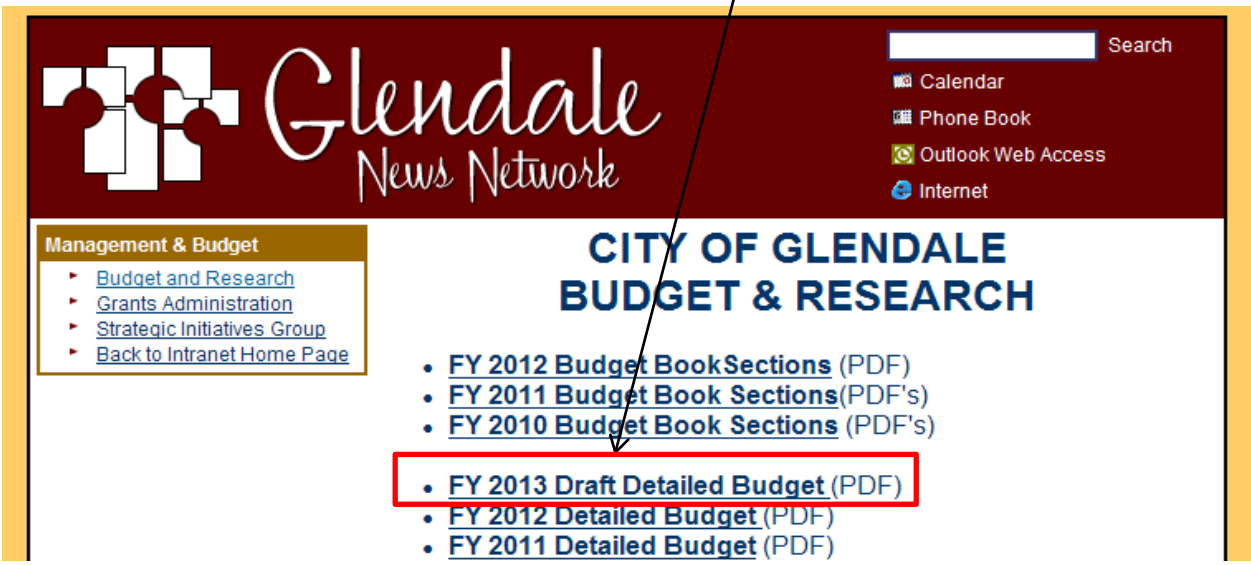
To navigate to the FY 2013 Draft Detailed Budget start from the Glendale News Network Front Page and c**lick on the Budget Link** under Department Intranet Pages. Web address: (http://gnn.glendaleaz.com)

Navigation Guide to the Detailed FY 2013 Draft Departmental Operating Budgets

Next click on the **Budget & Research** Link to open the Budget Intranet webpage.

Navigation Guide to the Detailed FY 2013 Draft Departmental Operating Budgets

From this page to access the Draft Detailed Budget click the **FY2013 Draft Detailed Budget (PDF)** to bring up the report.



Navigation Guide to the Detailed FY 2013 Draft Departmental Operating Budgets

After clicking on the FY2013Detailed Budget an Adobe file will open up to the Draft Detailed Budget Table of Contents.

****DRAFT** FY 2013 DETAILED BUDGET **DRAFT****

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City Attorney 9
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City Manager
City Manager's Office 20

When you "hover" your mouse cursor over a department or division name the cursor will change to a hand icon and will allow you to click the department or division name to direct you to the detailed information of that department or division.

****DRAFT** FY 2013 DETAILED BUDGET **DRAFT****

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After clicking the department the Draft Detail Budget for that department will appear.

** DRAFT ** BUDGET DETAIL: FISCAL YEAR 2012-13 ** DRAFT ** 111

Office of the Mayor

Fund#	Division Name	Department Name	Group Name
1000	Office of the Mayor	Mayor	Mayor & Council

Dept#	Account#	Item#	Status	Item Description	2012-13 Budget
10010	500200	0	Salaries	Salaries	$248,709
10010	503400	0	Salaries	Social Security	$15,420
10010	503600	0	Salaries	Elected Officials Retirement	$14,299
10010	503800	0	Salaries	General Retirement	$21,034
10010	504000	0	Salaries	Other Benefits- Medical	$32,917
10010	505400	0	Salaries	Medicare	$3,607
				Total - A6000	**$335,986**