



City of Glendale Municipal Building

APPOINTED & ELECTED OFFICIALS

Office of the Mayor

Council Office

City Attorney

City Clerk

City Court



Council Chambers in Downtown City of Glendale



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 18 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 numerous community events throughout the year. 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 and feedback 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.

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"

- 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
- One Community That Is Fiscally Sound

Accomplishments

Strong Neighborhoods

- Engaged citizens by hosting community events such as Community Conversations with Mayor Scruggs, Council District meetings, Legislative Link meetings and special district events.
- 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.
- Allocated \$1.5 million of the city's Neighborhood Stabilization Program funds to help finance homebuyer activities through down payment and closing cost assistance to those interested in purchasing a foreclosed home in Glendale neighborhoods hardest hit by residential foreclosures.
- Made pedestrian lighting and sidewalk enhancements in the historic Floralcroft neighborhood. Improvements were paid for by \$240,000 in American Recovery and Reinvestment Act (ARRA) funds.
- Continued to support Glendale's 202 registered neighborhoods and HOAs.

Public Safety

- Opened a new location for fire station 151 at 6851 N. 52nd Avenue. This station replaced Glendale's oldest active station built in 1969.
- Received re-accreditation for the Glendale Police Department from the Commission on Accreditation for Law Enforcement Agencies, Inc.
- 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 CPR and personal safety.
- Received a federal appropriation of \$1 million dollars to replace outdated dispatch and record management operating systems for the Glendale Police Department.
- Received a national award for innovation from the National Association of Volunteer Programs in Local Government for the Fire Department's Crisis Response Program.
- Received a \$400,000 Violence Against Women Act (VAWA) grant from the Department of Justice. Held a Statewide DV Training Summit at the Glendale Civic Center featuring nationally recognized speakers and local/state experts on domestic violence.

Quality Economic Development

- Continued to bring high profile events, such as the Tostitos Fiesta Bowl, WrestleMania XXVI and top concerts to Glendale's Sports and Entertainment District.
- Chosen by DeVry University as its fourth Arizona location, occupying approximately 18,000 square feet, bringing dozens of new professional jobs to the city.
- Improved health and medical industry presence in the city with the addition of Humana's new mail-order pharmacy facility, Advanced Healthcare of Glendale's new location, and the expansion of Midwestern University's Glendale Campus.

- Voted to support a bid to host Super Bowl XLVIII. In 2008, the Super Bowl generated a record \$500 million to the economy and attracted 100,000 visitors to our state.
- Recognized by Arizona Commercial Real Estate Magazine, earning an honorable mention for best public project in Arizona for Camelback Ranch Glendale. The facility received the Ballpark Digest Editors Choice awards in 2009 as well.
- Offered a one-time city sales tax amnesty program to assist business owners during challenging economic times.

A Vibrant City Center

- Received ARRA funds to finance an alleyway/pedestrian improvement project near downtown Glendale's oldest businesses.
- Supported Glendale's signature special events which draw 500,000 people per year to the downtown.
- Invited residents, business owners and others to learn about the latest plans for Glendale's Centerline Project at a Community Open House.

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 13 West Valley communities.
- Partnered to secure a \$1.7 million federal appropriation for the Barry M. Goldwater Range, which brings the three-year appropriation total to nearly \$12 million.
- The city kicked-off a statewide "Luke Forward" campaign to bring the new F-35 joint strike fighter mission to Luke Air Force Base. Mayor Scruggs announced the campaign with Governor Jan Brewer and numerous West Valley elected leaders. In just under six months nearly 20,000 supporters registered on LukeForward.com and over \$23,000 has been raised to privately underwrite the initiative.
- Worked with Fighter Country Partnership to engage the public in the first phase of the F-35 Environmental Impact Study process. As a result, Luke's EIS meetings posted a record for the number of written citizen comments submitted in support of the F-35 mission at Luke.
- Mayor Scruggs led a GPEC delegation to Washington DC to lobby for congressional and Pentagon support for bringing the F-35 mission to Luke AFB. The 60 person delegation included Governor Jan Brewer, Attorney General Terry Goddard, 7 Arizona mayors and numerous top business leaders.

High Quality Services for Citizens

- Formed the Glendale City Council Sustainability Committee to research, conduct outreach, discuss, analyze and recommend a unifying course of action entailing three core areas of environmental responsibility, social responsibility and economic responsibility.
- Earned national agency accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) for the Glendale Parks and Recreation Department, the 80th agency in the country and internationally to have this accreditation.

- Continued GO Transportation program efforts which have resulted in expanded transit services, enhanced traffic flow and safety on Glendale streets and at intersections, as well as further development of bicycle and pedestrian facilities throughout the city.
- Implemented a new utility billing system that will feature upgraded enhancements, including more online services, to customers.
- Opened a new ramada complex at Glendale's Western Area Regional Park.
- Won a WESTMARC Best of the West award for the Grand Canal Linear Park and Trail.
- Sought public input through the first public workshop and a citizen survey to begin the process of updating the Parks and Recreation Master Plan.
- Awarded \$35,500 in Performing Arts Grants supporting 11 performing arts projects throughout Glendale.
- Implemented new online and on demand video library on the city's website – a new alternative for residents without cable access to watch Glendale 11 programming.

Fiscally Sound

- Approved the budget planning and implementation process, closing a \$14 million budget shortfall caused by the widespread economic downturn. Measures included employee furloughs with commensurate pay reductions, hiring freezes, realignment and reorganization, evaluation of business practices, implementation of cost saving ideas and departmental budget reductions. Citizen participation was a key element in the process.
- Earned an Aa2 rating from Moody's Investors Service and an AA rating from Standard and Poor's, the industry leaders in credit ratings and financial reporting, strong bond ratings in this challenging economic climate.
- Supported citywide efforts to get an accurate count on the 2010 Census; data collected is used to distribute more than \$400 billion in federal funds each year and to make decisions about what community services to provide.
- Voted to purchase the remainder of Glendale's lease on the youth sports complex near the University of Phoenix Stadium saving the city \$4.5 million, and lowering the total cost to \$11.5 million.
- Recognized Glendale's 1,400 volunteers who provide service to the city in the amount of more than \$2.5 million.

Interesting Facts

- The city of Glendale received an Energy Efficiency and Conservation Block Grant (EECBG) in the amount of \$2.32 million, to implement new energy-efficient lighting and other projects in city facilities and create an education campaign for residents.
- Throughout the year the city of Glendale honored its centennial, June 18, 2010, with a variety of projects, events and activities.
- The city of Glendale was named by AARP to its 2009 list of Best Employers for Workers Over 50. The city joined an impressive list of 50 honorees around the country and is the only city organization nationwide that has made the list.



- Nineteen nonprofit agencies that provide essential services to Glendale’s most vulnerable children, families and elderly residents received \$224,500 in grants from money donated through Glendale’s *From The Heart* program.
- The Glendale Civic Center ranked No. 4 in Ranking Arizona’s “The Best of Arizona Business 2010” and received the “Brides Choice Award” for 2010.
- The Myrtle Avenue cultural entryway at Grand Avenue, *The Circles of Time* by Howard Meehan was recognized with the 2009 Year in Review Award at the Americans for the Arts Convention.



**City of Glendale
Budget Summary by Department**

Mayor

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Office of the Mayor	\$343,218	\$361,551	\$361,551	\$334,216	-8%
Total - Mayor	\$343,218	\$361,551	\$361,551	\$334,216	-8%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$312,295	\$321,540	\$321,540	\$323,181	1%
Supplies and Contracts	\$23,389	\$41,920	\$41,920	\$18,087	-57%
Internal Premiums	\$4,168	\$3,399	\$3,399	\$3,512	3%
Internal Service Charges	\$3,366	\$3,319	\$3,319	\$3,076	-7%
Work Order Credits		(\$8,627)	(\$8,627)	(\$13,640)	58%
Total - Mayor	\$343,218	\$361,551	\$361,551	\$334,216	-8%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Office of the Mayor	4	4	4	4	0%
Total -Mayor	4	4	4	4	0%



**City of Glendale
Budget Summary by Department**

Council Office

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Barrel District	\$85,099	\$99,063	\$82,053	\$69,187	-30%
(1000) Cactus District	\$75,518	\$98,830	\$92,093	\$94,377	-5%
(1000) Cholla District	\$70,398	\$104,436	\$112,574	\$74,685	-28%
(1000) Council Office	\$542,379	\$529,246	\$529,246	\$445,694	-16%
(1000) Ocotillo District	\$92,456	\$98,084	\$76,508	\$92,131	-6%
(1000) Sahuaro District	\$80,046	\$99,106	\$74,390	\$76,829	-22%
(1000) Yucca District	\$91,123	\$98,966	\$83,966	\$69,352	-30%
Total - Council Office	\$1,037,019	\$1,127,731	\$1,050,830	\$922,255	-18%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$794,704	\$813,526	\$813,526	\$745,504	-8%
Supplies and Contracts	\$205,859	\$309,166	\$232,265	\$174,969	-43%
Internal Premiums	\$16,664	\$12,446	\$12,446	\$14,858	19%
Internal Service Charges	\$11,309	\$11,494	\$11,494	\$10,322	-10%
Operating Capital	\$8,483				
Work Order Credits		(\$18,901)	(\$18,901)	(\$23,398)	24%
Total - Council Office	\$1,037,019	\$1,127,731	\$1,050,830	\$922,255	-18%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Barrel District	1	1	1	1	0%
Cactus District	1	1	1	1	0%
Cholla District	1	1	1	1	0%
Council Office	7	7	7	6	-14%
Ocotillo District	1	1	1	1	0%
Sahuaro District	1	1	1	1	0%
Yucca District	1	1	1	1	0%
Total -Council Office	13	13	13	12	-8%



CITY ATTORNEY'S OFFICE

Craig Tindall

Department Description:

The City Attorney's Office is the city's in-house legal department. The civil division attorneys and staff provide legal advice and guidance related to city governance, operations and transactions.

The criminal division of the City Attorney's Office handles prosecution of city code violations and misdemeanor violations of state law within Glendale, as well as all appeals from City Court to Superior Court.

Interesting Department Fact:

In 1964, the Maricopa County Bar Association established the Lawyer Referral Service. They handle over 100,000 calls every year from people seeking legal advice.

For more information, please call (602) 257-4434.

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 the city code and misdemeanor violations of state law in an ethical manner in order to assure that justice is done.

FISCAL YEAR 2011

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.
Desired Outcomes (Perf. Measures)	Develop strong relationships with departments and attend 100% of the meetings or hearings as needed or requested.
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 city code and state law misdemeanor violations.
Desired 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.



FISCAL YEAR 2010

Area of Innovation:

- Continue to utilize the case management system for the City Prosecutor’s Office along with using 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 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	None.

FISCAL YEAR 2009

Area of Innovation:

- Implementation of the case management system for the City Prosecutor’s Office during the past year addresses the need to effectively provide the highest level of service by leveraging technology to maximize the city’s resources.

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 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 focused on public safety for citizens and visitors.
Was the goal met?	Continue to aggressively prosecute City Code and state law misdemeanor violations.
What were the Performance Measures?	Obtain 80% conviction rate including verdicts and plea agreements on misdemeanor charges.
Obstacles/Challenges	None.



**City of Glendale
Budget Summary by Department**

City Attorney

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Attorney-Spec Proj Fees/Costs	\$1,267,693	\$0	\$2,400,000	\$0	NA
(1000) City Attorney	\$2,434,219	\$2,443,546	\$2,443,546	\$2,339,684	-4%
(1000) Outside Legal Fees	\$0	\$0	\$0	\$500,000	NA
Total - City Attorney	\$3,701,912	\$2,443,546	\$4,843,546	\$2,839,684	16%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$2,314,775	\$2,474,741	\$2,474,741	\$2,290,892	-7%
Supplies and Contracts	\$1,341,179	\$127,403	\$2,527,403	\$628,336	393%
Internal Premiums	\$38,248	\$34,878	\$34,878	\$32,802	-6%
Internal Service Charges	\$7,710	\$7,197	\$7,197	\$8,340	16%
Work Order Credits		(\$200,673)	(\$200,673)	(\$120,686)	-40%
Total - City Attorney	\$3,701,912	\$2,443,546	\$4,843,546	\$2,839,684	16%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
City Attorney	28	28	28	26	-7%
Total -City Attorney	28	28	28	26	-7%



CITY CLERK'S DEPARTMENT

Pam Hanna

Department Description:

The City Clerk's Department is responsible for: preserving permanent documents and retaining other public documents as required by state statute; coordinating citywide records management and training; improving the retention and access to public records through technology; conducting municipal elections and receiving campaign finance filings; preparing and maintaining the official record of City Council meetings; coordinating the publishing and posting of the city's public notices; digitally recording official documents and codifying ordinances to be included in the Municipal Code and accessible through enhanced multimedia options.

Interesting Department Fact:
The first official seal for the city of Glendale was adopted in 1910 and featured a sugar beet.

Mission Statement:

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

FISCAL YEAR 2011

GOALS	
Goal	Plan and initiate voter outreach events.
Related Council Goal	One community with high quality services for citizens.
Activities	Plan and initiate voter outreach events at city libraries, community centers, colleges and universities prior to the Primary Election on August 24, 2010. Emphasis will be placed on the importance of participating in local elections.
Desired Outcomes (Perf. Measures)	Voter registration and permanent early voter forms will be distributed before the election on August 24, 2010.
Goal	Plan and conduct records management classes for the organization.
Related Council Goal	One community with high quality services for citizens.



Activities	One class with two distinct record management modules will be completed each fiscal year. Record Control Officers for every city department attend to learn new and updated information regarding record management and maintaining legal compliance with applicable laws. Information presented will be available on the intranet page for future reference.
Desired Outcomes (Perf. Measures)	Minimum of one class with two modules will be completed each fiscal year. Information presented in the classes will be placed on the intranet page within 10 days of the class.

FISCAL YEAR 2010

Area of Innovation:

- Scanned closed court case files to reduce offsite storage fees.

Accomplishments:

- City Court scanning project resulted in over 8,000 case files being available through scanning software.
- Voter outreach was conducted at 11 different sites including libraries, colleges, universities, shopping centers and city community centers. Voters were given information about registering, changing addresses and signing up for the permanent early voter list.

GOAL UPDATES	
Goal	Per Arizona State record schedules, reduce the volume of records maintained on servers and drives; recapture storage space to extend the life of servers and postpone additional server and hard drive purchases. Limit purge of records to records retained past the retention period and duplicate records.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	The City Clerk's Department as a pilot project, created a step-by-step purging process for electronic files. Documentation was created and forwarded to the Information Technology Department outlining the process used and issues identified. Deleted 1,600 files, 55 folders, and 1 KB of memory.
What were the Performance Measures?	30% reduction in organizational electronic records stored on city servers and hard drives.
Obstacles/Challenges	Determining the value of electronic records when located in more than one searchable area.

Goal	The City Clerk Department will plan and conduct organizational records management training in various subject modules.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, two classes were offered on January 20, 2010. Topics included records management, retention, purging and using scanning and retention software. Information was posted on the city's intranet site to inform departments of the services, training and information available from the City Clerk department.
What were the Performance Measures?	A minimum of two classes offered annually.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Organizational purge of electronic records per Arizona State Statute retention schedule.

Accomplishments:

- Successfully completed request for information process for the purchase of an organizational electronic management system.
- Successfully completed bid process for city's legal advertising.

GOAL UPDATES	
Goal	Convert paper based municipal records to electronic media.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, a successful electronic record management system was established in the Building Safety Department.
What were the Performance Measures?	Independent department preparation, indexing and scanning of building permits.
Obstacles/Challenges	Tri-folded building permits make preparation time consuming.
Goal	Conduct a September 2008 primary election and, if necessary, a November 2008 general election.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, successfully planned and conducted the 2008 primary election.
What were the Performance Measures?	Met all legal requirements.
Obstacles/Challenges	Various changes in election laws and processes.



**City of Glendale
Budget Summary by Department**

City Clerk

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) City Clerk	\$396,742	\$392,796	\$392,796	\$397,551	1%
(1000) Elections	\$60,354	\$108,819	\$2,237	\$137,723	27%
(1000) Records Management	\$185,963	\$169,853	\$169,853	\$140,727	-17%
Total - City Clerk	\$643,059	\$671,468	\$564,886	\$676,001	1%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$486,506	\$477,445	\$477,445	\$492,954	3%
Supplies and Contracts	\$134,430	\$193,223	\$86,641	\$194,196	1%
Internal Premiums	\$17,870	\$13,700	\$13,700	\$10,862	-21%
Internal Service Charges	\$4,253	\$4,264	\$4,264	\$3,427	-20%
Work Order Credits		(\$17,164)	(\$17,164)	(\$25,438)	48%
Total - City Clerk	\$643,059	\$671,468	\$564,886	\$676,001	1%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
City Clerk	4	4	4	4	0%
Records Management	2	2	2	2	0%
Total -City Clerk	6	6	6	6	0%

CITY COURT

Judge Finn

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. In felony matters, the court has the authority to issue search warrants.

Interesting Department Fact:

Glendale City Court operates jail court seven days per week, 365 days per year.

Mission Statement:

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

FISCAL YEAR 2011

GOALS	
Goal	Increase defendant compliance rates with court financial obligations.
Related Council Goal	One community that is fiscally sound.
Activities	Implement new fine collection strategies to increase defendant compliance.
Desired Outcomes (Perf. Measures)	Fewer failure to pay warrants issued and increased collections of fines.
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.
Activities	Convene a multi-departmental jail efficiencies workgroup to identify processes for reducing jail costs while preserving public safety.
Desired Outcomes (Perf. Measures)	Reduced jail court operational costs for the city of Glendale.

FISCAL YEAR 2010

Area of Innovation:

- Glendale City Court is collaborating with the Police Department to recruit a fulltime,



grant funded Protective Order Service Coordinator. This unique position will work with five other area courts and their police agencies to increase the rates of successful protective order service in the West Valley, thus enhancing the safety and wellbeing of domestic violence victims. The Protective Order Service Coordinator is one of several domestic violence services and program enhancements funded by a \$400,000 grant from the U.S. Department of Justice.

Accomplishments:

- Glendale’s Treatment Court for DUI and domestic violence defendants recorded its 4,200th program graduate this year. For six years, this specialized court has insured offender accountability through frequent judicial status hearings and close monitoring of counseling and other sentencing conditions. Noncompliant participants receive swift consequences such as additional jail time or community restitution. Treatment Court is a past recipient of the Arizona Supreme Court’s “Justice for a Better Arizona” achievement award.
- The Court has expanded its community restitution program to include projects with the city’s Community Partnerships Department and the Housing Assistance Program. Community restitution projects to aid nonprofit agencies are a common sanction imposed on noncompliant Treatment Court participants. These defendants are now performing landscaping, painting, alley cleanup and other services at public housing sites, in addition to community restitution projects at several nonprofit agencies in Glendale. During FY 2010 more than 600 community restitution project orders were issued in Treatment Court that will help to improve the quality of life in Glendale’s neighborhoods.

GOAL UPDATES	
Goal	Achieve full compliance to the Arizona Supreme Court’s DUI case processing plan.
Related Council Goal	One community focused on public safety.
Was the goal met?	This goal was met as it pertained to resolving active DUI cases within 180 days of filing.
What were the Performance Measures?	During the first quarter of FY 2010, Glendale City Court resolved 80% of its active DUI cases within 120 days and 91% of its active DUI cases within 180 days. During the second quarter, the Court resolved 81% of its active DUI cases within 120 days and 92% of its active DUI cases within 180 days. A Caseflow Management Committee comprised of city judges, the city prosecutor, a public defender, police representatives and court administration is chaired by the deputy court administrator. The Committee is tasked with reviewing the DUI Case Processing Plan to insure that the Court maintains high DUI case resolution levels. As part of a bigger task, the committee identifies trends and necessary changes that must be made in the Court calendar to enhance the processing of all cases.

Obstacles/Challenges	Delayed evidence laboratory test results from the Department of Public Safety crime lab and other discovery issues contributed to case processing delays.
Goal	Achieve budgetary self-sufficiency for court security costs and some court improvements through an increased court improvement fee.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	The special revenue account currently provides for the expenses of contracted court security, a full-time Glendale Police Officer designated as the Courts Security Officer and a contract Systems Analyst. In October 2009, a new security contract was implemented with CBI Security Services. The new contract has achieved monthly savings of \$7,717 resulting in an annual savings of approximately \$93,000. These savings will help contribute to the overall goal of self-sufficiency related to security costs.
Obstacles/Challenges	Revenues to this account have not met earlier projections. This could be a result of reduced filings seen this past fiscal year as well as an increase in the inability for defendants to pay their fines. As of December 2009, we have projected a minor deficit in this account. Staff is currently reviewing options to cover this shortage.

FISCAL YEAR 2009

Area of Innovation:

- Court collaboration with the Marketing and Police Departments has resulted in a potential cost savings of \$11,000 annually, added convenience for customers and “greener” environmental sensitivity. Recent legislation required the court to pay for informational pamphlets to traffic violators listing fines and driver’s education information. Previously, driver’s education schools provided this information at no cost. The collaborating departments created an electronic traffic ticket information brochure that is now posted online. A searchable PDF formatted document is included on the city’s website and allows customer access to traffic information at any time. Additionally, the information can be updated whenever necessary, allowing for a real-time change online rather than weeks of implementing and replacing printed pamphlets. Environmental savings will be realized by eliminating the printing of about 25,000 pamphlets each year.

Accomplishments:

- Glendale City Court received two grant awards from the Governor’s Office of Highway Safety to expand the electronic citation pilot project in partnership with the



Police Department. The first award of \$30,000 helped procure an additional seven handheld electronic citation devices added to the five devices already deployed by patrol officers. The fully automated ticketing devices allow officers to select drop-down menus to complete citation data which reduces handwritten mistakes and increases efficiency in processing these cases in court. The electronic ticketing devices also produce traffic citations much more quickly than standard handwritten methods. Research also identifies enhanced safety outcomes for officers who use these devices. The second grant award of \$12,000 will help achieve electronic transfer of the citation data directly into the police and court case management systems.

- City court instituted twice-monthly settlement conferences as an innovative way to reduce the costs and inconvenience of preparing for jury trials that do not proceed to trial. Settlement conferences were created to explore all available options to resolve cases pending a jury trial date two days prior to the actual jury trial date. The Presiding Judge assists prosecutors and defense attorneys to identify the reasons a case is set for trial. She frequently makes suggestions on plea agreement offers the defendant may consider in lieu of proceeding to trial. This process has greatly reduced the associated inconvenience and costs for jurors, witnesses and other court parties. It also reduces the trend of increasing jury trials that had occurred over the past two years. This alternative form of mediation has been very successful in achieving reductions in cases proceeding to jury trial. In FY 2008, 11 jury trials were conducted at the court. However, through the first nine months of FY 2009, only two cases have required a jury trial. This change in business practices was achieved with existing resources and with no additional expenses.

GOAL UPDATES	
Goal	Achieve capital improvements that facilitate the highest quality delivery of services to court customers.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	In May 2008, a request for qualifications was advertised and sent to contracting and design firms. On August 26, 2008, the City Council awarded a contract to D.L. Withers Construction LLC, for the design and construction of the new City Court Complex. The city is using the design-build process for the project. D.L. Withers Construction is teaming up with the design firm of Dick & Fritsche Design Group to perform this work. The Presiding Judge and court administrative staff met twice weekly throughout the year with the design-build team and the International Facilities Group to address and coordinate all design and programming elements in the new courthouse.
What were the Performance Measures?	Construction request for proposal for the new court building to be published by May 2008. Collaborate regularly with architectural consultants on the new court building to review and identify design and programming elements that accommodate superior customer service.

Obstacles/Challenges	Due to adverse economic conditions, city management and the City Council are still evaluating whether the construction should continue, be slowed down or stopped.
Goal	Identify innovative ways to reduce operating costs.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Reductions in the police detention prisoner maintenance budget as a result of home detention orders.
Obstacles/Challenges	None.



**City of Glendale
Budget Summary by Department**

City Court

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) City Court	\$4,320,503	\$3,986,853	\$3,986,853	\$3,578,010	-10%
(1240) Court Security	\$298,729	\$393,120	\$281,763	\$393,300	0%
(1240) Court Time Payments	\$0	\$84,627	\$84,627	\$127,394	51%
(1240) Fill the Gap	\$53,923	\$57,000	\$57,000	\$57,000	0%
Total - City Court	\$4,673,155	\$4,521,600	\$4,410,243	\$4,155,704	-8%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	\$3,806,113	\$4,039,889	\$3,941,514	\$3,682,198	-9%
Supplies and Contracts	\$765,314	\$607,970	\$599,190	\$552,826	-9%
Internal Premiums	\$49,880	\$34,287	\$34,287	\$31,940	-7%
Internal Service Charges	\$51,848	\$60,487	\$56,285	\$57,251	-5%
Work Order Credits		(\$221,033)	(\$221,033)	(\$168,511)	-24%
Total - City Court	\$4,673,155	\$4,521,600	\$4,410,243	\$4,155,704	-8%

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
City Court	50	48	48	42.75	-11%
Court Security	1	1	1	1	0%
Court Time Payments				1	
Total -City Court	51	49	49	44.75	-9%