



MAYOR AND CITY COUNCIL

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

One of the highest priorities of the Mayor and Council is to involve the public in their decision making process. They regularly appoint citizens to 17 advisory boards and commissions and often form public committees to address specific citywide issues.

The Mayor and Council each become involved in the support and economic development of Glendale's six districts. The Mayor hosts various community events throughout the year to inform constituents of city issues and solicit feedback. Councilmembers host meetings in their districts or meet with small groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Mayor and Council input from their constituents. The Mayor and Council also communicate with citizens through electronic media such as Web sites, electronic bulletins and programming on Glendale 11, the city's cable station.

The Mayor and Council represent Glendale as members and leaders on numerous city, regional and national organizations and committees.

City staff that support the Mayor and Council work closely with constituents to resolve any issues or questions they have about city programs and services.

The Mayor and City Council determines strategic goals that guide the future vision and policy direction for the city.

City Council Strategic Goals

Our Vision for Glendale:

- One Community That Is Fiscally Sound
- One Community With Strong Neighborhoods
- One Community Committed To Public Safety
- One Community With Quality Economic Development
- One Community With A Vibrant City Center
- One Community With an Active Partnership With Luke Air Force Base
- One Community With High Quality Services For Citizens

Accomplishments

Fiscally Sound

- Conducted 8 public budget meetings for the purpose of reviewing proposed budget documents and giving direction to city staff regarding the FY 2013 budget.
- Reduced on-going operating costs by reducing authorized staffing levels by 131.38 FTE's in the General and Streets funds combined and an additional 10.75 FTE's from other funds. The process to identify levels of service to reduce was conducted through a variety of methods including the evaluation of business practices and implementation of cost savings brought forward during budget meetings.
- Volunteers provided more than 120,000 hours of service, which, if paid, would be valued at \$2.5 million.
- Provided in-house design, construction administration and inspection services for CIP Projects. Financially, this new method reduced the total cost of projects such as Sewer Line Replacement and Northern Avenue Overlay by an estimated 59 percent.
- Implemented an alternative solution for managing the disposal of waste generated by the landfill gas collection system resulting in an annual cost savings of approximately \$50,000.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), marking the 24th consecutive year Glendale has garnered such an honor.

Strong Neighborhoods

- Engaged citizens by hosting events such as Community, District and Legislative Link meetings.
- Accepted \$1,296,540 of Neighborhood Stabilization Program 3 (NSP 3) funds from the U.S. Department of Housing and Urban Development (HUD) as part of the city's Community Revitalization Annual Action Plan. The agreement allows Habitat for Humanity to use the funds to acquire, rehabilitate and sell approximately 12 foreclosed homes to qualified residents.
- Partnered with private funders to acquire 29 previously foreclosed/abandoned homes that have been renovated and will house new families using \$2.89 million in Neighborhood Stabilization funds.
- Continued support of the Planning Department's Historic Preservation Plan.
- Recognized neighborhood leaders, community volunteers and businesses that have contributed to their community and improved the quality of the city's neighborhoods with Glendale's annual Spark Awards.
- Continued to support Glendale's 192 registered neighborhoods and HOAs.
- Celebrated "Getting Arizona Involved in Neighborhoods" (GAIN) Night with many of Glendale's 173 Neighborhood Watch Groups.
- Proactively opened 73% of all Code Compliance cases to address code violations in Glendale and responded to more than 11,000 instances of graffiti.
- Received notice from the United States Department of Justice, Civil Division, that Glendale's redistricting map had been approved. The city instituted an aggressive outreach campaign to ensure residents participated in the process.



Public Safety

- Received a grant from the U.S. Department of Justice, Office of Justice Programs in the amount of \$237,451. The Glendale Police Department was one of only two agencies in the U.S. to receive this second round of funding that will be used for Glendale's Smart Policing Initiative.
- Expanded Criminal Investigation external partnerships by joining the United States Marshal's West Valley Task Force, the United States Secret Service Electronic Crimes Task Force and the FBI's Mortgage Fraud Task Force. These partnerships provide the Police Department with direct access to federal law enforcement resources.
- Eighteen specially trained firefighters served over 100 days on national incident management teams, at seven large-scale wildfires in Arizona and New Mexico, gaining insight applicable to brush fires in Glendale.
- Supported the Glendale Police and Fire Departments in their community education and prevention efforts. Departments held dozens of community events covering identity theft prevention, children's safety, auto theft prevention, fire prevention, hands only Continuous Chest Compressions and personal safety.

Quality Economic Development

- Chosen by Tanger Factory Outlet Centers, Inc. for its newest shopping center that will include 85 brand name outlet stores. The upscale open-air mall broke ground near the Loop 101 and Glendale Avenue, which is within walking distance to Westgate City Center, Jobing.com Arena and the University of Phoenix Stadium.
- Retained high technology employer, Honeywell Aerospace, with an eight-year lease extension with the property owner of its north Glendale location. The Glendale facility has 800 employees and is the city's fifth largest employer.
- Attracted numerous new business investments, totaling more than 231,000 square feet of leased or purchased commercial space, to Glendale's thriving Bell Road Corridor.
- Partnered with the Small Business Development Center and Glendale Community College (GCC) in securing funding for Arizona's only Procurement Technical Assistance Center which will be headquartered at GCC and will assist small business looking to secure federal government contracts.
- Welcomed thousands of out-of-state fans and travelers to the Fiesta Bowl and sports and entertainment events. These fans supported Glendale businesses and hotels, providing a much-needed economic boost to the local economy and tourism industry.

A Vibrant City Center

- Continued to fulfill the vision for continued economic development in the Centerline District, welcoming two new Centerline projects – renovation of the Beet Sugar Factory, the reopening of the Glendale Gaslight Inn and the opening of Jivemind Co-operative Music Lab.
- Continued to support Glendale's signature special events which draw 500,000 people per year to the downtown. As evidenced by an International Festival and Events Association study, the economic impact of Glendale Glitters and the Chocolate Affaire is \$3.1 million annually.

- Continued to support Artwerks Lateral 58, a new element of the Glendale Centerline, designed to bring artists to the area. This program includes the downtown shops and restaurants while showcasing artists and their work – including a new mural that graces the outer south wall of a longtime downtown restaurant.

An Active Partnership with Luke Air Force Base

- Continued to administer the state and federal consulting/lobbying contract for the West Valley Partners, a group of 14 West Valley communities.
- Advanced the statewide “Luke Forward” campaign to bring the new F-35 joint strike fighter mission to Luke Air Force Base. Since October 2009, over 21,000 supporters have registered on LukeForward.com and nearly \$25,000 has been raised to privately underwrite the initiative.
- Worked with Fighter Country Partnership to engage the public to participate in the F-35 Environmental Impact Study (EIS) process. As a result, the West Valley hosted a record number of supporters at the public meetings in February 2012 and set a new baseline for written support cards received by the Air Force in support of the F-35 mission.
- Mayor Scruggs, along with Governor Jan Brewer, lobbied in November 2011 for Pentagon and Air Force support for bringing the F-35 mission to Luke AFB. This trip to DC included securing support for linking the departure of two F-16 squadrons with the arrival of the F-35 mission to avoid any prolonged reduction in aircraft and personnel at Luke.

High Quality Services for Citizens

- Appointed 55 residents to the Ad-Hoc Water and Sewer Task Force. This task force will consider all issues related to water and sewer services, including rate structures.
- Continued GO Transportation program efforts which have resulted in expanded transit services, enhanced traffic flow and safety on Glendale streets and at intersections, and further development of bicycle and pedestrian enhancements throughout the city.
- Supported several events and classes such as the Green Festival, the Glendale Family Bike Ride, several earth day events and a variety of conservation and sustainable living classes – all designed to raise environmental awareness in our community.
- Assisted over 1,700 low-income families with rental assistance, providing them with affordable housing through the Community Housing Division.
- Assisted 141 homeowners to restore habitability and conditions of low- to moderate-income homes via the Emergency Repair Program.
- Awarded \$4,000 in Performing Arts Grants to performing arts projects throughout Glendale.
- Received a total of five federal grant awards specifically for transit projects in the amount of \$1,344,767. The funds are going toward transportation needs such as Dial-a-Ride buses, a pilot Taxi Supplement Program for ADA para-transit riders and transportation services that address the challenges of low income transit users.
- Commemorated the Arizona Centennial by incorporating centennial themes into Glendale’s Special Events, Library and Arts Programs, Parks and Recreation Programs and more. Governor Jan Brewer was guest of honor at Glendale Glitters opening night.



- Received a Deaf and Hard of Hearing grant with partial funding from the Arizona Community Foundation (ACF) for the Glendale Civic Center to install the latest technology to enhance the quality of sound for its hard of hearing clients.
- Launched a new Coast2Coast Rx card allowing all Glendale residents, regardless of income, age or health status to participate in the program and save more than 50% on the cost of their medications. The card also provides discounts for dental, vision, diabetes and hearing products, as well as lab and imaging tests.
- Hosted, in partnership with the Arizona Foreclosure Prevention Task Force, a free community event offering numerous resources to homeowners facing a possible foreclosure.

Interesting Facts

In March 2012, Mayor Elaine Scruggs was honored as one of Arizona's 48 most intriguing women throughout the state's 100-year history. Arizona's 48 Most Intriguing Women was created as part of the Arizona Centennial Legacy Project to honor women from diverse backgrounds whose leadership and commitment contribute in a positive way to the future of Arizona during its centennial year. The number of women being honored was symbolic with Arizona becoming the 48th state in the Union in 1912.

The Glendale Civic Center was named the number one facility for meeting and convention buildings of its size by *Ranking Arizona: The Best of Arizona Business*. The business opinion poll, conducted by Ranking Arizona, includes more than 160 business, tourism and leisure categories throughout Arizona.

BUDGET SUMMARY BY DEPARTMENT
Mayor



MAYOR

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Office of the Mayor	\$341,358	\$333,342	\$333,342	\$362,188	9%
Total - Mayor	\$341,358	\$333,342	\$333,342	\$362,188	9%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$320,317	\$335,289	\$335,289	\$338,853	1%
Supplies and Contracts	\$14,453	\$18,087	\$18,087	\$17,173	-5%
Internal Premiums	\$3,512	\$3,427	\$3,427	\$3,643	6%
Internal Service Charges	\$3,076	\$2,821	\$2,821	\$2,519	-11%
Work Order Credits		(\$26,282)	(\$26,282)		
Total - Mayor	\$341,358	\$333,342	\$333,342	\$362,188	9%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Office of the Mayor	4	4	4	4	0%
Total - Mayor	4	4	4	4	0%



COUNCIL OFFICE

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Barrel District	\$57,731	\$99,446	\$81,814	\$63,663	-36%
(1000) Cactus District	\$75,201	\$99,213	\$85,073	\$94,143	-5%
(1000) Cholla District	\$67,927	\$104,581	\$74,581	\$65,705	-37%
(1000) Council Office	\$513,676	\$489,998	\$489,998	\$573,118	17%
(1000) Ocotillo District	\$78,788	\$99,223	\$91,002	\$87,594	-12%
(1000) Sahuaro District	\$55,708	\$99,264	\$83,858	\$61,585	-38%
(1000) Yucca District	\$52,058	\$99,258	\$70,342	\$97,504	-2%
Total - Council Office	\$901,089	\$1,090,983	\$976,668	\$1,043,312	-4%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$794,391	\$820,134	\$820,134	\$856,468	4%
Supplies and Contracts	\$82,423	\$298,933	\$184,618	\$164,359	-45%
Internal Premiums	\$14,858	\$14,865	\$14,865	\$15,068	1%
Internal Service Charges	\$9,417	\$9,764	\$9,764	\$7,417	-24%
Work Order Credits		(\$52,713)	(\$52,713)		
Total - Council Office	\$901,089	\$1,090,983	\$976,668	\$1,043,312	-4%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Barrel District	1	1	1	1	0%
(1000) Cactus District	1	1	1	1	0%
(1000) Cholla District	1	1	1	1	0%
(1000) Council Office	6	7	7	7	0%
(1000) Ocotillo District	1	1	1	1	0%
(1000) Sahuaro District	1	1	1	1	0%
(1000) Yucca District	1	1	1	1	0%
Total - Council Office	12	13	13	13	0%



CITY ATTORNEY'S OFFICE
Craig Tindall

Mission Statement:

Provide the highest level of legal services to the city and its officials by adhering to professional standards, garnering strong understanding of city operations and incorporating all relevant information into the legal advice and guidance provided.

To serve the people of Arizona by prosecuting violations of Glendale City Code and misdemeanor violations of state law in an ethical manner in order to assure that justice is done.

Department Description:

The City Attorney is appointed by the City Council and acts as legal adviser to the city, its officials, departments, as well as boards and commissions on matters that affect the conduct of city business. The City Attorney's Office represents the city in all legal proceedings and directs the legal services provided by outside counsel. The office also prepares resolutions, ordinances and related legal documents for City Council consideration in order to implement adopted city policy, draft and review all contracts considered by the city, and issue opinions on a variety of municipal matters.

The City Attorney's Office works closely with the Police Department with ongoing training of its officers relating to state and city laws. The office is responsible for prosecuting any misdemeanor violation that occurs within the city limits including violations of Glendale City Code, DUI and domestic violence cases. The office also handles conflict cases for other cities as well as the Maricopa County Attorney's Office.

FISCAL YEAR 2013

GOALS	
Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community with high-quality services for citizens.
Activities	Continue to provide excellent legal and procedural guidance to City Council and administrative bodies as needed for city operations.
Expected Outcomes (Perf. Measures)	Develop strong relationships with department and attend 100% of the meetings or hearings as needed or requested.
Time Commitment	Goal is an ongoing effort.
Expected Challenges	None.
Goal	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
Related Council Goal	One community committed to public safety.
Activities	Continue to aggressively prosecute Glendale City Code and state law misdemeanor violations.



Expected Outcomes (Perf. Measures)	Obtain 80% conviction rate or plea agreements on misdemeanor charges. When appropriate, facilitate resolution of cases by mediation and successful completion of diversion programs.
Time Commitment	Goal is an ongoing effort.
Expected Challenges	Budget constraints.

FISCAL YEAR 2012

Area of Innovation:

- Improvements to the Prosecutor’s software program, JustWare, have allowed for a more efficient drafting of plea agreements, which is especially helpful in the courtrooms. Electronic files now exist in JustWare for every defendant.
- Application and acceptance of a Stop Violence Against Women grant in the amount of \$148,812 from the Arizona Governor’s Office for Children, Youth, and Families. Funding from this grant was used to hire a special Misdemeanor Domestic Violence (DV) Prosecutor and DV Advocate for a one year. This grant may be extended for an additional two years if funding from the Governor’s Office is available.
- The Prosecutor’s Office continues to use law student interns.

Accomplishments:

- Continued to represent the city in litigation brought by third parties.
- Vigorously prosecuted all city code violations and misdemeanor violations of state law that are supported by probable cause and ensure that justice is served.

GOAL UPDATES	
Goal	Provide high quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community with high-quality services for its citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Attend 100% of the meetings/hearings as needed or requested.
Obstacles/Challenges	None.
Goal	Work to ensure the consistent and ethical application of criminal justice.
Related Council Goal	One community committed to public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Obtained an overall conviction rate of 88%. In addition, 374 cases were plead to diversion programs.
Obstacles/Challenges	None.

FISCAL YEAR 2011

Area of Innovation:

- Through a Governor’s Office of Highway Safety grant, laptops and printers were purchased and wireless hubs installed in the court house for the prosecutors. The equipment made it possible to create plea agreements, receive documents from the Motor Vehicle Division, receive and communicate with the office by e-mail, access the office JustWare Program and print while anywhere in the court house. Consequently, the prosecutors have seen an improvement in their overall management of their cases as well as improvement reduction in the amount of time required by both prosecutors and support staff to complete their duties.

Accomplishments:

- Continued to represent the city in litigation brought by third parties.
- Vigorously prosecuted all Glendale City Code violations and misdemeanor violations of state law that are supported by probable cause and ensure that justice is served.

GOAL UPDATES	
Goal	Provide high quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community with high quality services for its citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Attend 100% of the meetings/hearings as needed or requested.
Obstacles/Challenges	None.
Goal	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
Related Council Goal	One community committed to public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Obtain 85% conviction rate or plea agreements on misdemeanor charges.
Obstacles/Challenges	Budget constraints.



CITY ATTORNEY

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Attorney	\$2,348,048	\$2,384,723	\$2,378,306	\$2,554,970	7%
(1000) Outside Legal Fees	\$291,665	\$500,000	\$1,000,000	\$500,000	0%
Total - City Attorney	\$2,639,713	\$2,884,723	\$3,378,306	\$3,054,970	6%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,201,327	\$2,461,073	\$2,461,073	\$2,517,244	2%
Supplies and Contracts	\$397,244	\$628,336	\$1,121,919	\$616,846	-2%
Internal Premiums	\$32,802	\$30,586	\$30,586	\$44,042	44%
Internal Service Charges	\$8,340	\$7,818	\$7,818	\$8,588	10%
Work Order Credits		(\$243,090)	(\$243,090)	(\$131,750)	-46%
Total - City Attorney	\$2,639,713	\$2,884,723	\$3,378,306	\$3,054,970	6%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Attorney	26	27	25	25	-7%
Total -City Attorney	26	27	25	25	-7%

CITY CLERK DEPARTMENT

Pam Hanna

Mission Statement:

To consistently and constantly maintain superior service to the citizens, elected officials and staff by providing an accurate and current legislative record including the Glendale City Code Book; a comprehensive and accessible records management system; a responsible and effective public notification program; an impartial and efficient municipal election, campaign finance, and redistricting process and other public services such as processing public record requests, recording documents, preparing City Council minutes and retaining permanent city records.

Department Description:

The City Clerk Department's responsibilities are defined by the City Charter, City Code, State Statutes and Federal Laws. The department's primary functions are focused on informing our citizens about public meetings, public records, the City Charter and Code Book and municipal elections. Our department is responsible for providing public notice to our citizens about what the city is planning to do and when and where the issues are being discussed by publishing and posting to the official notice board, the City Clerk's internet page, and the official newspaper.

- Our department further contributes to municipal transparency by formatting and linking the items in the City Council agenda and support documents for posting on the City Clerk web page prior to every City Council meeting. The official record of the meetings, the City Council minutes, are prepared and posted to the same website after every meeting. In addition, we compile the minutes of all other city public meetings assuring their availability on the internet.
- Management of the City Charter and Code book is another significant public information service the City Clerk Department provides to our citizens. We verify and process all charter amendments and ordinances as a part of the codification process. The City Charter and Code Book is then made available in our office, city libraries and on the internet so citizens can research the laws and regulations of the city
- Our department oversees and implements the city's record management program which directs the processing, organizing, and storing of all city records. We manage the city's record center where thousands of records are stored, scanned and/or microfilmed. The City Clerk Department teaches record management classes and assists other departments in indexing, scanning and researching in the Clerk's electronic records database. At the same time, we facilitate the public's access to those records through an interactive internet record request form and other methods of record request.
- We provide voter and political committee services which are vital and necessary to the community by planning and conducting municipal elections, in partnership with Maricopa County. We also assist citizens who wish to run for office, as well as receiving political committee campaign finance filings and posting them to the internet. Recently, we managed the city's redistricting process, successfully complying with the City Charter, State and Federal laws.
- Our six employees are functional in all areas of departmental processes and procedures. The integration of staff's knowledge and assignments assures that the city's critical responsibilities are fulfilled with regard to public notices, public records, public record



requests, the Charter and Code Book and municipal elections. The City Clerk Department facilitates our citizens' rights to participate in city government.

FISCAL YEAR 2013

GOALS	
Goal	Successfully plan and conduct the 2012 Fall Municipal Elections.
Related Council Goal	One community with high quality services for citizens.
Activities	Activities include but not limited to: <ul style="list-style-type: none"> • Nomination process. • Department of Justice submittal. • Early ballot requests. • Political committee filings. • Translation of election materials and canvass of votes.
Expected Outcomes (Perf. Measures)	100% compliance with all election laws; all Primary and General election processes performed successfully, and seamless coordination with Maricopa County.
Time Commitment	Process expected to be complete by January 2013.
Expected Challenges	Raising the awareness of registered voters to encourage their voting in city elections.
Goal	Purge Day 2013.
Related Council Goal	One community with high quality services for citizens.
Activities	Planning and execution of all Purge Day events for 2013. Includes invitation to all department liaisons, tracking can requests for delivery and pickup, working with Materials Recovery Facility (MRF), Field Operations and Warehouse staff for implementation, vendor selection and pricing, storing of cans at Spring City awaiting shred truck, shred day and recycling at MRF.
Expected Outcomes (Perf. Measures)	Equal to or increased purge activity for individual departments.
Time Commitment	4 weeks.
Expected Challenges	Change of can style may limit companies who can shred onsite; completing in one day to reduce cost of rented shredding truck.

FISCAL YEAR 2012

Area of Innovation:

- Contracts, Resolutions, and Ordinances with user friendly search feature added to City Clerk web page to promote transparency in government.



- Redistricting web page with interactive maps, statistics and citizen comment functions.

Accomplishments:

- Redistricting – the City Clerk Department successfully coordinated and conducted the Redistricting effort for the City of Glendale resulting in new district lines being approved by the Department of Justice in December of 2011 with no issues or questions.
- Preparation of I-Pad version of agenda and council packet posted to City Clerk web page, available to citizens to download.
- Purge Day completed by partnering with Field Operations Recycling and Sanitation, Materials Recovery Facility and Material Control departments. The City Clerk Department and 33 departments purged 644 boxes or 108 recycle cans, resulting in 18,520 pounds (9.26 tons) of recycled paper.
- Voter Outreach events conducted on three separate dates’ voter registration and permanent early voting forms completed and sent to county.
- City Clerk Services Update class was offered to all city employees. The original class was held in 2010. Follow up questions and discussion assisted departments in understanding the clerk department functions and reasons for processes in place.
- Contract Management Training Class – offered as a part of the Supervisor Brown Bag Classes, sponsored by the HR Department.
- Retention Schedule Management Class for Library staff.

GOAL UPDATES	
Goal	Successful completion of city charter required redistricting. State and federal statutes mandate redistricting of the existing six council districts to reflect changes in population and demographics pursuant to the 2010 Decennial Census.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. The City Clerk Dept. successfully coordinated and conducted the redistricting effort resulting in new district lines to reflect changes in population and demographics pursuant to the 2010 Decennial Census.
What were the Performance Measures?	City Council and Justice Department approval of 2011 Redistricting proposal.
Obstacles/Challenges	There were no major issues with the redistricting although it was a challenge to get voters/residents to participate in the process.
Goal	Completion of Parks and Recreation Department Pilot Project: group that is conducting an electronic purging of expired documents according to the city’s retention schedules. The goal of this endeavor is to create a reproducible manual that can be used to conduct electronic purges of department files on a regular basis. The long-term goal is to hold an annual Electronic Records Purge Day.
Related Council Goal	One community with high-quality services for citizens.



Was the goal met?	The project is not complete; however, substantial progress has been made and the process is continuing. Expired documents have been purged and electronic storage space made available. The reproducible manual is in draft form.
What were the Performance Measures?	Reduction in expired documents and gain in electronic storage space.
Obstacles/Challenges	The process has one Parks and Recreation staff member assigned to it and the reduction in staffing levels has impacted the amount of time available to spend on this project.

FISCAL YEAR 2011

Area of Innovation:

- Searching capabilities were improved by adding an additional field to the electronic record management contract index. Due to the increasing number of requests for contracts and additional questions about the City Council meeting approval dates, the contract process was modified to include this information as an ongoing searchable field at no additional cost to the city.

Accomplishments:

- Updated the City Clerk Services Manual. The manual is an aid to employees of other departments doing business with the City Clerk’s Department; training on City Clerk’s Services held with the objective of the familiarizing employees with our processes, the services manual, and to answer specific questions.
- The 2010 Primary and General Elections were completed, with the approval of the Canvass of Votes by the City Council. Election process includes a myriad of legal, managerial, and intergovernmental processes.
- Purge Day was held in January, partnering with Field Operations, Landfill, Material Recovery Facility and Materials Controls. The City Clerk’s Department and 26 departments purged 459 banker boxes, resulting in 17,300 pounds of recycled paper.

GOAL UPDATES	
Goal	Plan and initiate voter outreach events.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, with events occurring in August 2010 at Freshman Orientation Day at ASU West; March 2011 at the Green Festival at the Main Library; April 2011 at the International Festival at Glendale Community College and West CultureFest at ASU West.
What were the Performance Measures?	All voter outreach events were located within the city hosting regional events held during peak time such as weekend or evening for greatest potential contact; support by three volunteers from the Mayor’s Youth Advisory Commission and two volunteers from local colleges/universities.
Obstacles/Challenges	Events were held on nights and weekends and it was a challenge to

MISSION AND PERFORMANCE MEASURES
City Clerk Department



	hold more due to limited staff availability at these times.
Goal	Plan and conduct records management classes for the organization.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. Two classes were held, one focused on records management and one City Clerk Services class conducted for the organization.
What were the Performance Measures?	Classes were interactive with questions and discussion. The Records Management Class had 17 participants from 12 departments. The City Clerk Services Class had 53 participants from 19 departments.
Obstacles/Challenges	Due to limited staff time and conflicting meeting times, lower attendance was noticed at these classes.



CITY CLERK

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Clerk	\$392,031	\$372,249	\$370,864	\$412,442	11%
(1000) Elections	\$85,772	\$111,556	\$97,996	\$138,941	25%
(1000) Records Management	\$141,139	\$134,634	\$133,274	\$147,358	9%
Total - City Clerk	\$618,942	\$618,439	\$602,134	\$698,741	13%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$463,732	\$488,853	\$488,853	\$492,829	1%
Supplies and Contracts	\$134,875	\$166,092	\$149,787	\$193,201	16%
Internal Premiums	\$10,862	\$9,139	\$9,139	\$9,212	1%
Internal Service Charges	\$3,427	\$3,203	\$3,203	\$3,499	9%
Operating Capital	\$6,046				
Work Order Credits		(\$48,848)	(\$48,848)		
Total - City Clerk	\$618,942	\$618,439	\$602,134	\$698,741	13%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Clerk	4	4	4	4	0%
(1000) Records Management	2	2	2	2	0%
Total -City Clerk	6	6	6	6	0%

CITY COURT

Judge Finn

Mission Statement:

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

Department Description:

Glendale City Court adjudicates criminal misdemeanors, city code violations, traffic violations, and certain juvenile offenses committed in the city of Glendale. In cases of domestic violence and harassment, the court issues protective orders. The court has the authority to issue search warrants for misdemeanors and felonies. Glendale City Court collaborates with numerous internal and external justice and community agencies to develop and implement programs to reduce recidivism and promote safe communities. Approximately 120,000 customers enter the court each year to conduct business.

FISCAL YEAR 2013

GOALS	
Goal	Explore community collaborations and partnerships to identify new and innovative methods of adjudicating specialized offender populations, such as defendants with mental health disorders.
Related Council Goal	One community committed to public safety.
Activities	Consideration of potential diversion programs and dismissal options for appropriate non-violent carefully-screened defendants.
Expected Outcomes (Perf. Measures)	Reductions in the levels of staff resources and costs necessary to process cases involving specialized offender populations.
Time Commitment	This is an ongoing goal requiring frequent consultation and review with court staff and outside stakeholders.
Expected Challenges	Strong education efforts are vital to inform city management and Glendale citizens about the benefits of utilizing non-traditional judicial intervention to enhance the success of specialized offender populations.
Goal	Submit a FY12 grant funding proposal to the U.S. Department of Justice, Office on Violence Against Women.
Related Council Goal	One community with high quality services for citizens.
Activities	If the grant is received, the City Court would work in partnership with the Glendale Police Department to: <ul style="list-style-type: none"> • Hire and train domestic violence high-lethality victim advocate. • Continue funding protective order service coordinator. • Develop new offense-specific domestic violence police reports. • Fund overtime pay for domestic violence detectives to serve warrants on domestic violence fugitives.



Activities (con't)	<ul style="list-style-type: none"> • Work in partnership with non-profit provider A New Leaf to continue offering one FTE court-based domestic violence victim advocate. • Schedule one temporary judge pro tem to continue presiding over domestic violence cases and protective order petitions during the lunch hour.
Expected Outcomes (Perf. Measures)	Submittal of the grant's first required semi-annual progress report to the U.S. Department of Justice in January 2013 would reflect full successful implementation of all project elements.
Time Commitment	This two-year project period runs from July 1, 2012 to June 30, 2014.
Expected Challenges	Implementation of all project elements is dependent upon successful award of the grant proposal. It should be noted that the Court has received three consecutive D.O.J. awards totaling \$1.2 million since 2005. Congress has authorized continued federal funding for FY13 through the Violence Against Women Act.

FISCAL YEAR 2012

Area of Innovation:

- All five city courtrooms have been equipped with high fidelity digital audio recording systems. The new media solution ensures all court proceedings are archived for accurate appellate proceedings and other historical purposes. The software-based recording system creates sound files on a courtroom computer which can be moved to the court's network, a CD, a DVD, or any other computer-compatible storage media. The audio system was procured with Arizona Supreme Court "Fill The Gap" funding, at no additional cost to the City Court.
- Through the city's Innovate Program, the Court's Fines Management Supervisor helped develop a new process for depositing bond money which saves the Police Department's Detention Supervisors approximately eight hours of work each month. Instead of hand-delivering large cash deposits to the city's Finance Department, the Detention Supervisors now transfer that money to court staff when they retrieve the Court bond deposit. Both bond deposits are secured in the Court safe until an armored car conducts its daily pickup.

Accomplishments:

- Glendale City Court was selected to participate in a FARE (Fines, Fees and Restitution Enforcement) Revenue Enhancement Collections Pilot Project administered by the Arizona Supreme Court. This effort targeted current open receivables accounts in FARE that remain uncollected. Skip tracing software was used to locate absconders to obtain current information to better effectuate collection activities. Data for the three-month pilot showed Glendale was one of five top Courts in the State by collecting more than \$66,500 during the project. The Court has been aggressive in identifying eligible FARE cases for collections to help offset reductions in case filings which mirror local and national court caseload trends.



- Glendale’s award-winning Treatment Court program for domestic violence defendants recorded 420 successful graduates in FY12. For over seven years, this specialized court has insured offender accountability through frequent judicial oversight and close monitoring of counseling status and other sentencing conditions. Treatment Court is a past recipient of the Arizona Supreme Court’s “Justice for a Better Arizona” Achievement Award. To date, more than 5,800 defendants have graduated.

GOAL UPDATES	
Goal	Continue to process and adjudicate cases in accordance with state statutes, rules of the Supreme Court and the US Constitution, while maintaining superior customer service.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. The Court continues to compile and submit a monthly DUI case aging report to monitor adjudication status in accordance with standards established by the Arizona Supreme Court. The Courtroom Operations Supervisor prioritizes the calendaring of DUI cases to expedite case completion. The Court’s Case Flow/Case Management Committee initiated the development of a specialized DUI Review Calendar to complement these efforts. A supervised probation review docket was also established to monitor compliance of repeat offenders of domestic violence.
What were the Performance Measures?	No backlog observed on court calendared cases. Individual case terminations will continue to exceed case filings.
Obstacles/Challenges	None.
Goal	Develop additional electronic court forms to reduce costs and maximize staffing resources.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes. Daily court division calendars and appearance orders are now disseminated to all parties electronically instead of hard copy. Protective order forms can now be completed in fillable PDF format and filed with the court electronically from its website. Public records requests are satisfied with scanned documents emailed to customers whenever possible. Other electronic forms available on the Court website include standard motions, motions to continue, application to set aside judgment, arraignment notice and home detention enrollment.
What were the Performance Measures?	Decreased duplication costs: In FY09 the Court spent \$27,426 on duplication costs. In FY10 the Court spent \$14,240 on duplicating costs. In FY11 the Court spent \$12,462 on duplicating costs. Projected duplicating costs for FY12 are approximately \$10,951.
Obstacles/Challenges	None.



FISCAL YEAR 2011

Area of Innovation:

- Glendale City Court has increased the flexibility, frequency, and cost effectiveness of training its staff to meet annual judicial education requirements mandated by the Supreme Court. The court’s Training Coordinator organized a Faculty Skills Development (FSD) Training Team to conduct in-house training courses on a variety of judicial education topics. The FSD Training Team offers at least one training class per month to staff to supplement the court’s ongoing training calendar. During 2010, the Training Coordinator accredited 74 different classes, e-learning opportunities and independent learning modules including 29 on-site courses. Adding to its menu of training opportunities, Glendale City Court serves as a satellite receptor site for statewide broadcast events sponsored by the Arizona Supreme Court and other entities.

Accomplishments:

- Arizona law enables misdemeanor domestic violence offenders with one prior conviction to be placed on felony-level supervision offered by the Maricopa County Adult Probation Department. In Glendale City Court, a caseload of such defendants is actively supervised in the community by a specialized domestic violence probation officer/surveillance officer team. In late 2010 this probation team assisted the court in developing a monthly review calendar for all second-offense domestic violence offenders. These individuals are summoned to Court for a formal review of their compliance status toward counseling orders and financial sanctions. Noncompliant defendants face added punishment, such as community service and/or incarceration. Since this process was implemented, probation officers report that defendants are more actively engaged in complying with the conditions of their probation directives.
- Glendale’s Treatment Court Program for DUI and domestic violence defendants recorded its 5,000th successful graduate this year. For six years, this specialized court has insured offender accountability through frequent judicial oversight and close monitoring of sentencing conditions. Looking forward through fiscal years 2011 and 2012, the court will phase out all DUI cases from the Treatment Court program and instead closely monitor these cases under separate review hearings. The result will be a specialized Treatment Court dedicated solely to monitoring domestic violence defendants. A recent court study on program outcomes and effectiveness of Treatment Court helped initiate this change, which will lead to better allocation of court staffing resources. Treatment Court is a past recipient of the Arizona Supreme Court’s “Justice for a Better Arizona” Achievement Award.

GOAL UPDATES	
Goal	Increase defendant compliance rates with court financial obligations.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	An automated financial contracts module has been designed and deployed through the Court’s AZTEC Wizard case management system. Phone calls to defendants are now triggered after the first missed payment. The contracts module is saving staff time through reduced direct contact with the public.



What were the Performance Measures?	Implemented new fines collection strategies to increase defendant compliance.
Obstacles/Challenges	Comprehensive training and project updates were necessary to insure staff was comfortable with new business practices. Sufficient staffing levels are directly correlated to effectively processing the volume of revenue-generating phone calls arising from the new contracts module. However, reduced staffing levels have accompanied deployment of the contracts module.
Goal	Increase the operational efficiency of jail court services and reduce jail court costs.
Related Council Goal	One community committed to public safety. One community that is fiscally sound.
Was the goal met?	<ul style="list-style-type: none"> • Jail Court calendaring modifications allowed the elimination of inmate transportation to Jail Court each Thursday morning, which achieves direct cost savings for the Police Department’s prisoner maintenance budget. • The Court Jail Efficiencies Committee worked with the City Prosecutors Office to recommend changes in custody policies to save additional jail costs. When automated detention databases reveal a Glendale inmate is also being held in custody from another jurisdiction, that defendant is now released on their own recognizance to insure Glendale does not incur the incarceration costs. The defendant remains in custody on the alternate jurisdiction’s charge. Since June 2010, bookings of 83 Glendale defendants were avoided due to custody holds from other jurisdictions. Had these defendants been booked, a minimum of \$15,600 in costs would have been incurred for the first jail day alone. • Jail expenditures paid by the Glendale Police Department to the Maricopa County Sheriff’s Office were reduced by more than \$214,000 between fiscal years 2009 and 2010, in part due to the work of the Court Jail Efficiencies Committee. • Home detention with electronic monitoring and random alcohol testing continues to provide substantial cost savings. During 2010, 305 defendants successfully completed their home detention sentencing requirements for a total of 9,069 days of electronic monitoring in lieu of incarceration. Had these 9,069 days been spent in jail, more than \$667,000 would have been incurred in jail costs. All defendants are carefully screened to preclude home detention participation by violent offenders.
What were the Performance Measures?	Reduced jail court operational costs for the city of Glendale.
Obstacles/Challenges	Proposed legislative bills on home detention require close monitoring for potential impacts on court and detention operations.



CITY COURT

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Court	\$3,453,731	\$3,387,792	\$3,353,567	\$3,570,321	5%
(1240) Court Security	\$270,486	\$398,469	\$278,357	\$471,345	18%
(1240) Court Time Payments	\$75,693	\$128,391	\$127,177	\$129,699	1%
(1240) Fill the Gap	\$8,193	\$57,000	\$3,542	\$57,000	0%
Total - City Court	\$3,808,103	\$3,971,652	\$3,762,643	\$4,228,365	6%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$3,184,332	\$3,492,263	\$3,489,695	\$3,526,377	1%
Supplies and Contracts	\$540,538	\$682,441	\$479,035	\$672,592	-1%
Internal Premiums	\$31,940	\$30,163	\$30,163	\$30,479	1%
Internal Service Charges	\$41,890	\$43,079	\$40,044	\$41,170	-4%
Operating Capital	\$9,403		\$0	\$10,000	
Work Order Credits		(\$276,294)	(\$276,294)	(\$52,253)	-81%
Total - City Court	\$3,808,103	\$3,971,652	\$3,762,643	\$4,228,365	6%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Court	42.75	40.75	37.75	37.75	-7%
(1240) Court Security	1	1	2	2	100%
(1240) Court Time Payments	1	1	1	1	0%
Total -City Court	44.75	42.75	40.75	40.75	-5%