



## **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 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.

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.

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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

- Reduced the city budget by \$266 million over the past three fiscal years through a variety of methods including the evaluation of business practices and implementation of cost savings brought forward through *Innovate*, an employee program focused on innovation.
- Volunteers provided 120,744 hours of service, which, if paid, would be valued at \$2.5 million.
- Reduced fuel usage by more than 129,300 gallons through measures such as reducing the number of vehicles the city operates, downsizing 200 vehicles from V-8 to 4 cylinder models, including 300 vehicles that operate on E85 fuel, driving fewer miles, piloting the use of hybrid vehicles, creating a motor pool of 21 vehicles, and adhering to a rigorous maintenance schedule.
- Received, for the 22nd consecutive year, the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report.

### Strong Neighborhoods

- Engaged citizens by hosting community events such as Community Conversations with Mayor Scruggs, Council District meetings and Legislative Link meetings.
- 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.

### Public Safety

- Glendale Ranked #10 on Forbes "America's Safest Cities" list. Forbes based their ranking from an analysis of violent crimes and fatal traffic accidents within the larger cities throughout America.
- Received \$136,960 in federal stimulus funding to enhance the ability of the Police Department to investigate and support the successful prosecution of domestic violence offenders.
- Hosted the first Annual Statewide Domestic Violence Training Summit with \$41,000 in grant money from the Governor's Office on Children, Youth and Families.
- Glendale became the first municipal police department in the valley to utilize in-car video technology in its full fleet of patrol cars. The dash-mounted cameras capture visual and audio recordings that can prove useful for crime prevention and in investigations. Funding came from a \$940,000 federal appropriation in 2008.
- 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**

- Filled more than one million square feet of office and industrial space and attracted more than 1,000 jobs in two targeted industries: healthcare and education, in spite of slow economic growth nationwide.
- Celebrated the opening of DeVry University's fourth Arizona location at Westgate City Center. The campus occupies approximately 18,000 square feet of space and brings dozens of new professional jobs to the city.
- Opened the new 51,000 square-foot headquarters of Waterous, one of the world's leading mobile firefighting equipment manufacturers, in Glendale.
- Selected by Linamar Solar Systems for its new Power Conversion Unit production facility. Linamar Solar signed a five-year lease for a 76,000 square-foot industrial building in Glendale's Airpark.
- Welcomed millions of travelers to the West Valley for sports and entertainment events in Glendale, boosting the economy with tourism dollars.

### **A Vibrant City Center**

- Transformed the 10-year old Glendale Visitor Center into a state-sanctioned Convention and Visitors Bureau.
- Welcomed Southwest Ambulance to Downtown Glendale. Arizona's largest ambulance provider has chosen Glendale's Centerline as the location for its West Valley Operations Facility.
- Continued to support Glendale's signature special events which draw 500,000 people per year to the downtown.
- Completed the Centerline Walkway Project, a beautifully landscaped walkway between Glendale Avenue and Glenn Drive, complete with seating areas, brick walkways and new lighting funded by the American Recovery and Reinvestment Act (ARRA).
- Approved the Glendale Overlay District which helps support businesses in the Centerline District.
- Developed Artwerks Lateral 58, a new element of the Glendale Centerline, designed to bring artists to the area and highlight the downtown shops and restaurants while showcasing artists and their work.

### **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. In its first 12 months, over 20,000 supporters 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, Luke's first EIS meetings posted a record for the number of written citizen comments submitted in support of the F-35 mission.
- Mayor Scruggs continued to lobby on behalf of the city for congressional and Pentagon support for bringing the F-35 mission to Luke AFB.

### **High Quality Services for Citizens**

- Continued the process of updating the Parks and Recreation Master Plan with input from local interest groups, community organizations and businesses, public officials and private citizens.
- Renovated and redesigned the sports complex at Sahuaro Ranch Park. Upgrades focused on shade; "green" improvements; and efficiencies in electrical, water and other costs. The design added two multipurpose fields to the original ball field design to support youth soccer, football and other organized activities. The new design increases comfort and capacity of the seating areas for viewing events and the fields are now completely handicapped accessible. Approximately 72,000 games have been played at the complex since it opened in 1986.
- Expanded Glendale's recycling program to include Plastics #1-7. By including Plastics #1-7, the overall amount recycled will increase and the amount of waste going to the landfill will be reduced.
- Offered help to Glendale families who were homeless or in danger of losing a safe place to live with an additional \$316,132 of funds awarded to the city of Glendale. The federal funds were part of the American Recovery and Reinvestment Act.
- For the 16th consecutive year, received a "high performer" rating from the U.S. Department of Housing and Urban Development (HUD) for Glendale's Community Housing Division.
- 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.
- Received federal grant funding for transit projects that otherwise may have been cut as fixed route bus service was impacted in all valley cities.
- With a Department of Energy grant, completed the conversion to LED lights throughout Glendale. The grant enabled 30 intersections to be converted, making all of Glendale's 190 signalized intersections equipped with LED lighting. The higher quality lamps will require less maintenance, resulting in fewer lane closures due to repairs.
- Received a \$1.2 million boost from federal grants awarded to improve air quality and reduce roadway congestion. The grants, which funded the design phase of five projects, expanded the city's use of Intelligent Transportation Systems (ITS) for its traffic network.
- Garnered an Energy Efficiency Conservation Block Grant to expand Glendale's educational offerings beyond water conservation to other topics of green living.



### **Interesting Facts**

The Glendale Civic Center broke all attendance records this past year, and once again, was voted one of the best venues in the state for meetings, events, weddings and conferences in the *Phoenix Business Journal's* "Ranking Arizona."

Camelback Ranch – Glendale, the home of the Chicago White Sox and Los Angeles Dodgers, was named winner of a 2010 WESTMARC Best of the West Award in the "Attractions, Entertainment & Destinations" category in the West Valley.



**City of Glendale  
Budget Summary by Department**

**Mayor**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Office of the Mayor	\$339,466	\$334,216	\$334,216	\$333,342	0%
<b>Total - Mayor</b>	<b>\$339,466</b>	<b>\$334,216</b>	<b>\$334,216</b>	<b>\$333,342</b>	<b>0%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Wages/Salaries/Benefits	\$309,306	\$323,181	\$323,181	\$335,289	4%
Supplies and Contracts	\$23,512	\$18,087	\$18,087	\$18,087	0%
Internal Premiums	\$3,329	\$3,512	\$3,512	\$3,427	-2%
Internal Service Charges	\$3,319	\$3,076	\$3,076	\$2,821	-8%
Work Order Credits		(\$13,640)	(\$13,640)	(\$26,282)	93%
<b>Total - Mayor</b>	<b>\$339,466</b>	<b>\$334,216</b>	<b>\$334,216</b>	<b>\$333,342</b>	<b>0%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Office of the Mayor	4	4	4	4	0%
<b>Total -Mayor</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0%</b>



**City of Glendale  
Budget Summary by Department**

**Council Office**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Barrel District	\$72,452	\$69,187	\$54,162	\$99,446	44%
(1000) Cactus District	\$74,501	\$94,377	\$79,693	\$99,213	5%
(1000) Cholla District	\$65,160	\$74,685	\$59,656	\$104,581	40%
(1000) Council Office	\$511,669	\$445,694	\$445,694	\$489,998	10%
(1000) Ocotillo District	\$66,586	\$92,131	\$75,988	\$99,223	8%
(1000) Sahuaro District	\$76,257	\$76,829	\$56,923	\$99,264	29%
(1000) Yucca District	\$80,694	\$69,352	\$55,337	\$99,258	43%
<b>Total - Council Office</b>	<b>\$947,319</b>	<b>\$922,255</b>	<b>\$827,453</b>	<b>\$1,090,983</b>	<b>18%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Wages/Salaries/Benefits	\$791,145	\$745,504	\$745,504	\$820,134	10%
Supplies and Contracts	\$133,082	\$174,969	\$80,167	\$298,933	71%
Internal Premiums	\$12,218	\$14,858	\$14,858	\$14,865	0%
Internal Service Charges	\$10,874	\$10,322	\$10,322	\$9,764	-5%
Work Order Credits		(\$23,398)	(\$23,398)	(\$52,713)	125%
<b>Total - Council Office</b>	<b>\$947,319</b>	<b>\$922,255</b>	<b>\$827,453</b>	<b>\$1,090,983</b>	<b>18%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(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	7	6	7	7	17%
(1000) Ocotillo District	1	1	1	1	0%
(1000) Sahuaro District	1	1	1	1	0%
(1000) Yucca District	1	1	1	1	0%
<b>Total -Council Office</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>8%</b>



**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 the 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 2012**

<b>GOALS</b>	
<b>Goal</b>	Provide high quality, professional and timely legal services to the Mayor, Council and city staff.
<b>Related Council Goal</b>	One community with high quality services for its citizens.
<b>Activities</b>	Continue to provide excellent legal and procedural guidance to City Council and administrative bodies as needed for city operations. Attend 100% of the meetings or hearings as needed or requested.
<b>Expected Outcomes (Perf. Measures)</b>	Develop strong relationships with departments and attend 100% of the meetings or hearings as needed or requested.
<b>Time Commitment</b>	Goal is an ongoing effort.
<b>Expected Challenges</b>	None.



<b>Goal</b>	Work to ensure the consistent and ethical application of criminal justice.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Activities</b>	Continue to aggressively prosecute city code and state law misdemeanor violations.
<b>Expected Outcomes (Perf. Measures)</b>	Obtain 80% conviction rate or plea agreements on misdemeanor charges. When appropriate, facilitate resolution of cases by mediation and successful completion of diversion programs.
<b>Time Commitment</b>	Goal is an ongoing effort.
<b>Expected Challenges</b>	Budget constraints.

**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 courthouse. 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 city code violations and misdemeanor violations of state law that are supported by probable cause and ensure that justice is served.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Provide high quality, professional and timely legal services to the Mayor, City Council and city staff.
<b>Related Council Goal</b>	One community with high quality services for its citizens.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	Attend 100% of the meetings/hearings as needed or requested.
<b>Obstacles/Challenges</b>	None.

<b>Goal</b>	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	Obtain 85% conviction rate or plea agreements on misdemeanor charges.
<b>Obstacles/Challenges</b>	Budget constraints.

**FISCAL YEAR 2010**

**Area of Innovation:**

- Continue to utilize the case management system for the City Prosecutor’s Office along with utilizing 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.

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



**City of Glendale  
Budget Summary by Department**

**City Attorney**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) Attorney-Spec Proj Fees/Costs	\$3,527,908	\$0	\$0	\$0	NA
(1000) City Attorney	\$2,321,104	\$2,339,684	\$2,458,342	\$2,384,723	2%
(1000) Outside Legal Fees	\$0	\$500,000	\$500,000	\$500,000	0%
<b>Total - City Attorney</b>	<b>\$5,849,012</b>	<b>\$2,839,684</b>	<b>\$2,958,342</b>	<b>\$2,884,723</b>	<b>2%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Wages/Salaries/Benefits	\$2,190,800	\$2,290,892	\$2,409,550	\$2,461,073	7%
Supplies and Contracts	\$3,617,525	\$628,336	\$628,336	\$628,336	0%
Internal Premiums	\$32,558	\$32,802	\$32,802	\$30,586	-7%
Internal Service Charges	\$8,129	\$8,340	\$8,340	\$7,818	-6%
Work Order Credits		(\$120,686)	(\$120,686)	(\$243,090)	101%
<b>Total - City Attorney</b>	<b>\$5,849,012</b>	<b>\$2,839,684</b>	<b>\$2,958,342</b>	<b>\$2,884,723</b>	<b>2%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) City Attorney	28	26	27	27	4%
<b>Total -City Attorney</b>	<b>28</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>4%</b>

## CITY CLERK'S DEPARTMENT

**Pam Hanna**

**Mission Statement:**

To 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's Department informs the public regarding:

- What the city is planning by publishing and posting meeting agendas and public notices to both the official notice board and City Clerk's Internet page.
- The actions taken at public meetings by preparing the minutes of the City Council meetings and making the minutes of all meetings available. All City Council and other city board minutes are posted on the City Clerk's Internet page.

The City Clerk's Department manages:

- The City Charter and Code Book and makes it available in our office and on the Internet so the public can research and know the laws, processes and regulations of the city. The City Clerk's staff responds to inquiries regarding public notices, minutes, agendas, ordinances, resolutions, contracts, elections, charter and code book.
- The city's records management program; staff directs the processing, organizing, and storing of all the records. The Records Center is where thousands of records are stored, scanned and/or microfilmed. Public records are made available upon request.

The City Clerk's Department plans and conducts municipal elections protecting our citizens' right to participate in municipal government. Voter outreach is conducted through in person voter registration and permanent early voter events. Permanent early voting is emphasized for two reasons – it makes voting easier for citizens and voter turnout increases. Voters are also educated about city elections using the webpage, legal notices and press releases to the media. Assistance is also offered to citizens who may wish to run for office.

**FISCAL YEAR 2012**

<b>GOALS</b>	
<b>Goal</b>	Successful completion of city charter. 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.
<b>Related Council Goal</b>	One community with high quality services for citizens.



<b>Activities</b>	Coordination of interdepartmental Redistricting Committee; coordination of consultants activities; data collection/analysis; development of data base/mapping; scheduling/hosting public meetings; development/ execution of Internet page and citizen outreach plan, and managing submittal process to Maricopa County/Justice Department.
<b>Expected Outcomes (Perf. Measures)</b>	City Council and Justice Department approval of 2011 City of Glendale Redistricting Proposal.
<b>Time Commitment</b>	Anticipated daily time commitment for six months is anticipated as follows: 50% or more for City Clerk; 45% Deputy City Clerk; 35% for Record Supervisor; 20% Management Aide and 6 hours monthly for each of the seven interdepartmental members of the Redistricting Committee.
<b>Expected Challenges</b>	The greatest challenges are the time constraints imposed by the Oct. 1, 2011 submittal deadline to the Justice Department and Maricopa County; this complex process involves input from citizens, city officials, key staff, as well as mandated legal requirements and public meetings.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	A step-by-step electronic purging process is being developed and implemented within the City Clerk's Department. This electronic purging process will be documented and is the basis of a pilot project in the Parks and Recreation Administration Division. Eligible documents will be identified per the retention schedule. The records will be documented and then electronically purged.
<b>Expected Outcomes (Perf. Measures)</b>	This pilot project will demonstrate how a reduction in expired documents can measurably replenish server space and reduce organizational costs, as well as save employee time when searching for information.
<b>Time Commitment</b>	The pilot project will include training, electronic document identification, and documentation of documents purged. Time spent will be intermittent for three staff members and it is anticipated that it will be completed in a six month timeframe. Additional projects will follow in other departments.

<b>Expected Challenges</b>	The expected challenges are scheduling the time necessary and ensuring all steps are completed.
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**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 or 84 recycle cans, resulting in 17,300 pounds of recycled paper.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Plan and initiate voter outreach events.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the goal met?</b>	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.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Events were held on nights and weekends and it was a challenge to hold more due to limited staff availability at these times.



<b>Goal</b>	Plan and conduct records management classes for the organization.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the goal met?</b>	Yes. Two classes were held, one focused on records management and one City Clerk Services class conducted for the organization.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Due to limited staff time and conflicting meeting times, lower attendance was noticed at these classes.

**FISCAL YEAR 2010**

**Area of Innovation:**

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

**Accomplishments:**

- City Court scanning project resulted in over 8000 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.

<b>GOAL UPDATES</b>	
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the goal met?</b>	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.
<b>What were the Performance Measures?</b>	30% reduction in organizational electronic records stored on city servers and hard drives.
<b>Obstacles/Challenges</b>	Determining the value of electronic records when located in more than one searchable area.

<b>Goal</b>	The City Clerk Department will plan and conduct organizational records management training in various subject modules.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the goal met?</b>	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.
<b>What were the Performance Measures?</b>	A minimum of two classes offered annually.
<b>Obstacles/Challenges</b>	None.



**City of Glendale  
Budget Summary by Department**

**City Clerk**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) City Clerk	\$379,779	\$397,551	\$397,551	\$372,249	-6%
(1000) Elections	\$1,499	\$137,723	\$55,108	\$111,556	-19%
(1000) Records Management	\$143,981	\$140,727	\$140,727	\$134,634	-4%
<b>Total - City Clerk</b>	<b>\$525,259</b>	<b>\$676,001</b>	<b>\$593,386</b>	<b>\$618,439</b>	<b>-9%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Wages/Salaries/Benefits	\$450,997	\$492,954	\$492,954	\$488,853	-1%
Supplies and Contracts	\$57,149	\$194,196	\$111,581	\$166,092	-14%
Internal Premiums	\$12,849	\$10,862	\$10,862	\$9,139	-16%
Internal Service Charges	\$4,264	\$3,427	\$3,427	\$3,203	-7%
Work Order Credits		(\$25,438)	(\$25,438)	(\$48,848)	92%
<b>Total - City Clerk</b>	<b>\$525,259</b>	<b>\$676,001</b>	<b>\$593,386</b>	<b>\$618,439</b>	<b>-9%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) City Clerk	4	4	4	4	0%
(1000) Records Management	2	2	2	2	0%
<b>Total -City Clerk</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0%</b>

## 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 2012

GOALS	
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Compile a monthly DUI case aging report to monitor adjudication status. Continually review docket settings to insure sufficient trial and pre trial conference calendar volume levels are maintained.
<b>Expected Outcomes (Perf. Measures)</b>	No backlog observed on court calendared cases. Individual case terminations will continue to exceed case filings.
<b>Time Commitment</b>	This is an ongoing goal requiring daily review by court operations managers and staff as they prepare and disseminate all courtroom calendars.
<b>Expected Challenges</b>	The court strives to maintain high efficiency levels in all business practices despite decreasing staffing levels.
<b>Goal</b>	Develop additional electronic court forms to reduce costs and maximize staffing resources.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Use information technology solutions to create new electronic forms and improve existing forms.
<b>Expected Outcomes (Perf. Measures)</b>	Decreased duplicating costs.



<b>Time Commitment</b>	This is an ongoing activity involving review and implementation by court administration and the court's Systems Analyst.
<b>Expected Challenges</b>	Extensive training on new forms will be conducted with all court clerks to alleviate apprehension and uncertainty with associated changes in policies and procedures.

## 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.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Increase defendant compliance rates with court financial obligations.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the goal met?</b>	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.
<b>What were the Performance Measures?</b>	Implemented new fines collection strategies to increase defendant compliance.
<b>Obstacles/Challenges</b>	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.
<b>Goal</b>	Increase the operational efficiency of jail court services and reduce jail court costs.
<b>Related Council Goal</b>	One community committed to public safety. One community that is fiscally sound.
<b>Was the goal met?</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>



	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>What were the Performance Measures?</b>	Reduced jail court operational costs for the city of Glendale.
<b>Obstacles/Challenges</b>	Proposed legislative bills on home detention require close monitoring for potential impacts on court and detention operations.

**FISCAL YEAR 2010**

**Area of Innovation:**

- Glendale City Court collaborated 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.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Achieve full compliance to the Arizona Supreme Court’s DUI case processing plan.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the goal met?</b>	This goal was met as it pertained to resolving active DUI cases within 180 days of filing.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Delayed evidence laboratory test results from the Department of Public Safety crime lab and other discovery issues contributed to case processing delays.
<b>GOAL UPDATES</b>	
<b>Goal</b>	Achieve budgetary self-sufficiency for court security costs and some court improvements through an increased court improvement fee.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	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.



**City of Glendale  
Budget Summary by Department**

**City Court**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) City Court	\$3,868,393	\$3,578,010	\$3,578,010	\$3,387,792	-5%
(1240) Court Security	\$267,285	\$393,300	\$278,500	\$398,469	1%
(1240) Court Time Payments	\$23,659	\$127,394	\$93,765	\$128,391	1%
(1240) Fill the Gap	\$58,840	\$57,000	\$9,000	\$57,000	0%
<b>Total - City Court</b>	<b>\$4,218,177</b>	<b>\$4,155,704</b>	<b>\$3,959,275</b>	<b>\$3,971,652</b>	<b>-4%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
Wages/Salaries/Benefits	\$3,512,619	\$3,682,198	\$3,682,198	\$3,492,263	-5%
Supplies and Contracts	\$636,928	\$552,826	\$355,850	\$682,441	23%
Internal Premiums	\$31,524	\$31,940	\$31,940	\$30,163	-6%
Internal Service Charges	\$37,106	\$57,251	\$57,798	\$43,079	-25%
Work Order Credits		(\$168,511)	(\$168,511)	(\$276,294)	64%
<b>Total - City Court</b>	<b>\$4,218,177</b>	<b>\$4,155,704</b>	<b>\$3,959,275</b>	<b>\$3,971,652</b>	<b>-4%</b>

<b>STAFFING BY PROGRAM</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Budget</b>	<b>Percent Over FY 2011 Budget</b>
(1000) City Court	48	42.75	40.75	40.75	-5%
(1240) Court Security	1	1	1	1	0%
(1240) Court Time Payments		1	1	1	0%
<b>Total -City Court</b>	<b>49</b>	<b>44.75</b>	<b>42.75</b>	<b>42.75</b>	<b>-4%</b>