



MARKETING/COMMUNICATIONS

Julie Frisoni

Mission Statement:

To develop and implement marketing and public relations programs, resident communications and visitor services that promote Glendale and ensure the city’s key messages are delivered to target audiences in an accurate, timely and cost-effective manner.

Department Description:

The Marketing/Communications Department consists of nine divisions, including the Public Relations Office, Special Events, Tourism and the new Glendale Convention & Visitors Bureau (CVB), Glendale 11, Glendale Media Center Operations, Web Services, Creative Services, Glendale Civic Center and Administration. Marketing/Communications produces and oversees Glendale’s print and electronic communications with the public and the media, as well as develops communication strategies and marketing campaigns that enhance the city’s image. The city’s special events, produced in this department, draw about a half million visitors to downtown Glendale annually.

FISCAL YEAR 2012

GOALS	
Goal	Develop new strategic partnerships that can help cross-promote the city’s events and CVB efforts. Potential partners include the Centerline Arts Community; other Valley cities and CVBs; businesses in the Sports & Entertainment District and historic downtown Glendale; Camelback Ranch Glendale; Arrowhead Mall and the education community.
Related Council Goal	One community with quality economic development. One community with high quality services for citizens.
Activities	Partner with other businesses and community groups to raise awareness or increase exposure on city campaigns, events and CVB activities. Use partner databases to reach larger audiences and coordinate joint events.



Expected Outcomes (Perf. Measures)	Additional dollars or in-kind trade from partners for joint events valued at \$100,000; three joint familiarization media tours in support of tourism; at least five regional stories in the Arizona Republic for increased exposure.
Time Commitment	This is an ongoing effort of the Public Relations Office, CVB and Special Events; staff is committed to daily outreach.
Expected Challenges	Coverage in some travel publications involve high expenses - a partnership can leverage some of these costs. City use of partners' databases or social media could be limited.
Goal	Attracting new events to the area is a high priority goal for the Office of Special Events this year.
Related Council Goal	One community with a vibrant city center. One community with high quality services for citizens.
Activities	These efforts require event research not only of the other cities, facilities and promoters in the region, but also of cities elsewhere in the state and country. We are looking to find events and activities that have the potential to be successful in such areas as the Historic Downtown, Westgate City Center and Camelback Ranch Glendale. We are also looking for promoters who are having success elsewhere with a particular format or event program that would consider relocating or adding one of their event productions to Glendale.
Expected Outcomes (Perf. Measures)	The goal is attracting at least three new events to the city this year.
Time Commitment	At least two staff members will devote several hours weekly researching events and outreach to promoters.
Expected Challenges	We compete with other locations, cities and facilities everyday to become the preferred site and/or partner in hosting new or relocated events in our city. Challenges include the limited budgets of festival producers and less willingness to expand events to new locations.

FISCAL YEAR 2011

Area of Innovation:

- A paid parking program was initiated for the first time at the two downtown garages during Glendale festivals. This process was conceptualized from an idea generated by the Marketing Department to generate revenue for the city's General Fund and implemented by the Office of Special Events.



- The department continues to expand the use of digital and social media in a variety of ways. Examples include the CVB use of Twitter and Facebook, downloadable brochures, e-newsletters and collateral; Glendale 11’s establishment of a secure online File Transfer Protocol site that allows media and clients to download video material 24/7 via a digital address provided by the city at minimal cost, and the Web Division’s use of special url’s that enable more accurate tracking of online advertising performance without paying for additional statistical reporting.

Accomplishments:

- The Marketing Department leveraged the 2011 Bowl Games for \$2.2 million worth of local, regional and national media coverage on a budget of \$7,500.
- Glendale’s signature events won 6 national awards from the International Festivals and Events Association for Special Events and Glendale 11 programming. These awards are the highest recognition in festivals around the world, competing against such events as the Rose Bowl and the Kentucky Derby.
- Glendale 11 and the web team developed a special live streaming video feed of the BCS championship game day, the Glitter & Glow Festival and the Chocolate Affaire; this allowed anyone with access to the Internet to click on what’s happening in Glendale to see live video of these special events.

GOAL UPDATES	
Goal	Transition the Glendale Visitors Center into a new Glendale CVB to enhance tourism marketing efforts.
Related Council Goal	One community with quality economic development.
Was the goal met?	The transition formally took place on July 1, 2010.
What were the Performance Measures?	The Glendale CVB membership drive is underway and on track with a goal of 100 members for the first year.
Obstacles/Challenges	The tight economy has business and CVB partners also facing limited budgets.
Goal	Develop partnerships with businesses to maintain the quality of city festivals.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	The Office of Special Events has established new partnerships with businesses such as ABC15, Bookmans, Music & Arts and Arizona Catering which have increased publicity, advertising and exposure, as well as enhanced our programming and onsite interactive offerings to attendees and the city’s attractiveness as a festival destination.
What were the Performance Measures?	Special Events increased the dollar value of the TV promotional schedule and the TV website value; included live studio interview segments before every event; planned remote weather broadcasts at each event and greatly enhanced publicity from the new TV partner



	ABC15. The division also procured new budget relieving trade support from Music & Arts on sheet music and related items; new budget relieving programming and kids craft support from Bookmans and a new cooking demonstration program from Arizona Catering at the Civic Center was provided at no cost to the department.
Obstacles/Challenges	Although many businesses are reticent to take on new marketing costs, which can provide the department with budget relief, the department was fortunate in what it was able to accomplish this year. The department feels strongly that this is due in great part to the city of Glendale's reputation as a major festival producer. This, combined with a strong history of attendance while providing great marketing value via community relations and branding exposure, is still a strong incentive for some of these partners to work with city festivals.

FISCAL YEAR 2010

Area of Innovation:

- In an effort to reduce paper and ink cartridge costs, the Creative Services Division now emails project “proofs,” such as brochures, flyers and logo designs, to client departments in PDF format, rather than print a hard copy as was done in the past.

Accomplishments:

- The public relations office developed and implemented centennial-themed promotions and events throughout the year in recognition of Glendale's 100th anniversary.
- Marketing/Communications served as the liaison between the city and World Wrestling Entertainment in coordinating logistical support and city services for Wrestlemania XXVI. The event, which was held March 28, 2010, was the most-attended, highest-grossing entertainment event in the history of University of Phoenix Stadium. The event attracted 72,219 fans, about 1,000 more than attended Super Bowl XLII in the same building.

GOAL UPDATES	
Goal	Increase membership in the West Valley Events Coalition. This group was recently formed to position the region as a preferred year-round destination for conventions, meetings and major events.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	The coalition has grown from six partners to more than 150 partners from the West Valley. Representatives include hoteliers, restaurateurs, meeting planners, venues and attractions.

Obstacles/Challenges	Continuing outreach to the entire West Valley and implementing a comprehensive print advertising campaign with limited funds.
Goal	Maintain level of users for city's three websites and continue cross promoting sites.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Visitor numbers were maintained as major sports and entertainment district events and news items played a large role in cross promoting the city's three websites. In addition, the Arizona Cardinals run to the Super Bowl attracted a tremendous amount of visitors to the city's websites.
Obstacles/Challenges	None.



**City of Glendale
Budget Summary by Department**

Marketing and Comm.

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Audio/Visual	\$0	\$208,812	\$211,414	\$188,922	-10%
(1000) Cable Communications	\$716,250	\$707,169	\$707,169	\$666,655	-6%
(1000) City-Wide Special Events	\$310,474	\$304,676	\$304,676	\$277,840	-9%
(1000) Marketing	\$1,053,346	\$934,636	\$987,264	\$853,849	-9%
(1000) Special Events Prod. Support	\$40,481	\$0	\$0	\$0	NA
(1000) Tourism	\$420,205	\$335,747	\$283,119	\$215,385	-36%
(1281) Mkt'g - Stadium Events	\$166,668	\$106,500	\$106,500	\$106,500	0%
(1870) Audio/Visual - Self Sust.	\$0	\$31,118	\$31,118	\$0	-100%
(1870) Chocolate Affaire	\$110,987	\$104,000	\$104,000	\$104,000	0%
(1870) Convention & Visitors Bureau	\$0	\$30,000	\$30,000	\$30,000	0%
(1870) Enchanted Evening	\$81,280	\$44,700	\$44,700	\$75,818	70%
(1870) Glitter and Glow	\$83,263	\$95,500	\$45,500	\$94,000	-2%
(1870) Glitter Spectacular	\$120,397	\$99,000	\$99,000	\$99,000	0%
(1870) Glitters Light	\$152,000	\$155,798	\$155,798	\$155,798	0%
(1870) Jazz Festival	\$183,231	\$158,000	\$158,000	\$158,000	0%
(1870) Other Special Events	\$127,405	\$30,000	\$30,000	\$30,000	0%
(1870) Summer Band	\$1,506	\$0	\$1,500	\$1,500	NA
(1870) Tourism - Souvenir Program	\$2,967	\$5,000	\$5,000	\$5,000	0%
Total - Marketing and Comm.	\$3,570,460	\$3,350,656	\$3,304,758	\$3,062,267	-9%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	\$2,211,254	\$2,384,707	\$2,382,732	\$2,200,166	-8%
Supplies and Contracts	\$1,230,746	\$941,322	\$892,797	\$941,230	0%
Internal Premiums	\$82,621	\$135,168	\$135,168	\$117,038	-13%
Internal Service Charges	\$45,839	\$14,081	\$18,683	\$16,300	16%
Work Order Credits		(\$124,622)	(\$124,622)	(\$212,467)	70%
Total - Marketing and Comm.	\$3,570,460	\$3,350,656	\$3,304,758	\$3,062,267	-9%

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Audio/Visual		2	2	2	0%
(1000) Cable Communications	7	7	7	7	0%
(1000) City-Wide Special Events	4	4	3.75	3.75	-6%
(1000) Marketing	14	10	10	10	0%
(1000) Tourism	3.5	3.5	2.5	2.5	-29%
Total -Marketing and Comm.	28.5	26.5	25.25	25.25	-5%



GLENDALE CIVIC CENTER

Julie Frisoni

Mission Statement:

The Civic Center will provide high-quality meeting, event, banquet facilities and services to encourage local economic growth and promote a positive identity for the city of Glendale.

Department Description:

The Glendale Civic Center provides top-quality meeting, event, banquet facilities and services for Glendale’s growing population and the entire West Valley.

Located in historic Downtown Glendale, the Civic Center has served more than one million attendees since our opening. The Civic Center fulfills its mission by providing superb guest services, products and facilities. In addition, the Civic Center maintains a high degree of fiscal responsibility that benefits not only the city, but the entire community.

FISCAL YEAR 2012

GOALS	
Goal	Increase facility usage and revenue at the Glendale Civic Center.
Related Council Goal	One community that is fiscally sound. One community with a vibrant city center.
Activities	Increase the Civic Center’s identity through the Internet, cable programming, increased facility tours, sales collateral and face-to-face marketing at community and citywide functions. The Center will continue with our new e-blasts on a bimonthly basis to advertise specials and increase market awareness. Increase involvement with the Convention and Visitors Bureau and the Glendale Chamber of Commerce. Increase marketing opportunities by working with the Civic Center’s new caterer for in-house client receptions and other potential marketing and advertising sources.
Expected Outcomes (Perf. Measures)	Increase facility usage by 2% and increase the Civic Center’s revenue production by 3% over FY 2011.
Time Commitment	This goal will be achieved through the efforts of the Civic Center staff throughout the fiscal year. This is a daily function of Civic Center staff and will be worked on accordingly.
Expected Challenges	Economy-related issues, especially in the hospitality industry, have been challenging. The Civic Center staff will assess market trends and adjust efforts accordingly.



Goal	<p>The Civic Center has two revenue opportunities through technology services. The Audio/Visual (A/V) Division is now positioned to be a full time in-house audio team for all clients. This will assist clients with all A/V needs, create revenue and make the Civic Center a one-stop shop for rental needs.</p> <p>The second revenue opportunity is to use newly installed electronic reader boards to sell advertising. These high quality television monitors are located in public areas of the facility. They are viewed as directional signage and have the capability to offer advertising as well. We will promote this capability to local downtown businesses. Advertisers taking advantage of the opportunity will be showcased to attendees during Civic Center events throughout the year.</p>
Related Council Goal	One community that is fiscally sound.
Activities	Working to expand menu items of A/V services for clients. Also, work with the Convention and Visitors Bureau to create an advertising program to sell the new electronic reader boards.
Expected Outcomes (Perf. Measures)	By the end of the fiscal year, we look to the A/V Division to increase revenue by 20% from the previous year. For the electronic reader boards, we aim to solicit, at minimum, 15 downtown merchants to purchase the new advertising opportunity.
Time Commitment	This goal will be achieved through the efforts of the Civic Center staff in conjunction with the Convention and Visitors Bureau throughout the fiscal year.
Expected Challenges	As with the entire business community, market conditions will affect the success of this goal.

FISCAL YEAR 2011

Area of Innovation:

- Due to the downturn in the economy, businesses have been cutting back on just about everything, but most obviously on holiday functions for their staff. During the 2010 holiday season, the Glendale Civic Center in conjunction with its caterer, Arizona Catering, hosted its first annual Dine and Glitter Holiday Celebration. This event was marketed to businesses throughout the West Valley by utilizing the Civic Center and the Glendale Chamber of Commerce databases. We were successful in attracting five businesses owners and 150 of their employees. This function coincided with the Glendale Glitters celebration and for its first year it was considered a success. We partnered this event with this existing downtown attraction as added value to the businesses and their attendees.

Accomplishments:

- The Civic Center was rated in the top five meeting and convention centers in the entire state of Arizona through a business poll conducted by Arizona Business Magazine.
- Wedding Wire named the Civic Center one of the top venues in the state as part of its 2011 Bride’s Choice Awards.

GOAL UPDATES	
Goal	Increase facility usage and overcome obstacles set forth by the downturn in local and state economies.
Related Council Goal	One community that is fiscally sound. One community with a vibrant city center.
Was the goal met?	Yes.
What were the Performance Measures?	Increased attendance at the Civic Center by an estimated 23,000 people (a 50% increase over last year) and increased event days by 7% over the previous year.
Obstacles/Challenges	The current economy has resulted in some clients having to scale back their events due to their organizational budget restrictions.
Goal	Promote and sell the Civic Center’s new A/V capabilities to clients.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Increased A/V revenue by 25% over FY 2010.
Obstacles/Challenges	Some clients have pulled back or forgone A/V due to the tight economy and restricted budgets.



FISCAL YEAR 2010

Area of Innovation:

- Now that the city’s A/V staff has joined the Civic Center team, the facility is now a “one-stop shop” for clients. Before clients had to outsource, or use an outside vendor if the Civic Center could not meet their A/V needs. This new addition allows the city to be the exclusive A/V provider for the Civic Center. This is not only convenient for guests but has also created a new revenue stream for the Civic Center. Providing top-notch, high-end A/V services also keeps the Civic Center competitive with other meeting facilities across the Valley.

Accomplishments:

- WeddingWire named the Civic Center one of the top venues in the state as part of its 2010 Bride's Choice Awards.
- Held the first annual Glendale Civic Center Car Show in March 2010.
- Worked with Glendale 11 to create a promotional video tour that highlights the Glendale Civic Center and why it is the place to book your event. It is available to view online.
- Glendale Civic Center was featured on the Glendale 11 program - Glendale A-Z. An extensive photo shoot of the facility was completed that will be used in all future print, online, promotional and collateral pieces to highlight and market the facility.

GOAL UPDATES	
Goal	Increase facility usage of the Civic Center.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	No, attendance at the Civic Center stayed the same from FY 2009 to FY 2010.
What were the Performance Measures?	Event days at the Civic Center are at about 90% of where they were last year. The staff also increased the client database by 3% over last year.
Obstacles/Challenges	Economy related issues especially in the hospitality industry have been challenging. The Civic Center staff is working hard to increase business in conjunction with the caterer, Fabulous Food.
Goal	Maintain a high level of customer satisfaction demonstrated through customer service evaluations.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The Civic Center has maintained a 98% customer approval rating in client evaluations surveys for 2010.
Obstacles/Challenges	None.



**City of Glendale
Budget Summary by Department**

Civic Center

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1740) Civic Center	\$840,701	\$748,497	\$748,497	\$766,817	2%
Total - Civic Center	\$840,701	\$748,497	\$748,497	\$766,817	2%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	\$625,425	\$553,721	\$553,721	\$562,736	2%
Supplies and Contracts	\$188,616	\$185,936	\$185,936	\$185,140	0%
Internal Premiums	\$12,388	\$12,910	\$12,910	\$12,024	-7%
Internal Service Charges	\$14,272	\$14,151	\$14,151	\$16,422	16%
Work Order Credits		(\$18,221)	(\$18,221)	(\$9,505)	-48%
Total - Civic Center	\$840,701	\$748,497	\$748,497	\$766,817	2%

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1740) Civic Center	7	6	6	6	0%
Total -Civic Center	7	6	6	6	0%



**City of Glendale
Budget Summary by Department**

Conv./Media/Parking

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Convention/Media/Parking	\$221,114	\$316,256	\$316,256	\$274,515	-13%
(1000) Media Center Operations	\$143,026	\$149,346	\$149,346	\$142,988	-4%
Total - Conv./Media/Parking	\$364,140	\$465,602	\$465,602	\$417,503	-10%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	\$98,391	\$102,477	\$102,477	\$102,680	0%
Supplies and Contracts	\$146,739	\$186,774	\$186,774	\$178,496	-4%
Internal Premiums	\$107,314	\$165,373	\$165,373	\$130,729	-21%
Internal Service Charges	\$11,696	\$16,380	\$16,380	\$16,005	-2%
Work Order Credits		(\$5,402)	(\$5,402)	(\$10,407)	93%
Total - Conv./Media/Parking	\$364,140	\$465,602	\$465,602	\$417,503	-10%

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Media Center Operations	1	1	1	1	0%
Total -Conv./Media/Parking	1	1	1	1	0%