FY14-15 Budget Review

April 8, 2014

Budget Process

- Public Meetings
  - Workshop – December 17 (General Fund Five-Year Financial Forecast)
  - Budget Workshop – January 21
  - Budget Workshop – February 4
  - Budget Workshop – February 18
  - Budget Workshop – March 18
  - Budget Workshop – April 8

Overview

- Proposed FY14-15 Budget
- What services are provided (Departmental Summaries)?
- Additional Council Feedback

Overall

- No reductions in service levels
- No reductions in General Fund expenditures relative to the 2017 sales tax sunset
- Absorbed increases in MOU costs
- Absorbed 2.5% increases in non-represented employee pay
- Absorbed increases in retirement costs
- Absorbed increases in salary costs due to range compression

FY14-15 Proposed Budget

- Total = $521.4 million

By Category	Total Expenditure Request (in millions)
Operating Expenditures	$ 363.2
Debt Service	93.1
Capital Outlay *	59.8
Contingency	5.3
Total	$ 521.4

* Does not include carry-over appropriations

By Fund	Total Expenditure Request (in millions)
General Fund	$ 206.3
Special Revenue Funds	52.5
Debt Service Funds	66.8
Capital Projects Funds	29.6
Enterprise Funds	137.3
Internal Service Funds	28.9
Total	$ 521.4

FY14-15 General Fund

- Total Request = $206.3 million

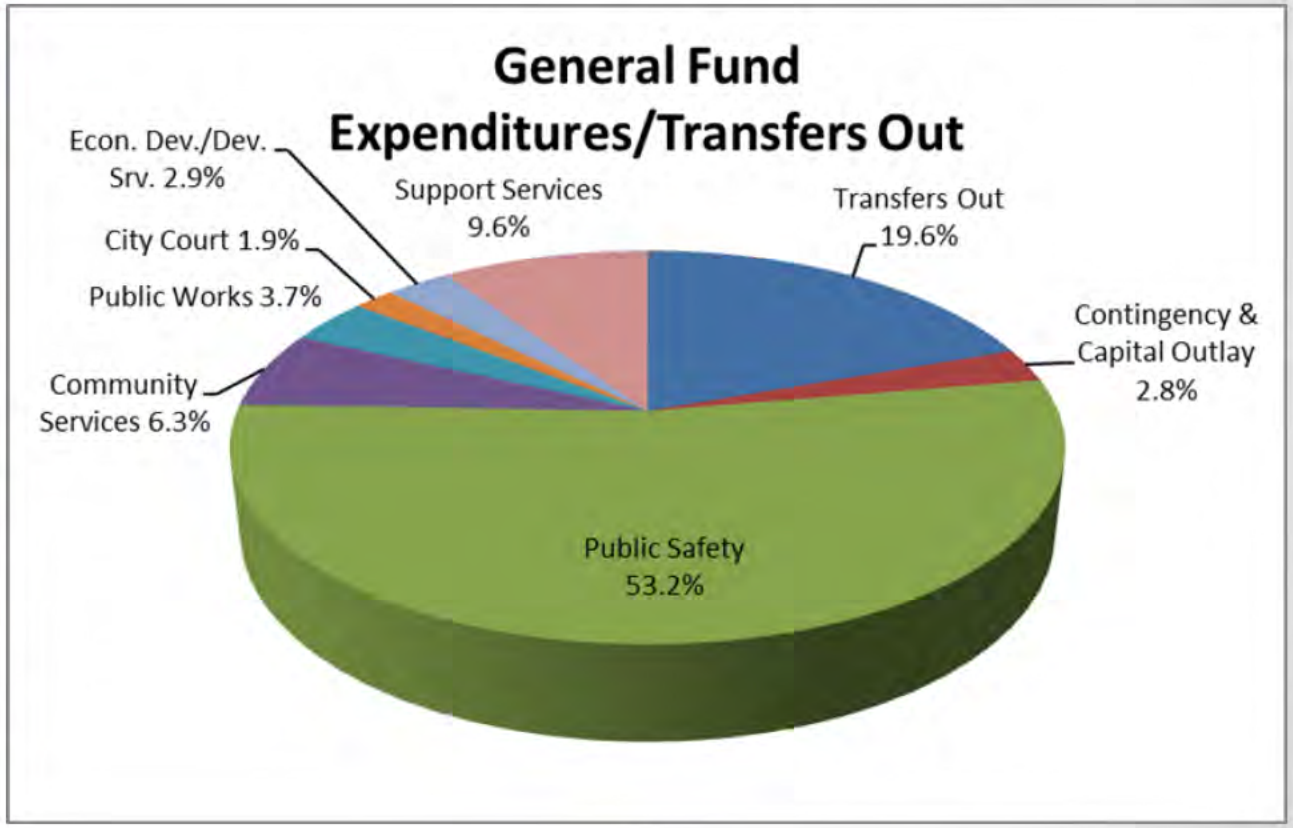
	Total Expenditure Request (in millions)
General Fund - Primary	$ 159.8
General Fund – Sub-Funds	46.5
Total	$ 206.3

General Fund – Primary	Total Request (in millions)
General Fund – Primary	$ 159.8
Transfers to Sub-Funds	22.5
Transfers to Other Funds	16.4
Total Exp's/Transfers Out	$ 198.7

FY14-15 General Fund

- Primary Fund Expenditures/Transfers Out

General Fund – Primary	Total Request (in millions)
Public Safety	$ 105.7
Transfers Out	38.9
Support Services	19.1
Community Services	12.5
Public Works	7.4
Econ. Dev./Dev. Srvs.	5.9
Contingency & Capital Outlay	5.5
City Court	3.7
Total Expenditures/Transfers Out	$ 198.7



FY14-15 General Fund

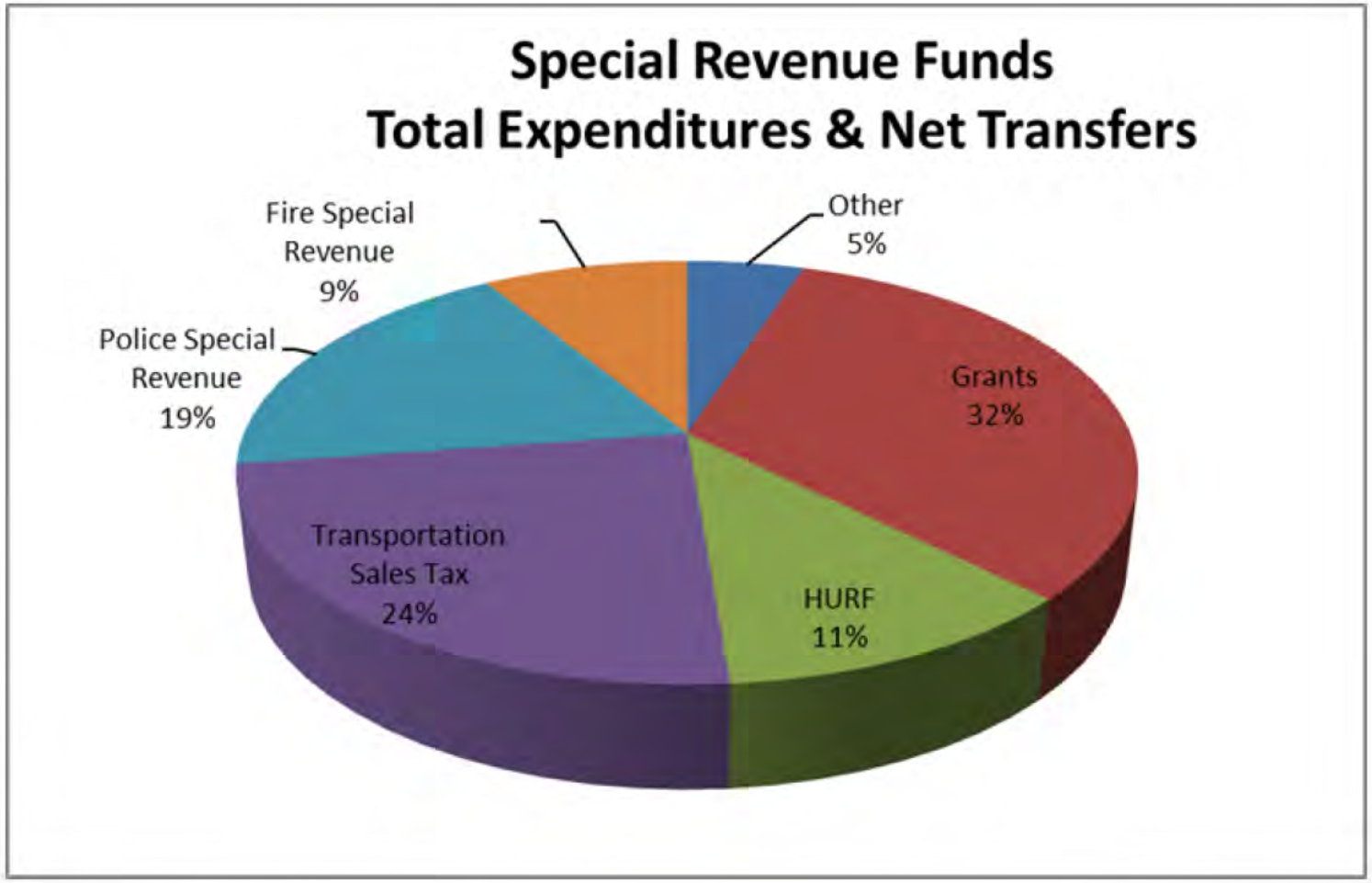
- Surplus/(Deficit)
  - Estimated at $17.2 million in December
  - Estimated at $17.6 million in March
    - Budget balancing efforts - $15.5 million in expenditure reductions/revenue enhancements

General Fund – Primary	Total Request (in millions)
Anticipated Revenue	$ 173.8
Expenditures/Transfers Out	(198.7)
Transfers In	22.8
Total Surplus/(Deficit)	($2.1)

FY14-15 Special Revenue Funds

Special Revenue Funds (in millions)	Total Expenditure Request	Net Transfers	Total Request
Police Special Revenue	$ -	($ 15.4)	($ 15.4)
Fire Special Revenue	-	(7.3)	(7.3)
Transportation Sales Tax	(12.6)	(7.4)	(20.0)
HURF	(8.4)	(1.0)	(9.4)
Grants	(27.1)	0.1	(27.0)
Other	(4.4)	0.2	(4.2)
Total	($ 52.5)	($ 30.9)	($ 83.4)

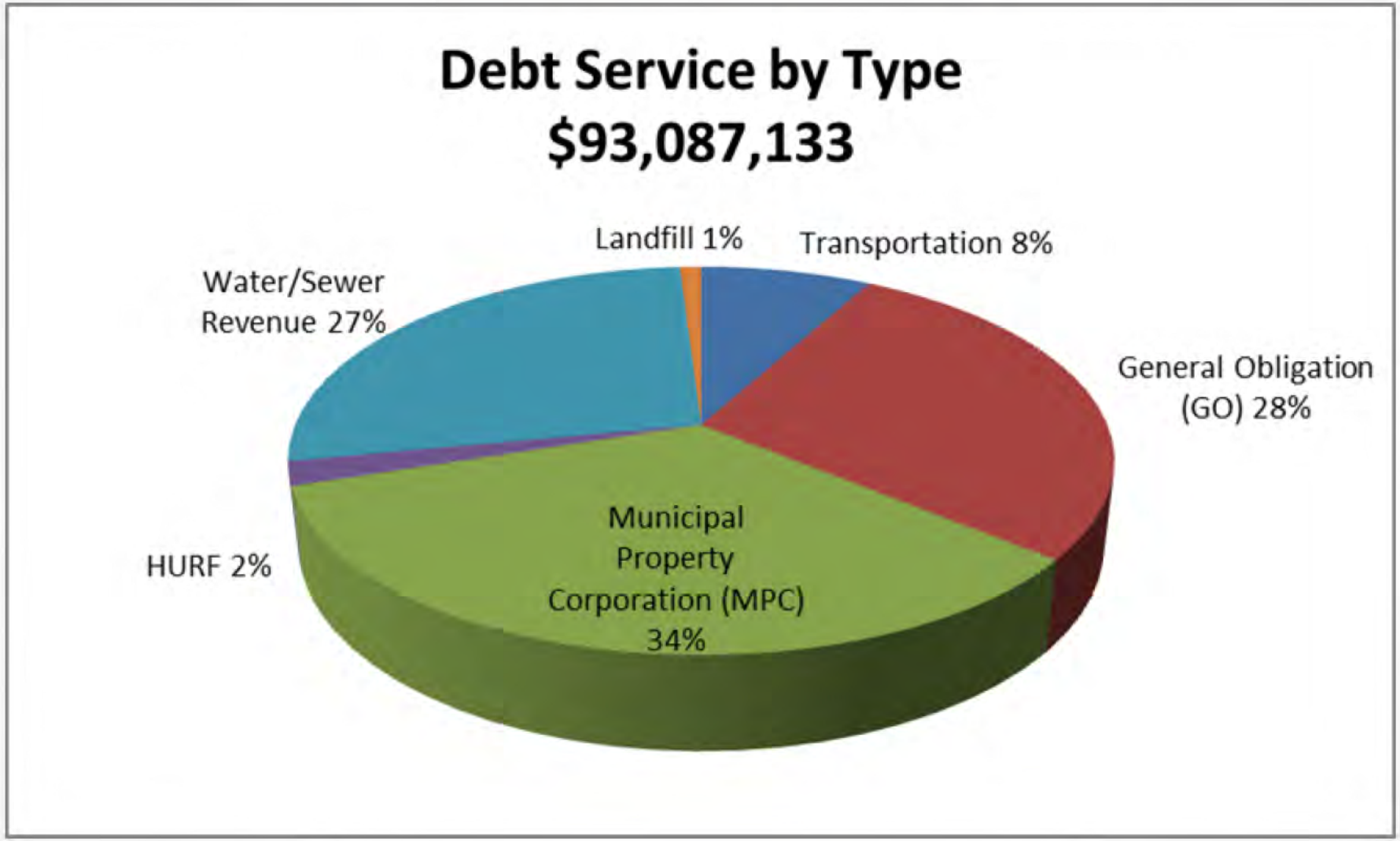
FY14-15 Special Revenue Funds



FY14-15 Debt Service Funds

Debt Service Funds	Total Expenditure Request (in millions)
Municipal Property Corporation (MPC)	$ 31.5
General Obligation Bonds (G.O.)	26.1
Water/Sewer Revenue Bonds	25.5
Transportation	7.3
HURF	1.9
Landfill	0.8
Total	$ 93.1

FY14-15 Debt Service Funds



Ten-Year CIP

(Dollars in Thousands)	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 to FY23-24	Total
Bond Construction Funds	$ 2,346	$ 1,549	$ 20,662	$ 24,521	$ 748	$ 267,538	$ 317,364
Development Impact Fee Funds	464	885	372	372	550	1,542	4,185
Enterprise Funds	23,460	44,201	37,778	22,737	3,173	144,882	276,231
Transportation Fund	10,826	4,865	3,075	3,098	3,430	47,960	73,254
Highway User Revenue Fund	16,000	16,000	3,000	2,000	-	12,077	49,077
Grant Funds	5,163	4,683	4,239	5,385	5,194	27,242	51,906
Pay-as-you-go	1,522	2,322	1,522	1,522	2,522	35,515	44,925
Total	$ 59,781	$ 74,505	$ 70,648	$ 59,635	$ 15,617	$ 536,756	$ 816,942

FY14-15 Capital Projects Funds

Capital Outlay by Fund Type	Total Expenditure Request (in millions)
General Fund	$ 1.5
Special Revenue Funds	5.2
Capital Projects Funds	***29.6***
Enterprise Funds	23.5
Total Capital Outlay	$ 59.8

Capital Projects Funds	Total Expenditure Request (in millions)
DIF - Libraries	$ 0.2
DIF - Citywide Open Spaces	0.1
DIF - Roadway Improvements	0.2
Street Construction	0.1
HURF Bonds	16.0
Public Safety	0.3
Flood Control Bonds	1.9
Transportation	10.8
Total Capital Projects Funds	$ 29.6

FY14-15 Internal Service Funds

Internal Service Funds	Total Expenditure Request (in millions)
Benefits Program Fund	$ 23.3
Risk Management Trust Fund	4.0
Workers' Compensation Trust Fund	1.6
Total Debt Service	$ 28.9

- Revenues to support the expenditure budget are primarily from
  - Premiums charged to departments
  - Employee contributions
  - Retiree contributions
- Inter-fund transfers require Council approval & legal review

Departmental Summaries

- Mayor & City Council
  - Provide policy direction for the City
  - Continued communication with the public
  - Ensure fiscal stability

Departmental Summaries

- City Manager
  - Provide leadership to City staff for implementation of Council policy direction
  - Centralizing the Agenda Management process to the City Manager's Office
  - Maintaining current services levels with reduced staffing
  - Lead efforts for fiscal sustainability

Departmental Summaries

- City Attorney
  - Ensure citywide compliance with laws and regulations
  - Continue to advocate on behalf of the City
  - Prosecute misdemeanors and code enforcement matters
  - Act as an advisor in the policy direction of the City Council
  - Represent the City in the Negotiation and drafting of contractual instruments

Departmental Summaries

- City Auditor
  - Continue to enhance transparency and public accountability to the citizens
  - Continue to conduct citywide audits of departments, programs and contracts to ensure compliance
  - Assess organizational risk and evaluate the effectiveness of internal controls
  - Monitor the Ethics Hotline and investigate alleged ethical violations

Departmental Summaries

- City Clerk
  - Plan and manage statutory process for the 2014 Municipal Elections assuring 100% compliance with Federal Laws, Arizona State Statues and City Charter/Code provisions
  - Continue to find opportunities to improve public record and media request program while facilitating timely compliance with Arizona State Statues
  - Plan and teach City Clerk Services and Record Management classes annually
  - Improve 2015 Record Purge Day organizational participation thus assuring compliance with Arizona State Statues and Organizational Retention Schedules

Departmental Summaries

- City Court
  - Continue to resolves criminal traffic and misdemeanors and some civil offenses (City Code and traffic violations) committed in Glendale
  - Operate specialty courts providing judge based monitoring for defendants:
    - Diagnosed with major mental illnesses
    - Convicted of DUI or domestic violence offenses
  - Issue protective orders in cases of domestic violence and harassment
  - Provide public defender representation to all indigent defendants
  - Continue to provide language interpretation services defendants and victims
  - Collect revenue for the City and the State as required by law
  - Provide a safe facility for all who enter the courthouse

Departmental Summaries

- Communications
  - Continue to increase event attendance to support downtown economic activity
  - Increase positive exposure of the city through public information
  - Manage the city's 5 websites, 20,000 pages, viewed nearly 2 million times annually
  - Support Glendale 11's YouTube Channel, which is viewed 129,000 times annually
  - Maintain the city's first "app" for the C.V.B. and increase downloads
  - Manage communication and media efforts for the 2015 Super Bowl

Departmental Summaries

- Community Services
  - Continue to provide services and programs to approximately 1.5 million patrons at PRLS Facilities
  - Operate Gallery Glendale in partnership w/ New Westgate, LLC
  - Maintain partnerships to operate three Community Centers for summer youth programming
  - Continue to examine Library services provided to the public
  - Continue to maintain 119 Different Parks and Recreation Facilities
  - Continue to utilize volunteers (27,500 Volunteer Hours = $612,000 in Value)
  - Maintain the Civic Center ranking as #1 by Ranking Arizona: The Best of Arizona Business
  - Oversee approximately $25.7 in federal grants to over 50,000 persons for Housing, CDBG and direct-self assistance programs.
  - Provide volunteer program services for over 200 registered neighborhood groups and volunteers

Departmental Summaries

- Development Services
  - Provide more efficient services by cross training of Code Compliance and Building Safety inspection staff
  - Continue to provide code enforcement and education services with no reduction to Code Compliance inspection staffing levels
  - Facilitate the citywide General Plan update
  - Maintain Plans Review and Development Services counter services through constant staffing levels

Departmental Summaries

- Economic Development
  - Provide for continued dedication to Economic Development's Core Pillars of business attraction, business retention and expansion, business assistance, and redevelopment
  - Maintain existing staffing levels and industry-driven professional affiliations and memberships
  - Allow continued access to proprietary analytical data about properties for sales and lease in our community
  - Retain ability to conduct independent third party verifications on the economic impacts of business locates
  - Support Glendale's participation in regional efforts to showcase the benefits of Arizona commerce associated with Super Bowl corporate visitors
  - Continue the city's memberships with GPEC and Glendale Chamber of Commerce partners
  - Enable the city to meet contractual obligations of existing development agreements

Departmental Summaries

- Finance & Technology
  - Implement I.T. governance committee for technology strategy
  - Enhance the procurement support to all city departments
  - Implement the agenda management software
  - Enhance the sales tax audit and collections efforts
  - Maintain uptime of all core business applications and infrastructure
  - Support the PeopleSoft upgrades
  - Continue to maintain timely payroll and accounts payable processing
  - Ensure compliance with laws and regulations

Departmental Summaries

- Fire
  - Continue with progressive service delivery, innovations, and creative partnerships through twelve emergency units dispatched from nine strategically located stations
  - Continue to provide the full spectrum of fire services including
    - Fire suppression
    - Emergency medical
    - Crisis response
    - Emergency management, and special operations services
  - Continue to provide supplemental fire services including
    - Wildland firefighting
    - Terrorism response
    - Grant funded mass casualty disaster response capabilities
  - Continue to support the valley-wide automatic aid consortium, which responds without regard to political boundaries, as well as public-private partnerships like Airevac Services with HALO 151
  - Continue to provide non-emergency programs including fire prevention and inspections, safety education, emergency preparedness, emergency management, and internal support services

Departmental Summaries

- Human Resources/Risk Mgt.
  - Ensure the fair and equitable management of the City's compensation and benefits plans including the health, dental and vision self-insurance plans
  - Manage the City's safety programs and the training & development programs including ethics and safety training
  - Continue to enhance employee development & recruitment/ selection processes
  - Ensure policies and procedures are evaluated and updated if necessary
  - Manage the property & liability insurance program
  - Manage the Workers Compensation program
  - Manage personnel data and processes all personnel actions

Departmental Summaries

- Intergovernmental Programs
  - Continued coordination of legislative and related external activities of the City
  - Ensures the Council adopted state and federal legislative agendas are carried out
  - Research and review state and federal legislation impacting the city and represent the city on those issues in an official capacity
  - Protect the city's interests in various stakeholder processes and work to resolve city issues with external partners
  - Assist and coordinate with other city departments who serve on state and regional technical committees
  - Support the Mayor and Council on the various federal, state and regional policy committees they serve 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 many others
  - Identify and work to secure local, regional, state, federal funding opportunities

Departmental Summaries

- Police
  - Maintain levels of support for preventing crime, maintaining order, and providing support to numerous events held within the city
  - Utilize progressive, innovative techniques and emerging technologies in order to accomplish the Mission
  - Continue to partner with citizens and engage the community to formulated policing strategies
  - Allow for growth of 10 Police Officers through COPS grant funding
  - Utilize technology to improve services while reducing resources
  - Relocate the Glendale Family Advocacy Center to a City owned facility
  - Generate new revenues from the Alarm Program, public records requests, and fingerprinting services to the public

Departmental Summaries

- Public Works
  - Reflects the 1st year of operation of the Vieste facility diverting 30,000 tons of waste from the COG landfill
  - Continue to maintain services with no increase to sanitation, landfill or Dial a Ride fees
  - Include $14M in planned pavement management investment in street infrastructure
  - Continue development of Northern Parkway
  - Include $500k in building infrastructure improvements
  - Include full usage of Maryland HOV lanes for Cardinals season and Super Bowl

Budget Process

- Remaining Public Meetings
  - Budget Workshop – April 10 (if needed)
  - Workshop – May 6 (if needed)
  - Voting Meeting – May 27 – Tentative Budget Adoption
  - Voting Meeting – June 10 – Final Budget Adoption

Additional Council Feedback

- Would Council like a presentation at a future Workshop of any or all of the following?
  - Budgeted revenues for each fund which includes a property tax analysis
  - CIP Carry-over appropriations
  - One-time impact of budgeting COP's and SAFER grants – No General Fund impact
- Any additional information?