



Council Workshop FY23-24 Budget Discussion

April 6, 2023





Budget Calendar

Item	Date
Workshop #1 – Budget Overview / Revenues / Five-Year Financial Forecasts	February 14, 2023
Workshop #2 – FY24-33 Capital Improvement Plan	March 7, 2023
Workshop #3 – (All Day) FY24 Operating Budget Department Presentations	April 4, 2023
<i>Workshop #4 – (All Day) FY24 Operating Budget Department Presentations</i>	<i>April 6, 2023</i>
Workshop #5 – FY24 Final Budget Workshop	April 18, 2023
Voting Meeting – Tentative Budget Adoption	May 9, 2023
Voting Meeting – Final Budget Adoption / Property Tax Levy	June 13, 2023
Voting Meeting – Property Tax Adoption	June 27, 2023



Operating Budget Presentation Schedule

April 4, 2023

- ❖ City Attorney
- ❖ City Court
- ❖ Mayor & Council
- ❖ City Manager's Office/Code Compliance
- ❖ Engineering
- ❖ Parks and Recreation
- ❖ Police Department
- ❖ Fire Department
- ❖ Innovation and Technology
- ❖ Economic Development
- ❖ City Clerk

April 6, 2023

- ❖ Public Affairs/Communication
- ❖ Community Services
- ❖ Budget and Finance/Non-Departmental
- ❖ Organizational Performance
- ❖ Audit
- ❖ Human Resources and Risk Management
- ❖ Field Operations
- ❖ Transportation
- ❖ Development Services
- ❖ Water Services



Agenda

- 1) Follow Up Items from April 4, 2023 Workshop
- 2) FY23-24 Summary of Personnel Changes
- 3) Department Presentations



Follow Up Items – General Fund Positions

General Fund Position Additions 46

Total Ongoing Budget Amount \$4,072,495



Change in Operating Budget

FY23 Adopted Budget	\$546,413,506
FY24 Baseline Budget (Less One-Time)	\$507,079,575
FY24 Salary and Benefit Increases	\$ 36,672,994
FY24 Service and Supply Increases	\$ 31,938,661
FY24 Internal Charges Increases	<u>\$ 9,266,499</u>
FY24 Operating Budget Request	\$584,957,728



Follow Up Items – Parks and Recreation

- Sports Field Rental Revenue – \$200k/year
- Contract Monitor Position Duties – Park Maintenance Division
 - 8 ongoing service contracts for essential park maintenance functions, plus 8-10 project related contracts annually
 - Contract Monitor would assume the administrative tasks associated with contracts – contract development, negotiations, tracking, auditing, and contract expenditures, allowing field staff to focus on maintaining parks



Follow Up Items – Engineering

Why is Engineering's R-Rollup 25% of their budget?

Salaries (Reduced by Chargebacks)	\$2,276,333	65%
Services and Supplies	\$ 348,930	10%
Internal Charges	\$ 865,000	25%
Salaries (Full)	\$5,501,159	82%
Services and Supplies	\$ 348,930	5%
Internal Charges	\$ 865,000	13%



Summary of Personnel Changes

General Fund	# of Positions
City Manager's Office – Code Compliance	2
Communications	1
Community Services	6
Development Services	2
Economic Development	1
Field Operations	5
Fire Services	8
Human Resources	2
Parks and Recreation	7
Police Services	12
Total General Fund	46

Special Revenue Funds	# of Positions
Highway User Revenue Fund	3
Transportation Sales Tax	8.5
Total Special Revenue	11.5

Enterprise Funds	# of Positions
Community Services (Housing)	1
Field Operations (Landfill)	2
Water Services	1
Total Enterprise Funds	4
Internal Service Funds	# of Positions
Innovation and Technology	5
Field Operations (Fleet)	1
Total Internal Service Funds	6
Total All Funds	# of Positions
General Fund	46
Enterprise Funds	4
Internal Service Funds	6
Special Revenue Funds	11.5
Total	67.5



Public Affairs

April 6, 2023





Public Affairs

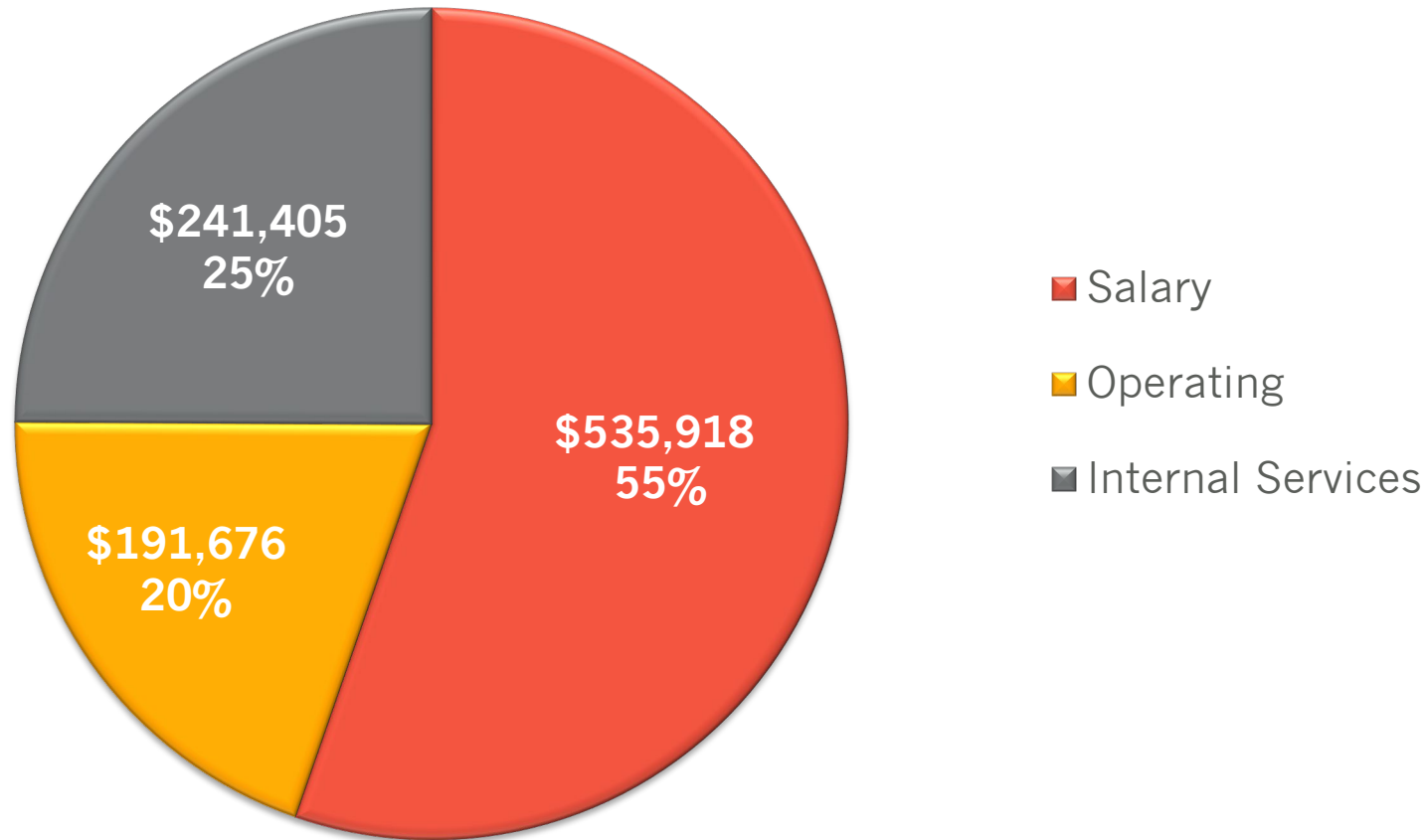
\$968,999 3 FTEs

Mission Statement

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



Public Affairs FY24 Operating Budget Request



Total FY24 Operating Budget \$968,999



Public Affairs

Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Purposeful Communication			
<i>Department Strategic Initiative</i>	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress, and other governmental bodies.			
<i>Intended Result</i>	Legislative awareness and impact.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Total number of bills posted</i>	1350	1510	1757	1950
<i>Number of bills tracked that have a direct impact to City and have received staff input</i>	325	335	299	340
<i>Number of new laws being enacted</i>	335	347	446	398



Public Affairs

Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Purposeful Communication Improve Stakeholder Engagement			
<i>Department Strategic Initiative</i>	Proactively pursue an enhanced presence on regional and national committees, work cooperatively with local and regional partners/agencies, and strategically position Glendale's projects for regional funding and support.			
<i>Intended Result</i>	Glendale projects are funded and completed in the appropriate times.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Total number of regional and national committees on which Glendale elected officials are serving</i>	22	23	24	22



Public Affairs

Goals, Objectives & Performance Measures

<p><i>Strategic Objectives</i></p>	<p>Improve Purposeful Communication Improve Stakeholder Engagement Increase Innovation Solutions</p>			
<p><i>Department Strategic Initiative</i></p>	<p>Proactively engage residents and council through targeted communication strategies and the use of creative outreach methods.</p>			
<p><i>Intended Result</i></p>	<p>The public and the Council are 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.</p>			
<p><i>Performance Measures</i></p>	<p><i>FY2021 Actual</i></p>	<p><i>FY2022 Actual</i></p>	<p><i>FY2023 Estimate</i></p>	<p><i>FY2024 Target</i></p>
<p><i>Number of Legislative Link subscribers</i></p>	<p>210</p>	<p>199</p>	<p>215</p>	<p>241</p>
<p><i>Number of legislative reports posted to the website</i></p>	<p>14</p>	<p>19</p>	<p>18</p>	<p>17</p>



Public Affairs FY23 Accomplishments

- Continued to lead regional efforts to introduce legislation authorizing Maricopa County to call an election for the extension of Proposition 400, the region's half-cent sales tax dedicated solely for transportation
- Introduced legislation on behalf of the City Council to reform public posting requirements.
- Introduced legislation on behalf of the Glendale Police Department to allow cities to charge staff time for redacting police body camera footage.
- Assisted Luke AFB with state legislation to prohibit private drone operations on or over the military installation



Public Affairs FY23 Accomplishments

- Increased City and Legislative relationships through frequent planned interactions between City Councilmembers and state House and Senate members.
- Hosted a 2023 Legislative Dinner that brought 13 of Glendale's 18 legislators to Glendale for a roundtable discussion with the City Council.
- Assisted Glendale City Courts in advocating for the Veteran's Court by facilitating a tour and round table discussion with the City Council and Senator Kyrsten Sinema.



Public Affairs FY23 Accomplishments

- Established and maintained communication with the new Governor's Office and state agency staff to ensure continuity of service for the residents of the City of Glendale and the State of Arizona.
- Secured a commitment of \$1.33 million of federal funding in FY23 for improvements to three community centers and/or recreation centers located in the 85301 zip code
- Secured a commitment of federal funding in FY23 for improvements to the Luke Air Force Base Child Development Center.



Public Affairs FY24 Supplemental Requests

General Fund

Media Center Utilities	\$ 45k
Cell Phones for Public Affairs and Communications	\$ 1k



QUESTIONS?



Communications

April 6, 2023





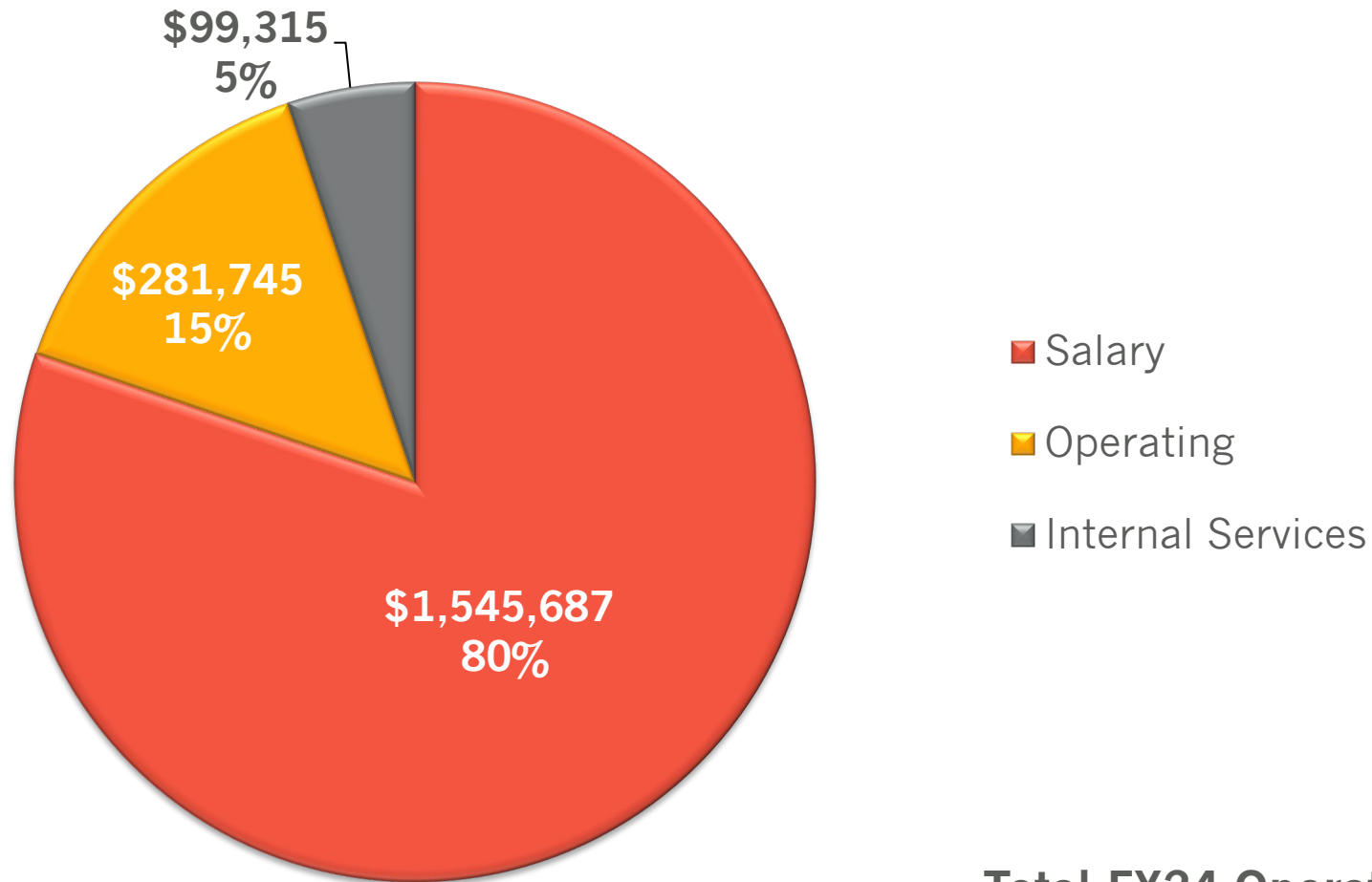
Communications
\$1,926,747 12.5 FTEs

Mission Statement

The mission of the Communications Department is to provide innovative and creative communication solutions to promote the City’s core services, initiatives and mission.



Communications FY24 Operating Budget Request



Total FY24 Operating Budget \$1,926,747



Communications Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Improve Purposeful Communication Improve Stakeholder Engagement Increase Innovation Solutions			
<i>Department Strategic Initiatives</i>	Increase outreach and provide city news and information about the City’s programs, services, and amenities with the use of creative outreach methods. Implement new web content management system to better serve our digital audience and increase visitors to City websites.			
<i>Intended Result</i>	Improved communications and transparency with residents, stakeholders, community partners, businesses and visitors.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Social media presence - the number of people who see our posts on all digital channels including Vimeo, Facebook, Instagram, Twitter and YouTube</i>	3,356,000	3,450,000	3,550,000	3,555,000
<i>Number of Facebook Live reports “look live” videos or social media broadcasts of city events</i>	162	170	175	175
<i>Average social engagements per post</i>	84	90	95	100
<i>Average positive sentiment</i>	23%	25%	27%	N/A
<i>Number of website pageviews*</i>	5,249,579	5,350,000	5,450,000	5,500,000

*FY18 & FY19 include numbers from other city websites (Library, CVB, & Civic Center) FY20 & FY21 include only the main site



Communications FY23 Accomplishments

- The Glendale Media Team produced a constant stream of outstanding content including a video that rose above and beyond anything that has ever been produced before. The high standard of excellence resulted in an Emmy award win as well as a nomination and three national awards of excellence in the 3CMA, City County Communications awards.
- Did constant excellent media relations work for a record number of media requests due to the Super Bowl. Continued to do communications for a variety of major city announcements.
- Planned together with City Manager's Office, organized and implemented successful City Manager's all-staff event for Kevin Phelps to provide important updates to employees.
- Planned a successful Council Installation ceremony event which included planning and implementing many different aspects of work that is needed to create a special ceremony for our city elected officials.



Communications FY23 Accomplishments

- Continued to populate a comprehensive website landing page with Glendale-specific information for the Super Bowl. Created a comprehensive online Glendale media kit where anyone now has access to a variety of high-resolution city photos, a wide variety of quality b-roll, some fun facts, general information about Glendale, maps and more.
- Continued to enhance the monthly employee news communication with upgrading the look and content of the Employee Express as an important tool for communicating to our staff an appealing look.
- Provided promotional wording and videos and media outreach about Glendale Glitters. Handled media requests and did media coaching with those who did interviews.
- Began to take our short videos and make them into full shows for the cable station and Facebook. An example of this is our video series “Have You Been Here?” which showcases areas of the city that are a great place to visit.



Communications FY23 Accomplishments

- Produced numerous videos for Economic Development to help them achieve their growth goals.
- Spread the word with media and videos about the excitement of LIVE @ Murphy Park concerts. Continued to produce a variety of promotional videos and a video showing behind the scenes of what they do.
- Played a big role in Gratitude month once again with videos and other elements to help employees feel appreciated and valued. Did the same for the Success Factors awards and played a part to make it a live event for our HR department.
- Assisted departments with creating video assets to help them with recruiting and have produced a big variety of them to help HR attract good people.



Communications FY24 Supplemental Requests

General Fund

Cell Phones for Public Affairs and Communications	\$ 7k
New FTE – Video Editor/Photographer	\$ 60k
FTE Reclass – PIO to Communications Director	\$ 28k



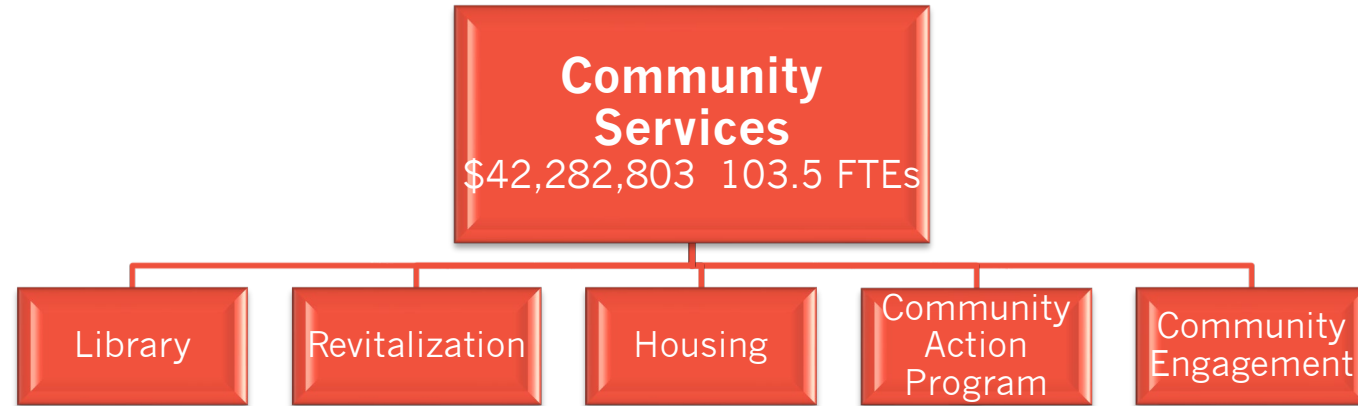
QUESTIONS?



Community Services

April 6, 2023



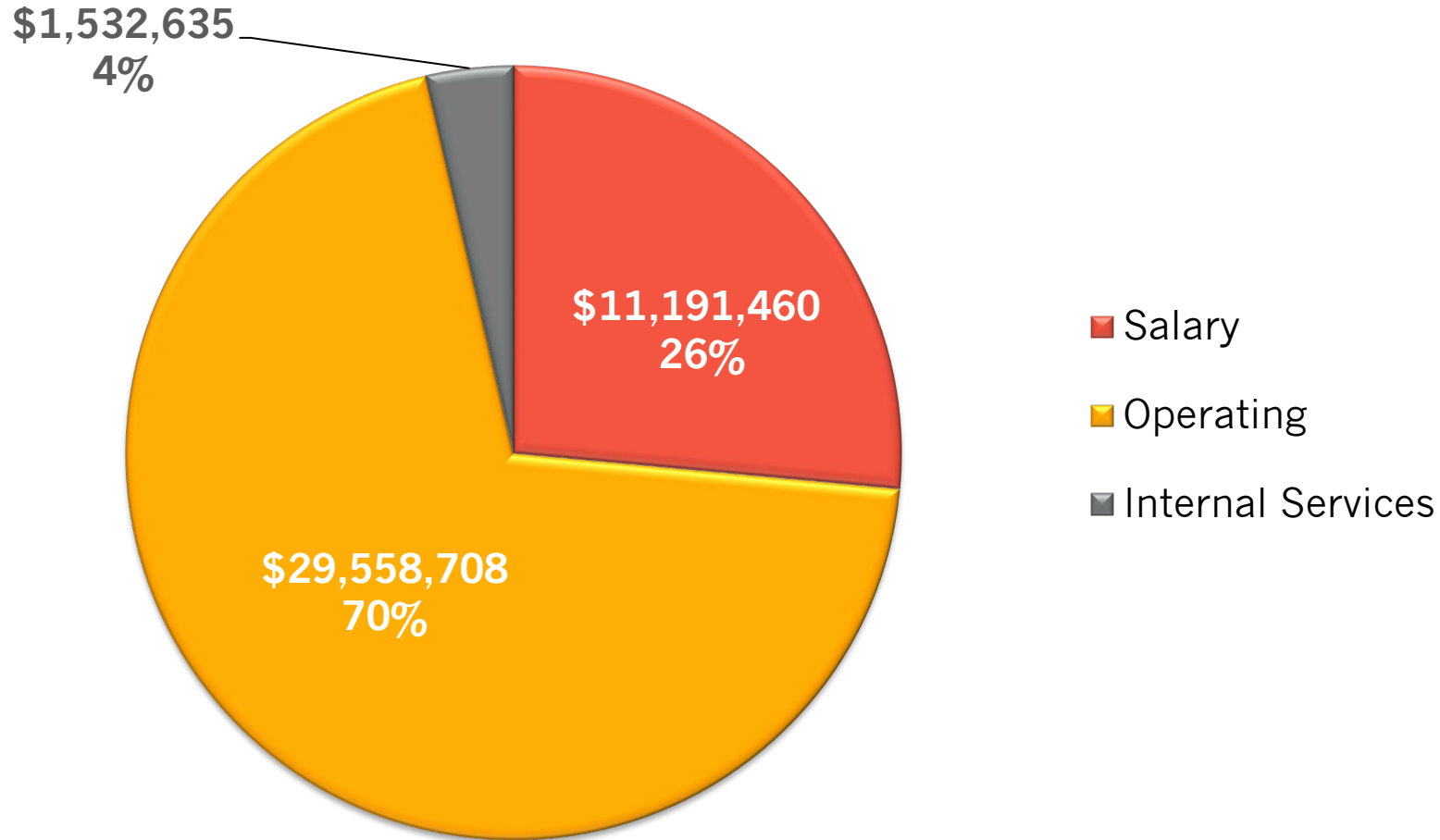


Mission Statement

We build community thorough impactful services.



Community Services FY24 Operating Budget Request



Total FY24 Operating Budget \$42,282,803



Community Services

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 Community Services Department receive excellent customer service.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Public Housing Program Occupancy Rate</i>	97%	98%	98%	98%
<i>Housing Choice Voucher Management Assessment Rating</i>	86%	85%	100%	100%
<i>Households Served through Public Housing Programs</i>	1,390	1,379	1,453	1,502
<i>Household Served through Crisis Assistance Programs</i>	2,466	3,241	1,903	1,500
<i>Individuals who obtained permanent housing through the Homeless Master Services Agreement</i>	NA	852	1,000	1,000
<i>Owner-occupied homes rehabilitated for low-income households</i>	127	60	75	75
<i>Households assisted through the Tenant Based Rental Assistance Program (TBRA)</i>	NA	42	46	75
<i>Digital Library Materials Utilization Rate (per resident)</i>	1.1	1.2	1.3	1.4



Community Services Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Increase Stakeholder Engagement Improve Purposeful Communication Improve Resource Alignment Improve Community Experience			
<i>Department Strategic Initiative</i>	Improve strategic outreach and partnerships in support of programs and services to benefit Glendale residents.			
<i>Intended Result</i>	Increased number of community volunteers and external partnerships.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Community Engagement Volunteer Activities</i>	45	100	100	125
<i>Community Volunteer Hours (Service Projects)</i>	1,850	6,000	6,500	7,000
<i>Community Volunteer Hours (Library Services)</i>	3,237	16,265	20,289	23,000
<i>Community Services Partner Organizations</i>	172	227	305	330



Community Services FY23 Accomplishments

- 130 homeless households re-housed (in-house programs)
- 1,000 homeless households re-housed (partner programs)
- 37,000 homeless services since June 2021
- 5,400 households remained stably housed during pandemic
- 1,300 units of affordable housing in the pipeline
- \$1 million invested in neighborhood and community improvements
- 175 attendees at the Dementia Friendly Resource Fair
- \$245,000 invested in Ocotillo Rose neighborhood (Super Bowl event)
- 23% increase in hydration services during 2022 Heat Relief



Community Services FY23 Accomplishments

- 400 employees contributed \$50,000 in employee giving campaigns
- 22,000 outdated, damaged, low-demand items removed from library collection
- 25% increase in 2022 Summer Reading Program
- \$500,000 invested in 7 building projects to improve libraries



Community Services FY24 Supplemental Requests

General Fund

New FTE - Community Services Program Coordinator	\$ 21k
Automated Materials Handler	\$175k
Automated Materials Handler	\$192k
FTE Reclass Prg Mgr to Community Engagement Prg Mgr	\$ 10k
New FTE (.5) Public Service Assistant (10)	\$283k
Increased Security Costs	\$ 45k
Pilot Program Front Yard Landscaping	\$125k
Car Allowance	\$ 3k



Community Services FY24 Supplemental Requests

Home Grant

HUD Grant Funding (HOME)

\$4.0M

Neighborhood Stabilization

HUD Grant Funding

\$850k

CDBG

Community Revitalization CDBG-CV1 Grant

\$713k

Community Revitalization CDBG-CV3 Grant

\$504k



Community Services FY24 Supplemental Requests

Emergency Shelter Grant

Emergency Shelter Grant	\$ 24k
Community Revitalization ESG-CV1 Grant	\$ 57k
Community Revitalization ESG-CV2 Grant	\$500k

Housing Public Activities

Increase Housing Assistance Payments	\$1.8M
New FTE – Comm Svc Program Coordinator	\$ 97k
Citywide Standby Pay Increase	\$ 7k



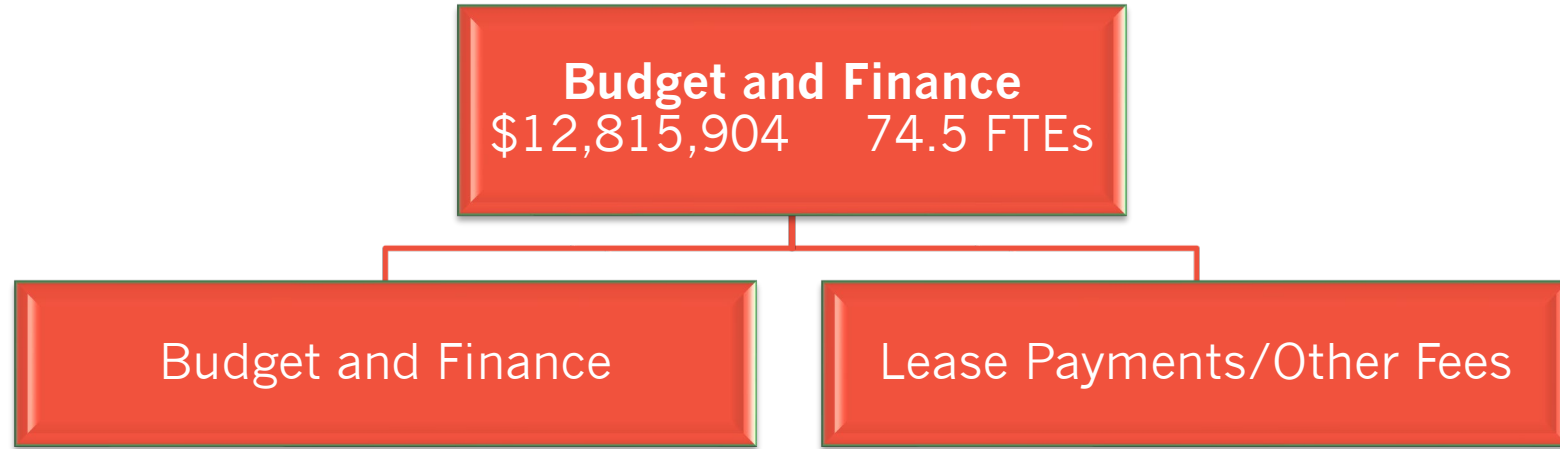
QUESTIONS?



Budget and Finance Department

April 6, 2023





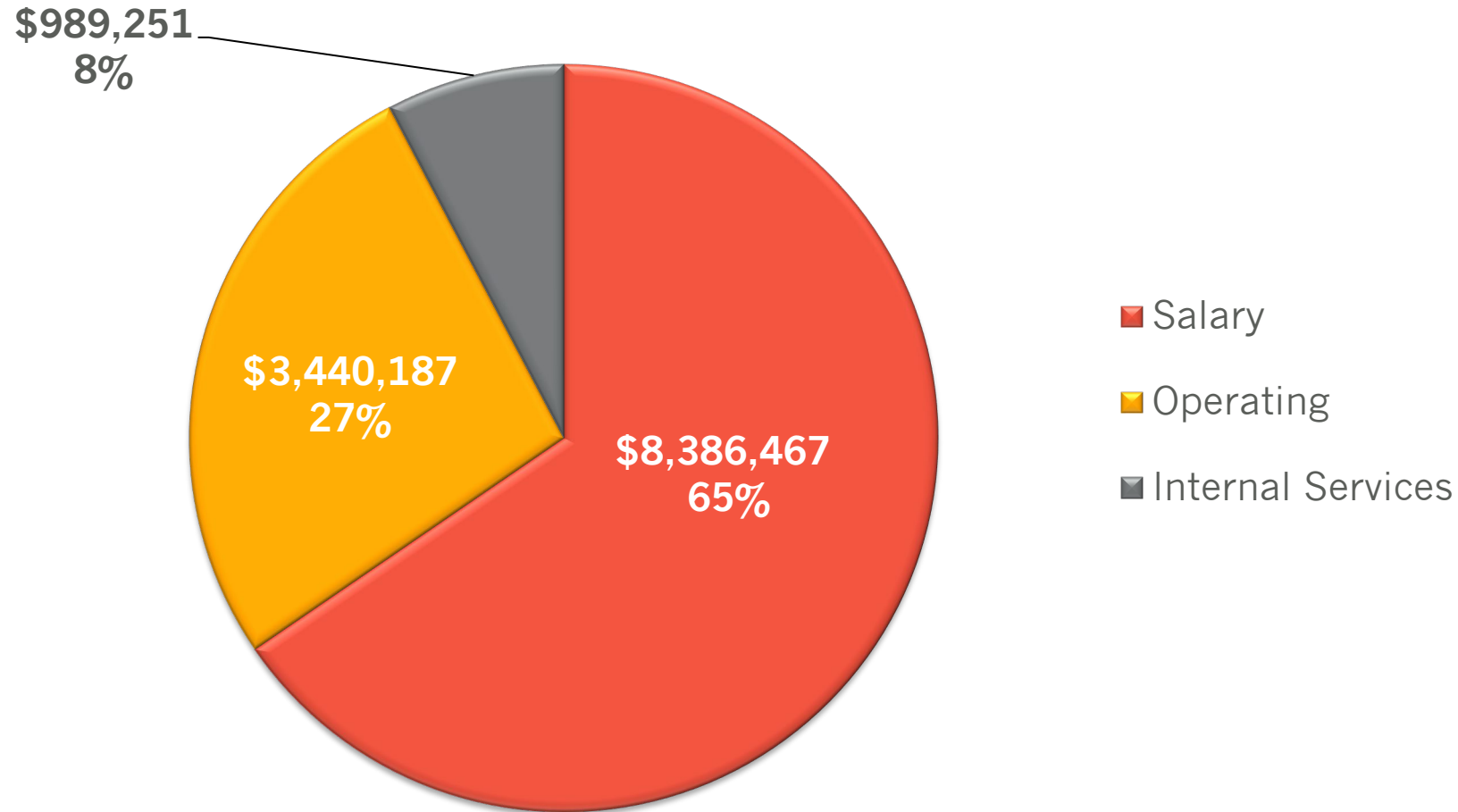
Mission Statement

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

FY24 Operating Budget Request



Total FY24 Operating Budget \$12,815,904



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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Bond ratings for general obligation bonds</i>				
<i>Standard & Poor's:</i>	AA-	AA-	AA	AA
<i>Moody's Investor Services:</i>	Aa1	A1	A1	A1
<i>Fitch Ratings:</i>	AAA	AAA	AAA	AAA
<i>Bond ratings for Water and Sewer revenue bonds</i>				
<i>Standard & Poor's:</i>	AA	AA-	AA	AA
<i>Moody's Investor Services:</i>	A1	A1	A1	A1
<i>Fitch Ratings:</i>	n/a	AA	AA	AA
<i>Annualized amortized cost basis return on portfolio (net of fees)</i>	2.5%	2.61%	3.2%	3.9%
<i>Number of grants received through Grants Administration</i>	50	38	30	40
<i>Compliance with Council adopted Financial Policies (# complied with/# of policies)</i>	6/7	7/7	6/7	7/7



Budget and Finance Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Resource Alignment			
<i>Department Strategic Initiative</i>	Provide accurate and timely financial analysis, forecasting, and reporting.			
<i>Intended Result</i>	Prudent fiscal stewardship			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
Maintain a +/- 5% variance in general fund revenue forecasts from the final actual revenue to the adopted budget	±5%	±5%	±5%	±5%
% of month-end reports completed within 10 business days	75%	75%	100%	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

<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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
% of vendor invoices paid within 30 days of invoice date	93%	85%	90%	90%
% of employees receiving electronic W-2's	60%	59%	65%	65%
Number of vendor protests upheld	5	2	0	0
Number of RFP's and IFB's issued	46	35	35	45
% of contract renewals completed on-time	100%	80%	98%	100%
% of sole source/special procurements processed within 10 days	95%	70%	90%	100%
% of call center calls answered within 1 minute	60.5%	54%	80%	80%
% of call center calls abandoned	<=9.4%	11%	<=2.5%	<=2.5%
Number of sales tax audits/reviews completed	87	181	120	120



Budget and Finance FY23 Accomplishments

- 2022 Government Finance Officers Association's Distinguished Budget Presentation Award
- 2021 Government Finance Officers Association's Award for Excellence in Financial Reporting
- Implemented a successful Munis upgrade



Budget and Finance

FY24 Supplemental Requests

General Fund

External Audit Contract	\$ 50k
Debt Book Online Software	\$ 5k
Bethune & Associates – Collections contract	\$ 10k
Valley Collection Service – Collections contract	\$ 20k
Temporary Pay Increase	\$ 15k
FTE Reclass – IT Systems Analyst Sr.	\$ 13k
FTE Reclass – Customer Service Supervisor	\$ 39k
Car Allowance	\$ 3k



QUESTIONS?



Non-Departmental

April 6, 2023





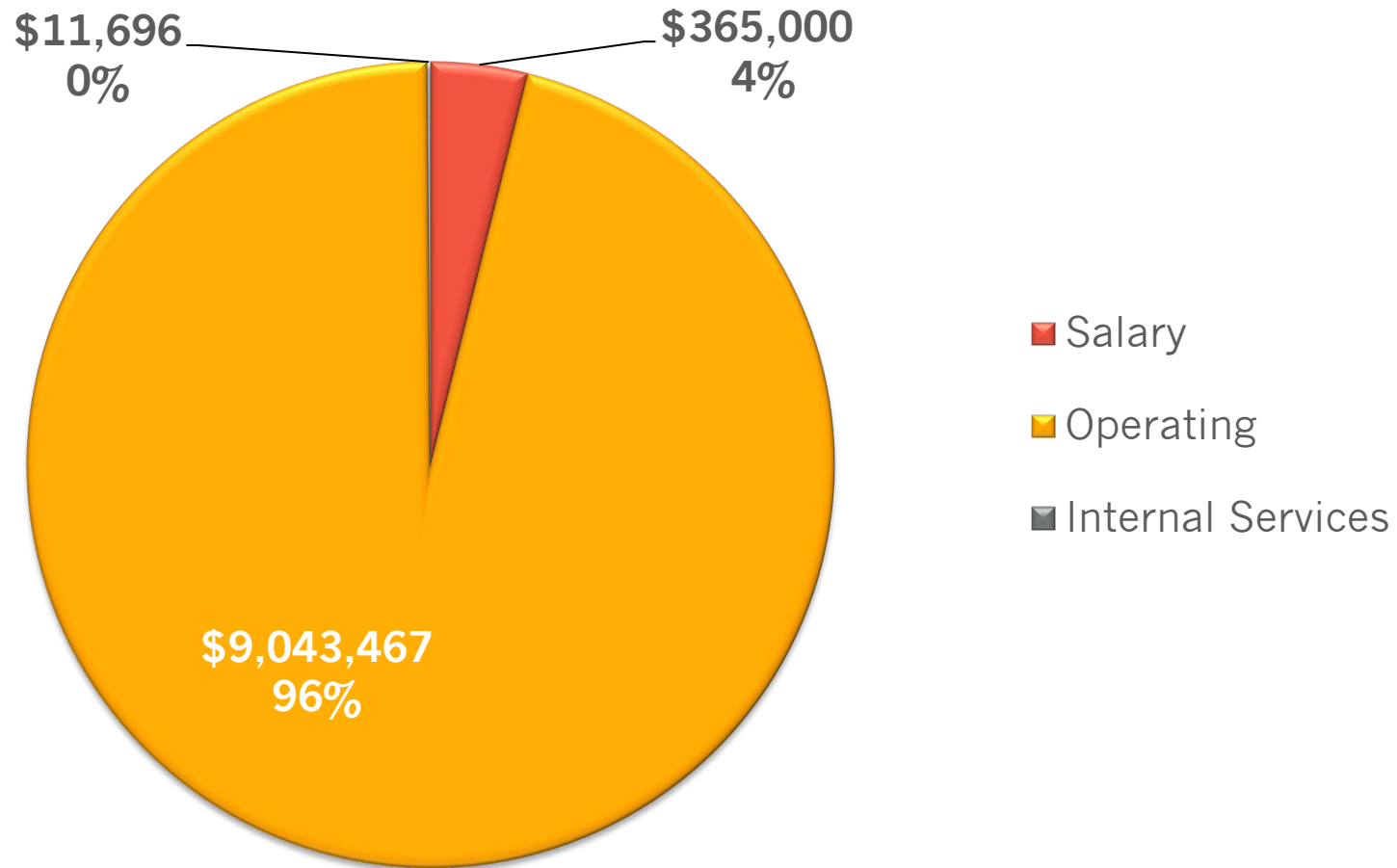
Non-Departmental
\$9,420,163 0 FTEs

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 FY24 Operating Budget Request



Total FY24 Operating Budget \$9,420,163



Non-Departmental Budgeted Items

- 2024 Final Four Expenditures
- AZSTA Sales Tax Rebates
- Memberships
 - Westmarc
 - League of Arizona Cities and Towns
 - Maricopa Association of Governments (MAG)
 - National League of Cities



QUESTIONS?



Organizational Performance

April 6, 2023





Organizational Performance

\$711,248 3 FTEs

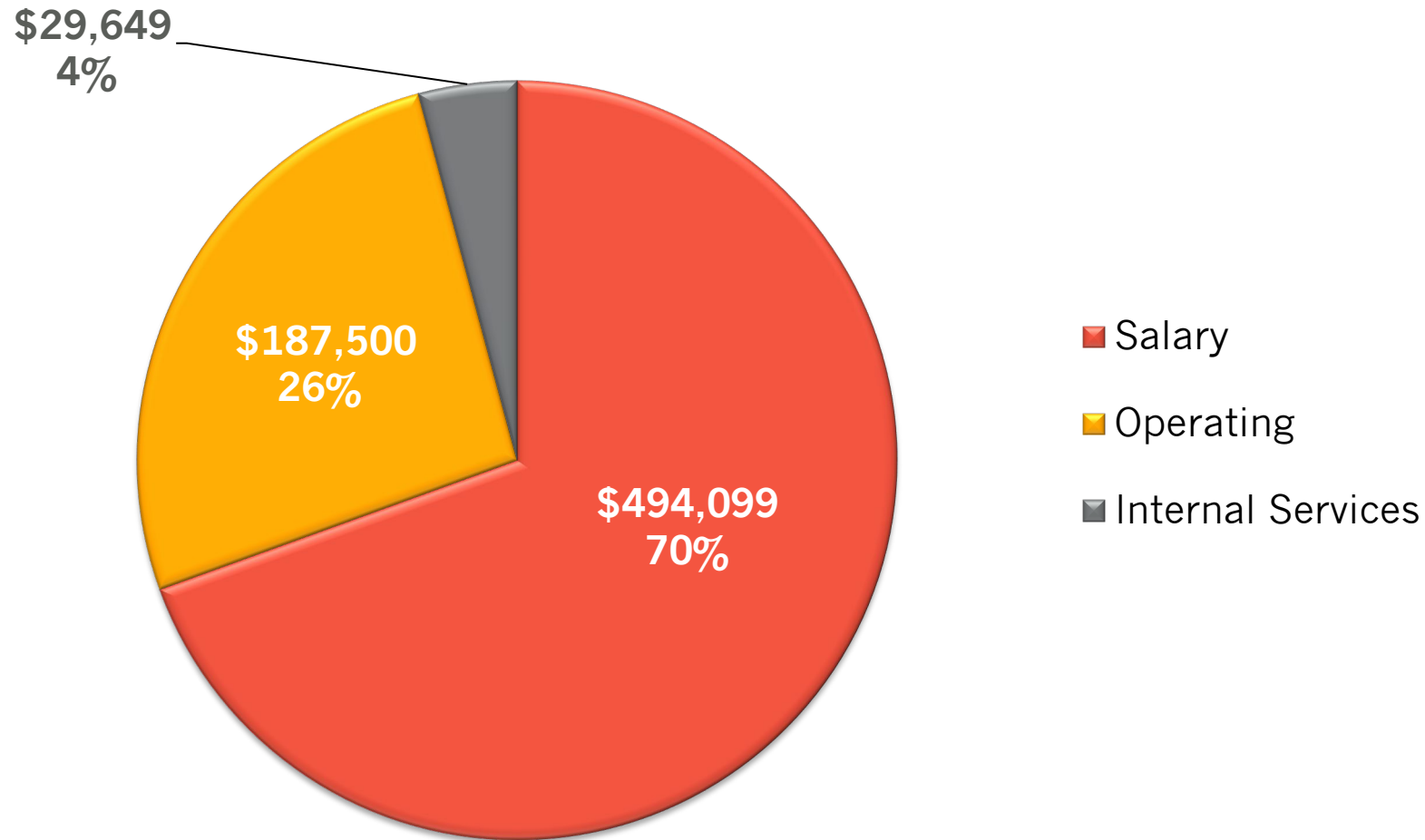
Mission Statement

We make Glendale a more effective government for its residents through effective decision-making utilizing data, analytics, and strategic initiatives.

We increase transparency and champion continuous improvement through data governance and performance management programs.



Organizational Performance FY24 Operating Budget Request



Total FY24 Operating Budget \$711,248



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>	<ul style="list-style-type: none"> • 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 a number of 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><i>Performance Measures</i></p>	<p><i>FY2021 Actual</i></p>	<p><i>FY2022 Actual</i></p>	<p><i>FY2023 Estimate</i></p>	<p><i>FY2024 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>100% Yes</p>	<p>96% Yes</p>	<p>85%</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>100%</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>FY2021 Actual</i></p>	<p><i>FY2022 Actual</i></p>	<p><i>FY2023 Estimate</i></p>	<p><i>FY2024 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 2023 	<p>60%</p>	<p>67%</p>	<p>N/A</p>	<p>86%</p>



Organizational Performance FY23 Accomplishments

- Balanced Scorecard Tier II Development/Implementation
- Data Governance – Data Analyst Networking Group
- Open Data
- Performance Dashboards
- Community Involvement



Organizational Performance FY24 Supplemental Requests

General Fund

Community Survey

\$ 40k

Car Allowance

\$ 3k



QUESTIONS?



Audit Department

April 6, 2023





Audit Department

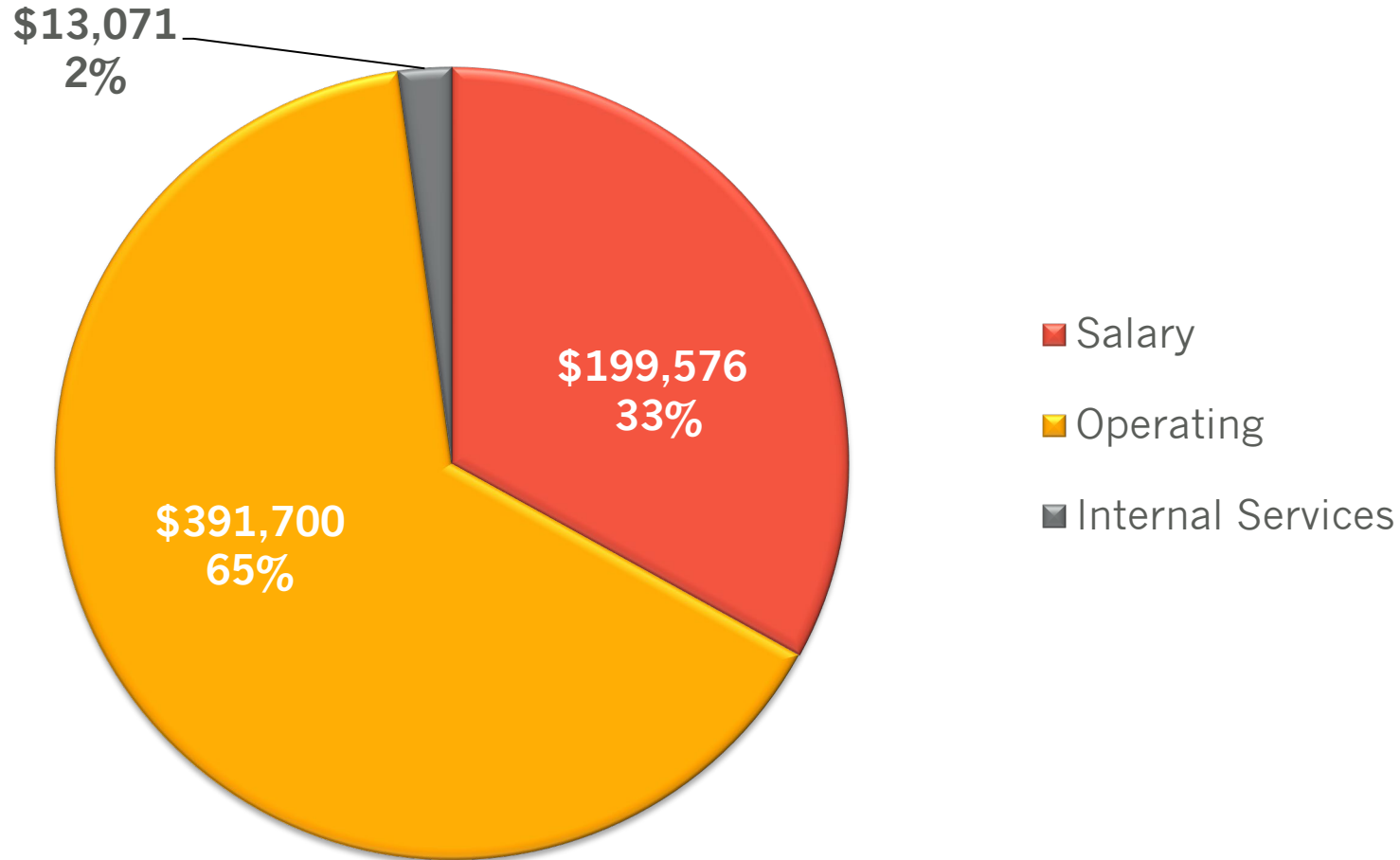
\$604,347 1 FTE

Mission Statement

To provide internal audit services through detailed queries and testing to strengthen controls, identify potential risks, improve processes, verify compliance, and ensure the City of Glendale operates with transparency in the best interests of its residents.



Audit Department FY24 Operating Budget Request



Total FY24 Operating Budget \$604,347



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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Number of Audits Completed</i>	12	14	12	10
<i>% Audit Recommendations Accepted by Management</i>	97%	100%	100%	100%
<i>% Annual Audit Plan Completed*</i>	55%	65%	75%	75%

*There will always be rollover of some engagements from one audit plan to the next, which is reflected in the audit plan completion percentages above. Due to the timing of when audits begin, they may not be completed until the following fiscal year. For example, five FY22 audits were completed in FY23. There will be three or four FY23 audits that will not be completed until FY24. Moving forward, tracking the percentage of audit plan engagements started and/or deferred may be a better indicator of workload across yearly audit plans.



Audit Department FY23 Accomplishments

- Participated in two Peer Reviews of other audit departments (Toronto, Ontario; Gainesville, Florida) under guidelines published by the Association of Local Government Auditors
- In process of implementing automated analytics in our audit software to move toward continuous monitoring of selected controls



Audit Department FY24 Supplemental Requests

General Fund
Car Allowance

\$3k



QUESTIONS?



Human Resources

April 6, 2023



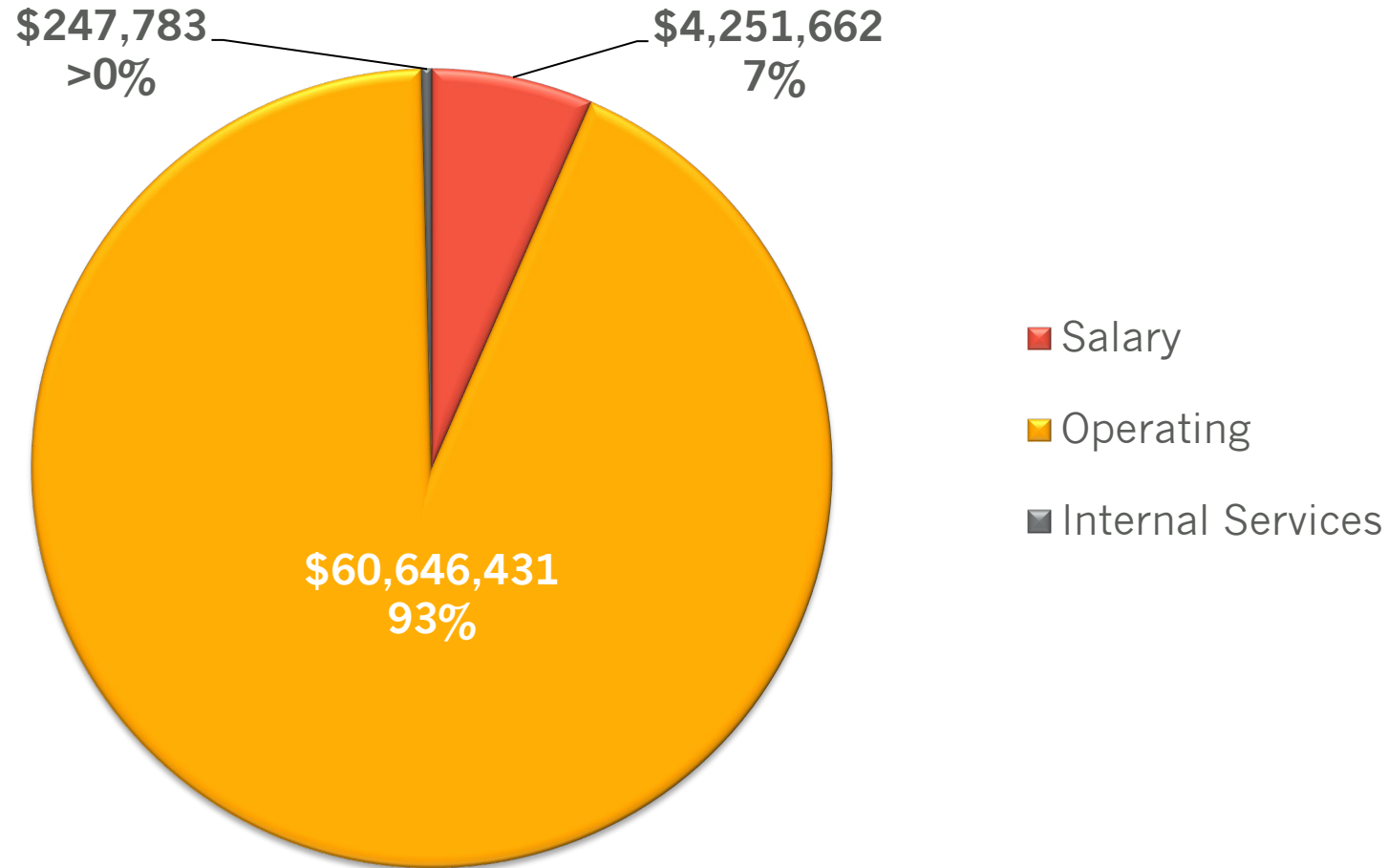


Mission Statement

We improve the lives of the people we serve every day.



Human Resources FY24 Operating Budget Request



Total FY24 Operating Budget \$65,145,876



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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Number of organizational diversity events held</i>	1 in person/4 virtual	3 in person/4 virtual	7	10
<i>Number of diversity training opportunities held</i>	10 on-line	12 on-line	14	17
<i>Number of employees attending diversity training/events</i>	182	273	300	350
<i>Our employee diversity ratio reflects the Glendale community</i>	**See below	**See below	**See below	**See below

***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%

***New Hires FY21/22 Actual** - White 44.97%, Black 5.29%, Hispanic Latino 37.04%, Asian 3.70%, Native Hawaiian and other Pacific Islander .53%, American Indian 1.06%, 2 Or More Races 3.17%

****Community and Employee Ratios FY20/21 Actual** – White 60.0% Community (61.17%EE), Black/AA 4.94% Community (4.93%EE), Hispanic/Latino 27.30% Community (26.68%EE). Asian 2.53% Community (2.49%EE), American Indian .80% Community (.85%EE), Native Hawaiian and other Pacific Islander .40% Community (.32%EE), 2 Or More Races 1.26% Community (1.06%EE)

****Community and Employee Ratios FY21/22 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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Cost increases remain at or below the medical trend.</i>	7-1-20 3.8% below medical trend	7-1-21 2.3% below medical trend	7-1-22 2.4% below medical trend	Stay below medical trend
<i>Increase enrollment in the wellness program.</i>	485 13% decrease in enrollment	556 Introduction of new incentives, increased points	538 Increased points to 25,000	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>	<ol style="list-style-type: none"> 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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
Reduce turnover for non-represented employees	11.8%	12.13%	13.49%	8.0%
Salary ranges are within +/- 5% of the average midpoint for comparative organizations	Study not conducted	At +/-5% 7-1-22	Study not conducted	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"> 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. Manage property and liability claims to minimize costs. 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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
Utilize in-house counsel 50% (when practical) to reduce legal fees.	39% in house**	68% in house**		
Open (filled/served)	22	10	50%	50%
Closed (settled, prevailed or dismissed)	22	18		
Internal counsel assigned	13	18		
Outside counsel assigned	20	10		
*Experience Modification Rate for Workers' Compensation Claims at 1.0 or less. The average for city and county employers is 1.04%	1.21	Has not been calculated by ICA yet	1.0	1.0
Maintain total operating cost of risk at < 3%	.017%	1.62%	<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 FY23 Accomplishments

- Phoenix Business Journal Healthiest Employer Finalist
- First Glendale 5K run
- Successful Munis Upgrade
- Moved to 95% online benefit enrollments
- Executed the second annual Success Factors Excellence Awards incentive program, with 34 winners and 28 semi-finalists
- Successfully launched PERFORM for employee evaluations in September, with 1773 evaluations in process and 1559 completed
- Successfully implemented LEARN, a learning management system, for all departments and employees. Since January's launch, we have seen 1466 course enrollments and 822 completed courses



Human Resources FY23 Accomplishments

- The Risk Management Division completed training all departments in inputting Incidents into the Origami claims case management system
- The OSHA employee injury information was fully automated in Origami allowing Risk Management staff to generate the OSHA 300 and 300A reports from the system
- 91% of hearing testing of employees was completed on-sight reducing the time employees are away from the workplace



Human Resources FY24 Supplemental Requests

General Fund

Human Resources Temporary Personnel	\$100k
New FTE – Human Resources Technician	\$ 94k
New FTE – Human Resources Analyst	\$108k
Car Allowance	\$ 3k

Risk Management Self Insurance

Origami System	\$145k
Risk Management Trust Fund Increase	\$1.1M



Human Resources FY24 Supplemental Requests

Workers Compensation Self Insurance

Origami System	\$145k
NEW FTE – Fire Health & Fitness Coordinator	\$ 56k
Worker’s Compensation Trust Fund Increase	\$939k

Benefits Trust

Wellness Programs	\$ 50k
HR Employee Benefits Increase	\$2.2M



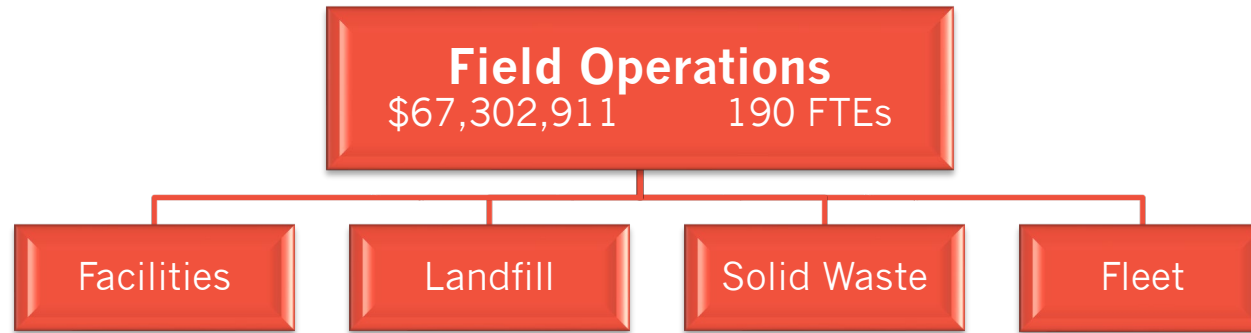
QUESTIONS?



Field Operations

April 6, 2023



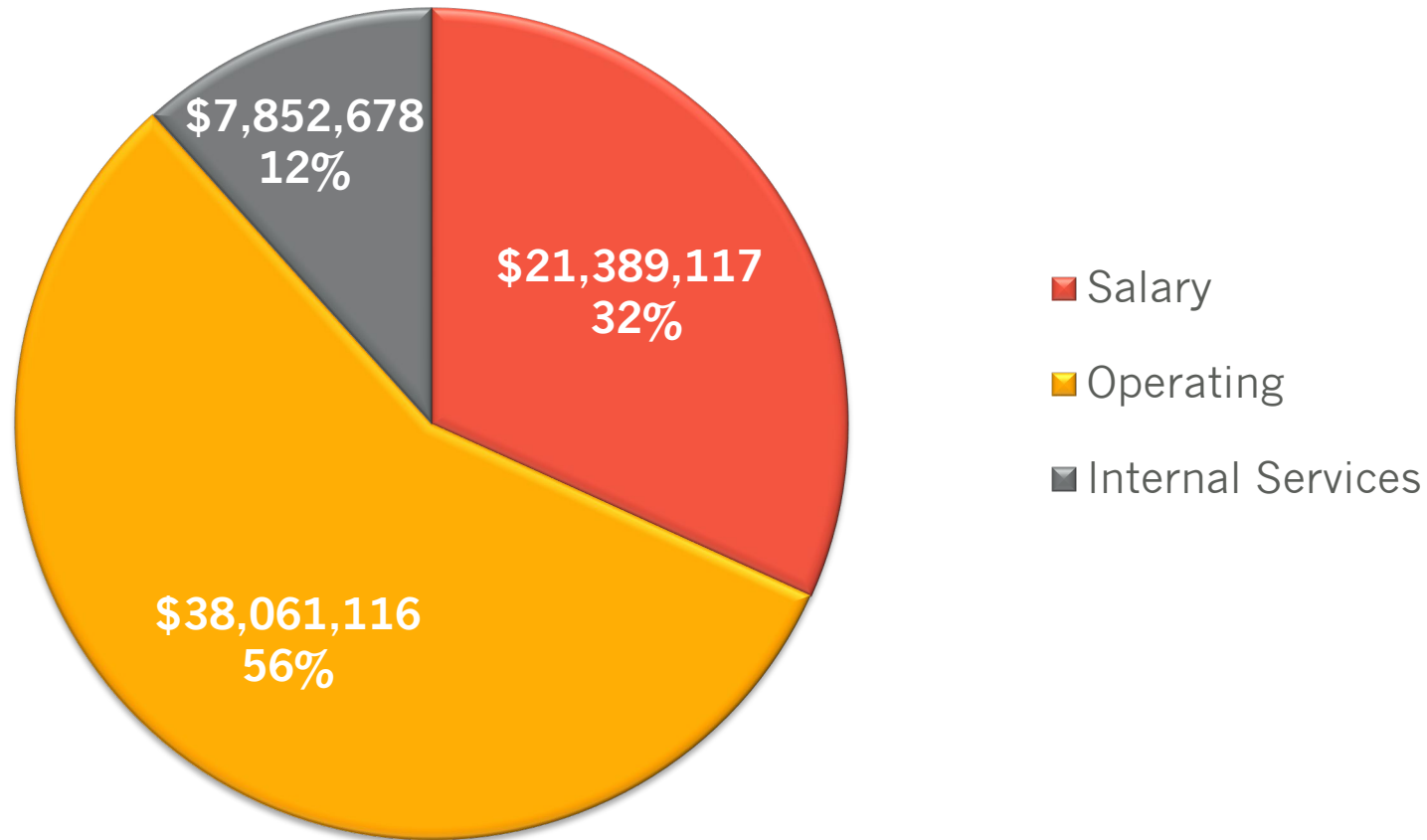


Mission Statement

We improve the lives of the people we serve every day through environmentally sound collection and disposal of solid waste, and fiscally prudent management of the city's assets.



Field Operations FY24 Operating Budget Request



Total FY24 Operating Budget \$67,302,911



Field Operations Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Collect and dispose of all Solid Waste as scheduled			
<i>Intended Result</i>	Provide excellent service to all customers by effectively and efficiently managing solid waste collected; reduce missed collections; and increase efficient disposal and processing services.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Residential containers missed pickup – reduce by 5%</i>	397	504	453	430
<i>Increase compaction of garbage at Landfill by 1% - Measured in pounds per cubic yard compaction</i>	1,600	1,785	1,785	TBD*

*North Cell/South Cell Split – Measure to be Revised and Evaluated Next Fiscal Year



Field Operations Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	To manage fleet operations and vehicle assets in the most cost effective and efficient manner possible optimizing resources and minimizing downtime while providing safe and reliable transportation to all City departments.			
<i>Intended Result</i>	Maintain a consistent level of achieving/surpassing key performance indicator targets to reach a maximum efficiency with available resources.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Fleet Vehicle and Equipment Preventative Maintenance (PM) Compliance</i>	450 vehicles past due for PM	446 vehicles past due for PM	358 vehicles past due for PM	350 vehicles past due for PM
<i>Fleet Direct Labor Rate</i>	80%	76%	83%	85%
<i>Fleet Downtime Rate</i>	<5%	6%	<5.2%	<5%



Field Operations Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Improve Asset Management			
<i>Department Strategic Initiative</i>	Improve HVAC Preventative Maintenance Schedule Compliance			
<i>Intended Result</i>	Industry standard of care requires 80% of on time completion rate of PM work orders.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Number of PMs Required during period *</i>	N/A	141	550	730
<i>Number of PMs Completed during period **</i>	N/A	133	440	585
<i>Percentage of PMs Completed</i>	N/A	94.3%	80%	80%



Field Operations FY23 Accomplishments

- Serve 55,700 residential and 1,100 commercial accounts for solid waste and recycling
- Landfill expansion to north
- Asset management for Facilities- completed over 1,750 preventive and 3,800 corrective maintenance work orders
- Maintenance and repair of almost 1400 fleet assets with a replacement value of over \$111,000,000
- Fleet Management named top 50 Government Leading Fleets



Field Operations FY24 Supplemental Requests

Electricity

General Fund	\$386k
Library	\$ 53k
Landfill	\$ 5k
GRPSTC	\$ 30k

Safety Boot Allowance

General Fund	\$ 2k
Landfill	\$ 2k
Solid Waste	\$ 5k
Fleet	\$ 1k



Field Operations FY24 Supplemental Requests

Security Services

Solid Waste	\$ 30k
Landfill	\$ 38k

Software Annual Service Fee

Solid Waste	\$ 170k
Landfill	\$ 20k

Radios-Annual Fees & Repairs

Solid Waste	\$ 5k
Landfill	\$ 1k



Field Operations FY24 Supplemental Requests

Solid Waste

3 FTE Reclass Equip. Operator Lead	\$ 17k
FTE Reclass - Equipment Operator II	\$ 37k
Auxiliary Equipment	\$ 40k
Citywide Standby Pay Increase	\$ 4k



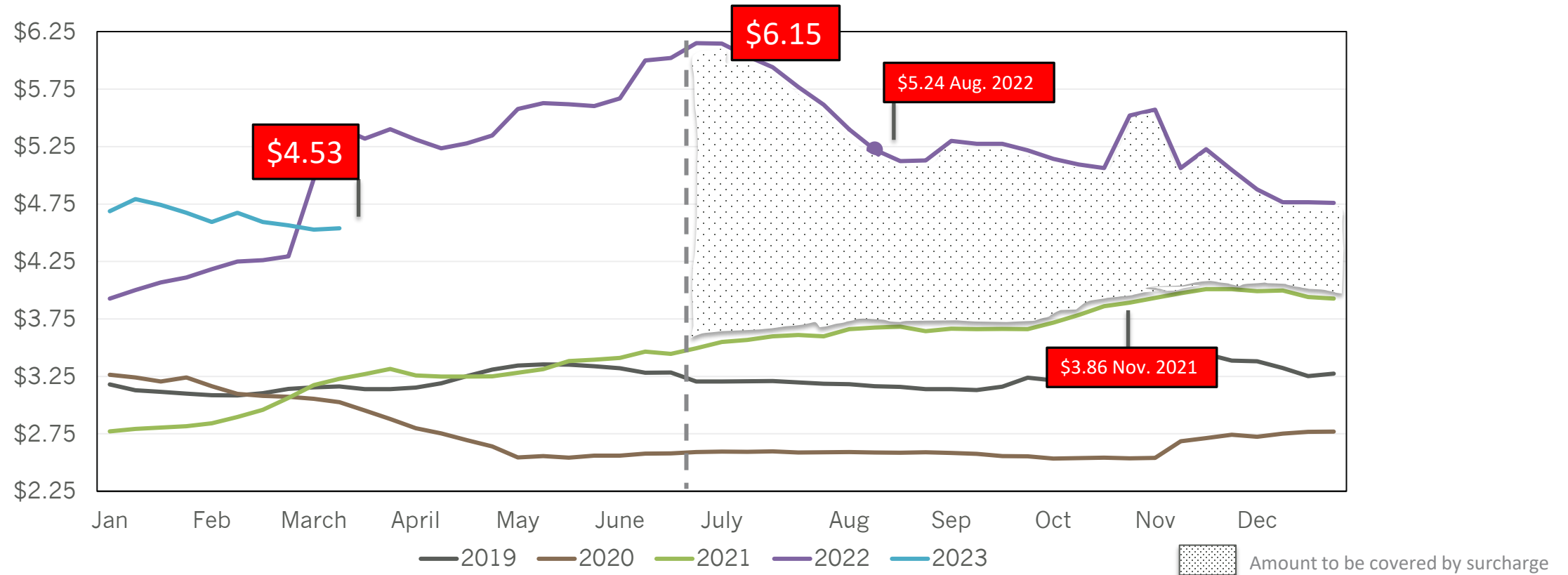
Fuel Surcharge Update





Diesel Price Trend

West Coast Diesel Price Comparison 2019-2023





Fuel Cost Recovery

Reduce the Fuel Surcharge from \$1.54 to \$0.90

Recover FY22 actual shortfall (\$85K) and FY24 projected (\$522K) with a fuel surcharge from July 2023 to June 2024 (\$606,000 total over 12 months)

- FY24 Surcharge: \$0.90/household per month, reduction of \$0.64/household/month
- Review in FY25 Budget process



Field Operations FY24 Supplemental Requests

General Fund

City Wide - Janitorial Prof and Contractual	\$380k
City Wide - Natural Gas	\$ 19k
Promenade at Palmaire	\$ 60k
Bank of America Garage	\$175k
New FTE - Cemetery Service Worker	\$ 69k
Cemetery - Landscaping	\$ 25k
Cemetery - Purchases for Public	\$ 30k
New FTE – CIP Eng. Project Manager	\$123k
New FTE – Contract Monitor	\$100k
New FTE – Planner Scheduler	\$ 92k



Field Operations FY24 Supplemental Requests

General Fund

New FTE – Trades Worker/Electrician	\$ 92k
Facilities – Office Supplies	\$ 4k
Facilities – Professional Development	\$ 54k
Facilities – Key Management System	\$ 6k
Facilities – Uniform Supplies	\$ 25k
Facilities – Replace Tablets for Technicians	\$ 11k
Citywide Standby Pay Increase	\$ 22k
Car Allowance	\$ 6k



Field Operations FY24 Supplemental Requests

GRPSTC

Natural Gas	\$ 1k
FTE Reclass - Trades Worker	\$ 7k
Professional Contractual	\$ 22k
Building Maintenance & Repair	\$ 19k
Line Supplies	\$ 4k



Field Operations FY24 Supplemental Requests

Landfill

Credit Card Fees	\$ 25k
Gov't Permits and Fees	\$ 20k
3 FTE Reclass Equip. Operator Lead	(\$ 78k)
New FTE - Field Operations Program Manager	\$104k
FTE Reclass Field Ops Administrator	\$ 35k
New FTE Account Specialist	\$ 73k
Advertising – Recycling Program	\$ 89k



Field Operations FY24 Supplemental Requests

Fleet Services

Diesel Exhaust Fluid	\$ 51k
Contract Equip. Maintenance/Repair	\$ 25k
Contract Equip. Accident/Repair	\$ 25k
Tire Capping	\$ 15k
Vehicle Supplies/Parts	\$ 50k
Motor Fuel	\$600k
New FTE - Fleet Business Operations Analyst	\$108k
GPS Equipment	\$ 85k
City Wide Standby Pay	\$ 13k
Parts Room Hours	\$ 18k



Field Operations FY24 Supplemental Requests

Equipment Replacement (VRF)

Vehicles - COPS Grant 3 Police Officers	\$156k
Vehicles - MROP Program	\$390k
Vehicle - Administrator, Code Compliance	\$ 41k
Vehicle - Facilities – Contract Monitor	\$ 36k
Vehicle (2) - Parks Service Worker – Irrigation	\$144k
Vehicle (3) - Parks Service Worker	\$141k
Vehicle - Facilities – Trades Worker/Electrician	\$ 55k
Vehicle - Police Technical Services Administrator	\$ 56k



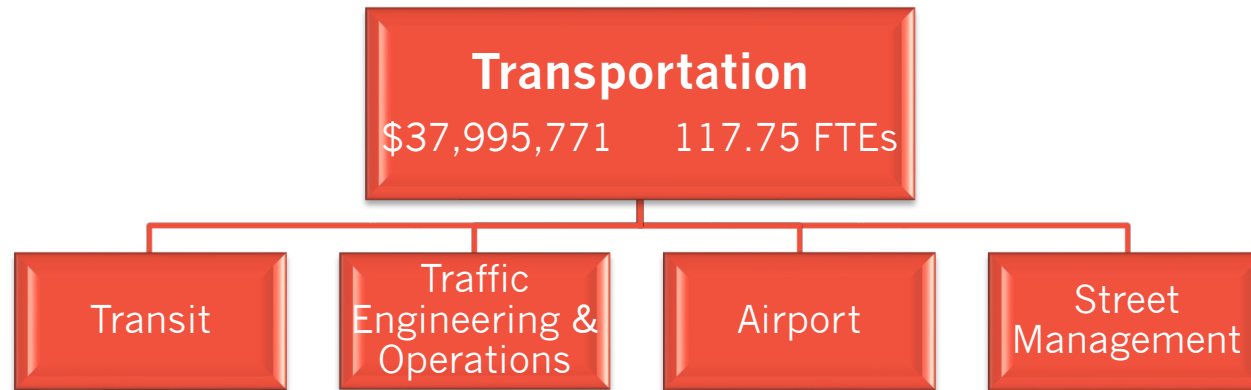
QUESTIONS?



Transportation

April 6, 2023



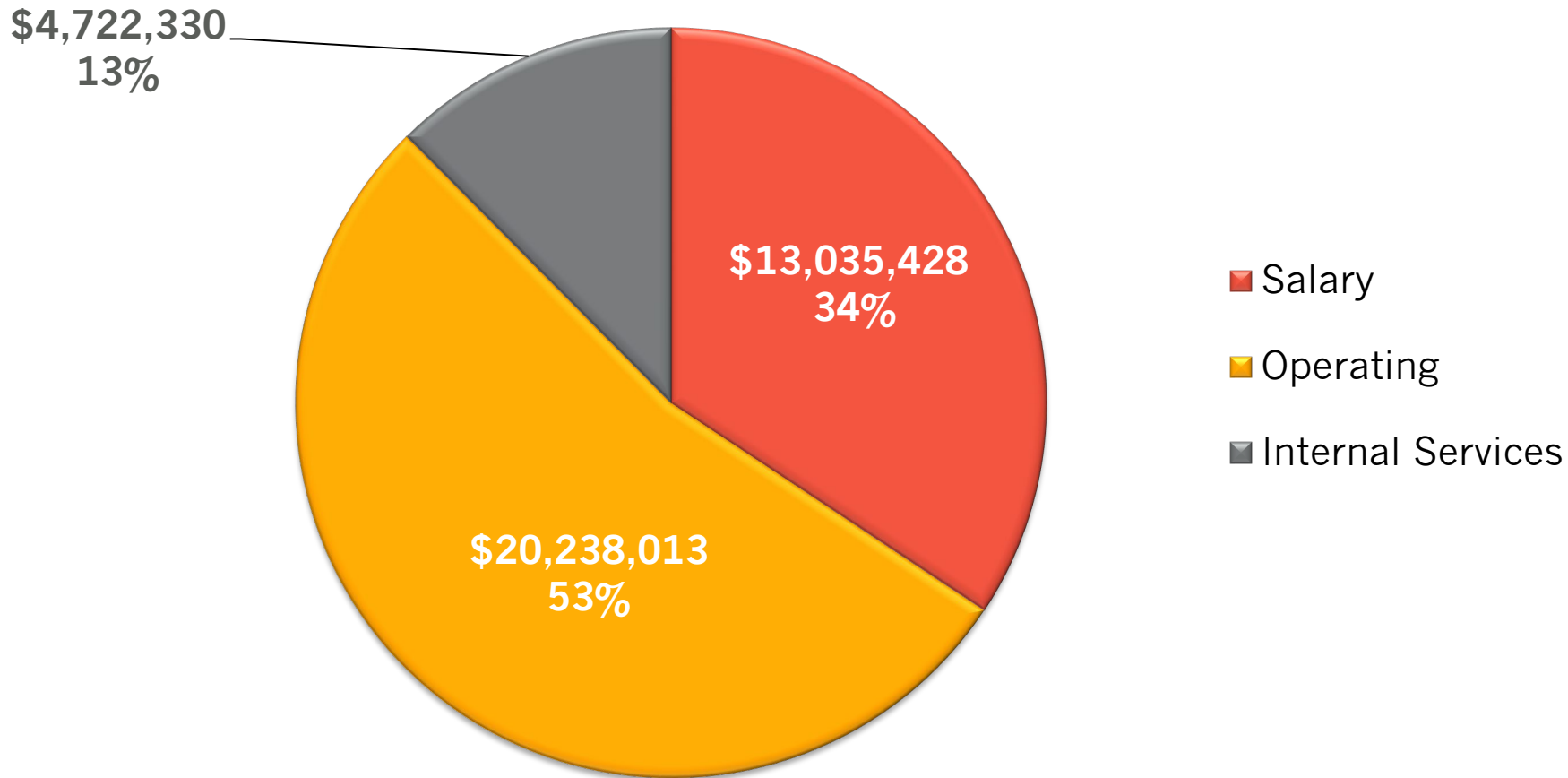


Mission Statement

Ensure safe and efficient circulation of vehicular, bicycle and pedestrian traffic, to minimize pollutant air emissions, and to promote economic development throughout the City.



Transportation FY24 Operating Budget Request



Total FY24 Operating Budget \$37,995,771



Transportation Goals, Objectives & Performance Measures

<i>Strategic Objectives</i>	Optimize Processes & Services Improve Asset Management Improve Community Experience			
<i>Department Strategic Initiative</i>	Expend \$20.8M per year (not including bonds for ARP) to implement the City's Pavement Management Program using in-house design, construction administration, and inspection services.			
<i>Intended Result</i>	The \$20.8M multi-year Pavement Management Program to address the roadway pavement condition by implementing pavement management strategies			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
Reconstructions	\$11.5M	\$9.2M	\$9.2M	\$3.7M
Rehabilitation (Mill & Overlay)	\$2.5M	\$0M	\$0M	\$2M
Preservation (Slurry Seal, Crack Seal, etc.)	\$12.7M	\$12.2M	\$14.7M	\$15.1M
Total	\$26.7M	\$21.4M	\$23.9M	\$20.8M
Oversight of Pavement Management Program	182 miles	130miles	119 miles	115 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 budget by leveraging federal funding.			
<i>Intended Result</i>	To provide a safe and efficient multimodal transportation system.			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
% signalized intersections connected to the central signal system (204 signalized intersections, and five HAWKs)	91%	93%	97%	99%
Flashing Yellow Arrow Installation Program – Number of intersections updated – (44 locations)	33	33	33	44
Complete three school zone construction projects each year (total of 11)	4	6	8	11
Complete conversion of illuminated street name signs at four intersections to LED technology	15	16	31	35
Install enhanced detection at 7 signalized intersections per year	18	24	34	41



Transportation FY23 Accomplishments

- \$11.4M Grant Funds Secured in FY23
- 3 Miles of Arterial Reconstruction
- 119 Miles Pavement Rehabilitation & Treatment
- Developed a Citywide Landscape Plan
- Airport Taxiway & South Apron Reconstruction & Rehabilitation
- Airport Eastside Masterplan and Rates & Fees Study
- Advanced Adaptive Traffic Management Systems in the Sports & Entertainment District
- Upgraded TMC and Equipment at 184 Intersections



Transportation FY23 Accomplishments

- Alive @ 25 program for High Schools
- Glendale Family Bike Ride
- Launched On-demand Micro-transit Service



Transportation FY24 Supplemental Requests

General Fund

Right of Way Maintenance-Landscape Plan	\$ 68k
Graffiti Removal Contract Services	\$ 15k

Highway User Revenue Fund

Signs & Markings Thermoplastic Machine & Trailer	\$102k
New FTE – Temporary Service Worker to Reg. FTE	\$ 39k
Streets Maint. – Bobcat Loader & Trailer	\$128k
Graffiti Removal – Truck Bed Topper	\$ 9k
Right of Way Maintenance – Chipper	\$ 89k
New FTE – Temp Service Worker to Reg FTE (2)	\$ 42k
Citywide Standby Pay Increase	\$ 12k



Transportation FY24 Supplemental Requests

Transportation Sales Tax

Glendale On Board Audit	\$231k
Fixed Route Bus Services	\$216k
New FTE – Transportation Deputy Director	\$236k
Reclass .75 Dispatcher Router to 1.0 Mgmt. Analyst	\$ 68k
Overtime increase	\$ 3k
New FTE – Temp Education Specialist to Reg FTE	\$ 42k
New FTE – Temp Admin Support to Reg. FTE	\$ 25k
New FTE – Temp Transit Operator to Reg. FTE (4)	\$145k
Reclass .75 Lead Transit Rep to 1.0 Lead Transit Rep	\$ 17k
New FTE – ITS Technician	\$164k



Transportation FY24 Supplemental Requests

Airport Special Revenue

Airport Landscape Maintenance	\$ 3k
Airport Tractor Replacement	\$ 82k
Airport Temporary Pay & Equipment	\$ 63k



QUESTIONS?



Development Services

April 6, 2023



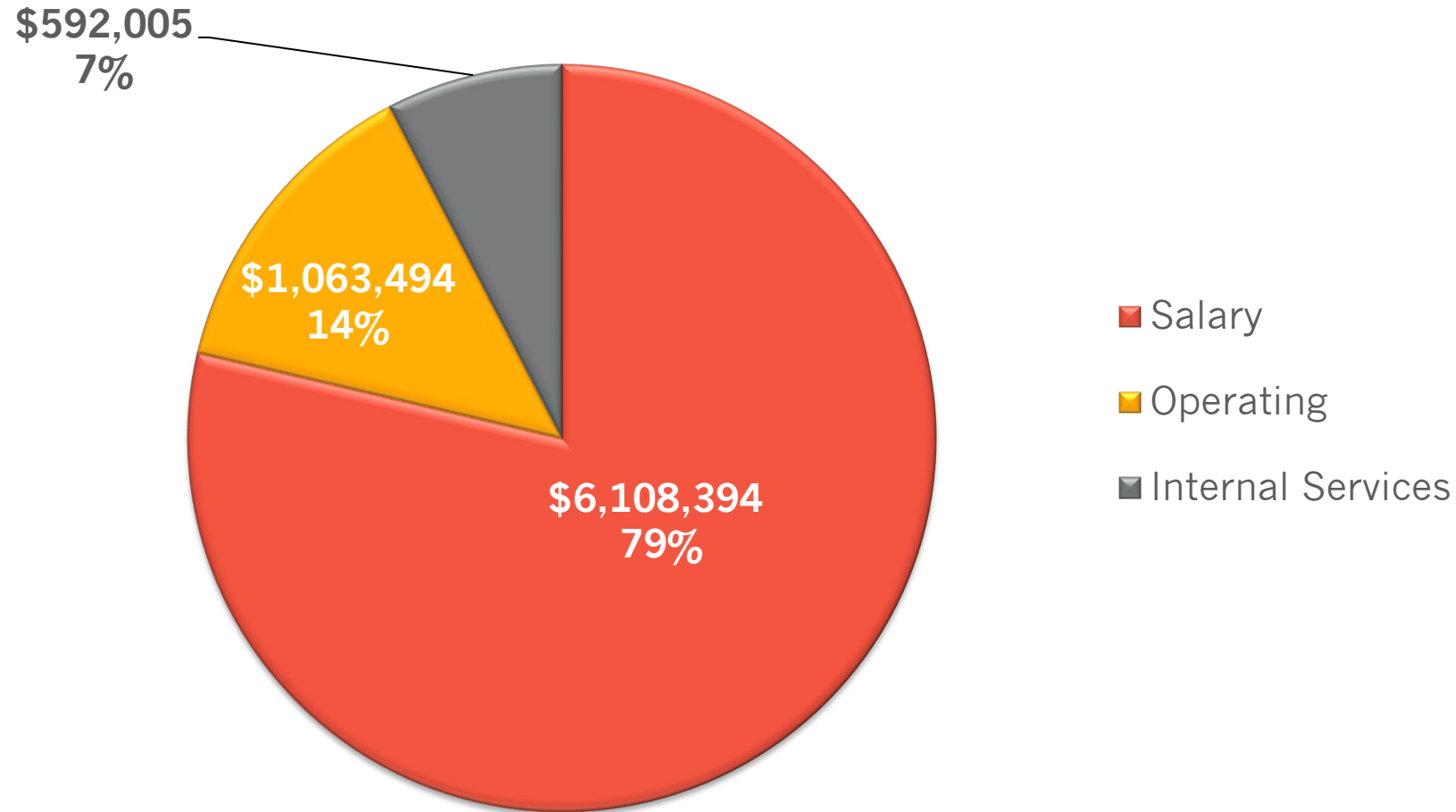


Mission Statement

Development Services provides exceptional customer service to create a quality environment, ensure safe development, and preserve our Glendale community.



Development Services FY24 Operating Budget Request



Total FY24 Operating Budget \$7,763,894



Development Services

Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	Provide complete and timely review using our newly published time frames to speed projects to completion in an inclusive and open process			
<i>Intended Result</i>	Glendale customers receive superior customer service			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Number of service requests filed</i>	377	197	655	450
<i>Number of filed cases</i>	444	230	415	300
<i>Planning customers/visits assisted at the Development Services Center counter and telephone calls *</i>	9,792*	9,850*	11,000	15,000

*Calls included due to COVID-19



Development Services

Goals, Objectives & Performance Measures

<i>Strategic Objective</i>	Optimize Processes & Services			
<i>Department Strategic Initiative</i>	95% of all plan review submittals are completed within two review cycles			
<i>Intended Result</i>	Thorough and expedient review of construction plans support the development of our community			
<i>Performance Measures</i>	<i>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Number building permits issued</i>	7,604	9,764	9,900	8,500
<i>Number of plan reviews completed</i>	7,080	8,741	9,100	8,000
<i>Number of plan reviews completed electronically</i>	7,080	8,741	9,100	8,000
<i>% of submitted plans approved at first review</i>	74%	79%	82%	85%
<i>% of submitted plans approved at second review</i>	22%	19%	17%	14%
<i>% of submitted plans requiring 3 or more reviews</i>	4%	2%	1%	1%



Development Services FY23 Accomplishments

- Annexation of (9 cases) 1.08 sq miles; grand total of 67.4 sq miles
- Notable Planning Projects Include:
 - Chicken N Pickle
 - Shops @ Olive Marketplace
 - Andretti Indoor Karting
- Residential Design Approval
 - 1,384 multifamily units
 - 1,554 single family lots (Final Plats/House Products)
- Current Construction Plan Review
 - 4.4 million square feet of new industrial development
 - 632,000 square feet of commercial developments
 - 2,654 of Multi-Family Units



Development Services FY23 Accomplishments

- Permitted or Under Construction
 - 9,764 permits have been issued
 - 18.4 million sq ft of industrial development in construction in the Loop 303 Corridor
 - 3,825 Multi-Family Units
- Innovative Customer Service
 - Pre-Application meetings (online and in person)
 - Pre-Construction meetings (on jobsite)
 - Pre-Certificate of Occupancy meetings (on jobsite)



Development Services FY23 Accomplishments

- Notable developments issued a Certificate of Occupancy :
 - Sweetwater Music (Logistics)
 - Popstroke (Experiential Entertainment)
 - Enviro-Log (Recycling, Clean Fuel)
- GIS DATA
 - 696 Acres added (1.08 sq miles)
 - 23 Plats/15 Minor Land Divisions, 1,777 New Parcels
 - 1,974 New Assigned Addresses (Maintaining 119,946 total)



Development Services FY24 Supplemental Requests

General Fund

General Plan Rewrite	\$500k
ARCGIS Software	\$ 6k
Cost of Service Study	\$ 85k
New FTE – Administrative Support Assistant	\$ 64k
New FTE – Development Services Representative	\$ 77k
Reclass Building Safety Official to Deputy Director	\$ 20k
Reclass Planning Manager to Deputy Director	\$ 0k
Car Allowance	\$ 3k



QUESTIONS?



Water Services

April 6, 2023



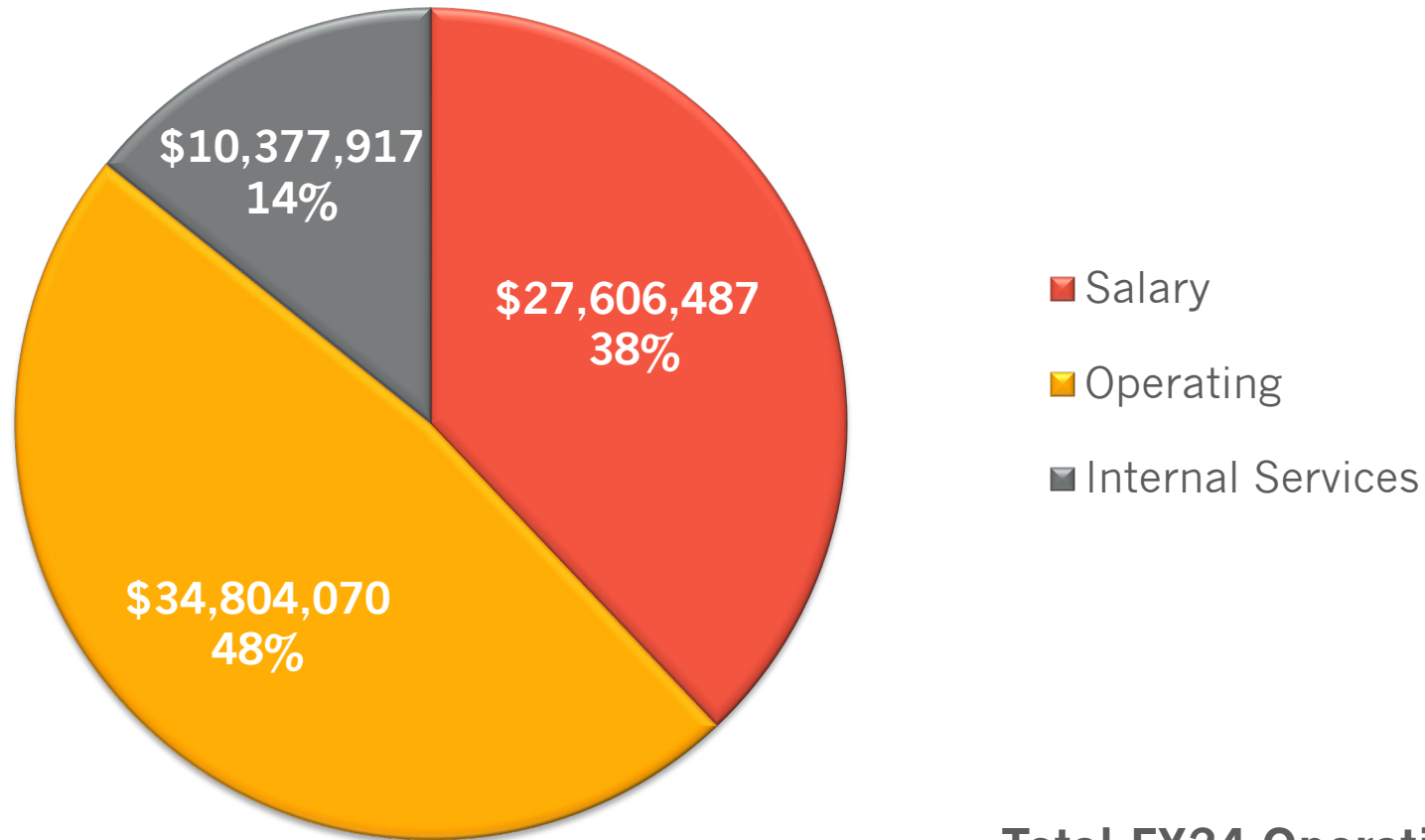


Mission Statement

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 FY24 Operating Budget Request



Total FY24 Operating Budget \$72,788,474



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 2,000 acre feet of Central Arizona Project (CAP) water and available 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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>CAP water recharged (acre foot)</i>	732	2,500	0	0
<i>Effluent recharged (acre foot)</i>	5,185	6,544	6,900	7,000
<i>Gallons Produced per Capita per Day (GPCD)</i>	153	143	142	142
<i># of water/wastewater samples analyzed by Water Quality Laboratory (WQL)</i>	9,008	9,264	7,300	8,000
<i>Square footage of converted landscape</i>	101,337	121,881	100,000	105,000
<i># of students in Youth Education Program</i>	904	2,508	1,000	1,500
<i># of participants in Green Living Series</i>	571	716	540	600



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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Amount of water delivered in billion gallons</i>	14.8	13.6	12.4	13.8
<i>Water O&M cost per 1,000 gallons</i>	\$0.89	\$0.97	\$1.14	\$1.18
<i>Amount of sewage treated in billion gallons</i>	6.0	6.2	6.1	6.3
<i>Wastewater O&M cost per 1,000 gallons</i>	\$1.57	\$1.46	\$1.76	\$1.79



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>FY2021 Actual</i>	<i>FY2022 Actual</i>	<i>FY2023 Estimate</i>	<i>FY2024 Target</i>
<i>Distribution O&M cost per 1,000 gallons</i>	\$0.50	\$0.58	\$0.74	\$0.73
<i># of water line miles replaced of total 994</i>	1.6	1.0	0.0	1.0
<i># of valves exercised of total 26,349</i>	19,000	14,906	14,193	12,500
<i># of fire hydrants flushed of total 9,091</i>	8,900	9,010	9,091	9,091
<i>Collection O&M cost per 1,000 gallons</i>	\$0.59	\$0.60	\$0.72	\$0.73
<i># of sewer line miles replaced of total 708</i>	0.2	1.5	1.1	1.0
<i>% of 235 miles of sewer line cleaned</i>	64%	96%	100%	100%
<i># of Sanitary Sewer Overflow per 100 miles</i>	<1.0	0.14	<1.0	<1.0



Water Services FY23 Accomplishments

- Pyramid Peak Water Treatment Plant's (PPWTP) Expansion and Improvements Project was selected as a finalist for the 2023 Real Estate Development (RED) - Public Works Project of the Year Award. RED Awards are the Academy Awards of Arizona's commercial real estate industry that honors projects completed in the 2022 calendar year. The City of Glendale was also selected for its operational excellence as the AZ Water Association's 2023 Large Plant of the Year.
- Completed the design and drilling for the Arrowhead Hospital (COG-50) and Sierra Verde Park (COG-51) Wells. The need for the construction of these two wells was identified during an evaluation for additional groundwater supply in the Water Services Department's Groundwater Well Program.



Water Services FY23 Accomplishments

- Designed and started construction on two inter-connections with adjacent cities in the north end of the city to provide additional sources of water in a time of outage. Project has been awarded up to \$2 million in Federal funding for inter-connection.



Water Services

FY24 Supplemental Requests

Water Fund

Increase for Raw Water Costs – Water	\$849k
Increase for Chemical Costs – Water	\$2.2M
Increase for Water Meters Costs – Water	\$750k
Increase for Equipment Maintenance – Water	\$220k
Increase for Water Conservation – Water	\$100k
Increase for Overtime Costs – Water	\$127k
Citywide Standby Pay Increase – Water	\$ 92k
Car Allowance – Water	\$ 3k



Water Services FY24 Supplemental Requests

Sewer Fund

Increase for Chemical Costs – Sewer	\$286k
Increase for 91 st Avenue WWTP Costs	\$207k
Increase for Equipment Maintenance – Sewer	\$100k
Increase for Overtime Costs - Sewer	\$ 32k
Citywide Standby Pay Increase – Sewer	\$ 33k



QUESTIONS?