



Council Workshop FY22-23 Budget Discussion

April 5, 2022





Budget Calendar

Item	Date
Workshop #1 – Budget Overview / Revenues / Five-Year Financial Forecasts	January 11, 2022
Workshop #2 – FY23-32 Capital Improvement Plan	February 1, 2022
Workshop #3 – FY23-32 Capital Improvement Plan	March 1, 2022
Workshop #4 – (All Day) FY23 Operating Budget Department Presentations	April 5, 2022
Workshop #5 – (All Day) FY23 Operating Budget Department Presentations	April 7, 2022
Workshop #6 – FY23 Final Budget Workshop	April 19, 2022
Voting Meeting – Tentative Budget Adoption	May 10, 2022
Voting Meeting – Final Budget Adoption / Property Tax Levy	June 14, 2022
Voting Meeting – Property Tax Adoption	June 28, 2022



Operating Budget Presentation Schedule

April 5, 2022

- ❖ City Court
- ❖ Community Services
- ❖ Budget and Finance
- ❖ Transportation
- ❖ Economic Development
- ❖ Human Resources
- ❖ Organizational Performance
- ❖ Audit
- ❖ Water Services
- ❖ Engineering

April 7, 2022

- ❖ City Attorney
- ❖ Police Department
- ❖ Development Services
- ❖ City Manager's Office
- ❖ Mayor and Council Offices
- ❖ Code Compliance
- ❖ PFRSE
- ❖ Public Affairs
- ❖ Fire Department
- ❖ Innovation & Technology
- ❖ Field Operations
- ❖ City Clerk



Agenda

- 1) Budget Priorities and Highlights
- 2) What's in your book?
- 3) FY22-23 Operating Budget
 - a. Summary of Personnel Changes
 - b. Operating Budget by Fund
 - c. General Fund Operating Budget by Function
 - d. Department Budgets



FY22-23 Budget Priorities

- Sustainability
- Public Safety
- Project Delivery
- Economic Development
- Neighborhoods
- Strategic Planning
- Deferred Maintenance



FY22-23 Budget Highlights

- Balanced budget
 - Retail and Construction sales tax remains strong
- Increases in risk management, worker's compensation, and benefit premiums and claims
- Funding for inflationary increases
 - Utilities and Supplies
 - Fuel and shop charges
 - Contractual obligations
- Operating and maintenance for Heroes Park Lake and splash pads at Sunset Palms and O'Neil



FY22-23 Budget Highlights

- Investment in technology infrastructure and cybersecurity
- Salary increases in accordance with current Memorandums of Understanding (MOUs) for represented employees
- Focus on employee retention
 - 5% cost of living adjustment for non-MOU employees
 - 10% movement in some ranges
 - Up to 2% performance pay
 - Continued funding for Innovation and Excellence in Service incentives



FY22-23 Budget Highlights

- Funding for critical positions for improved service and project delivery, support growth, and enhance IT security
 - Police Officers
 - Firefighters
 - Parks Service Workers
 - Building Inspectors
 - Engineering (Construction) Inspectors
 - Sr. Architect
 - Code Inspectors
 - Economic Development Project Manager
 - Equipment Operators (Solid Waste)
 - Cybersecurity Analyst



What's in your book?

- Summary by Fund
- Summary by Department and Division
- Detail by Division
- Handouts
 - FTE Schedule
 - Approved Supplementals
 - Not-Approved Supplementals
 - Change Report



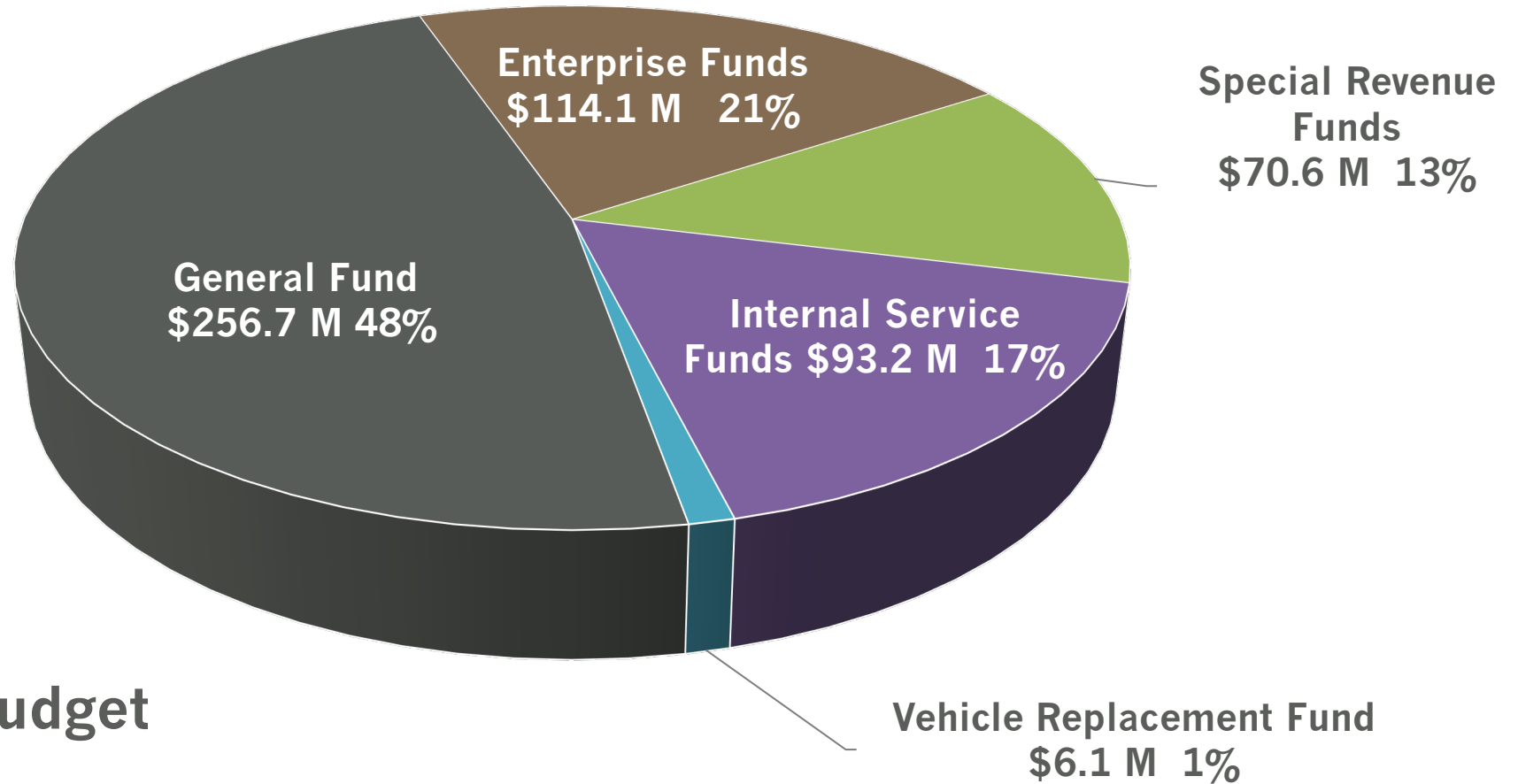
Summary of Personnel Changes

General Fund	# of Positions
Budget and Finance	4
City Attorney's Office	2
City Manager's Office	3
Community Services	1
Development Services	6
Economic Development	1
Engineering	5
Field Operations	1
Fire Services	1
Human Resources	2
Organizational Performance	1
Police Services	9
Public Facilities, Rec & Events	6
Total General Fund	42

Enterprise Funds	# of Positions
Field Operations	3
Total Enterprise Funds	3
Special Revenue Funds	# of Positions
Highway User Revenue Fund	2
Transportation Sales Tax	5
Total Special Revenue	7
Internal Service Funds	# of Positions
Innovation and Technology	5
Total Internal Service Funds	5
Total All Funds	# of Positions
General Fund	42
Enterprise Funds	3
Internal Service Funds	5
Special Revenue Funds	7
Total	57



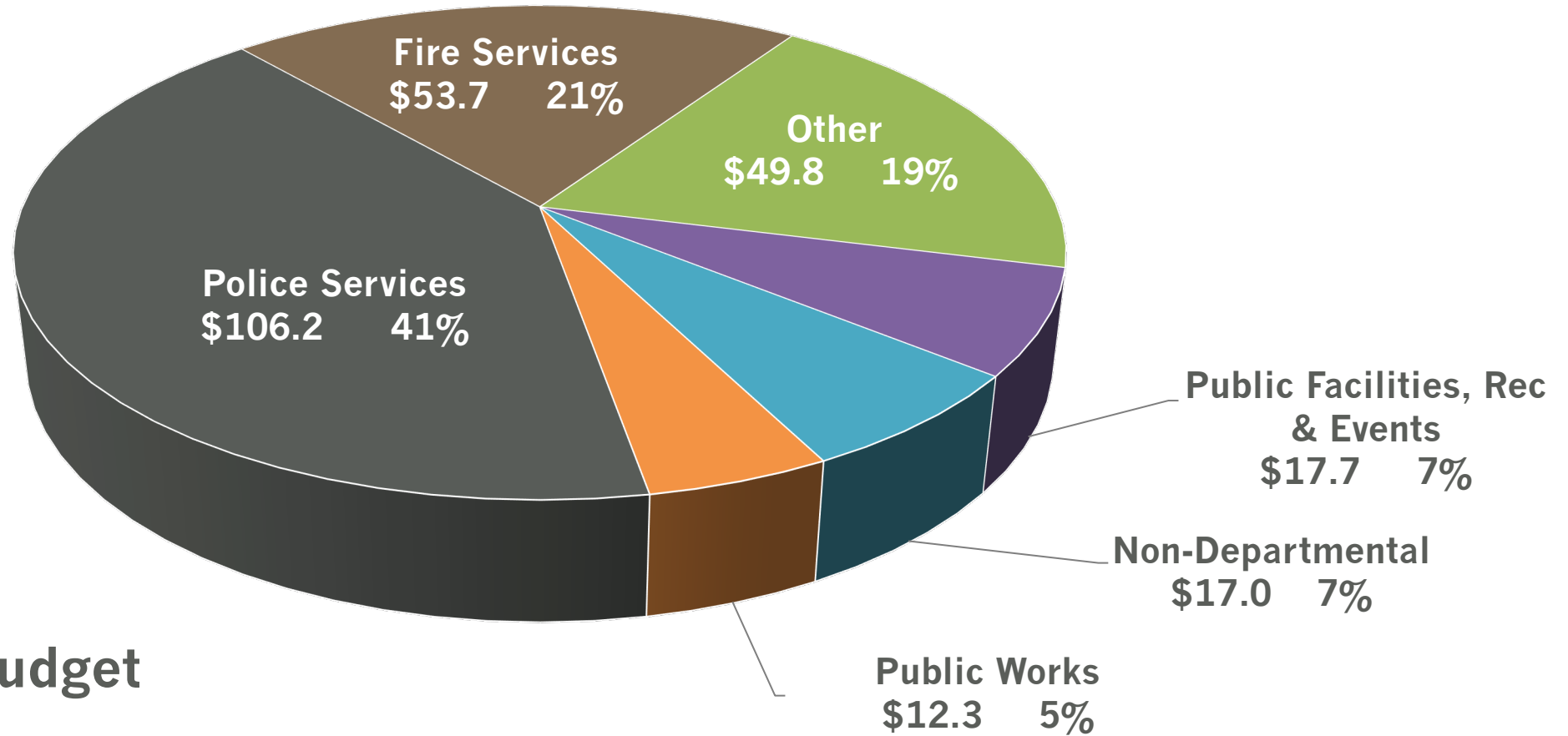
FY22-23 Operating Budget by Fund



**Total FY22-23 Budget
\$540.7M**



FY22-23 General Fund Operating Budget by Function



**Total FY22-23 Budget
\$256.7M**



City Court

April 5, 2022





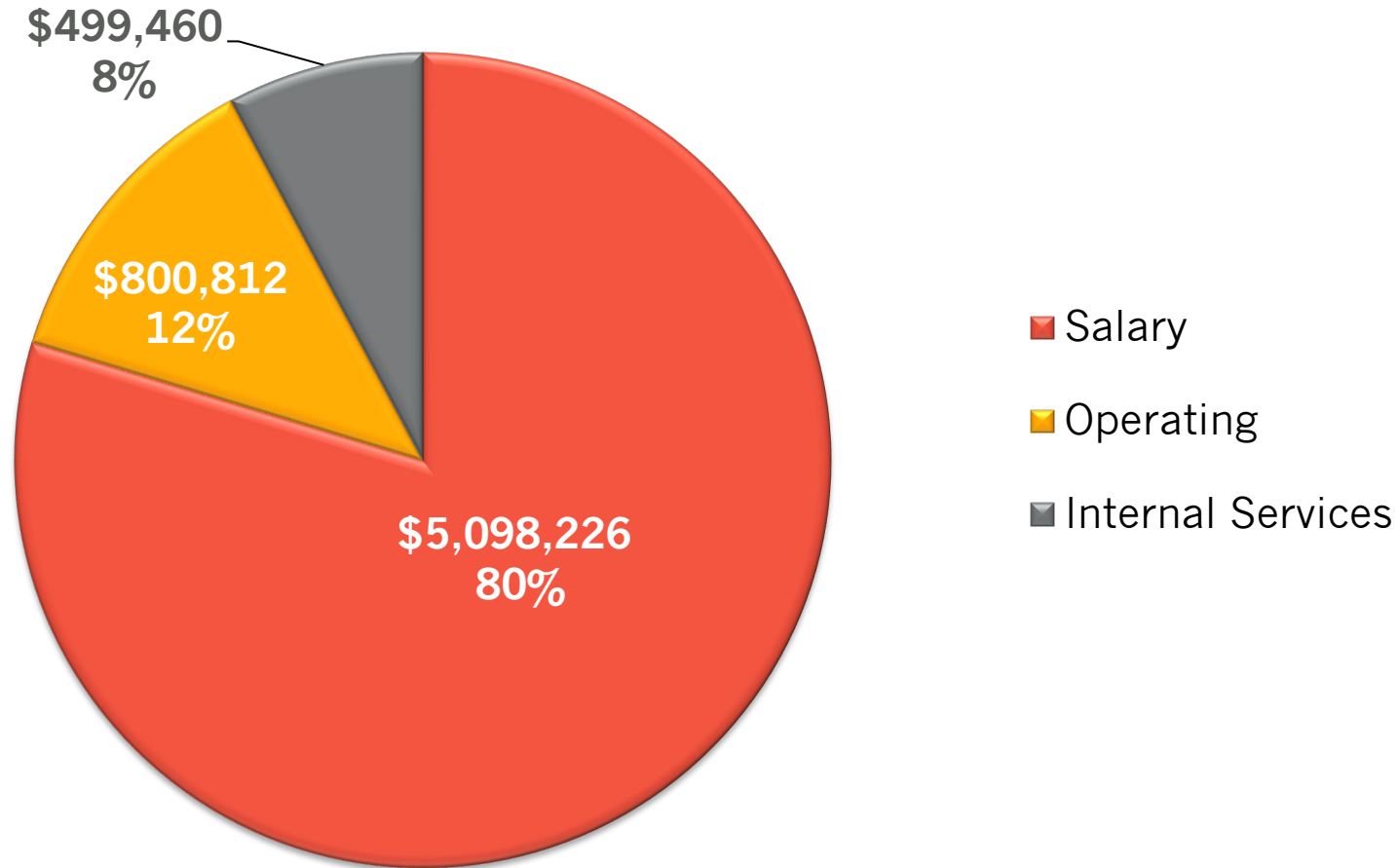
City Court
\$6,398,498 46.5 FTEs

Mission Statement

To provide a forum for prompt, fair, and just resolution of cases in a professional, efficient and courteous manner.



City Court FY23 Operating Budget Request



Total FY23 Operating Budget \$6,398,498



City Court Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Tools & Technology Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Create and implement an electronic process to transmit warrant information, eliminating manual processes.			
<i>Intended Result</i>	The Police Department has accurate and timely Information about warrants issued and quashed by the Court.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Projected</i>
<i>Warrants issued</i>	7581	6200	6000	6200
<i>Warrants quashed</i>	11,684	4157	6000	6200
<i>Estimated cost avoidance</i>	\$18,952	\$10,564	\$12,250	\$12,650



City Court Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Increase participation and retention rates in the Compliance Assistance Program (CAP), a Supreme Court Fair Justice Initiative.			
<i>Intended Result</i>	More litigants are current on delinquent court ordered fines and fees allowing the reinstatement of their suspended driver's license.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Projected</i>
<i>Cases entered into CAP</i>	1629	1355	1400	1450
<i>Fines paid</i>	\$1,104,289	\$1,157,589	\$1,100,000	\$1,100,000
<i>Retention rate</i>	59%	85%	85%	85%



City Court Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Community Experience Improve Resource Alignment Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Increase collections through the Tax Intercept Program (TIP).			
<i>Intended Result</i>	The increased collection of delinquent fines, costs and fees from intercepted State Tax refunds.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Projected</i>
Tax Intercept Program	\$209,035	\$280,195	\$285,000	\$285,000
<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Clearance Rates help courts determine effective case processing and positive case workflow.			
<i>Intended Result</i>	The goal for all courts is to be 100% or above for the disposition of cases. Anything below 100% indicates a growing number of unadjudicated cases.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Projected</i>
Clearance Rate	97%	98%	100%	100%



City Court Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Increase Innovation Solutions Optimize Processes & Services Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Remind litigants of upcoming court dates and payments with text and autodial phone messages.			
<i>Intended Result</i>	Improve Court appearance and compliance rates, increase litigants' likelihood of attaining successful case resolution, improve collection rates.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Projected</i>
<i>Text messages sent</i>	18,083	42,000	N/A	N/A
<i>Phone calls made</i>	4,753	5,000	N/A	N/A
<i>Cost</i>	\$415	\$940	N/A	N/A
<i>Error Rate</i>	13%	11%	N/A	N/A

*** In the fall of 2021, the Court transitioned to a no cost notification system managed by the Arizona Supreme Court making these metrics no longer applicable/available.



City Court Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Increase Innovation Solutions Optimize Processes & Services Improve Resource Alignment			
<i>Department Strategic Initiative</i>	The establishment of Arizona case processing time standards will help courts move toward timely justice.			
<i>Intended Result</i>	Timely completion and administration of justice.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Projected</i>
<i>Civil Traffic (98% within 90 Days)</i>	91%	85%	95%	98%
<i>Criminal Misdemeanor (98% within 180 Days)</i>	96%	83%	83%	98%
<i>DUI (93% within 180 Days)</i>	84%	69%	65%	93%
<i>Local Ordinances (98% within 180 Days)</i>	99%	95%	98%	98%



City Court FY22 Accomplishments

- **Veterans Court:** In October 2021 the first Veterans Court setting was held with a team consisting of a Prosecutor, Public Defender or Private Attorney, VA Specialist, Court Program Coordinators and our Presiding Judge. To date four graduates have successfully completed all requirements imposed by the Veterans Court Team. After graduation, veterans are able continue to receive after care services. In addition to facilitating the adjudication of court cases, the program is designed to help Veterans live in the community as a productive and responsible citizen. Veterans are provided with a Veterans Court Participant Handbook on their first appearance, which provides expectations and rules to ensure success in the program. Participation is voluntary. Veterans can decide to continue with Veterans Court or be placed back in a normal court setting. The Court recently received a Veterans Court grant from the DOJ and continues to work towards the expansion of Veterans Court to a West Valley Regional Veterans Court in the future.
- **eWarrants:** A joint pilot project by Glendale City Court, the Glendale Police Department and the Arizona Supreme Court has produced an eWarrant solution for the City of Glendale. In 2021, the Glendale eWarrant pilot solution was approved for statewide use by the Arizona Supreme Court. Over 140 courts and law enforcement agencies now can implement this fully paperless solution. eWarrants will improve warrant accuracy and create efficiencies that will benefit all Arizona courts as well as law enforcement.



City Court FY23 Supplemental Requests

General Fund

Public Defender Contract for Veterans Court	\$22,500
Jury Summons Cost Increase	\$ 7,920
Jail Court Clerk Overtime	\$ 6,782
Court Legal Research Tools	\$ 8,500
Judge Protem Salary Increase	\$16,776
Court – Computer Software	\$ 1,900



City Court FY23 Supplemental Requests

Court Security Bonds

Court Security Guard Increase	\$17,500
-------------------------------	----------



City Court FY23 IT Projects

ARPA Fund

Digital Check-In System & Readerboards	\$175,000
--	-----------



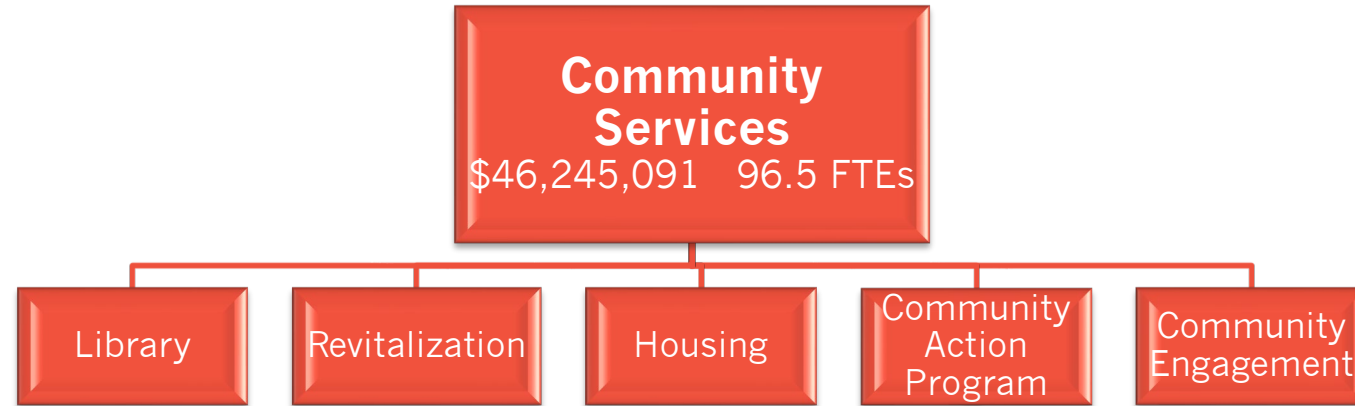
QUESTIONS?



Community Services

April 5, 2022





Mission Statement

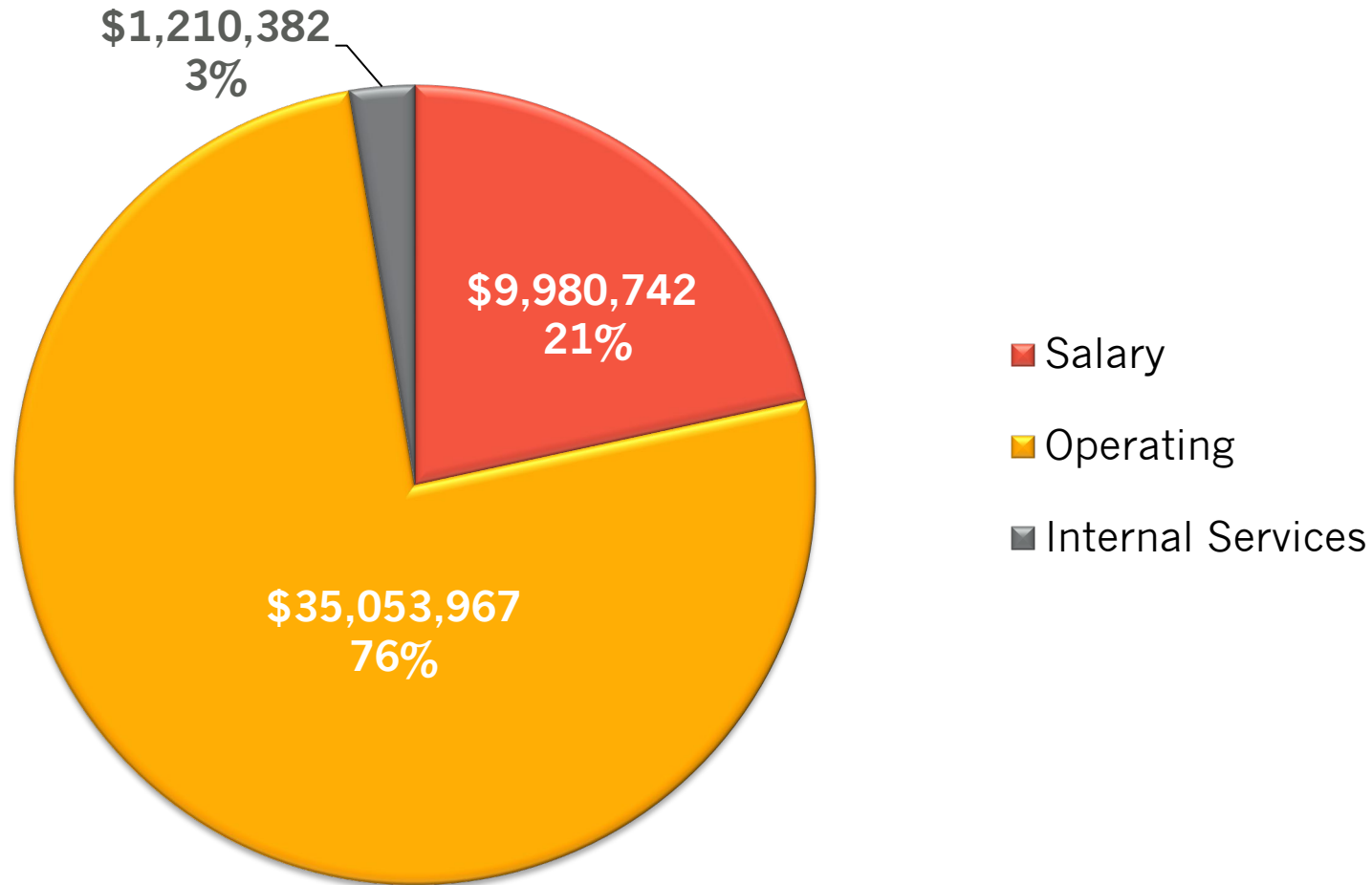
We build community through impactful services.

Vision Statement

We are the national model for innovative community services.



Community Services FY23 Operating Budget Request



Total FY23 Operating Budget \$46,245,091



Community Services Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Improve program policies and procedures to ensure effective administration to increase utilization and improve performance.			
<i>Intended Result</i>	Increased utilization of programs and improved performance rankings.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Public Housing Program Occupancy Rate</i>	98%	97%	98%	98%
<i>Housing Choice Voucher Management Assessment Rating</i>	86%	86%	86%	100%
<i>Households Served through Public Housing Programs</i>	1,450	1,390	1,469	1,500
<i>Housing Rehabilitation and New Home Ownership Grants</i>	171	150	145	120
<i>Household Served through Crisis Assistance Programs</i>	1,027	2,468	3,000	2,000
<i>Digital Library Materials Utilization Rate (per resident)</i>	.8	1.1	1.2	1.3



Community Services Goals, Objectives & Performance Measures

<p><i>Strategic Objectives</i></p>	<p>Increase Stakeholder Engagement Improve Purposeful Communication Improve Resource Alignment Improve Community Experience</p>			
<p><i>Department Strategic Initiative</i></p>	<p>Improve strategic outreach and partnerships in support of programs and services to benefit Glendale residents.</p>			
<p><i>Intended Result</i></p>	<p>Increased number of community volunteers and external partnerships.</p>			
<p><i>Performance Measures</i></p>	<p><i>FY2020 Actual</i></p>	<p><i>FY2021 Actual</i></p>	<p><i>FY2022 Estimate</i></p>	<p><i>FY2023 Target</i></p>
<p><i>Community Engagement Volunteer Activities</i></p>	<p>190</p>	<p>45</p>	<p>100</p>	<p>125</p>
<p><i>Community Volunteer Hours (Service Projects)</i></p>	<p>6,959</p>	<p>1,850</p>	<p>6,000</p>	<p>6,500</p>
<p><i>Community Volunteer Hours (Library Services)</i></p>	<p>8,041</p>	<p>3,237</p>	<p>14,500</p>	<p>16,000</p>
<p><i>Community Services Partner Organizations</i></p>	<p>130</p>	<p>172</p>	<p>227</p>	<p>250</p>



Community Services

FY22 Accomplishments

- **Over \$18 million** in emergency crisis assistance provided to almost **3,000 households**
- **325** homeless households successfully housed (city and partner programs)
- Over **\$5.6 million** in CPD funding expended on **62 activities**
- **Over 10,000** units of service delivered for homelessness through the Master Services Agreement
- **22 NEW** Community Engagement partnerships

Data as of early March 2022



Community Services FY22 Accomplishments

- **\$50,000** contributed by employees through NEW Employee Giving Program
- Dementia Friendly Glendale initiative includes **40 partners** and almost **500 employees** trained
- Sleep in Heavenly Peace initiative built **100 beds**, attracted **150 volunteers**, and **\$20,000** in donated materials
- **75** new library volunteers recruited during **5** outreach events

Data as of early March 2022



Community Services FY22 Accomplishments

- **Organizational Performance collaborations:**
 - Tier 2 Scorecard nearing completion
 - Library Process Improvement Team underway
- **Strengthen Workforce Development training:**
 - Compassion Fatigue
 - Leave Policies
 - Records Management
 - Safety & Incident Reporting



Community Services FY22 Accomplishments

- **Strengthen Workforce Culture initiatives:**
 - Standardized Success Factors Performance Expectations
 - “Be”-Attitudes
 - “Fun” Committees
 - Communication Advisory Committee

COMMUNITY SERVICES
BE-ATTITUDES

DEFINITIONS | **be** (/be/) – exist
at-ti-tude (/ˈæd.ə.tʃ(ə)loʊd/) – a way of thinking or feeling about someone or something that is reflected in a person's behavior

PURPOSE | The Community Services “Be-Attitudes” describe the state of existence we create through our collective actions which create a culture that is inclusive, adaptive and high-performing.

- ▶ **BE NICE**
 - Refrain from judgment
 - Give people grace
 - Always do the right thing
 - No one is perfect
 - You never know who will cross your path again or in what capacity
- ▶ **BE OPEN**
 - Feedback is the oxygen of engagement – ask for and give it freely
 - Create safe zones for communication
 - Be willing to ask for and accept help
 - There is no team without trust
- ▶ **BE REAL**
 - Respect each other
 - Empower each other
 - Appreciate each other
 - (Be) Loyal to each other
- ▶ **BE PROFESSIONAL**
 - Create a reputation you are proud of
 - Always use appropriate language
 - Communicate openly and honestly
 - Know the difference between venting and complaining, be constructive and civil
- ▶ **BE BRAVE**
 - Be brave enough to be bad at something new
 - You miss 100% of the shots you don't take, don't be afraid to miss
 - If you always win, you won't know where/how to improve
 - Failure does not represent your value or worth as a person
- ▶ **BE THE BOSS/CO-WORKER YOU WANT TO HAVE**
 - Set the tone
 - Own mistakes and correct them
 - Be a good listener
 - Honor and recognize other people's good work
 - Use an attitude of gratitude to be more compassionate with ourselves and others

Mission | WE BUILD COMMUNITY THROUGH IMPACTFUL SERVICES.

VISION | WE ARE THE NATIONAL MODEL OF INNOVATIVE COMMUNITY SERVICES.



Community Services FY23 Supplemental Requests

General Fund

Community Services – Library Security	\$ 40,000
Community Services Program Coordinator Temp Pay	\$ 53,709
New FTE Community Services Assistant Director	\$167,509
Glendale Works Program	\$133,120

Home Grant

HUD Grant Funding	\$ 908,127
HOME-ARP Allocation	\$2,876,844



Community Services FY23 Supplemental Requests

Neighborhood Stabilization

HUD Grant Funding	\$ 530,044
-------------------	------------

CDBG

HUD Grant Funding	\$2,444,166
Community Revitalization CDBG-CV1 Grant	\$ 534,193
Community Revitalization CDBG-CV3 Grant	\$ 467,507



Community Services FY23 Supplemental Requests

CAP Grant

Community Services – CAP LIHEAP-ARP \$ 835,390

Emergency Shelter Grant

Emergency Shelter Grant \$ 173,191

Community Revitalization ESG-CV1 Grant \$ 82,400

Community Revitalization ESG-CV2 Grant \$1,900,000

HUD Housing Programs

\$1,660,414



Community Services FY23 IT Projects

ARPA Fund

Library Mobile Phone App	\$ 30,000
Grants Management Phase II – CAP	\$287,000



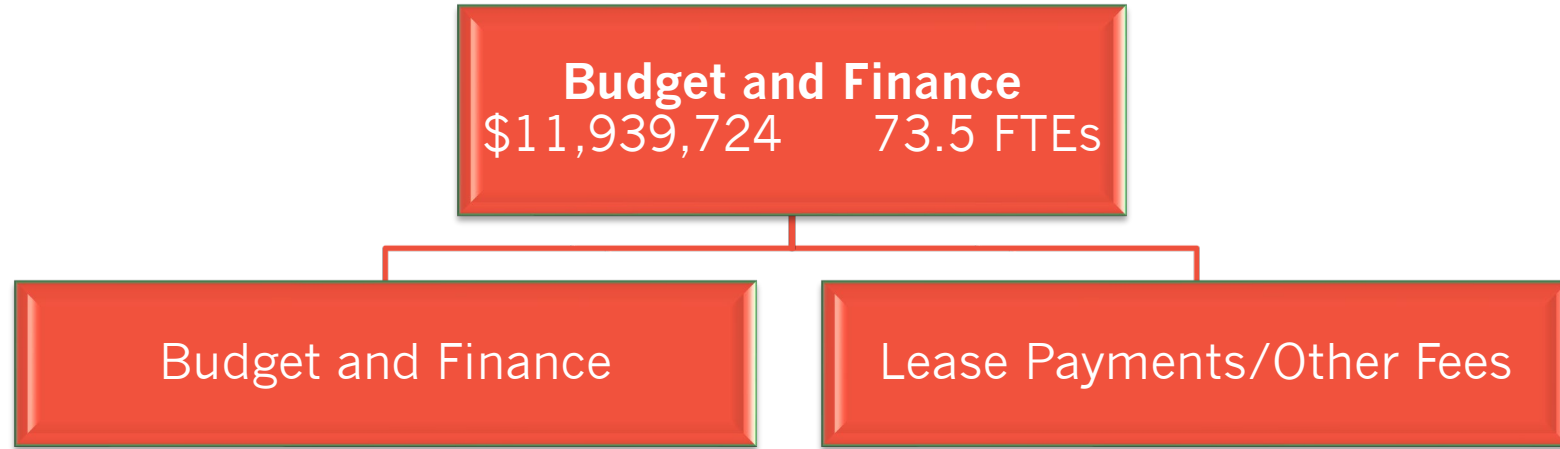
QUESTIONS?



Budget and Finance Department

April 5, 2022





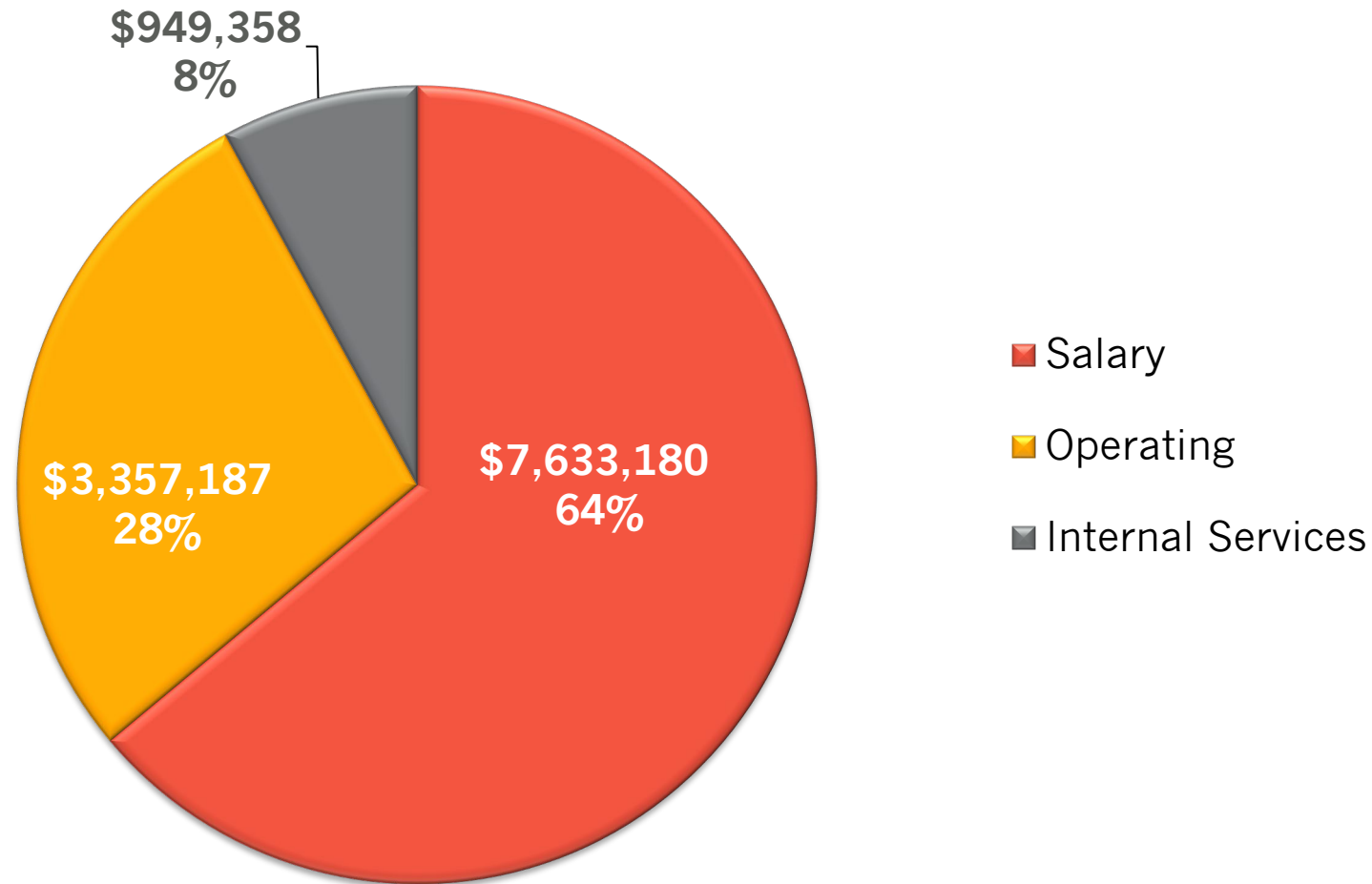
Mission Statement

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

FY23 Operating Budget Request



Total FY23 Operating Budget \$11,939,724



Budget and Finance

Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Employ strong fiscal management practices that encourage sustainable fiscal decision-making.			
<i>Intended Result</i>	Prudent fiscal stewardship			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Bond ratings for general obligation bonds</i>				
Standard & Poor's:	AA-	AA-	AA	AA
Moody's Investor Services:	Aa1	Aa1	A1	A1
Fitch Ratings:	AAA	AAA	AAA	AAA
<i>Bond ratings for Water and Sewer revenue bonds</i>				
Standard & Poor's Senior Lien Bonds:	AA	AA	AA	AA
Moody's Investor Services:	A1	A1	A1	A1
Fitch Ratings:	n/a	n/a	n/a	AA
<i>Annualized amortized cost basis return on portfolio (net of fees)</i>	2.5%	2.5%	0.3%	1.0%
<i>Number of grants received through Grants Administration</i>	31	50	38	38
<i>Compliance with Council adopted Financial Policies (# complied with/# of policies)</i>	6/7	6/7	7/7	7/7



Budget and Finance

Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Perform customer service and procurement activities effectively, accurately and timely.			
<i>Intended Result</i>	Improved levels of service			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>% of vendor invoices paid within 30 days of invoice date</i>	95%	93%	85%	90%
<i>% of employees receiving electronic W-2's</i>	56%	60%	59%	65%
<i>Number of vendor protests upheld</i>	2	5	2	0
<i>Number of RFP's and IFB's issued</i>	55	46	42	50
<i>% of contract renewals completed on-time</i>	100%	100%	100%	100%
<i>% of sole source/special procurements processed within 10 days</i>	100%	95%	100%	100%
<i>% of call center calls answered within 1 minute</i>	80%	71%	80%	90%
<i>% of call center calls abandoned</i>	<=2.5%	<=6%	<=2.5%	<=2.5%
<i>Number of sales tax audits/reviews completed</i>	120	87	120	120



Budget and Finance FY22 Accomplishments

- Answered 144,639 customer calls
 - 25,656 Community Action Program (CAP) customer calls and reduced abandon rate from 75% to 10%
 - 117,983 customer service call center
- Revenue Recovery
 - \$6.9M sales tax
 - \$222k liens (filed 149)
 - \$101k debt offset (620 accounts)
- Issued new General Obligation (G.O.) bonds and Water Sewer obligation to fund capital projects



Budget and Finance FY22 Accomplishments

- Issued Certificates of Participation
 - Fund the city's Public Safety Retirement System (PSPRS) unfunded pension liability
 - Net present value savings of over \$116M
- G.O. Bond rating upgrade
- 2021 Government Finance Officers Association's Distinguished Budget Presentation Award
- 2020 Government Finance Officers Association's Award for Excellence in Financial Reporting



Budget and Finance

FY23 Supplemental Requests

General Fund

Budget Book Printing Costs	\$ 1,500
Budget Schedule Publication Costs	\$ 5,000
Investment Advisor Fee Increase	\$ 22,647
Debt Book Online Software	\$ 12,500
Credit Card Fee Increase	\$133,454

Water Fund

Credit Card Fee Increase	\$140,000
--------------------------	-----------



Budget and Finance

FY23 Supplemental Requests

General Fund

New FTE – Sr. Collections Representative	\$85,892
New FTE – Sr. Customer Service Representative	\$73,388
New FTE – Lead Customer Service Representative	\$79,333
New FTE – Buyer II	\$93,264



Budget and Finance FY23 IT Projects

General Fund

Sales Tax App

\$222,600



QUESTIONS?



Non-Departmental

April 5, 2022





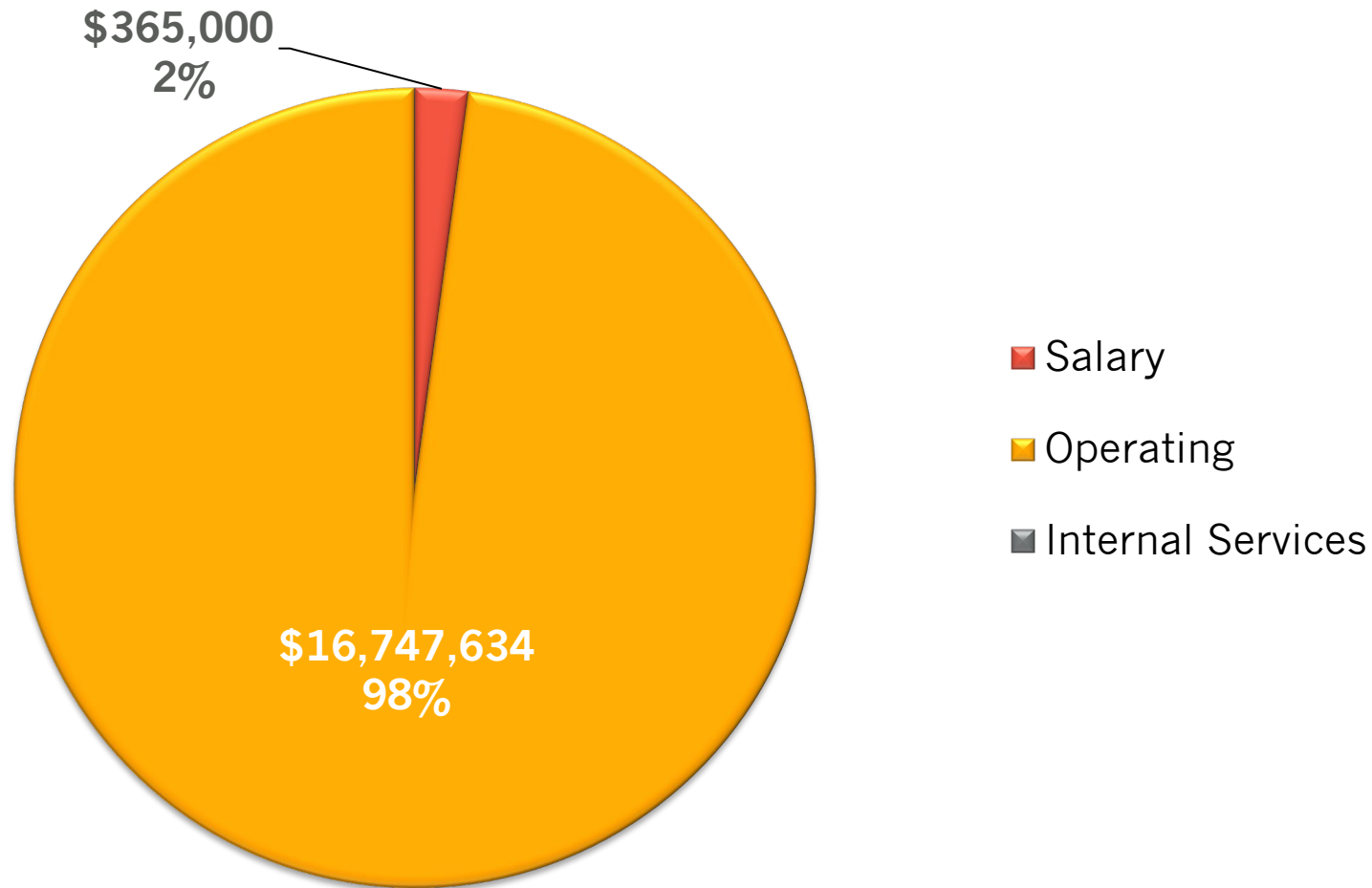
Non-Departmental
\$17,112,634 0 FTEs

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.



Non-Departmental FY23 Operating Budget Request



Total FY23 Operating Budget \$17,112,634



Non-Departmental Budgeted Items

- 2023 Super Bowl Expenditures
- Arena Management Fees
- AZSTA Sales Tax Rebates
- Memberships
 - Westmarc
 - League of Arizona Cities and Towns
 - Maricopa Association of Governments (MAG)
 - National League of Cities



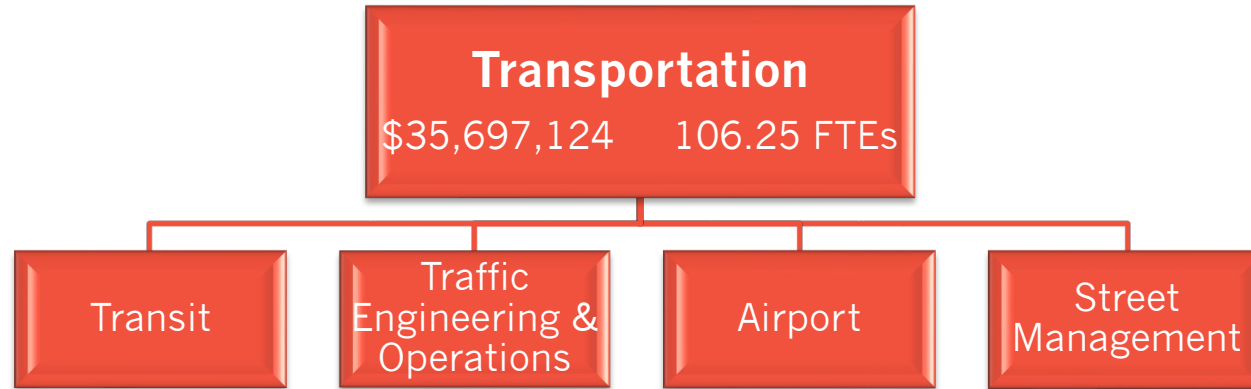
QUESTIONS?



Transportation

April 5, 2022



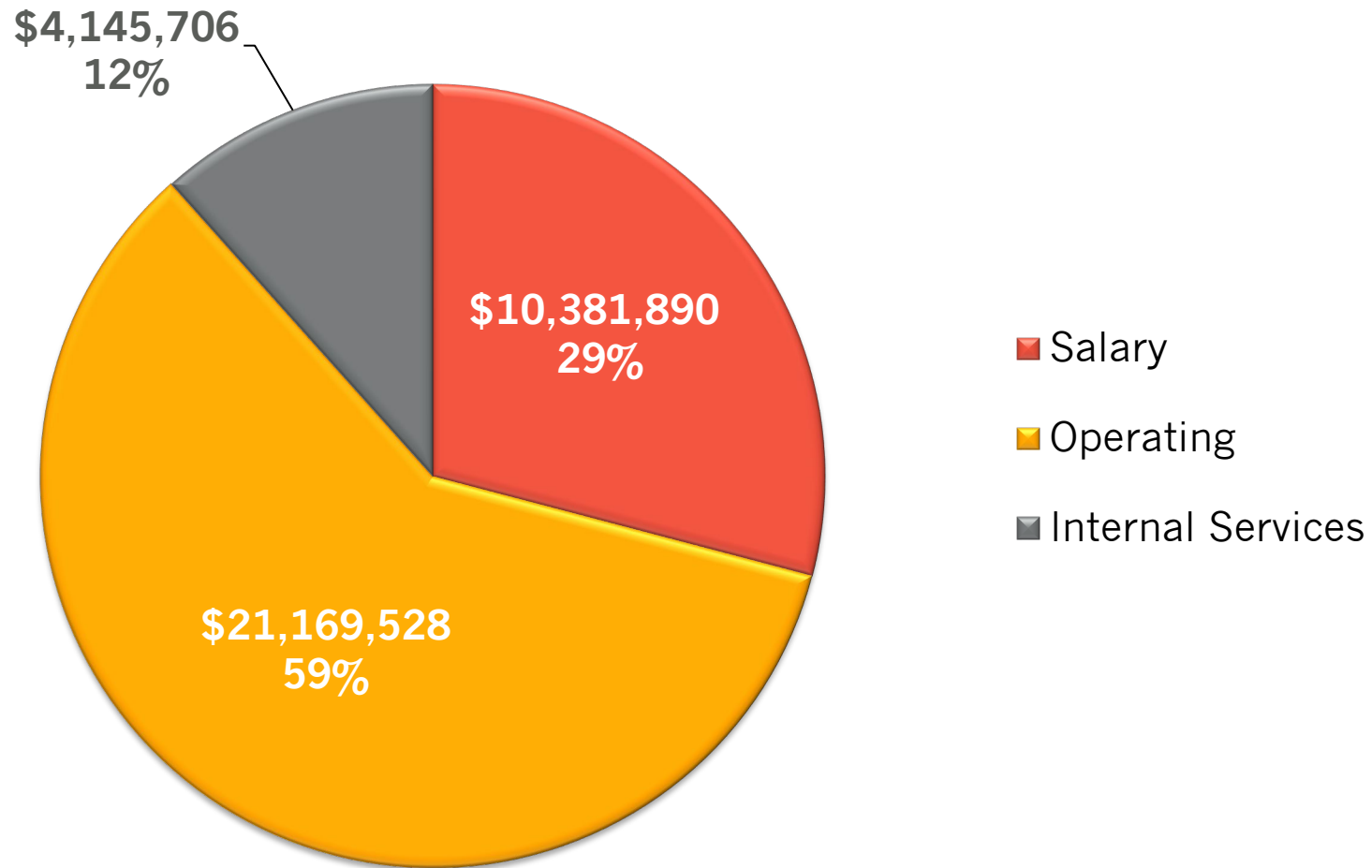


Mission Statement

Transportation's mission is to ensure the safety and efficiency of travel for the residents, businesses and visitors of Glendale, Arizona.



Transportation FY23 Operating Budget Request



Total FY23 Operating Budget \$35,697,124



Transportation Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Expend \$13.1M per year (not including bonds for ARP) to implement the City's Pavement Management Plan using in-house design, construction administration, and inspection services.			
<i>Intended Result</i>	The \$13.1M multi-year Pavement Management Plan to address the complete street network through various applications is completed on-time and on-budget.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Reconstructions</i>	\$4.8M	\$11.5M	\$9.2M	\$9.2M
<i>Rehabilitation (Mill & Overlay)</i>	\$0	\$2.5M	\$0M	\$0M
<i>Preservation (Slurry Seal, Crack Seal, etc.)</i>	\$5.2M	\$12.7M	\$12.2M	\$14.7M
<i>Total</i>	\$10.4M	\$26.7M	\$21.4M	\$23.9M
<i>Total Miles of Pavement Management Addressed</i>	95 miles	182 miles	130 miles	113 miles



Transportation Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Asset Management Improve Community Experience			
<i>Department Strategic Initiative</i>	Complete improvement projects on schedule and on budget by leveraging federal funding.			
<i>Intended Result</i>	The transport of people and goods within and through the City of Glendale is safe and efficient.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
% signalized intersections connected to the central signal system (209 total signalized intersections, including four HAWK pedestrian crosswalks)	89%	91%	93%	95%
Flashing Yellow Arrow Installation Program – Number of intersections updated – (48 locations)	27	33	33	48
Complete two school zone construction projects each year (total of 13)	4	6	8	10
Complete conversion of illuminated street name signs at two intersections per year to LED technology	12	15	16	21
Install enhanced detection at 5 signalized intersections per year (204 total)	8	18	24	29



Transportation FY22 Accomplishments

- Comprehensive Airport Strategic Plan
- \$9.6 million in federal/regional funding secured
- Provided transit service to over 1.2M passengers
- 130 miles of centerline pavement addressed
 - 6 miles of reconstruction
 - Pavement Management using sealcoats/slurry seals/thin overlay
- 93 trees, 1,097 shrubs, 1,327 tons of decomposed granite, and 120,000 feet of irrigation line restored
- Adaptive Traffic Control Signal System on Bell and Olive



Transportation FY23 Supplemental Requests

Highway User Revenue Fund

Right of Way Maintenance Contracts & Water	\$297,006
New FTE (2) Utility Locators & Trucks	\$233,615
Risk Post Incident Repairs	\$275,000

Transportation Grants

Transit – Corona Virus Response and Relief Grant	\$ 477,283
Transit – American Rescue Plan Act (ARPA)	\$1,164,130



Transportation FY23 Supplemental Requests

Transportation Sales Tax

GO Street Light Mgmt. – Maintenance & Electricity	\$ 2,600
CIP O&M – Contracts & Water	\$ 75,400
Traffic Mitigation – Contracts & Supplies	\$ 50,000
TMC Advance Traffic Mgmt. System Upgrade	\$370,000
New FTE – Intelligent Transp. Systems Analyst	\$101,290
New FTE – Transportation GIS Technician	\$ 92,578
New FTE – Transportation Deputy Director	\$169,085
New FTE – Transportation Financial Analyst	\$106,987
New FTE – Transit Dispatcher Router – Temp to FTE	\$ 28,826



Transportation FY23 Supplemental Requests

Transportation Sales Tax

Transport Sales Tax Risk Post Incident Repairs	\$200,000
Citywide Right-of-Way Landscape Refresh Program	\$150,000
Internally Illuminated Street Name Signs	\$ 40,000

Airport Special Revenue

Airport Operations	\$ 68,835
Airport Special Rev Risk Post Incident Repairs	\$ 10,000



Transportation FY23 IT Projects

Transportation Sales Tax Fund

Lucity Asset Management System	\$155,020
--------------------------------	-----------

Airport Special Revenue Fund

Airport Business Software	\$ 40,000
---------------------------	-----------



QUESTIONS?



Economic Development

April 5, 2022



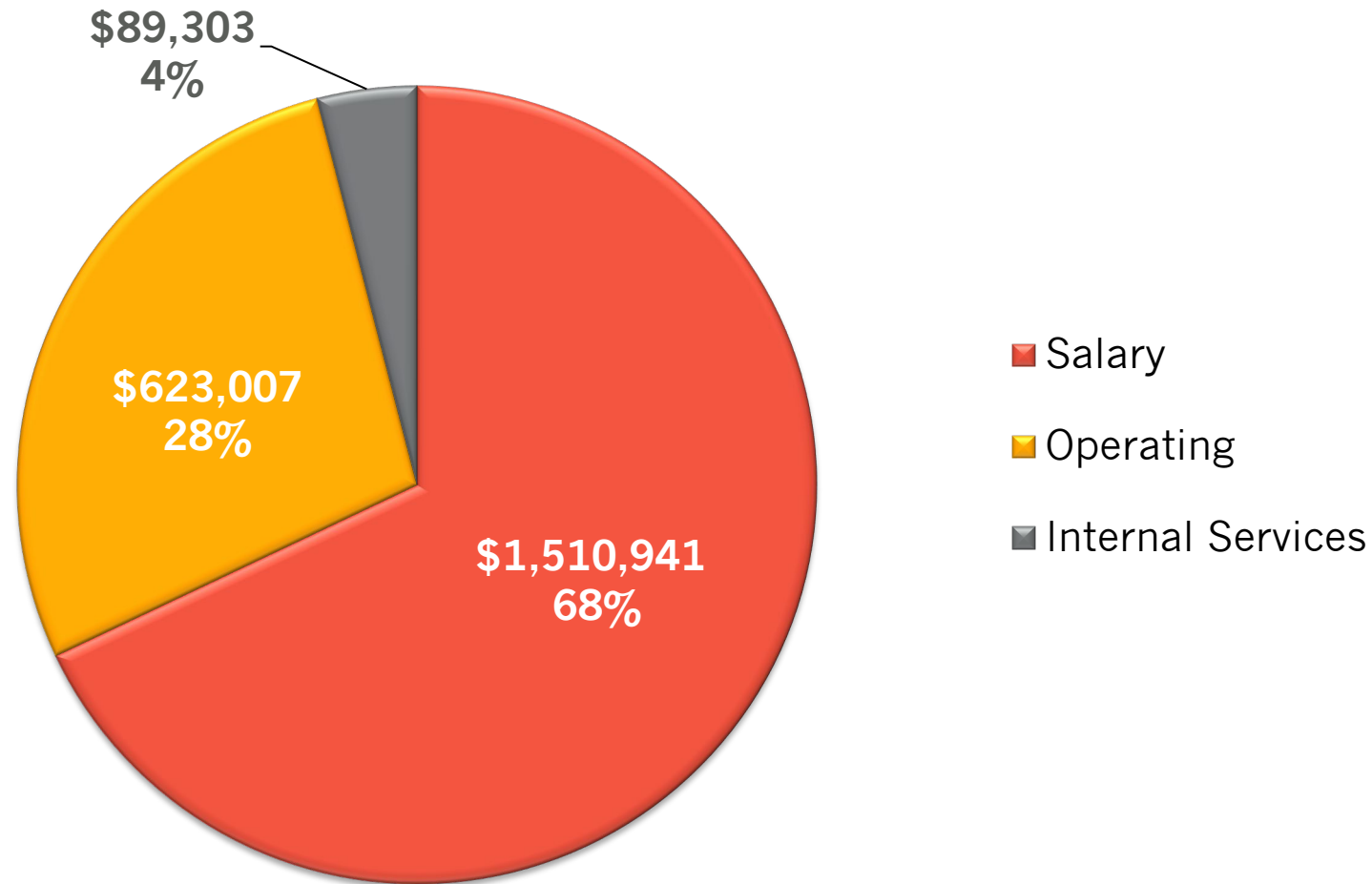


Mission Statement

To promote economic development in the City of Glendale by serving as an important catalyst for new business, a critical resource for existing business and consistently exploring new industry opportunities to ensure a diverse, sustainable economy that improves the lives of the people we serve every day.



Economic Development FY23 Operating Budget Request



Total FY23 Operating Budget \$2,223,251



Economic Development Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Community Experience			
<i>Department Strategic Initiative</i>	Leverage industry resources to increase Glendale’s visibility in the local, state, and national markets and promote Glendale through recruitment initiatives			
<i>Intended Result</i>	Increase the number of businesses and jobs in our community to ensure long-term financial stability			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>New Businesses & Expansions</i>	15	13	10	15
<i>Jobs Generated</i>	1,695	1,788	4,643	2,000
<i>Participation in Recruitment Initiatives</i>	13	17	7	15

<i>Strategic Objective</i>	Improve Community Experience			
<i>Department Strategic Initiative</i>	Provide direct assistance to small businesses by connecting them with information, experts, and programs for business development.			
<i>Intended Result</i>	Entrepreneurial small business in Glendale is a fundamental component of our economy.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>ASU Startup School Classes</i>	12	0	0	12
<i>Direct Assistance – Small Business (Hours)</i>	525	1,215	1,200	2,500



Economic Development Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Proactively share information about businesses expansions, new locates, City programs, and economic development efforts to relevant target audiences.			
<i>Intended Result</i>	Increased public awareness about economic opportunities in Glendale.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Social Media Impressions</i>	400,000	1,968,993	600,000	800,000
<i>Press Releases/ Media Outreach</i>	45	23	50	65
<i>Followers: Instagram, Facebook, Twitter</i>	415, 400, 190	555, 3,838, 291	1,400, 5,700, 350	2,000, 7,000, 500



Economic Development Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Stakeholder Engagement Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Improve visibility and outreach, link businesses to resources, and support business assistance events (job/procurement fairs, seminars, etc.).			
<i>Intended Result</i>	Businesses grow and thrive in our community.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Targeted Outreach Contacts</i>	756	557	636	750
<i>Business Assistance Events</i>	5	10	15	25



Economic Development Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Community Experience			
<i>Department Strategic Initiative</i>	Key department managers will continue to enhance the programs and services offered to Glendale residents through a variety of diverse activities which preserve the health, safety and livability of the community.			
<i>Intended Result</i>	All patrons of the Economic Development Department receive excellent customer service.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Number of people attending public art programs</i>	20,000	9,100	18,000	21,000
<i>Number of partners providing arts programming to Glendale residents</i>	29	14	24	30



Economic Development FY22 Accomplishments

- Attracted new development and investment in the healthcare industry with the opening of Banner Healthcare Center at Aspera and the new Phoenix Children's Hospital at the Arrowhead Campus.
- The Arts Division granted \$55,000 in performing arts funding to fifteen arts organizations to provide free performing arts and educational programs throughout the year.



Economic Development FY22 Accomplishments

- Partnered valley wide agencies and helped provide resources and support for small businesses during the ongoing COVID-19 pandemic and the upcoming Superbowl LVII.
- Facilitated new industrial/commercial development in the New Frontier along the Loop 303, including major capital investments from Nestle USA, Amazon, William Sonoma, and Wal-Mart that have resulted in significant construction sales tax, increased employment opportunities and prime real estate options to welcome new end users.



Economic Development FY22 Accomplishments

- Glendale hosted Ballet Arizona's Ballet Under the Stars at Sahuaro Ranch Park. Nearly 1,200 guests enjoyed the evening of dance performance. A diverse crowd was able to experience the vast grassy spaces to enjoy the performance and interact with the dancers.
- New development and investment to the Sports and Entertainment District including PopStroke, Chicken N Pickle, Thirsty Lion, and several new luxury apartment buildings and hotels.



Economic Development FY23 Supplemental Requests

General Fund

New FTE – Econ. Development Program

Manager (Downtown Manager)

\$112,606



QUESTIONS?



Human Resources

April 5, 2022



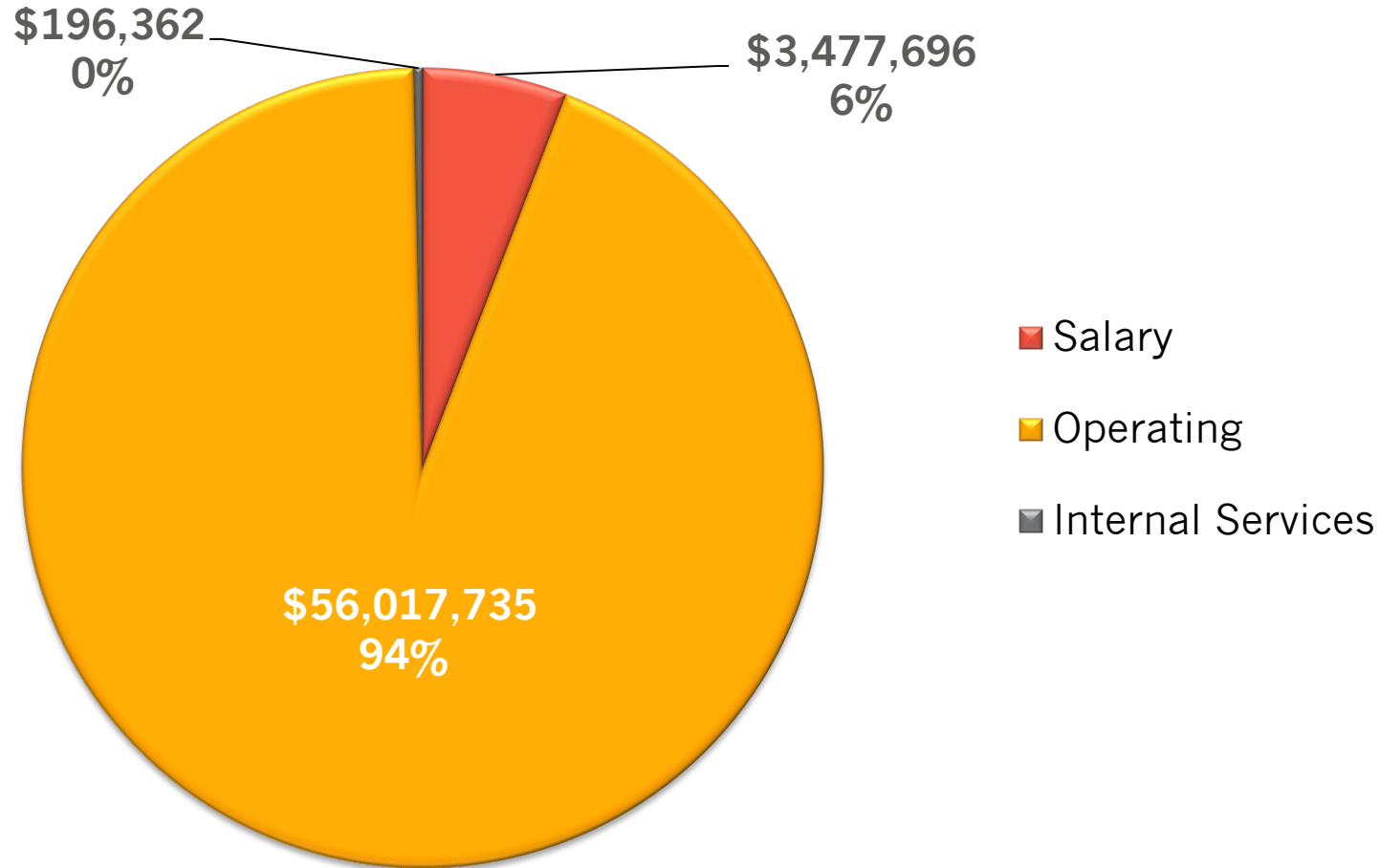


Department Purpose Statement

Through collaboration and excellent service, Human Resources & Risk Management creates an inclusive and safe environment for employees, customers and citizens, characterized by fairness, open communication, accountability, trust and respect.



Human Resources FY23 Operating Budget Request



Total FY23 Operating Budget \$59,691,793



Human Resources

Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Strengthen Workforce Culture Strengthen Workforce Development			
<i>Department Strategic Initiatives</i>	1. Obtain top level management support for diversity initiatives. 2. Form a Diversity Committee to develop, communicate and implement a diversity strategy.			
<i>Intended Result</i>	Foster and influence a climate of mutual respect and inclusiveness that is open, creative and people centered.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Number of organizational diversity events held</i>	3	1 in person/4 virtual	4 in person	8
<i>Number of diversity training opportunities held</i>	7	10 on-line	16	20
<i>Number of employees attending diversity training/events</i>	498	182	450	500
<i>Our employee diversity ratio reflects the Glendale community</i>	**Next Slide	**Next Slide	**Next Slide	**Next Slide



Human Resources Goals, Objectives & Performance Measures

- ***New Hires FY19/20 Actual** – White 52.6%, Black/AA 6.8%, Hispanic Latino 33.9%, Asian 2.1%, Native Hawaiian and Other Pacific Islander 1.6%, American Indian 0%, 2 Or More Races 2.0%
- ***New Hires FY20/21 Actual** – White 55.95%, Black 4.76%, Hispanic Latino 30.95%, Asian 1.79%, Native Hawaiian and other Pacific Islander .60%, American Indian 0%, 2 Or More Races 2.98%
- ****Community and Employee Ratios FY19/20 Actual** – White 48.6% Community (62.1%EE), Black/AA 5.1% Community (5.0%EE), Hispanic/Latino 37.3% Community (26.1%EE), Asian 4.3% Community (2.5%EE), American Indian 1.6% Community (0.9%EE), Native Hawaiian and Other Pacific Islander 0.2% Community (0.3%EE), 2 Or More Races 4.2% Community (2.1%EE)
- ****Community and Employee Ratios FY20/21 Actual** – White 44.8% Community (61.17%EE), Black/AA 7.3% Community (4.93%EE), Hispanic/Latino 39.0% Community (26.68%EE). Asian 4.4% Community (2.49%EE), American Indian 1.6% Community (.85%EE), Native Hawaiian and other Pacific Islander .10% Community (.32%EE), 2 Or More Races 9.4% Community (1.06%EE)



Human Resources

Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiatives</i>	<ol style="list-style-type: none"> 1. Collaborate with employees, stakeholders and healthcare organizations to review options for implementing a fiscally sustainable health plan. 2. Develop a plan to promote greater participation in the wellness program. 			
<i>Intended Result</i>	Maintain a fiscally sustainable employee benefits program that provides high quality healthcare which promotes and enhances the well-being of employees.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Cost increases remain at or below the medical trend.</i>	7-1-19 3.7% below medical trend	7-1-20 3.8% below medical trend	7-1-21 2.3% below medical trend	Stay at trend
<i>Increase enrollment in the wellness program.</i>	557 14% decrease in enrollment	485 13% decrease in enrollment	556 16% increase in enrollment	5% increase in enrollment



Human Resources

Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Resource Alignment Improve Asset Management			
<i>Department Strategic Initiative</i>	1. Monitor external market on regular basis to ensure competitiveness. 2. Complete job studies as appropriate in a timely manner to ensure classifications are current. 3. Comply with appropriate federal and state laws. 4. Complete classification and compensation study to determine critical areas requiring attention.			
<i>Intended Result</i>	Implement and maintain a competitive non-represented compensation structure, policy, practices and philosophy to attract, motivate and retain highly skilled employees.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Reduce turnover for non-represented employees</i>	13.7%	11.8%	15.6%	8.0%
<i>Salary ranges are within +/- 5% of the average midpoint for comparative organizations</i>	At +/- 5% 7-1-20	Study not conducted	At +/-5% 7-1-22	Remain at +/- 5%



Human Resources

Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Resource Alignment Improve Asset Management			
<i>Department Strategic Initiatives</i>	<ol style="list-style-type: none"> 1. Utilize risk avoidance, risk reduction, risk transfer and risk retention strategies to protect against losses that would negatively impact City assets and its ability to provide ongoing services. 2. Manage property and liability claims to minimize costs. 3. Promote employee safety awareness programs. 			
<i>Intended Result</i>	Provide and maintain a low risk, safe environment for City of Glendale employees and its citizens.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
Utilize in-house counsel 50% (when practical) to reduce legal fees.	38% in house**	39% in house**		
Open (filled/served)	16	22	50%	50%
Closed (settled, prevailed or dismissed)	10	13		
Internal counsel assigned	6	20		
Outside counsel assigned	10			
*Experience Modification Rate for Workers' Compensation Claims at 1.0 or less. The average for city and county employers is 1.04%	As of 12/31/20 .90	1.21	1.0	1.0
Maintain total operating cost of risk at < 3%	.028%	.017%	<3%	<3%

*The Experience Modification Rate is an indicator of how well a workers' compensation program is performing as compared to other similar business types within a State (in our case against other cities within Arizona) **Due to nature of litigation & workload outside counsel was needed



Human Resources FY22 Accomplishments

- Workers' Compensation claims acceptance rate is 94% of all claims versus the average acceptance rate for City and County employers at 91.5%
- Smoking Cessation Program, Non-Tobacco User Discount Program and COVID-19 Vaccine Discount Program Implementation
- No EEOC Findings
- Completed the Human Resources & Risk Management Tier II Balanced Scorecard to align with organizational goals
- Implemented the first annual employee Incentive Program. Had 45 winners and 39 semi-finalists



Human Resources FY23 Supplemental Requests

General Fund

Human Resources Temporary Personnel	\$ 50,000
New FTE – Benefits Analyst	\$ 116,080
New FTE – Human Resources Analyst	\$ 103,210

Risk Management Self Insurance

Risk Management Trust Fund Increase	\$4,943,327
-------------------------------------	-------------

Worker's Compensation Self Insurance

Worker's Compensation Trust Fund Increase	\$3,345,000
---	-------------



Human Resources FY23 Supplemental Requests

Benefit Trust Fund

HR Employee Benefits Increase

\$1,460,000



QUESTIONS?



Organizational Performance

April 5, 2022





Organizational Performance

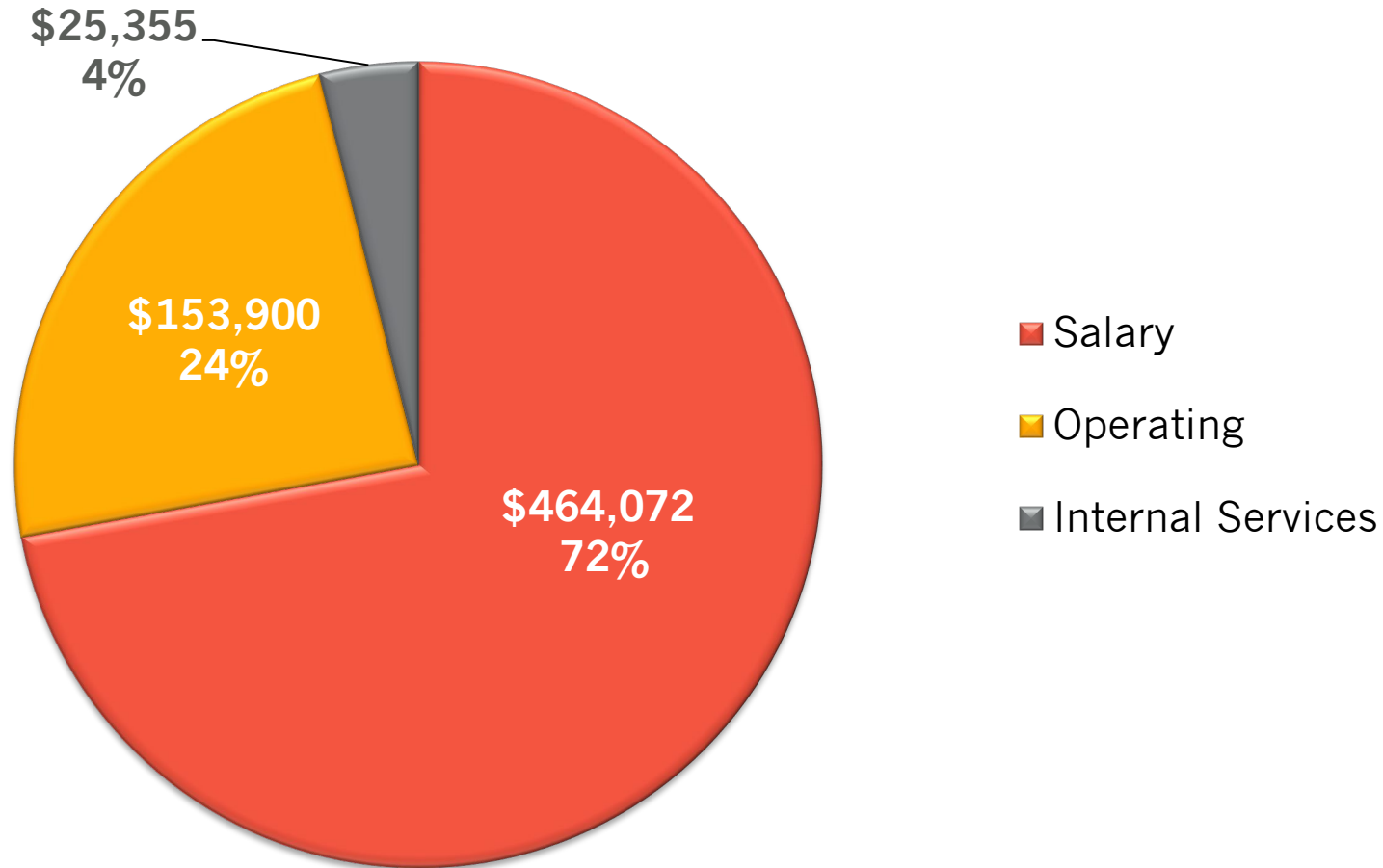
\$643,327 3 FTEs

Mission Statement

To build a high-performance culture using business intelligence.



Organizational Performance FY23 Operating Budget Request



Total FY23 Operating Budget \$643,327



Organizational Performance

Goals, Objectives & Performance Measures

<p><i>Strategic Objectives</i></p>	<p>Improve Stakeholder Engagement Increase Innovation Solutions Strengthen Workforce Culture Strengthen Workforce Development Improve Tools & Technology</p>			
<p><i>Department Strategic Initiative</i></p>	<p>Implement a programmatic approach to data governance designed to make city data actionable and increase the use of data in decision-making, recommendations, and telling the story of our work.</p>			
<p><i>Intended Results</i></p>	<p>City data is open by default, reliable, and easily accessible internally and externally. Actionable intelligence is used routinely in analysis and reporting. The city has employees with strong data analytics capabilities, actively uses data to share the impact of our work, and strategically implements new systems and data collection</p>			
<p><i>Performance Measures</i></p>	<p><i>FY2020 Actual</i></p>	<p><i>FY2021 Actual</i></p>	<p><i>FY2022 Estimate</i></p>	<p><i>FY2023 Target</i></p>
<p>Participation and publication of citywide data inventory. Target:</p> <ul style="list-style-type: none"> • 100% of departments participate • Comprehensive data inventory published and updated at defined intervals 	<p>N/A</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>
<p>Educate organizational data stewards on business intelligence and analytics principles</p> <ul style="list-style-type: none"> • Target: 100% of data stewards receive initial training 	<p>N/A</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>



Organizational Performance

Goals, Objectives & Performance Measures

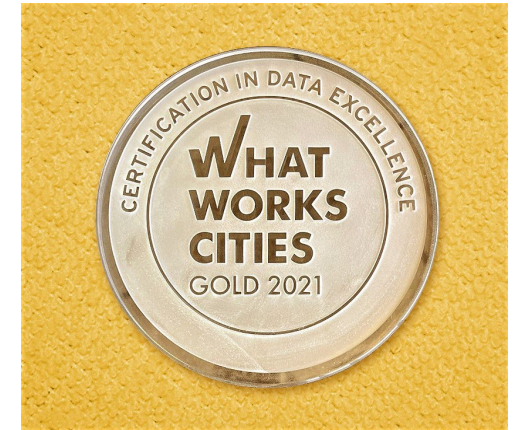
<p><i>Strategic Objectives</i></p>	<p>Improve Community Experience Improve Resource Alignment Improve Purposeful Communication Improve Stakeholder Engagement Optimize Processes & Services Increase Innovation Solutions Strengthen Workforce Development Strengthen Workforce Culture Improve Tools & Technology</p>			
<p><i>Department Strategic Initiative</i></p>	<p>What Works Cities Certification</p>			
<p><i>Intended Results</i></p>	<ul style="list-style-type: none"> • Data driven governance to increase resident satisfaction • Community engagement to improve neighborhoods • Address the most pressing issues the city is facing through the analysis of data and implementation of programs that work 			
<p><i>Performance Measures</i></p>	<p><i>FY2020 Actual</i></p>	<p><i>FY2021 Actual</i></p>	<p><i>FY2022 Estimate</i></p>	<p><i>FY2023 Target</i></p>
<p>Number of defined certification criteria achieved and maintained.</p> <ul style="list-style-type: none"> • Target: 51% of criteria achieved and maintained by the end of 2020 	<p>31%</p>	<p>60%</p>	<p>67%</p>	<p>75%</p>



Organizational Performance FY22 Accomplishments

– What Work Cities Certification

- Received Silver Certification
 - We were one of 16 new cities recognized in July of 2021
 - Mayor's Proclamation - Annual Data Excellence Day in celebration of our Silver Certification
- Received Gold Certification in April 2022.
 - We were the only city in Arizona to receive Gold certification this year
 - Levels are Silver, Gold, and Platinum





Organizational Performance FY22 Accomplishments

- Balance Scorecard

- Tier I

- City Wide Employee Survey on the city objectives of Strengthen Workforce Culture and Development
 - Focus Groups on Supervisor Training, Recognition, Employee Value, Communication, Professional Growth and Development

- Tier II

- 40 staff members trained by Strategy Management Group
 - Tier II Development underway



Organizational Performance FY22 Accomplishments

- Open Data
 - New Data sets published
 - GlendaleOne Escalation Levels
 - PD – Calls for Service, Police Incidents
- Performance Dashboards
 - City Wide Performance Dashboard
 - Engineering
 - GlendaleOne
 - Business Licenses



Organizational Performance FY22 Accomplishments

- Valley Benchmark Communities (VBC)
 - Glendale Presented in the FY22 Performance Forum
 - City Manager and Organizational Performance Staff attended the Annual City Manager’s Conference
 - Organizational Performance staff attend monthly VBC planning meetings
 - Jenny Durda – Business Intelligence and Analytics Officer elected Chair for the FY23 and FY24 years



Organizational Performance FY23 Supplemental Requests

General Fund

New FTE – Org. Performance Program Manager	\$129,180
--	-----------



QUESTIONS?



Audit Department

April 5, 2022





Audit Department

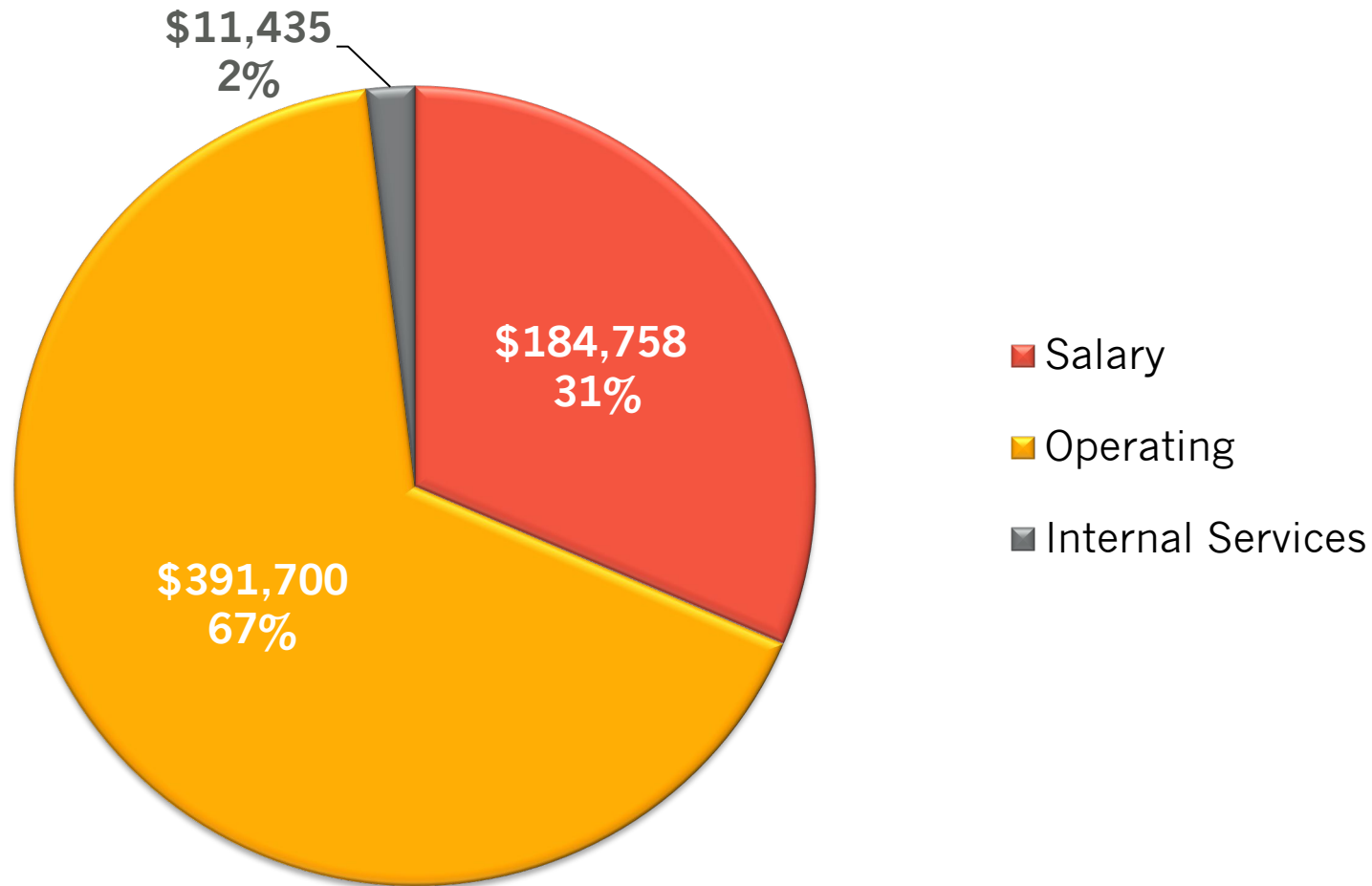
\$587,893 1 FTE

Mission Statement

To provide internal audit services that strengthen controls, reduce risk, maximize efficiency and enhance government transparency.



Audit Department FY23 Operating Budget Request



Total FY23 Operating Budget \$ \$587,893



Audit Department Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Develop a risk-based audit plan that strengthens internal controls and reduces organizational risk.			
<i>Intended Result</i>	Audit resources are allocated to the areas that pose the greatest risk to the city.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Number of Audits Completed</i>	4	12	14	12
<i>% Audit Recommendations Accepted by Management</i>	95%	97%	100%	100%
<i>% Annual Audit Plan Completed</i>	75%	55%	79%	100%

FY2020 Audit Plan only covered 6 months due to the revised Code. Only captures the 4 audits that were scheduled for completion using internal resources, 3 of which were completed. Seven audits to be contracted were delayed because of the establishing the new framework for contracting third party firms and the COVID-19 crisis.



Audit Department FY22 Accomplishments

- Internal Audit Program Manager position filled at end of FY21 after six-month vacancy
- Addressed all audit findings outstanding from previous Internal Audit department structure
- Completed Balanced Scorecard Tier II for IIAP



Audit Department FY23 Supplemental Requests

General Fund

Contracted Audit Services

\$131,684



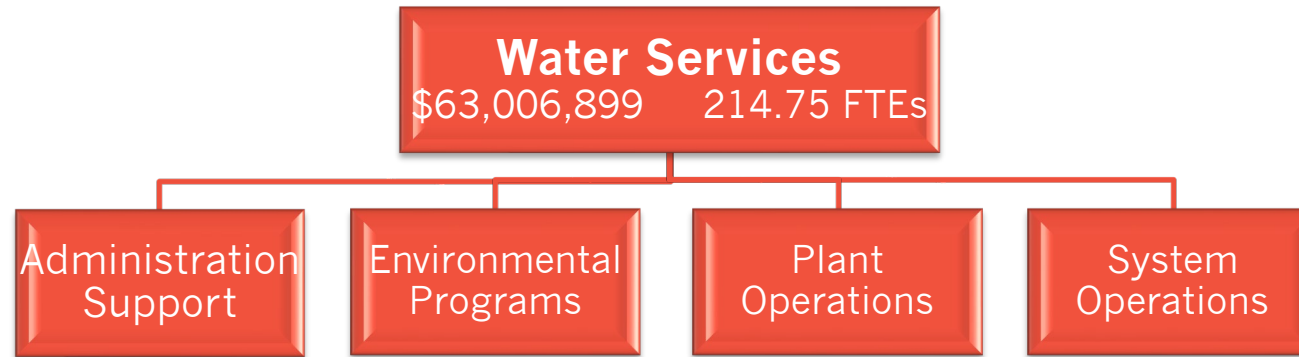
QUESTIONS?



Water Services

April 5, 2022



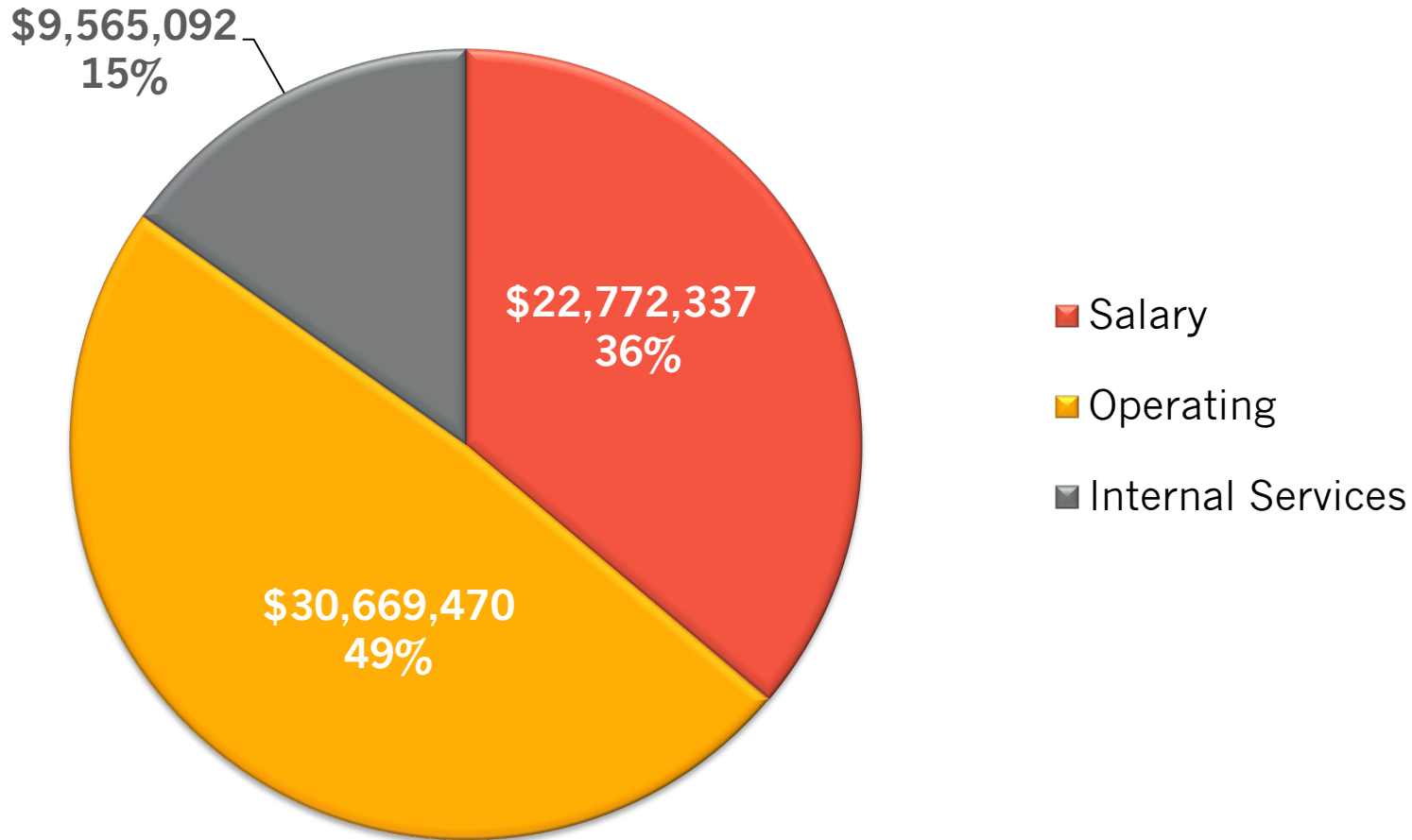


Mission Statement

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



Water Services FY23 Operating Budget Request



Total FY23 Operating Budget \$63,006,899



Water Services

Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Resource Alignment Increase Purposeful Communication Improve Community Experience			
<i>Department Strategic Initiatives</i>	Recharge as much available Central Arizona Project (CAP) water and wastewater effluent. Reduce production per capita. Convert grass landscape to xeriscape landscape. Educate users about conservation and sustainability programs.			
<i>Intended Result</i>	Sustain today's resources for future availability.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>CAP water recharged (acre foot)</i>	2,394	732	500	500
<i>Effluent recharged (acre foot)</i>	8,777	5,185	7,100	6,500
<i>Gallons Produced per Capita per Day (GPCD)</i>	144	153	143	142
<i># of water/wastewater samples analyzed by Water Quality Laboratory (WQL)</i>	7,661	9,008	7,800	7,500
<i>Square footage of converted landscape</i>	98,309	101,337	100,000	105,000
<i># of students in Youth Education Program</i>	2,102	904	2,190	2,300
<i># of participants in Green Living Series</i>	490	571	680	640



Water Services

Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Asset Management Improve Resource Alignment			
<i>Department Strategic Initiatives</i>	Deliver water to meet demand. Maintain O&M cost.			
<i>Intended Result</i>	Customers receive 24/7 water and wastewater services efficiently and economically.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Amount of water delivered in billion gallons</i>	13.4	14.8	13.3	13.8
<i>Water O&M cost per 1,000 gallons</i>	\$0.93	\$0.89	\$1.10	\$1.15
<i>Amount of sewage treated in billion gallons</i>	6.3	6.0	6.2	6.3
<i>Wastewater O&M cost per 1,000 gallons</i>	\$1.36	\$1.57	\$1.60	\$1.69



Water Services

Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Asset Management Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Maintain O&M costs. Replace and rehabilitate lines. Exercise main valves. Clean 235 (1/3 of 707 total) miles of sewer lines. Maintain a rate of <1.0 for Sanitary Sewer Overflow per 100 miles of line.			
<i>Intended Result</i>	Water distribution and wastewater collection systems are operated efficiently and economically.			
<i>Performance Measures</i>	<i>FY2020 Actual</i>	<i>FY2021 Actual</i>	<i>FY2022 Estimate</i>	<i>FY2023 Target</i>
<i>Distribution O&M cost per 1,000 gallons</i>	\$0.48	\$0.50	\$0.61	\$0.62
<i># of water line miles replaced of total 994</i>	2.5	1.6	1.0	1.0
<i># of valves exercised of total 26,349</i>	4,802	19,000	12,000	12,000
<i># of fire hydrants flushed of total 9,091</i>	8,903	8,900	9,091	9,091
<i>Collection O&M cost per 1,000 gallons</i>	\$0.62	\$0.59	\$0.67	\$0.68
<i># of sewer line miles replaced of total 707</i>	0.3	0.2	2.2	2.0
<i>% of 235 miles of sewer line cleaned</i>	91%	64%	86%	100%
<i># of Sanitary Sewer Overflow per 100 miles</i>	0.0	<1.0	0.0	<1.0



Water Services FY22 Accomplishments

- Completion of Pyramid Peak Expansion and Improvements
- Completion of Luke AFB Lift Station and Force Main
- Completion of Integrated Master Plan
- Federal Funding for Water Inter-connect Project



Water Services

FY23 Supplemental Requests

Water Fund

Increase for Raw Water Costs	\$936,000
Increase for Chemical Costs	\$310,000
Increase for Water Meters Costs	\$100,000
Increase for Pyramid Peak WTP Costs	\$518,000
Increase for Overtime Costs	\$ 90,000



Water Services

FY23 Supplemental Requests

Sewer Fund

Increase for Chemical Costs	\$ 70,000
Increase for 91 st Avenue WWTP Costs	\$380,000
Increase for West Area WRF Costs	\$156,000
Increase for Overtime Costs	\$ 10,000



Water Services FY23 IT Projects

Water Fund

SCADA Server Replacement	\$275,000
--------------------------	-----------



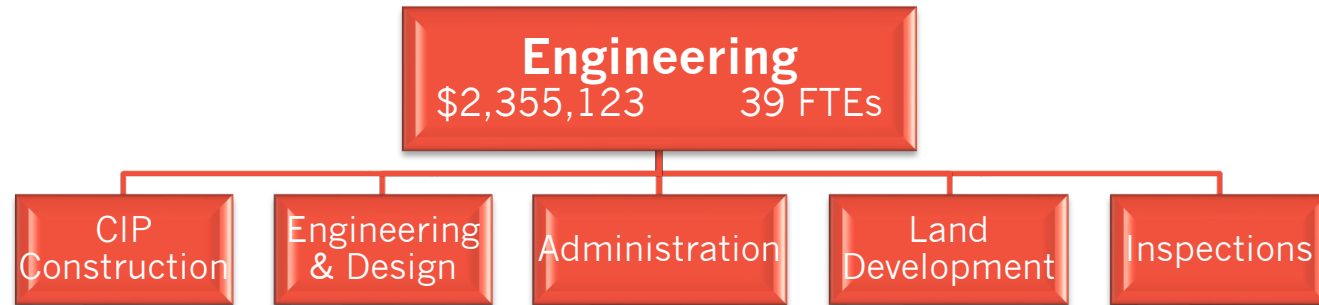
QUESTIONS?



Engineering

April 5, 2022



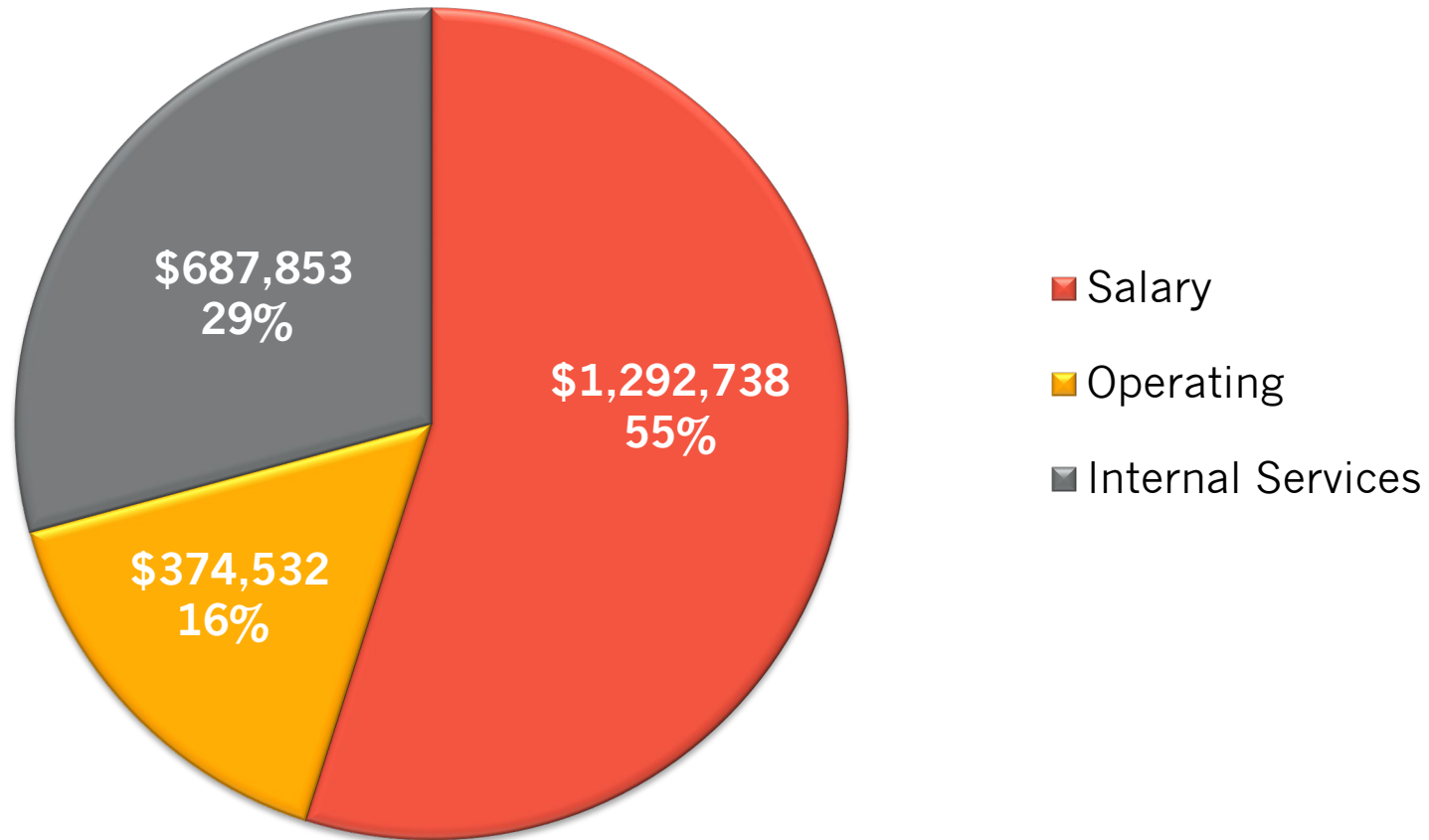


Mission Statement

To partner in developing and implementing the city's Capital Improvement Plan and inspect public/private infrastructure deployment to successfully and safely serve the needs of the community.



Engineering FY23 Operating Budget Request

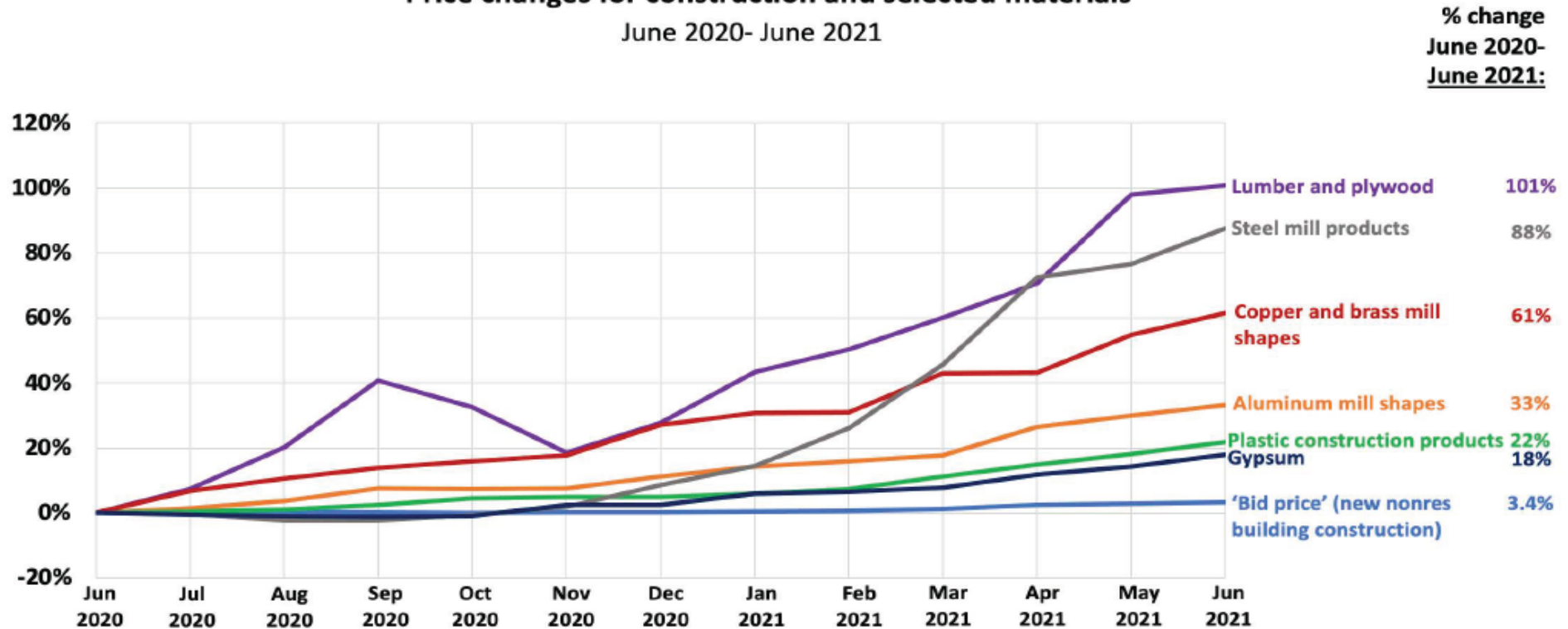


Total FY23 Operating Budget \$2,355,123



Current Market Conditions

Price changes for construction and selected materials
June 2020- June 2021

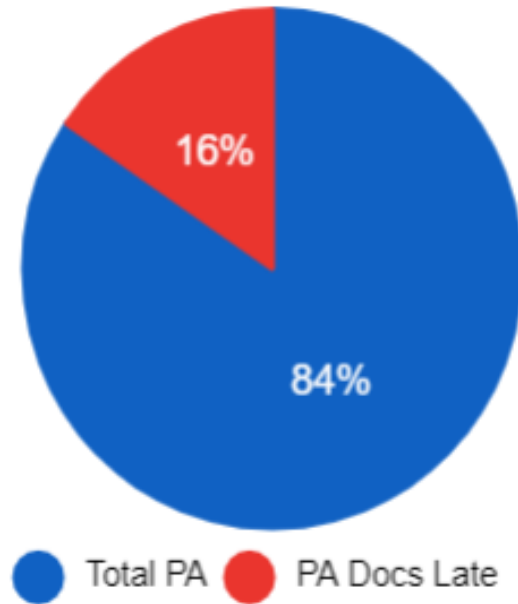


Source: Bureau of Labor Statistics, producer price indexes (PPIs) for new nonresidential building construction (bid prices), gypsum products, wood, metal products, and plastic products, not seasonally adjusted

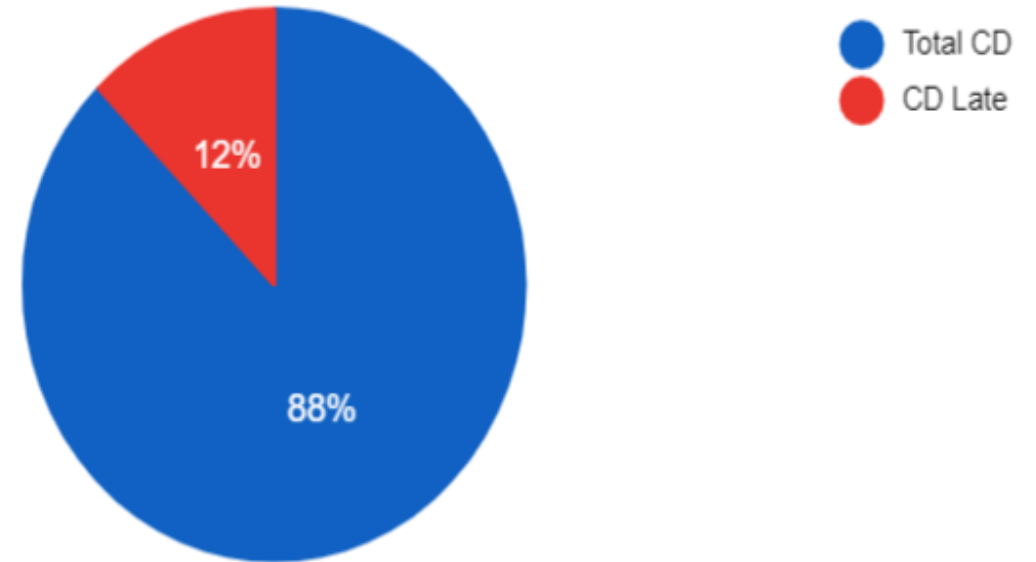


Engineering Performance Land Development

Planning Applications On Time Percentage



Construction Documents On Time Percentage



KPI = 15 Days



Engineering Performance – Right of Way

Engineering Department Balanced Scorecard - Inspections Division - Improve Community Experience

Mission: Ensure the reliability of infrastructure placed within the ROW

Goal: At least 95% of all Warranty inspections pass



Month	Number of Warranty Inspections	Amount of Deficiencies	Percentage of Deficiencies	Performance	
				Measure Percentage Achieved	Performance Measure Goal
Jul-21	117	0	0.00%	100.00%	95.00%
Aug-21	102	1	1.00%	99.00%	95.00%
Sep-21	103	1	1.00%	99.00%	95.00%
Oct-21	216	4	2.00%	98.00%	95.00%
Nov-21	109	1	1.00%	99.00%	95.00%
Dec-21	121	0	0.00%	100.00%	95.00%
Jan-22	125	3	3.00%	97.00%	95.00%
Feb-22	93	0	0.00%	100.00%	95.00%
Mar-22	198	0	0.00%	100.00%	95.00%
Apr-22	142				95.00%
May-22					95.00%
Jun-22					95.00%



Engineering Performance Business Operations

**OUR PERFORMANCE GOAL: TO PROCESS 95% OF
ALL INVOICES WITHIN 7 DAYS**

Prior to January 1, 2020 – Average Time From the Invoice Being Received to the Invoice Leaving Engineering was +18 Days.

**FY 21 Average Time to
Process Invoices**

Days 9

**FY 21 % of Invoices
Processed w/in 7 days**

67%

**FY 22 Average Time to
Process Invoices**

Days 8

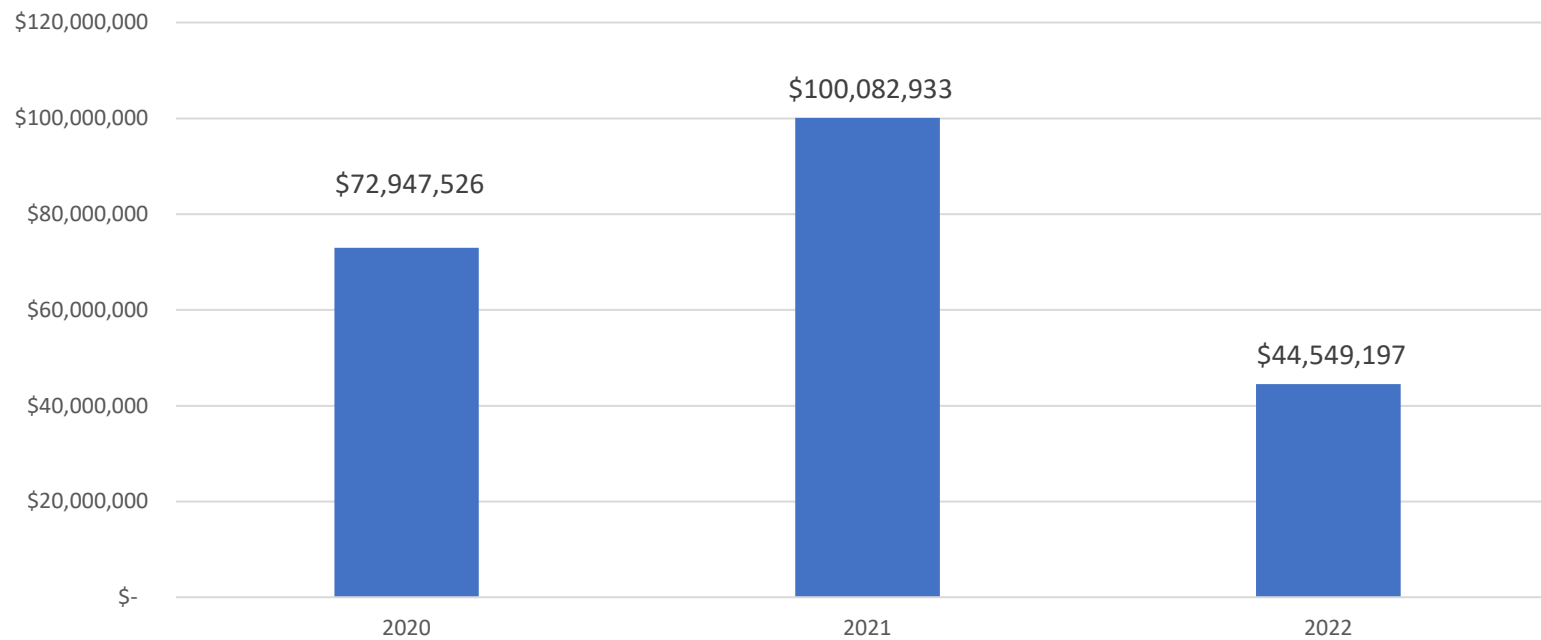
**FY 22 % of Invoices
Processed w/in 7 days**

66%



Historical CIP Spend

Invoices Paid By Engineering as a Result of CIP Management



FY2022 is through 1.31.22



Engineering Projects at a Glance

Last Year

- ✓ Sine Building 1st Floor Remodel
- ✓ Pavement Management Projects
- ✓ O'Neil Splash Pad
- ✓ Camelback Rd Reconstruction,
43rd – 51st / Loop 101 – 91st
- ✓ Bell Rd Reconstruction – 51st – 59th
- ✓ Glendale Ave & Water / Sewer
- ✓ Heroes Park Lake

Current

- 27 Projects in Design Phase
- 29 of Projects in Construction Phase
- 6 in RFQ Phase
- 9 Study Phase
- 3 in Bid Phase
- 50% of projects are in design phase



Engineering FY23 Supplemental Requests

General Fund

External Engineering Services	\$150,000
Software Licenses	\$ 1,000
Staff Certifications – Continuing Education	\$ 10,000
New FTE – Senior Architect	\$130,250
New FTE – Management Analyst	\$ 94,581
New FTE – CIP Project Manager	\$121,567
New FTE (2) – Construction Inspector	\$189,375



QUESTIONS?



Operating Budget Presentation Schedule

April 5, 2022

- ❖ City Court
- ❖ Community Services
- ❖ Budget and Finance
- ❖ Transportation
- ❖ Economic Development
- ❖ Human Resources
- ❖ Organizational Performance
- ❖ Audit
- ❖ Water Services
- ❖ Engineering

April 7, 2022

- ❖ City Attorney
- ❖ Police Department
- ❖ Development Services
- ❖ City Manager's Office
- ❖ Mayor and Council Offices
- ❖ Code Compliance
- ❖ PFRSE
- ❖ Public Affairs
- ❖ Fire Department
- ❖ Innovation & Technology
- ❖ Field Operations
- ❖ City Clerk