

CITY OF GLENDALE

FY17-18 BUDGET REVIEW

DEPARTMENT BUDGET PRESENTATIONS

City Council
Budget Workshop
April 28, 2017



Overview

- Budget Calendar
- Follow-up items
- Department Operating Budgets
- Council Feedback & Next Steps

Budget Calendar

Item	Date
Financial Forecast	December 20, 2016
Council Workshop	February 7, 2017
<i>Council Workshop – Revenue Discussions</i>	<i>March 7, 2017</i>
Council Workshop – Budget Discussion/ Draft CIP	March 21, 2017
Council Workshop – Budget Discussion/Follow-up Items	April 4, 2017
Council Workshop (All Day) – Departmental Presentations	April 24, 2017
Council Workshop (All Day) – Departmental Presentations	April 28, 2017
Council Workshop - Budget Discussion/Follow-up Items/CIP	May 2, 2017
Voting Meeting - Tentative Budget Adoption	May 23, 2017
Voting Meeting - Final Budget Adoption/Property Tax Levy	June 13, 2017
Voting Meeting - Property Tax Adoption	June 27, 2017

Fire Department – LA Unit Affect on Code 3 Emergency Response Times

- The LA unit response times are not included in the response times reported on the Fire Department Performance Measures. Low acuity units do not require a Code 3 response.
- The LA Units have affected Code 3 emergency responses in the following manner:

Fire Station	First Due Response Time Reduction	Second Due Company Responding Reduction
151	-1:09	-2%
152	-1:46	-2%
153	None	-4%
154	-1:02	-15%
157	None	-7%

Fire Department Response Times

- NFPA Response Times Standards include a turnout time of 1:20
- Citygate's Standards of Response uses a turnout time of 2:00
- Both use a travel time of 4:00
- Total Response Time does not include call processing time

The Fire Department response times are:

Description	2015	2016	2017 Estimate	2018 Target
Turnout Time	1:26	1:05	1:10	1:10
Travel Time	5:22	5:23	5:20	5:20
Total Response Time	6:48	6:28	6:30	6:30



Fire Department - EMS Incident Response Projections

EMS Incident Type	2017 Estimate	2018 Estimate
ALS (Advanced Life Support)	17,940	18,900
BLS (Basic Life Support)	11,960	12,600

Cost Allocation

- Types of Costs
 - *Fire and Liability Insurance*
 - *Worker's Compensation Premiums*
 - *Technology Charges*
 - *IT Project Chargeback*
 - *Telephone Charges*
 - *Indirect Staff & Admin Charges*
- Budgeted in the fund where the costs will be expensed
- Best practice is to allocate the cost of those services to the user departments to determine the true cost of those services
- Internal charges are not included for Financial Reporting purposes (CAFR)

Innovation & Technology

Overall Budget

Fund Description	FY15-16 Budget	FY15-16 Actual Expenses	FY 16-17 Budget	FY17-18 Proposed Budget
Technology Charges	\$5,515,151	\$5,294,726	\$7,236,976	\$7,169,183
Technology Projects	2,655,208	747,236	4,147,725*	2,528,317*
Telephone	1,135,400	1,167,386	1,146,234	1,154,089
Total	\$9,305,759	\$7,209,348	\$12,530,935	\$10,851,589

*FY16-17 Budget includes \$1,907,972 in carryover

*FY17-18 Proposed Budget includes \$1,985,676 in carryover



CDL Costs

- Cost of exam is \$75
- Exam is required every two years
- Cost is approximately \$10,800 per year
- Not covered by employee's medical insurance plan

General Fund Personnel Additions

Department	Funding Source	Position	# of FTE's	Cost
Council Office	General Fund	Council Assistant	1.00	\$ 91,894
City Court	General Fund	Court Clerk	0.25	14,301
City Attorney	General Fund	Prosecutor	1.00	125,958
Development Services	General Fund	Code Compliance Officer	2.50	193,668
Risk Mgmt.	General Fund	HR Technician	-1.00	-58,843
		Total General Fund	3.75	\$ 366,978



Enterprise Fund/HURF Personnel Additions

Department	Funding Source	Position	# of FTE's	Cost
Public Works	Capital/Enterprise	Sr. Civil Eng.	1.00	\$ 114,326
Public Works	Capital/Enterprise	Principle Eng.	1.00	124,948
Public Works	Capital/Enterprise	Eng. Project Manager	1.00	112,424
Public Works	HURF	Traffic Engineer	1.00	115,127
Public Works	HURF	Engineering Inspector	2.00	240,690
Public Works	Landfill	Account Specialist Lead	1.00	75,793
		Total	7.00	\$ 783,308

Bed Tax and Risk Management Personnel Additions

Department	Funding Source	Position	# of FTE's	Cost
CVB	Bed Tax	Nat. Sales Manager	1.00	\$ 27,324*
CVB	Bed Tax	Digital Content (Admin)	0.50	38,148
Risk Management	Worker's Compensation	HR Technician	1.00	58,843
		Total	2.50	\$ 124,315

*Cost is the net change in the budget; position is currently a contract employee

Personnel Additions by Funding Source

Funding Source	# of FTE's	Total Cost by Funding Source
General Fund	3.75	\$ 366,978
Enterprise Funds/HURF	7.00	783,308
Bed Tax/Risk	2.50	124,315
Total	13.25	\$ 1,274,601

FY17-18 Operating Budget Presentation Schedule

April 24, 2017

- ❖ General Fund
Departments
- ❖ Public Safety
- ❖ Court

April 28, 2017

- ❖ General Fund
Departments (cont.)
- ❖ Water Services
Department
- ❖ Public Works

FY17-18 Operating Budget Notes

Department Presentations

- Departmental Overview
- Major Functional Areas
- Operational Performance Reports
- Prior Year Budget Adds/Supplements
- FY18 Personnel Additions and Other Budget Increase Requests
- Total Budget by Category

Operating Budget Book

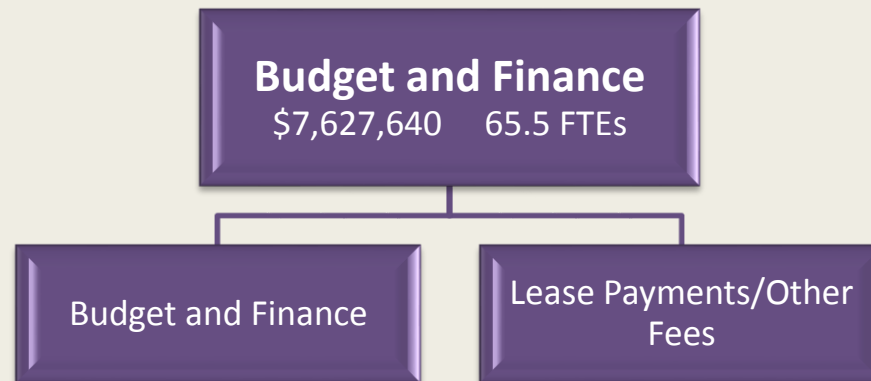
- Budget Summary Memo
- Budget Summary by Dept.
- Detail by Department



BUDGET AND FINANCE

Vicki Rios, Budget and Finance Director





Mission Statement

The Budget and Finance Department provides financial management services with integrity and accountability while improving service levels, managing costs, and leveraging information across City departments.

Budget and Finance Programs & Functions

Customer Service

- *Customer Service Center*
- *Utility Billing*

Tax and Licensing

- *Business Licensing*
- *Tax Return Processing*
- *Auditing*
- *Collections*

Accounting Services

- *Financial Reporting*
- *Debt and Investment Management*
- *Accounts Payable*
- *Payroll*

Materials Management

Budget and Research

Finance Administration

Budget and Finance – Goals, Objectives, & Performance Measures

Department Goal	Prudent fiscal stewardship.			
Council Priority	Fiscal Sustainability			
Performance Objective	Employ strong fiscal management practices that encourage sustainable fiscal decision-making.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Bond ratings for general obligation bonds: - Standard & Poor's - Moody's Investor Services	BBB+ A3	A+ A2	A+ A1	AA Aa1
Bond ratings for Water and Sewer revenue bonds: - Standard & Poor's - Moody's Investor Services	AA A1	AA A1	AA A1	AA+ Aa1
Annualized amortized cost basis return on portfolio (net of fees)	.69%	.63%	.97%	1.0%
Number of grants received through Grants Administration	15	15	19	25
Compliance with Council adopted Financial Policies (# complied with/# of policies)	5/7*	5/7*	5/7*	7/7

* Noncompliance - Non-voter approved General Fund debt service exceeds 10% of the 5 year average of the General Fund's operating revenue; General Fund minimum unrestricted fund balance is not 25% of projected annual ongoing revenue

Budget and Finance – Goals, Objectives, & Performance Measures

Department Goal	Prudent fiscal stewardship.			
Council Priority	Fiscal Sustainability, Transparency			
Performance Objective	Provide accurate and timely financial analysis, forecasting, and reporting.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Maintain a +/- 5% variance in general fund revenue forecasts from the final actual revenue to the adopted budget.	+5%	+1%	+5%	±5%
% of month-end reports completed within 10 business days	17%	50%	75%	100%
Obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Obtain the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

Budget and Finance – Goals, Objectives, & Performance Measures

Department Goal	Improve service levels			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Perform customer service and procurement activities effectively, accurately and timely.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
% of vendor invoices paid within 30 days of invoice date	73%	74%	75%	85%
% of employees receiving electronic W-2's	n/a	34%	50%	80%
Number of vendor protests upheld	1/1	0/0	0/0	0/0
Number of RFP's and IFB's issued	47	41	40	45
% of contract renewals completed on-time	85%	90%	95%	97%
% of sole source/special procurements processed within 10 days	76%	71%	70%	90%
% of call center calls answered within 1 minute	73%	66%	63%	80%
% of call center calls abandoned	2.7%	4%	5%	<=2.5%
Number of sales tax audits/reviews completed	135	135	110	120

Budget and Finance FY17 Operating Budget Approved Supplementals

Contract Administrator

- *Manages and administers major city contracts*
 - Gila River Arena Management
 - Renaissance Hotel and Conference Center
 - Camelback Ranch
 - Wireless communications providers
 - Development Agreements
- *Ensures the city and the contractor are meeting obligations*
- *Coordinates contract compliance work across multiple city departments*
- *Resolves questions about contract terms and conditions*
- *Ensures the city is receiving and billing correct amounts*
- *Assists in preparing inventories of city assets and assessing the condition of the facility*
- *Prepares performance reports and documentation*

Sales Tax Analyst (reclassification of current vacancy)

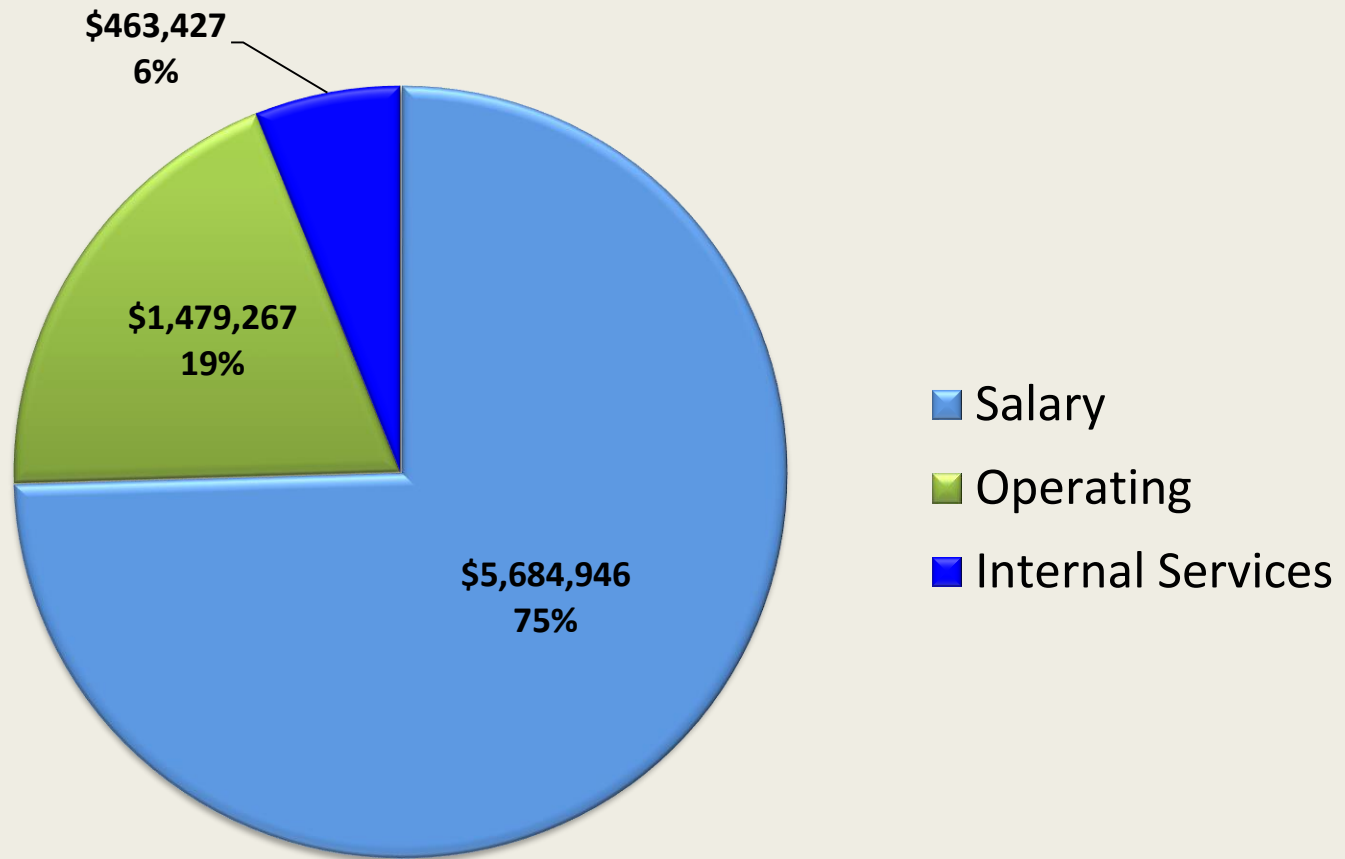
- *Associated with TPT Simplification*
- *Analyzes and reports on sales tax revenue trends*
- *Investigates revenue variances*
- *Uses a new Business Intelligence and Analytics tool to “find” potential lost revenue and audit leads*

Budget and Finance FY18 Operating Budget Requested Supplementals

External Audit Services \$6,260

- *Move funding for Citywide Audit from other Departments into Budget and Finance Department*

Budget and Finance FY2018 Operating Budget Request



Total FY2018 Operating Budget \$7,627,640



NON-DEPARTMENTAL

Vicki Rios, Budget and Finance Director



Non-Departmental FY2018 Operating Budget

Includes budget items not specific to a Department

- Unemployment/Long Term Disability Insurance
- Sales Tax Rebates/AZSTA Payment
- TPT Admin Fees
- Development Agreement Incentives
- AZSTA Cardinals Settlement
- Arena Management
- Strategic Initiatives
- City Membership Dues

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PUBLIC FACILITIES, RECREATION, AND SPECIAL EVENTS

Erik Strunk, Public Facilities, Recreation, and Special Events Director



Mission Statement

A partnership of employees and community working together to create a better quality of life for Glendale through the provision of excellent parks, recreational programming, special events, tourism, and neighborhood and community facilities.

Public Facilities, Recreation, and Special Events Goals, Objectives, & Performance Measures

Department Goal	Provide excellent customer service to all patrons of the Public Facilities, Recreation and Events Department.			
Council Priority	Create innovative, efficient systems			
Performance Objective	Key department managers will work to identify existing and potentially new revenue streams to enhance the General Fund and self-sustaining funds to improve program/service delivery and enhance efficiency in the ongoing maintenance of our facilities.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Number of community programs/events/services funded through partnerships and/or outside revenue sources	3	8	8	8
Number of community volunteer hours leveraged by the department	24,385	34,659	11,665*	12,248
Cost per acre of park maintenance	\$1,996	\$2,388	\$2,543	\$2,543
Silver Sneaker Visits at Recreation Facilities	29,673	46,904	58,000	59,740
Number of Recreational Outreach Events	n/a	9	45	50

*Neighborhood Services and Library volunteers no longer included in this total. Total includes Glendale Adult Center, Foothills Recreation and Aquatics Center, Parks, CVB, and Special Events.

Public Facilities, Recreation, and Special Events Goals, Objectives, & Performance Measures

Department Goal	Increase attendance at city's signature festivals, add new events throughout the City and partner with outside groups to enhance special events division.			
Council Priority	Signature Event; Economic Development			
Performance Objective	Connect residents to their community; bring in more visitors from across the valley and state to enhance the overall economic impact and positive image of Glendale.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Increase in festival attendance annually by 5%	305,000	310,000	350,000	367,500
Increase social media responses/interactions annually by 10%	30,693	40,628	154,212	160,000
Increase sponsorship revenue for festivals annually by 5%	\$129,600	\$77,150	\$86,200	\$90,000
Estimated economic impact of special events	n/a	\$4.15 mil.	\$4.5 mil.	\$4.75 mil.

Public Facilities, Recreation, and Special Events

Goals, Objectives, & Performance Measures

Department Goal	Enhance Glendale Marketing and Promotion. Increase visitation to the area; increase conference, travel and trade bookings; foster a positive image; and increase economic impact.			
Council Priority	Fiscal Sustainability; Economic Development; Continuous Business Policy Improvements			
Performance Objective	Enhance marketing strategies with increased advertising placements and enhancements to monthly shopping promotions.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Number of downtown specific ad placements in CVB advertising flight plan	8	55	40	200*
% Increase in social media presence through the CVB's digital assets including Facebook and Blog	+232%	+25%	+25%	+25%
% Increase in annual visitation to the shopping and dining promotions	+3%	+5%	+5%	+5%
% Increase in hotel occupancy (Calendar Year)	+5.4%	+3%	+3%	+3%
% Increase in conference/travel-trade bookings	n/a	n/a	n/a	+10%

*FY18 Target will be the number of Glendale branded ad placements in CVB advertising flight plan.

Public Facilities, Recreation, and Special Events Goals, Objectives, & Performance Measures

Department Goal	Provide excellent customer service to all patrons of the Public Facilities and Events Department.			
Council Priority	Create innovative, efficient systems			
Performance Objective	Engage other departments and agencies to foster and develop relationships that promote safe, updated and inclusive facilities while providing highly diverse programs and events.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Number of ramada reservation hours made for public use	8,030	6,981	7,331	7,500
Number of ballfield reservation hours	18,130	22,068	30,000	30,000*
Community Center program hours available to the community	3,750	7,722	7,722	11,674
Number of people who attended Glendale Adult Center events and programs	143,091	151,354	151,890	151,890
Number of people who attended Foothills Recreation and Aquatic Center events and programs	432,135	373,907	363,221	363,221
Number of people who attended Civic Center events and programs	57,517	50,292	51,525	54,101

*Includes all hours of use including those for maintenance.

Public Facilities, Recreation and Special Events

FY17 Operating Budget Approved Supplementals

The Public Facilities, Recreation, and Special Events Department received a total of \$205,000 in supplemental requests as part of our Operational Budget:

- \$100,000 - Parks Maintenance: Increase in the Landscape Maintenance contract that services 120 city facilities.
- \$15,000 - Recreation Admin and Special Events: Enhance programming at the Amphitheatre and at Murphy Park.
- \$15,000 - Recreation Admin and Special Events: Provide more recreational events throughout the city.
- \$12,000 - Recreation Admin and Special Events: Wi-Fi access at our community and recreation centers.
- \$13,000 - Foothills Recreation and Aquatics Center: Increase in the custodial contract.
- \$50,000 - Civic Center: This is a request to transfer funds from the Civic Center CIP Building Maintenance fund and put it into the Operating budget to address ongoing Maintenance needs.

Public Facilities, Recreation and Special Events FY18 Operating Budget Requested Supplementals

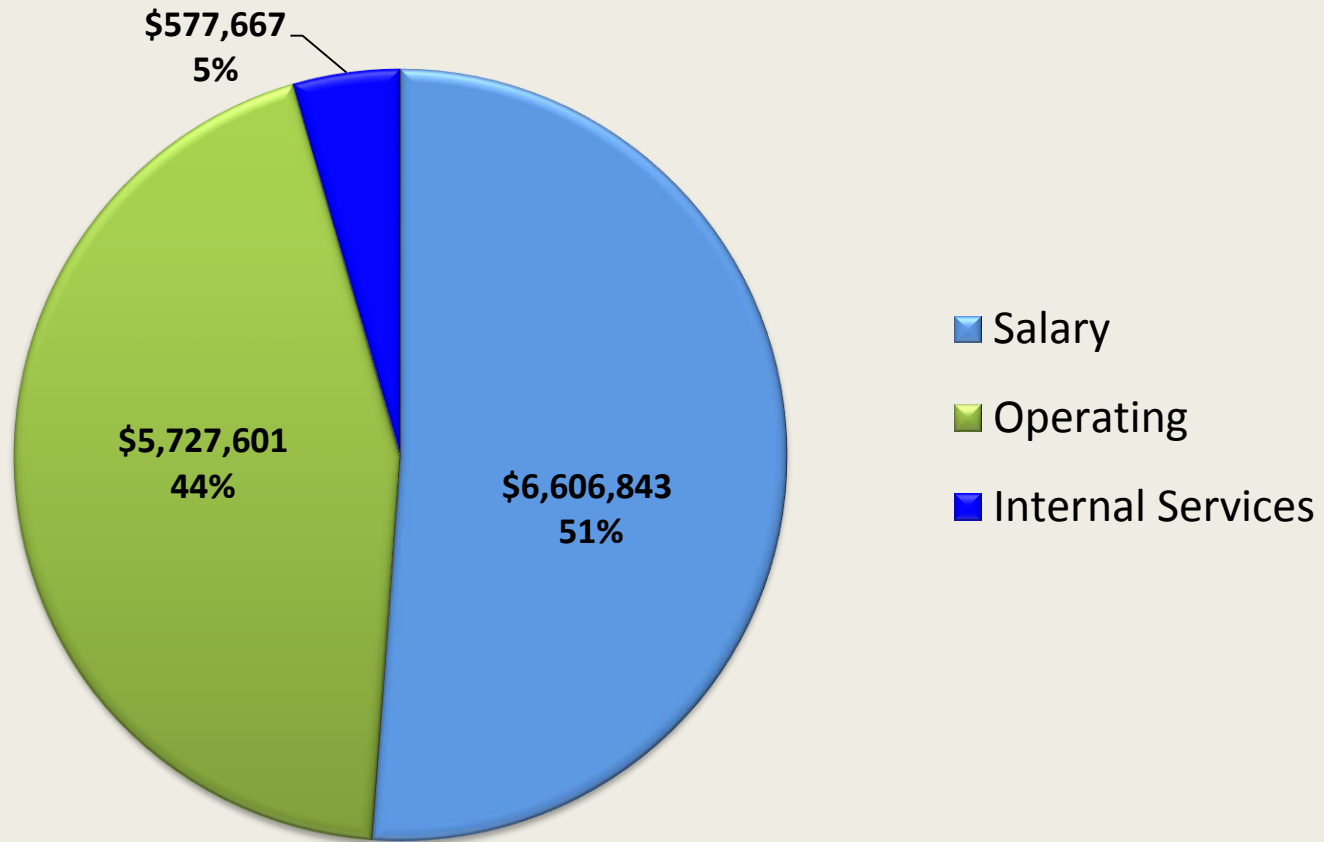
Bed Tax/Tourism:

- Conversion of Contractual National Sales Manager to Full Time Status – 1 FTE \$27,324
- Digital Content Program Specialist – .5 FTE \$38,148
- Pilot Program – Glendale, AZ Tourism and Events Support Grants Program \$100,000

Public Facilities, Recreation and Special Events:

- Elsie McCarthy Sensory Garden \$6,000
- Recreation Software Replacement \$69,100
 - *Project Budgeted in Technology Projects Fund*

Public Facilities, Recreation, and Special Events FY2018 Operating Budget Request



Total FY2018 Operating Budget \$12,912,111



OFFICE OF ECONOMIC DEVELOPMENT

Brian Friedman, Economic Development Director





Mission Statement

To facilitate the creation of high quality jobs, develop financially sound projects, assist entrepreneurs and small Glendale businesses, and enhance property utilization to its highest and best use in order to increase the city's tax base in support of quality of life amenities for the entire community.

Office of Economic Development Programs & Functions

- **Business Attraction**
 - *Target Industries: Aerospace & Defense, Manufacturing, Signature Retail & Entertainment, Medical Technology, Advanced Business Services*
 - *Liaison for key economic/business development agencies: Greater Phoenix Economic Council, Arizona Commerce Authority, Glendale Chamber of Commerce, and Westmarc*
 - *Primary point of contact for site selectors, brokers, and corporations seeking opportunities in our community*
- **Business Retention & Expansion**
 - *Continual outreach to major, mid, and small business employers*
 - *Connect existing businesses to workforce development resources*
 - *Provide ombudsman services for expansion projects*
- **Business Assistance**
 - *Link businesses to resources*
 - *Support business assistance events and entrepreneur outreach (job fairs, procurement fairs, seminars, entrepreneurship classes, etc.)*
 - *Assist with navigating a variety of city processes*

Office of Economic Development Programs & Functions (cont'd)

- **Redevelopment (Centerline)**
 - *Seek and manage CDBG grant funding for Visual Improvement Program*
 - *Research and assemble economic development tools and make recommendations to spur redevelopment*
 - *Coordinate with internal and external stakeholders to ensure unified approach to a variety of redevelopment initiatives including events, place-making, business attraction, and adaptive re-use projects.*

Office of Economic Development– Goals, Objectives, & Performance Measures (cont'd)

Department Goal	Business Attraction & Retention/Expansion: Increase the number of businesses and jobs in our community to ensure long-term financial stability.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Leverage industry resources to increase Glendale's visibility in the local, state, and national markets and promote Glendale through recruitment initiatives.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
New Businesses & Expansions	12	14	12	10
Jobs Generated	1,352	1,136	2,081	1,000
GPEC Project Responses	41	48	37	37
Participation in Recruitment Initiatives	5	5	5	6

Department Goal	Redevelopment: Support on-going city-wide efforts to create redevelopment opportunities in the Glendale Centerline area.			
Council Priority	Fiscal Sustainability, Economic Development, Centerline			
Performance Objective	Engage the local business community to promote revitalization and repurpose underutilized properties.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
CDBG Grant Award (to the department)	\$0	\$0	\$52,202	\$40,000
Visual Improvement Program: # of Projects Grant Awards	4 \$27,087	5 \$42,141	4 \$55,262	3 \$90,000

Office of Economic Development – Goals, Objectives, & Performance Measures

Department Goal	Business Assistance and Retention & Expansion: Keep businesses growing and thriving in our community.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Improve visibility and outreach, link businesses to resources, and support business assistance events (job/procurement fairs, seminars, etc.)			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Targeted Outreach Contacts	169	199	270	200
Business Assistance Events	6	6	16	10

Office of Economic Development FY17

Operating Budget Approved Supplementals

- **\$15,000 one-time** request for potential participation with ACA and/or GPEC in a Visiting CEO Forum associated with the 2017 NCAA Men's Final Four
 - *Due to Arizona Commerce Authority's decision to manage the CEO Forum, they did not seek any outside partnership which resulted in funds not being expended.*
- **\$15,000 ongoing** request to support additional trade show participation, sales missions, business outreach, and professional education:
 - *Participation in 3 targeted trade shows reaching an international audience and 3 targeted GPEC sales missions to promote Glendale to site selectors, brokers, and developers in support of business attraction initiatives.*
 - *Participation in business mixer events with partners, prospects, site selectors, brokers, and major employers to establish and grow key business relationships in support of the city's attraction and retention efforts.*
 - *Professional education coursework for Certified Economic Developer (CEcD) credential, Planning certification, and Local Government Management to ensure the city is positioned to address emerging trends in economic development and integration into strategic objectives.*

Office of Economic Development

Additional Data

- Proactive and constant outreach to site selectors, brokers, and the development community is crucial to remaining competitive in the greater regional market.
- Investing in business relationships with regional partners, major employers, local service providers, community partners, and prospective clients is a critical to the continual development of jobs in our community.
- Attracting and maintaining a talented, tenured, and productive staff is a top priority and investing in ongoing, industry-specific professional development training is critical to this effort.
- Key Accomplishments:
 - *Conair announced plans to expand their Glendale campus with the addition of a new building adjacent to their existing campus. This new structure which has commenced construction, will be just over 1 million square feet. This expansion will also add 300 new jobs bringing Conair's total employment in Glendale to 750. Once the expansion is complete, the Conair campus in the Glen Harbor Business Park will total 2.3 Million square feet, making it the second largest corporate campus in the greater valley.*

Office of Economic Development

Additional Data

- Key Accomplishments (Continued):
 - *Talavi Tech, formerly Glendale's largest remaining office building, was purchased by Alaska USA Federal Credit Union for \$17 million. The acquisition of this 185,000 square foot facility will supplement the company's existing 22,000 square foot data center located in the Talavi Business Park. This acquisition demonstrates Alaska USA Federal Credit Union's continued commitment to future growth in Glendale.*
 - *West Valley RE LLC, an affiliate of the Van Tuyl Group, purchased a parcel of land from the City for \$2.4 million where they will welcome BMW to Glendale. This \$30 Million investment will bring a full-service BMW car dealership to the 13-acre parcel just north of Union Hills on the west side of the Loop 101. BMW expects to employ between 150 and 200 people at the new facility.*
 - *Glendale's unemployment rate decreased from 5.0% in January 2016 to 4.8% in January 2017; and, year over year 3,108 more people joined the labor force and 3,128 more Glendale residents were employed.*
 - *The city has partnered with Westmarc, MAG and the other west valley communities on a comprehensive workforce strategy to help better understand and market the west valley to potential employers. The project has included collecting workforce data, outreach to industry and education leaders, a SWOT analysis and presently the development of a tool demonstrating the existing workforce we have by place of residence instead of place of business at an occupational level.*

Office of Economic Development

Additional Data

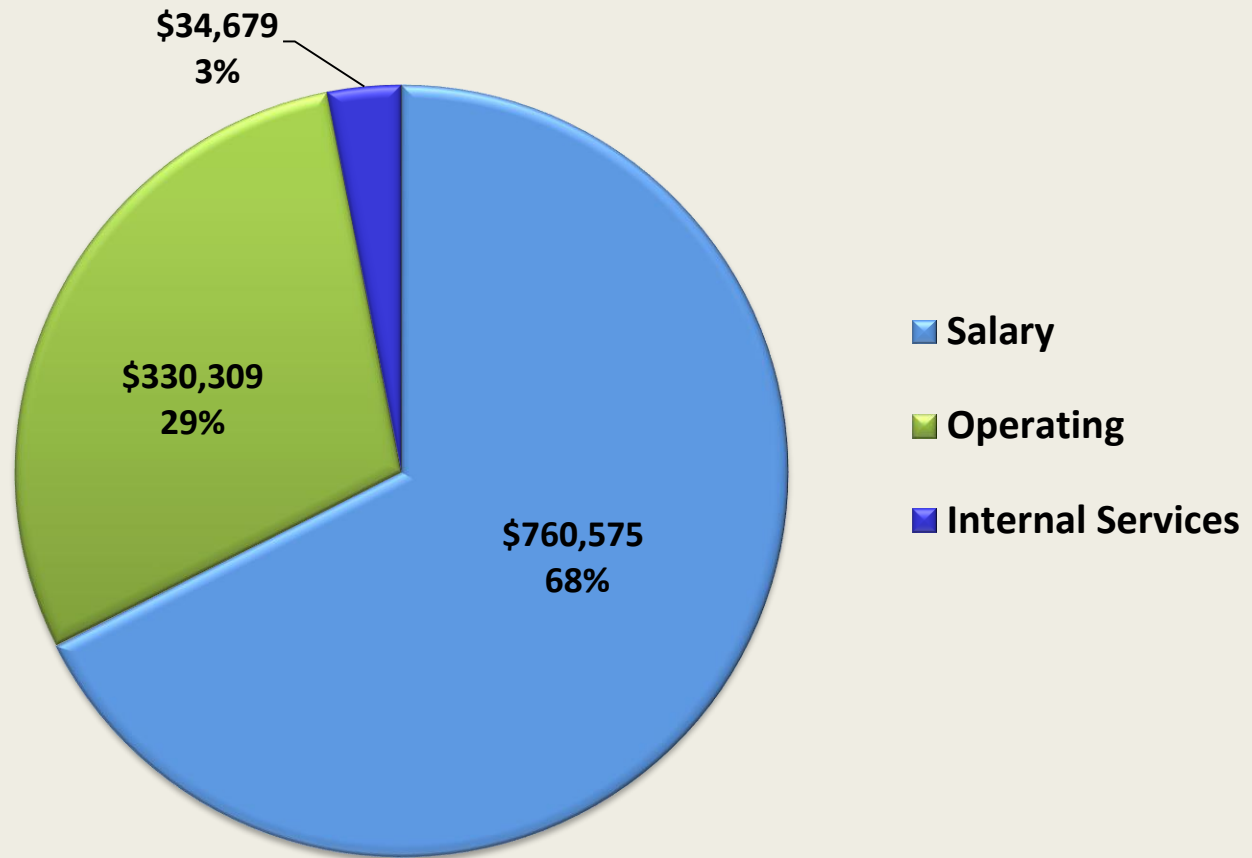
- Key Accomplishments (Continued):
 - *Collaborated with valued partner organizations to sponsor, co-host and support hiring events, a procurement fair, and small business assistance seminars to benefit the Glendale community. Partners included: SCORE, Goodwill Industries, WESTMARC, and the Glendale Chamber of Commerce*
 - *Created new comprehensive Business Resource Guide that provides a one-stop guide for planning, starting, operating and growing a business in Glendale. The comprehensive guide will be available on the Economic Development Department website and hard copies will be made available for visitors at the Glendale IDEA Center*
 - *Worked with Urban Land Institute (ULI) to conduct an AzTAP (Technical Assistance Program) studying Centerline's midtown area. The AzTAP Panel Day brought in 12 subject matter experts to examine the midtown district and discuss the issues around land use, placemaking, education, housing, economic development, and financing and investment tools. This endeavor resulted in a final report and presentation to City Council with detailed strategies to revitalize Downtown Glendale*
 - *Through a partnership with Arizona State University's Entrepreneurship Outreach Network and in conjunction with the Glendale Public Library, the Economic Development Team has begun facilitating Start Up School classes at the Main Library. The interactive courses are part of a six-part series that is offered free to the public, and provides entrepreneurs and small businesses access to curriculum and resources for developing a successful business venture*

Office of Economic Development FY18 Operating Budget Requested Supplementals

\$125,000 on-going request for contracted services for a Downtown Manager

- *In an effort to achieve the vision of City Council to create and support a vibrant City Center, and to build on the detailed strategies that were ascertained through the ULI AzTAP study, Economic Development staff recommends utilizing the services of an independent Downtown Manager under the umbrella of a private organization to develop and implement a diverse, cohesive and unified strategic plan for Historic Downtown Glendale.*
- *The utilization of a Downtown Manager will allow the city to meet this strategic priority which requires targeted support that is solely charged with the responsibility to create a Downtown Merchant Association, identify the key priorities of stakeholders, establish a plan of action to address those priorities, and identify the funding methodology to support initiatives. Economic Development will provide oversight for the independent, qualified firm that provides Downtown Manager Services.*
- *The RFP and subsequent contract is intended to be for 5 years and is not renewable*
- *Deliverables that will measure success of Downtown Manager include:*
 - *Creation of web-based database that tracks all downtown properties*
 - *Creation of a Merchants Association*
 - *Identification of stakeholders and priorities/Creation of business plan*
 - *Increase in diverse, cohesive business development and redevelopment in Downtown Glendale*

Office of Economic Development FY2018 Operating Budget Request

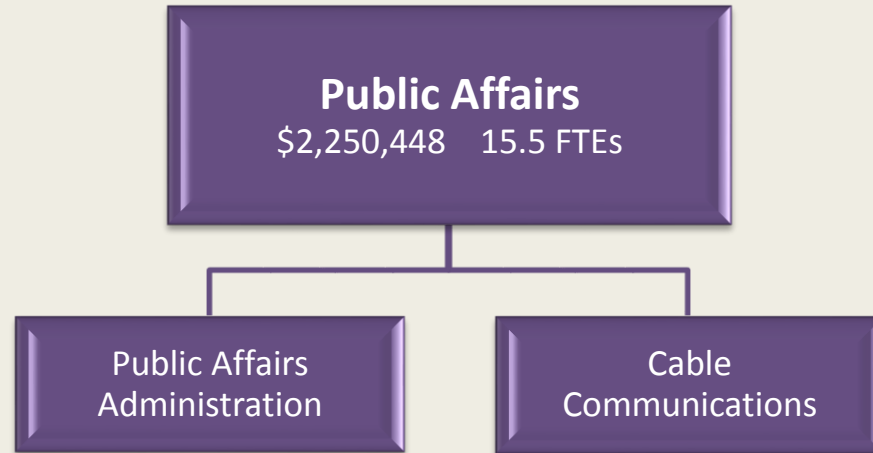


Total FY2018 Operating Budget \$1,125,563



PUBLIC AFFAIRS

Brent Stoddard, Intergovernmental Programs Director



Mission Statement

The mission of the **Public Affairs Division** is to develop and implement comprehensive strategies and programs that effectively and accurately communicate the city's key messages to the targeted audiences.

Public Affairs – Programs & Functions

Public Affairs Administration

- Legislative Coordination
- Ensures the Council adopted state and federal legislative agendas are carried out
- Research and review state and federal legislation
- Protect the city's interests in various stakeholder processes
- 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
- Identify and work to secure local, regional, state, federal funding opportunities
- Supervise the Council Office staff

Public Affairs – Programs & Functions

Public Affairs Administration

- Develops and implements the comprehensive and strategically planned public information program for the city.
- Manages public information outreach and marketing programs for city departments.
- Originates, plans, and composes news items, newspaper articles placement, stories, bulletins, speeches, reports, letters, and radio and television scripts.
- Communicates with and responds to inquiries from city employees, media, business, stakeholders and the public regarding city activities.
- Coordinates the interaction of members of the news media, department, city staff, and public in presenting information.

Public Affairs – Programs & Functions

Public Affairs Administration

- Coordinates with city departments to plan and develop education programs and materials for use of employees, the public and a variety of audiences.
- Attend neighborhood meetings, community events and assists in communication of city and departmental information and programs.
- Maintains the city website and digital/social media.
- Provides the creative design services for city departments.

Public Affairs – Programs & Functions

Cable Communications

- Glendale 11 & the Media Center - Serves as the city's government television channel and provider of all online video content for the city's web and social media sites, video content (YouTube, Facebook Live etc) and online views. The media center is also available for rent by outside agencies.

Public Affairs – Goals, Objectives, & Performance Measures

Department Goal	Legislative awareness and impact			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress, and other governmental bodies.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Total number of bills posted	1252	1361	1200	1300
Number of bills tracked that have a direct impact to City and have received staff input	528	395	526	400
Number of new laws being enacted	324	374	300	300

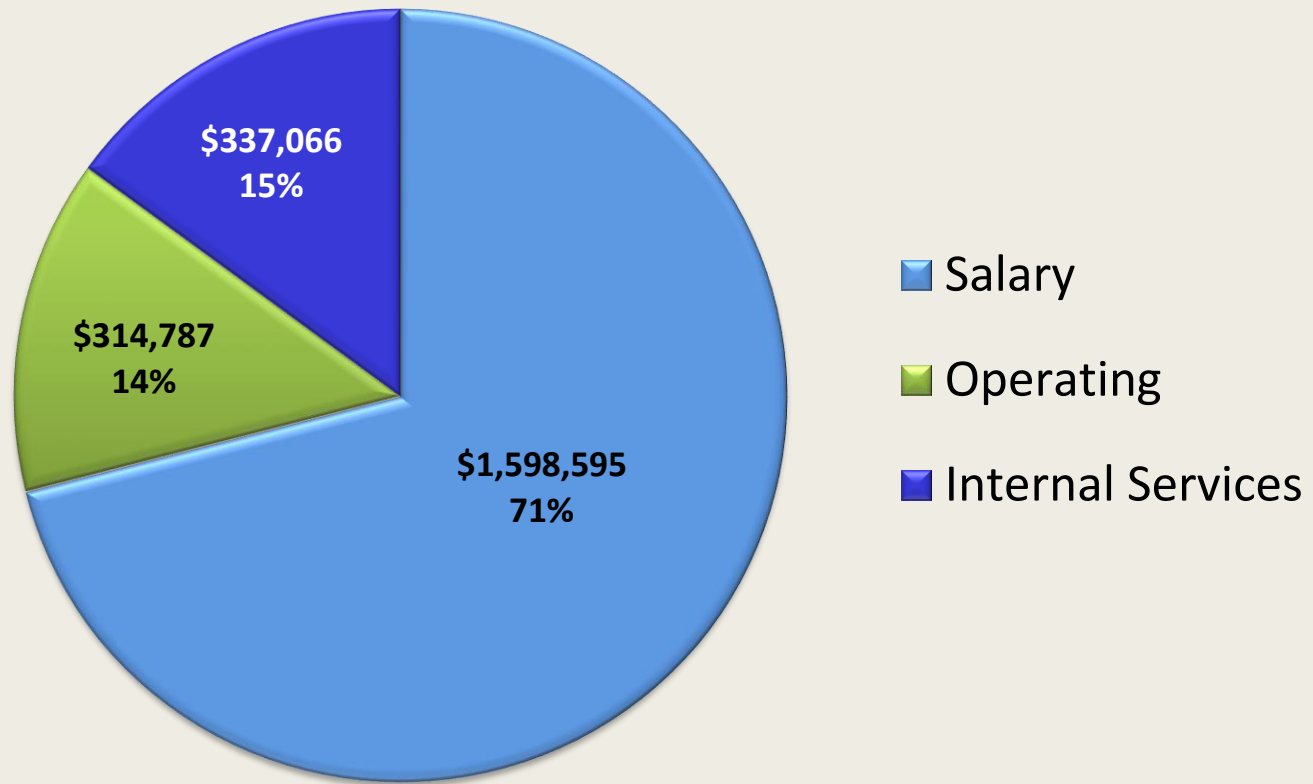
Department Goal	Increase and improve communications and transparency with residents, stakeholders, community partners, businesses and visitors			
Council Priority	Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Increase outreach and provide city news and information about the city's programs, services, and amenities. Implement new web content management system to better serve our digital audience and increase visitors to city websites.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Social Media presence. (growth in page "likes," engagement and reach - the number of people who see our posts on all digital channels)	n/a	n/a	467,748	491,115
Number of video online and on Glendale 11 air (more video with an emphasis on shorter clips in line with consumer preference)	n/a	n/a	225	205
Number of website visits	n/a	n/a	5,702,768	6,000,000

Public Affairs – Goals, Objectives, & Performance Measures

Department Goal	Keep residents and the Council informed of legislative issues affecting the city or neighborhoods			
Council Priority	Transparency; Fiscal Sustainability			
Performance Objective	Keep the public and the Council informed of the city's legislative agenda and bills being considered by the Legislature that would have a direct impact on the city or neighborhoods.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Number of Legislative Link subscribers	87	87	85	90
Number of legislative reports posted to the website	6	6	15	10

Department Goal	Develop an enhanced presence on regional and national committees			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Work with local and regional partners and agencies to ensure that our projects are funded and completed in the appropriate times, successfully keep Glendale's projects funded and moving forward.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Number of Councilmembers serving on regional committees	5	5	4	5
Number of Councilmembers serving on national committees	5	5	4	4
Total number of regional and national groups on which Glendale is represented	12	12	12	12

Public Affairs FY2018 Operating Budget Request



Total FY2018 Operating Budget \$2,250,448

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MAYOR AND COUNCIL OFFICE

Brent Stoddard, Intergovernmental Programs Director

Mayor's Office
\$423,101 4 FTEs

Council Office
\$1,094,931 12 FTEs

The Mayor and City Council constitute the elected legislative and policy making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.

City Council Office Programs & Functions

- Supports the Councilmembers and works directly with constituents and city departments to resolve any issues or questions about city programs and services
- Coordinates Council constituent communications, discretionary budgets, capital projects, district meetings, special interest projects, research and the general day-to-day operations of the City Council Office
- Maintains Council calendars and completes weekly public events postings
- Manages application, appointment, and training process for 17 boards and commissions and also staffs the Government Services Committee (GSC)

City of Glendale City Council Key Priorities

The Mayor and City Council determine priorities that guide the future vision and policy direction for the city. As such, they are committed to forming the policies necessary to accomplish these priorities:

Transparency

Fiscal Sustainability

Economic Development

Signature Events

Creative, Innovative, Efficient Systems

Continuous Business Policy Improvement

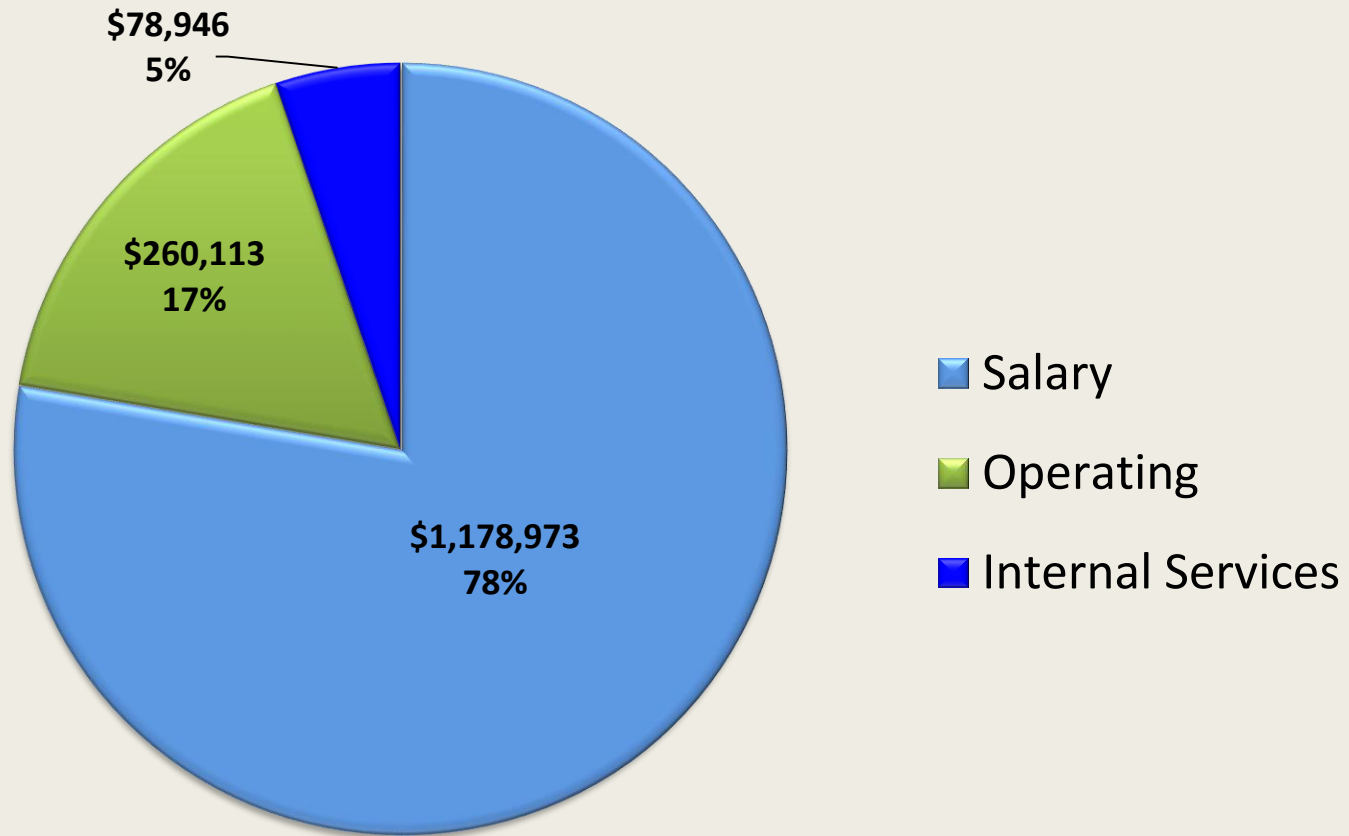
Public Safety

Mayor & Council FY18 Operating Budget Requested Supplementals

Supplemental Requests:

Council Assistant – 1 FTE	\$91,894
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Mayor and Council Office FY2018 Operating Budget Request



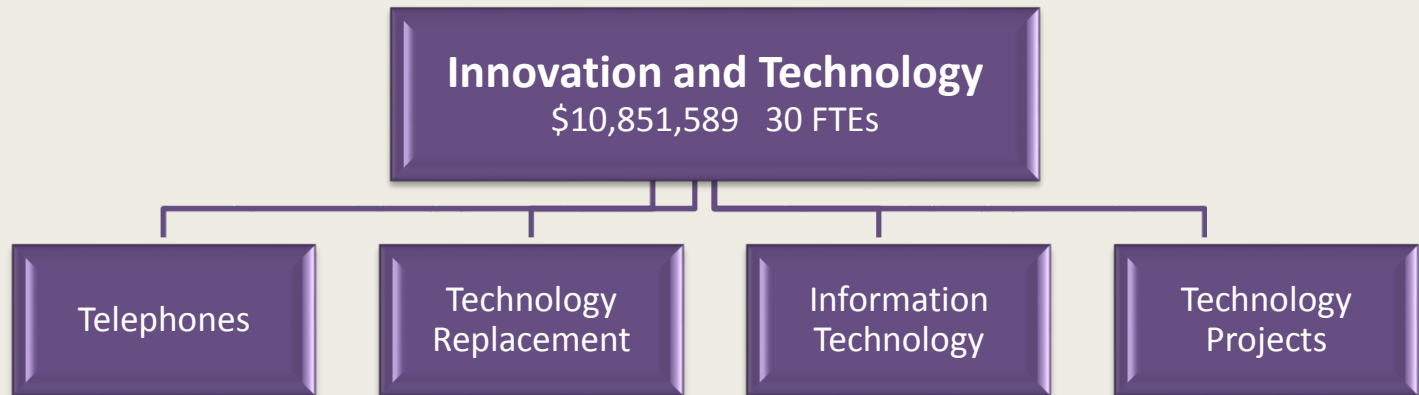
Total FY2018 Operating Budget \$1,518,032



INNOVATION AND TECHNOLOGY

Chuck Murphy, Chief Information Officer





Mission Statement

The mission of Innovation and Technology is to create a customer focused, team oriented organization that supports a culture of continuous improvement through the use of technology and process enhancements.

Innovation and Technology Programs & Functions

Administration

- *Planning, security, budget, contracts, technical consulting*
- *Chair Technology Steering Committee*

Desktop Services Group

- *First line of technical support (Desktop PCs, Phones, Infrastructure projects)*
- *Average 1,113 service calls per month*

Operations Group

- *Manage servers, data storage and network*
- *Provide process control support to Water Services*
- *Provide 24 X 7 on-call support*

Applications Group

- *Manage and support City software applications*
- *Over 100 applications supported (PeopleSoft, Utility Billing, PD CAD/RMS)*
- *Business Analytics*

Project Management

- *Centralized project management support for larger IT projects.*

Innovation and Technology – Performance Measures

Department Goal	Improve service levels			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Provide effective and efficient information technology support by ensuring technologies are highly available, recoverable, and the integrity of data is maintained.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
% City external website uptime	99.74	99.74	99.88	99.9%
Service Level Agreement (SLA) Compliance (New Metric)	*	*	*	90%
First Call Resolution (FCR) (New Metric)	*	*	*	85%
Customer Satisfaction Rating (1 to 5 scale) (New Metric)	*	*	*	4.0

Innovation and Technology FY17 Operating Budget Approved Supplementals Update

Information Technology Manager (Applications)

- *Manages applications group and over 100 software applications*
- *Currently working on ERP, PeopleSoft, PD, City Clerk projects*
- *Manages existing software licensing contracts*
- *Managing business analytics implementation*

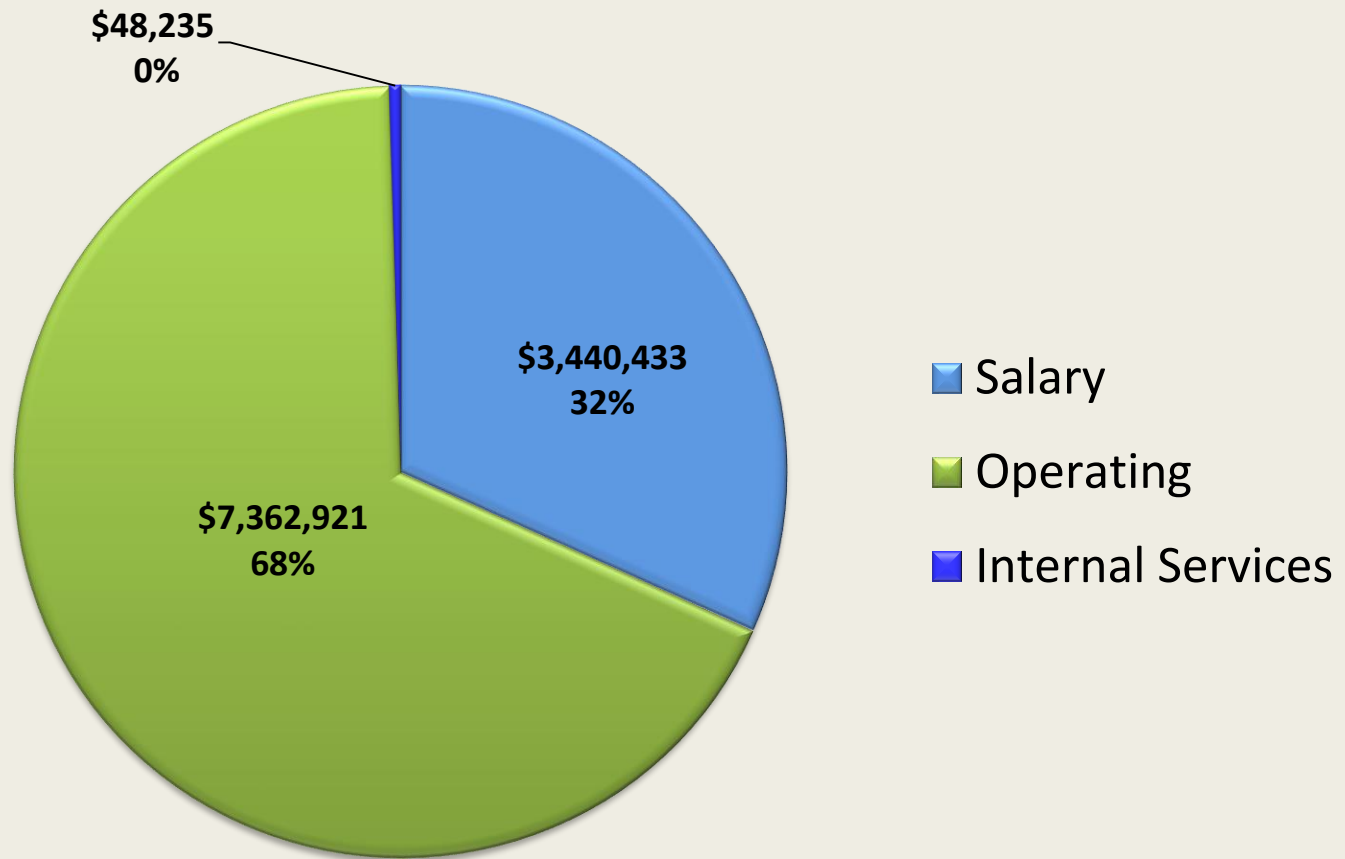
IT Project Manager (Information Security Officer)

- *Manages PCI (credit card) compliance process*
- *Designated Local Area Security Officer(LASO) for PD, working on ACJIS Security Compliance Audit*
- *Evaluates security logs for appropriate action*
- *Developing City security awareness communications*

Data Architect

- *Recent hire*
- *Setting up analytics infrastructure*
- *Initially working on projects for Finance, PD and Water*

Innovation and Technology FY2018 Operating Budget Request

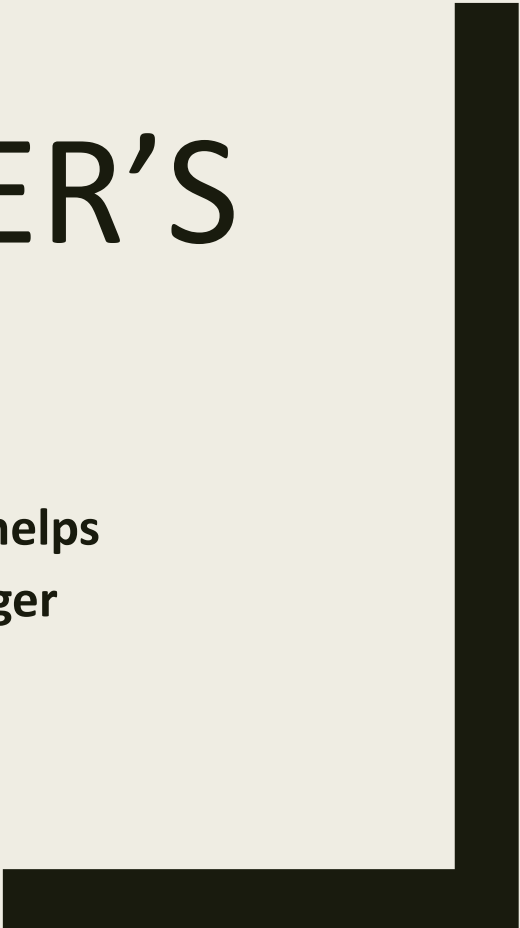


Total FY2018 Operating Budget \$10,851,589



CITY MANAGER'S OFFICE

Kevin R. Phelps
City Manager





Mission Statement

To create organizational strategies for success.

Vision Statement

The organization and community knows where we are going and how we are going to get there.

Department Description

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council; communicates that direction to the organization; ensures the efficient, effective, and economical delivery of city services to Glendale's citizens; appropriately allocates the resources and support to achieve strategic objectives; uses data and evidence to analyze and improve organizational performance; and maintains a highly responsive, effective, and inclusive workforce.

City Manager's Office Programs & Functions

- Model servant leadership to successfully implement the policy direction of the City Council
- Serve the Mayor and Council, City employees, residents and businesses
- Focus on the three E's in the delivery of services to Glendale residents:
 - *Economy*
 - *Efficiencies*
 - *Effectiveness*
- Foster a diverse and inclusive organization and community
- Lead efforts for fiscal sustainability
- Guide planning efforts for the city-wide Strategic Plan
- Manage special projects and Council priorities

City Manager's Office – Goals, Objectives, & Performance Measures

Department Goal	Leadership			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	To equip the organization with the knowledge, skills, abilities, and resources to achieve successful outcomes that fulfill the City Council's mission and vision for the organization.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Process Improvement				
# Employees Trained	0	0	0	120
# Process Improvement Projects Completed				12
Leadership Development Activities				
Book Club Events/Participants	0	0	6/175	6/200
Alliance for Innovation Events/Participants	0	0	4/101	4/100

Department Goal	Vision			
Council Priority	Fiscal Sustainability, Economic Development			
Performance Objective	To establish strategic direction for the organization that ensures alignment amongst all departments and services with the needs of the community.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Balanced Scorecard				
# Employees Trained	0	0	60	100
# Scorecards Implemented			1	10

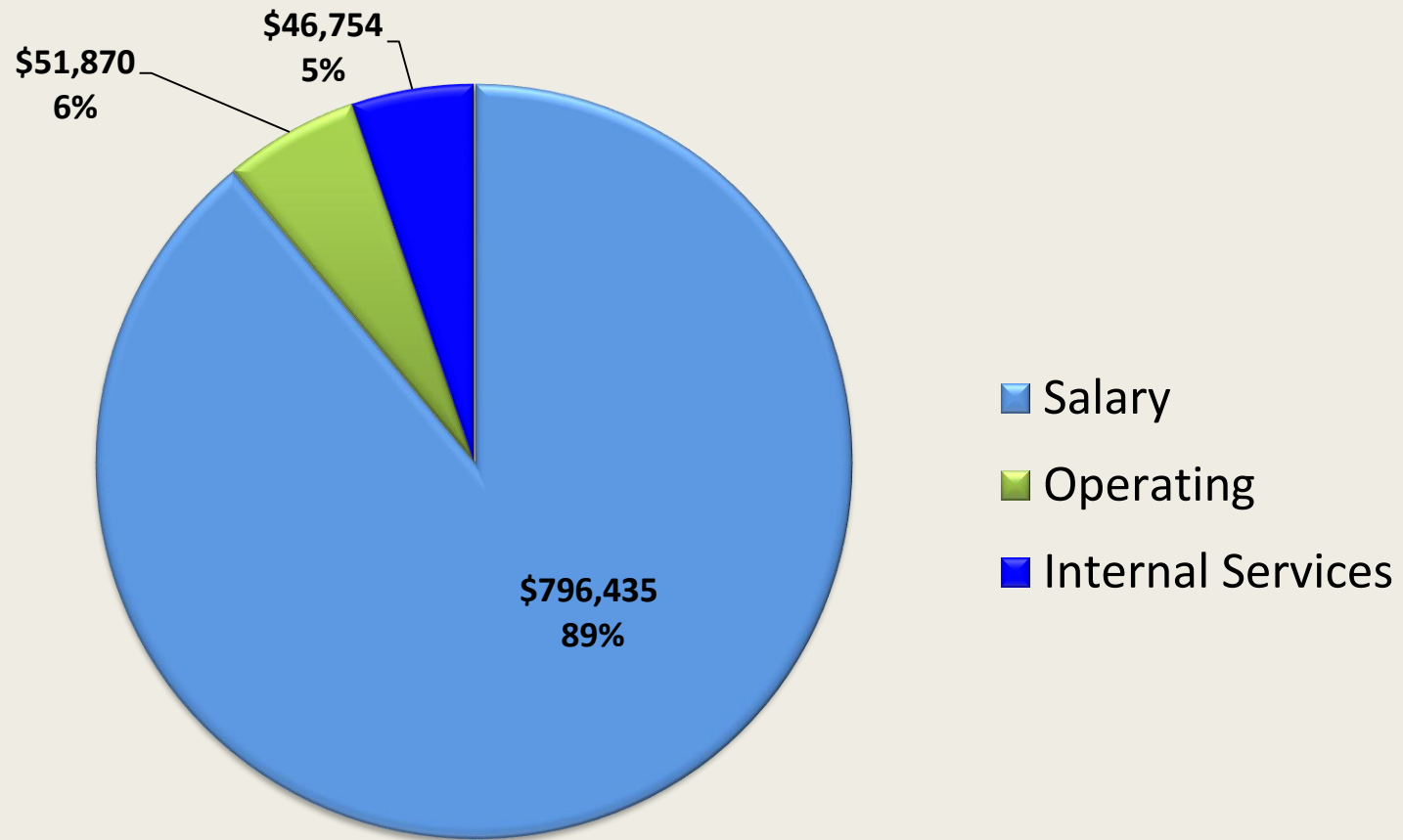
City Manager's Office – Goals, Objectives, & Performance Measures

Department Goal	Accountability			
Council Priority	Transparency, Fiscal Sustainability			
Performance Objective	Establish systems and tools that assess and report on organizational performance, identify target areas for improvement, and publicly report results to the citizens of Glendale.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
# Surveys conducted and integrated into the strategic planning efforts	0	0	0	3
Publicly Posted Data sets	0	0	0	10
Produce a balanced budget that complies with the city's adopted financial policies * The budget will be balanced, by fund, when all projected ongoing revenue sources do not exceed all ongoing expenses proposed for the current FY and for the upcoming FY. Use of the unassigned fund balance will occur only as authorized by Council and to address one-time costs, not ongoing costs or planned utilization of fund balance.	Yes	Yes	Yes	Yes
Produce a Five-Year Forecast for each major operating fund, in compliance with the city's adopted financial policies	Yes	Yes	Yes	Yes
Prepare City Manager's recommended budget in accordance with the city's adopted financial policies	Yes	Yes	Yes	Yes

City Manager's Office – Goals, Objectives, & Performance Measures

Department Goal	Pursue quality economic development and ensure long-term financial stability, while safeguarding current economic investments.			
Council Priority	Fiscal Sustainability; Economic Development			
Performance Objective	Expand the tax base and job market in the community			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
New businesses recruited or existing companies expanding	12	14	12	10
Jobs generated by new or expanding companies	1352	1136	2081	1000

City Manager's Office FY2018 Operating Budget Request



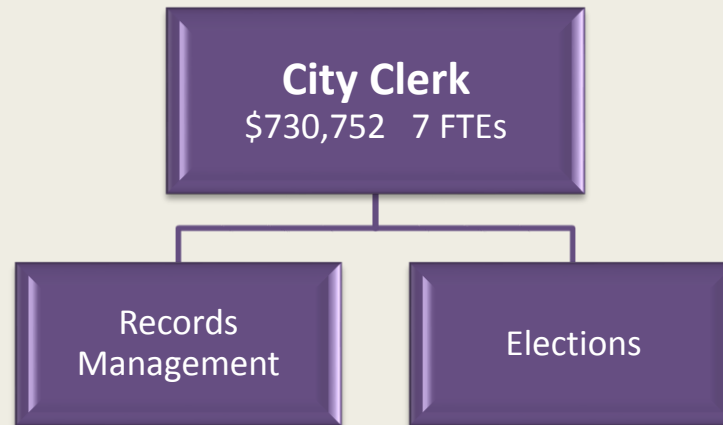
Total FY2018 Operating Budget \$895,059



CITY CLERK

Julie K. Bower, City Clerk





Mission Statement

To fairly and impartially provide exceptional customer service and information to the citizens, customers and employees of the City of Glendale.

City Clerk - Programs & Functions

Administration & Records

- *Public Records*
- *Publications and Postings*
- *Robust Records Management System and Program*
- *Codification of the Glendale City Code*
- *City Council Agenda Management*

Elections

- *Conduct City Elections*

City Clerk – Goals, Objectives, & Performance Measures

Department Goal	Provide timely notice and access to official meetings of the Glendale City Council			
Council Priority	Transparency			
Performance Objective	All City Council regular voting meeting and workshop agendas and packets posted online 6 days prior to the meeting (Statutory requirement is 24 hours prior to meeting)			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Agendas/Packets posted 6 days prior to regular meetings	41/100%	43/100%	47/98%	44/100%

Department Goal	Provide citizens with timely access to city records			
Council Priority	Transparency			
Performance Objective	Initiate all public record requests within 24 hours of receipt and post all campaign finance reports within 24 hours of receipt			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Public Record Requests /% Compliance	1,656/100 %	1,120/100 %	1,200/100 %	1,300/100 %
Percent of Campaign Finance Reports posted within 24 hours	99%	100%	100%	100%

City Clerk – Goals, Objectives, & Performance Measures

Department Goal	Increase volume of digitized records available to internet/organization			
Council Priority	Transparency			
Performance Objective	Prioritize indexing and scanning of high demand record series.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Pages scanned	161,100	254,907	300,000	330,000
Percent increased/decreased	-42%	+58%	+15%	+10%
Pages Indexed	1,836	6,144	5,000	7,500
Pounds of Records shredded/recycled	30,200	78,157	30,000	35,000

City Clerk – FY17 Operating Budget Approved Supplementals

- The City Clerk Department requested the funds to conduct the 2016 Elections.
 - *The district races of Sahuaro, Cactus and Yucca as well as the Mayoral seat were decided in the 2016 Elections.*
 - *The General Plan was reviewed and voted upon by the Voters.*
- The City Manager's Office transferred funding for a Senior Management Assistant position to the City Clerk Department. This position is responsible for the management of the City Council Agenda process.
- Agenda Management including agenda printing will be done by the City Clerk Department effective July 1, 2016.

City Clerk – FY18 Operating Budget Requested Supplementals

Enterprise Content Management (ECM) Software \$313,000

- *Document storage and records management*
- *Project is funded in the Technology Projects Fund*

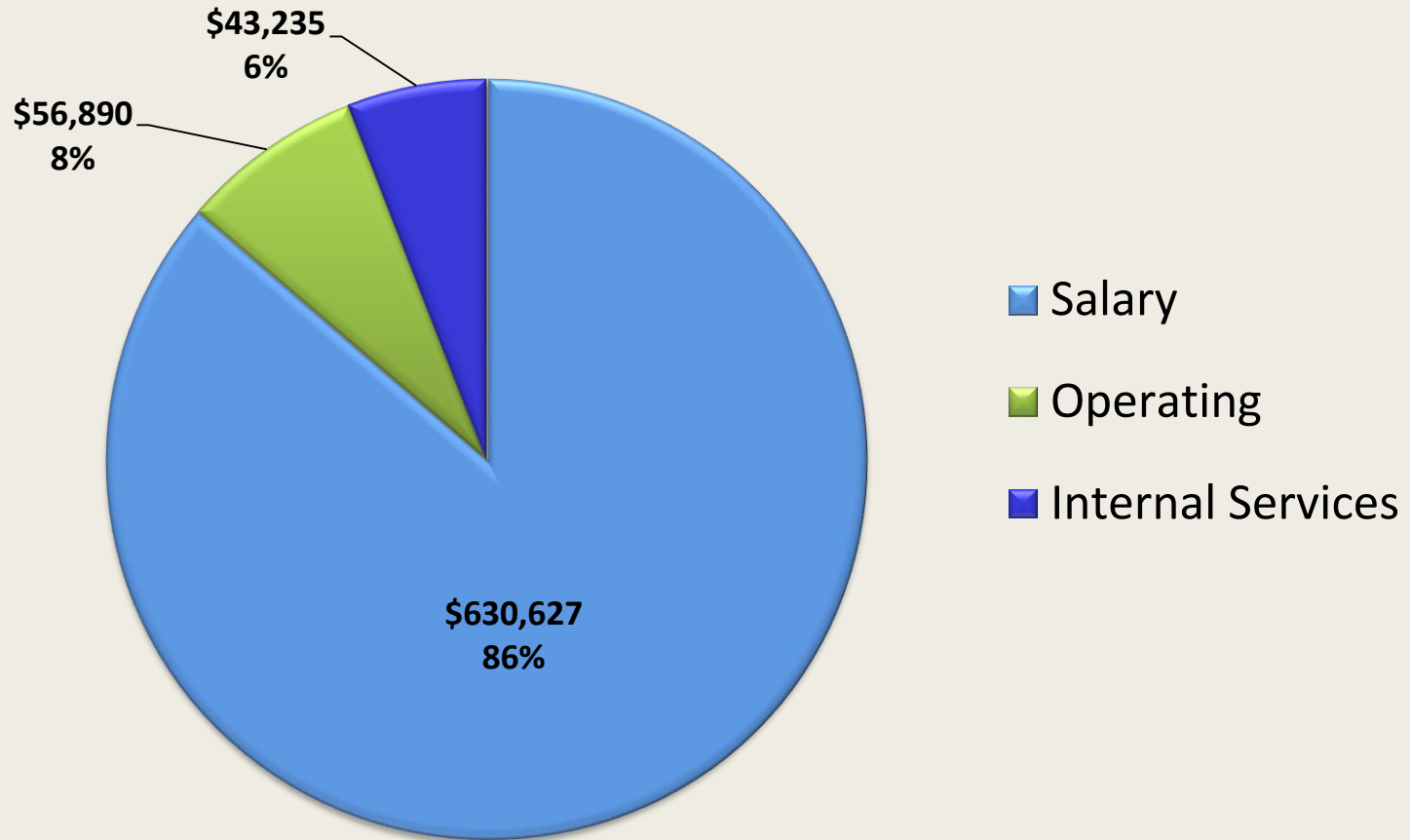
Price includes:

- *Software & software support*
- *Installation, documentation & training*
- *Project management services*
- *Vendor hosting & cloud storage*
- *Conversion of existing 3.5 million records*

Product highlights:

- *Records management* – Centralize the entire lifecycle of government records from creation to final disposition easily
- *Public portal* - Give users and constituents transparent concurrent read only access to only those documents you want made available to the public via a web browser.

City Clerk FY2018 Operating Budget Request



Total FY2018 Operating Budget \$730,752



WATER SERVICES

Craig Johnson, P.E., Water Services Director



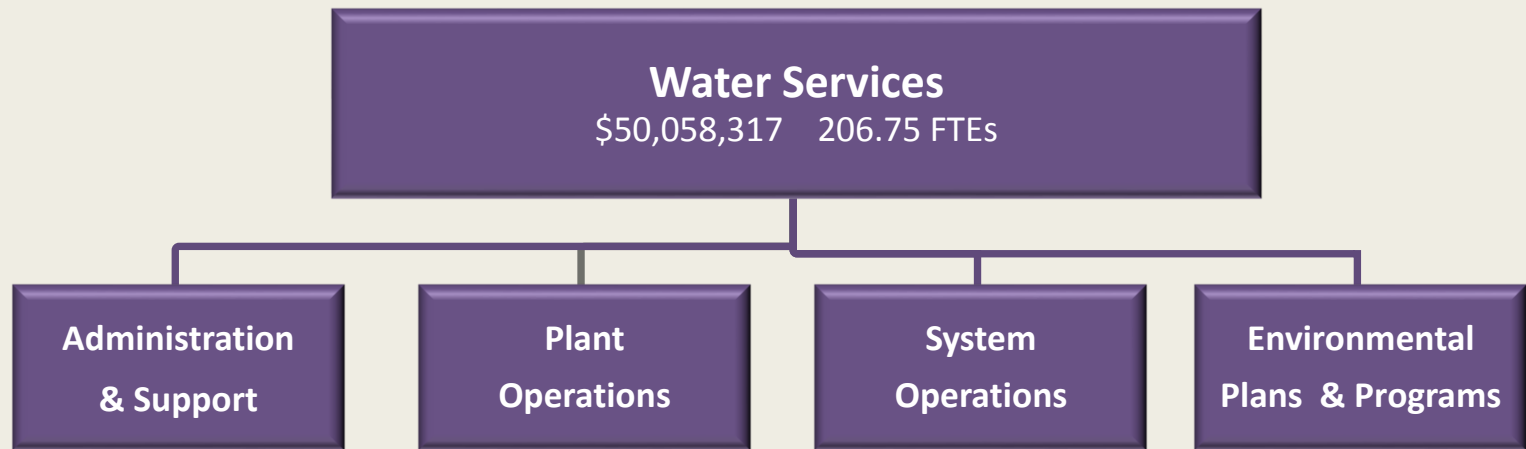
Water Services Mission Statement

The Water Services Department provides customers with safe, reliable, high quality water and wastewater services to ensure public health and the vitality of our community.

Overview

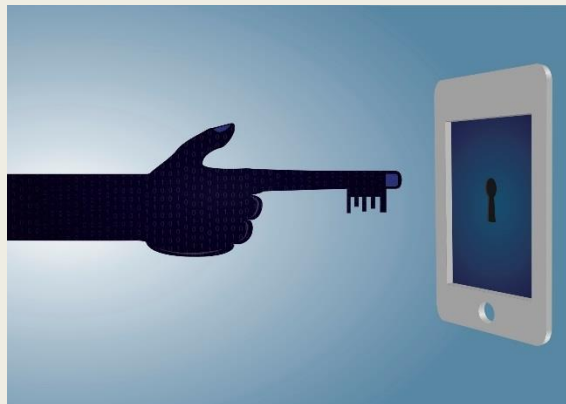
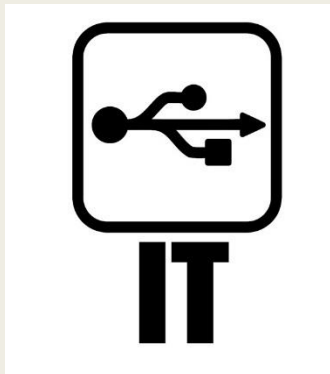
- 24/7 Operations with 206.75 Full-time positions
- Self-supporting enterprise fund
- \$785 million in capital assets
- Regulated by Federal, Arizona, and Maricopa County agencies

Water Services Functions



Water Services – Administration

- Support Staff
- Budget and Finance
- Employee Safety
- Security
- Material Control Warehouse
- Information Technology Coordination



Water Services – Plant Operations

- 4 Water Treatment Plants

Treatment capacity of 104 million gallons per day (MGD)



- 2 Wastewater Reclamation Plants
Treatment capacity of 16MGD
- SROG Wastewater Treatment Plant
Treatment capacity of 13MGD



Water Services – System Operations

- Water Distribution
- Meter Maintenance
- Public Services Representative
- Central System Control
- Field Customer Service
- Wastewater Collection
- Stormwater Management
- Irrigation



Water Services – Environmental, Plans, & Programs

- Water and Environmental Resources
- Water Quality Lab
- Conservation & Sustainable Living
- Pretreatment Program
- Monitor city-wide environmental compliance



Water Services Accomplishments

- Won multiple awards from the Arizona Water Association to include:
 - *Large Water Distribution System of the year*
 - *Electrician of the year*
 - *7 Safety Awards*
 - Cholla WTP
 - Oasis Water Campus
 - Pyramid Peak WTP
 - Arrowhead WRF
 - West Area WRF
 - Distribution System
 - Wastewater Collection System
 - *Two Arizona Forward Awards in the last 2 years*
 - 1 Crescordia Awards
 - 1 Awards of Merit

Water Services – Goals, Objectives, & Performance Measures

Department Goal	Operate water facilities and distribution system in a safe, efficient and effective manner.			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Meet the potable water demand service level. Maintain O&M cost and cost per thousand gallons below target. Meet annual current and future water recharge targets.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Potable water delivered to customers (billion gallons)	12.80	13.86	13.62	13.80
O&M cost of raw water, treatment, and distribution (million)	\$13.6	\$14.7	\$17.4	\$18.8
O&M cost per thousand gallons of water delivered	\$1.06	\$1.06	\$1.28	\$1.36
CAP water recharged for future water credit (acre feet, 1af = 325,851 gallons)	1,830	2,780	2,800	2,500
Reclaimed water recharged for future water credit (acre feet)	7,240	7,344	7,000	7,000

Water Services – Goals, Objectives, & Performance Measures

Department Goal	Operate wastewater collection system and water reclamation facilities in a safe, efficient and effective manner.			
Council Priority	Fiscal Sustainability; Creative, Innovative, Efficient Systems			
Performance Objective	Maintain O&M costs and cost per thousand gallons below target. Clean 235 (1/3 of 707 total) miles of sewer lines annually. Achieve the rate of <1.0 or lower of Sanitary Sewer Overflow per 100 miles of sewer annually. (Industry Standard Is <2.7)			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Wastewater collected and treated (billion gallons)	6.12	6.23	6.29	6.35
O&M cost of collection and treatment of wastewater (million)	\$10.0	\$10.4	\$12.2	\$12.0
O&M cost per thousand gallons of wastewater treated	\$1.63	\$1.67	\$1.94	\$1.89
% of 235 miles of sewer line cleaned	95%	99%	119%	100%
# of Sanitary Sewer Overflow per 100 miles	0.26	0.13	0.13	<1.00

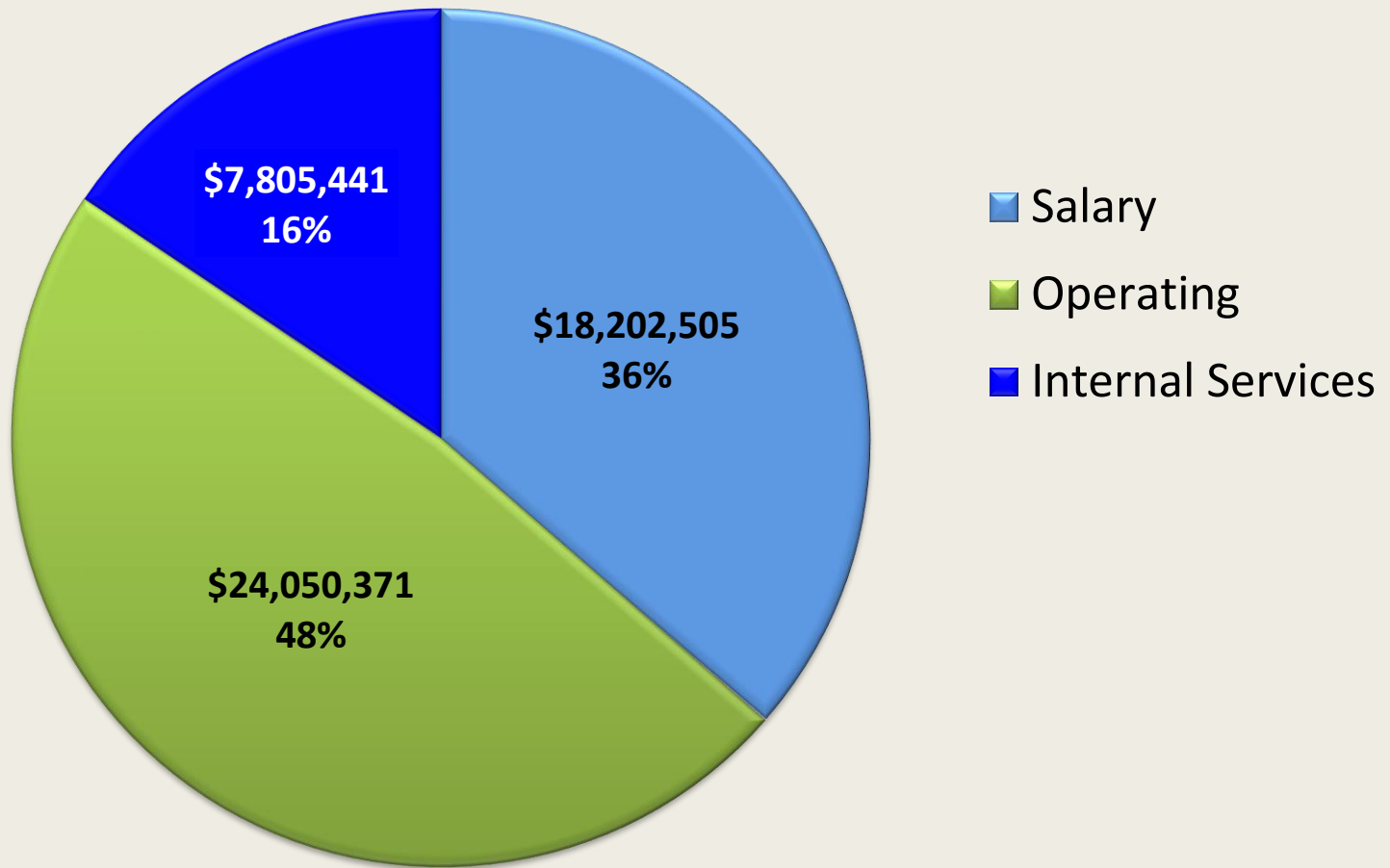
Water Services – Goals, Objectives, & Performance Measures

Department Goal	Comply with all government environmental, health, and safety regulations.			
Council Priority	Creative, Innovative, Efficient Systems			
Performance Objective	Submit all federal, state, and local regulatory reports by required dates. Perform >95% of water quality tests in-house. Perform 100% of pretreatment inspections. Inspect 100% of industrial and commercial facilities for storm water compliance. Achieve zero lost-time-injury incidents.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
% of all water, wastewater and storm water regulatory reports submitted on time	100%	100%	100%	100%
% of water quality tests performed in-house	97%	97%	95%	95%
% of pretreatment inspections target performed	100%	100%	100%	100%
% of industrial and commercial facilities inspected for storm water compliance	100%	100%	100%	100%
Number of lost-time-injury incidents	2	0	0	0

Water Services – FY2018 Operating Budget Requested Supplementals

**\$184,000 – Overtime and Employee Related Costs
Increased pay due to change in Holiday policy**

Water Services FY2018 Operating Budget Request



Total FY2018 Operating Budget \$50,058,317



PUBLIC WORKS

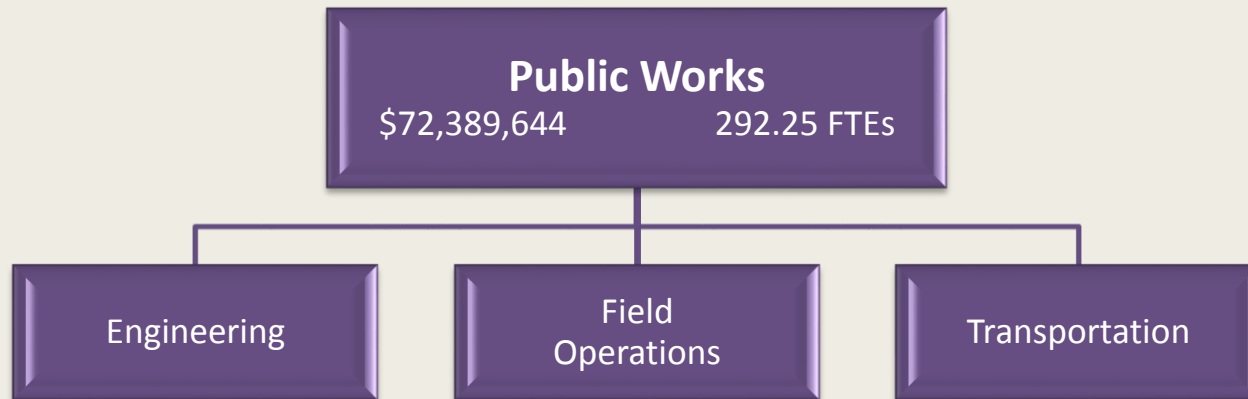
Jack Friedline, Public Works Director

David Beard, City Engineer/Deputy Public Works Director

Michelle Woytenko, Deputy Public Works Director

Trevor Ebersole, Deputy Public Works Director

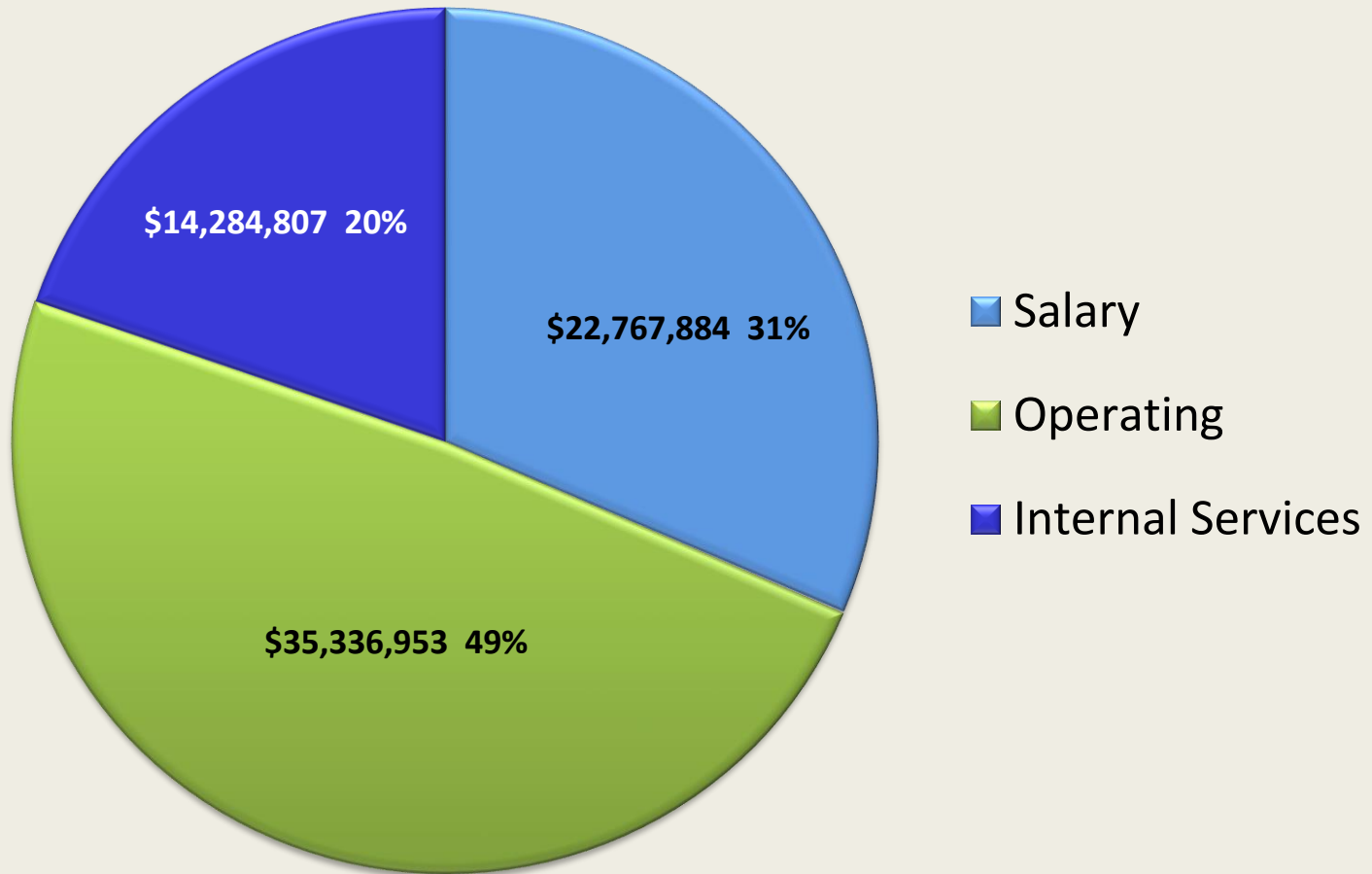




Mission Statement

Public Works mission is to develop and maintain excellent public facilities and infrastructure, while providing outstanding services that support and enhance a safe and sustainable high quality of life for our residents, businesses and visitors.

Public Works FY2018 Operating Budget Request



Total FY2018 Operating Budget \$72,389,644

Public Works – Engineering Division

Programs & Functions

Design, Construction, Engineering Inspection and Plan Review services

- *In-house Design (e.g. Pavement Management Program)*
- *Manage Design Consultants*
- *Construction Management*
- *Inspection Services: CIP and Private Development projects*

Responsible for Implementation of the City's Capital Improvement Plan

- *Water Services*
- *Transportation*

Management of the Cell Site Program (Right-of-Way and City-owned Facilities)

- *Currently oversee 50 wireless communication license agreements*

Public Works – Engineering Division

Programs & Functions

Responsible for the City's Street Lighting System

- *Monitor approx. 20,100 lights*
- *Developing a LED Conversion Project*
- *Added Downtown Pedestrian Lighting System to Inventory*

Property Management Program

- *Bank of America Complex*
- *Property Acquisition & Disposition*
- *Procuring Easements*
- *License Agreements (SRP, APS, Railroad, ADOT, MCFCD)*

Floodplain Management and National Flood Insurance Program

- *Community Rating System (CRS 7)*
- *2 Staff Members are Certified Floodplain Managers (CFM)*

Public Works – Engineering Division

Goals, Objectives, & Performance Measures

Department Goal	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.			
Council Priority	Fiscal Sustainability; Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Design, procure and manage Engineering and Construction Consultant Services to all city departments for Capital and Operating projects.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
% of projected cash flow expended in the fiscal year	n/a	n/a	66%	90%

Department Goal	Ensure citizen safety and high quality of life by providing properly operating streetlights.			
Council Priority	Fiscal Sustainability; Transparency; Creative, Innovative, Efficient Systems			
Performance Objective	Maintain street lighting system with less than 1% of lights malfunctioning (99% reliability).			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Maintain street lighting system with less than 1% of lights malfunctioning.	.63%	.63%	<1%	<1%

Public Works – Engineering Division

Goals, Objectives, & Performance Measures

Department Goal	Implement the 5-yr Pavement Management Plan (\$45M) to address the complete street network through Mill & Overlay, Slurry Seal , and other surface applications			
Council Priority	Creative, Innovative, Efficient Systems; Public Safety			
Performance Objective	Manage the City's Pavement Management Plan through in-house design, construction administration, and inspection services expending \$10.7M per year.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Mill & Overlay	n/a	\$7.6M	\$7.5M	\$7.5M
Slurry Seal	n/a	\$1.4M	\$2.3M	\$2.0M
Crack Seal	n/a	n/a	\$0.9M	\$1.2M
Total		\$9.0M	\$10.7M	\$10.7M

Public Works – Engineering Division FY17 Operating Budget Approved Supplementals

Supplement Request:

Engineering Administration

- *1 FTE – Management Assistant*

Benefits:

- *Ensure complete cell site application submittal complies with current industry standards*
- *Verify insurance, bonds, etc.*
- *Confirm accurate and timely invoicing*
- *Reconcile initial cell site license fees to appropriate account*
- *Administer renewal of cell site licenses and invoicing of fees*
- *Assist cell site Project Manager with administrative functions*
- *Conduct market analysis and evaluate fee structures*
- *Act as a liaison between Engineering / Legal / Finance Depts. regarding cell site agreements.*

Public Works – Engineering Division FY18 Operating Budget Requested Supplementals

Supplemental Requests:

Engineering Project Manager (1 FTE)	\$112,904
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Principal Engineer (1 FTE)	\$125,428
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Sr. Civil Engineer (1 FTE)	\$114,806
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(\$353,138 offset by Engineering Chargebacks to CIP Projects)

Pavement Management – Engineering Inspector (Pavement Management Program - 1FTE	\$128,975
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Pavement Management – Engineering Inspector (Utility Cut and Concrete Repairs) – 1 FTE	\$128,975
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Real Estate Coordinator (Contract Funding)	\$165,000
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Public Works – Field Operations Division

Programs & Functions

Solid Waste Management

- *Residential Collection*
 - Refuse and recycle collection
 - Bulk Item collection
 - Household Hazardous Waste
 - *Alley Gating Pilot Program*
- *Commercial Sales*
 - Front load
 - Roll-Off
 - Customer Service/Sales
- *Education*
 - Inspections/compliance
 - Public Education
- *Customer Service*

Public Works – Field Operations Division

Programs & Functions

Landfill / Waste Diversion

- *Landfill Operations*
- *Material Recovery Facility Operations*
- *Regulatory Compliance*
- *Closed Landfill Maintenance*
- *Long range planning*
- *Waste Diversion Programs*
- *Gas to Energy*
- *Material Sales and Marketing*

Public Works – Field Operations Division

Programs & Functions

Equipment Management

- *Fleet Maintenance*
- *Fleet Acquisition/Disposal*
- *Replacement programs*
- *Parts Operations*
- *Fuel Operations*

Facilities Management

- *Building and Park Infrastructure Maintenance*
- *Custodial Services*
- *Facility Planning*
- *Construction Oversight*

Public Works – Field Operations Division

Goals, Objectives, & Performance Measures

Department Goal	Collect and dispose of all Solid Waste as scheduled			
Council Priority	Fiscal Sustainability; Innovative, Efficient Systems			
Performance Objective	Provide excellent service to all customers by effectively and efficiently managing solid waste collected; reduce missed collections; and increase efficient disposal and processing services.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Residential containers missed pickup – reduce by 5%	251	385	725	688
Increase compaction of garbage at Landfill by 2% - Measured in pounds per cubic yard compaction	1,650	1,650	1,825	1,860
Decrease residuals at Material Recovery Facility by 3%	34%	34%	33%	31%

Public Works – Field Operations Division

Goals, Objectives, & Performance Measures

Department Goal	To manage fleet operations and facility assets in the most cost effective and efficient manner possible optimizing resources and minimizing downtime while providing safe and reliable transportation/ buildings to all City departments.			
Council Priority	Fiscal Sustainability; Transparency; Public Safety; Creative, Innovative, Efficient Systems			
Performance Objective	Maintain a consistent level of achieving/ surpassing key performance indicator targets to reach a maximum efficiency with available resources.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance	74%	74%	76%	85%
Fleet Direct Labor Rate	63%	63%	71.3%	70%
Fleet Downtime Rate	4.61%	4.61%	4.2%	<5%
Facilities Heating, Ventilating, and Air Conditioning PM Compliance	n/a	n/a	80%	86%

Public Works – Field Operations Division FY17 Operating Budget Approved Supplementals

Supplement Request:

Fleet Services - Tire Shop

- *1 FTE – Equipment Mechanic Specialist*
- *Convert contract services to fund 1 FTE at a cost of approx. \$80,000 annually.*

Benefits:

- *Approx. \$20,000 annual cost savings*
- *Supports tire operation for all city vehicles, with Police, Fire and Solid Waste as primary customers*
 - Tires on City fleet changed and replaced seamlessly
 - Reduce downtime for City fleet

Public Works – Field Operations Division

FY18 Operating Budget Requested Supplementals

Supplemental Requests:

Recycling: Container Replacement \$90,405

Benefits:

- *Increases container availability and provides quicker replacement for broken residential containers*

Landfill: Account Specialist Lead \$45,793

- *Convert contract services to fund 1 FTE*

Benefits:

- *Reduces wait time at landfill by adding additional hours second lane is open*
- *Enhances controls over cash handling*

Public Works – Transportation Division

Programs & Functions

Glendale Municipal Airport

- Airport Planning
 - *Airport Layout Plan*
 - *Airport Master Plan*
- FAA Coordination
- Operations and Maintenance
 - *Aviation Advisory Commission*
 - *Lease Management*
 - *Fixed Base Operator Coordination*
- Airport CIP Development/Oversight

Transit

- Dial A Ride
 - *Demand/ADA*
- Fixed Route
 - *Regional Routes*
 - *Circulator Routes*
- Light Rail Transit Programming
- Grant Administration
- Regional Transit Coordination

Public Works – Transportation Division

Programs & Functions

Transportation Planning

- Transportation Master Plan Update
- Long/Short Range Planning
- Federal Aid Project Management and Oversight
- GO Program Oversight
- Project Programming
- Regional Coordination

Streets

- Pavement Management
- Street Maintenance
 - *Localized Asphalt & Concrete Repair*
 - *Pothole Repair*
 - *Special Projects*
- Right of Way Maintenance
 - *Landscape Maintenance*
 - *Alley Cleaning*
 - *Tree Trimming*
- Graffiti Abatement Program
- Glendale Memorial Park
 - *Operations and Maintenance*
 - *Burial Arrangements*

Public Works – Transportation Division

Programs & Functions

Traffic Engineering

- *Systems Management*
 - Traffic Signals
 - Intelligent Transportation Systems
 - Signs & Markings
 - Barricades
 - Event Traffic Management
- *Engineering*
 - Traffic and Safety Studies
 - Development Review
 - Project Management
 - Plan Review

Administration

- *Administrative Functions*
- *Travel Demand Management*
 - Travel Green Program
 - Employee Survey
- *Traffic Education*
 - Bus Buddies/Bag It
 - Safe Routes to School
 - Bike Events

Public Works – Transportation Division

Goals, Objectives, & Performance Measures

Department Goal	Plan for Glendale's transportation future.			
Council Priority	Fiscal Sustainability; Transparency; Public Safety; Innovative, Efficient Systems; Economic Development			
Performance Objective	Develop a system-wide holistic transportation master plan and advance regional and local priorities identified, while encouraging economic development opportunities.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Development of Transportation Plan Update	n/a	n/a	50%	100%
Finalize Airport Layout Plan Update	n/a	n/a	95%	100%

Department Goal	Ensure the safe, efficient transport of people and goods within and through the City of Glendale by providing effective systems to manage traffic.			
Council Priority	Public Safety; Fiscal Sustainability; Signature Events			
Performance Objective	Complete improvement projects on schedule and on budget by leveraging federal funding.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
% signalized intersections connected to the central signal system (201 total signalized intersections, including three HAWK pedestrian crosswalks)	80%	81%	84%	87%
% traffic signal cabinet PM program	50%	45%	50%	75%
Flashing Yellow Arrow Study – Number of intersections studied – 45 locations	5	5	45	n/a
Flashing Yellow Arrow Installation Program – Number of intersections updated	n/a	2	6	11

Transportation Division – Goals, Objectives, & Performance Measures

Department Goal	Provide quality alternative transportation options for Glendale citizens and visitors.			
Council Priority	Fiscal Sustainability; Innovative; Efficient Systems; Signature Events; Economic Development			
Performance Objective	Encourage more Glendale residents to take advantage of alternative modes of transportation.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
Number of paratransit (Dial-a-Ride) passengers transported per hour of service	2.64	2.65	2.85	3.0
Number of passengers served on Glendale's transit system (Dial-a-Ride, GUS, Valley Metro)	2,785,097	2,618,584	2,640,000	2,700,000
Bus shelter refurbishment (150 total Shelters) benches and cans (52 locations)	24%	14%	15%	15%
Number of participants in Glendale Family Bike Ride	480	546	600	650

Transportation Division – Goals, Objectives, & Performance Measures

Department Goal	Provide street maintenance and maintain rights of way (ROW) landscaping in a manner that is aesthetically pleasing and safe for visitors, residents and businesses.			
Council Priority	Creative, Innovative, Efficient Systems; Public Safety			
Performance Objective	Manage the city's pavement infrastructure through ongoing maintenance, asphalt treatment and repair of paved streets, alleys, concrete sidewalks and walkways, and provide graffiti removal and weed abatement for developed and undeveloped ROW in the city.			
Performance Measures	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Target
% Respond to Requests for Services (RFS), email, online hotline, and other call-ins within 24 hours	90%	90%	95%	95%
Crack-Sealing Program	No data*	No data*	44.5 miles	44.5 miles
Oversight of Pavement Management Program	No data*	No data*	50 miles	53 miles

Public Works – Transportation Division FY17 Operating Budget Approved Supplementals

Supplement Request:

GO Program Management

- *1 FTE – Transportation Planner*
 - Convert professional services agreement to fund 1 FTE at a cost of approx. \$92,000 annually.

Benefits:

- *Approx. \$147,000 annual cost savings*
- *The tasks below would be better managed by in-house staff in more cost-effective manner.*
 - Project and web updates to support federally funded projects
 - Coordination of ongoing meetings with regional partners
 - Monitoring of federal funding opportunities and preparation of federal funding requests
 - Tracking and oversight of federally funded projects
 - Mapping assistance for “safe routes to school” and bike programs

Public Works – Transportation Division FY17 Operating Budget Approved Supplementals

Supplement Request:

Street Maintenance

- *2 FTEs – Service Worker II*
 - Convert service contract to fund 2 FTEs at a cost of approx. \$120,000 annually
 - One time cost for (1) 10-Yard Dump Truck

Benefits:

- *Support over 748 miles of street infrastructure valued at \$1 Billion to ensure safe road conditions.*
- *Reduce unit price of asphalt work per square foot by \$7/sq. ft. if work performed by COG crew.*
- *Savings will be redirected towards more cost effective measures for potholes and street repairs.*
- *Increase flexibility of crews to respond to and address critical issues.*

Public Works – Transportation Division FY18 Operating Budget Requested Supplementals

Supplement Requests:

Signs and Markings Program – Traffic Engineering Supervisor and Service Contract – 1 FTE \$118,107

Right of Way Maintenance – New Tractor w/Box Blade Attachment
\$34,000

Transportation Program Management – Audit Fees \$274,120

Fixed Route Operational Budget Increase \$131,268

Traffic Mitigation Operational Budget Increase \$92,575

Radios and Tablets for Streets Crews \$15,070

- \$13,600 One-Time Cost in Technology Projects Fund

QUESTIONS?

DEPARTMENT BUDGET PRESENTATIONS

City Council
Budget Workshop
April 28, 2017



