



**City Council  
City of Glendale, Arizona**

**STRATEGIC GOALS - ACCOMPLISHMENTS  
2010-2011**

**OUR VISION FOR GLENDALE:**

***“One Community”***

**\* ONE COMMUNITY THAT IS FISCALLY SOUND**

*Key Objectives for 2010-2011:*

- **Recognize that the economic challenges all communities are facing will impact Glendale in some manner and communicate effectively with the public regarding those implications and the City’s response.**
- **Continue to inform and engage City Council early in the in financial decision making process to assure that the policy level perspective is included in the initial formation of budget options.**
- **Make efforts to assure that service levels are minimally impacted by financial limitation.**
- **Set goals that conservatively reflect the fiscal limitations in the economic environment.**

- Establish foundation to enhance fiscal strength through quality economic development and establishing a plan for vibrancy in the city center as noted in other objectives that follow.

*Accomplishments:*

- **Expenditure Management Measures**
  - **FY 2010-11**
    - Programs that were not paying for themselves or achieving targeted contribution rates were eliminated or reduced
    - Services for which demand had diminished, or future demand was not anticipated, were eliminated
    - Hours of operation for some facilities were adjusted to better match demand for service
    - Activities offered by other organizations in the community were eliminated by the city
    - All vacancies carefully evaluated to determine if they must be filled
  - **Examples of revenue enhancement proposals:**
    - Adjustment of fees charged for wireless facilities
    - Adjustment of Fire Department inspection fees
    - Implementation of a premium parking fee
    - Implementation of a transaction fee for pawn shops and second-hand stores
    - Tax amnesty program collected \$1.3 million in revenue with 618 taxpayers participating
  - **Examples of miscellaneous funding opportunities:**
    - **Stimulus funding**
      - \$2.3 million allocation through the American Recovery and Reinvestment Act's (ARRA) Energy Efficiency and Conservation Block Grant
      - Transportation received \$6.7 million in stimulus funding
      - Transportation acquired \$2.3 million in local funding to secure \$17 million in federal and regional funding
  - **Refinance long-term debt to capitalize on savings due to reduction in interest rates, over \$6 million in savings**

**\* ONE COMMUNITY WITH STRONG NEIGHBORHOODS**

*Key Objective for 2010-2011:*

- **Be proactive in code enforcement to improve neighborhood appearance.**
- **Develop and apply innovative approaches to support neighborhoods and encourage neighborhoods to do the same.**
- **Encourage neighborhoods to take ownership for improvements and to be part of the solution in difficult economic times.**

- **Increase neighborhood involvement by educating residents to take active responsibility for their neighborhoods by strengthening neighborhood watches, working in concert with Code Compliance and establishing beneficial partnerships.**
- **Share success stories with City Council and public as staff interacts with neighborhoods and neighborhoods take on responsibility.**

*Accomplishments:*

- **Code Compliance:**
  - **Proactively opened 3,980 cases (73% of all cases opened) to address code violations in neighborhoods**
  - **Removed 5,635 illegally placed signs with the assistance of five resident volunteers**
  - **Utilized \$5,489 in CDBG funds to correct code violations at 36 eligible properties**
  - **Implemented use of new software product enabling Code to confirm property ownership and foreclosure status of properties resulting in faster mitigation measures**
- **Innovative approaches to support neighborhoods, increase neighborhood involvement and establish beneficial partnerships:**
  - **The Community Services Group (CSG) Neighborhood Connections Action Team coordinated the adoption of four (4) neighborhood parks by local neighborhood associations and a business**
  - **Initiated a new Adopt A Neighborhood model in East Catlin Court, Blue Sky Mobile Home Park and Granada Estates that involves coordinating efforts between residents, faith-based organizations, schools, non profits and volunteers to take ownership and resolve neighborhood issues**
  - **Acquired 29 previously foreclosed/abandoned homes that have been renovated and will house new families using \$3.3 million in Neighborhood Stabilization Funds**
  - **Assisted 150 homeowners (\$221,287.59) to correct items threatening the safety and habitability of low to moderate income homes via the Emergency Repair Program**
  - **Established a new, simpler and consistent volunteer application process for residents interested in donating time to any one of the five departments in the Community Services Group. For neighborhood and citywide projects, 2,124 different volunteers participated in 76 projects (6,580 hours) with a value of approximately \$137,000**
- **Community Development accomplishments:**
  - **Milling and overlay of 6.5 miles of arterial roadway**
  - **Streetscape improvements in Catlin Court, right-of-way improvements in Floralcroft neighborhood and Sands Estates Historic District added to National Register of Historic Places**

**\* ONE COMMUNITY COMMITTED TO PUBLIC SAFETY**

*Key Objectives for 2010-2011:*

- **Continue the innovative and collaborative approach to assuring that Glendale is a safe community.**
- **Work in partnership with the neighborhood strengthening effort and local businesses to ensure that Glendale is a safe community.**
- **Communicate successes to illustrate that Glendale neighborhoods are safe.**

*Police Accomplishments:*

- **Crime Reduction**
  - **Top ten safest city in America**
  - **Violent crime decreased by over 16%**
  - **Property crime – three of four categories of property crimes have decreased by 18%**
- **Innovations**
  - **Smart policing initiative – secured grant from Bureau of Justice Assistance**
  - **Restructured approach to investigations – reorganization of department resulted in reduced overtime and expenses**
- **Technology**
  - **In-car video camera project – grant funding provided in-car video cameras in all patrol vehicles**
  - **Computer aided dispatch and records management system (CAD/RMS) upgrade project – secured three grants to fund replacement of current hardware and software**
  - **Enhanced access to information – Justice Web interface and COPLINK provided access to local and state criminal datasets**
- **Community Outreach and Involvement**
  - **Division advisory groups and forum – Patrol Division staff and commanders meet with citizens on a regular basis to discuss information pertinent to their neighborhoods**
  - **Volunteers – Glendale citizens have contributed over 11,000 hours of service to the department and community.**

*Fire Accomplishments:*

- **Improved Public Safety**
  - **Adopted 2009 International Fire Code**
  - **Adopted existing Building Inspection Fee schedule**
  - **Fire Department reorganization to better serve the community**
  - **Accreditation status through the Center for Public Safety Excellence**
  - **Partnership with the University of Arizona National Health Study (RAMPART) to ensure increased standard of care**

- Transitioned to the 700-800 megahertz radio system for Non Hazard Zone emergencies to enhance communication
- **Innovation and Collaboration**
  - Secured energy credits with Salt River Project to install solar panels at four fire stations
  - Continued training with Luke Air Force Base Fire Department for on and off base emergencies
  - Centralization of resource and support functions to streamline processes and cost savings
- **Neighborhood/Community Outreach**
  - “Living Healthier Safer Lives” events to promote health and exercise to senior citizens and children
  - Continued partnership with Midwestern University to offer free CCC-CPR classes each month
  - Continued neighborhood outreach with Car Seat Program and Preschool Programs
- **Community Development Accomplishments:**
  - Airport FAA Contact Control Tower radio equipment upgraded
  - Partnership with the Police Department on implementation of “Hot Spot” program and assisted residences in becoming compliant with City regulations

**\* ONE COMMUNITY WITH QUALITY ECONOMIC DEVELOPMENT**

*Key Objectives for 2010-2011:*

- **Identify and pursue business sectors that may be most valuable to the economic development strategy for Glendale.**
- **Apply innovative approaches to development efforts being willing to consider unique possibilities when they “fit” Glendale.**
- **Retain and expand local small business as a foundation for community economic development.**
- **Focus on opportunities that increase business locations that will improve salary levels and job quality.**
- **City becomes a catalyst in forming an alliance with other communities and stakeholders regarding investment/incentive issues related to economic development.**

*Community Development Accomplishments:*

- **Economic Development assisted in the location or expansion of 13 companies to Glendale resulting in 1,035 jobs**
- **Partnership with Glendale Community College, ASU-West and Chamber of Commerce to offer 50 existing companies assistance**
- **Approval and environmental clearance of Northern Parkway**

- West-MEC approval will bring new educational opportunities and jobs to airport area

**\* ONE COMMUNITY WITH A VIBRANT CITY CENTER**

*Key Objectives for 2010-2011:*

- Continue the process of identifying the possibilities for Glendale Centerline and develop policies and support systems to encourage development.
- Continue to focus on the Glendale Centerline to take advantage of current opportunities and prepare for an improved economy.
- Be attentive to the connections between this objective and the previous three. They must work in unison to be successful.
- Strengthen the public perception of downtown Glendale.
- Identify ways the City can catalyze a strong downtown business district with its own business leadership organization.
- Develop a strategy to encourage and retain viable retail businesses.

*Community Development Accomplishments:*

- Glendale Enterprise Lofts will bring new private sector investment
- Consolidation and expansion of Southwest Ambulance
- New conference center event at Centerline (AZbizGreen Conference)
- Established Art District at Centerline
- Police Department Advocacy Center at Centerline allowing expansion of resources and services to the community
- Glendale Avenue resurfacing from 51<sup>st</sup> Avenue to 66<sup>th</sup> Drive
- Alleyway improvements between 58<sup>th</sup> Avenue and 57<sup>th</sup> Drive

**\* ONE COMMUNITY WITH AN ACTIVE PARTNERSHIP WITH LUKE AIR FORCE BASE**

*Key Objectives for 2010-2011:*

- Continue to create opportunities to strengthen connection and shared experiences with base leadership.
- Continue efforts to ensure federal and state support for Luke Air Force Base by building strong relationships and by enhancing lobbying efforts.

- Seek opportunities to inform the public regarding the role played by Glendale in support of Luke AFB to both illustrate the level of commitment and encourage positive public support of Luke AFB.
- Maintain the process to meet the base's needs quickly.

*Accomplishments:*

- Continued to create opportunities to strengthen relationships with base leadership
- Continued efforts to ensure support for Luke Air Force Base by building strong state and federal affiliations and by enhancing lobbying efforts
- Continued to take lead roles in the development of the *Luke Forward* campaign by educating the public and Washington, D.C. decision makers on the benefits of securing the F-35 mission at Luke Air Force Base
- Sought new and innovative ways to integrate the public in activities that demonstrate support for Luke Air Force Base
- Continued to be proactive in meeting the base's needs quickly

**\* ONE COMMUNITY WITH HIGH-QUALITY SERVICES FOR CITIZENS**

*Key Objective for 2010-2011:*

- Continue to apply the organizational creativity and commitment to innovation that was so effective in the past two years.

*Public Works Accomplishments:*

- **Examples of Revenue Enhancement Opportunities**
  - Generated \$1,273,600 in one-time Water Fund revenue through sale of stored water credits
  - Generated \$425,000 Water Fund cost avoidance savings through third party water exchanges
  - 2011 water supply and production plan featured infrastructure optimization strategies with cost avoidance savings up to \$1,360,000
  - Implemented electronic fleet management software system resulting in decreased mileage and gas usage savings of \$100,000 for the Sanitation fleet
- **Example of Sustainable Energy Solutions**
  - Gas-to-energy facility at Municipal Landfill is first biogas project converting methane gas into electricity providing power to 750 Arizona homes
- **Examples of High-Quality Services for our Citizens**
  - Received 100-year designation of assured water supply for water demand for all plats projected approved through 12/31/2025
  - Increased storage water credits capability for drought mitigations and future use through an intergovernmental agreement with Maricopa Water District

- Updated “Glendale Green” web site to become a one-stop community resource resulting in 10,000 new visits to web site
- Obtained grant funding and regional partnerships to provide water/energy efficiency education programs and devices
- Held a regional electronics recycling event where 750 citizens dropped off recyclable electronics at no cost to citizens
- **Miscellaneous Department Accomplishments:**
  - Transportation secured \$1.5 million from Federal Transit Authority to offset funding losses due to state budget reductions
  - Building Safety offered classes in permit processing and will be offering classes in water heaters and electrical outlet wiring