2001-2002

City of Glendale
Annual Budget

To The Citizens of Glendale:

Margaret Mead once wrote, "Never doubt that a small group of thoughtful citizens can change the world. Indeed, it is the only thing that ever has." I'm thrilled that so many of you share that belief. Every day I see examples of just how much Glendale citizens care about our community.

More and more of you are showing your interest and pride in Glendale by volunteering your valuable time and talents, for which we are deeply appreciative. Whether serving as an official city board or commission member, volunteering as a Civic Pride Ambassador, learning more about how our government functions as a Glendale University "student," giving your precious time to work on projects to beautify or revitalize our city through our Community Volunteer Program, strengthening the fabric of your own neighborhood through our Partnership Program, or simply writing or e-mailing your opinion to me or your district Council representative, you play a key role in shaping Glendale's future.

As citizens, you offer us a unique perspective on city issues. The Councilmembers and I know Glendale very well, but we don't know your individual neighborhoods in the same ways that you do. You know better than anyone the day-to-day challenges you and your neighbors face, and we need to hear about them. You help us see the big picture from your vantage point, enabling us to make informed decisions that balance competing interests.

Developing a mutual understanding of the issues we face helps us foster an ongoing dialogue. In recent years, Glendale has added several programs to provide opportunities for citizen involvement and to help residents more fully understand how municipal government operates. These programs include:

- Adoption of the Citizen Participation Ordinance, which requires that landowners and/or developers interested in pursuing land use changes initiate a dialogue with nearby residents prior to Planning Commission and City Council public hearings.

- Development of Glendale University, where city staff "professors" teach citizen students about Glendale operations. The first course—City Government 101—provides an overview of all city operations. Upon graduation from City Government 101, students can enroll in several "graduate" courses to learn more about such topics as Budget, Planning, Code Compliance and Transportation.

- Enhanced programming on Glendale's own KGLN Channel 11. In addition to live broadcasts of Planning Commission and City Council meetings, KGLN's energetic crew covers various events throughout our city and brings them directly to you. In fact, KGLN's staff produces more than 60 percent of programming in-house, far more than other cities our size.

- Expansion of our Internet site—www.ci.glendale.az.us. Our webmaster works tirelessly keeping our website fresh, exciting and-most importantly-current. Web surfers can essentially "discover Glendale" through our informative website. And if they need further information, a simple click of the mouse will enable them to e-mail city staff who will provide a timely response.

In addition to enhancing two-way communication with our adult population, I am extremely proud that Glendale is committed to reaching out to our youth and encouraging them to become actively involved in our civic life at an early age. Glendale recently received the honor of becoming the nation's first "Kids at Hope" city. Kids at Hope is a national initiative involving major universities, youth organizations, recreation agencies, schools and families that is built on the concept that all children are capable of success-no exceptions. And community involvement comprises one of the key elements of the Kids at Hope mission.

As Glendale's Kids at Hope children bloom into teenagers, the Mayor's Youth Advisory Commission (MYAC) provides an opportunity for them to learn about community service by providing hands-on community service opportunities. MYAC members, who are all high school students residing in Glendale, also learn to freely express their views and ideas of how city government can be more responsive to youth issues and needs. They realize they can effect change by participating in meaningful dialogues.

For example, at MYAC's 1999 Youth Town Hall, commission members discussed ways that teenagers could contribute their valuable insight and build respect at the same time. These discussions resulted in the addition of four youth board member positions-two on the Parks and Recreation Advisory Commission and two on the Library Advisory Board. These youth board members voice their opinions, vote on proposals and enjoy the same board member responsibilities as their adult counterparts. And I'm proud to report that they are doing great!

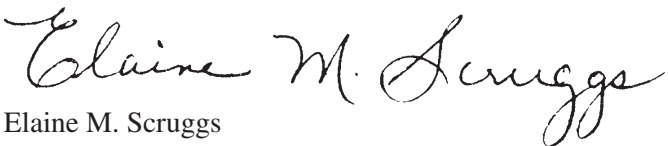
In an effort to reach out to our adult population, the League of Arizona Cities and Towns recently launched a campaign called "Strong Cities Make a Strong State," aimed at educating all of Arizona's citizens about municipal services and the value they bring to your everyday quality of life. The League developed a website—www.strongcities.org—a valuable resource for information and news about Arizona's city and town governments. I recommend perusing the site. You may be surprised at exactly where your tax dollars go, and where they don't!

The city of Glendale also communicates with you by including the *Glendale Connection* newsletter in your monthly utility statements. Additionally, some of our district Councilmembers periodically publish newsletters informing their constituents about district-specific events and projects.

The benefits of our continued outreach efforts are twofold: (1) citizens better understand all aspects of city operations, which empowers them and spurs their involvement in decision making processes; and (2) the city gains a respected group of advocates who can "spread the word" throughout their neighborhoods.

As you can see, our lines of communication are always open. Please use them. We want you to take advantage of every opportunity to be part of the city of Glendale's exciting future and also your opportunity to "change the world," or at least our little corner of it.

Sincerely,



Elaine M. Scruggs
Mayor

CITY OF GLENDALE, ARIZONA
2001-02 ANNUAL BUDGET

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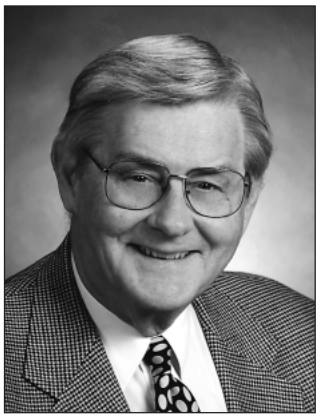
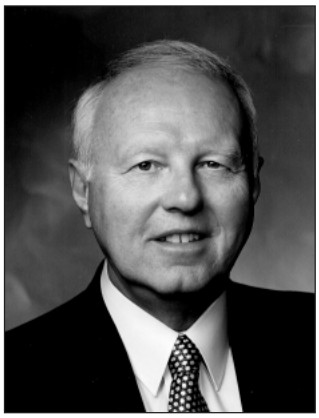
Mayor & City Council

Mayor
Elaine M. Scruggs

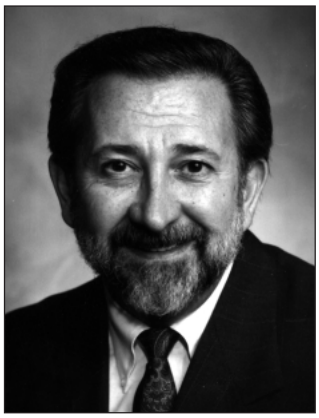


Vice Mayor
Thomas R. Eggleston
Barrel District

Councilmember
Joyce V. Clark
Yucca District

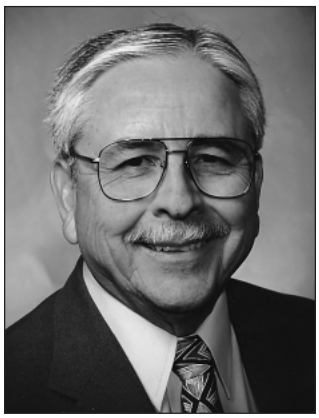


Councilmember
Steven E. Frate
Sahuaro District



Councilmember
David M. Goulet
Ocotillo District

Councilmember
H. Philip Lieberman
Cactus District



Councilmember
Manuel D. Martinez
Cholla District

City Management

Mayor

ELAINE M. SCRUGGS

Councilmembers

Thomas R. Eggleston
Vice Mayor
Barrel District

Joyce V. Clark
Yucca District

Steven E. Frate
Sahuaro District

David M. Goulet
Ocotillo District

H. Philip Lieberman
Cactus District

Manuel D. Martinez
Cholla District

Management Staff

Martin Vanacour
City Manager

Ed Beasley
Assistant City Manager

Timothy Ernster
Deputy City Manager
Community Development

Pam Kavanaugh
Deputy City Manager
Community Services

Kenneth A. Reedy
Deputy City Manager
Public Works

Vacant
Deputy City Manager
Administrative Services

Department Heads and Directors

Larry Broyles
Acting City Engineer

Jean L. Baxter
City Judge

Jim Book
Transportation Director

Jim Colson
Economic Development Director

David Dobrotka
Police Chief

Brooke Edwards
Fire Chief

Rick Flaaen
City Attorney

Jon Froke
Planning Director

Michael Hoyt
Field Operations Director

Paula A. Ilardo
Marketing Director

Bill Kaehler
Acting City Auditor

Doug Kukino
Environmental Resources Director

Arthur Lynch
Chief Financial Officer

Deborah Mazoyer
Building Safety Director

Charles McClendon
Management and Budget Director

Chuck Murphy
Chief Information Technology Officer

Pamela Oliveira
City Clerk

La Verne Parker-Diggs
Human Resources Director

Amy Rudibaugh
Intergovernmental Relations Director

Warren Smith
Parks & Recreation Director

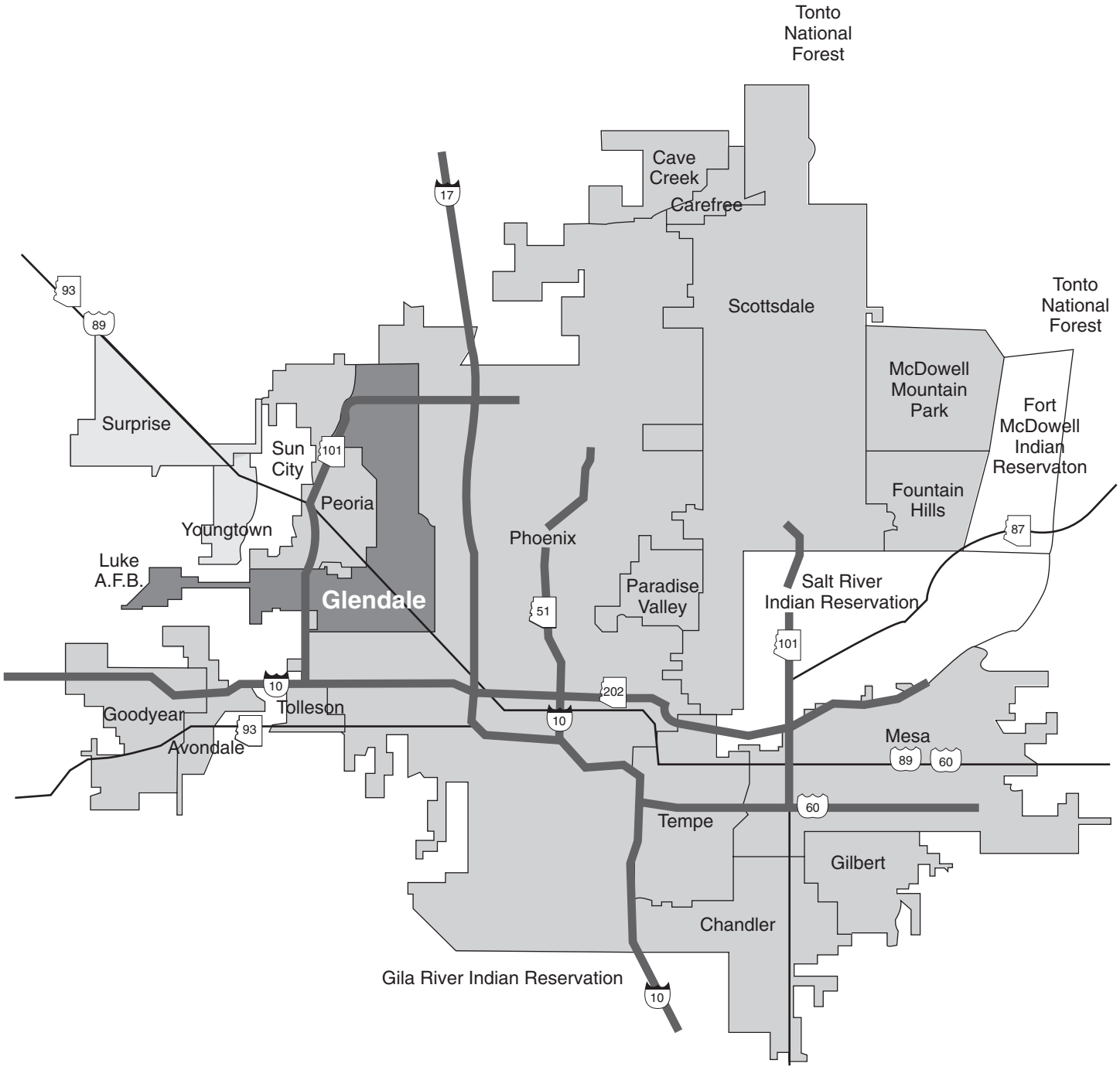
Erik Strunk
Community Partnerships Director

Rodeane Widom
Library Director

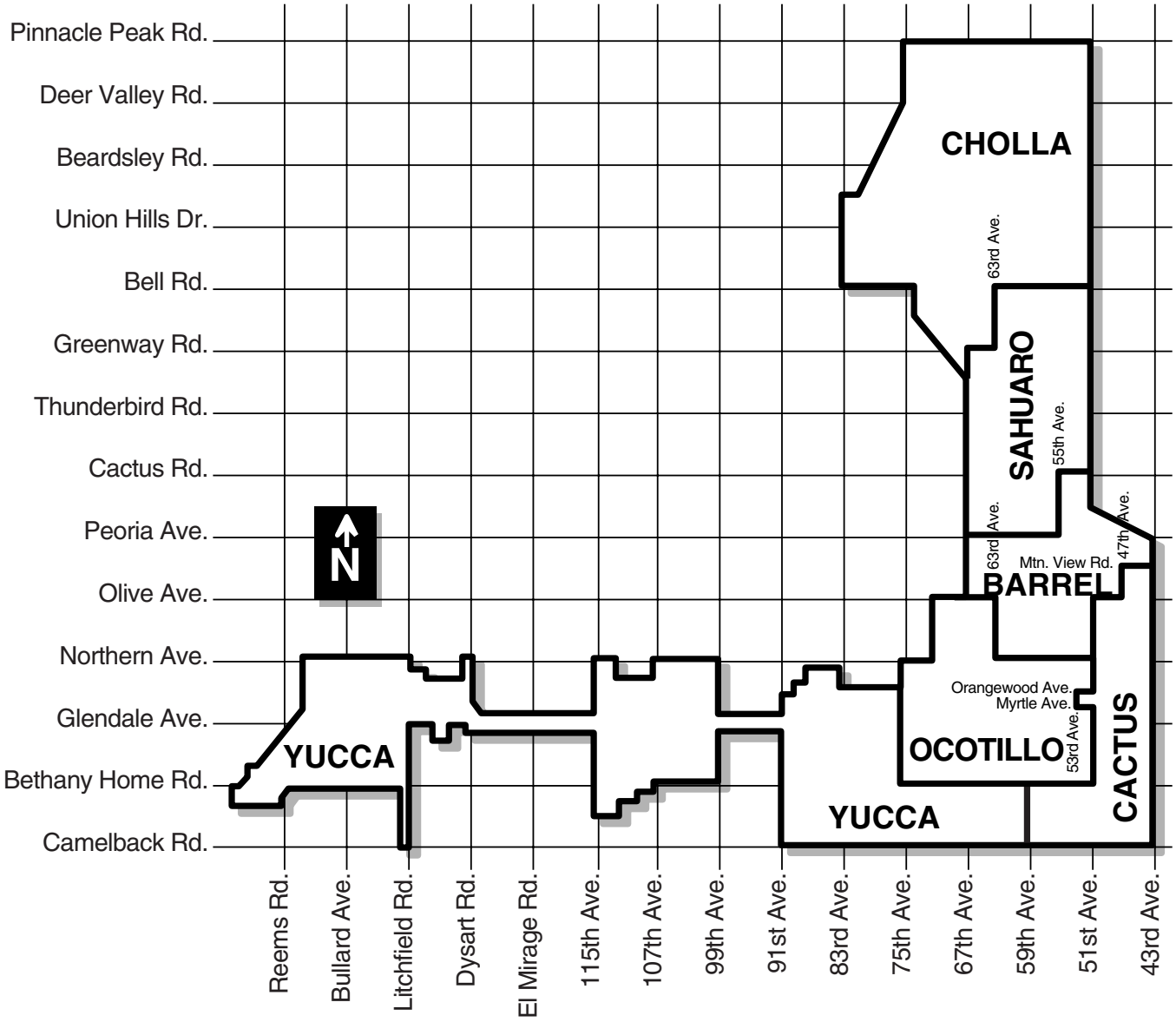
Chris Zapata
Utilities Director

Vacant
Neighborhood Services Director

Glendale, Arizona
And Neighboring Communities



Glendale Council District Boundaries



GLENDALE CITY OFFICIALS

Glendale operates under the Council-Manager form of government in accordance with its Charter. Legislative authority is vested in a seven-member City Council consisting of a Mayor elected at large, and six Council members elected based on a system of geographic districts. Council members serve a term of four years on a staggered basis and the Mayor is elected for a two-year term. The City Manager is appointed by the Mayor and Council.

ELAINE M. SCRUGGS, MAYOR

Elaine Scruggs has held the position of Mayor of Glendale since February 1993. She is an active participant in regional and statewide issues and was most recently elected Vice President of the League of Arizona Cities and Towns. In 1997, Mayor Scruggs was appointed by Governor Jane Hull to serve on the Arizona Municipal Tax Code Commission, and was elected its chairman in 1999. She also serves on the Board of Directors and the Executive Committee of Westmarc, an advocacy group of businesses and government promoting the West Valley. Past affiliations include serving as chairman of the Maricopa Association of Governments Regional Council and Executive Committee.

As Mayor of Glendale, which is the home of Luke Air Force Base, Elaine Scruggs has a vital interest in helping Luke retain its mission of training F-16 fighter jet pilots and crew members. Mayor Scruggs serves on both the Arizona Military Airport Preservation Committee and the Governor's Military Facilities Task Force.

Helping to foster the positive development of youth is also a priority for Mayor Scruggs. She actively participates in her Glendale Mayor's Youth Advisory Commission, the Glendale Mayor's Alliance for Youth, and serves on the YWCA Advisory Board. Through Mayor Scruggs' efforts, Glendale has been named the first "Kids at Hope" city in the United States.

Mayor Scruggs was recently honored with both the Make-A-Difference Hearts & Hands Exemplary Community Leader award for her efforts in promoting volunteerism, and the YWCA Profiles of Success Public Leadership prize for outstanding leadership qualities.

In 1997, Mayor Scruggs' desire to foster leadership led to the creation of Glendale University, a program geared to reinvigorate the public's civic participation and sense of ownership of local government. More than 260 Glendale residents have "graduated" from Glendale University and become community leaders through service to non-profit organizations, appointment to municipal commissions, and election to the City Council. In 1997, Mayor Scruggs was elected to the Arizona Town Hall Board of Directors and elected to the organization's Executive Committee in 2001.

Prior to serving as Mayor of Glendale, Elaine Scruggs' business career included highly-specialized management assignments within the communications industry. Positions held

included Corporate Training Manager for a seven-state area, and Arizona Administrative Manager, with responsibility for a customer account base billing in excess of $25 million annually. Mayor Scruggs is frequently called upon to speak on business issues and has been recognized by the National Association of Women Business Owners for her support of small business endeavors. In 1998, she was also honored as one of the Top 100 Arizona Women.

Mayor Scruggs and her husband, Larry, relocated to Arizona from Pasadena, California in 1971. They are the parents of Jennifer, who is a senior at Arizona State University, West Campus.

THOMAS R. EGGLESTON, VICE MAYOR

Vice Mayor Thomas R. Eggleston was appointed to represent the Barrel District in December of 1991. He was elected to a full four-year City Council term in 1994 and re-elected to a second four-year term in 1998. He currently serves on the Council's Government Services Committee. In the past, he served as Chairperson of the Government Services, Budget and Utilities Committees.

Vice Mayor Eggleston attended Harvard University. For many years, Mr. Eggleston owned retail clothing shops in downtown Phoenix and Tucson, and Glendale. He has participated in a wide variety of business, community and civic organizations since his arrival in Glendale in 1959. He was President of the Glendale Chamber of Commerce, Director of the Glendale Downtown Development Corporation, a member of the Planning and Zoning Commission, and a Glendale Rotary Club member.

Vice Mayor Eggleston retired from full-time management of his successful retail businesses and now devotes even more of his time to community activities and his Council duties. He has been very active in the Council's efforts to revitalize Glendale's downtown area and to beautify rights-of-way and older neighborhoods throughout the city.

DAVID M. GOULET, COUNCILMEMBER

Councilmember David Goulet was elected to represent the Ocotillo District in May 1998. He currently serves as a member of the Council Government Services Committee and the Finance, Administration and Intergovernmental Relations Policy Committee for the National League of Cities. Councilmember Goulet serves on the Maricopa Association of Governments Task Force for Domestic Violence.

Prior to his being elected, Councilmember Goulet served as a member of the Planning and Zoning Commission from 1993 to 1997, and chaired the commission during 1996-97. He has participated on many citizen committees, including the Ocotillo District Crime Committee, the Glendale Community College Strategic Planning Committee, the Alternative Expenditure Limitation Committee and the Landfill Design Committee. He is a founding member and past chairman of the Glendale Civic Pride Ambassadors.

Councilmember Goulet received his bachelor's degree in mass communications and secondary education from the University of Miami. He is certified to teach grades K-12 and community college classes in Arizona. He obtained associate's degrees in justice administration and general studies from Glendale Community College, and in paralegal studies at the Florida Institute of Paralegal Studies. Councilmember Goulet currently owns several businesses. He worked for the Arizona Attorney General's Office for six years, for private law firms for six years, and as a hearing officer for the Glendale Justice of the Peace Court for the past three years. He was also a community college art instructor and a professional photographer.

Councilmember Goulet's special interests include downtown redevelopment, historic preservation and youth-related issues. He has been President of the Sahuaro Ranch Foundation and a board member since 1994. He participated on the Manistee Ranch Preservation Task Force. Councilmember Goulet is active in Glendale's Youth Town Hall events and is a member of the Mayor's Alliance For Youth.

H. PHILIP LIEBERMAN, COUNCILMEMBER

Councilmember Lieberman was elected the Cactus District Councilmember in March 1992. He was subsequently re-elected the Cactus representative in 1996 and 2000.

Councilmember Lieberman received his education from Colorado College, the University of Arizona and Arizona State University. He has served as the Past President of the Glendale Chamber of Commerce, the Glendale Optimist Club and the Catlin Court Association. He was founder and Past President of the Glendale Downtown Development Corporation Board, a member and Past Chairman of the Glendale Board of Adjustment and an executive board member of the Thunderbird Balloon Race.

Councilmember Lieberman is an active member of the National League of Cities Leadership Training Council and has been appointed to the NLC Special Committee for Undoing Racism. He is also a member of Glendale's Promise toYouth, Faith House Agencies and has served as a district commissioner for both scouting and cubbing for the Boy Scouts of America.

Councilmember Lieberman owned and managed several successful businesses. He is semi-retired, although he still does some sales and management consulting and is a hearing officer for the Glendale and Phoenix West Justice Courts.

MANUEL D. MARTINEZ, COUNCILMEMBER

Councilmember Martinez was appointed to represent the Cholla District in October 1996, and was elected to a four-year term in March 1998. He currently serves on the Government Services Committee as Chairperson. He is also Chair of the MAG Human Services Coordinating

Committee. Prior to joining the Council, Councilmember Martinez served a two-year term on the Glendale Commission on Neighborhoods and participated on the Glendale Magnetic Mile Committee.

Councilmember Martinez is a lifelong resident of Glendale and a graduate of Glendale High School and Arizona State University where he received a degree in management. He worked for the State of Arizona from 1950 until his retirement in 1989. His last position with the state, from 1980 to 1989, was as the Department of Economic Security's Administrator of Employment Security and Training. He is a past member and President of Friendly House in Phoenix, the Northwest Valley Civitan Club and Leadership and Education for the Advancement of Phoenix.

STEVEN FRATE, COUNCILMEMBER

Steven Frate was elected to a four-year term on the Glendale City Council in March 2000. He was sworn into office on June 13, 2000, to represent the Sahuaro District. Prior to joining the Council, Councilmember Frate served five years on the Glendale Parks and Recreation Commission, including one year as Chairperson. He also served on a committee to assist with a unique neighborhood planning pilot project sponsored by Glendale's Neighborhood Partnership Program.

Councilmember Frate serves on the Maricopa Association of Government's Continuum of Care Regional Committee on Homelessness and is also serving on the Maricopa County Community Services Commission.

Councilmember Frate was born in Cleveland, Ohio and moved with his wife and three children to Arizona in 1978. He attended Fenn College, majoring in business, and is a U.S. Army veteran. Councilmember Frate took early retirement from Fry's Food Stores of Arizona after 21 years of service. He is currently a member of the Arizona Parks and Recreation Association and the National Parks and Recreation Association. He is a past member of the Phoenix Board of Realtors and Ohio Life Underwriters Association.

JOYCE CLARK, COUNCILMEMBER

Councilmember Joyce Clark was elected to represent the Yucca District in May 2000. This is Ms. Clark's second term as the elected representative for Glendale's Yucca District. She served as the district's first elected Councilmember from 1992 to 1996.

During her earlier tenure on the City Council, Ms. Clark served on the Maricopa Association of Government's Regional Policy and Development Committee as well as its Desert Spaces technical working group and Desert Spaces Blue Ribbon Committee. In her second term she is currently serving as Glendale's representative to the Western Maricopa County Enterprise Zone. Since leaving elective office, Ms. Clark remained active within the community and the

Northwest Valley by serving on the Board of Directors of the West Glendale Community Coalition, the Back-to-School Clothing Drive Association and the Northwest Valley Taxpayers Association. She also served as Co-Chairperson of the Luke Air Force Base Restoration Advisory Board and continues that service as a member of the newly established Luke Air Force Base Citizens Advisory Board.

Councilmember Clark was born in New Jersey where she spent the first half of her life. She is a graduate of the College of Notre Dame of Maryland. Following her graduation, she worked in Germany for two years, taught U.S. History at the high school level for six years and owned and operated a bookstore in Sun City for several years. She was a professional potter for 25 years and co-owned and operated the Craftsmen's Gallery at Heritage Square in Phoenix for 10 years.

Joyce and her husband, Charles, have lived in Glendale's Yucca District for 33 years. They have three married children, Kevin, a police officer, and his wife Aliza; Jim, a fire fighter, and his wife Amey; and Lisa, a nurse, and her husband Jack; and six grandchildren.

MARTIN VANACOUR, CITY MANAGER

Dr. Martin Vanacour has been Glendale's City Manager since March 1985. Prior to that appointment, he had served as assistant city manager for fifteen years. He previously held positions with the City of Phoenix as an administrative intern and then as administrative assistant to the city manager. He received his bachelor of arts degree in political science from the University of Buffalo, New York in 1964, and a master of public administration degree from New York University in 1966.

Dr. Vanacour received his doctoral degree in public administration from Arizona State University in 1990. He is an adjunct faculty member at Arizona State University and the University of Phoenix. He is a member and past president of the Arizona City/County Management Association and a member and past president of the Arizona Chapter of the American Society of Public Administration. Dr. Vanacour has also served as a member of NASPAA Peer and Accreditation Site Visits Team.

Dr. Vanacour serves on several editorial boards of scholarly magazines and is on The Morrison Institute for Public Policy Board of Directors. Dr. Vanacour was honored as the first recipient of the John "Jack" DeBolske Professional Excellence Award presented by the Arizona City/County Management Association. Dr. Vanacour is a national speaker and facilitator on council-manager dynamics and team building. In May 2000, he received the Outstanding Adjunct Professor Award from the College of Extended Education at Arizona State University.

EDWARD BEASLEY, ASSISTANT CITY MANAGER

Ed Beasley joined the City of Glendale as Assistant City Manager in December 1994. He is responsible for the internal day-to-day operations of the city. Mr. Beasley has more than a decade of senior government management experience, including appointments as assistant county administrator and director of health and human services in Kansas City, Kansas; assistant county manager of Pinal County, Arizona; city manager of Eloy, Arizona; and administrative assistant to the city manager of Flagstaff, Arizona.

Mr. Beasley holds a bachelor of arts degree in political science and business law from Loyola University and a master of public administration degree from the University of Missouri at Kansas City. He is certified in mediation and dispute resolution.

Mr. Beasley is a member and past president of the Arizona City/County Management Association. He holds memberships in several national and international organizations, including the International City/County Management Association where he participates on the Strategic Planning Committee and the Conference Planning Committee. He is active in community affairs and serves on the board of directors for Wells Fargo Bank Phoenix.

Mr. Beasley was the 2000 recipient of the Lincoln J. Ragsdale Outstanding Director Award and was recently recognized with a lifetime achievement award from the Arizona City/County Management Association. He is the recipient of the 2001 John "Jack" DeBolske Professional Excellence Award for his leadership role in developing outstanding municipal programs and his ongoing dedication to public service.

TIMOTHY F. ERNSTER, DEPUTY CITY MANAGER COMMUNITY DEVELOPMENT

Timothy F. Ernster has been Deputy City Manager of the Community Development Group since July 2000. During Mr. Ernster's 20-year career with the City of Glendale, he has had the opportunity to develop expertise in many facets of city government. He has served as Deputy City Manager for the Administrative Services Group and the Community Services Group as well as Assistant to the City Manager. Prior to his employment with the City of Glendale, he worked for the cities of Scottsdale and Tempe.

Mr. Ernster has a bachelor of science degree from Northern Arizona University and a master of public administration degree from Arizona State University. He participates in a number of governmental organizations, which include the International City/County Management Association, Glendale Historical Society, and Arizona City/County Management Association.

KENNETH A. REEDY, DEPUTY CITY MANAGER
PUBLIC WORKS

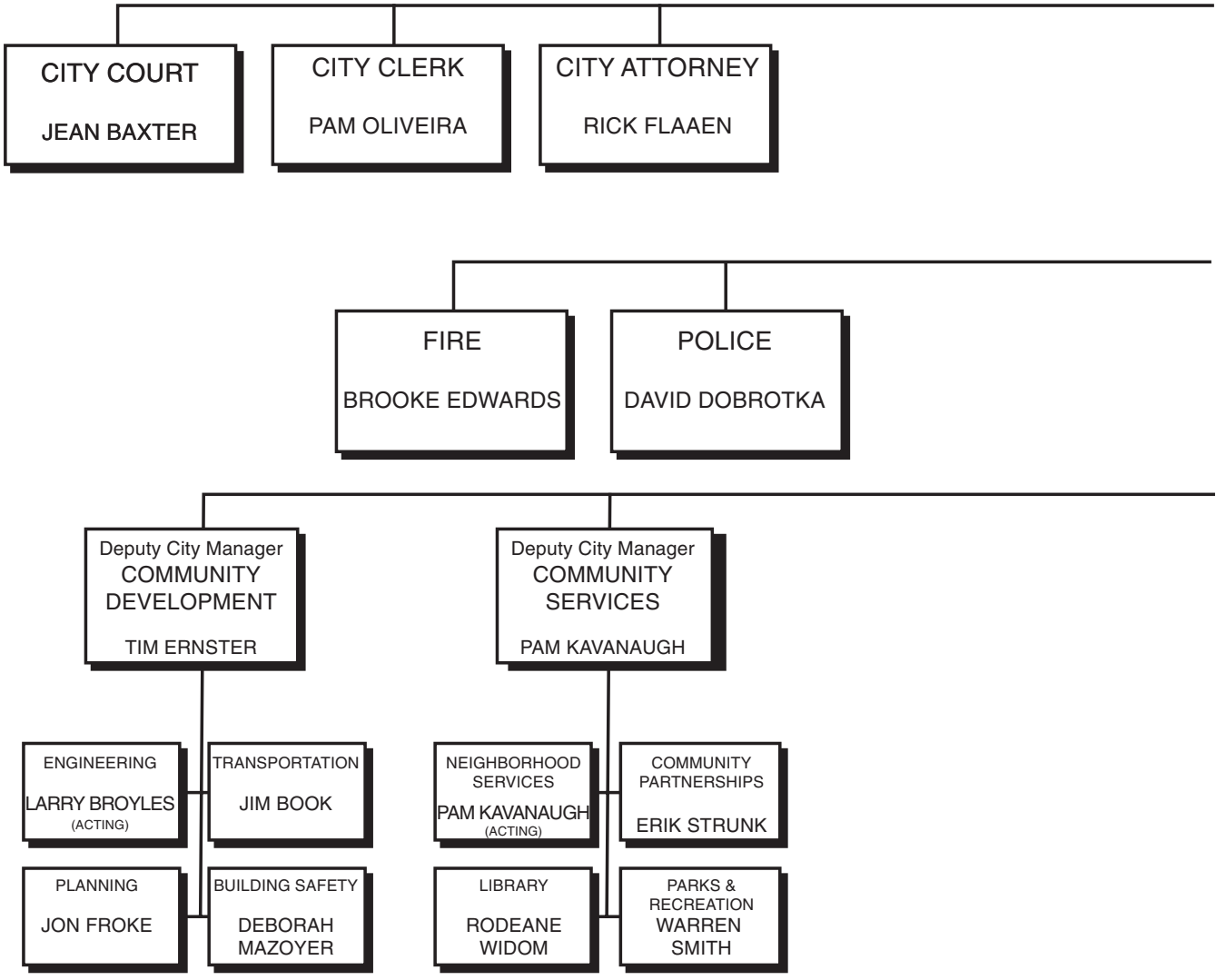
Kenneth Reedy was appointed Deputy City Manager for Public Works on July 1, 2000. As the manager of the Public Works group he oversees the three departments in Public Works which are Field Operations, Utilities and Environmental Resources. He served as Deputy City Manager for Community Development from July 1, 1994 to July 1, 2000. Community Development included Transportation and Traffic Engineering, Engineering, Planning, Housing and Neighborhood Revitalization, Building Safety, and Economic Development. Prior to that appointment, he served as Deputy City Manager for Public Works with responsibility for Engineering, Traffic Engineering, Utilities and Field Operations from April 24, 1989 to July 1, 1994. He came to the city in February 1985, as City Engineer.

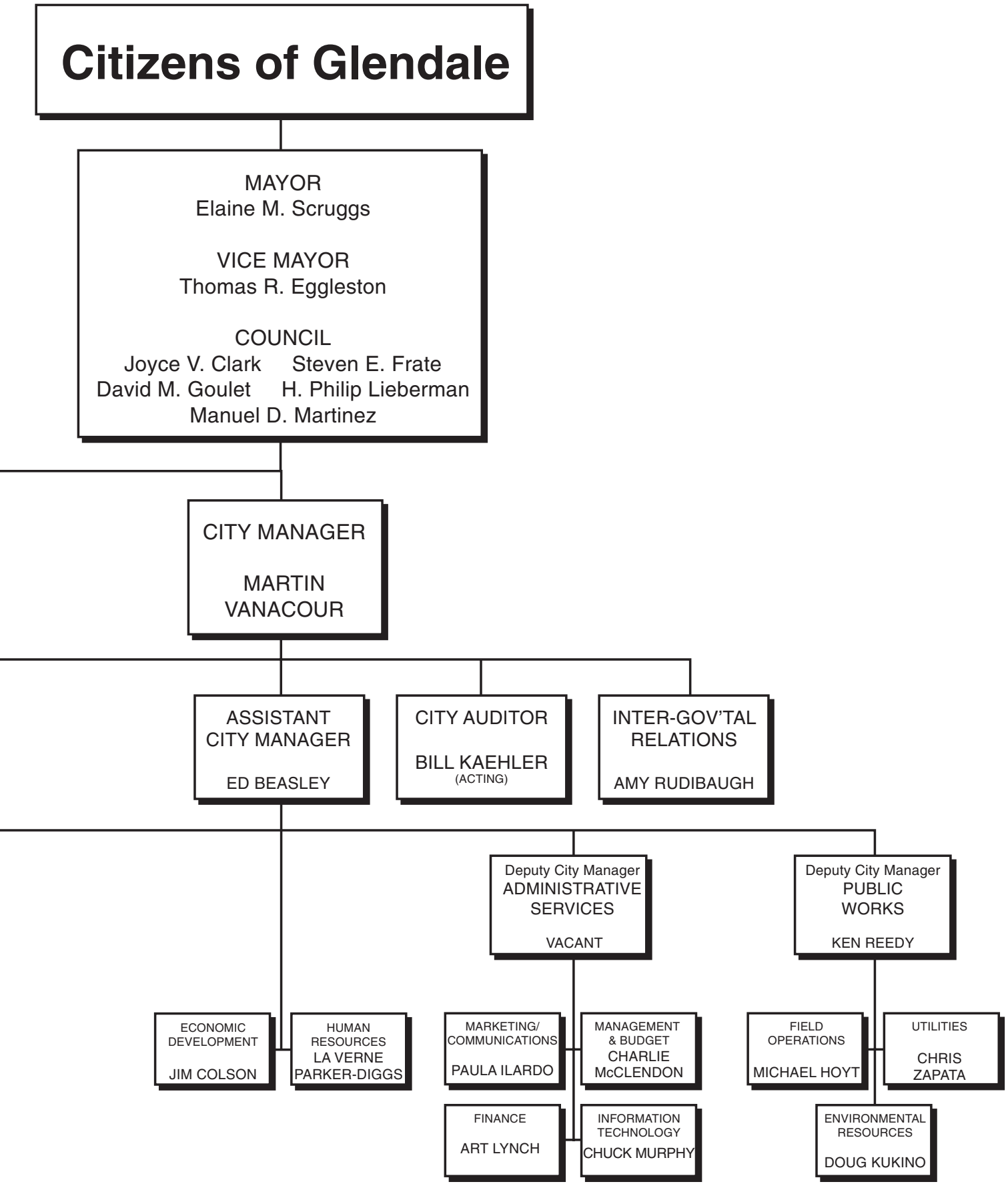
Prior to his employment with the city, he was City Engineer in Grand Junction, Colorado. Prior to government employment, he worked for consulting engineering companies for 13 years. He is a registered engineer and land surveyor in Colorado, Arizona and Oregon. His professional affiliations include the American Society of Civil Engineers, the American Public Works Association (Past Chapter President for the Arizona Chapter) and the International City Managers Association. He has a Bachelor of Science degree in Civil Engineering from Colorado State University.

PAMELA J. KAVANAUGH, DEPUTY CITY MANAGER
COMMUNITY SERVICES

Pamela Kavanaugh began her career at the City of Glendale in 1980, as the city's first management intern. Since that time she has held progressively more responsible positions, including senior management assistant in the Budget and Research Department, assistant to the city manager, Director of Council and Management Services and her current position as Deputy City Manager for Community Services. Ms. Kavanaugh has had the opportunity to develop several programs designed to enhance response to citizen needs, better inform them about their local government and encourage their successful participation. Examples of these include the Neighborhood Partnership program, Glendale University, Board and Commission training and advanced training for Commission Chairs and Vice-Chairs.

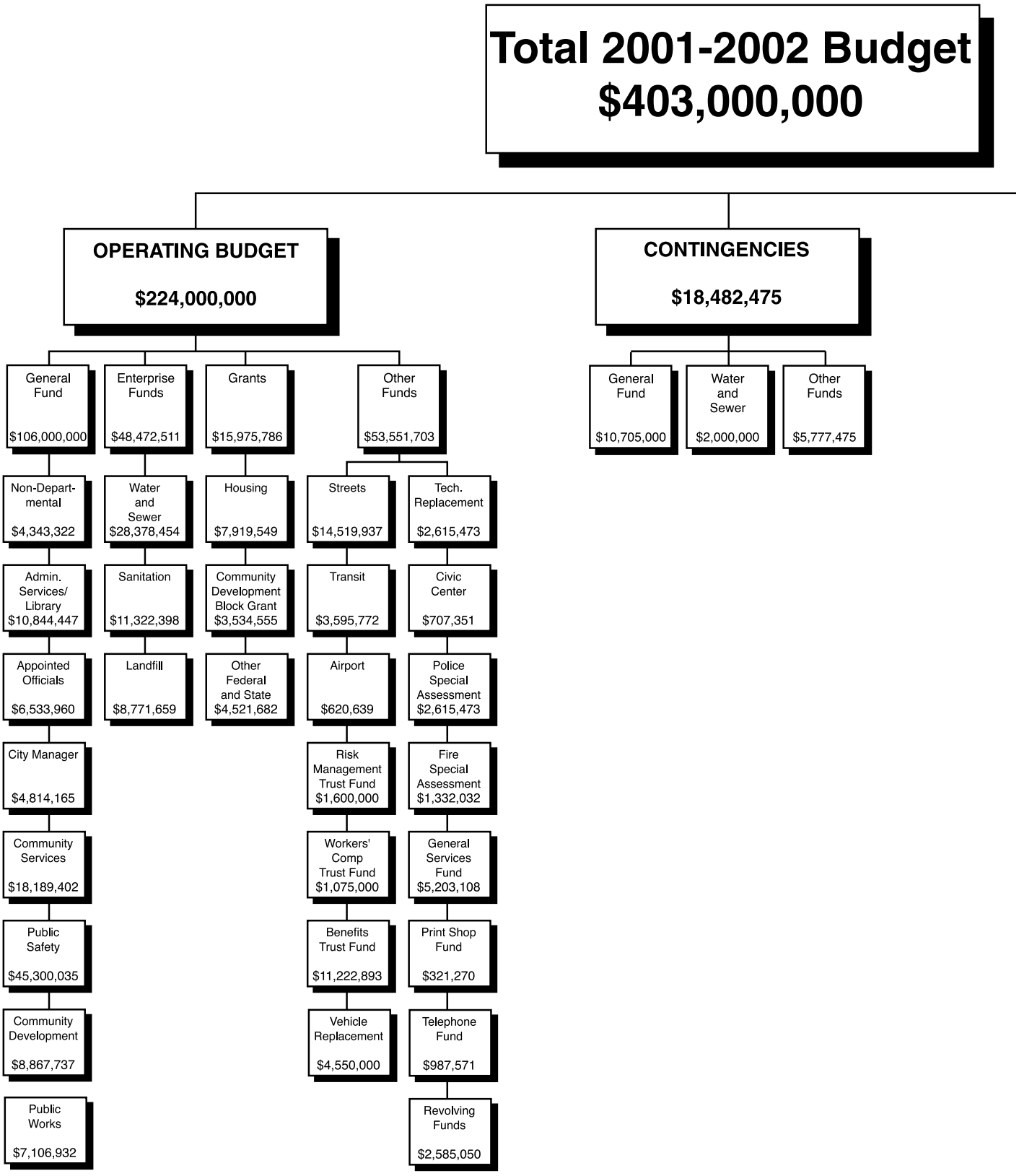
Ms. Kavanaugh holds a bachelor of arts degree in political science from Portland State University and a master of public administration degree from Arizona State University. She is a member of several professional organizations, including the International City/County Management Association, the Arizona City/County Management Association, and the Arizona Municipal Management Assistants Association. In 1997, Ms. Kavanaugh received the American Society for Public Administration's Award for Superior Service in recognition of her exceptional work as a public service professional.


CITY COURT
JEAN BAXTER
CITY CLERK
PAM OLIVEIRA
CITY ATTORNEY
RICK FLAAEN
FIRE
BROOKE EDWARDS
POLICE
DAVID DOBROTKA
Deputy City Manager
COMMUNITY DEVELOPMENT
TIM ERNSTER
Deputy City Manager
COMMUNITY SERVICES
PAM KAVANAUGH
ENGINEERING
LARRY BROYLES
(ACTING)
TRANSPORTATION
JIM BOOK
PLANNING
JON FROKE
BUILDING SAFETY
DEBORAH MAZOYER
NEIGHBORHOOD SERVICES
PAM KAVANAUGH
(ACTING)
COMMUNITY PARTNERSHIPS
ERIK STRUNK
LIBRARY
RODEANE WIDOM
PARKS & RECREATION
WARREN SMITH

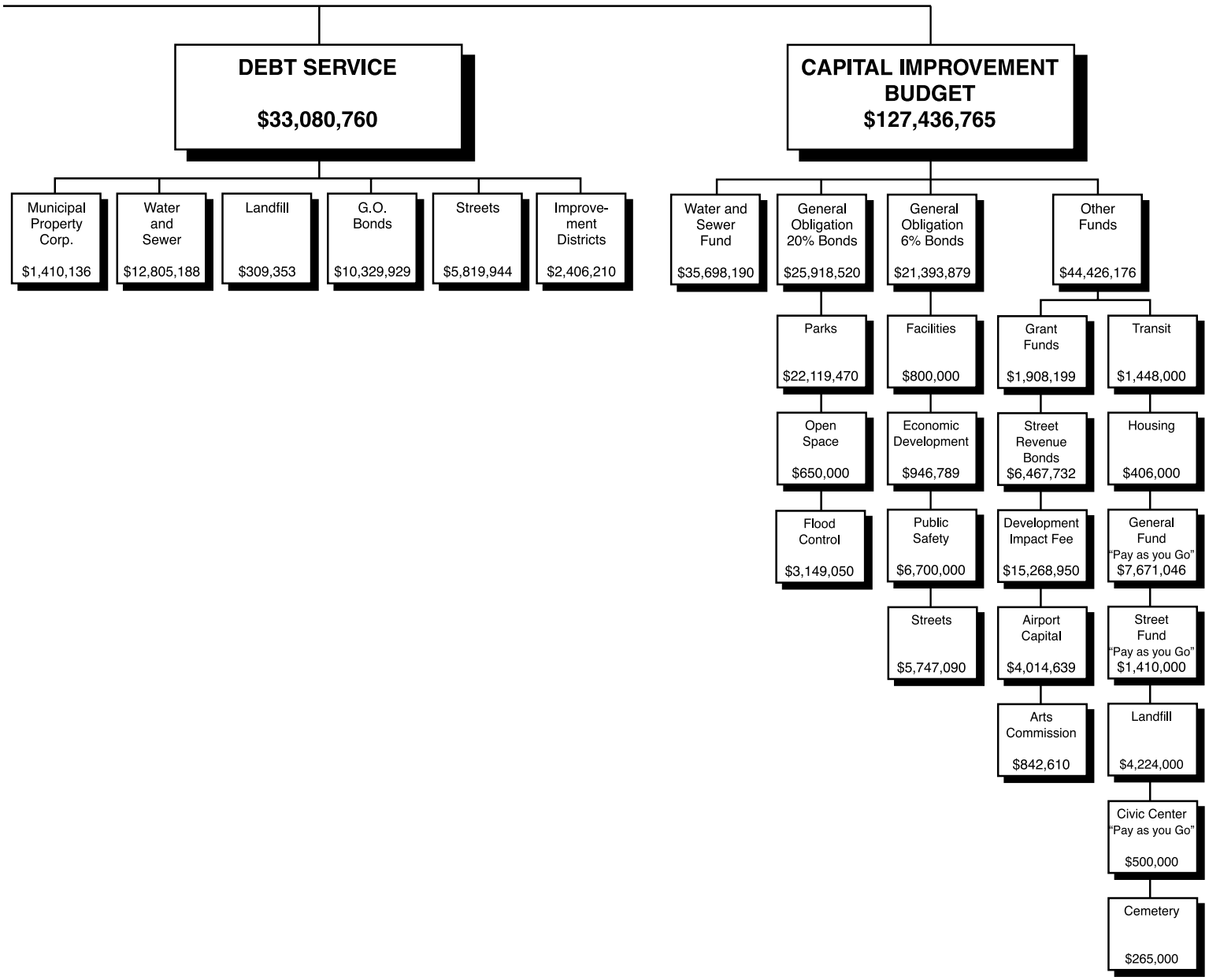

Citizens of Glendale
MAYOR
Elaine M. Scruggs
VICE MAYOR
Thomas R. Eggleston
COUNCIL
Joyce V. Clark
Steven E. Frate
David M. Goulet
H. Philip Lieberman
Manuel D. Martinez
CITY MANAGER
MARTIN VANACOUR
ASSISTANT CITY MANAGER
ED BEASLEY
CITY AUDITOR
BILL KAEHLER
(ACTING)
INTER-GOV'TAL RELATIONS
AMY RUDIBAUGH
Deputy City Manager
ADMINISTRATIVE SERVICES
VACANT
Deputy City Manager
PUBLIC WORKS
KEN REEDY
ECONOMIC DEVELOPMENT
JIM COLSON
HUMAN RESOURCES
LA VERNE PARKER-DIGGS
MARKETING/ COMMUNICATIONS
PAULA ILARDO
MANAGEMENT & BUDGET
CHARLIE McCLENDON
FINANCE
ART LYNCH
INFORMATION TECHNOLOGY
CHUCK MURPHY
FIELD OPERATIONS
MICHAEL HOYT
UTILITIES
CHRIS ZAPATA
ENVIRONMENTAL RESOURCES
DOUG KUKINO

REV. 5/01

City of Glendale Financial



Organizational Chart



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Glendale,

Arizona

For the Fiscal Year Beginning

July 1, 2000

Anne Spray Kinney — President

Jeffrey L. Esser — Executive Director

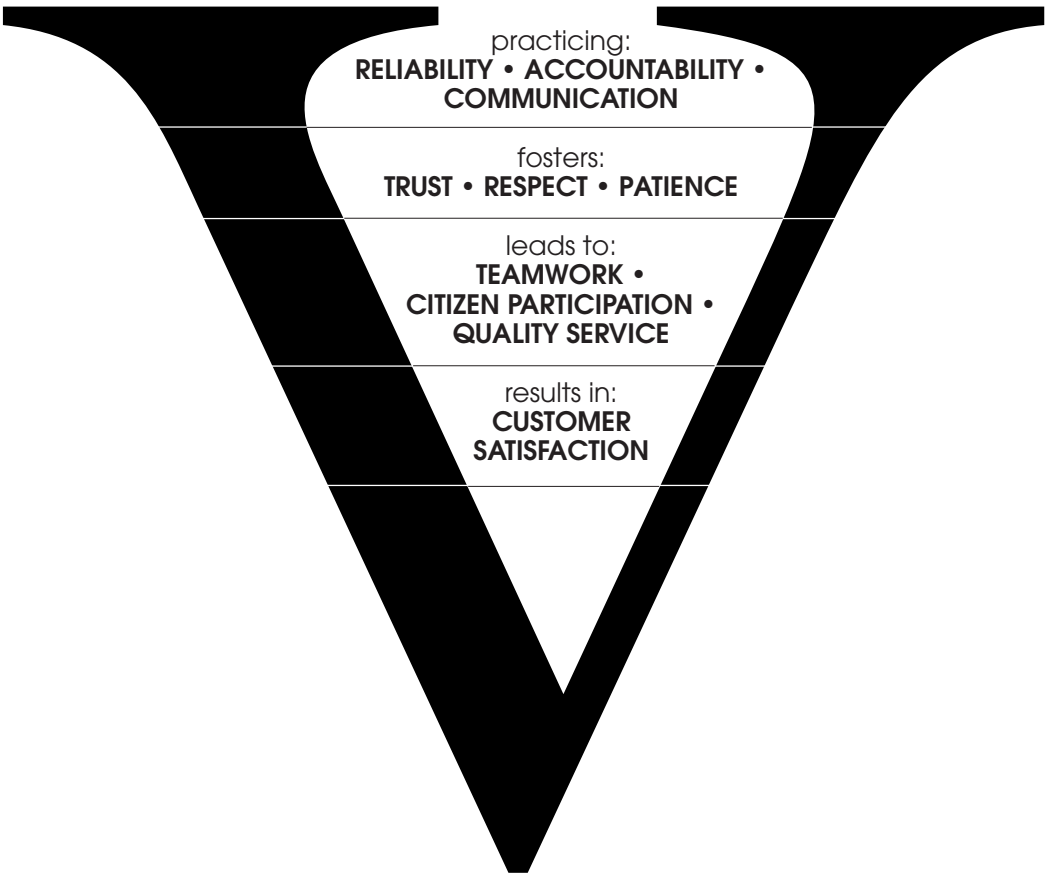
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Glendale for its annual budget for the fiscal year beginning July 1, 2000.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our FY 01-02 budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

Glendale's Organizational Values

"Keys to Professionalism"



Employee Mission Statement:

A partnership of employees and community working together to create a better quality of life for Glendale.

HOW TO MAKE THE MOST OF THIS DOCUMENT

This budget document serves two distinct purposes. One purpose is to present the City Council and public with a clear picture of the services the city provides and of the policy alternatives that are available. The other purpose is to provide city management with a financial and operating plan that conforms to the city's accounting system.

Council Goals - This section presents the major areas of emphasis for the city in FY 01-02 which, in turn, drive many of the budgetary decisions.

Financial Policies and Guidelines - The *Five-Year Financial Forecast* provides a long-term appraisal of the city's financial condition. This information enables decision-makers to formulate measures that can ensure the long-term financial stability of the city. The *Forecast* is updated annually. The purpose of the *Strategic Financial Plan* is to offset revenue fluctuations through financial mechanisms, rather than through constant changes in city programs and service levels. The Glendale *Strategic Financial Plan* is updated as needed. The *Financial Policies* establish the framework for overall fiscal planning and management. These policies set forth guidelines for current activities and long-range planning.

Budget Message and Budget Summary - These sections provide an overview of the key policy issues and programs.

With a few exceptions, Glendale's fund structure also corresponds to program categories; e.g., General Services, Airport, Utilities, etc. Each fund is broken down into organizational groups that are, in turn, divided into departments and divisions. Each division is subdivided into one or more programs. The city's fund structure is graphically shown in the Financial Organizational Chart on Pages 14 and 15.

Operating Budget - This section includes the departmental budget information on services and goals, performance measures, budget trends and staffing for each city department.

Capital Budget - The "Capital Appropriations by Fund" listing shows the FY 01-02 portion of the long range *Capital Improvement Plan*. The long range *Capital Improvement Plan* describes planned capital improvement projects and funding sources for the next ten years.

Supporting Schedules - This section is the heart of the budget document as an operating and financial plan. Some of these schedules also serve to meet state reporting requirements. Schedule 3, for example, lists budget amounts for each program within the respective departments and funds.

Glossary - The glossary, located in the Appendix, helps translate some of our "budget jargon" into plain English.

FY 2001-2002 BUDGET CALENDAR

9/00 to 12/00	Prepare long-range financial forecast, preliminary short-term revenue projections, complete cost allocation model estimates and update long-range Capital Improvement Plan. Leadership Team sets overall budget preparation policies. City Council establishes goals for FY 01-02.
1/2/01	City Manager makes budget address to staff.
1/2-1/5/01	Budget training held. Training manual accessible on Intranet.
1/16/01	City Council holds public workshop session on the proposed Ten-Year Capital Improvement Plan (CIP).
2/2/01	Budget requests submitted to the Budget Office, including base budgets, supplementals and carryover requests.
2/2-2/16/01	Deputy City Managers review requests submitted by departments and develop proposed budgets for presentation to Leadership Team.
3/9/01	Leadership Team reviews proposed budgets from each group as presented by each Deputy City Manager. Leadership Team balances budget, which becomes the City Manager's recommended budget.
4/01	Final revenue estimates for FY 01-02 prepared by the staff revenue committee.
4/03, 4/17, 4/24/01	City Council reviews Manager's recommended budget in three public workshop sessions
5/24/01	Preliminary budget document available for public review.
5/24, 5/31/01	Preliminary budget advertised in newspaper.
6/5/01	Public hearing and adoption of preliminary budget by City Council.
6/7, 6/14/01	Final budget and tax levy advertised in newspaper.
6/19/01	Public hearing and adoption of final budget.

6/26/01	City Council Ordinance setting property tax levy. City Charter requires this to follow final budget adoption by one week.
7/1/01	Start of new fiscal year. Final budget document, including changes made by City Council, published and made available to public. Internal line item detail budgets distributed to all operating managers.

FY 2001-2002 BUDGET PROCESS

VARIATIONS IN BUDGETING METHODS: The budgets of general government type funds, such as the General Fund, Public Safety Fund and Street and Transit Funds, are prepared on a modified accrual basis. This means that unpaid financial obligations, such as outstanding purchase orders, are immediately reflected as expenditures although the items may not have been received and the cost is estimated. However, in most cases revenue is recognized only after it is measurable and actually available. Since FY 95-96, sales tax revenues have been recorded in the period in which they are due to the city (i.e. at the point of sale).

Enterprise Funds (Water/Sewer, Sanitation and Landfill) also recognize expenditures as encumbered when a commitment is made (e.g., through a purchase order). Revenues, on the other hand, are recognized when they are obligated to the city (for example, water user fees are recognized as revenue when service is provided).

In all cases if the goods and/or services are not received by the end of the fiscal year, the encumbrances will automatically lapse and a new purchase order will be required.

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the city prepares its budget with the following exceptions:

a. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).

b. General staff and administrative charges are recognized as direct expenses of the Water/Sewer Enterprise Fund on a GAAP basis as opposed to being accounted for and funded by operating transfers into the General Fund from the Water/Sewer Fund on the Budget basis.

c. Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis as opposed to being expended on a Budget basis.

d. Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expended on a Budget basis.

e. Depreciation expense is recorded on a GAAP basis only.

The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and Budget basis for comparison purposes.

ACCOUNTING CHANGES: The Benefits Trust Fund was created in FY 00-01. An actuarial study of health insurance funding indicated that creating a separate fund, and holding the excess payments and accumulated interest in it, would be the best way to develop reserves to meet future cost increases for health-related insurance. During the course of the year, employer and employee contributions for medical, dental and vision insurance will be deposited into this fund. Premium payments to insurance carriers will be made directly from the fund. The remaining fund balance, if any, will be kept in the fund for future use. The Benefits Trust Fund will also contain the minimum corridor reserves previously held in the General Fund.

City Council Goals

FY 2001-2002 CITY COUNCIL GOALS

This year the City Council's goals reflect the dedication of our elected officials to preserving Glendale's essential character and ambiance while tackling complex issues that Glendale must address to preserve the quality of life our residents desire.

PROMOTING ECONOMIC DEVELOPMENT

While healthy economic development contributes to the diversity and vitality of our city, it also generates new challenges and opportunities.

- $1,000,000 was added to the existing $1,000,000 Economic Opportunities Fund to take advantage of unanticipated opportunities that foster new economic development activities.

- An additional $330,000 was set aside for the acquisition of property for future city uses.

- The budget for the Paint, Plant, Pave & Sign Program, which provides incentives for shopping center owners to improve and update the aesthetics of their buildings and property, was increased by $50,000.

- The Geographic Information System (GIS) program, a valuable economic development tool which also facilitates the work of many city departments, was allocated $56,000 in ongoing funds for a GIS analyst to operate the system, and $54,000 for contract programming staff, software and computer equipment.

ADDRESSING TRANSPORTATION ISSUES

Residential and commercial development place additional strains on the city's crowded roadway system. Alternative transportation strategies and careful planning will play pivotal roles in meeting Glendale's current and future transportation needs.

- An additional $300,000 was allocated to the Transit Reserve Fund—started in FY 00-01 to ensure that transit services can be maintained if federal or state financing decreases—bringing the fund balance to $450,000.

- $50,000 was earmarked for a Northwest Valley Traffic Study to identify potential traffic issues in the burgeoning northwest sector of Glendale and surrounding areas. This study will develop strategies to promote the safe, smooth flow of traffic as this area develops.

ENVIRONMENTAL ENHANCEMENTS

Environmental improvements, including the city's landscaping and urban forest program and neighborhood revitalization activities, have made a major contribution to the attractiveness and aesthetic quality of Glendale roads and neighborhoods.

- The citywide Right-of-Way Enhancement and Beautification Program was increased by $200,000 with an additional $50,000 designated for ongoing right-of-way maintenance.

- One-time funding of $1,048,000, plus $13,600 for ongoing maintenance, was allocated for right-of-way beautification of:

  - 75th Avenue from Bethany Home Road to Maryland;
  - 67th Avenue from Sweetwater to Thunderbird;
  - Butler Avenue from 47th to 51st avenues;
  - 47th Avenue from Northern to Butler avenues;
  - Union Hills between 59th and 67th avenues;
  - 57th Drive median greenscaping south of Utopia.

- A $100,000 set-aside will be used to purchase additional lots to continue the city's Habitat for Humanity partnership program, which is helping residents in older neighborhoods transform blighted properties into new homes.

EXPANDING PUBLIC SAFETY SERVICES

Public safety needs are being addressed by expanding police department staff and satellite locations as the city grows in size and population. Public safety employees are also making the best possible use of new equipment and advanced technologies.

- Council designated $1,312,264 for additional police department positions and related equipment costs.

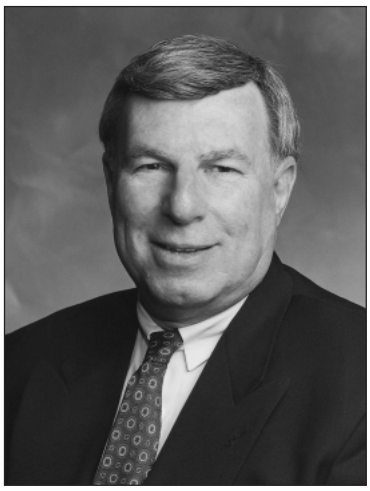
- A "ShotSpotter" random gunfire locator system that can cover a two-square-mile area will be purchased for $277,500; $49,500 in ongoing funds were allocated to maintain the system.

ACHIEVING A MULTI-YEAR COMMUNITY GOAL

The City of Glendale's new Adult Center, which will be located near 59th Avenue and Brown, is scheduled to open in 2002.

- The City Council allocated $222,392 in additional operating funds to cover the cost of substantially expanding the programs and services that can be offered in the new Adult Center facility.

Budget Message



Honorable Mayor and Council:

It is my pleasure to present the Fiscal Year 2001-2002 Budget. This balanced budget reflects the careful planning and teamwork of employees throughout the organization.

Some of the most exciting projects in Glendale s history are currently underway, including: the new Coyotes arena; redevelopment of Manistee Town Center; the City Center Master Plan for downtown; the West Glendale Area Plan; the General Plan Update; and a Comprehensive Transportation Plan, to name just a few.

As you can see, we have included a long to do list in this year s budget. Nevertheless, I am confident that our sound financial policies will ensure our continued stability, even considering the unpredictability of our state and national economies.

I am happy to report that Glendale s economy continues to grow at a steady pace. While we are not experiencing the explosive development witnessed throughout the 1990s as evidenced by slightly slowing revenues our growth rate remains solid, as does our local economy . I am confident that with the financial policies we have in place, Glendale will continue to thrive throughout the coming years.

Our strong financial management expertise is also evidenced by our continued outstanding bond ratings. Standard and Poor s Corporation and Moody s Investor Service rate our general obligation bonds as AA and Aa2, respectively . These excellent ratings confirm my confidence that Glendale will remain in top financial condition as we embark on a new fiscal year.

Feeling confident in Glendale s long-term financial well being, we kicked off the 2001-02 budget process by establishing the Mayor and City Council s goals for the upcoming year. Once a consensus was reached, staff began the process of accomplishing the following 2001-02 goals:

- Economic Opportunities Fund
  Continue the $1,000,000 Opportunities Account to enable the city to take advantage of unanticipated opportunities to foster new economic development activities throughout the city.

- Property Acquisition
  Appropriate $330,000 for land acquisition for various uses.

- Transit Reserve Fund
  Allocate an additional $300,000 to the Transit Reserve Fund started in FY 2000-01, bringing the fund s total to $450,000.

- Northwest Valley Traffic Study
  Earmark $50,000 for a traffic analysis study in the burgeoning northwest area of Glendale and surrounding areas.

- Geographic Information Systems
  Designate $56,000 for ongoing Geographic Information Systems (GIS) staffing and $54,000 for one-time, contractual staffing and equipment needs.

- Paint, Plant, Pave & Sign Program Enhancements
  Increase funding to the Paint, Plant, Pave & Sign (PPP&S) Program by $50,000.

- Right-of-Way Beautification
  Appropriate an additional $200,000 for right-of-way beautification throughout Glendale and $50,000 for ongoing right-of-way maintenance needs.

- Right-of-Way Beautification in Specific Locations
  Designate $1,048,000, plus $13,600 in ongoing maintenance costs, for the following six additional right-of-way projects:

  - 75th Avenue, Bethany Home Road to Maryland
  - 67th Avenue, Sweetwater to Thunderbird
  - Butler Avenue, 47th to 51st Avenues
  - 47th Avenue, Northern to Butler
  - Union Hills, 59th to 67th Avenues
  - 57th Drive, Median south of Utopia

- Habitat for Humanity
  Set aside $100,000 for the potential purchase of Habitat for Humanity lots.

- Adult Center Service Improvements
  Commit $222,392 for service improvements at the soon-to-be-relocated Glendale Adult Center.

- Police Department Staffing Needs
  Designate $1,312,264 for additional Police Department staffing and equipment needs.

- Random Gunfire Locator System (ShotSpotter)
  Appropriate $277,500 for the purchase of a random gunfire locator system to cover two square miles of the city, and $49,500 in ongoing maintenance costs for the system.

Once funds were set aside to meet the Council s goals, I advised staff to proceed with preparing their departmental budgets. I informed them that the Leadership Team would only consider requests where a critical need was demonstrated.

I further requested that staff assist the Leadership Team by:

- Submitting supplemental budget requests only for those items that their base budgets would not support and that were urgently needed. I suggested that staff consider reallocating existing base budget funds to cover new expenses when appropriate.

- Scrutinizing every request before submittal to the Leadership Team. I requested that employees explore innovative and creative alternatives to requesting additional funding, including researching the best practices of comparable organizations.

- Justifying every request with facts and figures. I did not consider budget additions unless staff provided sufficient back-up information warranting them.

- Prioritizing all supplementals. I required each department to assign a priority number to each submitted supplemental, meaning if they requested ten supplementals, they were prioritized and numbered one through ten.

Staff followed this direction by limiting requests to essential needs and prioritizing them effectively. This enabled the Leadership Team to make the necessary decisions and present a balanced budget to the Mayor and City Council.

Continuing the trend started last year, staff members remain focused on service improvements through utilizing new technologies. This year s budget includes the following technology improvements that will benefit all city departments:

- In order to stay on the cutting edge of new technology, the Information Systems Department received approval to hire an additional Database Administrator. This employee will provide support for PeopleSoft and Oracle databases and web applications.

- Information Systems also received funding to hire a consultant to assist in the implementation of the PeopleSoft Workflow Module, which will greatly enhance our payment processing and expenditure tracking systems. This addition will move us further ahead toward paperless processes.

- In order for the city to create applications on the web for citizen use, the Information Systems Department will purchase Oracle licenses and an additional server. Potential utilization of this product include: viewing utility bills and processing utility bill payments, viewing sales tax information and applying for and paying sales tax fees online.

- The Fire Department will purchase preplanning software designed to allow fire personnel to review building details so that, in the event of an emergency, they would be familiar with the layout of the involved building, therefore avoiding any potential hazards inside. Firefighters will also use this program for tactical training operations.

In addition to the above-mentioned technology improvements, some other terrific enhancements to the 2001-02 budget include:

- The newly formed Community Partnerships Department will launch two new community-based pilot programs: Homeowners Association (HOA) Training and a Community Mediation Pilot Program. The HOA training curriculum would offer HOA board members and interested residents the opportunity to learn the necessary skills to successfully manage HOAs. Ninety percent of respondents to a recent survey of Glendale HOA board members expressed interest in attending this type of training course.

The Community Mediation Pilot Program would train and certify community members to serve as mediators for community/neighborhood disputes that arise. Many cities throughout the United States use community mediation as an effective service to resolve conflict in a structured, supervised and voluntary environment.

- To keep up with the increased workload resulting from the hiring of additional police officers, the City Court will hire two additional court information clerks. Funds have also been allocated for additional interpreting and public defender services in the City Court.

- The Economic Development Department received funding to hire an Economic Development Research Assistant who will be charged with creating maps, demographic reports and other related materials to provide to prospective businesses considering a location in Glendale.

> ***While the pace of change is at a historical high, the key to success remains the same-creating opportunities from change.***
>
> *- Prof. Jay Q. Butler*
> *ASU College of Business*

- The Marketing Department has been charged with preparing and marketing a new speed reduction public information and education campaign. A portion of the campaign will specifically target young drivers.

- Funds were approved toward the construction of a mausoleum and related uses in the city s cemetery, located at the southwest corner of 63rd and Northern Avenues.

As you can see, we have a lot going on and I am confident that each and every city department works as efficiently as possible. To enable us to accurately measure that performance, I brought in Dr. Lou Weschler, a consultant specializing in performance measurement, to assist each department in identifying their performance indicators and how to better measure them. The results of their initial collaboration can be seen in the Operating Budget portion of this document.

As I stated earlier, this 2001-02 budget includes some of the most thrilling projects I ve seen in my 16 years as Glendale s city manager. I m gratified to be a part of this exciting time and proud to lead a team of such committed and talented people at all levels of our organization.

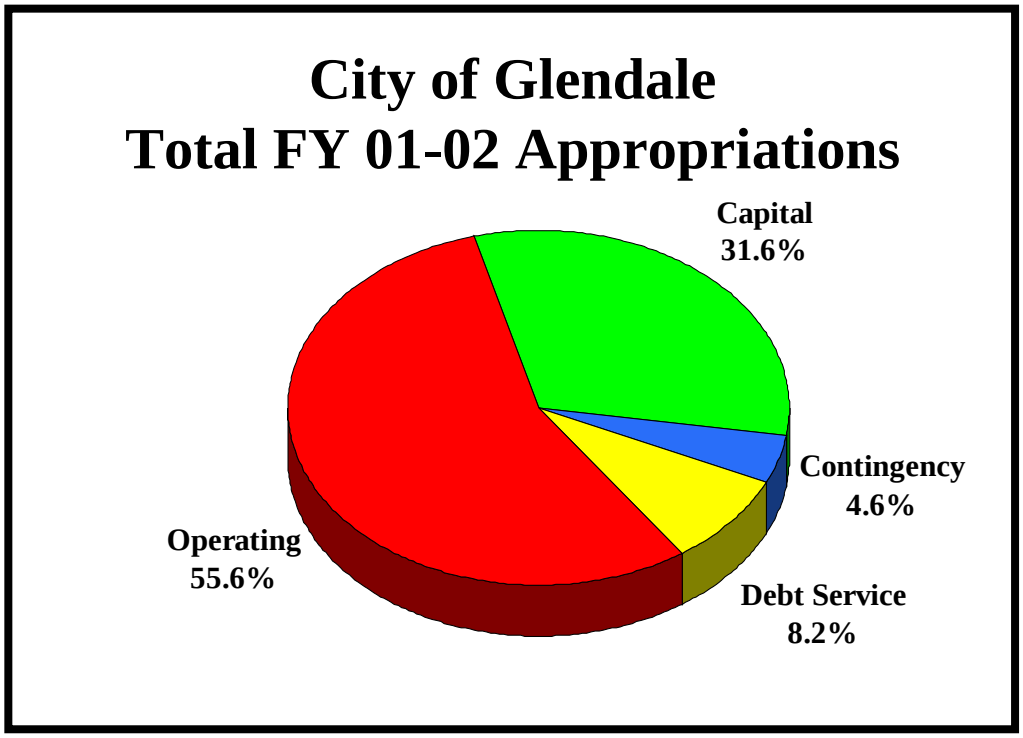
Sincerely,

Martin Vanacour
City Manager

Budget Summary

BUDGET SUMMARY

The annual budget for the City of Glendale is divided into four major components, which include all appropriations for the city. The **operating budget** finances the day-to-day provision of city services and totals $224 million. The **capital improvement budget** funds the construction of city facilities. This year the capital improvement budget totals $127.4 million. The **debt service budget** is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $33.1 million. The final component of the budget is the **contingency appropriation** which is made up of fund reserves and is available to cover emergency expenses or revenue shortages. The contingency appropriation for fiscal year 2001-2002 (FY 01-02) totals $18.5 million. The total budget, including all four components, is $403 million.



How the Annual Budget is Developed

The development of the City of Glendale's FY 01-02 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, Councilmembers and city staff obtained input from the community through neighborhood meetings, citizen boards and commissions, surveys and other contacts with individuals and groups.

During the Fall of 2000, staff updated the city's *Five-Year Financial Forecast.* The forecast is a computer model, that allows a number of budget scenarios to be tested for their effect on the city's financial condition on a long-range basis. At the same time, the city's Capital Improvement Steering Committee met to begin the process of updating the *Ten-Year Capital Improvement Plan*. In November, the City Council met in a day-long goal-setting retreat. They reviewed the *Five-Year Financial Forecast* and other financial data so they could understand the city's financial condition and develop their statement of goals for the city for the upcoming budget year. These City Council Goals then became the driving force for the entire budget development process.

During the first week in January, the City Manager presented his budget address to the organization. This address focused on the City Council Goals and the projected economic condition of the city, and provided the manager's policy direction to the organization to be followed in development of individual departmental budget requests. This year, departments were required to balance their ongoing base budget requests to no more than 100 percent of their FY 00-01 base budgets. This required departments to absorb inflationary and growth increases within their base budgets.

In many cases, managers exhibited considerable innovation in developing better methods and practices so they could serve more citizens without increasing their non-salary base budgets. In some cases, managers found it necessary to request supplemental funding to cover inflation and growth or to provide new or expanded services to meet Council goals and objectives. In those cases, they were required to submit detailed justifications of their requests including a description of the request, the service benefit, cost recovery potential and any innovations they implemented prior to requesting supplemental funding.

Managers were also asked to prepare information on their proposed uses of carryover funding. Departments are allowed to accumulate non-salary funds they have saved in the current budget year and carry over that funding into the new budget year. The Carryover Savings Program has been used in Glendale for a number of years and has proven to be very successful. Our history with the program has shown that it provides an incentive to avoid the "spend it or lose it" mentality prevalent in many organizations and rewards departments for prudence in spending less than their total budget. Carryover savings may be used only for

non-recurring expenses such as one-time equipment purchases or short-term contracts. The Leadership Team and, ultimately, the City Council review all carryover budget items.

After the operating managers submitted their budget requests, they were reviewed by their group's deputy city manager. The entire Leadership Team met in March to develop the City Manager's recommended budget. This balanced budget was then reviewed by the City Council in a series of three public, televised workshop sessions beginning on April 3. Approximately 16 hours of workshop hearings were held in addition to a workshop session on the Capital Improvement Plan, which occurred in February. The proposed budget, as revised by the Council, became the preliminary budget, which was published and made available for further public review prior to the preliminary and final public hearings and adoption in June.

Amending the Budget

Once the City Council adopts the annual budget, total expenditures cannot exceed the final appropriation, also referred to as the city's expenditure limitation, which is $403 million in FY 01-02. However, with Council's formal approval, the city can revise the total appropriations for an individual fund provided that the budget remains in balance. This means that if one fund total appropriation is increased, another fund appropriation must be reduced by an equal amount.

The City Council may also approve the transfer of appropriations between funds. This occurs most often in the case of capital improvement projects, where savings in one project recorded in a specific fund are transferred to another project with a differing fund number. Amendments that move funds to and from different funds, as well as the use of any contingency accounts, require formal Council approval.

The City Charter gives the city manager the authority to approve transfers of appropriations within the same fund without Council approval. These types of budget transfer requests are reviewed by the relevant operating managers and the Budget staff before being sent to the city manager for final approval. Line item changes within the same department, do not require city manager or Council approval. All administrative budget transfers are documented by the Budget Office and tracked in the city's computerized financial system.

Policies Guiding the Budget Process

As previously discussed, the City Council Goals are the primary driving force behind the development of the City of Glendale's Annual Budget. In addition, City Council has directed that the annual budget be developed in conformance with the city's three primary policy documents. These are: the ***Five-Year Financial Forecast***, which enables the city's budget proposals to be tested for their long-term sustainability; the ***Strategic Financial Plan***, which includes strategies designed to promote short- and long-term financial stability in the city; and the ***Glendale Financial Policies***, developed in conjunction with the Finance Department to guide daily financial decision making. Highlights of these documents are described below. The documents are printed in their entirety in the ***Financial Policies and Guidelines*** section.

Five-Year Financial Forecast

The *Five-Year Financial Forecast* uses a computer model to allow management to analyze the effect of budget decisions on the city's financial condition in the future. The policy direction under which the city makes budget decisions is that programs and services added to the budget now must not jeopardize our ability to maintain services in future years. In the FY 01-02 budget, the staffing levels, inflationary increases and new and expanded services were balanced not only to current year revenues, but also to long-range projections.

Strategic Financial Plan

Strategy 1: Sales Tax Stabilization. This strategy requires that the FY 01-02 budgeted sales tax revenue estimate be based on actual collections in FY 00-01. This strategy was followed in developing this year's sales tax revenue projection. Projected growth in the sales tax base will be used only for operating capital and to build contingency reserves.

Strategy 2: Increase Operating Capital. General Fund operating capital totals $9.2 million for FY 01-02. This represents a decrease of 25.8 percent compared to FY 00-01 due to the use of General Obligation bonds for certain capital projects.

Strategy 3: Build and Maintain Contingency Reserves. It is important to build contingency reserves during good economic times because the city depends heavily upon sales tax and state-shared revenue to support operations. Currently the undesignated General Fund contingency appropriation is $9.6 million, which falls slightly short of our target of ten percent of General Fund revenues. Due to an unanticipated claim payment, $4.25 million of our contingency was spent in FY 00-01. However, because of our sound financial policies, we were prepared for this unexpected expenditure and will rebuild our reserves to meet our target over the next three years.

Strategy 4: Stabilize Property Tax. The combined property tax rate for Glendale will be $1.72 per $100 of assessed valuation in FY 01-02. This represents a total decrease of 26 cents in the property tax rate during the past seven years, a 13 percent reduction. The strategic plan is to continue to reduce the primary property tax rate while revenues from new development increase, and to remain in full compliance with the state's "Truth in Taxation" law, which requires a public hearing if there is an increase in the amount of primary property taxes generated from properties existing in the previous year.

While the primary property tax was reduced by $.0218 per $100 of assessed valuation, the secondary property tax rate increased by that amount, maintaining the $1.72 total primary property tax rate. The secondary property tax rate increased from $1.34 to $1.3618 per $100 of assessed valuation. The city's policy is to keep the total property tax rate constant at $1.72.

Glendale Financial Policies

Policy 1: Ongoing operating costs should be supported by ongoing, stable revenue sources. Policy 1.A. is a corollary to this. Cash balances should be used only for one-time expenditures such as capital equipment and improvements or contingency accounts. Throughout the budget process, proposed expenditure items are segregated into ongoing and one-time categories and matched with corresponding revenue sources so that this policy is complied with in all funds.

Policy 3: General Fund appropriations should include a contingency account equal to at least ten percent of General and Street Fund revenues. The FY 01-02 General Fund undesignated contingency appropriation of $9.6 million is equal to eight percent of projected General and Street Fund revenues. In addition, the General Fund contingency appropriation includes an additional $1 million set-aside for the "Opportunities Account." This account will permit the Economic Development Department to respond aggressively to opportunities to attract quality new business and support economic development.

Policy 8: Laws and policies limiting the use of certain revenues should be explicitly addressed in the budget. Some of these limitations apply to debt levels and are discussed in detail in the *Capital Improvement Budget* section of this document. Three other restrictions relate to the operating budget:

1. At least one-third of annual Local Transportation Assistance Funds (LTAF) must be devoted to transit. In FY 01-02, the city's entire allocation of these lottery proceeds, projected to be $1.2 million, will be applied to transit.

2. No more than half of the prior year's Highway User Revenue Fund (HURF) revenue may be used for debt service. The budgeted HURF debt service for FY 01-02 is $5.8 million, which is only 42.3 percent of the FY 00-01 HURF revenue of $13.7 million.

3. The city must maintain its level of General Fund support in street maintenance and operations, as provided by state law. This "local effort" requirement is based on the amount Glendale was spending on street operations when the state revenue sharing began and is approximately $644,000. In FY 01-02 our local effort, as measured by the General Fund transfer to the Street Fund, amounts to $8.1 million.

Fund Descriptions and Fund Balances

The City of Glendale uses fund accounting to track revenues and expenditures. Some funds, such as the Street Fund, are required by state legislation. Others were adopted by the city to track and document that revenues are being used in the manner for which they have been designated. Enterprise Funds are expected to be self-supporting through revenue generated from the services provided. Ending fund balances in each of the funds are composed of the ending balance plus the contingency appropriation, which should remain unspent barring any emergencies.

General Fund: The General Fund includes all sources of revenue the city receives that are not designated for a specific purpose. General Fund money may be used by the City Council for any legal public purpose. Most city departments receive at least some support from the General Fund. The ending balance in the General Fund is projected to decrease from the beginning balance due to the expenditure of funds for several planned capital projects, including Economic Development property acquisition, land acquisition for Habitat for Humanity, final Camelback Ranch land payment and payments for other CIP projects.

Street Fund: The Street Fund is used to account for Highway User Revenue Fund (HURF) money received from the State of Arizona. HURF revenues are generated from gasoline and other fuel taxes, driver's license and vehicle registration fees and other related fees collected by the state and shared with cities and counties based on a complex distribution formula. The Street Fund supports street cleaning and maintenance, traffic signs and signals, street lighting and related activities. The projected ending balance in the Street Fund will be essentially unchanged from the beginning balance.

Police and Fire Special Revenue Funds: In 1994, Glendale voters passed a citizen initiative that increased the local sales tax by 0.1 percent to add police and fire personnel and related equipment. The proposition specified that two-thirds of the revenue would go to Police operations and one-third to Fire operations. Currently there are 33 police and 18 firefighter

positions that are paid out of this fund. The Police and Fire Revenue Funds are used to track these revenues and expenses. Fund balances will decrease in both funds as accumulated balances are used for equipment purchases.

Civic Center Fund: The Civic Center Fund was created last year to track the revenue and expenses for this new downtown facility that contains over 30,000 square feet of meeting space divisible into smaller rooms. It is large enough to seat up to 800 people attending many different events including weddings, trade shows, conventions and exhibitions. This fund will carry no fund balance. A transfer from the General Fund will supplement revenues generated from Downtown Civic Center activities.

Transit Fund: The Transit Fund supports the provision of transit services in Glendale. The city provides Dial-A-Ride services for individuals with special transportation needs and contracts with the City of Phoenix to provide fixed route transit services. A transfer from the General Fund is needed to subsidize the Transit Fund because transit revenues are less than the expenses necessary for the level of service provided. The General Fund transfer normally brings the fund balance up to zero each year. However, in FY 99-00 a $183,000 bond sale provided the city's required local grant match for the next three years. Each year the unused balance of matching funds will be carried forward. In addition, Council has created a transit reserve fund, which now totals $450,000 and is carried in the transit fund balance.

Local Transportation Assistance Fund: The Local Transportation Assistance Fund (LTAF) is used to receive state lottery funds distributed to the cities on a population basis. Glendale transfers 100 percent of its LTAF funds into the Transit Fund.

Airport Operating Fund: This fund was established to track the ongoing operating revenues and expenses of the Glendale Municipal Airport. Currently the Airport Fund receives a year-end transfer from the General Fund and carries no year-to-year fund balance. The long-range goal for the Airport is to become self-supporting, in which case the Airport Fund will become an enterprise fund. In the past the Airport Fund has received transfers of up to $529,000 from the General Fund; however, during the last several years the amount of the transfers has been decreasing. This year the transfer from the General Fund will be $303,000.

Community Housing Services Fund: The Housing Fund supports Glendale's public housing program, which is part of the Neighborhood Services Department. The fund is almost entirely financed by federal housing grants.

Grant Funds: The city created a number of individual funds used to track grants received from various federal, state and county sources. Individual funds allow the city to comply with the specific financial and reporting requirements of each grantor agency. One fund tracks Community Development Block Grant (CDBG) funds from the federal government and another tracks HOME funds also from the federal government. A third fund tracks the

Community Action Program (CAP) grant funds received from Maricopa County. Most other grants received are tracked through the Other State and Local Grants Fund. Most grant funds come in on a reimbursement basis so these funds do not typically carry much of a fund balance from year to year. For FY 01-02 there will be no fund balance to carry forward.

RICO Fund: Federal anti-racketeering laws permit law enforcement agencies to seize and sell property and proceeds acquired by individuals as a result of their involvement in certain types of criminal activities such as the sale of illegal drugs. The city's RICO Fund tracks the revenue generated from such seizures. This revenue must be used for purposes that improve public safety or crime prevention programs.

Court Special Revenue Fund: The Court Revenue Fund is funded from two primary sources: a security surcharge paid by persons convicted of traffic or misdemeanor offenses in City Court, and time payment fees charged to persons who choose to pay their fines in installments. Security surcharge revenue must be used for security services and improvements at the City Court. The time payment fee may be used for general court services. The fund balance will decrease in FY 01-02 as accumulated funds are used for planned improvements.

Water/Sewer Enterprise Fund: The Water/Sewer Enterprise Fund supports the provision of water and sewer service to Glendale residents and businesses. It is completely self-supported through water sales, sewer user fees and other user fees. The fund receives no tax revenue and pays an annual contribution to the General Fund for support services, such as accounting, personnel, and legal services received from General Fund departments. The Water/Sewer Enterprise fund balance is expected to decrease in FY 01-02 because of planned capital expenditures.

Sanitation Enterprise Fund: The Sanitation Enterprise Fund supports refuse collection and disposal service to homes and businesses in the city. It is supported through monthly charges paid by sanitation customers. Planned equipment purchases will slightly decrease the fund balance this year.

Landfill Enterprise Fund: The Landfill Enterprise Fund supports the operation of the Glendale Landfill. User charges, or tipping fees, are paid by the Glendale Sanitation Department, other cities and private haulers that use the landfill. External users are charged on a higher fee schedule than the internal Sanitation Department. In FY 00-01, the Recycling division was added to the Landfill fund and a new curbside recycling program began. Previously, the city had a limited number of sites for citizens to drop off selected recyclable materials. This program will help extend the life of the landfill and contribute to our community's effort to improve the environment. The fund balance will decrease due to planned capital projects.

Risk Management and Worker's Compensation Trust Funds: The Risk Management and Worker's Compensation Trust Funds support the provision of liability and worker's compensation coverage for the city. The funds are used to pay claims against the city and to cover premiums for certain types of outside coverage. Income to the funds comes from premiums charged to each city department. Fund balances in each fund are expected to increase during FY 01-02 as reserves continue to accumulate to cover future claims.

Benefits Trust Fund: The Benefits Trust Fund was created in FY 00-01. An actuarial study of health insurance funding indicated that creating a separate fund, and holding the excess payments and accumulated interest in it, would be the best way to develop reserves to meet future cost increases for health-related insurance. During the course of the year, employer and employee contributions for medical, dental and vision insurance will be deposited into this fund. Premium payments to insurance carriers will be made directly from the fund. The remaining fund balance, if any, will be kept in the fund for future use. The Benefits Trust Fund will also contain the minimum corridor reserves previously held in the General Fund. The fund balance will decrease this year as previously collected reserves are used to offset premium increases.

Vehicle and Technology Replacement Funds: The Vehicle and Technology Replacement Funds are mechanisms the city uses to accumulate the money needed to replace its fleet of cars, trucks and other vehicles and its personal computers, telephone system, and other technology-related equipment. Each department pays annually into each fund based on the amount of equipment in its inventory and the expected life span and value of the equipment. Replacement equipment is purchased according to the applicable replacement schedule and paid for out of the appropriate fund. Fund balances in both funds fluctuate from year to year according to the replacement schedules.

General Services, Print Shop and Telephone Funds: The General Services, Print Shop, and Telephone Funds are used to track income and expenses of the internal services provided to city departments. These include vehicle maintenance and fuel, postage and mail, duplicating and telephones. City departments pay for these services on an actual usage basis. These charges then go into the General Services Fund as revenues that support the cost of providing the services. The General Services Fund generally carries no fund balance because the rate structures are designed to recover only actual costs. Small annual surpluses may occur from time to time, but these are returned to city departments through lower rates or smaller rate increases the following year.

Recreation, Library and Cable TV Revolving Funds: These funds track the use of special revenue sources dedicated to the specific service areas that collect them. Examples include recreation classes for which fees are charged, library book sales and employee book orders and rental fees for the cable TV studio and van. The Parks and Recreation Department has agreements with several local school districts covering maintenance of city pools on school

property and jointly owned city/school district parks. The school districts and the city make annual payments into the fund to cover major maintenance and restoration costs. Each fund will experience a reduction in fund balance as accumulated reserves are spent.

Developer Agreement Fund: The city has an agreement with a developer who paid for city infrastructure required as part of a major retail development. The agreement calls for the city to reimburse the developer's costs for the public infrastructure over time from revenues resulting from the development. Excess funds collected each year above the required annual reimbursement will be accumulated in the Developer Agreement Fund until the fund balance is sufficient to cover the remaining payments. At that time, all revenue resulting from the development will go into the General Fund. This fund will show an increase in fund balance.

Capital Construction Funds: These funds track the resources, generally from bond sales, and expenses related to the construction of major capital improvements. General Obligation Bonds were issued in 1996 and 1998, and the proceeds are being spent along with proceeds from an additional bond sale in FY 99-00. Considerable detail on planned capital projects, their effect on the General Fund, debt policies and tax implications are included in the *Capital Improvement Budget* section of this document. Fund balances in most capital funds will drop this year as proceeds from previous bond sales are spent on planned capital projects.

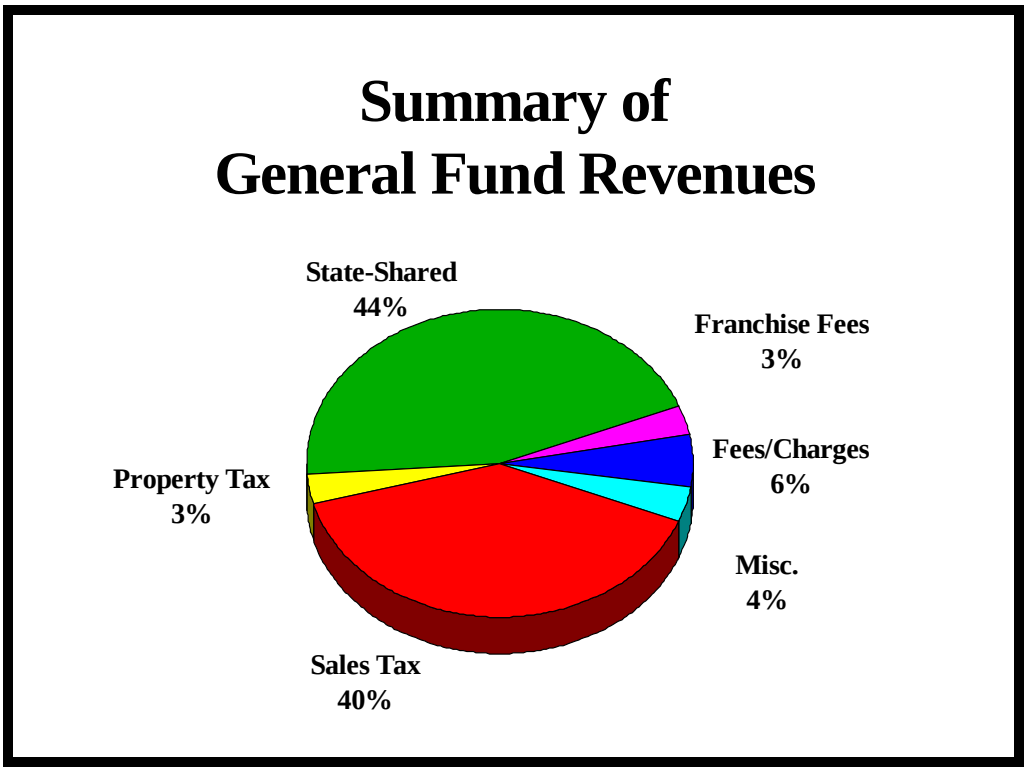
Debt Service Funds: These funds are used to track payments made on the city's outstanding debt obligations. Each type of debt -General Obligation, Street Revenue Bond, Local Improvement District and Municipal Property Corporation debt- is tracked in a separate fund. The city's debt policies and long-range debt management plans are described in detail in the *Capital Improvement Budget* section of this document. Debt schedules are included in the *Schedules* section of the document. Fund balances in the General Obligation and Local Improvement District Funds fluctuate according to established debt payment schedules. The other two funds carry little or no fund balances and are balanced annually with transfers from the Street and General Funds.

Revenues

Total revenues available to the city in FY 01-02 from all sources are estimated to be $341.8 million. This is a 35.5 percent increase from FY 00-01. This increase is due primarily to Parks, Water & Sewer, Facilities, Streets and Police/Fire bond sales of more than $61 million in FY 01-02. Table 1 shows revenue changes expected from FY 00-01 to FY 01-02.

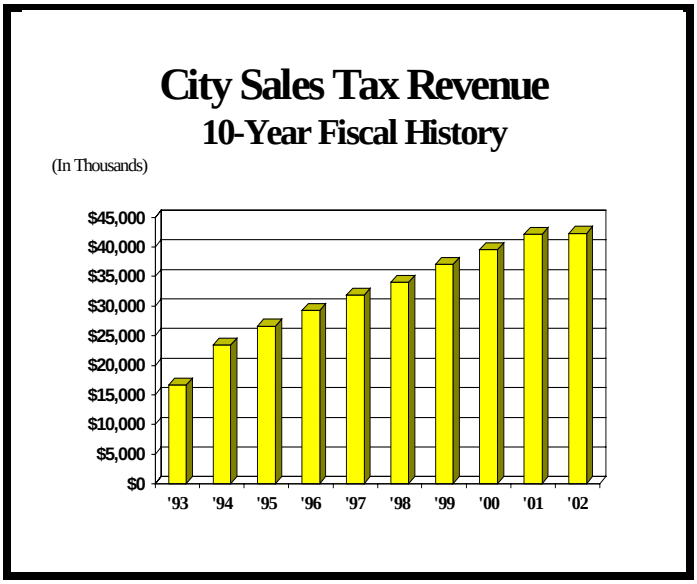
Table 1
REVENUE SUMMARY
(All Dollars in Thousands)

Fund	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Projected	FY 01-02 vs. FY 00-01 Est
General Fund	$100,106	$103,476	$106,835	$3,359
Streets	$13,650	$13,650	$14,005	$355
Transit	$1,623	$956	$3,168	$2,213
Local Trans. Assist.	$1,200	$1,200	$1,220	$20
Cable Replacement	$113	$119	$44	($75)
Airport	$342	$310	$318	$8
Civic Center	$202	$175	$350	$175
Grants	$9,234	$4,977	$9,693	$4,716
Water & Sewer	$51,372	$52,259	$73,348	$21,089
Sanitation	$11,158	$10,961	$11,766	$804
Landfill	$8,326	$8,644	$9,290	$646
Risk Management	$1,874	$1,752	$1,950	$198
Vehicle Replacement	$1,742	$1,790	$1,792	$1
Court Fund	$299	$244	$274	$30
General Services Fund	$4,511	$5,001	$5,261	$259
Print Shop	$430	$427	$321	($105)
Telephone	$872	$916	$988	$72
Recreation Classes	$940	$825	$825	$0
Housing	$8,291	$6,297	$7,936	$1,638
Library Special Rev.	$175	$207	$207	$0
Tech Replacement	$1,888	$1,919	$2,306	$387
Police Special Assessment	$2,115	$2,244	$2,244	$0
Fire Special Assessment	$1,061	$1,124	$1,124	$0
Benefits Trust Fund	$8,278	$9,222	$11,128	$1,907
Worker's Comp.	$1,632	$1,645	$1,650	$5
Total Operating	**$231,434**	**$230,340**	**$268,042**	**$37,702**
Capital and Debt Revenue	$20,828	$18,748	$73,756	$55,008
Grand Total	**$252,262**	**$249,088**	**$341,798**	**$92,710**



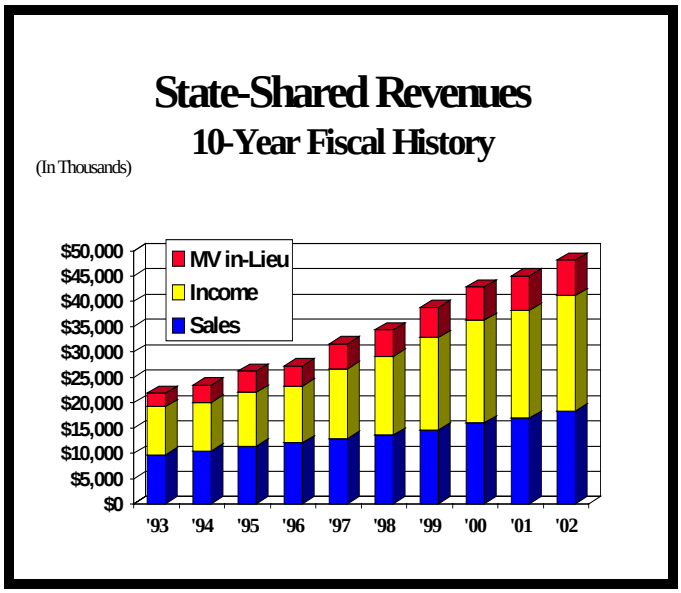
General Fund Revenues

Total resources available in FY 01-02 to support General Fund services include the estimated beginning fund balance of $24.6 million, transfers from other funds amounting to $7.4 million and revenues estimated to total $106.8 million. Transfers to the General Fund from the Enterprise Funds cover the cost of services and overhead expenses provided by General Fund departments in support of enterprise operations and are determined by an indirect cost allocation model. General Fund revenue projections are based on historic trend data, expected population increases, projected inflation and performance of the national, state and local economies and statistical analyses.



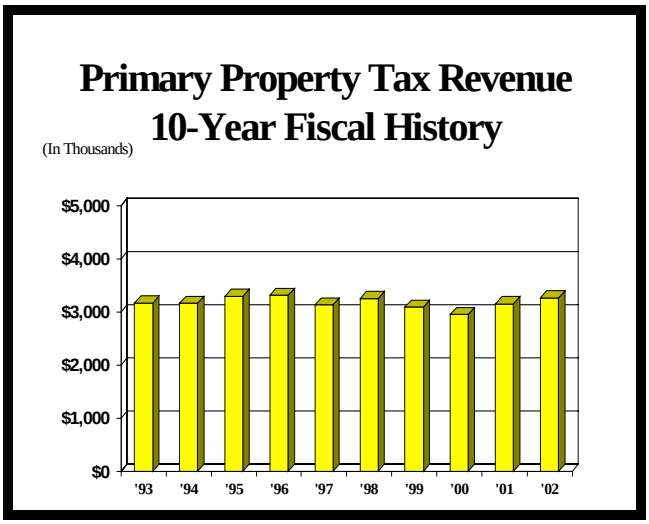
City Sales Tax: Glendale's largest locally generated revenue is the city sales tax. The city receives 1.2 percent on all retail sales occurring within the City of Glendale. The retail sales sector of the local economy is continuing to experience strong growth, although the rate of growth has slowed from the peak years of the mid-1990s. Sales tax collections in FY 00-01 were up by 6.6 percent over the previous year. In accordance with the city's *Strategic Financial Plan for Sales Tax Stabilization*, the budgeted revenue amount of $42.3 million is in line with actual collections in FY 00-01.

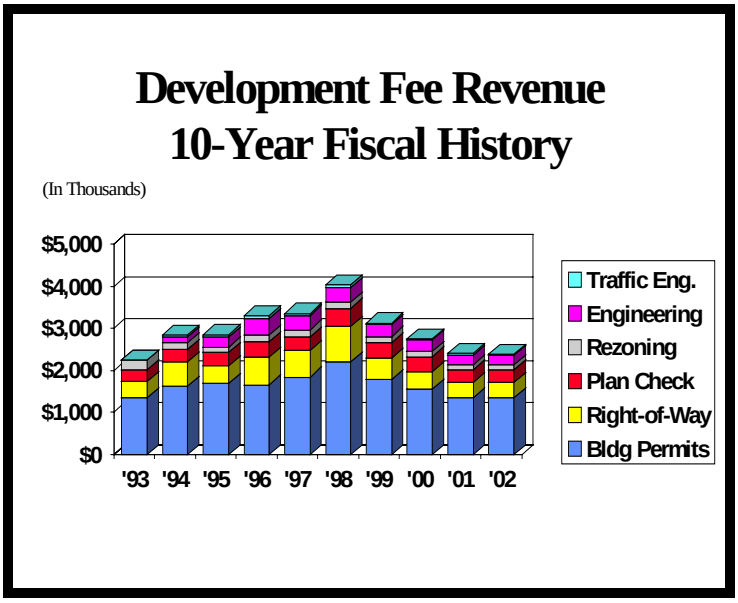
State-Shared Revenues: The State of Arizona shares a portion of its sales, income and motor vehicle taxes with cities based on population formulas established by state law. Estimates for these revenues are provided annually by the state. The largest state-shared revenue is the state income tax, which is projected to increase by $1,560,000 or 7.3 percent. Income tax disbursements to the cities lag behind collections by two years, so the strong growth in this source reflects the strong job growth that occurred in Arizona in 1998-99.



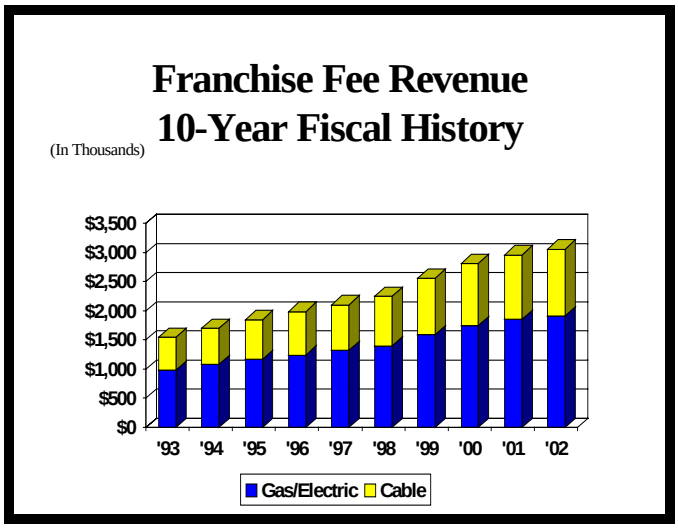
In FY 99-00 the legislature changed the formula for future income tax disbursements to cities. Previously, cities received 15.8 percent of the state income tax revenue. Beginning in FY 00-01, cities now only receive 15.0 percent. This resulted in a reduction of over $1.0 million dollars in Glendale's share of state-shared income tax revenue in the first year following the change. State sales tax and motor vehicle taxes are expected to increase by $1,360,000 (8%) and $200,000 (3%), respectively.

Primary Property Tax: Using Maricopa County estimates for assessed valuation, a primary property tax rate of $0.3582 per $100 of assessed valuation will result in revenues of $3.3 million. This is a slight increase from FY 00-01 receipts due to new construction in the city. The City Council has made a policy decision to maintain a stable property tax revenue stream that does not increase the tax burden on existing residents. Therefore, the rate is down by $0.0218 per $100. This year's levy is more than $4.3 million below the legal maximum levy. The current primary property tax levy means that the city remains in compliance with all applicable laws.



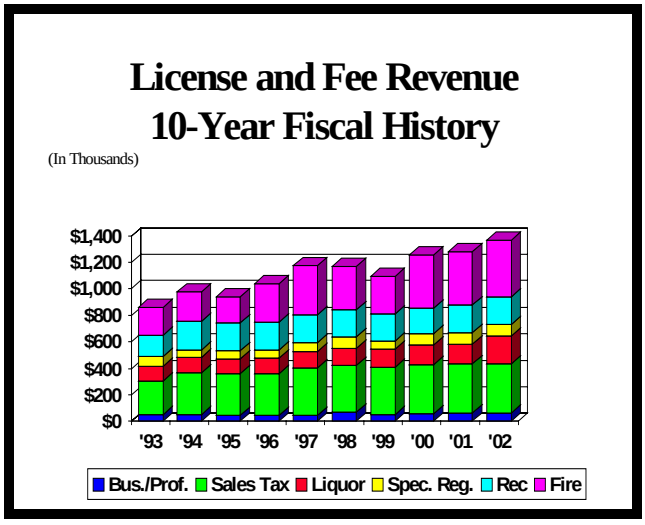


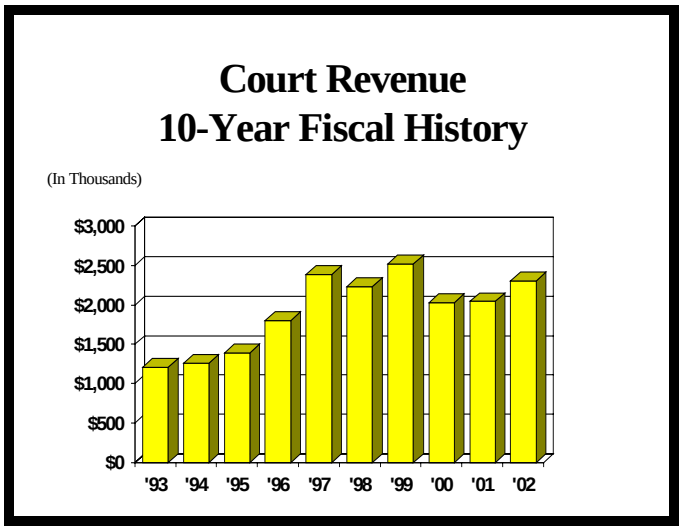
Development Fees: Development-related fees include building permits, right-of-way permits, plan review fees, rezoning fees and engineering and traffic engineering plan check fees. Fee revenues are cyclical in nature and tend to reflect the economic health of the construction sector. The current cycle continues to surprise even the experts in its longevity. Based on conservative predictions that the economy will slow slightly this year, we anticipate a small decline of $25,000 (1.0 percent) in development fee revenues.



Franchise Fees: Franchise fees are paid to the city by the electric, gas and cable television companies operating within the city. These fees tend to increase in response to population growth and rate increases by the various utilities. As a group, franchise fees are projected to increase by $100,000 (3.4 percent) in FY 01-02 over FY 00-01 receipts. In all cases, the fees due the city are based on gross receipts for the franchised organization. Projected increases are based on population growth. We are not anticipating any rate increases.

License and Fee Revenues: This revenue category includes business and professional licenses, sales tax licenses, liquor licenses, special regulatory licenses, recreation fees and fire department fees. As a group they are expected to generate $1.4 million in FY 01-02 which represents an increase of $60,000 (4.6 percent) over FY 00-01 receipts. The increase is primarily due to liquor license fees which were increased by Council to recover the higher costs of processing the applications and licenses.



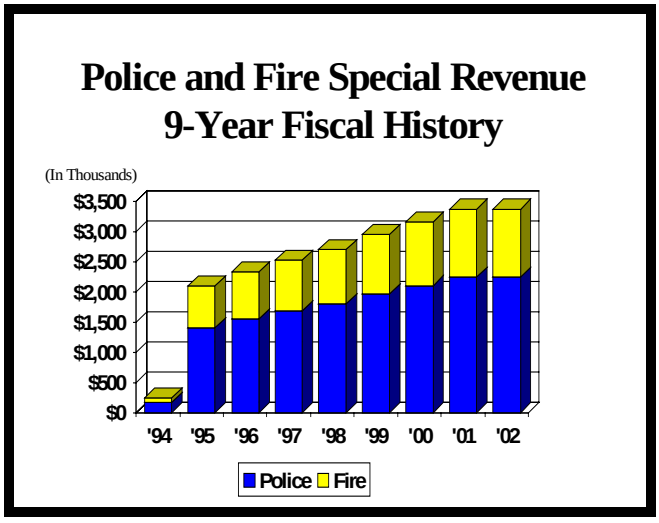


Court Revenues: The Glendale City Court collects fines for parking/traffic violations and civil/misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The amount of revenue generated from fines can be affected by changes in the level of enforcement provided by the Police Department. The city will be increasing the number of officers by 24 this fiscal year which will intensify the traffic law enforcement effort. Based on this, court revenues are predicted to increase by $257,000 (12.6 percent) over FY 00-01 receipts.

Other Revenues: All other General Fund revenues are expected to produce $4.0 million in combined revenues in FY 01-02. This revenue category includes sales tax on water, interest income, rental income and miscellaneous revenues. As a whole, this group will show an increase of $0.5 million from FY 00-01. The increase is due primarily to higher-than-expected interest income rates. Most other miscellaneous sources will remain the same.

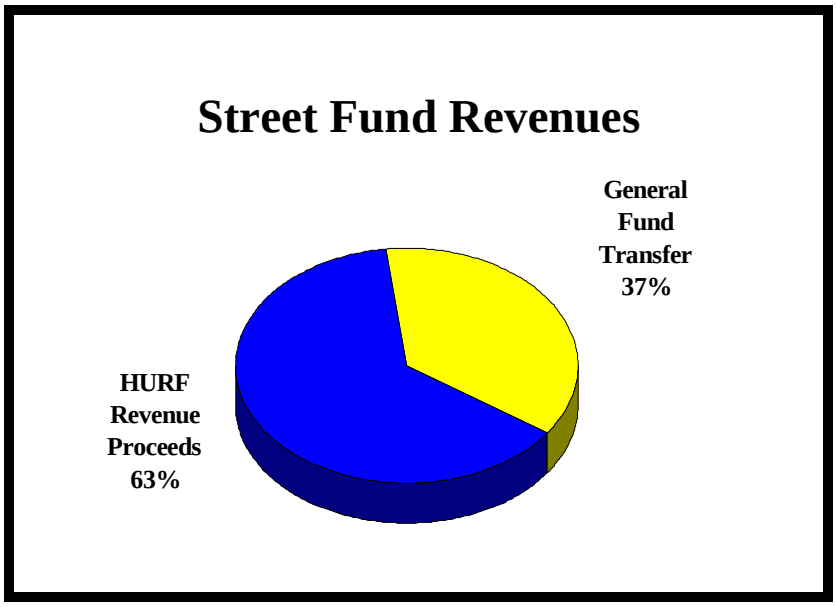
Police and Fire Special Revenue Funds

Special Sales Tax: The only source of revenue for these funds is the 0.1 percent sales tax designated for Police and Fire services which was originally adopted by the voters in 1994. Actual collections began in April 1994, at the end of the fiscal year. Because this revenue source is subject to the same economic volatility as the general sales tax, the city's Sales Tax Stabilization Policy applies, and the projected revenue for FY 01-02 is equal to actual collections for the current year.

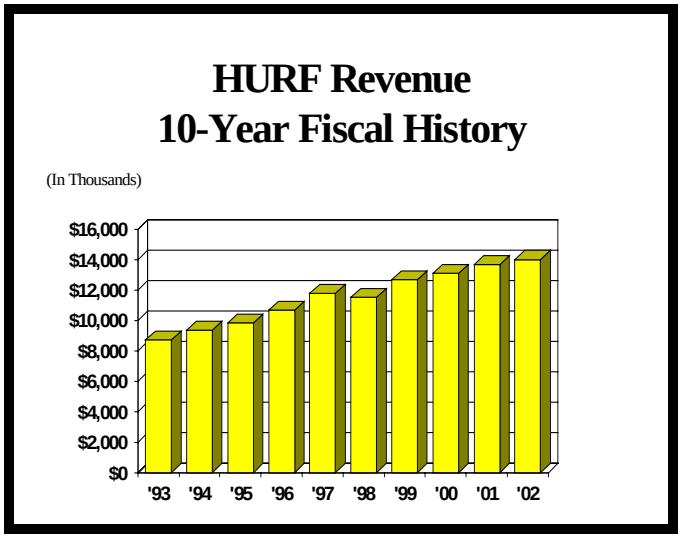


Street Fund Revenues

Street Fund revenues come from the state-shared Highway User Revenue Fund (HURF), which consists of gasoline and other fuel taxes, drivers' license and vehicle registration fees and other transportation-related fees and taxes. They must be accounted for separately and used for street maintenance and transportation services. HURF revenues will contribute $14.0 million (63.0 percent) of Street Fund resources with the remaining $8.1 million (37.0 percent) coming from the city's General Fund.



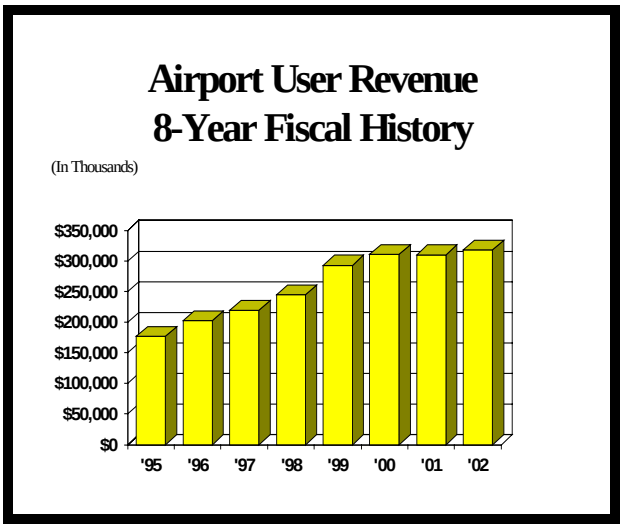
HURF Revenue: HURF collections are affected by the general health of the economy, as well as certain specific industries such as tourism and trucking. Additionally, there have been formula modifications made by the state legislature from time to time, which have affected Glendale's share. For FY 01-02, the state is projecting HURF distributions to Glendale amounting to $14.0 million, which is an increase of 2.6 percent, compared to FY 00-01. The projected increase is attributable primarily to population growth.



Airport Revenues

Airport revenues consist of user fees (51 percent) and a transfer from the General Fund (49 percent).

Airport User Fees: Airport user fee revenue comes from a combination of terminal space rentals, land leases, fuel-related fees, tie-down and hangar fees and other aviation-related fees. The city has been successful in having a 100 percent building lease rate for the last few years. It is now aggressively pursuing additional airport facility users with the plan to be self-sufficient in the foreseeable future. Revenues will show a slight increase of $8,000 in FY 01-02.

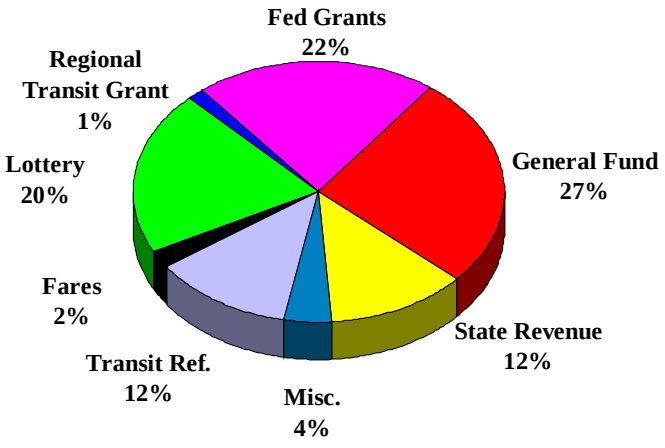


Transit Fund Revenues

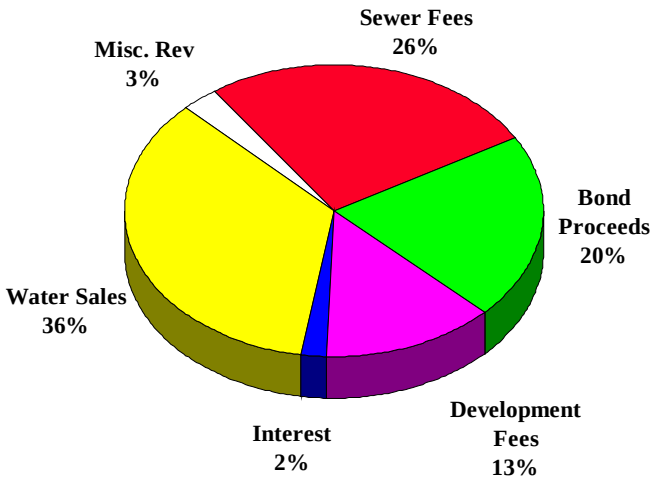
The General Fund is the largest contributor to our Transit Fund. The city's allocation from the Local Transportation Assistance Fund, which is funded from state lottery revenues, is projected to total $1.2 million in FY 01-02. Federal Transit Administration (FTA) operating grants will contribute $101,600, an increase in federal funding from the previous fiscal year. Farebox revenues will amount to $126,000, which is only 3.5 percent of total operating revenues. The local Regional Public Transportation Authority will provide $72,000 in revenue and an FTA capital grant will contribute $816,000. The fund will have $722,004 related to the new Transit Referendum initiative if it is successful, and the remaining $1.6 million required to provide transit services will come from the General Fund.

Transit Funding Sources

Operating Revenue



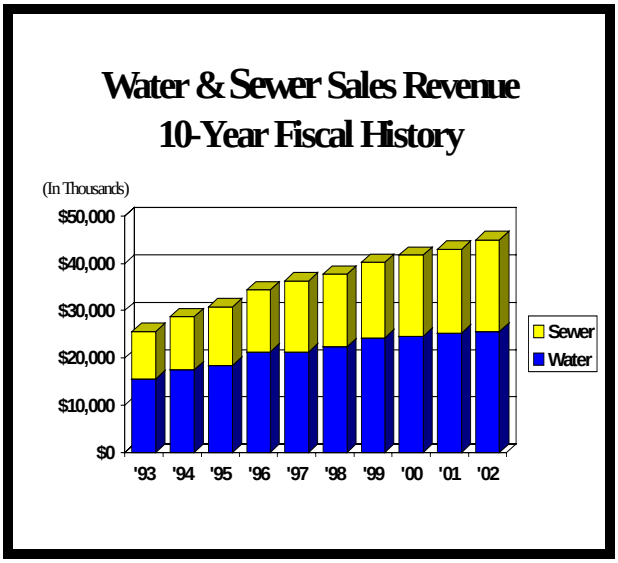
Water/Sewer Revenues



Water/Sewer Fund Revenues

In FY 01-02, water sales and sewer fees will make up $45 million (61 percent) of total revenues for this fund. Bond proceeds and development impact fees will yield an additional $15 million (20 percent) and $10 million (14 percent), respectively.

Miscellaneous revenues including water taps, irrigation, intergovernmental charges, effluent revenue, customer service and interest are projected to produce an additional $3.5 million.

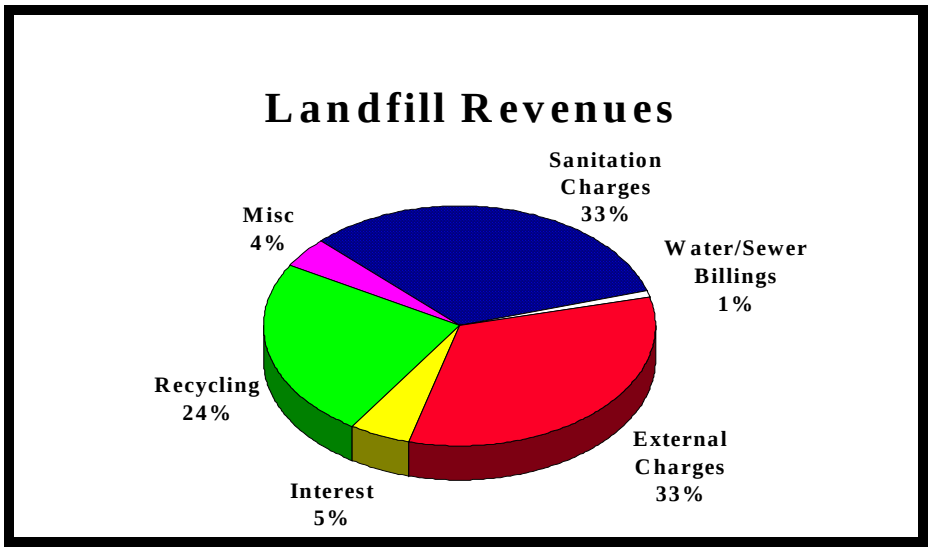


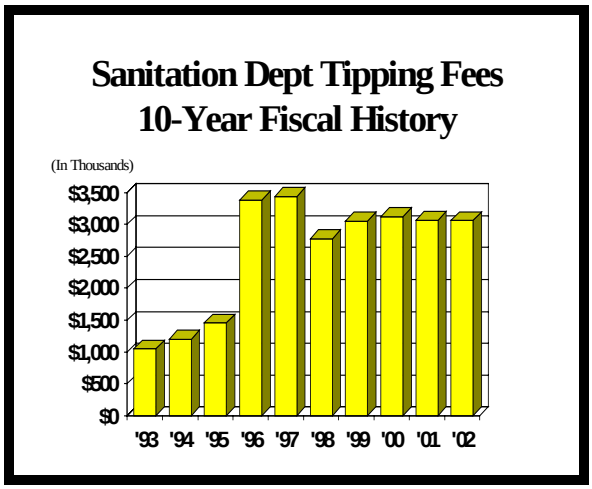
Water Sales: Revenues from water sales are influenced by rate increases, weather conditions and population growth. For the sixth consecutive year, there will be no rate increases in FY 01-02. Of course, weather conditions are impossible to predict; therefore, the projected increase in water sales revenue of $384,000 is based primarily on population growth.

Sewer User Fees: Sewer user rates are set each year based on water usage in the months of January, February and March. The sewer user fee schedule is currently being updated and plans include a four percent revenue increase for FY 01-02.

Landfill Fund Revenues

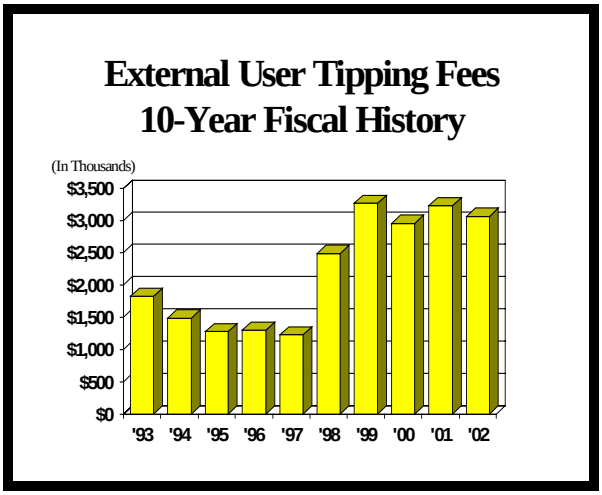
Landfill revenues come from the Glendale Sanitation Department, which is charged an internal rate for use of the city landfill (33.7 percent), and outside users that account for 33.0 percent of landfill revenues. The new curbside recycling program is projected to bring in $2.3 million its second year, or 24.4 percent of the total fund revenue. Additional revenue comes from interest income (4.9 percent) and other sources, including the sale of recyclable items, wood waste compost and miscellaneous sources. These other revenues account for 4.0 percent of fund resources.





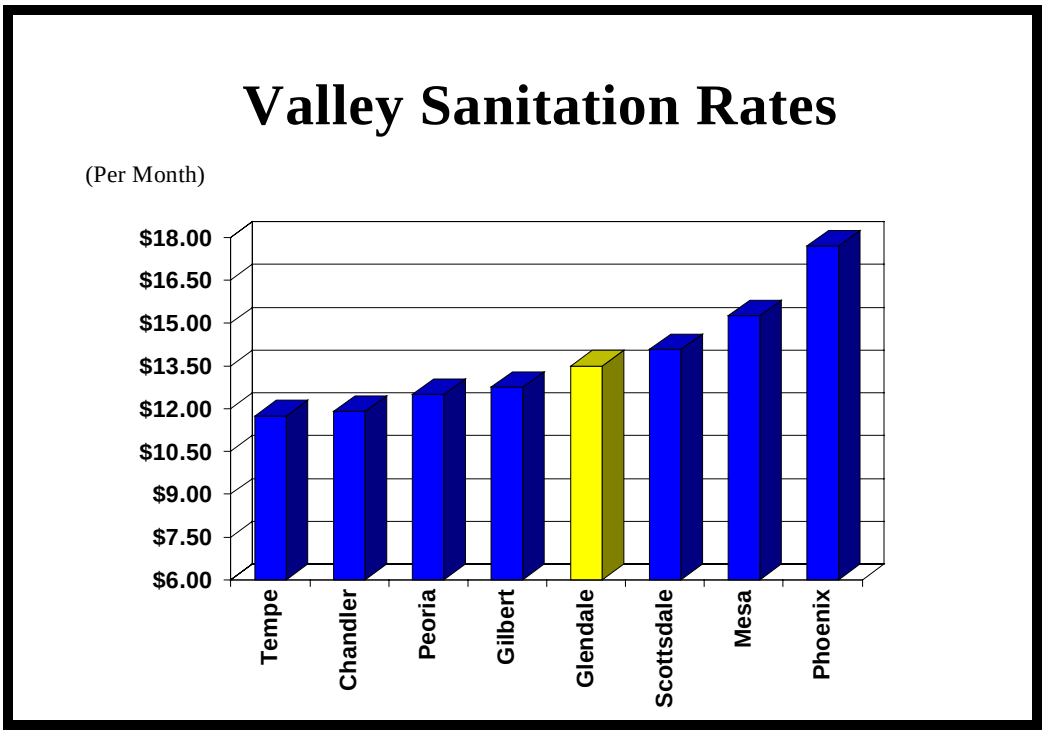
Sanitation Department Tipping Fees: The internal tipping fee currently paid by the Sanitation Department is $19.73 per ton. The rate will remain the same in FY 01-02. Sanitation tipping fees will generate $3.1 million for the Landfill Fund in FY 01-02.

External User Tipping Fees: Tipping fees paid by private haulers and other cities using the Glendale Landfill will generate $3.1 million in revenue in FY 01-02. The amount decreased by $163,030 (5.0 percent) over FY 00-01 revenues. The landfill currently has agreements with the City of Peoria and the City of Avondale for use of the landfill. There will be no increase in the tonnage rate of $26.00 charged to private haulers in FY 01-02.

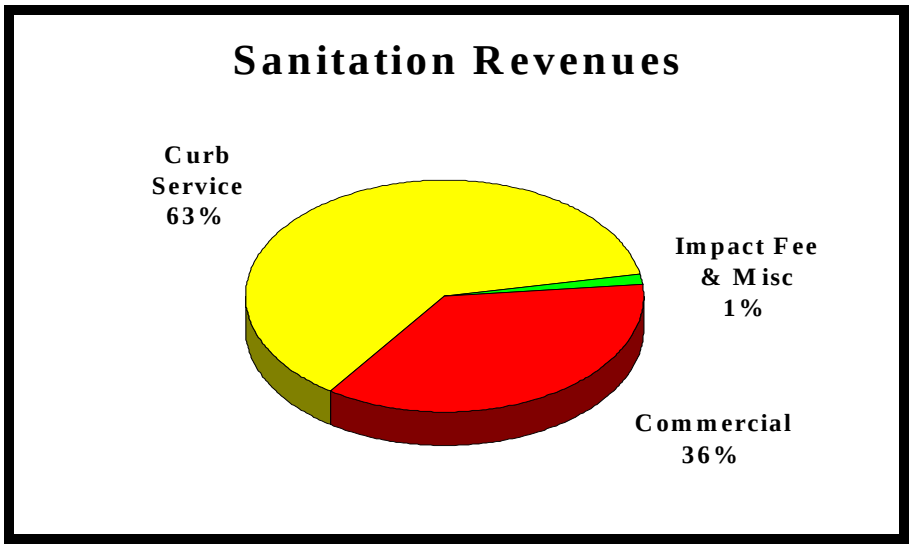


Sanitation Fund Revenues

The city has prepared five-year financial plans for the Sanitation and Landfill Enterprise Funds. These plans consider operating and capital costs, equipment replacements, rate structures and service demands, and budget decisions are largely based on these long-range plans. Since landfill fees represent a significant part of the expenses of the sanitation enterprise, landfill rates have a major bearing on sanitation rates.

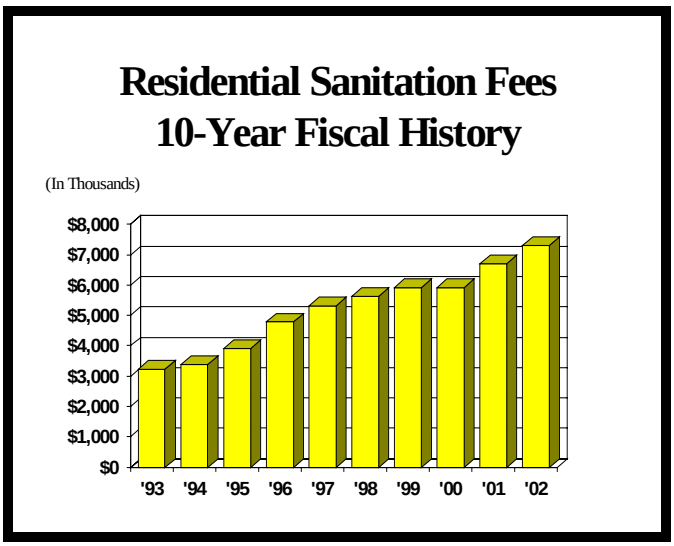


Sanitation Fund revenues come from two major sources: residential rates (62.1 percent) and commercial rates (36.5 percent).



Sanitation Service Fees: Commercial fees charged to business and apartment accounts will amount to $4.3 million in FY 01-02, an increase of 4.8 percent over the previous year. The Sanitation Department has dedicated a position to help secure new business accounts. Commercial rates are currently being reviewed.

Residential service fees will generate $7.3 million in FY 01-02 revenue compared to $6.7 million in FY 00-01, an increase of 8.9 percent. This increase is attributable to the $0.75 per month rate increase that Council is considering at this time. This increase is needed to help offset curbside recycling program costs and general inflation.



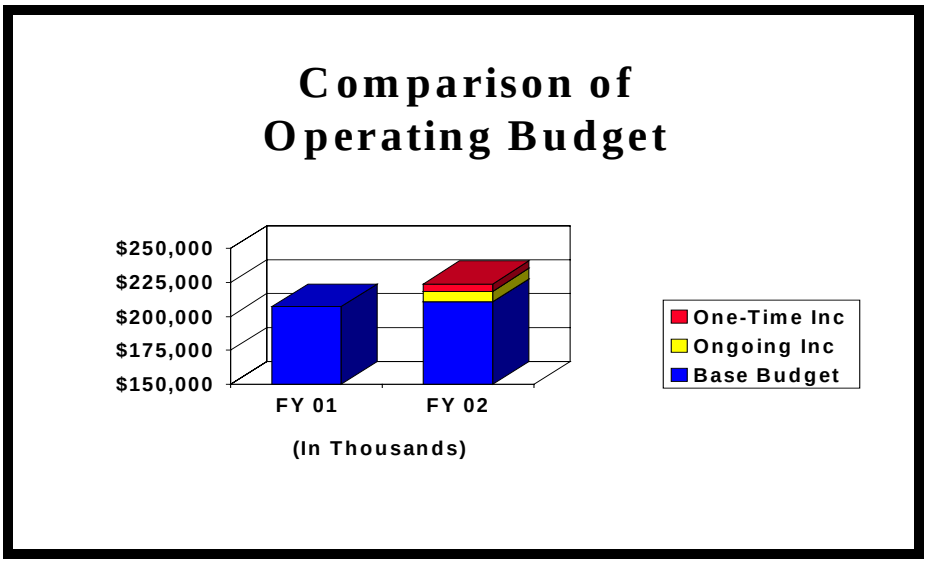
Expenditures

The FY 01-02 Operating Budget

The FY 01-02 Operating Budget was balanced without the need for increases in any taxes. The Operating Budget totals $224 million, which is an increase of $17 million or 8.2 percent over the FY 00-01 budget.

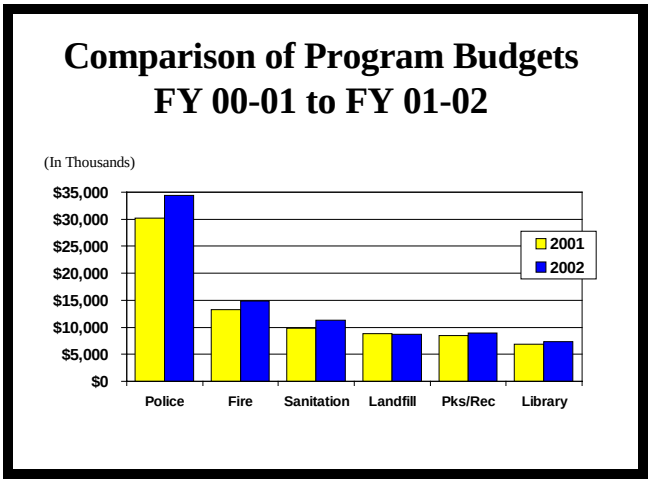
One-time additions to the budget account for $5.8 million. These additions will not recur in future years. Carryover of unspent funds from FY 00-01 into FY 01-02 represents another $11.5 million and also will not recur in future years.

Ongoing additions to the budget total $7.6 million. A significant portion of this ongoing expense, $3.2 million, is directly attributable to specific Council Goals. These include 24 additional officers and eight support personnel in the Police Department, a new Fire Station staffed with 15 firefighters and six battalion chiefs/captains and programming needs for a new Adult Center.



The remaining ongoing funding was used to meet both inflationary and growth-related expenses by various city departments to ensure that existing levels of service were maintained. These include increases in costs associated with the maintenance of vehicles, parks and building structures; increases in fuel and electricity costs; maintaining water, sewer and sanitation service levels; and positions related to growth (i.e., code compliance inspector, city court information clerks, public defender, etc.).

Operating Budget Changes



There are several significant additions to the city's operating budget in FY 01-02. The Police Department will be adding 24 Officers and eight support personnel. The Council also approved the purchase of a "Shot Spotter" to help pinpoint the location of random gunfire within the city.

The Fire Department will be opening another fire station and creating a second battalion responder unit. Therefore, they will be adding 15 firefighters, three battalion chiefs and three captains. Additional funding was added to the Parks and Recreation budget to cover increases in operating and maintenance costs of parks, as well as programming needs for a new Adult Center. Substantial increases in vehicle shop costs, fuel, electricity, animal control services and right-of-way projects, to name a few, were reflected in various city departments.

Table 2 contains approved supplemental funding totals for departments receiving the largest increases.

Table 2
Selected Budget Supplementals

Department	Amount	% of Base Budget
Engineering	$1,731,236	38.6%
Comm Partnerships	$137,800	30.6%
Economic Development	$101,581	14.3%
Environmental Resources	$176,109	9.2%
City Attorney	$141,860	8.1%
Fire Department	$1,179,213	7.9%
Non-Departmental	$481,000	7.7%
Utilities	$1,671,454	7.2%
City Clerk	$75,500	7.2%
Police Department	$2,394,564	6.9%
All Other	$4,831,975	4.2%

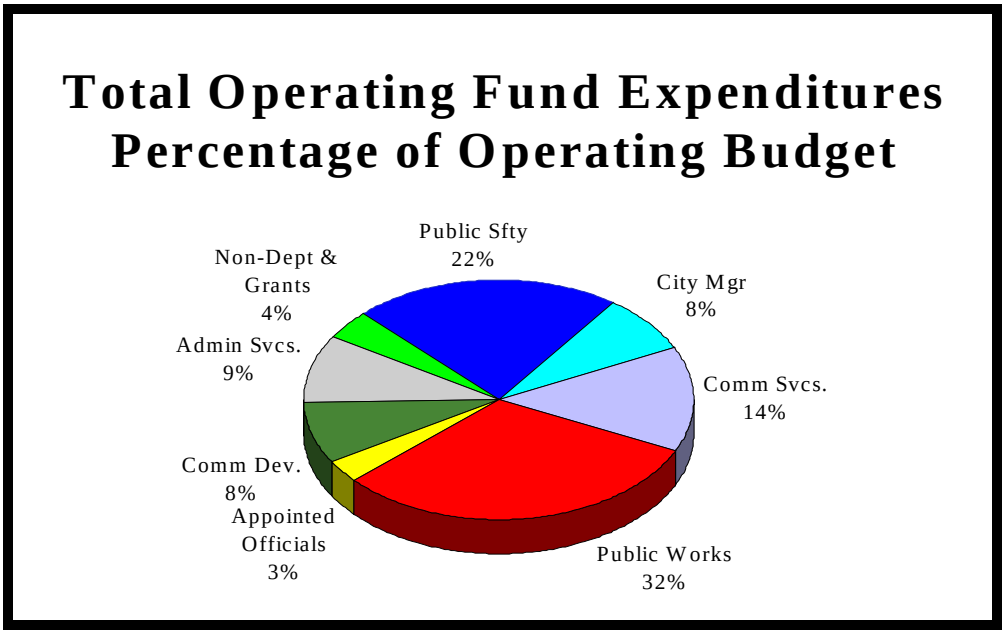
Operating Budget Summary

In most cases, Glendale's fund structure coincides with the city's organizational and program structure. Table 3 shows the operating budgets for each operating fund from FY 98-99 to FY 01-02.

Table 3
Operating Budgets
(All Dollars in Thousands)

Fund	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2002 vs. 2001
General Fund	$82,000	$88,000	$97,000	$106,000	9.3%
Streets	$12,001	$13,250	$13,819	$14,520	5.1%
General Services	$5,660	$5,955	$5,813	$6,512	12.0%
Transit	$2,379	$2,971	$3,420	$3,596	5.1%
Airport	$484	$527	$608	$621	2.1%
Cable Replacement	$55	$555	$480	$316	(34.2)%
Court	$304	$333	$412	$529	28.4%
Grants	$7,155	$6,072	$8,185	$8,267	1.0%
Water and Sewer	$21,838	$24,285	$25,932	$28,378	9.4%
Landfill	$4,199	$4,565	$7,936	$8,772	10.5%
Sanitation	$8,879	$10,670	$11,194	$11,322	1.1%
Risk Management	$1,200	$1,200	$1,275	$1,600	25.5%
Tech Replacement	$1,303	$1,428	$1,428	$2,615	83.1%
Benefits Trust Fund	$0	$0	$8,506	$11,223	31.9%
Vehicle Replacement	$2,805	$5,095	$6,161	$4,550	(26.1%)
Recreation Classes	$995	$993	$1,206	$1,251	3.7%
Housing	$7,653	$7,741	$7,868	$7,920	0.7%
Library	$279	$279	$279	$279	0%
Police Special Assessment	$1,972	$1,987	$2,525	$2,615	3.6%
Fire Special Assessment	$1,083	$948	$1,154	$1,332	15.4%
Civic Center	$0	$571	$723	$707	(2.2%)
Neighborhood Fund	$1,681	$0	$0	$0	N.A.
Worker's Comp Fund	$1,075	$1,075	$1,075	$1,075	0%
Total	**$165,000**	**$178,500**	**$207,000**	**$224,000**	**8.2%**

It is important to remember that fund totals do not fully describe how and where the city directs its resources. The following graph shows each group's share of the total operating budget.



The largest operating group is Public Works, which accounts for 32 percent of the total operating budget. The Public Works Group provides water and sewer service, street maintenance, garbage collection and disposal, building and equipment maintenance, cemetery services and recycling operations.

The second largest group is the Public Safety Group, which makes up 22 percent of the total operating budget. Services provided by this group include police and fire protection, emergency medical services and related support services such as 9-1-1 call service and dispatch.

The Community Services Group created in FY 00-01 includes Parks and Recreation, Library Services, Community Partnerships and Neighborhood Services. It accounts for 14 percent of the total operating budget. These services were previously reported in other groups.

The Administrative Services Group comprises nine percent of the total budget and includes services such as finance, marketing, information systems, purchasing, warehouse, risk management, budgeting and revenue collection.

The Community Development Group represents eight percent of the total operating budget. Departments in Community Development provide a wide range of services, including building

permits and inspections, planning and zoning, traffic engineering, streetlights and signals, transit, engineering, airport operations and code compliance.

The City Manager Group includes those operations reporting directly to the City Manager or Assistant City Manager. These departments account for eight percent of the total operating budget. They include the City Manager's Office, Human Resources, Economic Development, the Community Action Program, Intergovernmental Relations and the City Auditor.

The Appointed Officials Group is made up of departments that report directly to the Mayor and Council. The group represents three percent of the operating budget and includes the operation of the Mayor's Office, Council Office, the City Clerk's Office, the City Attorney's Office and the City Court.

Non-departmental expenses include city contracts with other governments and outside agencies for services such as animal control and services for the homeless, as well as city memberships in the National League of Cities, Maricopa Association of Governments and similar organizations. Non-departmental and miscellaneous grant administrative expenses account for the remaining four percent of the budget total.

Staffing and Personnel Issues

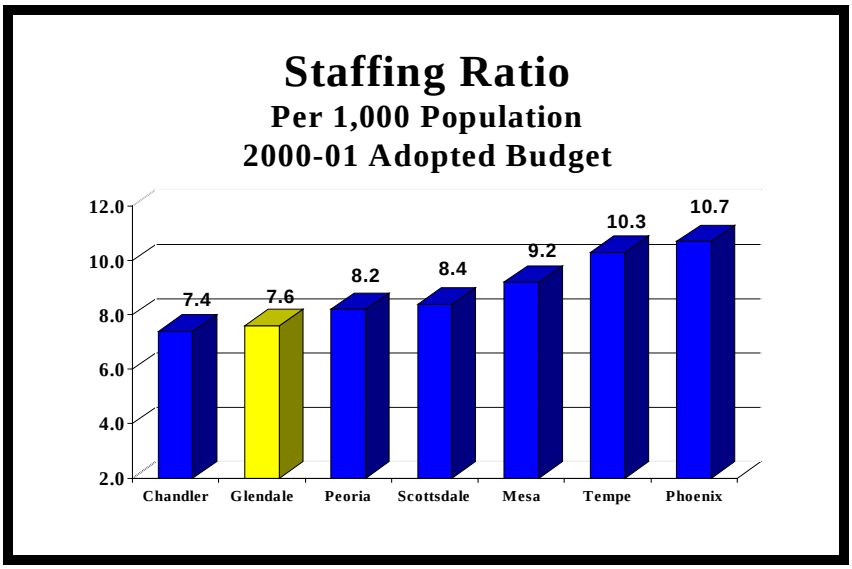
As with any service organization, personnel costs are a significant part of the total operating budget of the city. Table 4 provides a comparison of staffing levels in recent years.

Table 4
Staffing Levels By Fund
(Full-Time Equivalents)

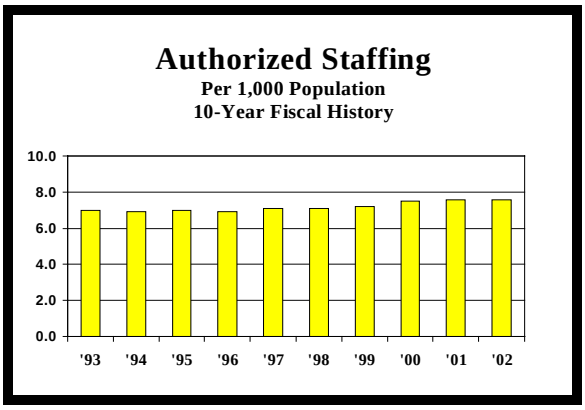
Fund	1997-98	1998-99	1999-00	2000-01	2001-02
General Fund	925.90	976.05	1,019.05	1,082.30	1,160.55
Streets	88.00	90.00	90.00	96.00	96.00
General Services	40.00	40.00	40.00	43.00	41.00
Transit	22.25	22.25	23.25	26.25	26.25
Airport	5.00	5.00	5.00	5.00	5.00
Housing	20.00	20.00	21.00	23.00	23.00
CDBG	8.00	8.00	7.00	8.00	8.75

Fund	1997-98	1998-99	1999-00	2000-01	2001-02
Other Federal Grants	6.00	6.00	6.00	9.50	10.50
Water/Sewer	155.50	164.50	173.50	175.00	181.00
Sanitation	56.00	59.00	64.00	66.00	66.00
Landfill	20.00	20.00	23.00	39.00	42.00
Recreation	1.00	1.00	1.00	0.00	0.00
Police (Special Assessment)	31.00	31.00	31.00	33.00	33.00
Fire (Special Assessment)	18.00	18.00	18.00	18.00	18.00
Civic Center	0.00	0.00	4.00	5.00	6.00
Neighborhood Partnership	3.00	3.00	0.00	0.00	0.00
Total	**1,399.65**	**1,463.80**	**1,525.80**	**1,629.05**	**1,717.05**

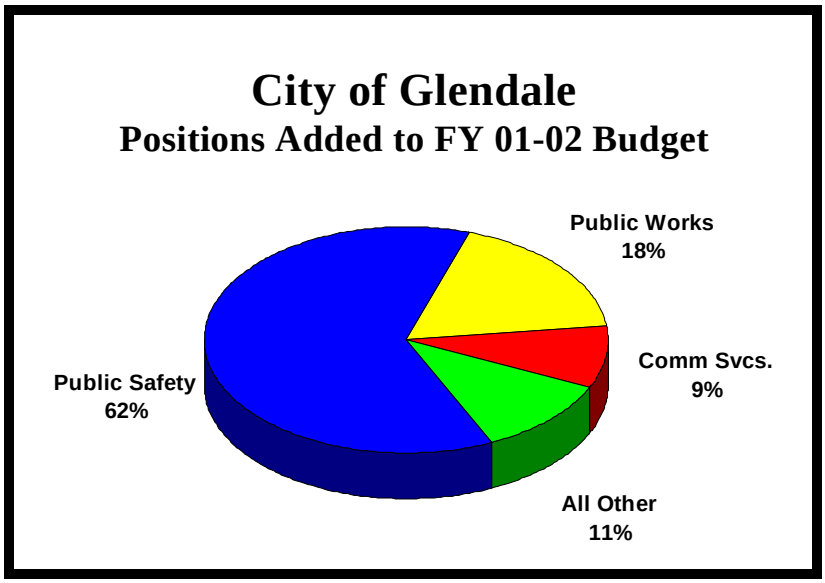
The city takes a conservative approach to adding new positions and expanding its service delivery system to ensure that basic services can be sustained regardless of changes in revenue and expense fluctuations. Staff increases are closely tied to population growth. As the following graphs indicate, Glendale maintains one of the lowest staff to population ratios of any city in the metro Phoenix area and does so without sacrificing the level of quality of services provided to residents.



The total authorization of 1,717.05 full-time equivalent (FTE) positions will serve an estimated population of 224,617 by the end of this fiscal year. This results in a staffing ratio of 7.6 employees per 1,000 population. The ratio is consistent with the city's commitment to using multiple strategies including new technologies, to respond to the steady increase in service demands as our population grows.



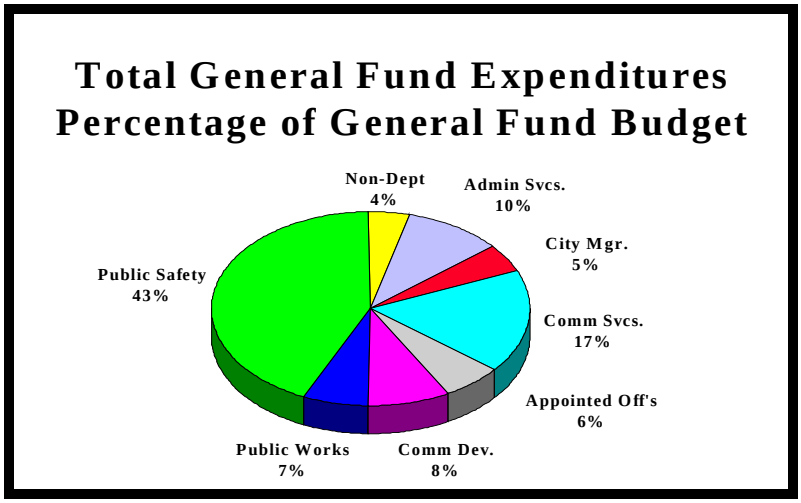
The FY 01-02 budget increases the total authorized staffing by 88.00 FTEs, including the following increases in Public Safety: 24 new police officers, eight police support personnel, 15 firefighters, three fire battalion chiefs, and three fire captains. FTEs added in water and sewer, sanitation, city court, code compliance, economic development and other areas account for the remaining staffing increase.



The budget accommodates a merit increase of four percent for eligible employees, a cost of living adjustment of three percent for all employees and a Council initiated two percent salary adjustment. This additional two percent will help to bring city employee compensation into greater parity with other employers in the Phoenix area. Schedule 6, printed in the *Schedules* section of this document, provides detail on the city's authorized staffing.

General Fund Expenditures

The total General Fund operating budget for FY 01-02 is $106 million. At 42.7 percent, Public Safety is the largest component of the General Fund budget, followed by the Community Services Group at 17.2 percent, and the Administrative Service Group at 10.2 percent. The following graph displays the General Fund budgets by group as a percentage of the whole.



Growth in the General Fund operating budget for FY 01-02 is consistent with the past history of a slow but steady increase in operating costs. Table 5 compares the FY 01-02 General Fund budgets by group to FY 00-01.

Table 5
General Fund Budget Comparison
(All Dollars in Thousands)

Group	FY 00-01 Budget	FY 01-02 Budget	FY 01-02 vs. FY 00-01
Public Safety	$39,829	$45,300	13.7%
Community Services	$16,929	$18,189	7.4%
Administrative Svcs.	$9,753	$10,844	11.2%

Group	FY 00-01 Budget	FY 01-02 Budget	FY 01-02 vs. FY 00-01
Community Dev.	$8,488	$8,868	4.5%
Public Works	$6,753	$7,107	5.2%
Appointed Officials	$5,309	$6,534	23.1%
City Manager	$5,013	$4,814	(4.0%)
Non-Departmental	$4,926	$4,344	(11.8%)
Total	**$97,000**	**$106,000**	**9.3%**

General Fund Budget Highlights

Public Safety: The City Council continued its commitment to maintaining adequate service levels in the Police and Fire Departments. This commitment is reflected in the staff additions made in the Public Safety Departments to keep up with population growth.

- Twenty-four new sworn police positions were added in the Police Department. Sixteen of the positions are funded by federal COPS Universal Hiring grants. In the first year, 75 percent of each officer's salary is covered by the grant. The city's contribution increases in each of the next two years. The assumption of full financial responsibility for retaining these officers after the grant terminates is calculated into our long-range financial forecast. The Police Department will also be adding eight support "civilian" personnel to assist the additional police officers.

- Twenty-one new Fire Department positions were funded this year to staff the new Fire Station 158 (83rd Avenue and Bethany Home Road) and to create a second Battalion Responder unit. Fifteen firefighters, three battalion chiefs, and three incident safety captains were needed. The second Battalion Responder will allow the Fire Department to reduce its response time and increase efficiency.

Community Development: The City Council approved numerous supplementals that were related to safety and health issues in the community, such as traffic safety improvements, right-of-way beautification projects and an additional position to continue the development and implementation of the city's Geographic Information System (GIS). In response to continuing population growth and new construction, the following additions were needed in the Community Development Group.

- The Engineering Department received $1.2 million for various right-of-way improvements including the following locations:
  - ✓ 75th Avenue from Bethany Home Road to Maryland;
  - ✓ 67th Avenue from Sweetwater to Thunderbird;
  - ✓ Butler Avenue from 47th to 51st avenues;
  - ✓ 47th Avenue from Northern to Butler avenues;
  - ✓ Union Hills between 59th to 67th avenues;
  - ✓ 57th Drive median greenscaping south of Utopia.

- Funds were added to cover increases in the costs of providing fixed route bus service. This funding will ensure that current levels of service will continue in FY 01-02.

- The Special Projects Administration division in the Engineering Departments received $110,000 for the GIS program development. The division will create and maintain a comprehensive geographic database and provide for the efficient distribution, access and use of the GIS data layers by City Council and staff.

Public Works: The City Council is committed to improving the appearance of city streets through improved right-of-way maintenance and increased attention to parks and facilities maintenance. The budget addresses these and many other public works needs.

- Improvements to Glendale's municipal building energy management system (EMS) will be made in FY 01-02. These improvements will optimize electric power utilization and ensure that indoor air quality standards are maintained.

- Additional funding was given to Facilities Management to cover electricity increases in the city's buildings and park sites. These increases cover not only existing buildings and parks, but also new parks scheduled for operation in FY 01-02, including Sunset Vista and Foothills Park Phase II.

Administrative Services: The Council has made it a priority to evaluate and update the city's speed reduction campaign to reinforce the importance of good driving habits and traffic safety. $150,000 was set aside to fund the new public information and education campaign targeted at reducing speeding. Some additional projects being introduced in FY 01-02 by this group include:

- The City Council approved additional funding to implement the PeopleSoft Workflow Module. This module will automate, streamline and control the flow of information across PeopleSoft (the financial software used by the City of Glendale). It can be used for purchase requisitions, receiving reports, invoices, check requests, employment applications, personnel actions and other employee transactions.

- A second Database Administrator (DBA) position was authorized for the Information Technology Department. This individual will provide backup support for the current DBA and share responsibilities of the various databases used with the city. This position will allow quality time to be spent researching and implementing the new features of Oracle products and assisting the analysts in providing more timely and efficient solutions to other departments.

- Contractual funding was allocated to Information Technology for consulting services in the areas of networks, phones and systems to expedite the implementation of new products and services. Examples include network security analysis, upgrades to existing network software, installing and configuring web-based servers and products.

- Additional funding was provided to Information Technology for the purchase of an Oracle application server and software, as well as technology equipment purchases. The server would enable the city to place applications on the web for citizen use. Potential applications include utility billing data, viewing sales tax information, or applying for sales tax licenses.

City Manager Group: The City Council's longstanding commitment to support the rehabilitation of older Glendale neighborhoods and promote citizen involvement in city government is reflected in the following budget allocations.

- The Economic Development department received funding for the Economic Opportunities Fund. This fund enables the city to take advantage of unanticipated opportunities to foster new quality economic development activities throughout the city. The department also received additional funding for the Paint, Pave, Plant & Sign Program to assist commercial business owners with upgrades to their buildings and properties. Council approved a new economic development research assistant to support economic development efforts.

- The Council approved a new Employee Development Coordinator position within Human Resources. This person will oversee current programs, develop new programs, and research and coordinate educational resources and opportunities for city employees.

- Education Assistance Program funding was increased from $100,000 to $200,000 in response to increased participation in reimbursable educational courses.

- The Council approved additional funding on a one-time basis for training related to the modernized compensation system that includes the redesign of a performance management system that improves individual employee performance and is directly linked to compensation.

Appointed Officials: Departments within the Appointed Officials Group include the City Attorney, City Court, and the City Clerk. All of these functions are addressed in the FY 01-02 budget:

- The City Court received funding for two new court information clerks, interpreting services and public defender services. This funding is needed to support the increased workload generated by the additional police officers in FY 01-02.

- Contractual funding was allocated to the City Attorney Department for outside legal services in specialized areas for which in-house expertise is not available. City Council also approved a new Senior Secretary position to perform clerical duties that are currently being covered by legal assistants. This position will increase the productivity of the legal assistants and allow the attorneys to concentrate on their professional duties.

- Council approved one-time funding to purchase a new digital archive writer to replace the existing microfilm camera. The City Clerk's Office Records Division needed the equipment to comply with a State-mandated records preservation requirement.

Community Services: The City Council approved numerous supplementals that were related to maintenance of parks and various other programs. In response to continuing growth in the city, several divisions within the Community Services Group received additional funding this fiscal year. Some of those additions are highlighted below.

- Council approved funding for a full-time recreation coordinator, secretary and general service laborer positions to provide programming for seniors at the new Adult Center. Current programming includes 60 ongoing recreation activities and 21 special events, serving approximately 53,000 participants during the past year.

- The Parks North District received $200,000 for water and maintenance needs at the new Skunk Creek Linear Park, as well as ongoing maintenance of the 71st Avenue and Greenway neighborhood park and Foothills Regional Park.

- Council approved additional funding for the "Habitat for Humanity" program to acquire vacant parcels to reduce neighborhood blights and encourage new single- family housing that preserves the residential character of the neighborhood.

- The city will be taking over the management and operation of the Sahuaro Ranch historic area and museum facilities. Funding is provided for one full-time museum administrator, one museum education curator, and two temporary positions (a museum registrar and museum services specialist).

- The Code Compliance Department received funding to add a full-time Code Compliance Inspector. This position is responsible for ensuring compliance to all city codes.

Transfers to Other Funds

The General Fund supports a number of other funds that cannot cover all of their operating costs. A total of $13.9 million will be transferred to other funds in FY 01-02. The largest transfer, $8.1 million, will go to the Street Fund to support street operations and maintenance. Other transfers will go to the Transit, Civic Center, Developer Agreement, Airport, and Housing Funds. A transfer of $1.4 million will go to the Municipal Property Corporation Debt Service Fund to make the debt payments on the City Hall Complex. A transfer of $278,000 to the State and Local Grants Funds will be used to provide required local matches. Transfers between funds are detailed in Schedule 4 in the *Schedules* section of this document.

Police and Fire Special Revenue Funds Expenditures

These fund resources are primarily designated to support the salaries of additional police officers and firefighters. A total of $2.6 million will be spent from the Police Special Revenue Fund to provide police services and $1.3 million from the Fire Fund to provide fire protection and emergency medical services.

The additions to these funds include $175,080 for firefighter academy and hazardous materials training, tuition and overtime. The Fire Department will also spend $33,799 for technology upgrades including a firehouse citrix server and fireview software. Police will add $345,300 in one-time and ongoing expenses for replacement of mobile data terminal message equipment, automated fingerprint identification system, protective vests, new uniforms and a clandestine drug equipment trailer, to name but a few.

Street Fund Expenditures

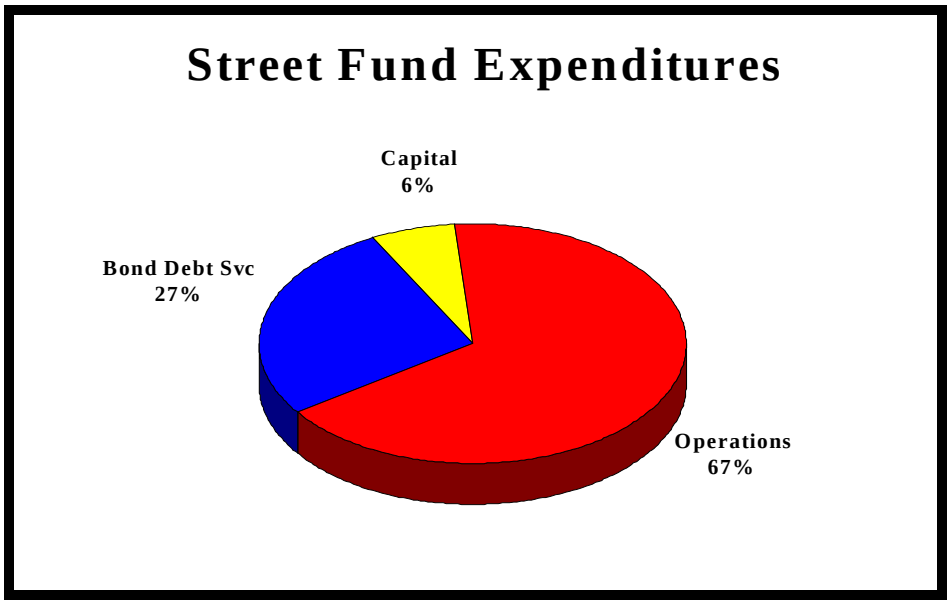
All street-related costs that are eligible for HURF funding are budgeted as direct expenses of the Street Fund. In addition, the debt payment on street revenue bonds comes from the Street Fund in the form of a transfer to the Street Bond Debt Service Fund. Funding for the city's portion of debt payments on street improvement districts also comes as a transfer from the Street Fund.

Street Fund Budget Highlights

- Funding was set aside for a transportation tax information campaign. This funding would be used to prepare and distribute informational brochures regarding the costs and benefits of the proposed transportation sales tax, which is scheduled for a vote in November 2001.

- Council approved additional funding for two intersection traffic signal backup power supply units. These units would be installed at Glendale's busiest intersections to keep them operational during power outages.

- Funding was provided for the LED signal indication replacement program. LED indications offer better visibility to the motoring public and a 40% reduction in power consumption over incandescent lamps. This is another indication of Council's determination to improve traffic and pedestrian safety in Glendale.



Airport Fund Expenditures

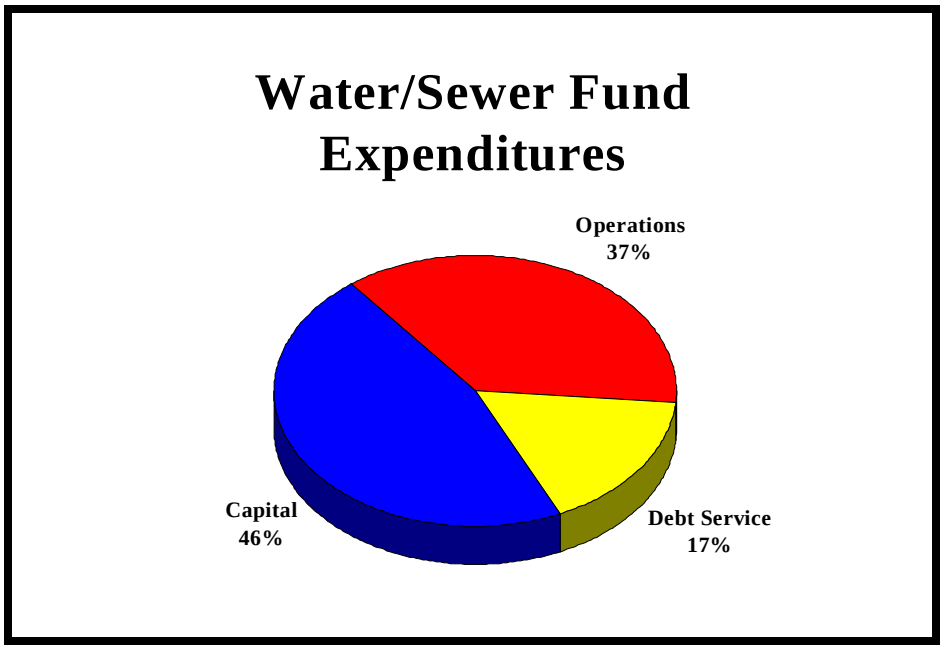
Supplemental funding of $17,260 will cover increases in airport electricity costs, shop maintenance and security. The total airport operating budget is $620,639. Airport revenues are projected to increase just slightly in FY 01-02. Continuing efforts to develop more revenue sources, coupled with prudent cost control measures, should bring the airport to self-sufficiency in the near future.

Transit Fund Expenditures

The Transit Fund includes operating and capital expenses related to providing public transit services. The total operating budget for the Transit Fund is $3.6 million. On the operating side, the largest expenses are for the Dial-A-Ride bus service for physically limited residents and individuals with special transportation needs, and the fixed-route service provided through a contract with the City of Phoenix.

Water/Sewer Fund Expenditures

In Arizona's desert environment, water is probably one of the most basic and essential services the city provides. Glendale is fortunate to have reliable, long-term sources of water from the Salt River Project, the Central Arizona Project, and groundwater. Although water from these sources is becoming more expensive to obtain and treat, Glendale water rates are reasonable when compared to local and national standards.



Water/Sewer Budget Highlights

- Funding was added for laboratory analysis expenses, new analysis equipment, laboratory instrument maintenance contracts, electricity and insurance increases.

- To keep pace with growth, funding was also added for additional wastewater operators and technicians within the Utilities Department.

- Funding was earmarked to address the increased costs associated with new federal drinking water regulations that will take effect during the next five years. These regulations will increase the level and types of mandatory monitoring increasing the cost.

Landfill Fund Expenditures

The Landfill Fund budget was balanced without the need for a rate increase again this year. The total operating budget for FY 01-02 is $8.8 million, an increase from the previous fiscal year of 10.5 percent due primarily to population growth and the fledgling recycling program. FY 01-02 will be the first full year of operation for the recycling program which includes the recycling education and inspection programs and the full cost of the materials recycling facility.

Last year, the Recycling Division completely revised its budget to reflect its expansion of the program into a comprehensive, full spectrum recycling operation. Each household received a trash container for recyclable waste. The waste is transported to the recovery facility where it is sorted, separated, baled, sold and shipped to private industry end users all across the country. The program will help to improve the environment and extend the useful life of the landfill.

Sanitation Fund Expenditures

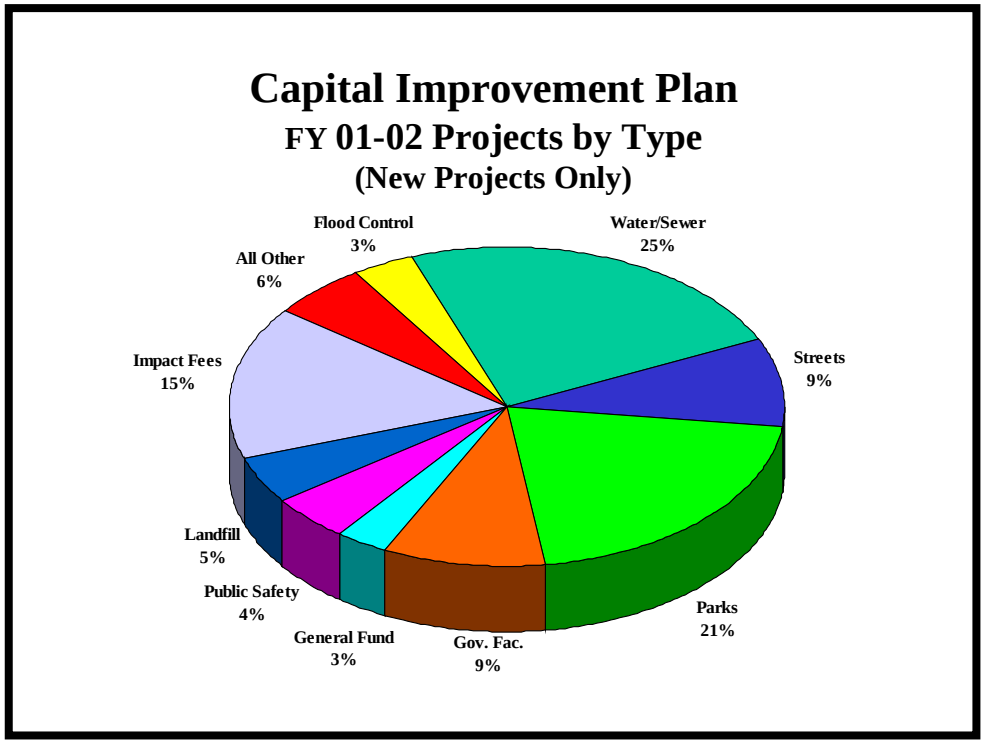
The Sanitation Department will add three additional FTE's this year to cover curb service throughout the city due directly to growth. In addition to the additional FTE costs, the cost of replacing and repairing equipment has increased in recent years. Increased insurance premiums and fuel costs have also contributed to the budget increase. The total budget for the Sanitation Fund for FY 01-02 is $11.3 million. This represents an increase of $128,000 (1.1 percent) over FY 00-01.

Benefit Trust Fund

The Benefit Trust Fund was created in FY 00-01 for the purpose of tracking city and employee health care contribution payments and for paying health insurance policy premiums. The fund has a revenue budget of $11.1 million for FY 01-02. Any funds not used for premium payments are retained in the fund to help offset anticipated increases in the cost of health insurance.

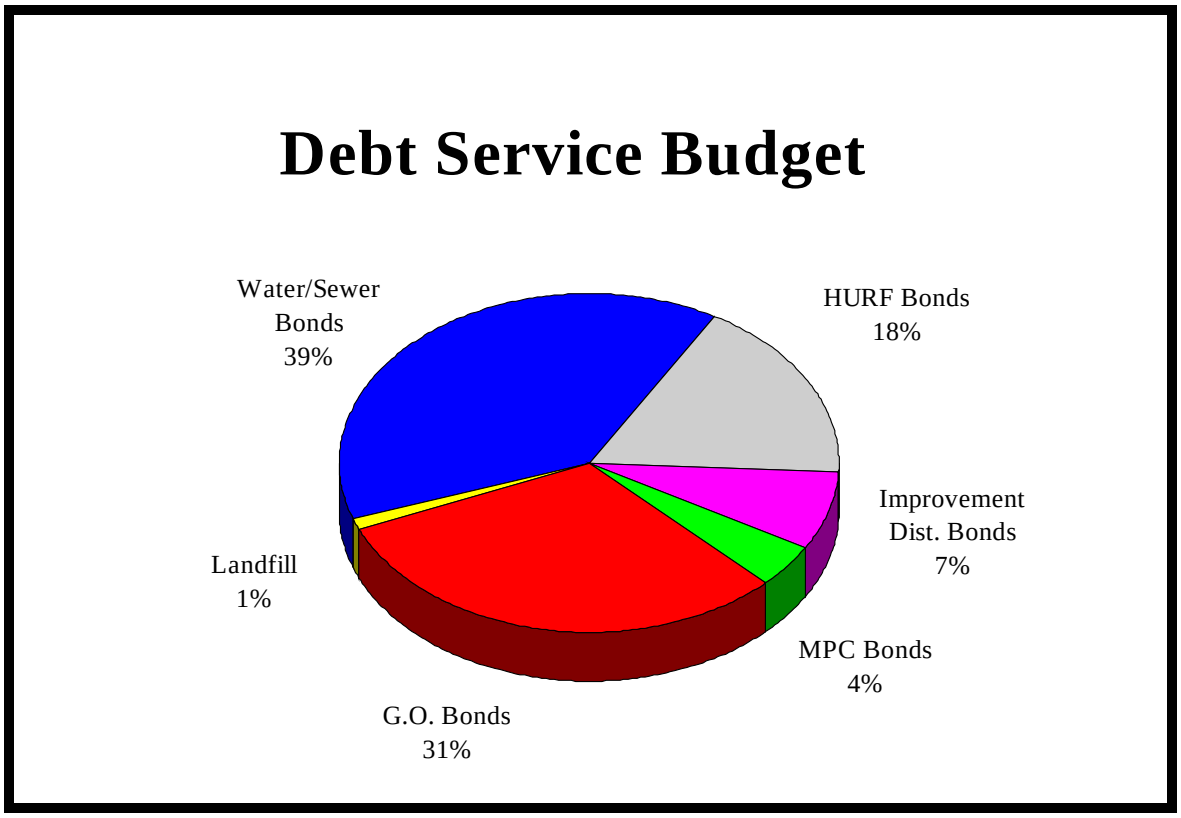
Capital Improvement Budget Summary

The total Capital Improvement Budget for FY 01-02 is $127.4 million. This includes a carry over from FY 00-01 of $42.2 million to complete existing projects and $85.2 million for new projects. This is an increase of $30.8 million, or 31.9 percent, compared to the FY 00-01 capital improvement budget of $96.6 million. The capital improvement budget is contained in the *Capital Improvement Budget* section of this document. The following graph provides a percentage breakdown of new projects by funding source.



Debt Service Budget Summary

The total Debt Service Budget for FY 01-02 is $33.1 million. This is a decrease of $1.4 million (4.1 percent) from last year. The Debt Service Budget is divided among the six debt service categories shown in the following graph.



Conclusion

This budget summary is intended to provide a general overview of the contents of the FY 01-02 budget document and to highlight some of the more significant program changes and policy issues addressed in the budget document. The sections that follow the Budget Summary provide more detailed information about the city's organizational structure, its goals and objectives and operating budgets and performance standards for each city department.

Three documents that are the foundation and framework for Glendale's annual budgeting process have been included in the budget document. The *Five Year Financial Forecast* provides contextual information about economic trends and expectations and contains computer-modeling information that helps the Council gauge the long-range consequences of various alternatives. Together, the *Strategic Financial Plan* and *Financial Policies* documents identify and explain the strategies that the city uses to meet and stabilize its revenues and expenses and ensure the continuity and reliability of basic services.

The long-range blueprint for the financing and construction of large projects is contained in the *Ten-Year Capital Improvement Plan.* The *Schedules* section contains detailed information about our fund accounting system, operating revenues, debt service management, authorized staffing and the community in general.

A glossary of budget document terms is included to help clarify the meanings of terms that appear frequently in the text or words and phrases that may have specialized meaning when applied to municipal government budgeting practices.

The City of Glendale publishes several other documents that may be of interest and assistance in understanding city operations. These include the *Comprehensive Annual Financial Report,* available from the Finance Department, the *Glendale General Plan,* available from the Planning Department, and the *Glendale Annual Report,* distributed by the Marketing Department.

Questions, comments or observations regarding the Glendale Annual Budget document should be directed in writing to:

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Financial Policies & Guidelines

FIVE-YEAR FORECAST

Introduction

Glendale's annual and long range budgeting process is shaped and guided by the three key foundation documents contained within the Annual Budget. They are the City of Glendale's *Five-Year Forecast,* its *Strategic Financial Plan*, and the *Financial Policies.* Together these documents help the City Council ensure that, regardless of changing economic times, city government will have the financial stability and economic resources it needs to provide essential services and maintain Glendale's high quality of life in future years.

WHY DO WE DO FORECASTS?

Forecasting is such an automatic part of our lives that most of us do it every day without giving the process much conscious thought. For example, if you drive to work, you will make many assumptions and predictions each morning about how various factors will affect the length of time it will take to make the trip. These activities are the most basic elements of the forecasting process.

From past experience, you can reasonably predict how long the trip takes under normal circumstances assuming you drive at the legal speed limit and meet all traffic requirements such as red lights and stop signs. You might adjust your travel forecast and leave home a little earlier on Mondays when traffic is usually heavier, or if it is raining, or you have to pick up a co-worker on that particular day. You might factor in some extra time for unanticipated but common events such as a traffic accident, a closed freeway lane on your route, or other events that might slow your progress and increase your travel time.

Once you are on the road, you will be continually fine-tuning your forecast. As you drive you may look ahead to the short-term future, checking the progress of the cars in front of you, and periodically changing traffic lanes to stay on your projected schedule. You might also look a little further into the future, to the next traffic light or the freeway on-ramp. If the access ramp looks too congested, you might decide to alter your route to avoid a possible freeway back up. Continuous monitoring and fine-tuning adjustments are also characteristic of the budget forecasting process.

If your past experiences, assumptions, and predictions regarding future events were reasonably accurate, resulting in a reliable forecast, you should expect to arrive at work on time. However, even with the best information and forecasting tools, there may be rough spots in the road—those unknown or uncontrollable variables that can never be predicted in advance. For instance, your actual versus forecast results will be

very different if, when you try to start your car in the morning, you discover the battery is dead.

Forecasting our individual, daily routines is relatively simple. However, forecasting becomes increasingly difficult as goals and objectives become more varied and complex, and less reliable as the forecast period lengthens. The number of and potential for unpredictable events and uncontrollable variables also becomes much greater. It is harder to forecast for a vacation next year than to forecast your daily trip to work. It is harder still to plan for that vacation in a way that will not have a negative effect on other, longer range objectives, such as saving enough money to purchase a home in five years.

Most cities go through this type of forecasting process on a much greater scale, using more sophisticated tools to evaluate their current status in relation to their short and long range goals and objectives. They also make predictions about how future events and circumstances will or may affect their financial stability. For more than a decade the City of Glendale's Budget Office has prepared an annual *Five-Year Forecast* for the City Council.

The *Five-Year Forecast* provides the contextual framework within which our City Council develops its annual and long-term goals and objectives and the leadership team prepares its annual operating budget. The Budget Office updates the forecast each year to adjust for changes in national and local economic conditions and trends, changes in Council priorities and policies, and other variables that might affect the city's ability to provide needed services and maintain its financial integrity in future years.

The *Five-Year Forecast* helps our elected officials and the city's leadership team identify the direction in which the city is going and where the city will be in five years. The forecasting process is continuous. Fine-tuning adjustments are made each year as part of the annual goal-setting and budgeting process. Forecasting is one of the most powerful tools we have available to help us make the kinds of informed decisions that will ensure the city's future vitality and economic stability.

Long Range Forecasting Models

In order to provide the most accurate and timely data, the Budget Office developed a computerized Long Range Forecasting Model for the General and Streets Fund. The model is updated and refined each year before the city's annual budgeting process begins. In addition, the Budget Office has recently assumed the responsibility for the enterprise fund forecast and rate setting models.

These models are used to calculate the probable financial effects of changing internal and external conditions on the city's fund balances over a five-year period.

The forecasting models have been successfully used to explore questions such as:

- Can a new service or program that will increase our ongoing costs be added to the operating budget without jeopardizing basic service levels in future years?

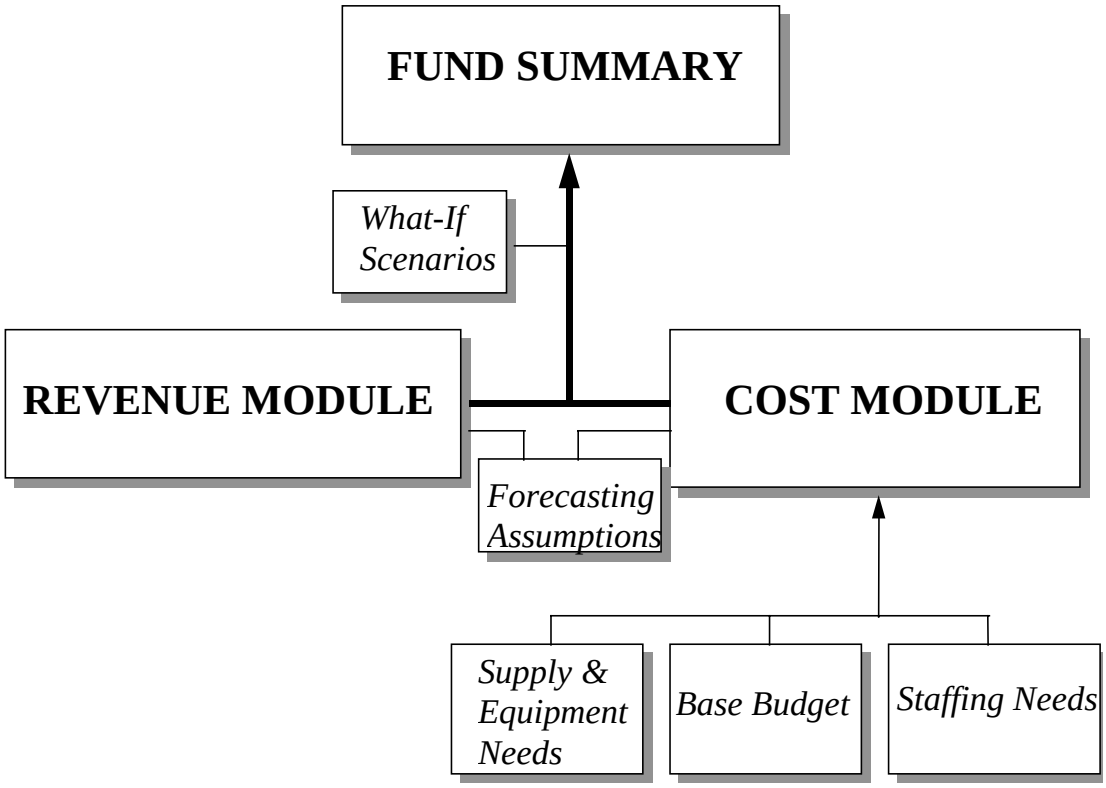
- What long-term costs are associated with changes in employee pay and benefit policies?

- How will a particular national or local economic or policy change affect the city's operating budget and fund balances?

Forecasting models are also used to study the possible effects of various theoretical "what-if scenarios" on fund balances. An example of a currently unfolding what-if scenario is analyzed later in this report.

A forecasting model is made up of three primary components: the "Revenue Module," the "Cost Module," and the "Fund Summary Module." Whenever new data is entered into the Revenue and Cost Summary Modules, the modeling program generates updated fiscal projections in the Fund Summary.

The enterprise fund models include many of the same components, but due to the nature of an enterprise fund to be more like a business unit, these models must incorporate all capital costs, debt service requirements, fixed asset information and customer data. A customized model is used for each enterprise fund – the Water and Sewer Fund, the Sanitation Fund and the Landfill Fund. These funds will be discussed following the General Fund section.



Almost any quantifiable circumstances that may affect city fund balances can be entered into the model to show their immediate and long-term financial consequences. The Fund Summary Module can project the overall fund balances for five years based on the results of the revenue and cost module analyses, within the parameters defined by the specific assumptions and limitations programmed into the model.

HOW ARE COSTS AND REVENUES ESTIMATED?

In order to achieve the most accurate and reasonable projections for anticipated revenues and costs, revenue and expense categories are analyzed using the most appropriate methodology for each category. Forecasters consider all applicable limitations and requirements in projecting each individual revenue and expense source.

One or more of the following factors may play an important role in the development of revenue and expenditure forecasts.

Legal or Mandated Requirements - Some revenue and expense categories are defined by specific legal requirements or restrictions. To site a few, the state statutes have restrictions on how the Primary Property Tax can be levied. For FY 2002, the tax rate is $0.3582 per $100 of assessed valuation, which is within the Truth and Taxation requirements.

Department Staff Estimates - Each year Budget staff interviews senior management and department managers to identify future staffing needs, large capital projects or equipment costs, and new one-time or ongoing programs that they think will affect the operating budget over the next five years. The experience and expertise of department managers is also crucial for accurately projecting expected revenues from sources such as building permits and court fees.

Statistical Analysis - Linear regression and other statistical methodologies are used to refine prediction results. For example, regression analysis showed that historical data on per capita disposable income is a reliable indicator for projecting city sales tax revenues.

Causally Related Formulas - Specific city revenues and expenses are directly affected by demographic and economic factors such as population trends and inflation rates. For example, population growth is almost always accompanied by an increase in city sales tax revenue. However, demand for services and additional infrastructure improvements (i.e., expenses) will also rise.

Balanced Budget Requirement - State law and city financial policies require that each annual city budget be a "balanced" budget. This means that within the forecast period there cannot be a year in which city expenditures exceed its unrestricted revenue resources. Furthermore, city policy requires the maintenance of a specific level of contingency funds for emergencies and unanticipated expenses.

Major Forecasting Assumptions

In order to develop a comprehensive *Five-Year Forecast,* assumptions must be made about a number of complex and often uncontrollable variables. These assumptions include, but are not limited to, the present and future condition of the economy, population growth rates, and changes in federal, state, and local policies that may affect municipal operations. In addition, the ongoing cost of prior commitments to provide services, such as the operating costs for the western area branch library and multigenerational center, must be considered.

The quality and reliability of the long-range forecast are largely dependent upon the accuracy of the assumptions used in the forecast. The following is a description of the key assumptions employed in the forecasting model, and a brief explanation of how they were generated.

INFLATION RATES

Inflation has a major impact on all city revenues and expenditures. Salaries, equipment, supplies, and contracted services are all subject to inflationary pressures. Therefore, the cumulative effects of general inflation are considered in the forecasting process. Inflation rate and trend information from a number of reliable expert sources in the private and public sectors is reviewed each year.

Because good historical data is available, and the Western Region Consumer Price Index for Urban Users (CPI-U) is adjusted for regional influences, the forecast model relies heavily on CPI-U inflation trend data. The CPI-U assesses consumer patterns by judging the cost of a theoretical "market basket" of goods using a specific base year and comparing it with future years. Since the CPI-U base year, the CPI-U cost index has risen more than 64 percent. In terms of real purchasing power, $105.30 in goods purchased in 1984, will cost approximately $177.23 in 2001. The following table shows the historical percentage increase in the CPI-U since 1984.

CPI – Urban Users
Western Region

Year	Index	Percent Inc./(Dec.)
1984	105.30	Base year
1985	109.60	4.08%
1986	111.10	1.37%
1987	116.20	4.59%
1988	120.90	4.04%
1989	126.80	4.88%
1990	135.00	6.47%
1991	139.00	2.96%
1992	143.90	3.53%
1993	147.80	2.71%
1994	151.20	2.30%
1995	154.30	2.05%
1996	158.70	2.85%
1997	162.80	2.58%
1998	166.00	1.97%
1999	170.00	2.40%
2000	173.60	2.12%
2001 est.	177.23	2.09%

The general inflation rate has declined steadily from the extremely high levels of the mid-1980s, and now averages about 2.40 percent. The forecasting model estimates an inflation rate of about 2.40 percent this year, increasing to 2.70 percent by the fifth year.

POPULATION CHANGES

Although the population growth rate has slowed slightly, Glendale still remains one of the fastest growing cities in the nation. Our population has grown from 117,348 residents in 1984, to approximately 212,060 residents in 2001—an 81 percent increase. The following table shows the population growth and percentage increases from 1984 through 2001. The official population estimates, supplied to the city's Planning Department by the Arizona Department of Economic Security, assume continued growth through the year 2006, based on national and local trend data.

City of Glendale
Population Estimates 1984-2005

Year	Historical Population	Projected Population	% Change Vs. Prior Year
1984	117,348		4.49%
1985	122,392		4.30%
1986	127,486		4.16%
1987	132,581		4.00%
1988	137,675		3.84%
1989	142,769		3.70%
1990	148,134		3.57%
1991	151,558		2.50%
1992	155,916		2.88%
1993	161,688		3.70%
1994	168,874		4.44%
1995*	182,615		8.14%
1996	186,500		2.13%
1997	191,612		2.74%
1998	198,389		3.54%
1999	205,235		3.45%
2000*	221,817		8.08%
2001	224,617		1.26%
2002		230,167	
2003		240,717	
2004		245,717	
2005		250,717	
2006		255,717	

**Includes annexed areas.*

Sustained residential growth has placed an unrelenting burden on city operations. It is interesting to note that if the city were to remain at its present geographic size, it would reach full "build-out" by 2010 with a total population of about 270,000. According to Glendale's Planning Department, growth beyond that level will depend upon future annexations.

PROPERTY TAXES

Arizona's property tax levy system consists of two tiers. The Primary Property Tax has state-mandated maximum limits and can be used by a city for any lawful purpose. The Secondary Property Tax is an unlimited levy that can only be used to retire the principal and interest on the General Obligation bond debt.

In FY 2000,2001, Glendale received approximately $14.9 million in property tax revenue. More than $3.2 million of that amount came from the Primary Property Tax levy.

The combined property tax levy for Glendale residents for FY 00-01 will be $1.72 per $100 of assessed valuation, consisting of $0.3582 in Primary and $1.3618 in Secondary Property taxes. The Primary Property Tax Rate was reduced in each of the past five years. This year it was reduced an additional $.0218.

EMPLOYEE SALARY ADJUSTMENTS

The forecasting models are programmed to include an annual cost of living adjustment (COLA) for city employees. In accordance with city policy, the COLA is calculated using the annual CPI-U increase. If the inflation rate is three percent or less, the COLA will equal the inflation rate. If the rate is higher than three percent, the COLA will be calculated at three percent plus 75 percent of the remainder. Our model assumes a wage inflation factor of 2.40 percent in FY 01-02, increasing to an estimated 2.70 percent by FY 05-06.

The Council's FY 2001-02 goals included the second and final salary base adjustment of 2 percent for all employees in addition to the annual COLA. These adjustments were needed to bring the city's compensation structure into greater parity with other Valley cities.

The forecast model incorporates an annual four percent performance-based employee merit increase for eligible employees. The Human Resources Department estimates that 68 percent of the city's authorized work force qualified in FY 2000-01. By FY 2006, the percentage of employees eligible for merit increases is expected to decline from 68 percent to about 65 percent. This will occur because the number of employees at the top of their salary range will increase and they will be ineligible for merit increases.

IMPACT OF NEW PROGRAM ADDITIONS

New programs that will result in ongoing operating costs will be added to the base budget in FY 01-02. Over the next five years, capital projects such as the western area library, a new public safety facility and the multigenerational center will raise the level of the ongoing operating budget for staff and maintenance. Increased annual funding for public safety, parks land acquisition, development and maintenance, contractual costs and right-of-way maintenance will all have long-range effects on future city fund balances.

EFFECT OF THE CAPITAL IMPROVEMENT PLAN

Estimated cost data for planned projects that will have long range implications for the city budget were entered into the forecasting model. The construction and expansion of water and wastewater treatment plants result in increased operating costs for electricity, equipment maintenance, chemicals and in some cases new staff. These costs have been estimated and included in the models to provide the most accurate forecast possible.

EXTERNAL FACTORS AND POSSIBLE FUTURE EVENTS

There are many external factors and events that might have a significant effect on the city's operating revenues and fund balances if they were to occur. At present, Arizona's economy appears to be experiencing a slight overall slowdown, although most experts predict that economic conditions will remain favorable in FY 01-02.

The forecasting models and the city's up-to-date computer technologies enable the Budget staff to give the City Council and its leadership team clear and precise "what-if" scenario results in simple, easy-to-understand, graphic formats almost instantaneously.

The models are used throughout the Council goal-setting and budgeting processes to explore the potential effects of various factors and events that might have a positive or negative effect on the city's financial stability and operating capacity.

The Budget Office continuously monitors all revenue sources in order to fine-tune revenue projections. Revenues are projected annually to allow for planned expenditure adjustments. Budget Office analysts and Revenue Committee members base their forecast of the next year's revenues on historical trends, inflation, and economic growth.

The *Five-Year Forecast* uses these indicators, and a variety of other forecasting techniques, to arrive at the long-term estimate of revenues. These methods include:

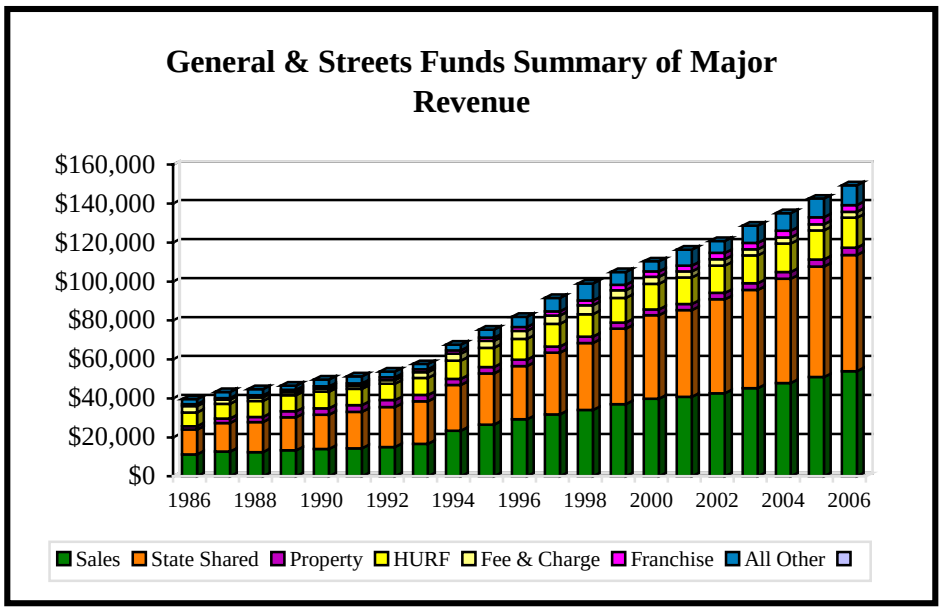
Econometric Models - These are used for projecting sales tax, property assessed values, and other revenue streams that are heavily influenced by outside factors. Variables considered in the model include inflationary increases, population changes, interest rates, and personal incomes.

Formula-Based Models - A number of projections are calculated by applying simple formulas. For example, once property assessed value is projected, property tax revenue can be calculated by applying formulas for legislated levy limits and Council-established tax rates.

Expert Judgment - In some cases, model forecast results need to be modified or fine-tuned based on the knowledge and experience of the Budget Office staff, the leadership team, department heads, and outside experts.

GENERAL FUND FORECAST

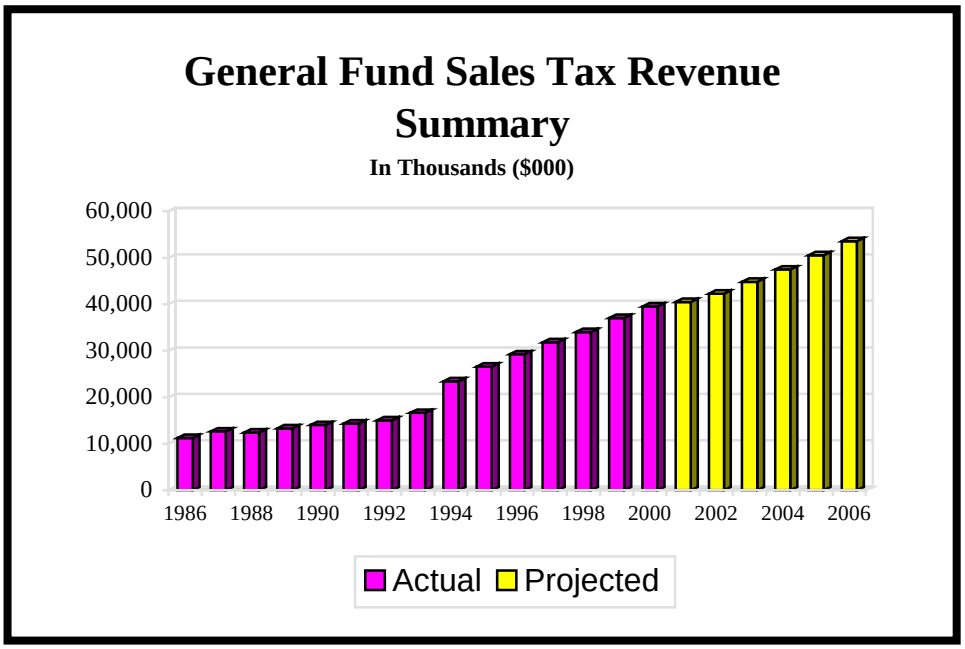
The following summary graph provides the history and projections for all General and Street Fund revenues. Over the past decade there has been steady growth in major revenue categories. Revenues are expected to continue increasing through FY 2005-06. By FY 2005-06, General and Street Fund revenues are estimated to reach $149,405,997, a 35 percent increase over FY 1999-2000 revenues.



This graph also shows the relative importance of city sales tax in comparison to our overall revenue base. State-shared income accounts for a considerable portion of our yearly revenue. The Primary Property Tax (3.1 percent of revenues) and fee and charge revenues (3.5 percent) are relatively low contributors to the General Fund.

The model has been adjusted for recent changes in the shared revenue resource allocation formula but assumes that there will be no major changes in either the sources or mix of fund revenues during the forecast period.

Sales Tax - City sales tax receipts are highly volatile and difficult to predict due in large part to wide fluctuations in the local real estate market and retail sales. The city's conservative sales tax stabilization policy requires staff to budget annual sales tax revenues based on the actual amount received from the most recent 12-month period. This means that Year One of each new five-year forecast assumes no growth in city sales tax revenue over the prior year. This policy provides a cushion for years in which sales tax growth is less than projected.



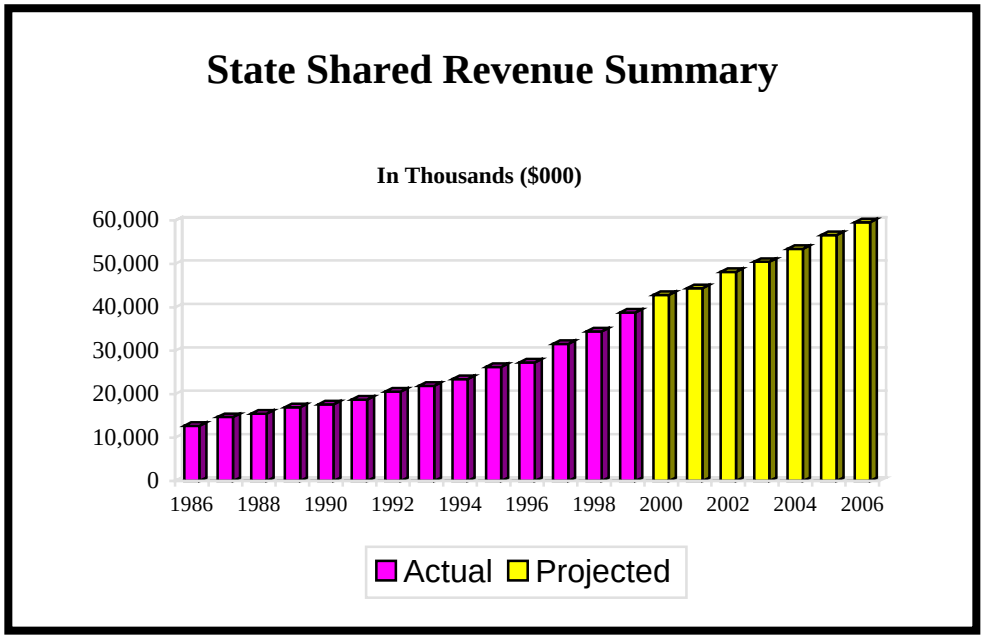
City sales tax for the following four years is projected using a combination of econometric modeling and formula calculations. The Budget Office obtains its initial projection from a linear regression model, using the State Disposable Personal Income as a primary variable. The resulting figures are modified to account for other key variables. For example, since increased employment is usually accompanied by a rise in purchasing volume and increased sales tax revenue, Maricopa County's five-year employment growth estimate is incorporated into the city's sales tax forecasting model.

The city expects to continue to rely heavily on sales tax collections through FY 2005-06, as shown in the graph. In FY 1993-94, the City Council authorized a 0.2 percent sales tax increase. This caused the dramatic jump in sales tax receipts shown for that year. The sales tax growth rate has been slowing, particularly when compared to the

peak years of 1994 through 1996. This slowdown is primarily due to the normal ebb and flow of the business cycle. Budget staff expects the recent trend of declining growth rates will continue for several years.

The forecast for each state revenue source is developed separately. State income tax projections are based on a trend forecast. Forecasts done by Arizona economists, who use future state personal income growth as a key variable, are also considered in the development of our projections.

State sales tax estimates are based on a model similar to the city sales tax forecast. The forecast model assumes that the Motor Vehicle In-Lieu Tax will increase at its historic rate. If we assume that state-shared revenue allocation formulas remain unchanged over the next five years, city revenues from that source should continue to increase at a moderate pace. State-shared revenues will account for 45.3 percent of the total General Fund revenue by FY 2005-06.

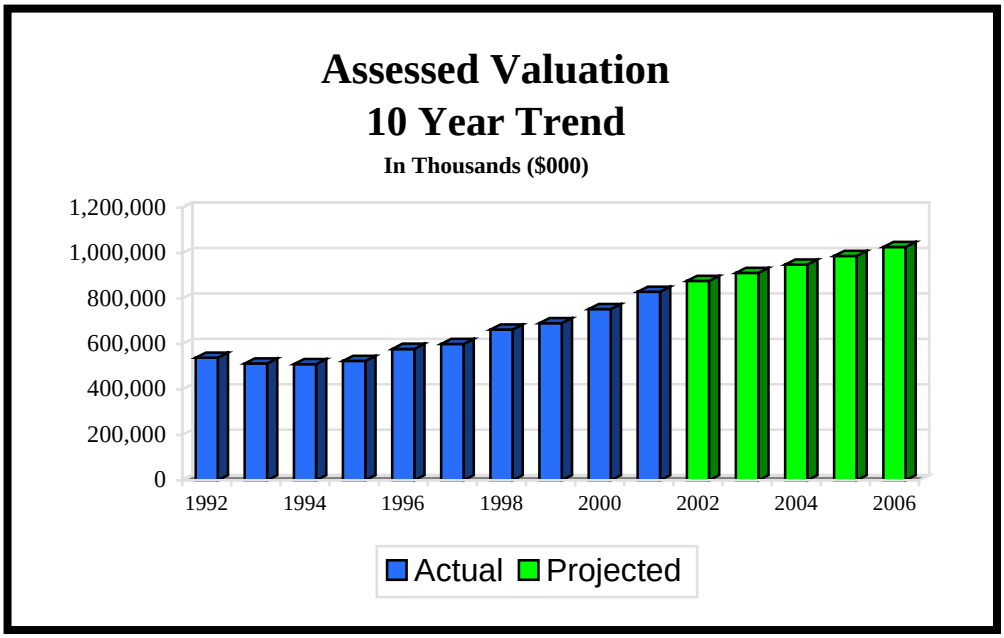


In addition to making a significant monetary contribution to Glendale's General Fund, shared revenue helps to stabilize our general revenue flow and lessens the negative effect of volatile revenue streams on our operating budget. Growth in the statewide economy is much more predictable than Glendale's tax base. Since the state distributes shared revenue on a per capita basis, it is also fairly responsive to service demands.

Property Tax - Property tax revenue is also difficult to predict because of the number and types of variables that affect this revenue source. The primary driving force in forecasting property tax revenue is the assessed valuation of residential property on

which the property tax is based. The city's property tax formula must take into consideration the assessed valuation of existing and new properties, and future additions and reductions to the property base.

The Budget Office collected and analyzed approximately ten years of property tax data to arrive at reasonable assumptions about long-range trends in assessed valuation. The projected per capita residential value was multiplied by the anticipated city population to arrive at a total residential value estimate.

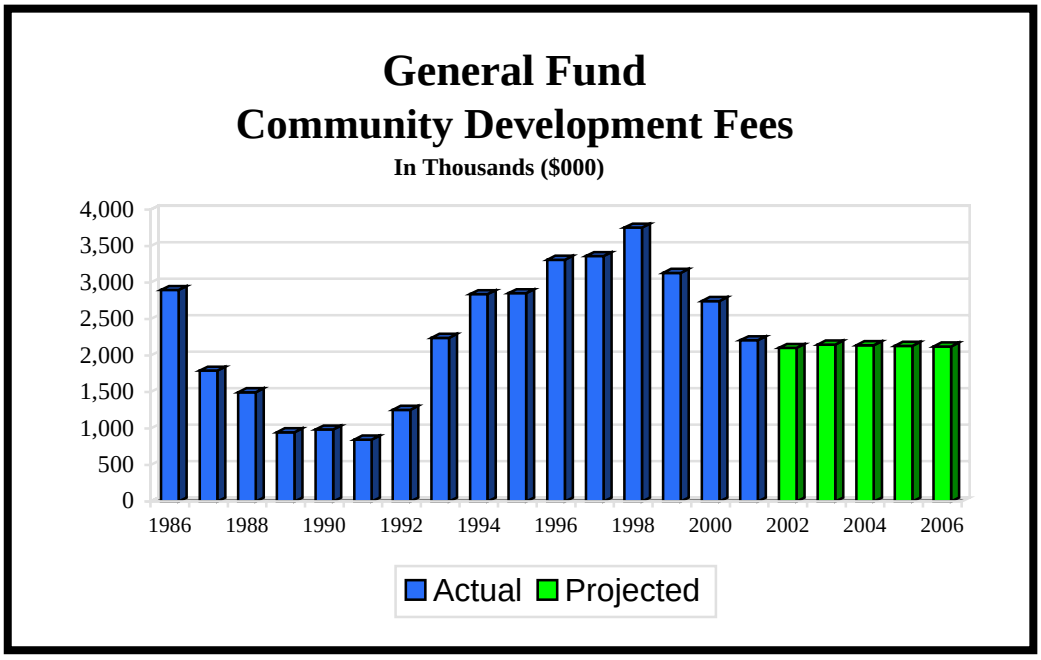


The results of this analysis suggest a steady increase in primary property tax revenues. The rate of growth in property tax revenues is expected increase at a steady pace through FY2005-06.

Community Development Fees and Charges - A variety of city fees and charges related to development such as building permits, right-of-way permits, and plan review fees are combined in this category. The Budget Office calculated the projected revenues for each of these fees separately.

A significant portion of fee revenue is associated with new construction activities. The mild slowdown we are experiencing in construction may result in a small decline in total fee collections. However, the model projection indicates that fee and charge revenues will increase slightly from $3.5 million this year to $3.8 million in FY 2001-02. However, with the expected slowing of the economic business cycle, revenues are projected to decrease slightly by 2006.

The long-range forecast for building activity indicates a continuation of the slightly decelerating rate in residential growth over the next few years. Infill projects are becoming more common and large master-planned subdivision growth will slow as the city nears its build-out limits. By FY 2005-06, the fees and charges category is expected to account for about two percent of General Fund revenues.



Transfers In - Departments whose operations are paid for from the General Fund, such as accounting and human resources, provide services to the city's Water and Sewer, Sanitation, and Landfill Enterprise Funds. Each Enterprise Fund is required to pay its share of the cost for these services referred to as indirect service charges. The amounts due from each fund to the General Fund are transferred from each fund into the General Fund and classified as Transfers In for budgetary purposes.

Transfers In to the General Fund account for a portion of available resources. Therefore, indirect service charge projections, which are based on past experience and consultation with departmental staff, are calculated annually and entered into the forecast model.

General and Streets Fund Cost Forecast Findings and Issues

The identification of issues and concerns that will affect the overall cost of providing the high quality and level of services that our citizens have come to expect is a critical part of the forecasting process. Throughout this report, the cost of residential and commercial growth and the aging of our city's infrastructure have been emphasized as major factors that warrant careful consideration during the forecasting process.

New residential and commercial development and the maintenance of existing infrastructure will continue to challenge our ability to expand, sustain, and improve existing levels of service in future years. For example, Glendale's existing roadway system requires over $7.0 million annually for maintenance and repairs. In the past few years, our roadway system has increased by more than ten percent and will continue to grow due to continuing residential and commercial development. The addition of new roads, which include right-of-way landscaping, will necessitate increased ongoing maintenance expenses.

The need for additional neighborhood-based public safety services, new and safer streets and neighborhoods, more parks and open green spaces, and positive public involvement in the maintenance of livable neighborhoods are likely to increase in predictable proportion to population growth.

As part of the forecasting process, the city's leadership team and department managers were asked to anticipate these needs over the next five years. A brief summary of the results of these discussions appears below.

PUBLIC SAFETY

Proposition 200, the public safety initiative approved by voters in FY 1993-94, created a special Public Safety Fund to supplement the General Fund for new public safety personnel. One-third of the proceeds from the 0.1-cent city sales tax levied for the fund is designated for hiring new firefighters; two-thirds is allocated for hiring new police officers.

Fire Department - The Fire Department is responsible for fire prevention, control and extinguishment; emergency medical services; and hazardous materials incident mitigation. Eighteen additional firefighters are funded with Proposition 200 dollars.

Construction is planned to begin on a new public safety facility in western Glendale in FY 2001-02, which will provide services to the rapidly developing western region. Two additional facilities are scheduled for FY 2003-04. Approximately 21 additional firefighters and specialized fire department vehicles will be needed for the new station in FY 2001-02 and approximately 30 firefighters and specialized fire vehicles will be needed for FY 2003-04.

Police Department - The Police Department is responsible for law enforcement, crime prevention, and ensuring the safety of citizens, local businesses, and visitors. The department has taken a leadership role in the Valley by developing local neighborhood-based satellites staffed with personnel trained in the philosophy and practices of community-oriented policing. Last year the department embarked on an

innovative School Safety Partnership Program with several Glendale school districts to share the cost of placing full-time school resource officers on school campuses throughout the city.

Thirty-three police positions are funded through Proposition 200. The department projects that twelve additional officers and four non-sworn support positions must be added annually just to keep pace with anticipated population growth through FY 2006. In addition, the department must plan for the assumption of full financial responsibility for police officers currently funded by federal grants and for staff, vehicles, and equipment needed when the new western area public safety building opens.

PUBLIC WORKS

The General and Street Fund component of the Public Works Group includes Field Operations, Facilities Management, and Street Maintenance. Additional operating capital and personnel will be necessary as the city's infrastructure and facilities demands grow in response to population growth.

Field Operations/Facilities Management - In FY 2001, Facilities Management was responsible for maintaining over one million square feet of building space, 50 park buildings, and other city-owned or operated facilities. More recently, Facilities Management also assumed responsibility for several new facilities, including the Foothills Library, the Downtown Civic Center, and the Sine Hardware City Annex and the recycling facility. This year construction will begin on several additional facilities that will further expand the department's facilities management responsibilities.

The new warehouse/shop facility is scheduled to begin construction in FY 2001-02. Facility management ongoing costs will include utilities and security for these buildings and other facility renovations planned for FY 2001-02. One additional maintenance worker and two custodians will be needed by FY 2003-04.

Street Maintenance – Two equipment operators and four service workers will be required between FY 2002 and FY 2004. Additional overlay alley resurfacing and utilities funds need to be added to the annual budget for the next four to five years. Both the Street Maintenance and the Right-of-Way divisions will need equipment funds to purchase several new sweepers, maintenance vehicles, and a Versalift.

COMMUNITY DEVELOPMENT

This group includes Engineering, Transportation (Traffic Engineering), Building Safety and Planning. These departments help guide the overall growth and development of the city and its infrastructure. They are primary collaborators in the process of upgrading and updating the city's Geographic Information System (GIS).

Engineering - The Engineering Department is responsible for providing design, survey, construction inspection, and materials testing services for all public works projects constructed in the city. Over the last five years, a growing amount of staff time has been needed to manage smaller engineering projects. The number of capital improvement projects has increased dramatically. The number and size of contracts for testing services are also expected to increase. These trends are expected to continue during the next forecast period.

The need for 18 new positions in the Engineering Department is anticipated in the next four years. These positions include pipeline inspectors, engineering technicians, construction technicians, a landscape inspector, an architect, a property agent; and an office assistant to keep pace with service demands. The department will be improving its GIS capacity, and updating maps, aerial photographs and the graphics programs essential to the operation of engineering and many other departments.

Transportation (Traffic Engineering) - This department is responsible for ensuring that Glendale has and can maintain a safe, efficient, and cost-effective transportation system throughout the city. The department handles traffic engineering projects, traffic signal and street signage programs, roadway striping, and the city's expanding urban shuttle system. As the population continues to grow, expanding the city's transportation and traffic management programs will become more crucial.

In the next five years, the department anticipates the need for at least thirteen new permanent positions including traffic engineers, a transportation planner, three traffic signal technicians to continue the accelerated signalization program, a senior management assistant and the transition of transit operators to permanent staff. Contractual funds are needed for fiber optic maintenance, for transportation management system consultations and for the refurbishing of transit buses.

Building Safety - This department ensures that construction within the city complies with all established building codes. It also operates the Cross-Connection Control Program and the Development Services Center. Over the next five years this department will need a cross-connection control specialist as well as technology funds for the automated computer program used to track plan reviews, streamline the permit process, and allow each department to quickly enter approvals, rejections, and comments.

Planning - This department is a planning resource for the Council and development community and performs the planning and zoning services needed to guide the growth and development of the city. A large number of special planning studies and service requests are completed for other city departments, boards and commissions, and the Council.

The number of development applications is expected to continue growing. Although the department currently meets its review schedules in a reasonably timely manner, additional staff will be required to respond to future demands for service and requests to accelerate the response time on special projects. The department needs additional planners, a graphics specialist, a GIS specialist and additional support staff.

COMMUNITY SERVICES

The Community Services Group consists of Neighborhood Services, Community Partnerships, Parks and Recreation, Library Services, and the City Council Office.

Neighborhood Services – Neighborhood Services includes the Code Compliance Division which is responsible for ensuring that zoning, housing and health and safety city codes are met. Neighborhood Revitalization administers the city's federal Community Development Block Grant and HOME Investment Partnership programs to improve the quality, availability and diversity of Glendale's housing stock. The Community Housing Services Division provides rent subsidies and housing for lower income residents through various city and federally funded programs. These divisions' staffing needs will continue to grow over the next five years in direct response to population growth, residential housing development and rehabilitation activities, and changing economic conditions.

Community Partnership – This department's mission is best expressed by its motto - " You don't have to move to live in better neighborhood". The department was organized in FY 2000-01 to facilitate and maximize opportunities for the city, neighborhood residents, schools, service organizations, businesses and other stakeholders to work together to improve the quality of life of Glendale residents in neighborhoods throughout the city. The Neighborhood Partnership Division has provided older neighborhoods with over $5 million in grants for infrastructure improvements and beautification projects. The Community Volunteer Program is responsible for identifying, coordinating and planning all city co-sponsored community volunteer projects. Management Assistant positions have been identified for FY 2003 and FY 2006.

Parks and Recreation - The Parks and Recreation Department provides parks and recreational facilities and programs to meet the social, physical and mental health needs of the community. The city's Long Range Park Plan requires park acreage to increase in direct proportion to population growth. The plan was recently updated and citizens had the opportunity to identify in need of recreational facility development and improvement.

Several community parks, the completion of the Skunk Creek and Grand Canal Linear Park and Trails Systems, and planning for the New River Trail System are scheduled over the next five years. These facilities will provide many new acres of parks,

greenscaping, and connecting trails throughout Glendale that will require maintenance and utilities. Additional equipment and greenscape maintenance contracts will be needed to meet the growing demand for parks and trails maintenance. New ball fields and rehabilitation of existing facilities, including pools and recreational equipment, are included in this forecast period.

Recreation programs make creative use of volunteers and part-time staff, but they will require additional staff over the next five years. For example, each new community recreation facility requires approximately eight to ten new employees per facility. Aquatic staff will be needed for the new north pool and additional staff will be needed when the planned north recreation center opens.

During the next five years at least two new park rangers, accompanied by an expanded police presence, will be needed to help ensure the safety of citizens in all of the city's recreational facilities. Additional staff may also be needed to oversee the operation and expansion of Sahuaro Ranch Park and Manistee Serenity Park, as well as other active and passive park locations.

Library Services - Library services are available to citizens at the Main Library and two branch facilities. Velma Teague in historic Murphy Park continues to offer a full range of library services to downtown area residents. In FY 1999, the new Foothills facility opened in northern Glendale. The department is already preparing for the planned western area library facility in FY 2005.

A library manager and 25 employees will be needed in FY 2005 for the west branch library. This facility will add an additional $1,800,000 to the department's operating budget during the forecast period.

City Council Office - City Council members actively encourage public participation in developing city policies and priorities. They attend neighborhood meetings throughout the city, attend and speak at many public events, and respond personally to many citizen requests for assistance. Council Office staff supports and facilitates the activities of the council members.

An additional Council Assistant and a secretary position will be required in FY 2002. The cost of keeping the public informed increases as the population grows, and later in the forecast period the City Council Office will request additional funds to update district profiles as well as funding for two additional council positions.

HUMAN RESOURCES

Human Resources provides personnel policy development, administration support and technical assistance in personnel matters including employee selection, placement and development, employment benefits, and job classification studies for every city

department. A growing and changing employee base, and the need to address pay and classification issues in our changing labor environment will require additional staff to ensure sufficient support for all city departments.

The department is in the process of automating several functions that were previously performed manually and expanding its use of innovative techniques to attract highly qualified employees into city government. Recruitment procedures will be improved by placing employment applications on-line by FY 2002 and making greater use of web technologies. In addition, the department will make human resources information more readily available to city departments via the Intranet.

A consultant was retained to review and revise the city's classification and compensation systems and benefit programs to ensure that we remain competitive in our changing marketplace. Funding has been allocated to begin the implementation of several study recommendations. Space needs will be addressed by remodeling existing offices.

In the next five years, the department anticipates the need for 14 new positions to keep pace with service demands. The Human Resources Department will continue its efforts to develop internal programs, such as the on-site college degree and job enrichment programs.

ECONOMIC DEVELOPMENT

This department is responsible for attracting new businesses into the community and retaining existing businesses. The redevelopment section assists businesses in older neighborhoods. One of the department's most successful business partnership programs has been the grant program for the rehabilitation of smaller shopping centers and strip malls. The completion of the City Center Master Plan will be a major focus for Economic Development staff during the coming year.

This department will face substantial challenges as the city center area continues to grow and age, and development accelerates in western Glendale. The department will need to add a long-range strategic development professional and several GIS specialists and automate its development review system.

ADMINISTRATIVE SERVICES

The Administrative Services Group consists of Finance, Information Systems, Marketing/Communications, and Management and Budget.

Finance - The Finance Department is responsible for providing accurate financial information and analysis to all city departments. It is comprised of three divisions: Finance Administration, Accounting, and the Billing Services/Sales Tax Center.

Over the next few years, the Finance Department will need about twenty-two additional employees. These positions include accounting and customer service specialists; additional billing, compliance and collection specialists; a regulatory licensing analyst; a senior tax auditor and a deputy controller. All of these positions will require additional secretarial support staff, upgraded computer equipment and more office space.

Information Systems - Information Systems provides central computer systems management and support services, manages the local area networks, and handles the telephone and data communications systems. The department also plays a key role in developing and maintaining the financial and human resources information systems.

The department is continuing to implement the Council's goal of upgrading the city's information networks and capacity. Keeping pace with changes in the field of technology presents an ongoing challenge. As the number of city employees and city office locations grow, the department will need to expand by adding PC support specialists, systems analysts and network engineers, and web analysts.

Marketing and Communications - This department oversees the city's external communications with the public, including media relations, the city web page, cable television and special events programming, civic center operations, and the tourism program. The department's workload will continue to increase in response to expanding community activities, requests from other departments for assistance, and the Council's emphasis on tourism promotion and economic development-related activities. The tourism program has experienced major growth during the past year including the opening of its downtown Tourism Center and a northern area satellite site. Civic Center and special event activities are also expected to expand significantly during the forecast period.

Additional staff, including an event coordinator and operations person, will need to be hired as Civic Center operations grow. Visitor center services are expected to continue to expand over the coming year. Additional staff will be needed in the tourism, web site support and graphics areas. Each year additional funding will be needed for the city's television and print media campaigns.

Management and Budget - The Management and Budget Office provides budget preparation, analyses, monitoring, and technical support for Council, the leadership team, and department managers. The department also includes materials management, the warehouse, grants administration, and risk management services. No new staff additions or unusual budgetary requirements are anticipated unless the department is required to assume new functional responsibilities.

APPOINTED OFFICIALS GROUP

The Mayor's Office and departments with Council-appointed managers, including the City Court, the City Clerk's Office and the City Attorney's Office, are in the Appointed Officials Group.

Mayor's Office - The Mayor's Office provides administrative support to the Mayor. The Mayor actively encourages public participation in developing city policies and priorities. The Mayor conducts neighborhood meetings throughout the city, attends many public events, and responds personally to many citizen requests for assistance.

No significant increases in the Mayor's budget are anticipated in the coming year. However, costs for keeping the public informed will increase along with the population. The Mayor's Office will be requesting additional funds to purchase office equipment in the next 5 years.

City Court - The City Court handles criminal misdemeanors and various juvenile and civil offenses committed in the City of Glendale. The increase in the number of police officers directly affects the court's caseload, as does increased population. Therefore, the court will need additional staff in each of the next five years.

Anticipated positions include a court supervisor, eleven court information clerks, a senior secretary, a systems analyst and a domestic violence/victim liaison. The court will also contract for a programmer and pro tem and public defender services. The current building is being used at full capacity. Design work for additional space is planned for FY 2003 through FY 2005.

City Clerk - This office handles all requests from the public for city documents, maintains and preserves city documents and records, manages the election and public notice processes, and offers citizens passport application assistance. As the population increases, the department anticipates the need for an additional secretary and an office assistant. The citywide implementation of the optical scanning program will continue, and a significant investment will be needed to move forward on the election automation process and to continue making information, such as the city code, more readily available to citizens.

City Attorney - This department is responsible for representing the city in legal actions, providing consultation to the City Council and city management on legal matters, and drafting and reviewing legal documents. Two additional assistant city attorneys, a legal assistant and two additional secretarial positions are needed during the forecast period. In the City Prosecutors area, two assistant city prosecutors, a legal assistant and two secretarial positions will be required. Equipment and office furnishings will also be needed for each new employee.

CITY MANAGER'S GROUP

City Manager - The Manager's Office is responsible for the implementation of Council goals and objectives, and the day-to-day administration of city services. The Manager's Office oversees the Community Action Program (CAP), Intergovernmental Relations, and the City Auditor's Office. Areas within this group will require additional operating funds as a result of population and program growth. Additional staff may also be necessary to handle the increased workload toward the end of the forecast period.

City Auditor - The Auditor's Office conducts financial and operational audits of city programs. Its Five-Year Internal Audit Plan identified the need for one additional auditor in each of the next five years. Furniture, equipment, and supplies for these additions will also be needed.

Intergovernmental Relations - Intergovernmental Relations staff is responsible for maintaining ongoing working relationships and communications with federal, regional, and state government entities. They help achieve the city's political objectives and ensure that city officials are kept informed about issues that may affect the city.

Transfers Out - A significant amount of money is transferred out of the General Fund to other funds to help finance their operations. The Airport, Transit, and Housing Departments all receive General Fund appropriations. The Municipal Property Corporation debt is also funded from the General Fund.

The Budget Office generates projections for transfers out based on historical data and staff assessments. In FY 2001-02, about $10.6 million will be transferred out of the General Fund.

General and Streets Fund
Forecast Summary and Observations

NET REVENUES AND EXPENSES

The final step in completing the *Five-Year Forecast* updating process is to compare the net effects of the projected revenues and expenses on the General and Street Fund balances. A summary of the projections is contained at the end of this *Five-Year Forecast*.

FUND BALANCE OUTCOME ALTERNATIVES

City fund balance projections can be significantly altered by changes in the model assumptions, national, state or local policy changes, outside events, economic conditions, and Council decisions. The Budget staff has generated the following outcome alternatives to help illustrate the effects of changing variables on our fund balances.

Outcome Alternative #1 - This outcome is the alternative Budget staff projects as the most likely to occur based on our *Five-Year Forecast* estimates. In this five-year scenario, the Budget Office included the following assumptions.

- Annual budgets will be balanced as required by state law and city policy.
- A relatively stable inflation rate of 2.40 percent to 2.70 percent.
- Not including grant funded positions, a recommended maximum of 30 to 55 new positions per year allocated in the following way.

Recommended
New Positions Forecast

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
All Other	26.25	15	7	32	7
Fire	21	0	30	0	0
Police	8	12	12	12	12
Police Grants	16	0	0	0	0
Total	71.25	27.00	49.00	44.00	19.00

- Funding for the Council objectives listed below:

  - West area branch library completion and operating costs.

  - Specified improvements to neighborhood and business districts.

  - Maintenance of existing service levels and programs.

  - A cost of living increase, and a four percent merit-based increase for all qualified personnel according to current financial policies.

The Budget Office staff forecast indicates that the ending balance for all five years studied is within approximately one percent, plus or minus, of total revenues. Such a limited range suggests that the city operating budget might support minimal additions of other Council objectives without jeopardizing the General Fund balance.

Outcome Alternative #2 - This alternative illustrates a scenario that would result in a large positive fund balance if the Council implemented the following policies during the forecast period:

- Revenue rate increases or additional revenue sources.

- No staffing or service increases over the next five years.

If the current favorable economic conditions persist through the forecast period, fund surpluses might reach as much as $11.1 million in this outcome alternative.

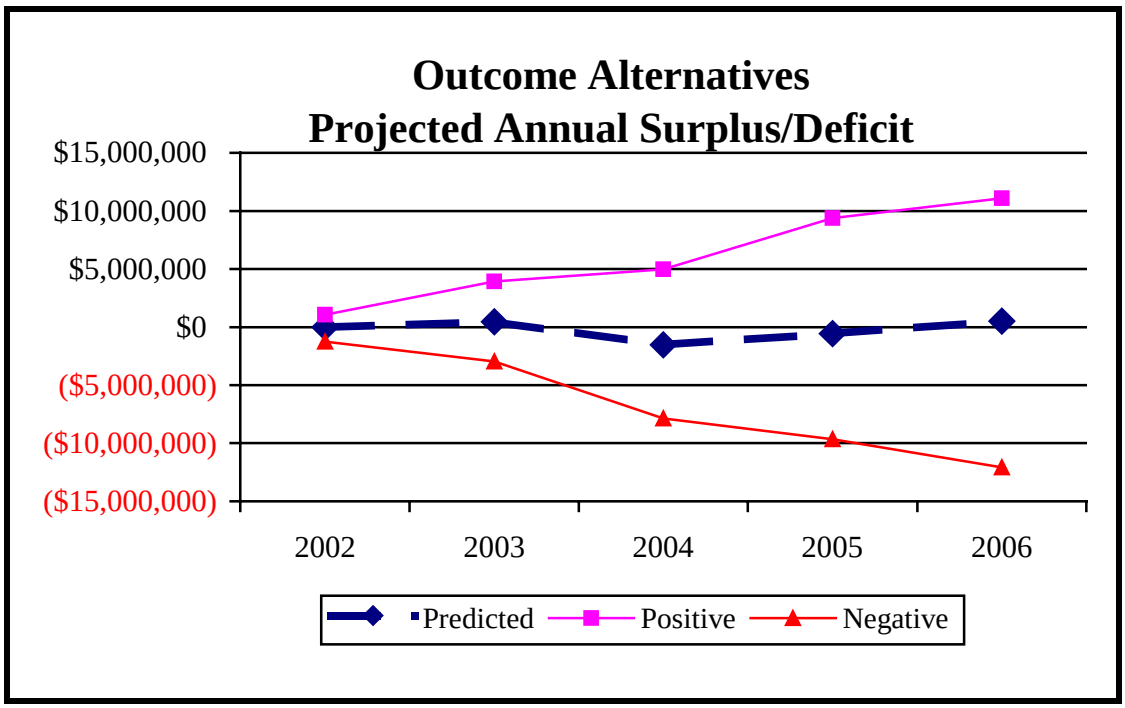
Outcome Alternative #3 - As mentioned earlier, a number of events might occur that could negatively affect our future financial condition. This alternative illustrates a scenario that would result in reduced revenue and a fund balance shortfall if the following events occurred.

- A greater-than-predicted increase in the rate of inflation.

- Lower-than-projected employment growth, or a decline in employment due to the loss of a key employer.

The unlikely, but possible, combination of all of these negative factors could result in a shortfall of approximately $8.2 million by Fiscal Year 2006.

The following graph shows the *General Fund and Streets Fund Five-Year Forecast* projections for each of the two outcome alternatives.



It is important to note that excess fund balances in any given year may be used to fund one-time costs without having a significant effect on future years. However, the decision to use a remaining fund balance to initiate a program that entails ongoing funds will alter the long-range forecast and have a lasting impact on the capacity of the city to maintain projected levels of services in a balanced budget environment.

CITY OF GLENDALE

CONCLUSION

Long range forecasting and modeling are powerful management and decision-making tools. A key objective in long range forecasting is to estimate the future consequences of past and present decisions. The *Five-Year Forecast* process reminds us to lift our eyes from the road directly ahead, cast a glance in the rear-view mirror to see where we have been, and take a look through the windshield into the future to assess where we are going.

The current *Five-Year Forecast* indicates that if we continue to exercise discretion and restraint in expanding existing programs and developing new programs, continue to practice prudent management, and remain conservative in our financial and strategic planning, we can:

- Accomplish all of the goals and objectives set by our City Council in this budget year;

- Maintain our quality of service commitments to Glendale residents in future years;

- Ensure the city's capacity to meet its future growth and infrastructure needs even after the current economic boom has peaked; and

- Balance our annual budgets while retaining adequate contingency reserves.

In order to go significantly beyond the commitments modeled in the most probable outcome scenario (Outcome Alternative #1) of the *Five-Year Forecast,* the city would have to increase its revenue base through new revenue sources or better-than-anticipated economic performance, or decrease its operating expenses by reducing or curtailing basic city services.

SUMMARY OF REVENUES AND EXPENDITURES

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Beginning Balance	**$2,112,465**	**$0**	**$477,560**	**($1,521,359)**	**($543,805)**
Revenues	$120,835,000	$128,632,875	$135,153,413	$142,564,520	$149,405,997
Transfers In	$6,618,000	$6,776,832	$6,946,253	$7,126,855	$7,319,280
Total Inputs	**$127,453,000**	**$135,409,707**	**$142,099,666**	**$149,691,376**	**$156,725,278**
Base Budget Costs	$111,834,139	$115,852,443	$120,484,054	$125,713,698	$131,314,075
New Staffing Costs	$3,157,049	$5,086,323	$8,648,119	$11,420,043	$12,845,058
New Supplies/Equipmt	$4,009,145	$2,790,653	$2,433,150	$2,754,159	$1,931,831
What-If Scenario	$0	$650,000	$650,000	$650,000	$650,000
Transfers Out	$10,565,132	$10,552,727	$11,405,702	$9,697,280	$9,455,580
Total Outputs	**$129,565,465**	**$134,932,147**	**$143,621,025**	**$150,235,181**	**$156,196,544**
Year-end Balance	**$0**	**$477,560**	**($1,521,359)**	**($543,805)**	**$528,734**

STRATEGIC FINANCIAL PLAN

INTRODUCTION

The purpose of Glendale's *Strategic Financial Plan* is to identify financial mechanisms that can be used to respond to fluctuations in city revenues in ways that least affect the level and quality of essential services the city provides its residents. The Plan includes long-term strategies for dealing with reasonably predictable revenue and expense fluctuations and shorter-term strategies that are more effective in addressing unusual, unpredictable or time-limited budgetary issues as they arise.

This dualistic long-term/short-term approach enables us to make the best use of current resources while we prepare for leaner times during periods of prosperity. It maximizes our flexibility in responding to changes in our financial environment without having to curtail or eliminate essential services when such changes occur.

WHY DOES THE CITY OF GLENDALE NEED A STRATEGIC FINANCIAL PLAN?

Most people have given some thought to how they might continue to meet their essential needs if their income or expenses were to change significantly. The financial strategies that will work best in each case are dependent upon a variety of situational factors. The following examples illustrate long- and short-term financial strategies that individuals might select to ensure their financial stability.

- Long-term, income stabilization strategies:
    - A construction worker sets aside a portion of his or her monthly income in a savings account when construction jobs are plentiful to augment income in the leaner months when construction slows.
    - An individual contributes regularly to a pension plan to help maintain his or her current standard of living after retirement.
- Short-term adjustments to time-limited income changes:
    - An employee, who has been laid off and has good prospects for re-employment, applies for unemployment insurance and postpones a planned purchase of a new car.

- A first-time homebuyer becomes a do-it-yourself expert to save on repair and maintenance costs until available income catches up to monthly housing expenses.

- Permanent restructuring of imbalances between available income and expenses:

  - A person on a fixed income, such as Social Security, moves to a smaller home with lower mortgage payments and selects an equal monthly utility payment plan to eliminate seasonal fluctuations in utility costs.

  - New parents decide to permanently downsize their lifestyles so that one parent can stay at home with their children and they can start a college fund.

While a construction worker's family income may rise or fall based on seasonal employment fluctuations and longer-term changes in the economy, its fixed expenses, such mortgage and car payments, remain the same. As the family grows, expenses such as food and clothing will also increase without regard to income. When differences in size and complexity are set aside, Glendale's revenue and expense situation closely resembles that of a person with a growing family in an economy-dependent occupation such as construction or sales.

The city's primary revenue sources, which are state-shared revenues and sales taxes, are subject to wide variations due to changes in the economic and political environment. Population growth is always accompanied by increased demands for services that translate directly into increases in the city's ongoing operating expenses. The amount of new revenue generated by new residents through sales and property taxes, etc., is not necessarily sufficient to meet the total cost of service expansion, especially if this growth occurs while the state and local economies are cycling downward.

Glendale's revenue resources fluctuate with changing times, but its expenses are always rising in response to population growth. Therefore, the City of Glendale engages in a similar process of financial alternative planning for changes in its revenues and expenses in order to avoid curtailing basic services or delaying needed infrastructure improvements.

Population Growth

Growth is often a double-edged sword. Without a growing population to fuel and maintain a healthy local economy, Glendale would not have the financial resources it needs to continue improving and expanding the services and amenities its residents enjoy. However, rapid and prolonged population growth also places a great deal of stress on existing resources making it difficult for the city to maintain current levels of services, repair and replace existing infrastructure as it ages, *and* finance future growth-related needs.

The city employs a variety of financing strategies and mechanisms to equitably apportion the cost of growth among various sectors of the community and current and future residents. These strategies, including bond financing, development impact fee assessments, and the

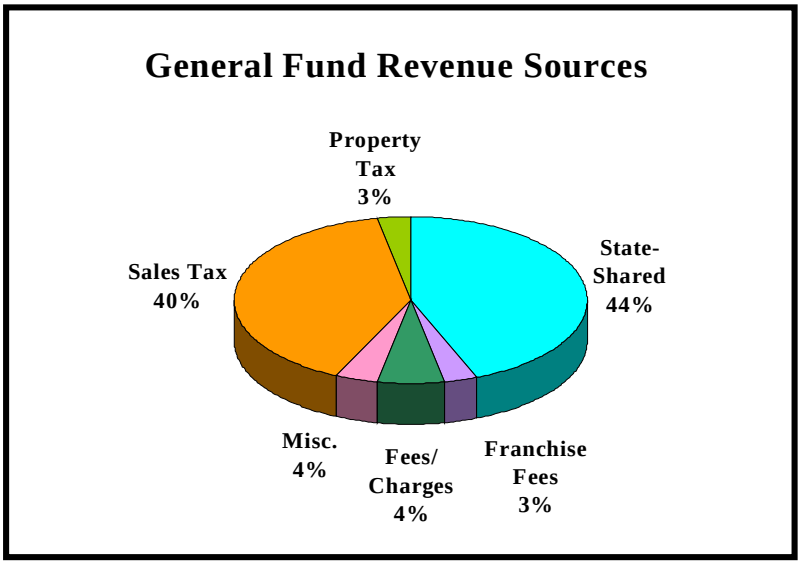
creation of improvement districts are described in detail in the *Ten-Year Capital Improvement Plan*.

When complex projects, such as library or fire station construction, require a long-term commitment of resources, the city prefers to use conservative population estimates in its planning process to ensure that the revenues needed to operate the facility or services will be there when the project is completed. The city has a number of short-term rapid impact strategies it can employ when unusual or unanticipated growth occurs in any area of the city and service or infrastructure development in the area must be accelerated.

Operating Revenue Considerations

A city's ability to generate revenue or create new revenue sources is limited by social and economic conditions, state statute, City Council policy, and public sentiment. Municipal tax rates and bonding (borrowing) capacity are also limited by state law and require citizen support and/or voter approval. Revenues generated from special funds, such as the Highway User Revenue Fund; water, sewer and sanitation user fees; and development fees must be used only for legally specified purposes. Therefore, most of the city's operating costs are paid for from General Fund revenues.

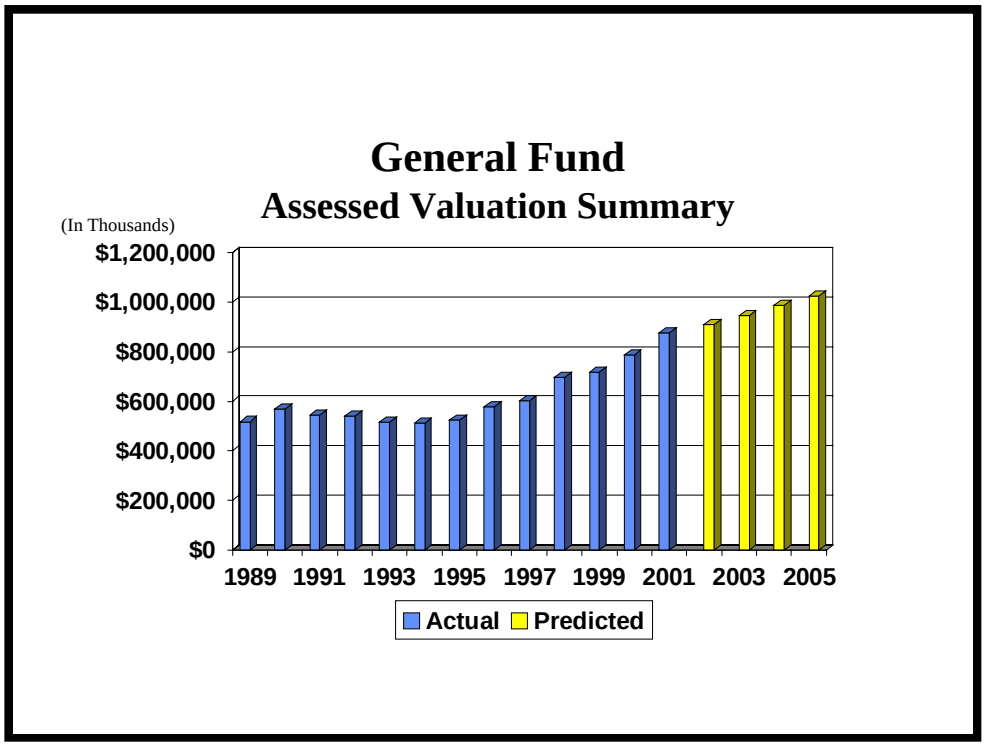
Over 80 percent of Glendale's General Fund revenues come from state-shared revenues and sales taxes. Many city departments must rely exclusively on General Fund revenues to finance their operating costs, while others receive at least some financial support from the General Fund.



As stated earlier, state-shared revenue and local sales taxes are highly volatile and unpredictable because they are very sensitive to changes in national, regional and local economic conditions. When the state and local economies are healthy, state-shared and local sales tax revenues normally rise. When the economy enters its inevitable downward cycle, these revenue sources decline.

Any state legislature decisions to reduce the percentage of income tax revenue it shares with Arizona cities will directly and adversely affect the revenue levels of the city's revenues.

The demand for essential city services, capital improvements and infrastructure maintenance and expansion steadily increases as a direct result of population growth and the normal aging of city facilities. Other, more stable sources of city revenue, such as property taxes, are also subject to external factors. For example, the total revenue actually generated from property taxes is as dependent on the county's determination of the assessed valuation and the actual tax base growth rate as it is on the rate approved by the City Council.



Capital Expense Considerations

Under virtually any population growth scenario, existing revenue generating sources, such as sales and property taxes and traditional bond financing for capital projects, would be hard pressed to keep up with the normal demand for streets, storm sewers, fire stations and other facilities. Large capital improvement projects take many years to plan, finance and complete. Funding for these projects will be needed long before the number of residents moving into the area will support the facility construction costs. It might be several more years before population growth is sufficient to generate the revenue needed for ongoing operating expenses. This is a particularly critical issue if the actual growth rate is significantly slower than predicted.

Developing and Implementing the Strategic Financial Plan

If a prolonged economic downturn occurred, and annual revenues could not support the cost of essential services and infrastructure development, the city's options might include:

- Increasing revenues from existing sources such as sales and property taxes or creating new taxing sources;

- Delaying future growth-related infrastructure development;

- Reducing operating expenses by cutting back on essential services such as public safety and sanitation, and capital projects such as city parks and water treatment plants.

The purpose of Glendale's *Strategic Financial Plan* is to reduce the likelihood of the city having to resort to the above alternatives, except in the most extreme circumstances. The Plan describes methods the city can use to minimize revenue fluctuations, stabilize expenses and create financial shock absorbers so that the city's ability to provide essential services is not jeopardized by changing economic conditions. The Plan also includes short-term financial strategies that are useful in responding to unanticipated budgetary needs of short duration such as single-year revenue and expense anomalies, funding special capital projects such as the Downtown Civic Center or unexpected population growth spurts.

Ranges of Outcomes, Not Absolute Predictions

While developing the city's strategic financial plan, it is important to keep the following caveats in mind.

- It is almost impossible to pinpoint the service demand too far into the future;

- The reliability of all predictions will decrease in direct proportion to the increase in the length of the time period involved;

- It is not prudent to make predictions using only a single variable, such as population growth, when other factors, such as economic conditions, play an important role in future events; and

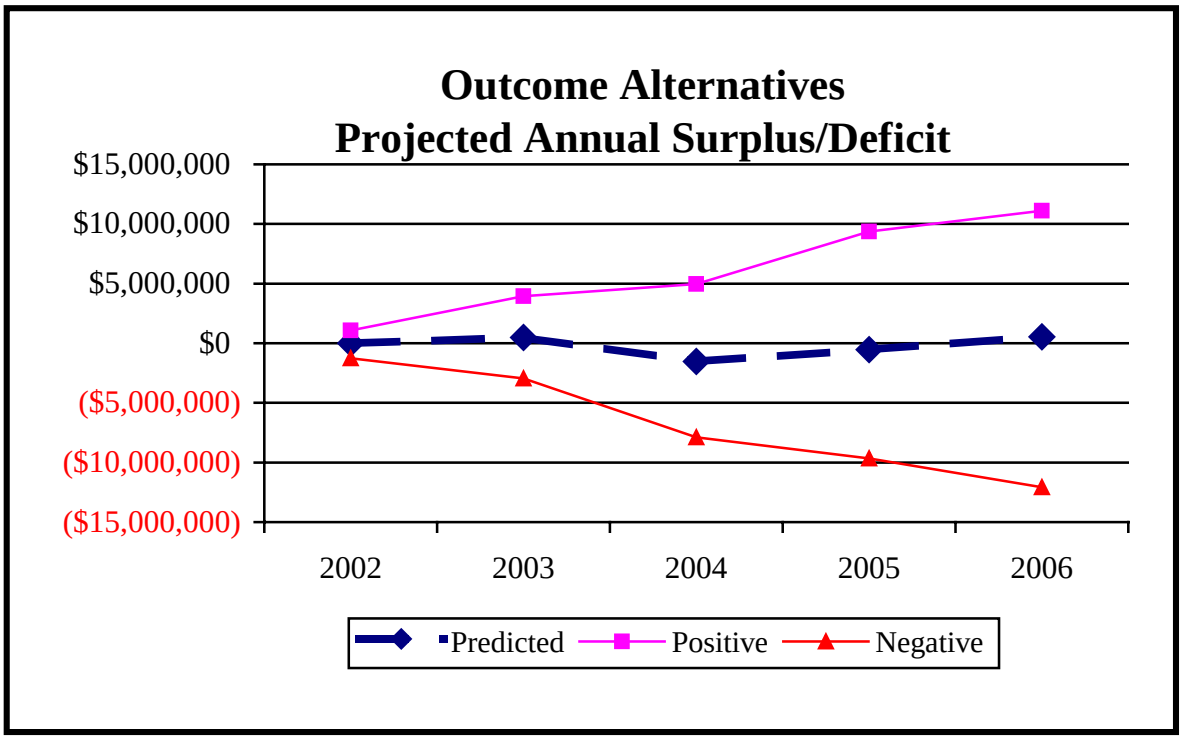
- It is important to design short- and long-term strategies that are flexible enough to meet a broad range of possible outcomes.

The City of Glendale has incorporated these principles into its strategic planning and economic forecasting processes.

Financial Strategies Simulation Model

A computer simulation model is used to analyze the potential impact of individual and multiple variables on Glendale's future financial stability. The chart on the following page helps to illustrate the variations in possible financial outcomes that the simulation model produces for projected net revenues when good, fair, and poor economic condition data are used. Model simulations can also be done using high, moderate, and low population growth scenarios.

The model is also used to evaluate the relative benefits and shortcomings of various long- and short-term financial strategies considered for inclusion in the Plan. The model is designed to take into consideration the fact that revenues fluctuate in ways that are not related to demand for service or service costs. A broad range of possible outcomes can be assessed by manipulating the data entered into the model.



A key underlying assumption of Glendale's *Strategic Financial Plan* is that although the rate of growth may vary significantly from year to year, over a five- to ten-year period Glendale's population and demand for services will increase unless major external factors intervene. The final plan is developed using moderate, "most likely case" population growth, revenue, expenses and other relevant projections. Plan projections are limited to five- and ten-year periods and the plan is updated annually.

LONG-TERM STRATEGIES

Adjusting Staff Levels

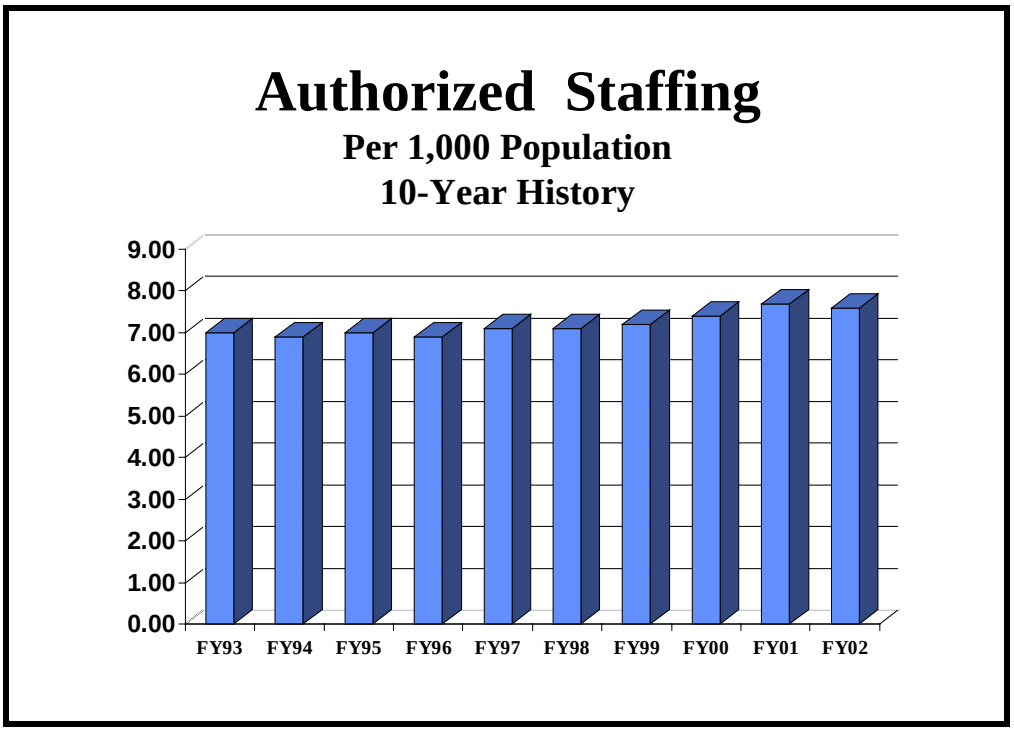
Although Glendale has one of the Valley's lowest ratios of city staff to population (7.6:1,000), personnel-related costs account for 67 percent of the city's General Fund operating expenses. Adjusting staffing levels is not an effective method of dealing with short-term budget deficits because a reduction in the work force requires lead time to implement and may adversely affect the city's ability to maintain service and quality levels. However, downsizing, when combined with other strategies, can be a very effective method of dealing with prolonged economic slowdowns.

The city successfully responded to the extended recessions of the late 1980s and early 1990s by selectively reducing its existing staff size, eliminating some vacant positions and delaying

the refilling of others and instituting a new position hiring freeze. Implementation of new programs or expansions that would require new employees were postponed and workloads were streamlined and redistributed. This reduction in authorized staff levels was accomplished over a three-year period without disrupting any essential city services.

Rather than automatically returning to pre-recession employment levels when the economy improved, the City Council continued its cautious approach to adding new employees as a permanent feature of its long-term financial strategy. This conservative approach to personnel growth policies has contributed significantly to the city's improved financial performance and long-range stability.

As shown in the following chart, city staff levels remained at or near the reduced 1993 base levels until 1998. Staff size was increased very modestly since, placing the city in a healthy strategic position to cope with future economic downturns without having to lay off city employees or reduce customer services.



The computerized forecasting model program, described in detail in the *Five-Year Forecast* section of this budget document, is used to estimate the average number of new positions that can be added to the work force each year without adversely affecting current and future operating budgets. The city's Leadership Team carefully reviews every new position request.

When a new position is needed to provide new or expanded services, both the initial *and ongoing costs* associated with providing and maintaining the service must be included with the position request. These procedures help ensure that added services and positions will be sustainable in future years.

Alternatives to Permanent Staff Increases

The selective use of temporary workers is one of several useful alternatives to meeting predictable but time-limited workload increases without adding regular status employees. For example, temporary employees are used at polling sites during city elections that routinely occur every two years. The strategic plan's expense equalization strategy, described below, dictates that the predictable costs for these workers will be budgeted as an ongoing operating expense spread evenly between election and non-election years. It is important to have a definitive policy that limits the length of time a position can be filled by a temporary employee and closely monitor this area to ensure compliance with the policy.

Contracting for outside services can be less expensive than adding permanent staff to provide selected city services. A further advantage is that it is faster and easier to vary contract amounts on a year-to-year basis than it is to manipulate staffing levels and overhead costs for equipment and building space. For these reasons, Glendale has placed increasing emphasis on negotiating service contracts for park maintenance, custodial service, specialized legal services and other services that can be provided more cost effectively by outsourcing.

Equalizing Predictable Expenses

Spreading routine periodic expenses over multiple budget years and prefunding the replacement of city vehicles and technology improvements are two additional tactics the city uses to moderate peaks in ongoing expenses. This approach is comparable to an Arizona homeowner who selects an equal monthly payment utility plan that "banks" funds during the lower-cost winter months to offset the predictably higher summer utility costs.

The City Clerk's Office accrues half of the next election cost in the non-election year to reduce biennial election expense peaks. This amount is carried over and added to an equal amount that is budgeted in the actual election year. Although election expenses will continue to rise as our voter population increases, this practice of dividing known costs across several years substantially levels out the expense curve for scheduled elections. The need for one-time election appropriations every two years has been eliminated, leaving only special election expenses, such as bond elections, which occur relatively infrequently, to the one-time budgeting process.

Prior to implementing its prefunding program, the city's ability to replace city fleet vehicles and technological equipment cycled up and down with the local economy. In lean years, urgently needed replacement equipment was purchased at the expense of capital projects or the operating budget. When economic conditions improved the city would engage in massive "catch-up" efforts.

To eliminate this problem, and the high costs associated with the repair and maintenance of outdated equipment, a replacement fund line item was added to each department's annual operating budget to accrue funds for vehicle or computer replacements. The annual fund contribution is based on the expected life span and cost of each item. For example, when a new $1,800 computer is purchased with one-time funds, the department must also budget $600 per year as an ongoing expense for its routine replacement every three years.

Prefunding replacement costs has made these costs more predictable and less economy driven. Equipment failures, repairs and maintenance costs have declined. Many retired items can be used elsewhere. Police cruisers are now refitted for routine fleet use, and replaced PCs are donated to community agencies.

Capital Improvement Plan Schedule Development

Most large capital construction projects permanently increase the city's ongoing operating costs for staff, maintenance, repair, utilities, etc. For example, the operating budget impact of the Public Safety Headquarters building, which opened in 1991, was carefully considered prior to initiation of the project. In this case, it was determined that normal revenue growth would cover the increased operating costs. The same thorough analysis occurred before the City Council approved the Foothills Library and the Civic Center projects in the mid-nineties. Glendale's Strategic Plan requires a similar analysis of long-term financial projections of debt service costs prior to every bond sale.

Conservative population and revenue growth projections are always used for long-range capital planning to determine when, where and how capital projects will be implemented. Major capital projects can be planned, scheduled and financed in ways that will not drain needed resources from the annual operating budget or require an increase in Glendale's secondary property tax. Short-term financial strategies, such as adjusting financing mechanisms or accelerating or decelerating project schedules, help us meet unusual population growth or service demands. The introduction to Glendale's *2002-2011 Capital Improvement Plan* provides a detailed explanation of the capital project process.

Property Tax Stabilization

Although many cities in other parts of the country use the property tax rate to make short-term operating budget adjustments, changes in Glendale's tax structure or rates are viewed primarily as long-term financial strategies. Arizona's tax limitation statute, the relatively

minor role of property tax revenue on Glendale's operating budget, and the city's property tax stabilization policy, described below, combine to make property tax adjustment an ineffective short-term strategic tool.

As a practical matter, it might take up to a year for a property tax change to be implemented and longer to produce a significant increase in revenues. Growth in the tax base and changes in the assessed valuation rate determined by the county often have a larger impact on the level of revenues raised through property taxation.

For over a decade, Council policy has been to stabilize the property tax rate and structure at reasonable levels so that property tax revenue is sufficient to meet long-term, foreseeable revenue needs without requiring intermittent adjustments. Capital improvement projects are planned, financed and scheduled for implementation so that the secondary property tax rate of $1.3618 per $100 of assessed valuation can remain relatively stable over the coming decade.

This year the primary property tax levy was reduced for the seventh consecutive year. At $0.3582 per $100 of assessed valuation, the primary property tax rate is now $0.2818 or 44 percent lower than it was seven years ago.

The total property tax rate will remain at $1.72 per $100 of assessed valuation for the second consecutive year.

Increasing Glendale's property tax rate is a more appropriate alternative for addressing a chronic structural imbalance between revenues and expenses than for balancing a single year's operating budget. For example, when the city reaches full build-out the rate of property tax revenue growth falls to zero. Much less revenue will be generated from new tax base growth. If this decrease is not accompanied by sufficient growth in assessed valuation or compensated for by increases in other revenues or a reduction in operating expenses, a serious imbalance would occur that might trigger a property tax increase.

Secondary property taxes are used to repay voter-authorized General Obligation Bond debt. With efficient scheduling of bond sales and capital projects, the *Ten-Year Capital Improvement Plan* is designed to keep the secondary property tax rate relatively level. Changes in capital construction schedules, interest rates and several other variables might necessitate a property tax rate adjustment over the longer term; however, most of these situations can be addressed by fine-tuning the primary tax rate and directing the flow of interest earnings on bond proceeds between construction and debt service funds.

SHORT-TERM STRATEGIES

The following short-term financial strategies play an important role in: (1) maintaining the delicate year-to-year equilibrium between revenues and expenses; (2) responding to temporary changes in economic conditions; and/or (3) absorbing or avoiding anticipated revenue shortfalls.

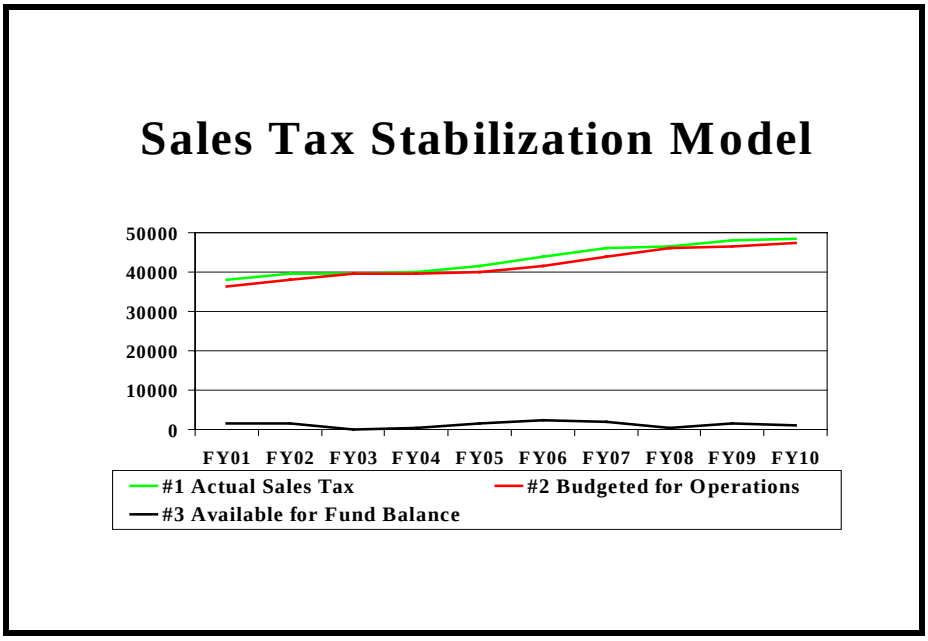
Sales Tax Stabilization

Sales tax revenues are mercurial and difficult to accurately predict. Many cities include a population growth rate factor in developing their sales tax estimates for budgeting purposes. This practice adds another level of potential error to the sales tax forecasting process. Glendale's stabilization policy uses the actual amount of sales tax revenue collected in the prior twelve months as its sales tax revenue base estimate for developing the next year's operating budget, and does not include a growth rate factor for budgeting purposes.

This conservative approach to estimating sales tax revenue reduces the likelihood that annual budgeted operating expenses will significantly exceed actual sales tax revenues in any given year. In fact, actual receipts will usually be higher than the prior year regardless of local economic variations, due to tax revenue increases attributable to growth in the tax base (i.e., population growth). When actual receipts exceed the base estimate, excess revenue can be applied to the operating capital budget or used to increase the city's undesignated General Fund contingency reserves.

The graph on the following page shows how the Sales Tax Stabilization Program works. Line curve #1 in the sales tax stabilization graph represents actual sales tax receipts. Line curve #2 represents the amount of tax receipts allocated to the operating budget. The lowest curve, #3, shows the amount that would be available each year to add to contingency reserve or operating capital.

An important outcome of the tax stabilization policy is shown in the fiscal year ending in 2003, when our model simulation indicates that actual revenue will almost equal the amount allocated to the operating budget. If the city used standard, rather than conservative estimating methods, the operating budget would almost certainly be based on overly optimistic sales tax revenue estimates. If a decline in revenues were to occur, financial recovery would be much more difficult.



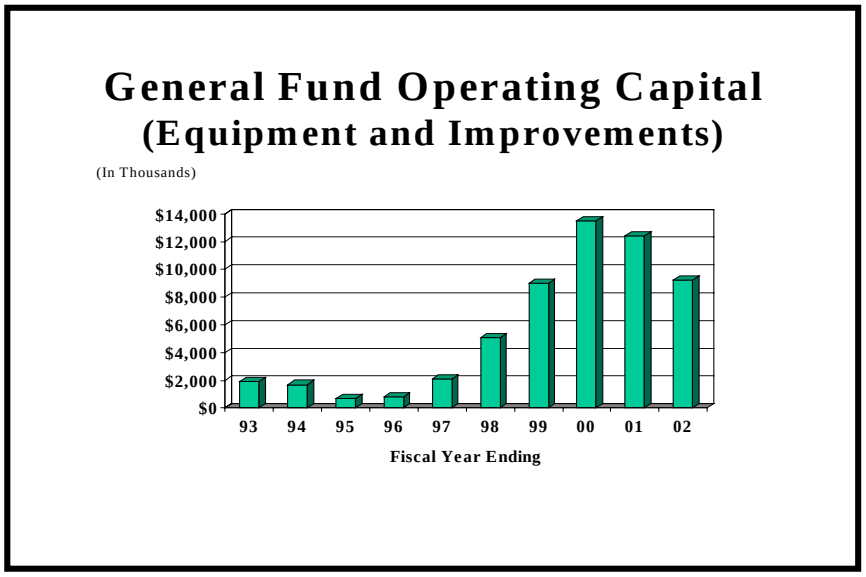
Operating Capital Management

Operating capital is often referred to as "pay-as-you-go" capital since projects and equipment in this category are funded directly from operating revenues. Operating capital is used to purchase fleet vehicles, large pieces of specialized equipment such as sanitation trucks, and to pay for selected routine infrastructure maintenance activities such as the street resurfacing program.

Unlike personnel costs, it is relatively fast and easy to make adjustments to operating equipment and improvement budgets without reducing the city's service capacity or quality. Reducing or accelerating the rate at which operating capital is spent can function as an effective short-term shock absorber to level out temporary revenue fluctuations. Glendale residents will not be materially affected if city fleet vehicle replacements are delayed or accelerated in a single budget year, as long as the replacement program continues and repair and maintenance costs for these vehicles are not unreasonable. Delaying a portion of the street resurfacing program in one year does not have major negative consequences if it is accelerated in the following year.

The next graph shows the additional funds available for operating "pay-as-you-go" General Fund operating capital as a result of applying *Strategic Financial Plan* guidelines. These amounts are in addition to any ongoing amounts that are fixed in the operating budget, such as vehicle replacement funds that are set aside each year.

An ongoing, stable revenue source is much less critical for vehicles, equipment, park improvements, etc., than it is for maintaining service levels for police, fire and emergency services. As the next graph illustrates, there can be substantial year-to-year variations in the amount spent on operating capital.

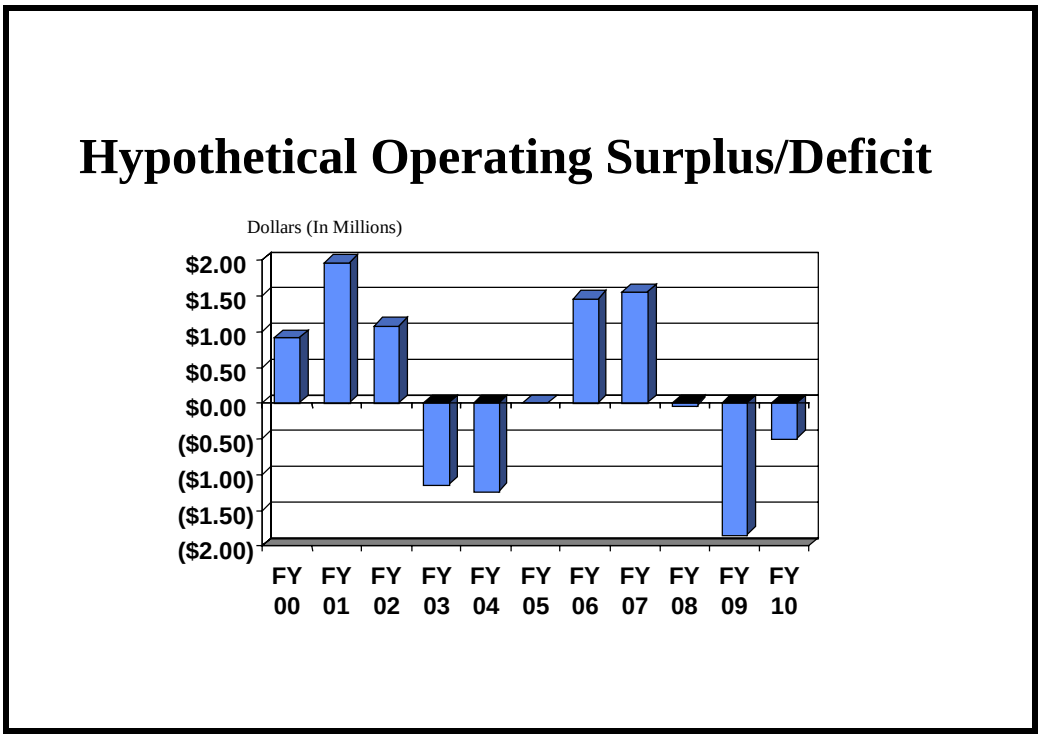


It is important to keep in mind that maintaining adequate operating capital levels and adjusting the rate of capital spending helps avoid having to reduce the operating budget or deplete other fund resources. When possible, operating capital budgets are restored before any new programs or employees are added to the ongoing budget.

Building and Maintaining Adequate Contingency Reserves

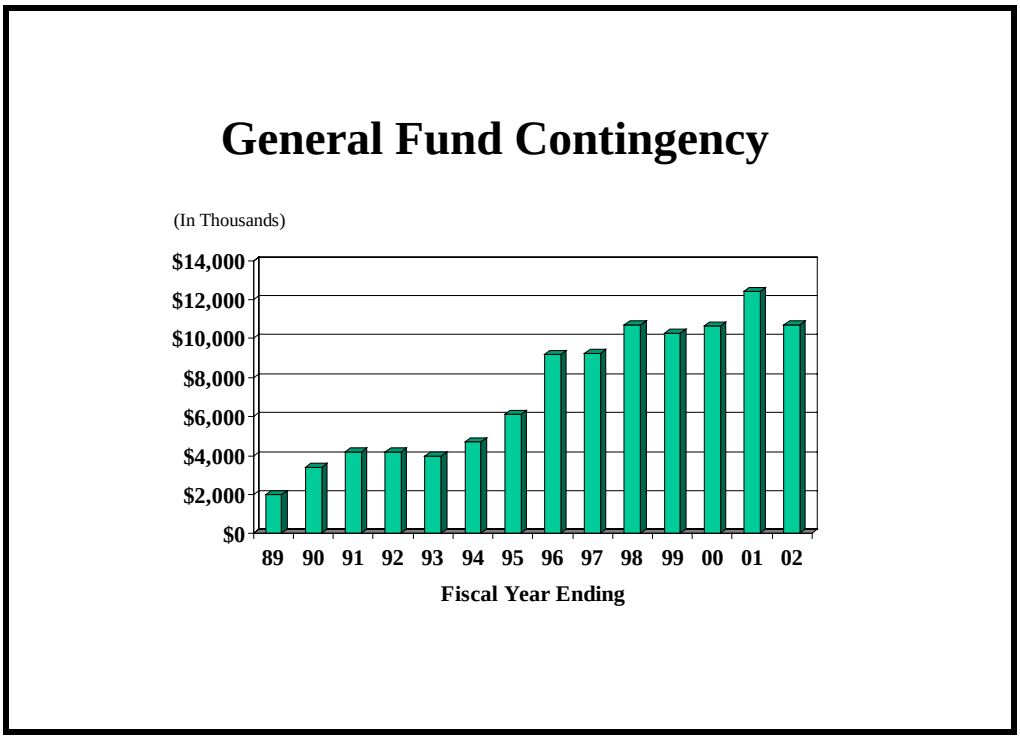
By law, Arizona cities are required to prepare and operate under a City Council-approved balanced budget which is filed annually with the state's Auditor General. City government is prohibited from spending more than the total amount appropriated in its annual budget document. These limitations raise several interesting questions about how the city can successfully maintain an annually balanced budget in years when General Fund revenue deficits or surpluses occur.

The following graph shows the annual projected "deficits" and "surpluses" in General Fund revenues that would occur between 2000 and 2010, based on the assumption that operating expenses grow at an average eight-percent growth rate with fluctuations from six to ten percent.



General Fund revenue surpluses accrued in one year can be reserved and used to offset revenue deficits that might occur in a subsequent year. The accounting mechanism Glendale uses to reserve surplus revenues is referred to as the contingency reserve. This mechanism enables the city to meet the legal constraints of a balanced annual budget and provides a needed source of undesignated contingency funds.

Like operating capital, contingency reserves can function as a financial shock absorber to smooth out short-term revenue and expense fluctuations. When sluggish economic conditions result in lower-than-projected revenues, a portion of contingency dollars can be allocated to cover budgeted operating expenses. When the economy is healthy, and revenues are higher than predicted for annual budgeting purposes, the excess revenues can be added to contingency for future use. However, the *Strategic Financial Plan* requires that the city's contingency reserve should contain an amount equal to about ten percent of General Fund revenues.



Contingency reserves played a critical stabilization role in the recession that began in FY 86-87. The housing market, a leading economic indicator, began to decline in the spring of 1987. It was followed by a sharp decline in other areas, including sales tax revenue. The magnitude of the revenue decline could not be determined for several months because of the lag time between the time the sales taxes are generated and the time they are actually reported to or received by the city. As a short-term measure, reserves accrued in prior years were used to absorb this precipitous revenue drop.

When it became apparent that the economic slowdown might continue far into the 1990s, the city's Leadership Team implemented additional long-term financial tactics including a freeze on new hires and non-essential service expansion in FY 91-92. By the time this economic decline was over, the city's contingency reserves were seriously depleted. Conservative budgeting and financial management, combined with a good economy and low inflation rates, enabled the city to return to its strategic plan target level of ten percent of General Fund revenues by FY 98-99.

City Council policies discourage the routine use of contingency reserves to support long-term or ongoing expenses in the operating budget. The city's current financial policy is not to allow the contingency reserve to fall below four percent for any reason whatsoever. If reserves are used for one-time projects, restoring them becomes the highest budgeting priority after assuring that adequate operating funds are available to support essential services and infrastructure needs.

The Sales Tax Stabilization Program contributes to the city's ability to maintain adequate contingency reserves by moderating operating budget growth during times of high revenue growth. The stabilization program produces a domino-like effect. Conservative revenue estimates result in conservative annual budget estimates. Conservative budget estimates permit a portion of the unbudgeted sales tax revenue to be allocated to contingency reserves to offset drops in other tax sources, such as building permits, or augment sales tax revenue when unpredictable downturns occur. Once reserves reach the ten-percent of revenues target level, any further amounts are usually added to the operating capital budget.

The model assumes that one-half of excess annual revenues accrued from the Sales Tax Stabilization Program will be added to contingency reserves along with any other general surpluses of revenues over expenditures. It also assumes that the remaining excess revenues will be directed into operating or pay-as-you-go capital budgets.

The model simulation shows that from 2005 through 2009, reserves can be expected to continue to grow sufficiently to maintain the ten-percent target level. The ten-percent target can be maintained even during unstable economic times by adjusting the amount of revenue going into operating capital as needed.

Fund-related financial information is summarized in Schedule One entitled Fund Balance Analysis. Detailed descriptions of each fund in Glendale's financial system, including the General Fund, Enterprise Funds and Special Revenue Funds, are contained in the *Budget Summary* section of this document.

MEETING OUR STRATEGIC PLAN OBJECTIVES

Strategy 1: Sales Tax Stabilization. This strategy requires that the FY01-02 budgeted sales tax revenue estimate be based on actual collections in FY00-01. This strategy was followed in developing this year's sales tax revenue projection. Projected growth in the sales tax base will be used only for operating capital and to build contingency reserves.

Strategy 2: Increase Operating Capital. General Fund operating capital totals $9.2 million for FY01-02. This represents a decrease of 25.8 percent compared to FY00-01 due to the use of General Obligation bonds for certain capital projects.

Strategy 3: Build and Maintain Contingency Reserves. It is important to build contingency reserves during good economic times because the city depends heavily upon sales tax and state-shared revenue to support operations. Currently the undesignated General Fund contingency appropriation is $9.6 million, which falls slightly short of our target of ten percent of General Fund revenues. Due to an unanticipated claim payment, $4.25 million of our contingency was spent in FY00-01. However, because of our sound financial policies, we were prepared for this unexpected expenditure and will rebuild our reserves to meet our target over the next three years.

Strategy 4: Stabilize Property Tax. The combined property tax rate for Glendale will be $1.72 per $100 of assessed valuation in FY2001-02. This represents a total decrease of 26 cents in the property tax rate during the past seven years, a 13 percent reduction. The strategic plan is to continue to reduce the primary property tax rate while revenues from new development increase, and to remain in full compliance with the state's "Truth in Taxation" law, which requires a public hearing if there is an increase in the amount of property taxes generated from properties existing in the previous year.

While the primary property tax rate of $0.3582 was reduced by $.0218 per $100 of assessed valuation, the secondary property tax rate increased by that amount, maintaining the $1.72 total primary property tax rate. The secondary property tax rate increased from $1.34 to $1.3618 per $100 of assessed valuation. The city's policy is to keep the total property tax rate constant at $1.72.

CONCLUSION

The fundamental objectives of Glendale's strategic financial planning process are to understand and respond proactively to our internal and external financial environment, pursue a moderate course and be as prepared as possible to deal with the unexpected. The *Strategic Financial Plan* is an important element in the city's long-term growth and operating blueprint. The *Strategic Financial Plan* model simulation and our past experience indicate that these strategies can materially reduce the effects of the normal cyclical fluctuations in city revenues and expenses, thereby ensuring that we can sustain essential city services and pay for growth-related future needs when leaner economic times threaten to erode the city's financial stability.

FINANCIAL POLICIES

INTRODUCTION

The financial policies establish the framework for overall fiscal planning and management and set forth guidelines for both current activities and long-range planning. These policies are reviewed annually to assure the highest standards of fiscal management. The City Manager and the Leadership Team have the primary role of reviewing financial actions and providing guidance on financial issues to the City Council.

Overall Goals

The overall financial goals underlying these policies are:

1. **Fiscal Conservatism**: To ensure that the city is in a solid financial condition at all times. This can be defined as:

   A. Cash Solvency - the ability to pay bills
   B. Budgetary Solvency - the ability to balance the budget
   C. Long Run Solvency - the ability to pay future costs
   D. Service Level Solvency - the ability to provide needed and desired services

2. **Flexibility**: To ensure that the city is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.

3. **Adherence to the Highest Accounting and Management Practices**: As set by the Government Finance Officers' Association standards for financial reporting and budgeting, the Governmental Accounting Standards Board, and other professional standards.

Operating Budget

1. **Ongoing operating costs** should be supported by ongoing, stable revenue sources. This protects the city from fluctuating service levels and avoids crises when one-time revenues are reduced or removed. Some corollaries to this policy are:

   A. **Cash balance** should be used only for one-time expenditures, such as capital equipment and improvements, or contingency accounts.

B. **Ongoing maintenance costs**, such as street resurfacing or swimming pool replastering, should be financed through operating revenues, rather than through bonds.

C. **Fluctuating federal grants** should not be used to fund ongoing programs.

2. **Revenues from growth or development** should be targeted to costs related to development or invested in improvements that will benefit future residents or make future service provision efficient. While it is tempting to use growth-related revenue to support current operations, doing so can lead to a crisis when the growth rate decreases. This policy implies a commitment to identifying the portions of the city's revenue stream that result from growth.

3. **General Fund appropriations** should include a reserved contingency account amounting to at least ten percent of General and Street Fund revenues. This will basically serve as a "revenue stabilization" account and protect the city against swings in sales tax revenues (which is the revenue source most sensitive to changes in the economy).

4. **Enterprise Funds** should include a sufficient unappropriated fund balance to absorb fluctuations in annual revenue. Wherever possible, enterprise funds should be charged directly for overhead services rather than using an indirect service transfer. These services include such things as employee fringe benefits, insurance costs and telephone charges. Provisions should also be made for interdepartmental charges for services such as solid waste disposal (landfill) and vehicle repair, whenever practical.

5. **Replacement of vehicles** will be done through the Vehicle Replacement Fund. A rental rate structure will be established annually to provide sufficient funds for replacement of each vehicle. New vehicles added to the fleet will be purchased by the requesting department.

6. **A financial forecasting model** should be developed to test the ability of the city to absorb operating costs due to capital improvements, and to react to changes in the economy or service demands. This forecast should cover at least five years.

7. **Salary policy and structure** should emphasize the provision of predictable salary increases, sustainable over time, which serve to recognize and reward the contributions of experienced and well-trained staff. To this end, the merit pay policy provides for merit increases of four percent annually to qualified employees. To reflect increases in the general cost of living, Council has set a target of providing annual cost of living increases equal to the increase in the Consumer Price Index up to three percent, if possible, based on the city's ability to pay. When the CPI exceeds three percent, the target will be 75 percent of the amount in excess of three percent.

8. Laws and policies on limitations on revenue sources should be explicitly addressed in the budget process. These include:

A. One-third of annual **Local Transportation Assistance Funds** (LTAF) must be devoted to transit (Regional Public Transportation Authority - RPTA).

B. No more than one-half of the prior year's **Highway User Revenue Fund** (HURF) can be used for debt service (A.R.S. 48-689).

C. The city must maintain its level of **General Fund support in street maintenance and operations**, as provided by state law (A.R.S. 28-1598).

9. Debt Management

A. **Short-term borrowing** or lease/purchase contracts should be considered for financing major operating capital equipment when the Finance Director, along with the city's financial advisor, determines that this is in the city's best financial interest. Lease/purchase decisions should have the concurrence of the appropriate operating manager.

B. **Short-term debt** should not exceed five percent of revenue or 20 percent of total debt.

C. **Debt service** on long-term general obligation debt should not exceed ten percent of General Fund revenues.

10. Budget Amendment Policies

A. **Total fund appropriations changes** must be approved by the City Council. These amendments must also comply with the city's Alternative Expenditure Limitation. In order to provide flexibility to respond to unanticipated increases in revenues, ten percent of the total operating budget should be set aside as a contingency appropriation (as long as this contingency is backed by available fund reserves).

B. **Uses of contingency appropriations** must be specifically approved by the City Council.

C. **Shifts in appropriations** within fund totals may be done administratively on the authority of the City Manager. In most cases the City Manager will request City Council concurrence with these changes since the item prompting the change will usually go to the City Council (e.g., award of contract, addition of staff, contract

change order). Procedures for appropriations transfers and delegation of budget responsibility will be set by the City Manager.

11. A Budgetary Control System will be maintained to ensure compliance with the budget. Quarterly budget status reports will be reviewed by the City Council.

12. Revenue Policies

A. A diversified and stable **revenue system** will be maintained to ensure fiscal health and absorb short-run fluctuations in any one revenue source.

B. **User fees** for all operations will be examined annually to ensure that fees cover direct and indirect costs of service. Rate adjustments for enterprises will be based on five-year enterprise fund plans.

C. **Development fees** for one-time capital expenses attributable to new development will be reviewed periodically to ensure that fees match development-related expenses.

13. Capital Budget

A. **A long-range capital improvement plan** should be prepared and updated each year. This plan may include (in years other than the first year of the plan) "unfunded" projects that carry out the city's strategic and general plans, but it should also include a capital-spending plan that identifies projects that can be completed with known funding sources.

B. When planning **capital projects**, each department must estimate the impact on the city's operating budget.

C. **Amendments to capital appropriations** fall under the same guidelines as changes to the operating budget noted above, with one exception--any project change exceeding $50,000 should receive specific City Council approval. This approval may accompany a recommendation for award of bid, change order or other Council action. While this approval is not a strict legal requirement, it serves both to keep the Council informed on capital project activity and funding, and ensure that revisions of project priorities are in line with Council expectations.

Community Profile

Today, Glendale is Arizona's fourth-largest city and is a thriving, dynamic community that maintains the appeal and charm of yesterday.

Glendale, Arizona is a dynamic city located in the rapidly growing northwest area of the Phoenix metropolitan area (also known as the "Valley of the Sun"). The city is known for its excellent medical and educational institutions, beautiful neighborhoods, easy access to freeways and a diversified economic base. From a residential perspective, Glendale features master-planned communities, luxury executive homes, older residences in tree-lined neighborhoods and affordable starter housing.

Progressive corporations such as Bechtel Corporation, Honeywell Business and Computer Aviation Systems, U.S. Postal Service Remote Encoding Center, Honeywell Space Satellite Systems, Comdisco, Parker Hannifin, Conair and Gilbert Engineering are all located in Glendale. Such businesses are attracted to the city because of its well-balanced business base and its expanding economy. These corporations will soon be joined by the National Hockey League Coyotes and the city's multi-use arena entertainment complex.

Glendale's population is almost a microcosm of the Valley, making its workforce one of the most diversified in the state. The city's strong economy has outpaced national levels almost every year for the past 25 years. Although Glendale has been a fast-growing city, its rapid population growth has been handled with caution and foresight characteristic of Glendale's expert planning process. While the Valley's population has almost quadrupled since 1960, Glendale's growth rate has been three times faster. Having grown by more than 48 percent just in the last decade, this progressive and innovative city boasts a

Valley's Largest Cities

Rank	City
1	Phoenix
2	Mesa
3	**Glendale**
4	Scottsdale
5	Chandler
6	Tempe

Source: U.S. Census, April 2000

population of more than 218,812 and is the fourth-largest city in Arizona. Only Phoenix, Tucson and Mesa have more residents than Glendale.

People are Glendale's Greatest Resource

The fact that Glendale is part of a vibrant metropolitan area makes it a very attractive place to live and establish a business. Much of Glendale's population is college-educated, married with children, and earns an average of more than $49,000 annually. Of the five largest cities in the Valley, Glendale has the most homes with married couples (53 percent) and the largest percentage of households with children under 18 years old living at home (32 percent). Glendale has a young population with a median age of 33 years, and more than 54 percent of its residents are college-educated.

The demographics of Glendale's workforce are almost identical to that of the region, providing an excellent labor pool for businesses of all sizes. Glendale's housing stock closely resembles the mix in the Valley, with more than 64 percent being

City of Glendale

Household Income

Median

$49,691

Age Breakdown

Under 18	18-34	34-54	55+	Med. Age
28.3%	25.1%	31.0%	15.7%	33.1%

Education Attainment

Age 25+ Highest Level Achieved

High School Grad	82.8%
Some College	54.9%
Bachelor Degree	17.5%
Graduate Degree	5.1%

Source: ABC Demographics, Sites USA Demographic Data

Glendale Occupational Profiles

(% of Employed)

Professional/Managerial	26.6%
Technical/Support	4.1%
Sales/Marketing	13.0%
Clerical Administrative Support	17.8%
Service	13.9%
Precision Production	11.0%
Machinist/Assembler/Laborer	8.4%
Transportation	3.4%

Source: Sites USA Demographic Data

owner-occupied. The community's single-family housing is some of the most affordable in the area, and rental rates mirror those of the Valley.

Glendale - A Major Employment Center for Arizona.

Glendale is a prime Arizona location for business. The city is strategically located between two major interstates and has more than seven miles of freeway running through it. Glendale's location west of Phoenix makes it one hour closer than other major Valley cities to important West Coast markets. Glendale's northwest location also places it within the Valley's Interstate 17 commercial corridor where many of the region's largest high-technology firms and telecommunication centers are found.

Luke Air Force Base, the largest fighter pilot training base in the world, is Glendale's largest employer with nearly 9,000 military and civilian employees. Located in the western portion of Glendale, Luke's economic impact to Arizona is $2 billion annually.

Glendale's Strong Economic Climate

Glendale's robust economy is the product of the city's careful strategic planning coupled with the stable national economy. In 2000, effective efforts to attract new business resulted in Bechtel Corporation, one of the

The 416-acre Glendale Airpark – featuring lakes, fountains and walking trails – is an attractive setting for many Glendale businesses.

largest global engineering and construction firms, agreeing to build new administrative offices at Talavi Business Park near 59th Avenue and Bell Road. Bechtel will employ as many as 500 accounting, human resources and computer systems personnel. The center will be Bechtel's largest administrative operation serving North America.

Development continues in the Glendale Airpark, in the Western part of the city. The airpark is home to progressive companies such as Parker Hannifin, Conair, and K.B. Toys.

Employment opportunities remain on the increase in Glendale as new development continues and existing businesses expand.

Midwestern University, the first private health sciences school in Arizona, has consistently increased enrollment on its

Glendale's Top 10 Employers

Name	Industry	Employees
Luke Air Force Base	Defense	9,000
Honeywell, Inc.	High Tech	2,450
City of Glendale	Government	1,717
Thunderbird Samaritan Hospital	Health Care	1,600
Glendale Elementary School District	Education	1,525
Glendale Union High School District	Education	1,400
APS	Utilities	1,021
Schuck & Sons	Construction	850
Glendale Community College	Education	820
U.S. Postal Encoding Center	Government	780
Glendale Truss Industries	Construction	600
Northern Companies	Bldg. Maintenance	500
Gilbert Engineering	High Tech	400

May 2001

124-acre Glendale campus. In 2001, the city of Glendale Industrial Development Authority authorized $35 million in bonds for classroom and student housing expansion at Midwestern University. The university has created 400 campus-based jobs and links more than 800 healthcare professionals from around the Valley to Glendale as faculty members. In 1999, the university added the College of Allied Health Professionals and an Osteopathic Specialty Clinic. The school has invested nearly $37 million in Glendale.

Glendale's American Graduate School of International Management, also known as Thunderbird, has added new residence facilities on its campus, representing a $5 million capital investment. The world-renowned school was ranked the No.1 international business graduate school in the nation by *U.S. News and World Report* in 2001.

Downtown Glendale

Over the last 20 years, the city invested $64 million and the private sector an additional $21 million in downtown revitalization.

Widened sidewalks, extensive landscaping and brick sidewalk treatments demonstrated the city's commitment to downtown revitalization projects. Downtown Glendale's modern-day transformation into a turn-of-the-century "old town" look is remarkable.

Today, downtown visitors are greeted with a unique shopping experience — original 100-year-old brick storefronts with shady awnings, benches, brick sidewalks, gaslights and a canopy of shade trees. Due to the large influx of antique and specialty shops in the area during the last seven years, downtown Glendale is now known as "Arizona's Antique Capital" and was named one of the best antique

Downtown Glendale, known as "Arizona's Antique Capital," has become a year-round tourist attraction creating an economic boost for the city.

The Glendale Civic Center is the centerpiece of downtown's redevelopment.

shopping destinations in the country by *USA Today*. This has resulted in the city reaping the benefits of tourism, Arizona's largest industry. Glendale operates its own downtown trolley and visitors center to serve the thousands of shoppers and tourists annually.

More than 100 new businesses have opened in the redeveloped downtown core in the last decade, despite the fact that the economy was depressed in the early part of this period. More than 20 of these businesses are located in the Catlin Court Shops District, which features retail shops and tea rooms in converted residential bungalows. The picturesque, four-block district was named to the National Register of Historic Places in 1992.

Since opening in December 1999, the Glendale Civic Center has become the centerpiece of downtown's redevelopment. The 31,000-square-foot landmark is the largest facility of its kind west of Interstate 17. Its 13,000-square-foot exhibit hall can be configured into six rooms. Two courtyards totaling 15,000 square feet are perfect settings for weddings and other outdoor events. Highlighted by a metal dome and neo-classical architecture, the Civic Center welcomes visitors with a dramatic granite rotunda featuring soaring limestone columns. The Civic Center combines the elegance of a hotel ballroom with the versatility of a full-service, multipurpose facility that can accommodate up to 1,300 guests.

In an effort to build awareness of the downtown and to attract visitors and residents, the city produces a number of special events throughout the year that draw 380,000 people annually. Events such as "Glendale Glitters Spectacular," "Glendale Chocolate Affaire," "Glendale's Glitter & Glow" and the "Glendale Jazz and Blues Festival" promote community pride and showcase the city's successful downtown revitalization.

Downtown Glendale's Special Events Calendar

Glendale Glitters Holiday Light Display
- Opening night **Spectacular** in late November
- **Enchanted Evenings** first three Fridays and Saturdays in December
- Closing night **Glitter & Glow** in mid-January

The Glendale Chocolate Affaire
- February

Glendale Jazz & Blues Festival
- April

Watermelon Festival
- June

Front Porch Fest
- September

Market at Murphy Park
- Saturdays, October - May

Bell Road Retail Corridor

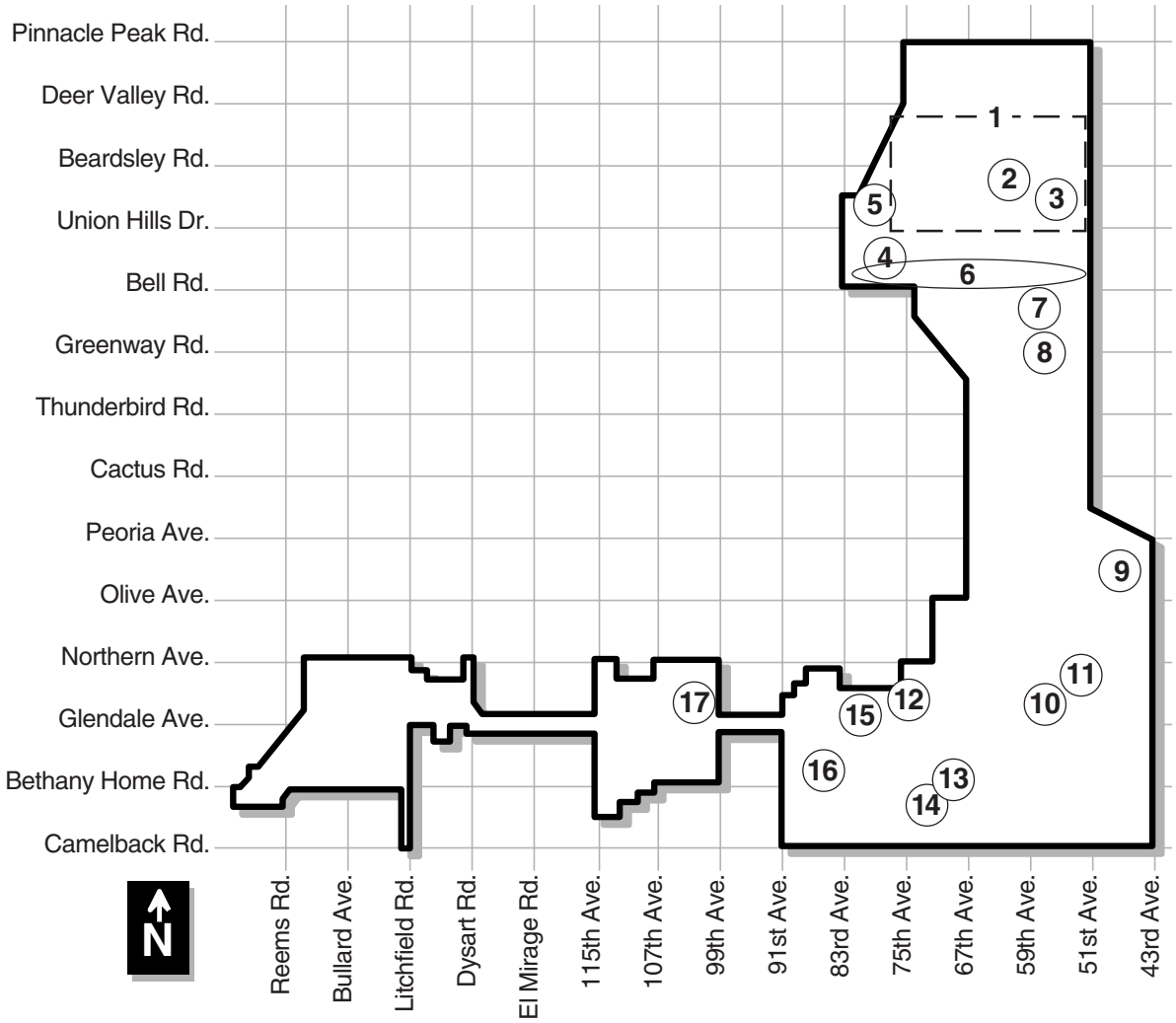
West Bell Road has experienced a development explosion since Arrowhead Towne Center, a super-regional mall, opened in 1993. The area has become a shopping mecca. The core of the Bell Road retail growth is the 1.3 million-square-foot, 150-store Arrowhead Towne Center that reaps the benefit of upscale demographics in the area. Spending power is significant in the master-planned communities north of the mall, where median home values are more than $150,000 and the average household income is almost $80,000. The Arrowhead Towne Center has been ahead of sales projections and has helped attract new power centers to the area.

National chain stores and restaurants on Bell Road regularly outperform stores of their type in other Valley and national locations. In total, there are more than 600 businesses located within this corridor. Businesses along Bell Road account for 37 percent of the retail sales in Glendale.

Overall, retail activity in the Northwest Valley is among the hottest in the state. Among the new businesses that have opened along the corridor are Bed, Bath and Beyond, The Inn @ Talavi, Maytag, Arriba Mexican Grill, Jared Jewelers, and Thomasville Furniture.

Current Citywide Development Activity (June 2000-June 2001)

1) Arrowhead Ranch master-planned community
2) Arrowhead Promenade (Home Depot & Staples)
3) Midwestern University
4) Arrowhead Towne Center
5) Costco
6) Bell Road Retail Corridor
7) Talavi Business Park
8) Arrowwood
9) The Village on 59th Ave.
10) Catlin Court
11) Manistee Ranch
12) Eaton Industrial Park
13) Cortina
14) Eagle Pass
15) West Glenn Estates
16) Parkside
17) Glendale Airpark



Glendale's next major economic boom will occur in its western area.

Western Glendale-Hub of Future Development Activity

Glendale's final frontier is the western area. The opening of the Agua Fria Freeway (Loop 101) is fueling the growth of this area and attracting high-quality developments. Glendale has recently undertaken a revision of its Western Area General Plan, the city's official policy document for future land use and development. Glendale paved the way to keep the National Hockey League Coyotes in the Valley by agreeing to build the team a brand new, state-of-the-art arena at the Loop 101 Freeway and Glendale Avenue. City officials believe the arena and surrounding development will positively impact Glendale and will eventually become the heart of the West Valley. As part of the agreement, the developer, the Ellman Companies, will build a mixed-use project of approximately 200 acres near the Loop 101, over a 10-year period, including three-million square feet of entertainment, retail, office, residential and other commercial uses.

The focal point of the project will be the multi-purpose arena that will serve as home to the Coyotes hockey team. Ellman will acquire the land, design and construct the arena and necessary infrastructure, including parking facilities. Upon completion of the arena in 2003, the city will reimburse Ellman for all associated construction costs up to $180 million and will become the owner of the arena. Both the Coyotes and Glendale will use the arena for other public uses throughout the year.

Coyotes' Managing Partner and hockey legend Wayne Gretzky visits Glendale City Hall during the arena announcement.

Residential Areas in Northern Glendale

With its 4,000 acres, two championship golf courses, lakes with 14 miles of shoreline, country club and sports complex, Arrowhead Ranch is the bellwether of family residential developments in the Northwest Valley. Home values range from $120,000 to $1 million. Multi-use trail systems, planned open spaces and neighborhood parks are being included in new developments.

Sierra Verde is one of the last master-planned developments at Arrowhead Ranch. Encompassing one square mile, amenities include an extensive multi-use trail system, lakes and a neighborhood

Sierra Verde - one of the master-planned developments at Arrowhead Ranch.

The Bell Road Corridor continues to prosper, making an economic impact of more than $4.5 million annually.

park. Two upscale multi-housing projects, with a total of 416 units, have been completed at Sierra Verde. For the past three years, apartments and condominiums have been developed in the city's new residential growth areas. These quality projects reflect desired lifestyles and are consistent with the City Council's adopted design guidelines that call for well-balanced communities.

Central Glendale Residential Infill

Prime infill lots are quickly being snapped up, changing the look and demographics of central Glendale. While infill properties usually attract developers who want to build higher densities than surrounding areas, Glendale has been very successful in attracting single-family homes of equal or better

Sahuaro Ranch Park is one of the amenities that enhances the quality of life for Central Glendale residents.

quality than nearby existing housing. Their locations are taking advantage of existing amenities built by the city such as Sahuaro Ranch Park, Glendale Main Library and Thunderbird Paseo Park. There are several new subdivisions in various stages of development throughout the city, including both tract and custom homes. Paradise Vistas, just one mile from downtown Glendale, and Westpark Manor, at 67th and Olive avenues, are both quality infill developments near the city's central business district. Thunderbird Ranch, at 65th Avenue and Thunderbird Road, is a large-lot custom home project and the Manistee Ranch residential development at 51st and Northern avenues represents one of the largest infill projects in the city's central corridor. The 140-acre development consists of 420 single-family homes, as well as a recently completed 320-unit complex for congregate care/senior independent living. The development features 20 acres of open space and a neighborhood park. On the border of the development is the 100-year-old Manistee Main House, a landmark which is now owned by the Glendale Arizona Historical Society.

Revitalizing Older Neighborhoods

Recently, four Glendale families were the center of attention of more than 350 Honeywell Inc. employees from around the world. They received new homes as part of an international Habitat for Humanity "CEO Blitz Build" project developed with Honeywell. Glendale was chosen over other areas of the Valley as the site for the project after the Mayor and Council voiced its commitment to revitalizing the "Heart of Glendale" neighborhood. Boosted by a $300,000 donation from Honeywell, this ambitious partnership also received contributions from numerous other local businesses.

The Neighborhood Partnership program continues to build strong ties between the city and the community. The program conducts workshops to help neighborhood groups apply for improvement grants

from the city. Since it's inception in 1995, more than $5 million has been awarded to neighborhoods to spruce up their community and build pride in the working partnership between the city and the residents.

Federal Community Development Block Grant funds will help construct additional homes in older neighborhoods and the Neighborhood "Partners in Progress" program teams the city with communities to help increase property values in the more mature sections of the city.

Outstanding Library Services

Besides providing exceptional reference services and electronic resources for more than 80,000 library card holders, the Glendale library system is the center of culture and art for the city. The Glendale Main Library houses much of the city's $1 million public art collection and hosts such entertainment series as "Live at the Library" and "Glendale Coffeehouse." Literary and poetry discussions, musical

and ethnic performances, plays and free movies are only a few of the enhanced programs offered by the city's libraries.

The downtown Velma Teague Library branch is the oldest city library. The Foothills branch, which opened in 1999, is the newest and the state's largest branch library. The 33,500-square-foot facility features Arizona's first drive-up library window. The $6.1 million facility is stocked with more than 121,000 books, audiocassettes, videotapes and other materials. The library also has the latest electronic reference equipment and computers for the public's use.

The Glendale community realizes the enjoyment and opportunities found at the library. In fact, Glendale residents use the library system more than the national average.

Midwestern University, the first private health sciences school in Arizona, continues to increase enrollment on its 124-acre Glendale Campus.

Educational Resources are a Prime Asset

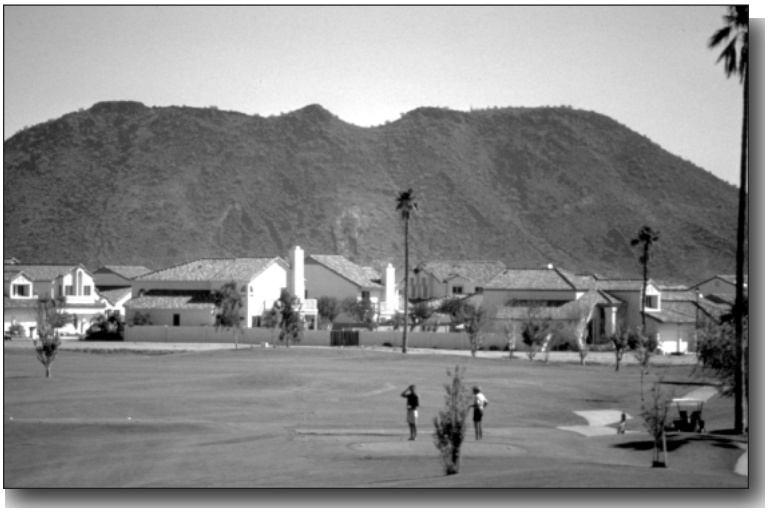
Growth in Glendale is supported by five highly regarded elementary and secondary school districts whose academic test results compare favorably with other schools in the state. In addition, Glendale's own "Campus Connection" includes four institutions of higher learning: Thunderbird, Midwestern University, Glendale Community College and ASU West.

Thunderbird is the nation's largest and oldest international management school devoted solely to preparing future business leaders for domestic and international operations. The graduate school, which attracts students from 70 countries, grants more business master's degrees than Harvard University and also has campuses in Japan and France.

Midwestern University has gained acclaim as the state's first private health sciences school with more than 1,000 students. The school has three colleges – the Arizona College of Osteopathic Medicine, the College of Pharmacy and the College of Health Sciences.

Glendale Community College (GCC) is a key institution in meeting the diverse educational needs of western Maricopa County. Since opening in 1965, GCC has been recognized by many educational institutions and corporations as a showcase of educational innovation. Its community partnership program is a magnet for business and industrial institutions. With more than 32,000 students, it has the second largest enrollment of any of the Maricopa Community Colleges in the metro area.

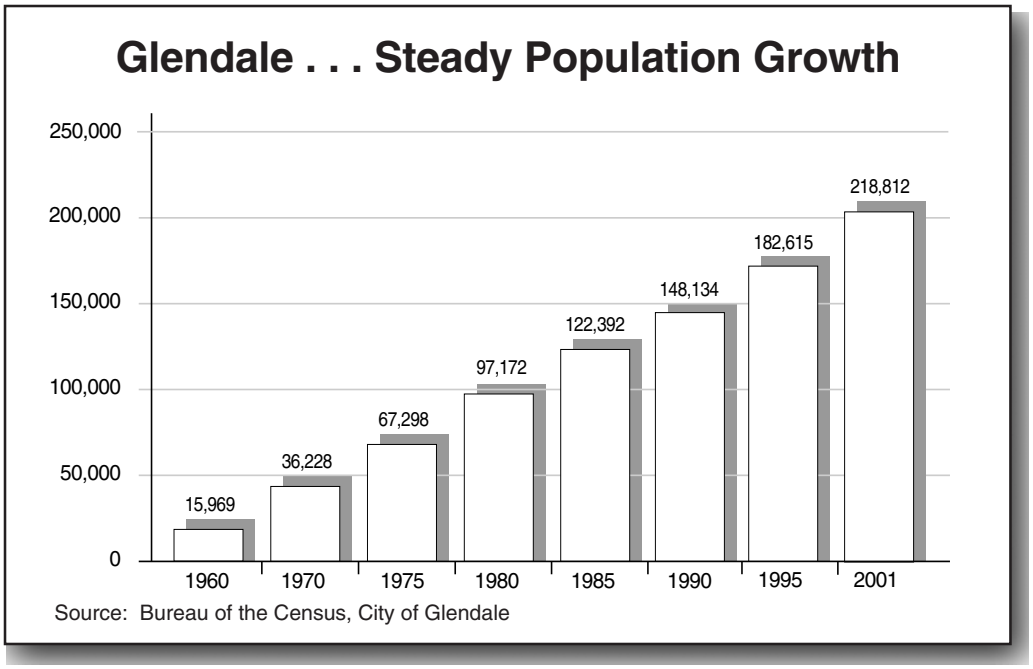
Located on 300 acres at Glendale's border, ASU West, a part of the prestigious Arizona State University, offers undergraduate and graduate-level classes in a variety of fields. Approximately 5,300 students each semester attend classes leading to 38 bachelor's and master's degrees.



Championship golf courses and scenic mountain views make Glendale an attractive community.

Glendale - A City that has It All!

A robust economy, attractive residential developments, exciting commercial and business growth, dynamic neighborhoods and abundant civic pride combined with outstanding city services — Glendale has all of the amenities necessary for ensuring a quality lifestyle. City officials are committed to making Glendale the "city of choice" for those looking for the best place to live, work, learn and spend leisure time throughout the 21st century.



Operating Budget

MAYOR AND CITY COUNCIL

The Mayor and City Council comprise the elected legislative and policy-making body of the city. The Mayor is elected at-large every two years. Councilmembers are elected to four-year terms from one of six electoral districts in Glendale. The Mayor and Council Office staffs provide administrative support to the Mayor and six Council members.

One of the highest priorities of the Mayor and Council is to involve the public in their decision-making process. They appoint citizens to 18 advisory boards and commissions and often form public committees to address specific citywide issues. In FY 00-01, the Mayor and Council created a City Center Master Plan Committee and a Citizens Advisory Committee on Transportation Issues (CACTI). Close to 100 interested citizens are participating on these active study committees.

The Mayor also hosts a series of Community Conversation Luncheons with business leaders. Topics have included Project Impact-the city's federally designated disaster preparedness program-and transportation.

Did You Know?

The Mayor and City Council were invited to attend 83 neighborhood meetings and hosted 40 district meetings of their own between July 1, 1999, and February 16, 2001.

2000-01 ACCOMPLISHMENTS:

Economic Vitality

- Created a $1 million Economic Development Opportunities Account to assist in bringing high quality jobs to Glendale.

Transportation

- Rallied regional support to reestablish and finalize the Loop 303 alignment as part of the Maricopa County Regional Freeway Plan.

- Cosponsored the statewide celebration of the opening of Loop 101 from Glendale Avenue to Interstate 10.

Youth and Teens

- Carried on the *Kids At Hope* message that "all children are capable of success, No Exceptions!" by placing *Kids At Hope* decals on all Police vehicles and creating an employer training component.

- Appointed two teen members each-with full voting privileges-to the Library Advisory Board, and Parks & Recreation Advisory Commission, as recommended by the Mayor's Youth Advisory Commission.

- Approved the Mayor's Youth Advisory Commission's request to produce and

host their own KGLN Channel 11 cable program-TEENS TODAY-which began airing in September 2000.

Downtown Revitalization

- Continued to strengthen downtown redevelopment with the dedication and opening of the restored historic Sine Building for city offices.

- Celebrated the grand opening of the new downtown Visitors' Center, a focal point and information hub for tourists from around the world, and home to a unique Glendale gift experience.

- Provided additional financial support for residential infill housing in more established parts of the city, including the Heart of Glendale where Habitat for Humanity is underway building 15 new homes for first-time buyers.

Preserving the Environment

- Opened Glendale's new "Environmental Campus" to the public, including the brand new Western Area Treatment Plant, the Materials Recovery Facility (MRF) where recyclables are sorted, and the green and woodwaste operations at the municipal landfill, where nursery mulch is produced.

- Celebrated the successful, six-month implementation of Glendale's citywide residential curbside recycling program.

Quality of Life

- Adopted a new Big Box Ordinance which requires all stores over 75,000 square feet to obtain a conditional use permit, and approved a companion ordinance which designates specific neighborhood zoning districts for commercial centers based on size.

- Advanced the design of a new state-of-the-art Adult Center to be located at 59th Avenue and Brown.

- Commissioned a study to find ways to irrigate the Thunderbird Paseo Park and dedicated the city's newest neighborhood park-Sunset Vista-which will serve as the anchor for the new linear trail system under construction along Skunk Creek.

- Allocated $250,000 to accelerate the city's street scallop program with projects this fiscal year on the east side of 67th Avenue from the ACDC to the Arizona Canal, the south side of Bell Road east of 62nd Avenue, 49th & Peoria, 73rd & Missouri, and 61st from Alice to Laurie Lane.

- Approved funding for freeway soundwalls and began construction on the north side of Loop 101 between 51st and 58th Avenues.

- Reinforced the city's commitment to street beautification by adding $100,000 to the funding for right-of-way maintenance and ensuring daily care of Glendale's major arterial roads.

- Appropriated $200,000 toward completion of the West Area Development Plan.

- Recognized the value of city employees by appropriating $1 million toward a two-percent salary adjustment.

City of Glendale
Budget Summary by Department

Mayor & Council

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Mayor	$210,252	$234,173	$221,069	$240,567	3%
Council Office	$347,067	$401,592	$392,369	$509,646	27%
Cholla District	$44,562	$72,275	$82,204	$60,858	-16%
Barrel District	$57,523	$61,905	$63,713	$62,665	1%
Sahuaro District	$57,372	$60,015	$71,782	$57,921	-3%
Cactus District	$61,839	$71,513	$61,905	$73,153	2%
Yucca District	$58,331	$76,157	$69,055	$62,432	-18%
Ocotillo District	$58,152	$77,803	$77,979	$67,794	-13%
Total - Mayor & Council	**$895,098**	**$1,055,433**	**$1,040,076**	**$1,135,036**	**8%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$598,090	$613,644	$613,644	$736,556	20%
Supplies and Contracts	$165,330	$248,423	$217,096	$233,074	-6%
Internal Premiums	$26,506	$25,921	$25,921	$28,320	9%
Internal Service Charges	$40,565	$22,676	$25,454	$23,150	2%
Operating Capital	$64,607	$144,769	$157,961	$113,936	-21%
Total - Mayor & Council	**$895,098**	**$1,055,433**	**$1,040,076**	**$1,135,036**	**8%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Mayor	3.5	3.5	3.5	3.5	0%
Council Office	5	5	5	7	40%
Cholla District	1	1	1	1	0%
Barrel District	1	1	1	1	0%
Sahuaro District	1	1	1	1	0%
Cactus District	1	1	1	1	0%
Yucca District	1	1	1	1	0%
Ocotillo District	1	1	1	1	0%
Total -Mayor & Council	**14.5**	**14.5**	**14.5**	**16.5**	**14%**

CITY ATTORNEY

DEPARTMENT DESCRIPTION:

The City Attorney's Office represents the city and its officers and employees in civil suits; provides advice to City Council; drafts ordinances and resolutions; reviews contracts; and prepares legal opinions. Other responsibilities include protection of the quantity and quality of the city's existing and future water supplies through ongoing legal representation in the Gila River Adjudication and other proceedings.

The City Prosecutor handles prosecution of violations of city codes and misdemeanor violations of state law within Glendale, and all appeals from City Court to Superior Court.

MISSION STATEMENT:

The mission of the City Attorney's Office is to provide legal advice to City Council and management; represent the city in all legal proceedings; and ensure that city operations comply with all federal, state and local laws.

The mission of the City Prosecutor's Office is to maintain an acceptable level of enforcement through prosecution of violations of city codes and misdemeanor violations of state law.

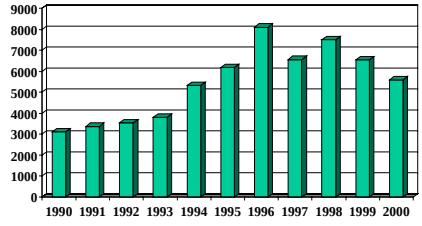
Did You Know?

The City of Glendale was served with 59 new lawsuits in 2000. This equates to a little over one new case each week!

2000-01 ACCOMPLISHMENTS:

- Assured city operations complied with all federal, state and local laws.
- Continued to represent the city in litigation brought by third parties.
- Maintained an acceptable level of enforcement through prosecution of violations of city codes and misdemeanor violations of state law.

Prosecutor's Office
New Cases -- 1990 through 2000



GRANTS RECEIVED:

- The Attorney General's Office awarded the City Prosecutor's Office a state grant in the amount of $5,300 for the FY 99-00 Victims' Rights Implementation Assistance Program.
- The City Prosecutor's Office received Local Law Enforcement Block Grants in the amount of $10,000 for crime reduction and juvenile delinquency prevention.

1510 - Attorney

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To prepare legal documents for the Mayor, City Council, City departments, boards and commissions in a timely manner.			
Maintain a lower cost per hour for internal legal services when compared to the current market cost for outside counsel	$70 internal $175 market	$70 internal $175 market	$72 internal $180 market
Percentage of legal work submitted and completed by deadline	90%	90%	90%
Number of requests for review and preparation of resolutions and ordinances	152	160	170
Maintain an average turnaround time of two days for the completion of resolutions and four days for the completion of ordinances	2 days - Resolutions 4 days - Ordinances	2 days - Resolutions 4 days - Ordinances	2 days - Resolutions 4 days - Ordinances

City of Glendale
Budget Summary by Department

City Attorney

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
City Attorney	$1,279,812	$1,278,599	$1,464,879	$1,761,279	38%
City Attorney-Utilities	$243,757	$239,762	$239,762	$0	-100%
Total - City Attorney	**$1,523,569**	**$1,518,361**	**$1,704,641**	**$1,761,279**	**16%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,228,124	$1,287,243	$1,273,460	$1,425,913	11%
Supplies and Contracts	$260,229	$193,752	$395,815	$296,694	53%
Internal Premiums	$25,480	$22,916	$22,916	$22,742	-1%
Internal Service Charges	$13,936	$12,450	$12,450	$12,450	0%
Operating Capital		$2,000		$3,480	74%
Work Order Credits	($4,200)				
Total - City Attorney	**$1,523,569**	**$1,518,361**	**$1,704,641**	**$1,761,279**	**16%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
City Attorney	16	16	16	19	19%
City Attorney-Utilities	2	2	2	0	-100%
Total -City Attorney	**18**	**18**	**18**	**19**	**6%**

CITY CLERK

DEPARTMENT DESCRIPTION:

The City Clerk's Office is responsible for the city's records management program; conducting municipal elections; preparing and maintaining the official record of City Council meetings; coordinating the publishing and posting of the city's public notices; and codifying ordinances to be included in the Municipal Code Book.

MISSION STATEMENT:

To serve our citizens by providing accurate and current information on City Council legislation and administrative actions; maintaining a comprehensive records management system which can be easily accessed by the public; publishing and posting legal notices to better inform the public; preparing and maintaining the official record of City Council meetings and workshops; and offering voters convenient and accessible methods of voting in municipal elections.

2000-01 ACCOMPLISHMENTS:

- Ensured that complete information packets for all regular City Council and Workshop meetings were available on the City's Internet home page by 5 p.m. on the Friday prior to the meeting.

- Attended and processed minutes of 18 City Council meetings and 18 regular and special Workshop meetings.

Did You Know?

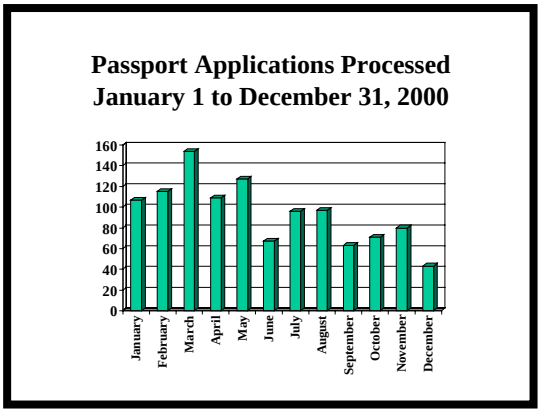
More Glendale residents are taking advantage of passport office services conveniently located at City Hall. In FY 99-00, 1,378 passport forms were picked up, 1,129 applications were processed and 2,142 telephone inquiries were handled.

- Received 36 hours of volunteer time and 473 hours of modified duty time during FY 99-00.

- Five temporary employees spent six hours mailing out early-voter postcards, and 12 temporary employees spent 390 hours mailing out early ballots and 393 hours processing voted ballots in the 2000 Primary Election. Staff mailed 5,680 early ballots to voters and 4,176, or 74%, were returned in the 2000 Primary Election. Of the 7,344 total votes cast in the 2000 Primary Election, 3,273 were cast by polling place voters and 4,071 were cast by early voters.

- Twelve temporary employees spent 425 hours mailing out early ballots and 414 hours processing voted ballots in the 2000 General Election. Staff mailed 6,766 early ballots to voters and 4,945, or 73%, were returned in the 2000 General Election. Of the 6,821

total votes cast in the 2000 General Election, 1,916 were cast by polling place voters and 4,905 were cast by early voters.



- 4,000+ early ballot requests resulted from early voter postcards being sent to voters in the 2000 Primary and General Elections; 740 early ballot requests were taken by telephone in the 2000 General Election; 358 early ballot requests in the 2000 Primary Election and 685 early ballot requests in the 2000 General Election resulted from the Glendale Connection.

VOLUNTEER USAGE:

- Volunteers contributed 320 hours (40 working days) indexing and microfilming Council and Workshop packets.

1210 - City Clerk

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Continue improving the election process through automation and increasing voter turnout through outreach activities; and increase early voting at every election.			
Percentage of total votes cast by early ballot	63%	68%	76%
Objective: Plan, supervise, and successfully complete the spring and fall Purge days.			
Amount of Records Purged	246.5 cubic feet	251.5 cubic feet	261 cubic feet
Objective: Participate in the planning and implementation of a Comprehensive Electronic Knowledge Management Program with each Department.			
Departments that have been through the Comprehensive Management Review	3	8	11

City of Glendale
Budget Summary by Department

City Clerk

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
City Clerk	$231,925	$238,872	$238,872	$262,419	10%
Records Management	$200,699	$264,561	$242,082	$493,400	86%
Passport Services	$534	$650	$678	$650	0%
Elections	$255,078	$116,226	$34,468	$295,332	154%
Total - City Clerk	**$688,236**	**$620,309**	**$516,100**	**$1,051,801**	**70%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$332,931	$297,441	$298,766	$327,140	10%
Supplies and Contracts	$240,154	$199,428	$126,397	$398,134	100%
Internal Premiums	$70,479	$81,262	$81,262	$67,750	-17%
Internal Service Charges	$33,861	$28,196	$4,575	$28,196	0%
Operating Capital	$10,811	$13,982	$5,100	$230,581	1549%
Total - City Clerk	**$688,236**	**$620,309**	**$516,100**	**$1,051,801**	**70%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
City Clerk	3	3	3	3	0%
Records Management	1.5	2	3	3	0%
Total -City Clerk	**4.5**	**5**	**6**	**6**	**0%**

CITY COURT

DEPARTMENT DESCRIPTION:

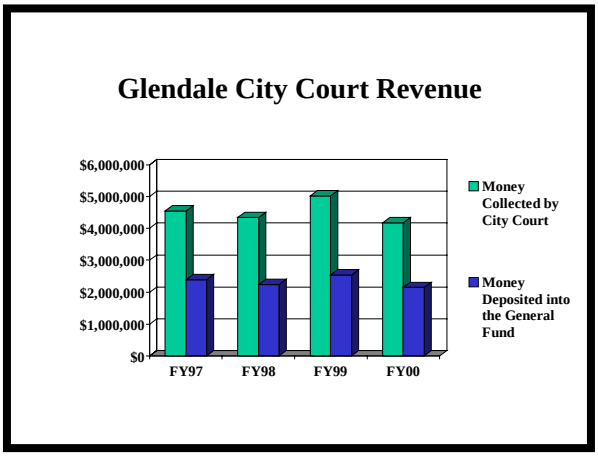
The Glendale City Court adjudicates all criminal misdemeanors, City Code violations, traffic violations and certain juvenile offenses committed in the City of Glendale. In cases of domestic violence and harassment, the court issues restraining orders. In felony matters, the court has the authority to issue search warrants.

MISSION STATEMENT:

To uphold the law and preserve order for our community.

2000-2001 ACCOMPLISHMENTS:

- The court increased its reliance on the computer system by automating the court calendar and ten major functions.



Did You Know?

In 2000, the Court collected over $19,000 through the debt set-off program with the Arizona Lottery and Arizona Department of Revenue.

- The court applied for and received grant funding totaling $149,281.
- Court staff educated the public on court processes through Law Day, tours and speaking engagements.
- Almost one-quarter of the criminal defendants were able to accept a plea agreement on the first day they appeared in court.
- The court absorbed collection functions previously performed by an external collection agency. The city benefits from this expedited collection effort.

1410 - Court

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To initiate contact with defendants within seven days of missed payments.			
Percent of defendants where a collection call is made or a collection letter is sent within seven days	0	60%	80%

City of Glendale
Budget Summary by Department

City Court

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
City Court	$2,284,226	$2,354,637	$2,333,929	$2,585,844	10%
Court Security	$169,591	$260,758	$260,758	$377,062	45%
Court Special Revenue	$78,221	$151,636	$151,636	$151,636	0%
Total - City Court	**$2,532,038**	**$2,767,031**	**$2,746,324**	**$3,114,542**	**13%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,549,701	$1,676,369	$1,781,421	$2,088,653	25%
Supplies and Contracts	$863,108	$976,448	$829,028	$800,531	-18%
Internal Premiums	$69,131	$70,224	$70,224	$65,535	-7%
Internal Service Charges	$26,451	$28,990	$22,780	$29,550	2%
Operating Capital	$23,647	$15,000	$42,871	$130,273	768%
Total - City Court	**$2,532,038**	**$2,767,031**	**$2,746,324**	**$3,114,542**	**13%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
City Court	21	29	29	31	7%
Total -City Court	**21**	**29**	**29**	**31**	**7%**

CITY MANAGER'S OFFICE

DEPARTMENT DESCRIPTION:

The City Manager's Office is responsible for the implementation of all City Council goals and the overall administration of all city staff, programs, services and projects. The Community Action Program is also a division of the Manager's Office.

The Community Action Program (CAP) provides financial assistance and direct services to disadvantaged residents to help them become more self-reliant.
CAP receives funding from the city, county and state to serve over 4,000 clients annually.

MISSION STATEMENT:

The mission of the City Manager's Office is to implement the Mayor and City Council's vision and goals for Glendale's future, and to make certain that all residents receive comparable levels of high-quality service in an efficient, cost-effective manner.

The Community Action Program's mission is to provide responsible and efficient support services that foster self-sufficiency and emotional stability when individuals or families are experiencing a financial hardship or major life crisis.

2000-01 ACCOMPLISHMENTS:

- Supported the Mayor and Council in areas of analysis, negotiation and policy implementation.

Did You Know?

A brand new cable television show is now airing entitled "Glendale Dimensions." The show is hosted by the Assistant City Manager and addresses the importance of diversity in Glendale.

- Conducted a comprehensive reorganization of the city administrative structure to reflect our elected officials' emphasis and interest in neighborhoods and community partnerships.

- In response to the changing needs of our organization and community, the City Manager's Office, in conjunction with the Diversity Committee, coordinated and completed a diversity audit.

- Hired a consultant to work with city staff to develop statistically correct indicators and methods of measuring performance.

- Coordinated and ensured adequate staffing for all City Council meetings and all related agenda review activities.

- Adopted an organization-wide strategic plan that will form the basis for recruitment and compensation, as well as lead and direct our organization in

areas of customer service, performance, leadership and decision making.

- Ensured Glendale's local interests were represented at the county, state and federal levels via the coordination of legislation and regional partnering.

- The Community Action Program (CAP) received $5,000 from a private foundation and used these funds to help nine Glendale families purchase clothing.

- Eleven CAP volunteers donated 744 hours for the Temporary Emergency Food Assistance Program (TEFAP).

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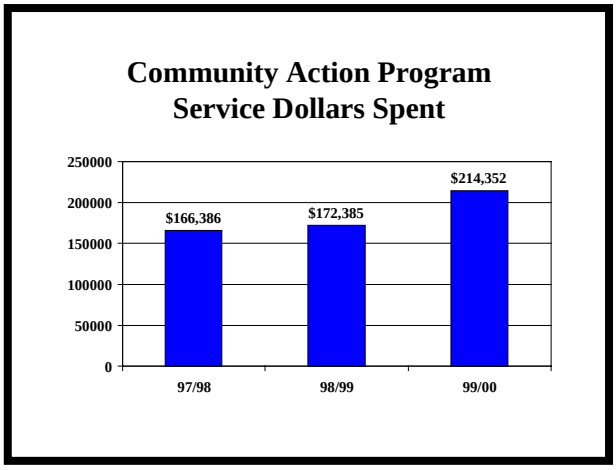


- CAP sponsored a holiday activity at Isaac E. Imes Elementary School and each student was provided with a gift.

1310 – City Manager's Office

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To support and implement City Council policies in order to make the City of Glendale a city of the highest quality.			
Assist and support the City Council in developing and implementing its policy decisions and other related functions, so that 90% of Council policy and action items can be accomplished as initially scheduled.	95%	100%	100%
Immediate contact and attention (100%) will be given to all councilmembers who make calls or inquiries.	100%	100%	100%

No more than two agenda item decisions per year delayed by Council due to insufficient information.	Less than 2	Less than 2	Less than 2

Objective: Provide information, respond to the public and uphold the City's image as a community of the highest quality.

Citizens who contact the City Manager's Office (call, walk-in, or email) will receive immediate contact and attention (100%) by the City Manager's staff.	100%	100%	100%
Follow-up and resolution to citizen concerns will be made within five working days, 90% of the time.	80%	85%	90%

Objective: To support the needs and interests of City of Glendale staff while fostering an environment of trust.

Staff will have access to the City Manager's Office and will be given immediate (100%) contact and attention by the City Manager's Staff.	100%	100%	100%
City Staff will be scheduled to meet with the City Manager or appropriate staff member within five working days, 90% of the time.	85%	90%	95%

City of Glendale
Budget Summary by Department

City Manager

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
City Manager	$810,637	$827,882	$718,505	$788,212	-5%
CAP Local Match	$19,493	$18,888	$28,793	$17,888	-5%
Community Action Program	$233,242	$265,204	$265,204	$282,932	7%
Total - City Manager	**$1,063,372**	**$1,111,974**	**$1,012,502**	**$1,089,032**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$945,842	$937,322	$839,797	$952,629	2%
Supplies and Contracts	$101,330	$101,958	$99,011	$71,884	-29%
Internal Premiums	$21,156	$21,908	$21,908	$20,641	-6%
Internal Service Charges	($6,756)	$50,786	$51,786	$43,878	-14%
Operating Capital	$1,800				
Total - City Manager	**$1,063,372**	**$1,111,974**	**$1,012,502**	**$1,089,032**	**-2%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
City Manager	7	7	7	7	0%
Community Action Program	5	5	5	5	0%
Total -City Manager	**12**	**12**	**12**	**12**	**0%**

CITY AUDITOR

DEPARTMENT DESCRIPTION:

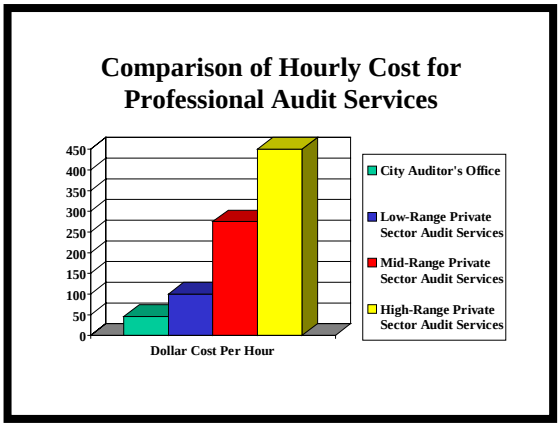
The City Auditor's Office is responsible for conducting audits and analyses of city departments, divisions and programs to provide management with an independent and objective assessment of selected operations.

MISSION STATEMENT:

To provide independent, objective assurance and consulting services, which add value and improve the city's operations.

2000-01 ACCOMPLISHMENTS:

- Began a structured process to assess risk factors for all city programs and functions. Quantified risk factors will be used to prioritize limited resources.



Did You Know?

Professionally certified auditors are required to develop and maintain skills in multiple disciplines, including: Business analysis, financial analysis, management control analysis, statistical sampling, accounting principles, information technology principles and research methods.

- Advised management, department heads and employees regarding numerous management control, operational and procedural concerns.
- Provided a cost-effective and objective source of consulting services for various city divisions and programs.
- Participated in a task force to develop a citywide process for identifying and using key outcome indicators to improve city services and programs.

1620 - City Auditor

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Maximize the perceived value of internal audit services to internal customers.			
Median rating received from internal customers on satisfaction survey. (Scale: 1-5, 1=Lowest)	N/A	N/A[1]	4
Percent of internal audit recommendations implemented or planned. (Benchmark: 71%)[2]	76%	80%	80%
Objective: Maximize the level of efficiency above the benchmark for allocating limited department resources.			
Percentage of city programs measured or updated for preliminary risk factors in the current period. (Benchmark: 90%)	N/A	N/A[3]	90%
Percentage of available departmental hours spent on direct audit services. (Benchmark: 65%)[4]	60%	65%	68%

[1] Historical measurement survey instrument changed at the beginning of the current fiscal year.
[2] National Association of Local Government Auditors, Benchmarking and Best Practices Survey - FY 2000
[3] Not measured until the current fiscal year. Current benchmark is an estimate based on professional experience.
[4] National Association of Local Government Auditors, Benchmarking and Best Practices Survey - FY 2000

City of Glendale
Budget Summary by Department

City Auditor

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
City Auditor	$246,968	$285,048	$285,048	$232,654	-18%
Total - City Auditor	**$246,968**	**$285,048**	**$285,048**	**$232,654**	**-18%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$230,714	$270,560	$269,660	$218,166	-19%
Supplies and Contracts	$9,161	$7,080	$8,365	$7,018	-1%
Internal Premiums	$6,130	$6,058	$6,058	$6,120	1%
Internal Service Charges	$963	$1,350	$965	$1,350	0%
Operating Capital					
Total - City Auditor	**$246,968**	**$285,048**	**$285,048**	**$232,654**	**-18%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
City Auditor	3.5	4	4	3	-25%
Total -City Auditor	**3.5**	**4**	**4**	**3**	**-25%**

INTERGOVERNMENTAL RELATIONS

DEPARTMENT DESCRIPTION:

The Intergovernmental Relations Department is responsible for representing the city's interests with other governmental and non-governmental jurisdictions at the local, regional, state and federal levels.

MISSION STATEMENT:

To implement the city's legislative policy decisions by consistently interacting with other governmental and non-governmental entities.

2000-01 ACCOMPLISHMENTS:

- Advocated for the city's interests at the State Legislature, successfully persuading legislators to defeat several proposals detrimental to the City of Glendale.

- Successfully advocated for legislation to support Luke Air Force Base and Arizona's three other military bases.

- Supported the maintenance of state-shared revenues to the city at levels proportional to our growth and historical funding.

Did You Know?

Arizona will gain two seats in the Congressional House of Representatives as a result of the 2000 Census.

- Urged county, state and other city officials to fund westside transportation projects at a greater level. Worked with West Valley legislators and mayors on securing and advancing West Valley transportation including the Loop 303 and the Grand Avenue Project.

- Established a more efficient legislative bill tracking system.

- Worked in conjunction with national and local Census Bureau offices to improve the Census response rate. Produced and coordinated a high level marketing and outreach campaign targeting Glendale's hard-to-enumerate areas.

1810 - Intergovernmental Relations

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Send out all bills that may affect the city to department legislative liaisons for their comment and review within 48 hours of being introduced.			
Percent of bills sent out to department liaisons for their review.	90%	93%	95%
Objective: To respond to legislative inquiries within 48 hours			
Percent of legislative inquiries responded to within 48 hours.	98%	98.5%	98.7%

City of Glendale
Budget Summary by Department

Intergovt. Relations

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Intergovernmental Relations	$310,148	$400,307	$433,023	$376,356	-6%
Total - Intergovt. Relations	**$310,148**	**$400,307**	**$433,023**	**$376,356**	**-6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$167,974	$189,029	$206,229	$225,075	19%
Supplies and Contracts	$130,402	$205,101	$215,775	$145,133	-29%
Internal Premiums	$4,751	$4,419	$4,419	$4,390	-1%
Internal Service Charges	$4,517	$1,758	$6,600	$1,758	0%
Operating Capital	$2,504				
Total - Intergovt. Relations	**$310,148**	**$400,307**	**$433,023**	**$376,356**	**-6%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Intergovernmental Relations	2.5	3	3	3	0%
Total -Intergovt. Relations	**2.5**	**3**	**3**	**3**	**0%**

HUMAN RESOURCES

DEPARTMENT DESCRIPTION:

The Human Resources Department is the cornerstone of the city's Human Resources Management Program. It provides personnel policy development, administration, direction, and consultation to the organization. The department also provides personnel functions such as human resource administration, employee and volunteer selection, job classification and compensation, employee benefits, including the Employee Wellness Program, workers' compensation administration and employee development.

The department staffs the city's Personnel Board, Commission on Persons with Disabilities, Local Public Safety Retirement System Boards, Workers' Compensation Trust Fund Board and various management committees.

MISSION STATEMENT:

To provide leadership that fosters the growth and development of all employees through proactive, innovative and quality customer service.

2000-01 ACCOMPLISHMENTS:

- Conducted more executive level recruitments in-house resulting in cost savings while maintaining or increasing the level of effectiveness.

Did You Know?

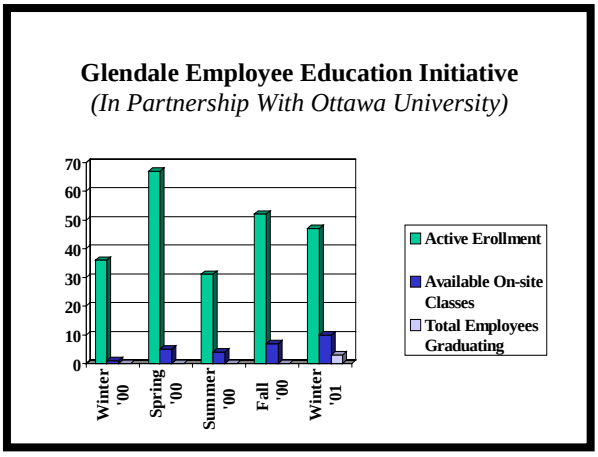
The occupational nurse had over 1,200 contacts with employees. The nurse provides basic treatment for many injuries allowing for immediate medical care. This is a big savings to the city's workers compensation fund program.

- Conducted more computerized testing of applicants' knowledge and skills resulting in more accurately identifying job-related knowledge and skills. This reduces the occurrence of hiring an unqualified candidate.

- Increased use of advertising jobs on the Internet resulting in quicker publication of job openings and reaching vast numbers of potential applicants at a minimal cost.

- Approximately 500 employees benefited from the Employee Development Program.

- Continued two college-degree programs assisting more than 100 employees in pursuing their bachelor's and masters degree's.



- Improved claims experience and benefits plan design to stabilize medical and dental rates.

- Established a Health Care Trust Fund with monies derived from unused benefit premiums. This funding strategy will help the city preserve the benefit plan in the future.

- Implemented new personnel board procedures to streamline the process and complete hearings more expediently.

- Partnered with the American Compensation Association to provide educational programs for the City Manager's Compensation Task Force, increasing the group's decision-making capabilities.

- In FY 99-00, the Volunteer Services Program had 670 volunteers who donated an average of 10,730 hours per month. The value of this augmented service is $1,684,782.

1431 – Employee Benefits

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To return all calls to the Customer Service line within 24 hours.			
Percentage of calls returned within 24 hours.	99%	100%	100%
Objective: To complete enrollment of all newly hired employees within required enrollment period.			
Percentage of employees enrolled during required enrollment period.	100%	100%	100%

1433 – Workers Compensation

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To place all qualified employees who have work restrictions due to an on-the-job injury in a temporary modified duty position.			
Percentage of qualified employees with work restrictions placed in a temporary modified duty position.	99%	99%	99%

1925 – Compensation

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To complete modern compensation study with implementation of recommendations within two years of project start date.			
Percent of study completed from July 1, 2000 start date.	15%	50%	75%
Objective: To provide basic compensation and performance management training for department heads, line managers and compensation committees.			
Percent of employees receiving training.	30%	50%	100%
Number of employees trained for compensation fundamentals.	65	110	220
Number of employees trained for performance management.	50	110	220

1920 – Employee Relations

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To improve the effectiveness of departments by improving employee behavior and performance.			
Percentage of users reporting positive results and/or change of employee behavior from handling of issue.*	N/A	N/A	75%
Percentage of contacts initiated by supervisors at the coaching level, rather than when performance is at disciplinary level.*	N/A	N/A	33%

*Note: These are new measures and figures are not available for FY 00 and FY 01.

1915 – Employment Services

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase city services by augmenting paid city staff with volunteers.			
Average hours of donated service per month.	10,730	10,730	11,210
Objective: To increase the effectiveness of recruitment methods to meet the needs of departments and to continually adapt recruitment outreach methods to meet the changes in the labor market.			
Average number of days from the time department requests to fill a vacancy to the time they receive a list of qualified applicants.	22	27	22

City of Glendale
Budget Summary by Department

Human Resources

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Benefits & Worker's Comp.	$221,077	$725,130	$571,245	$625,468	-14%
Employee Relations	$0	$0	$0	$0	NA
Worker's Compensation	$751,033	$1,075,000	$1,075,000	$1,075,000	0%
Benefit Programs	$400,556	$8,506,139	$6,721,824	$11,222,893	32%
Human Resources Admin.	$408,082	$413,910	$585,457	$724,051	75%
Employment Services	$398,108	$383,051	$419,109	$395,841	3%
Employee Relations	$669,885	$928,833	$421,773	$304,261	-67%
Compensation	$0	$0	$329,813	$429,570	NA
Organizational Development	$0	$147,621	$136,248	$207,919	41%
Total - Human Resources	**$2,848,741**	**$12,179,684**	**$10,260,469**	**$14,985,003**	**23%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,264,298	$1,574,964	$1,487,827	$1,684,153	7%
Supplies and Contracts	$1,503,341	$10,537,782	$8,697,066	$13,221,082	25%
Internal Premiums	$31,662	$30,378	$30,378	$43,008	42%
Internal Service Charges	$35,671	$33,560	$36,464	$26,860	-20%
Operating Capital	$13,769	$3,000	$8,734	$9,900	230%
Total - Human Resources	**$2,848,741**	**$12,179,684**	**$10,260,469**	**$14,985,003**	**23%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Benefits & Worker's Comp.	2.5	3.5	3.5	3.5	0%
Employee Relations	2	0	0	0	N/A
Human Resources Admin.	13	3.4	3.5	5	43%
Employment Services	1	5.6	5	5	0%
Employee Relations	0	5	6	3	-50%
Compensation	0	0	0	3	N/A
Organizational Development	0	0	0	1	N/A
Total -Human Resources	**18.5**	**17.5**	**18**	**20.5**	**14%**

ECONOMIC DEVELOPMENT

DEPARTMENT DESCRIPTION:

The Economic Development Department is committed to enhancing the economic vitality of the community through the creation and retention of quality jobs, generation of additional tax revenue and improving residential and commercial land values.

MISSION STATEMENT:

The Economic Development Department's mission is to retain, attract and expand quality businesses that provide jobs and expand or diversify the city's tax base.

The Redevelopment Division's mission is to promote, encourage and facilitate the orderly redevelopment of the city's under-performing residential, commercial and industrial neighborhoods.

2000-01 ACCOMPLISHMENTS:

- Worked with companies to attract and retain quality jobs. Examples of clients assisted include Inn at Talavi, Tess Communications, M&M Automatics, Conair, Kay Bee Toys, Arizona State Savings and Credit Union, Ultimate Electronics, MA Hanna Color and $NuCO^2$. These projects will generate an estimated 285 new jobs and $18,450,000 in capital investment.

Did You Know?

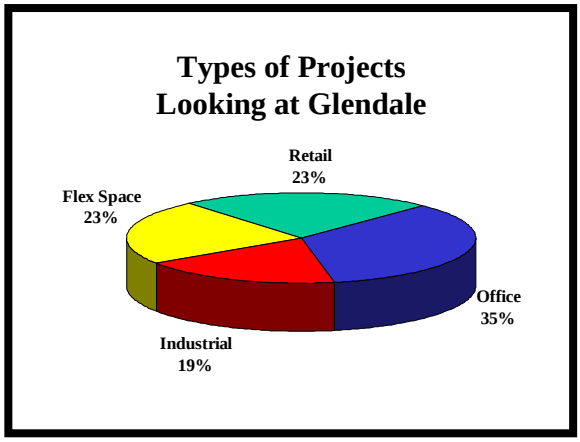
A company locating in Glendale has access to a potential labor force greater than 850,000 within a 30-minute commute.

- Implemented broker/developer partnering program. This program is designed to develop relationships with brokers and developers to market opportunities within the City and to generate a positive image.

- Developed and implemented Western Area Stakeholders Group which named the western area Glendale Gateway and renamed Glen Harbor Business Park as Glendale Airpark.

- Worked with the Greater Phoenix Economic Council (GPEC) to respond to 48 leads. Five were qualified projects.

- Developed a comprehensive economic development resource center that provides GIS mapping, aerials, demographic data and real estate information for retail and employment-generating prospects, local businesses, consultants and the public. The information is available from site-specific information to area analysis.



- The Paint, Pave, Plant and Sign Program and Downtown Façade Improvement Grant programs awarded an estimated $86,000 in reimbursements. Total property improvements resulting from these projects exceeded $286,000.

- Introduced the Sidewalk Use and Display Permit Ordinance to allow downtown businesses to set displays in front of their businesses.

- Designated $100,000 for streetscape items in a new Sidewalk Beautification project.

- Selected consultant team and began the analysis phase of the City Center Master Plan. Selected the Citizen Advisory Committee and held several public meetings to obtain citizen input.

- Enhanced a business advocacy program to provide technical and financial support to businesses.

5409- Economic Development

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To provide assistance for qualified business retention and attraction projects.			
Number of projects undertaken	82	100	100

5410 - Redevelopment

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To work with qualified developers to improve underperforming properties throughout the city.			
Number of projects undertaken	22	25	25

City of Glendale
Budget Summary by Department

Economic Development

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Economic Development	$450,818	$515,942	$531,306	$536,046	4%
Redevelopment	$100,733	$366,607	$361,182	$175,899	-52%
Total - Economic Development	**$551,551**	**$882,549**	**$892,488**	**$711,945**	**-19%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$318,057	$419,064	$419,064	$472,551	13%
Supplies and Contracts	$206,775	$426,881	$443,751	$223,884	-48%
Internal Premiums	$10,752	$10,858	$10,858	$9,660	-11%
Internal Service Charges	$2,923	$2,692	$10,100	$5,850	117%
Operating Capital	$13,044	$23,054	$8,715		
Total - Economic Development	**$551,551**	**$882,549**	**$892,488**	**$711,945**	**-19%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Economic Development	4	4	4	4	0%
Redevelopment	1	1	1	2	100%
Total -Economic Development	**5**	**5**	**5**	**6**	**20%**

ADMINISTRATIVE SERVICES

DEPARTMENT DESCRIPTION:

Administrative Services provides for the overall direction of the activities of the Administrative Services Group and the operation of the Deputy City Managers' Administration Office. The group includes Information Technology, Finance, Management and Budget, and Marketing. The Deputy City Manager of the Administrative Services Group is a member of the executive management team and provides support to the City Manager and City Council.

MISSION STATEMENT:

To provide quality services to our internal customers and to citizens consistent with the City Council goals and directives.

2000-01 ACCOMPLISHMENTS:

- Completed construction and opened Glendale's new 1,300 square-foot Visitor Center and public restrooms in downtown.
- Designed and implemented Accounts Receivable and Miscellaneous Billing Systems in PeopleSoft Financial 7.5.
- Successfully completed the first celebration of the city's Hispanic heritage with a Glendale Fiesta event.

Did You Know?

For the past 13 consecutive years, the Finance Department has received national recognition by the Government Finance Officers Association for producing the city's Comprehensive Annual Financial Report (CAFR).

- Implemented the conversion of the procurement card program from a paper-based system to an Internet enabled program.
- Revised the purchase ordinance to streamline the purchasing process.

2001-02 OBJECTIVES:

- Continue to provide timely systems analysis, design, and programming for end user requests for existing application systems.
- Continue to enhance and improve the budget inputting process based on comments received from department users.
- Develop a pilot program for satellite Visitor Center manned by city volunteers at Arrowhead Towne Center.

City of Glendale
Budget Summary by Department

Administration

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Administration	$280,591	$317,482	$330,104	$351,382	11%
Total - Administration	**$280,591**	**$317,482**	**$330,104**	**$351,382**	**11%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$285,405	$291,639	$291,639	$334,048	15%
Supplies and Contracts	($15,346)	$17,300	$29,922	$7,711	-55%
Internal Premiums	$6,961	$6,695	$6,695	$7,870	18%
Internal Service Charges	$3,571	$1,848	$1,848	$1,753	-5%
Total - Administration	**$280,591**	**$317,482**	**$330,104**	**$351,382**	**11%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Administration	4	4	4	4	0%
Total -Administration	**4**	**4**	**4**	**4**	**0%**

MARKETING/COMMUNICATIONS

DEPARTMENT DESCRIPTION:

The Marketing/Communications Department consists of the Marketing, Cable TV, Special Events, Graphics, Tourism, and Civic Center divisions. This department oversees the city's printed, televised, and electronic and web communications with the public to enhance the city's image and promote its programs and services. It also runs eight signature special events, a tourism program, the Visitor Center and Glendale Civic Center bringing economic benefit to the city.

Marketing/Communications is the direct contact for all media and is responsible for establishing public relations policy and advising management on media-related issues. The department also serves as marketing consultant for all city departments, and facilitates the writing, editing, design, layout and production of all collateral materials.

MISSION STATEMENT:

To enhance the perception of Glendale as a quality city in which to live, work, recreate, and conduct business through a comprehensive marketing and communications program.

2000-01 ACCOMPLISHMENTS:

- Designed Glendale's new 1,300-square-foot Visitor Center and public restrooms in downtown and opened the center on schedule in October 2000.

- Successfully operated the Glendale Civic Center during its first year of operation by hosting 276 separate events (67 percent with catering) which used 759 rooms at the center. Of these events, 66 percent were private functions and 34 percent were for the public. At least 52,000 people came downtown to attend events at the Civic Center.

- Researched, wrote, laid out and printed a 280-page, hardbound update of Glendale's history*: A Century of Diversity*.

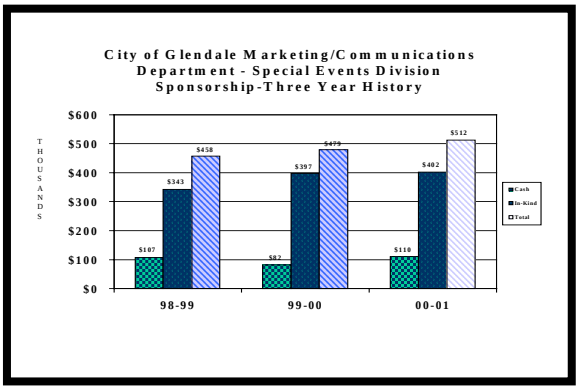
- Successfully wrote awards that resulted in the Mayor winning a Tribute to Women by the YWCA and the assistant City Manager being named Manager of the Year in Arizona.

Did You Know?

The number of visitors to the Glendale Web site increased 25 percent since last year with an average of 50,000 visits per month.

- Formation of the 50-member Web Content Management Team made up of representatives of every city division. This team is totally revamping the city's 5-year-old web site.

- Successfully completed the first Glendale Fiesta, a celebration of the city's Hispanic heritage. More than 10,000 people attended this premier event.



- Successfully coordinated the grand openings of seven different city facilities in less than three months.

- Increased the cable stations (KGLN TV-11) weekly original programming by at least 17 percent per week by adding 22 new hours of self-produced programming out of 126 hours per week.

- Built a new, state-of-the-art news set and expanded KGLN's bi-weekly, 20-minute *City Beat News Sho*w to a half hour; developed and aired two new monthly half hour shows – *Glendale Dimensions* and *Pet Showcase;* and expanded *Council One-on-One* to 15 minutes, pairing it with a new, monthly 15-minute *Teens Today* show produced by the Mayor's Youth Advisory Commission.

- Conducted a Tourism Conversion Study with ASU West, which proved that 20 percent of those who requested and received visitor information packets came to visit Glendale. This 20 percent conversion rate is considered by the Arizona Office of Tourism to be quite good for a program still in its infancy.

- Tourism Division received $14,000 additional grant dollars from the state by developing a regional program with Carefree and Wickenburg.

- Proactively placed $2,650,912 worth of publicity about Glendale with newspaper, magazines and radio. More than 43 percent of this proactive publicity was generated by the Marketing Department's divisions: Special Events, Tourism and Civic Center.

- Total positive publicity received by the city outweighed negative publicity 3:1.

- Wrote, designed and produced a unique four-color annual report and produced the 2001 State of the City program including six district videos and display booths.

1710 – Marketing

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase the number of projects completed for citywide departments.			
Number of jobs completed annually	810	931	1070

4244 – Special Events

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase attendance at Special Events/Major Festivals.			
Attendance at Special Events/Major Festivals	272,000	278,000	285,000

1714 – Tourism

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Increase Number of fulfilled requests for information by Tourism Division.			
Fulfilled requests for information by Tourism Division	1,000	14,000	17,000

City of Glendale
Budget Summary by Department

Marketing

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Marketing	$830,741	$911,845	$984,747	$1,138,452	25%
Tourism	$223,199	$330,176	$351,476	$298,956	-9%
Special Events Prod. Support	$89,790	$90,500	$90,500	$90,500	0%
Civic Center	$636,861	$722,743	$722,743	$707,351	-2%
City-Wide Special Events	$500,385	$553,366	$575,975	$594,105	7%
Tourism - Souvenir Program	$5,579	$20,000	$0	$65,000	225%
Events - Special Revenue	$262,572	$500,000	$300,324	$500,000	0%
Cable Communications	$616,042	$557,045	$586,125	$600,536	8%
Truck Cable Production	$0	$80,208	$0	$54,700	-32%
PEG Grant Cable Equipment	$246,699	$399,352	$315,868	$261,000	-35%
Total - Marketing	**$3,411,868**	**$4,165,235**	**$3,927,758**	**$4,310,600**	**3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,363,305	$1,850,354	$1,811,175	$2,055,170	11%
Supplies and Contracts	$1,310,455	$1,641,853	$1,513,916	$1,736,675	6%
Internal Premiums	$154,803	$174,136	$177,892	$182,181	5%
Internal Service Charges	$45,369	$47,520	$41,953	$46,592	-2%
Operating Capital	$537,936	$451,372	$382,822	$289,982	-36%
Total - Marketing	**$3,411,868**	**$4,165,235**	**$3,927,758**	**$4,310,600**	**3%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Marketing	7	7	9	9	0%
Tourism	1	1	2	2	0%
Civic Center	1	4	5	6	20%
City-Wide Special Events	2	2	5	5	0%
Cable Communications	5	5	6	6	0%
Total -Marketing	**16**	**19**	**27**	**28**	**4%**

FINANCE

DEPARTMENT DESCRIPTION:

The Finance Department provides financial information to the public, state agencies, bondholders, grantors, auditors, City Council, and management. Finance Administration is responsible for debt management, banking services, investment management, and special financial analysis. The Accounting Division prepares external financial reports, including the Comprehensive Annual Financial Report (CAFR) and other special reports, manages the city payroll process, pays vendors, accounts for improvement district assessments, and provides internal financial management consulting to departments. The Sales Tax and Collections Division licenses businesses and administers the sales tax code to ensure compliance. The Customer Service Office bills customers for municipal services and processes cash receipts. The Regulatory and Telecommunications office is responsible for all aspects of cable television, telecommunications, liquor, adult business, bingo and off-track wagering licensing and regulation.

MISSION STATEMENT:

The mission of:

Finance Administration is to provide and maintain capital which will facilitate the delivery of services and the building of our city.

Did You Know?

Each year we distribute 250 copies of the Comprehensive Annual Financial Report to citizens, bond rating agencies, and university researchers.

The Accounting Division is to provide accurate and timely financial information and analysis to all internal and external customers.

The Sales Tax and Collections Division is to ensure compliance in the privilege (sales) tax and licensing areas with emphasis on the fair and equitable treatment of all of our businesses.

The Customer Service Office is to provide utility billing and cash receipts processing services and information to our customers, and duplicating and mail services to all City departments.

The Regulatory and Telecommunications Office is to ensure compliance with Federal, State, and local regulations concerning cable television, telecommunications, liquor, adult businesses and wagering.

2000-01 ACCOMPLISHMENTS

- Maintained Moody's Investor Service bond rating of Aa2, saving citizens approximately $3,000,000 in future general obligation bond issuance costs.
- Performed 31,031 Business Inspections
- Collected $1.1 million in Delinquent Liabilities.
- Incorporated duplicating and mail services into the Customer Service Office division.
- Implemented an automated payment processing system, which increased the number of payments processed daily by 50% percent.
- Internally produced financial reports for bond issues, award-winning Comprehensive Annual Financial Report, Annual Expenditure Limitation Report and ASU-2 Bureau of Census Financial Report.
- Continue to analyze methods for financing future water and sewer needs.
- Continue to analyze methods for financing revitalization project needs and to improve technology to enhance billing preparation.
- Update long-term debt-financing plan.
- Continue to produce a national award-winning CAFR.
- Continue to answer 80.8% of our customer service calls within two minutes.
- Continue to maintain a 99.9% accuracy rate in billing and payment processing.
- Analyze and implement methods to improve duplicating and mail services.
- Continue to maintain a 2-day turn around for ST System updates on returns, changes, applications, and notices.
- Continue to enhance our Customer Service, Collections, Licensing, and Audit techniques.

2210 - Finance Administration

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To prepare a Comprehensive Annual Financial Report (CAFR) which meets the standards established by the Government Finance Officers Association (GFOA) as measured by their Certificate of Achievement Program's Summary of Grading Results reported for prior fiscal year.			
Number of categories positively graded	17 out of 17	17 out of 17	17 out of 17
Objective: To scan the marketplace for innovative and cost-saving approaches to financing capital improvement projects.			
Number of financing proposals and professional articles reviewed	15	15	15

2220 - Accounting

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To assist program administration in the preparation of financial reports as required for federal and state grants received by the City.			
Number of programs assisted by grants accountant	30	30	30
Objective: To comply with the Internal Revenue Service (IRS) requirements.			
Number of IRS Forms 1099 issued	210	217	220
Number of IRS Forms W-2 issued	2202	2443	2700

2221 - LID Administration

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To ensure that local improvement district (LID) assessments are paid as required by law.			
Number of delinquent assessment accounts	6	7	7
Number of delinquencies paid to city prior to public auction	4	6	6
Number of delinquent accounts sold at public auction	2	1	1

2230 - License/Collection

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Continue to serve our customers quickly and efficiently.			
All calls answered within 2 minutes	80.8%	80.9%	90.0%
Number of calls answered	81,807	87,398	92,379
Number of walk-in customers served	9,680	8,647	8,549
Objective: Continue to ensure compliance with our Sales Tax and Business Licensing Codes.			
Number of business Inspections	35,502	39,352	40,000
Number of Sales Tax Audits	122	144	165

2235 - Regulatory & Communication

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Continue to ensure compliance with Federal, State and Local regulations for Special Regulatory Licensing, Cable and Telecommunications.			
Number of telecommunications Agreements being monitored.	9	13	19
Number of Cable Customers	43,623	44,495	45,100
Number of Liquor Licenses Processed	81	77	83

2240 – Customer Service Office

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Continue to provide accurate billing to all of our customers.			
Number of cash receipts processed (in millions)	224	239	256
Number of transactions processed	623,571	661,287	701,593
Number of customer's Municipal Bills processed	665,054	678,204	692,446

City of Glendale
Budget Summary by Department

Finance

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Finance Administration	$475,739	$591,881	$567,407	$625,620	6%
Accounting Services	$789,210	$873,592	$919,600	$975,429	12%
LID Administration	$10,000	$10,000	$10,000	$10,000	0%
License/Collection	$870,471	$961,631	$920,521	$994,191	3%
Regulatory & Communication	$143,273	$146,573	$146,573	$123,813	-16%
Customer Service Office	$1,868,622	$2,014,426	$2,165,756	$2,287,607	14%
Duplicating/Mail	$375,345	$426,647	$426,647	$321,270	-25%
Print Shop	$1,032	$0	$0	$0	NA
Total - Finance	**$4,533,692**	**$5,024,750**	**$5,156,504**	**$5,337,930**	**6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$3,228,162	$3,631,265	$3,592,225	$3,875,843	7%
Supplies and Contracts	$1,107,259	$1,224,855	$1,186,828	$1,283,914	5%
Internal Premiums	$99,886	$101,536	$101,536	$113,969	12%
Internal Service Charges	$120,842	$129,704	$122,691	$122,049	-6%
Operating Capital	$63,553	$19,390	$235,224	$32,155	66%
Work Order Credits	($86,010)	($82,000)	($82,000)	($90,000)	10%
Total - Finance	**$4,533,692**	**$5,024,750**	**$5,156,504**	**$5,337,930**	**6%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Finance Administration	4	5	6	6	0%
Accounting Services	15	15	16	17	6%
License/Collection	11.5	11.5	11.5	11.5	0%
Regulatory & Communication	2	2	2	2	0%
Customer Service Office	29	30	30.5	31.5	3%
Duplicating/Mail	2	2	2	0	-100%
Print Shop	1	1	0	0	N/A
Total -Finance	**64.5**	**66.5**	**68**	**68**	**0%**

INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTION

Information Technology provides local and wide area network computer system management and operations; application systems analysis, design, programming, and support; data communications; end-user PC integration and support; Intranet support; and citywide telephone analysis and communications.

MISSION STATEMENT

To support the delivery of external city services by providing effective and efficient computerized application systems, local area networks, PC support, and telephone and data communications to internal departments.

2000-01 ACCOMPLISHMENTS

- Continued plan to move towards WEB-based applications that interface with the Oracle databases.
- Provided timely systems analysis, design, and programming for end user requests for existing application systems.
- Completed the upgrade to PeopleSoft Financials 7.5 in January 2001.

Did You Know?

The average adult normally blinks between 12 and 20 times per minute. When looking at a compelling image, people tend to blink less. Computer users tend to blink as little as 5 times per minute.

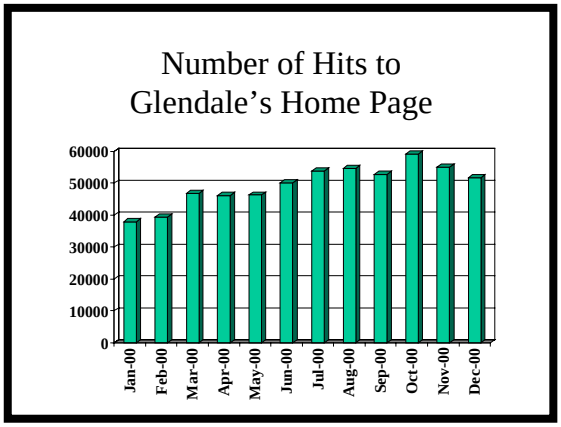
- Designed and implemented the Asset Management module within PeopleSoft Financials 7.5.
- Began a pilot program for computer-based end-user training.
- Added OC3 fiber connection from the Glendale US West Central Office (CO) to City buildings to provide lower costs for current and future T1 service to city facilities.
- Configured new telephone systems for some of the smaller, outdated remote sites.
- Provided intranet (internal) web access to all City computers in order to make available internal information, documentation, manuals, forms, and reports.

- Information Technology donated recycled PCs to:
  - Main Library
  - Foothills Branch Library
  - Velma Teague Library
  - Glendale Adult Center
  - Glendale Community Center

- Added and upgraded Web-based materials (information, forms, reports, etc) for both Internet (for citizen access) and Intranet (for internal employee access).

- Upgraded the City's connection to the Internet, providing faster access for citizens and improved capabilities for employees who are teleworking.

- Continued to add capabilities for increased telework opportunities for employees.



- Upgraded network routers and switching hub for improved network communications.

- Completed replacement program with approximately 270 PCs and 9 network printers this year.

2310 – Information Technology

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To ensure that the City of Glendale network is available within or exceeding the industry standard of 90% - 98%.			
Actual network uptime	99%	99%	99%
Objective: To provide access to the City of Glendale network within 24 hours of Information Technology receiving the necessary information.			
Percent of employees receiving requested access within 24 hours	100%	100%	100%

City of Glendale
Budget Summary by Department

Info. Technology

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
PeopleTech Team	$67,698	$0	$0	$0	NA
Information Technology	$2,318,911	$2,700,208	$2,770,461	$3,270,489	21%
Information Tech. - Utilities	$65,139	$67,023	$67,023	$0	-100%
Telephones	$840,709	$871,053	$915,781	$987,751	13%
Technology Replacement	$1,059,754	$1,427,599	$1,684,819	$2,615,473	83%
Total - Info. Technology	**$4,352,211**	**$5,065,883**	**$5,438,084**	**$6,873,713**	**36%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,535,784	$1,755,709	$1,763,325	$2,001,031	14%
Supplies and Contracts	$1,538,941	$1,623,335	$1,934,090	$2,041,753	26%
Internal Premiums	$409,619	$455,410	$455,410	$540,806	19%
Internal Service Charges	$39,535	$36,830	$35,660	$780	-98%
Operating Capital	$828,332	$1,194,599	$1,249,599	$2,289,343	92%
Total - Info. Technology	**$4,352,211**	**$5,065,883**	**$5,438,084**	**$6,873,713**	**36%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Information Technology	25.5	25.5	25.5	26	2%
Information Tech. - Utilities	1	1	1	0	-100%
Telephones	1	1	1	1	0%
Total -Info. Technology	**27.5**	**27.5**	**27.5**	**27**	**-2%**

MANAGEMENT AND BUDGET

DEPARTMENT DESCRIPTION:

The Management and Budget Department provides the services of budget preparation and monitoring, grants administration, purchasing, warehousing, risk management, and safety for city departments and staff.

MISSION STATEMENTS:

Budget Office: To be a source of reliable and accurate information in the preparation and monitoring of the annual budget, and the development and presentation of research findings.

Grants Administration Program: To facilitate and coordinate the city's effort to obtain grants for city services and programs, and to help local community groups and organizations obtain grants for needed services to residents.

Materials Management Division: To provide superior service to city departments in the procurement of goods and services for the best value.

Risk Management Division: The discovery, measurement, reduction, transfer, and funding of actual and potential events that cause unusual costs to the city and to provide a comprehensive program whereby exposure to accidental loss is reduced to the lowest possible level.

Did You Know?

Since January 2000 Glendale has received four grants totaling $861,157 to enhance our pedestrian and bicycle facilities and to create Arizona's first bicycle driver safety program.

Safety Division: To inspect and provide training to all city employees to make sure they are in compliance with all Occupational Safety and Health Administration (OSHA) Regulations, and to ensure a safe workplace.

2000-2001 ACCOMPLISHMENTS:

- Risk Management Database was updated to include digital photos of accident scenes and damages as well as all payments.
- Risk Management combined two insurance policies with other existing policies, saving the city $20,000.
- In-house safety training was started for bilingual forklift operators.
- The procurement card program was converted from a paper-based system to an Internet-enabled program.

- Purchasing ordinance was revised to streamline the purchasing process.

- Continued community involvement at business shows with the Glendale Chamber of Commerce, Grand Canyon Minority Supplier Development Council, Glendale Library Small Business Development Program and the Arizona Department of Commerce.

- Initiated a training program for departments on our cooperative purchase programs.

- Assisted city departments in obtaining grants to complete or accelerate the city's work plan including grants to establish a bicycle driver safety program in Glendale's elementary schools and to improve pedestrian and bicycle facilities.

- Initiated a computer donation program to Glendale non-profit agencies.

- Upgraded Warehouse inventory computer system.

- Created and implemented a central storage locker system for dept use.

VOLUNTEER USAGE:

- Budget staff is being supplemented through the use of three budget liaison volunteers from other city departments contributing a total of approximately 675 hours of time in the Budget Office in addition to performing their regular job duties.

1430 - Risk Management

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To make initial contact with claimants within 24 hours of receiving claim 95% of the time.			
Percent of claimants contacted within 24 hours	90%	93%	95%
Objective: To provide OSHA-mandated training to all designated city employees.			
Percent of employees completing all required OSHA training	100%	100%	100%
Number of employees participating in OSHA and other specialty training	1435	1550	1600

2410 - Budget

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To manage the budget development process so that it is easy for departments to complete their budget proposals.			
Percent indicating that the training session got them ready to complete their budget	N/A	96%	95%
Percent that felt the input model assisted them in creating their budget.	82%	61%	95%

Objective: To prepare a budget document which meets the standards established by the Government Finance Officers Association (GFOA).

Budget categories rated outstanding by GFOA	2	3	3

2420 - Purchasing

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: Maintain customer satisfaction rating of 95% meet or exceed expectation.

Percent of annual survey respondents indicating service meets or exceeds expectations	93%	95%	95%

Objective: To facilitate easy vendor participation with the City of Glendale by participating in trade shows and professional organizations.

Number of trade shows attended	5	6	6

2421 - Warehouse

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: Maintain customer satisfaction rating of 96% meet or exceed expectation.

Percent of annual survey respondents indicating service meets or exceeds expectations	96%	97%	98%

Objective: Continue inventory reduction effort with a 5% inventory value reduction annually.

Total inventory value	$590,429	$560,907	$427,533
Percentage change from prior year	+8.1%	-5%	-6%

2415 - Grants

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: Increase the knowledge base, grantseeking and writing skills of staff members in new City departments each year.

Number of departments that submit good quality competitive grant applications.	2	2	2
Number of staff members successfully completing a grants education workshop	2	2	2

Objective: To write for and obtain third party funding for department and/or management priority projects.

Success rate for competitive grant awards submitted, with a match to grant leverage ratio of approximately 60:40	70%	70%	70%

City of Glendale
Budget Summary by Department

Management & Budget

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Risk Management	$326,424	$354,629	$352,361	$364,545	3%
Risk Mgmt. Trust Fund	$1,199,833	$1,275,440	$4,275,440	$1,600,000	25%
Budget & Research	$398,631	$487,596	$484,904	$525,618	8%
Grants Administration	$75,258	$146,882	$144,708	$157,619	7%
Purchasing	$354,102	$363,390	$367,756	$363,839	0%
Warehouse	$352,663	$355,898	$360,398	$359,353	1%
Grant Match Pool	$153,238	$200,000	$200,000	$150,000	-25%
Total - Management & Budget	**$2,860,149**	**$3,183,835**	**$6,185,567**	**$3,520,974**	**11%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,225,331	$1,442,038	$1,441,620	$1,547,907	7%
Supplies and Contracts	$1,575,751	$1,662,370	$4,675,244	$1,909,408	15%
Internal Premiums	$37,810	$40,020	$40,020	$42,583	6%
Internal Service Charges	$21,257	$23,510	$20,291	$21,076	-10%
Operating Capital		$15,897	$8,392		
Total - Management & Budget	**$2,860,149**	**$3,183,835**	**$6,185,567**	**$3,520,974**	**11%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Risk Management	2	4	4	4	0%
Budget & Research	4.65	4.65	5.65	6.15	9%
Grants Administration	1	1	2	2	0%
Purchasing	5.5	5.5	5.5	5	-9%
Warehouse	6	6	6	6.75	13%
Total -Management & Budget	**19.15**	**21.15**	**23.15**	**23.9**	**3%**

POLICE

DEPARTMENT DESCRIPTION:

The Glendale Police Department provides a wide range of public safety services that entail much more than law enforcement and crime control. Police officers are called upon to resolve family problems, deal with various citizen conflicts, and respond to many non-criminal emergencies. Citizen cooperation with the police is vital for effective order maintenance and crime control; therefore, the department is continuing to expand the community policing partnership philosophy into all aspects of police activity.

MISSION STATEMENT:

To foster partnerships of employees and community working together to create a better quality of life for Glendale.

2000-01 ACCOMPLISHMENTS:

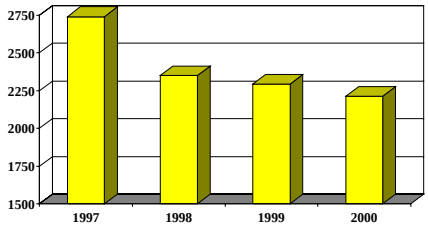
- In FY 00-01, the Police Department updated its strategic plan to include critical issues, which are:
  - Human resources analyst hired for department.
  - Four school resource officers assigned in local schools.
  - Initiated narcotics investigations within five days of being notified by citizens.
  - Initiated drug track program to track calls coming in on hotline.

Did You Know?

The Central Community Action Team (CAT) conducted 195 community neighborhood meetings in 2000.

- Completed a comprehensive study for increasing minority and gender hiring.
- Created policy and training on the issue of racial profiling.

Number of Auto Thefts



VOLUNTEER USAGE:

- With the help of volunteers at the Police Department, we have added a Citizen on Patrol Program and a Motorists Assist Program.

3210 - Police Administration

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To actively impact uniform crime reporting statistics of crimes related to thefts, burglary, auto theft and fraud.			
Through review of crime statistics and bi-weekly review of these statistics, strategies will be implemented for the reduction of overall stated crimes by 5%	9.4% increase	5% decrease	5% decrease

City of Glendale
Budget Summary by Department

Police Department

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Police Legal Services	$261,055	$265,107	$263,111	$278,219	5%
Police Administration	$2,190,702	$2,595,400	$2,383,316	$3,003,929	16%
Central Patrol Bureau	$6,375,463	$6,545,038	$6,592,902	$8,566,968	31%
Patrol - Special Revenue Fund	$1,752,549	$2,499,849	$2,460,910	$2,590,427	4%
Gateway Patrol Bureau	$0	$0	$0	$1,394,019	NA
Crime Investigations	$4,252,136	$4,335,532	$4,252,670	$3,849,364	-11%
Police Personnel Management	$410,062	$582,071	$581,871	$642,742	10%
Foothills Patrol Bureau	$5,008,634	$6,347,659	$6,460,155	$6,319,275	0%
Police Support Services	$6,707,962	$7,097,585	$7,259,682	$7,705,645	9%
Victims Rights Grant	$75,949	$48,188	$69,842	$75,383	56%
Federal RICO	$113,401	$135,000	$50,500	$135,000	0%
State RICO	$109,303	$230,000	$90,835	$233,037	1%
VOCA Advocacy Center	$14,503	$48,188	$48,188	$51,510	7%
VOCA Grant	$10,226	$60,436	$60,436	$66,395	10%
Total - Police Department	**$27,281,945**	**$30,790,053**	**$30,574,418**	**$34,911,913**	**13%**

City of Glendale
Budget Summary by Department

Police Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$22,476,014	$25,268,685	$25,078,358	$28,591,963	13%
Supplies and Contracts	$1,733,091	$2,418,098	$2,027,397	$2,482,343	3%
Internal Premiums	$1,735,951	$1,727,084	$1,727,084	$2,038,508	18%
Internal Service Charges	$1,016,582	$750,153	$902,311	$1,057,953	41%
Operating Capital	$327,476	$626,033	$839,268	$741,146	18%
Work Order Credits	($7,169)				
Total - Police Department	**$27,281,945**	**$30,790,053**	**$30,574,418**	**$34,911,913**	**13%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Police Legal Services	3	3	3	3	0%
Police Administration	7	6	7	9	29%
Central Patrol Bureau	95.5	92.5	113.5	130.5	15%
Patrol - Special Revenue Fund	31	31	33	33	0%
Gateway Patrol Bureau	0	0	0	32	N/A
Crime Investigations	69.5	73.5	52	46	-12%
Police Personnel Management	3	4	4	4	0%
Foothills Patrol Bureau	63	79.5	97.5	87.5	-10%
Police Support Services	107	106.5	108	107	-1%
Victims Rights Grant	0	0	1	1	0%
State RICO	0	0	0.5	0.5	0%
VOCA Advocacy Center	0	0	1	1	0%
VOCA Grant	1	1	1	1	0%
Total -Police Department	**380**	**397**	**421.5**	**455.5**	**8%**

FIRE

DEPARTMENT DESCRIPTION:

The Glendale Fire Department provides a variety of emergency services including fire suppression, emergency medical, hazardous materials and specialized rescue response. Services are delivered with eight paramedic engine companies, one ladder company, and one command responder out of seven fire stations.

The department responded to a total of 23,887 emergencies in 2000, 79.3 percent involving medical emergencies. The department promotes citizen safety through fire and injury prevention programs and the aggressive enforcement of the Uniform Fire Code.

MISSION STATEMENT:

The Glendale Fire Department is dedicated to the safety of our community by providing quality fire safety and life saving services.

2000-01 ACCOMPLISHMENTS:

- Identified and acquired the first of three sites for new fire stations to be constructed in 2002 through 2005.
- Conducted a firefighter recruitment and testing process to develop the candidate pool for the planned new fire stations.

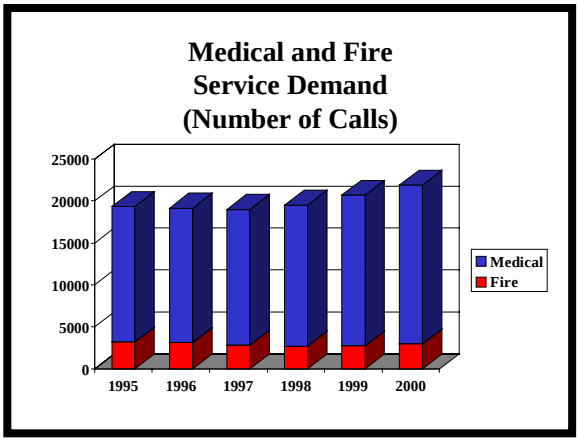
Did You Know?

In 2000, Glendale engine companies responded to 23,887 emergencies, attended 126 school events and community functions, conducted 124 station tours, visited 92 block parties, and accompanied over 260 citizen ride-alongs.

- Placed a scene support vehicle in service for transporting specialized emergency equipment, refilling air bottles on-scene, and providing a variety of other support functions.
- Progressed toward the completion of department accreditation through the Commission on Fire Accreditation International.
- Conducted 869 hours of Urban Survival classes, to a total of 33,199 elementary school children.
- Received a $280,000 public safety grant through the U.S. Department of Justice, to procure equipment for man made or technological disasters.
- Initiated the Project Impact grant process, assembling a team of local

business people and citizens, to identify the application of grant funds within the community.

- Continued to conduct a revenue recovery process developed in 99/00, to identify and recover unreimbursed Advanced Life Support fees.



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3320 – Fire Emergency Services

Objective: To continue to track response times, and identify means for improvement through a strategic planning document.

Elapsed time from Call Received in Dispatch, to First Glendale Unit On-Scene.

Less than 3 minutes	4%
Less than 4 minutes	19%
Less than 5 minutes	45%
Less than 6 minutes	70%
Less than 7 minutes	86%
Less than 8 minutes	94%
Less than 9 minutes	97%
Less than 10 minutes	99%
Less than 12 minutes	100%

3360 – Fire Community Relations

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To continue to teach a fire and life safety curriculum in Glendale elementary schools through the Fire Pal program.			
Fire Pals	24	23	20
Contact Hours Per Month	10	5	5
Participating Schools	26	24	24

3350 – Emergency Medical Services

	1999 Actual	2000 Actual	2001 Projected
Objective: Continue to reconcile ambulance statements against fire department run reports, to identify and collect the Advanced Life Support (ALS) revenue on non-Glendale transports, in which a Glendale paramedic renders treatment.			
Total ALS Revenue Received	$232,636.72	$372,538.58	$400,000

City of Glendale
Budget Summary by Department

Fire Department

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Fire Administration	$642,779	$627,315	$622,315	$683,523	9%
Fire Emergency Services	$8,121,974	$8,388,404	$8,443,097	$9,622,288	15%
Fire - Special Revenue Fund	$1,086,306	$1,128,806	$1,118,849	$1,307,032	16%
Fire Support Services	$1,733,101	$1,895,232	$1,887,344	$2,011,770	6%
Fire Marshal's Office	$515,310	$541,834	$541,834	$581,485	7%
Fire Medical Services	$182,367	$192,423	$207,423	$219,020	14%
Fire Community Relations	$66,121	$73,860	$73,860	$80,944	10%
Fire Training	$288,950	$317,861	$317,861	$316,951	0%
Firefighter Safety	$1,144	$6,000	$6,000	$6,000	0%
Fire Hazardous Materials	$14,889	$17,893	$17,893	$17,893	0%
Project Impact-FD	$17,575	$53,259	$70,805	$73,842	39%
Total - Fire Department	**$12,670,516**	**$13,242,887**	**$13,307,281**	**$14,920,748**	**13%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$10,619,816	$10,902,184	$10,953,249	$12,470,406	14%
Supplies and Contracts	$1,140,521	$1,372,645	$1,381,308	$1,448,874	6%
Internal Premiums	$398,332	$399,972	$399,972	$385,634	-4%
Internal Service Charges	$451,375	$453,316	$457,676	$483,035	7%
Operating Capital	$56,474	$114,770	$115,076	$132,799	16%
Work Order Credits	$3,998				
Total - Fire Department	**$12,670,516**	**$13,242,887**	**$13,307,281**	**$14,920,748**	**13%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Fire Administration	5	5	5	5	0%
Fire Emergency Services	122	126	126	148	17%
Fire - Special Revenue Fund	18	18	18	18	0%
Fire Support Services	5	5	5	5	0%
Fire Marshal's Office	7.5	7.5	7.5	7.5	0%
Fire Medical Services	2	2	2	2.5	25%
Fire Community Relations	1	1	1	1	0%
Fire Training	3	3	3	3	0%
Project Impact-FD	0	0	1	1	0%
Total -Fire Department	**163.5**	**167.5**	**168.5**	**191**	**13%**

COMMUNITY DEVELOPMENT ADMINISTRATION

DEPARTMENT DESCRIPTION:

The Community Development Group is responsible for the activities of the Planning, Building Safety, Engineering, and Transportation Departments. The group is responsible for providing staff support to the Planning Commission, Board of Adjustment, Historic Preservation Commission, and the Building Safety Advisory and Appeals Board.

MISSION STATEMENT:

To implement the City Council Goals in a timely, efficient manner. Further, it is our mission to provide superior customer service to the citizens of Glendale and be responsive to the constantly changing needs of our customers.

2000-01 ACCOMPLISHMENTS:

- Developed a draft of the Western Area Plan and held two neighborhood meetings, two Planning Commission public hearings, and one workshop with City Council regarding the draft plan.

- City Council adoption of two new zoning districts, the Community Shopping Center District, and the Neighborhood Shopping Center District, in response to community issues and concerns related to "Big Box" retail outlets.

Did You Know?

During FY 00-01, the Planning Department received 258 new applications for General Plan amendments, rezoning requests, conditional use permits, variances, and commercial projects. This is a 27% increase over the previous fiscal year.

- Completed construction of and opened the Tourism Center on schedule.

- Initiated the Transportation Master Plan process, including the appointment of a 61-member citizens committee. The draft election package was presented to the City Council in May. The City Council approved the election package and scheduled a November election.

- Initiated the General Plan Update process, in compliance with State Growing Smarter Plus Legislation.

2001-02 OBJECTIVES:

- Complete the General Plan update, as required by state law, with formal City Council adoption by May 2002.
- Acquire and implement an automated tracking system for all development projects in the City by July 2001.
- Complete a development fee study of all building inspection, planning and engineering fees and present the study with recommendations to the Leadership Team by August 2001.
- Complete the Western Area Plan by October 2001 and incorporate the plan into the General Plan Update.
- Expand Geographic Information Systems capabilities consistent with the City Council Goals established for FY 01-02.
- Complete the review of the Citizen Participation Ordinance and present the results of the review to the City Council by July 2001.
- Complete the comprehensive review of the development process by July 2001and implement customer service improvements.
- Work closely with the Economic Development Department and assure that the development staff is responsive to time-sensitive economic development projects.

City of Glendale
Budget Summary by Department

CD Administration

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
CD Admin Support	$356,416	$395,355	$13,617	$0	-100%
CD Deputy City Manager	$253,354	$218,983	$225,318	$255,252	17%
Total - CD Administration	**$609,770**	**$614,338**	**$238,935**	**$255,252**	**-58%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$411,891	$431,625	$186,026	$225,464	-48%
Supplies and Contracts	$145,787	$106,362	$31,522	$26,591	-75%
Internal Premiums	$16,100	$15,825	$15,825	$2,297	-85%
Internal Service Charges	$33,242	$35,620	$1,962	$900	-97%
Operating Capital	$2,750	$24,906	$3,600		
Total - CD Administration	**$609,770**	**$614,338**	**$238,935**	**$255,252**	**-58%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
CD Admin Support	7	7	7	0	-100%
CD Deputy City Manager	1	1	1	2	100%
Total -CD Administration	**8**	**8**	**8**	**2**	**-75%**

BUILDING SAFETY

DEPARTMENT DESCRIPTION:

The Building Safety Department ensures that at least the minimum building standards are met to safeguard life, health, property, and public welfare by regulating and controlling the design, construction, quality of materials, occupancy, location and maintenance of all buildings and structures in Glendale. The department is the central resource for development, construction and code information, plan review, permit issuance and construction inspection.

MISSION STATEMENT:

To provide for safety and quality assurance in plan review and inspection of all construction plans and projects and to ensure compliance with the building codes established to protect the health, safety and welfare of the citizens. Building code clarification, technical information and development assistance are provided to businesses and the public.

2000-01 ACCOMPLISHMENTS:

- Provided intragovernmental support ensuring the timely completion of city projects such as the Sine Hardware remodel, Visitor Center, and the Materials Recovery Facility.

Did You Know?

The Building Safety Department has a money-back guarantee on many of the services it provides. If you don't receive inspections, permits, and plan reviews in a timely manner, the City of Glendale will gladly refund your money.

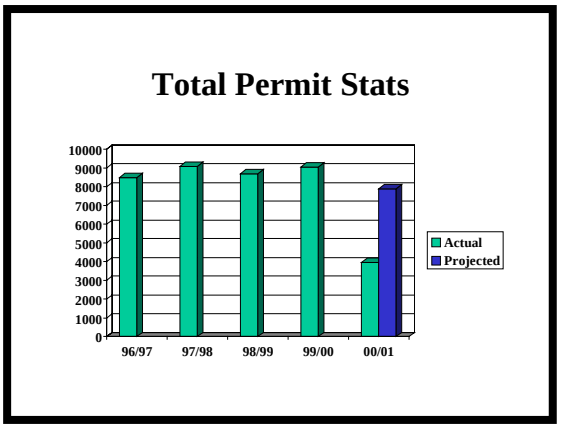
- Implemented the Money-Back Guarantee program for inspection, permitting, and plan review services in the department. To date, we have not issued any refunds on any services covered by this program.

- Solicited comments from focus groups of the development, construction and design community to assess the weaknesses and strengths of our current development process.

- Assisted Thunderbird Samaritan Hospital in the expedited plan review, phased permitting and accelerated inspection of their 184,000-square-foot parking garage and 134,000-square-foot patient tower expansion.

- Issued Residential Infill Impact Fee Rebates for nine completed projects, with five qualified houses currently under construction.

- Tested the second stage of Internet permit applications. Working with one homebuilder, we are accepting standard home site plan drawings over the Internet.



- Completed research on Building Safety websites across the country and developed a strategy to design and launch one for Glendale.
- Began implementation of a new computerized permit and plan review tracking system.
- Implemented a cross-training program for all Building Safety and Development Services Center employees, promoting understanding of the key processes and services of the department and how they are interconnected.

5210 – Building Safety

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Review all Selected Tenant Improvement Plans Within Three Business Days			
Percentage of selected tenant improvement plans reviewed within three business days	100%	100%	100%
Objective: Maintain a 48-hour Response Time for Inspection Requests			
Percentage of inspection requests completed within 48 hours	100%	100%	100%

5211 – Cross Connection

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Respond to customer inquiries within 24 hours			
Percentage of customer inquiries responded to within 24 hours	100%	100%	99%
Objective: Test notification letters mailed 1st to 5th of month			
Percentage of test notification letters mailed between the 1st and 5th of the month	100%	99%	95%

5510 – Development Services Center

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Standard Residential Building Permits Issued Within Five Business Days			
Percentage of residential building permits issued within five business days	100%	100%	100%
Objective: Respond to General Development Inquiries Within 24 Hours			
Percentage of development inquiries responded to within 24 hours	95%	93%	93%

City of Glendale
Budget Summary by Department

Building Safety

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Building Safety	$1,443,118	$1,573,116	$1,631,759	$1,571,851	0%
Cross Connection Control	$94,403	$97,009	$97,009	$106,996	10%
Development Services Center	$453,329	$494,283	$585,528	$622,118	26%
Total - Building Safety	**$1,990,850**	**$2,164,408**	**$2,314,296**	**$2,300,965**	**6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,668,839	$1,826,405	$1,949,073	$2,062,687	13%
Supplies and Contracts	$221,451	$249,662	$258,501	$128,608	-48%
Internal Premiums	$62,736	$56,791	$56,791	$65,853	16%
Internal Service Charges	$37,824	$31,550	$42,931	$42,817	36%
Operating Capital			$7,000	$1,000	
Total - Building Safety	**$1,990,850**	**$2,164,408**	**$2,314,296**	**$2,300,965**	**6%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Building Safety	19	19	19	20	5%
Cross Connection Control	1.5	1.5	1.5	1.5	0%
Development Services Center	7	8	9	11	22%
Total -Building Safety	**27.5**	**28.5**	**29.5**	**32.5**	**10%**

PLANNING

DEPARTMENT DESCRIPTION:

The Planning Department maintains the city's General Plan and reports on population growth and development trends. The department manages the review of all General Plan amendments, rezonings, conditional use permits, subdivision plats, and residential and commercial design reviews. It also administers the Zoning Ordinance and maintains the city's Historic Preservation Plan.

The Planning Department provides professional support for the Board of Adjustment, Historic Preservation Commission, Planning Commission, and City Council. It is a resource for developers, property owners, business owners, citizens, and other city departments. The Planning Department also participates on a wide variety of project teams and committees.

MISSION STATEMENT:

To plan for future growth, development, and redevelopment in harmony with community values; ensure compatible land use relationships; and encourage quality site and building designs that maintain and enhance the character of the community.

To manage the city's review processes prior to construction plans in an efficient and effective manner, and facilitate public involvement in the review process.

Did You Know?

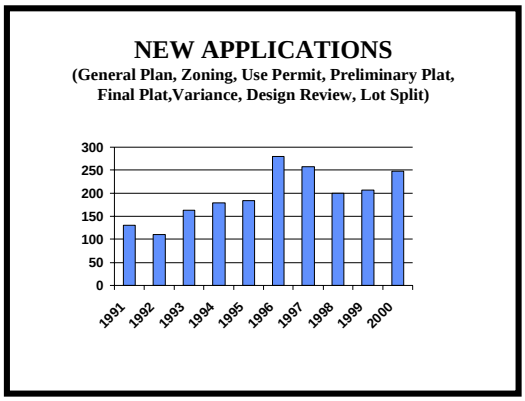
There are over 4.2 million square feet of commercial development along Bell Road within the City of Glendale.

2000-01 ACCOMPLISHMENTS:

- Amended the Zoning Ordinance to add zoning districts for "Neighborhood Shopping Center" and "Community Shopping Center".
- Amended the Zoning Ordinance for C-1 (Neighborhood Commercial), C-2 (General Commercial), and C-3 (Heavy Commercial) to require use permits for single retail uses of 75,000 square feet or larger.
- Implemented new Big Box retail Design Standards adopted by the City Council for commercial development.
- Developed a work plan for updating the city's General Plan and completing the Western Area Plan.
- Developed draft plan for review and conducted workshops and public

hearings on the West Area General Plan Update.

- Worked with the U.S. Census Bureau to ensure accurate and up-to-date addresses for the 2000 Census.



- Responded to 545 formal service requests from property owners and potential developers.

- Managed the review of 258 new applications for General Plan amendment, rezoning, conditional use permit, subdivision plat, lot split, variance, and commercial design review approval.

- Attended 30 neighborhood meetings held by applicants to encourage citizen participation prior to public hearing.

- Reviewed 339 sets of construction plans for commercial, office, and industrial buildings to ensure conformance with approved design plans.

- Reviewed 150 sets of house plans for custom and tract homes to ensure conformance with city design guidelines.

VOLUNTEER USAGE:

- The Planning Commission, Board of Adjustment, and Historic Preservation Commission together, meet five times each month in public hearings and workshops. This results in over 252 volunteer hours each month.

5310 – Planning Administration

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Complete all internal customer requests for clerical services with 24 hours 100% of the time.			
Percent of internal clerical requests completed within 24 hours.	95%	95%	100%

5311 – Zoning Administration

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Complete all zoning interpretations within 10 business days 100% of the time.			
Percent of zoning interpretations completed within 10 business days	80%	80%	85%
Objective: Reduce the time it takes an applicant to go through the administrative review process to 8 week maximum.			
Percent reduction of applicant's total time in the process	12 weeks	10 weeks	8 weeks

5312 – Land Use & Design Review

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Process all design reviews within 10 business days from receipt 100% of the time.			
Percent of design review applications processed within 10 business days	70%	75%	75%
Objective: Provide a customer response for service requests within 48 hours 100% of the time.			
Percent of service requests answered within 48 hours	NA	NA	75%

5313 – Long Range Planning & Research

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Provide a high quality process and produce of the General Plan Update.			
Percent of participants questioned indicating a good quality measured by good or very good quality through a survey	NA	NA	90%
Objective: Achieve a high degree of satisfaction with the updated West Area Plan.			
Percent of respondents indicating a high degree of satisfaction with the West Area Plan	NA	NA	90%

City of Glendale
Budget Summary by Department

Planning

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Planning Administration	$373,515	$313,095	$502,268	$549,061	75%
Zoning Admin & Tech. Asst.	$257,647	$445,515	$321,918	$275,887	-38%
Land Use & Design Review	$391,520	$422,408	$412,622	$479,259	13%
Long-Range Planning & Research	$17,643	$424,872	$139,831	$629,448	48%
Total - Planning	**$1,040,325**	**$1,605,890**	**$1,376,639**	**$1,933,655**	**20%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$938,169	$1,084,328	$1,188,374	$1,269,707	17%
Supplies and Contracts	$54,034	$472,692	$104,392	$590,196	25%
Internal Premiums	$34,387	$44,040	$44,040	$46,319	5%
Internal Service Charges	$3,867	$4,830	$24,233	$26,433	447%
Operating Capital	$9,868		$15,600	$1,000	
Total - Planning	**$1,040,325**	**$1,605,890**	**$1,376,639**	**$1,933,655**	**20%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Planning Administration	2	5	3	5	67%
Zoning Admin & Tech. Asst.	5	5	5	4	-20%
Land Use & Design Review	7	6	6	7	17%
Long-Range Planning & Research	0	0	2	3	50%
Total -Planning	**14**	**16**	**16**	**19**	**19%**

ENGINEERING

DEPARTMENT DESCRIPTION:

The Engineering Department provides design, survey, construction inspection, and materials testing services for public works projects constructed within the city. The department also provides various private development-related services that include engineering plans review, property management and property acquisition, landscaping plan review and inspection, mapping and records and floodplain ordinance administration.

MISSION STATEMENT:

To provide a wide range of services needed to ensure that infrastructure and facilities throughout the city are properly designed and constructed.

2000-01 ACCOMPLISHMENTS:

- Completed 27 capital improvement project designs.

- Completed 29 construction projects, including Sunburst Farms Neighborhood Improvements, Retrofit Existing PRV Sites, Glendale 18" Water Transmission Line, Miscellaneous Curb, Gutter & Sewer and Water Improvements, Library Parking Lot Drywell Remediation, PM-10 Road Surfacing, 43rd Avenue Bus Bay, Glendale Avenue Bridge Over Agua Fria, Thunderbird Wildlife Viewing Blind, Pyramid Peak WTP Basement Build-Out, PA Electrical Modifications.

- Completed several street improvement projects, including Paradise Streets Improvements, 75th Avenue and Medlock Street Improvements, Manistee Ranch Sidewalk Improvements, Arrowhead Meadows Park, 67th Avenue Improvements - Bell Road - Union Hills and the annual Rubberized Asphalt Overlay Project.

- Landscaping projects included Orangewood from 51st Avenue to 53rd Avenue (south side), Northern Avenue from 45th Avenue to 47th Avenue (north side), Peoria Avenue from 45th Avenue to 49th Avenue (south side) and 43rd Avenue, one (1) lot south of Royal

Did You Know?

The 2000 Governor's Award for Energy Advocate of the Year was awarded to Craig Johnson, project manager for the Engineering Department, for managing the West Area Water Reclamation facility in an energy-efficient way, reducing energy cost for the city by $16,000 a year.

Palm Rd. Ruth Avenue (west side) (between Northern and Olive).

- Facility improvements included the Civic Center Allee, Glendale Material Recovery Facility, CWTP Chlorine Scrubber, CWTP Power Distribution System Upgrade, Arrowhead Ranch Potable Water Recharge, ARWRF Main Road and Utility Construction, and Glendale Fire Station Improvements.

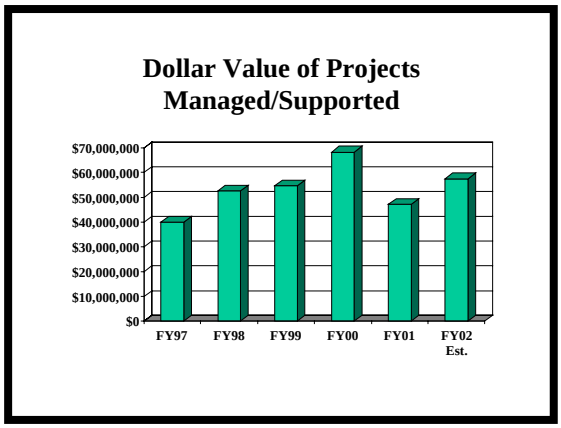
- Park upgrades included Heritage Park/Chaparral Park Game Courts, Country Gables Park Improvements, and Utopia Park Renovation.

- Completed construction of the Downtown Visitor's Center and public bathrooms.

- Completed construction of the Western Area Reclamation Facility.

- Completed construction of the Western Area Water Reclamation Facility.

- Completed construction of the Western Area Aquifer Recharge Facility.



- Scanned approximately 6,000 of 25,000 as-built drawings with scanner purchased last fiscal year.

- Completed approximately 6,650 customer service requests for mapping information.

- Microfilmed and filed over 2,400 "as-built" drawings.

6310 – Engineering Department

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To create and update all City quarter section maps as the city grows.			
Percent of Quarter Section Maps Updated	100%	100%	100%

Objective: To provide private development support services.

Percent of private development plan sheets reviewed with 15 days of their receipt	100%	100%	100%

Objective: To provide project management services for the Neighborhood Partnership Program.

Number of Neighborhood Partnership projects managed/supported	24*	18*	18*

* Number of projects varies annually based on project size and availability of funding.

Objective: To develop specific Geographic Information System applications for staff and City Council.

Number of Geographic Information System Applications completed	2	8	18

Objective: To process request for easement from internal and private properties within 30 days from the date of the request.

Percent of easement requests processed within 30 days	90%	95%	95%

Objective: To provide an effective payment process to Engineering Department's providers.

Percentage of payments approved for distribution within 10 days from the day of signature	100%	100%	100%

City of Glendale
Budget Summary by Department

Engineering

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Special Projects Admin.	$80,747	$80,677	$80,677	$194,686	141%
O&M Downtown Building	$146,127	$1,214,000	$1,214,000	$1,414,000	16%
Engineering Administration	$439,558	$443,981	$541,594	$466,510	5%
Engineering Section	$105,862	$560,268	$560,268	$458,649	-18%
Engineering Design	$327,386	$234,011	$234,011	$364,919	56%
Surveying	$224,578	$155,065	$155,065	$201,636	30%
Property Management	$265,691	$488,833	$438,833	$472,768	-3%
Land Development	$303,462	$126,036	$126,036	$146,785	16%
Contract Administration	$78,449	$65,350	$65,350	$81,556	25%
Inspection	$424,546	$591,635	$591,635	$434,853	-26%
Materials Testing	$237,291	$240,219	$240,219	$248,499	3%
Total - Engineering	**$2,633,697**	**$4,200,075**	**$4,247,688**	**$4,484,861**	**7%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$2,577,233	$2,823,058	$2,799,704	$3,069,639	9%
Supplies and Contracts	$487,738	$1,692,316	$1,751,190	$1,819,334	8%
Internal Premiums	$92,771	$97,320	$97,320	$94,760	-3%
Internal Service Charges	$69,295	$48,128	$60,221	$48,128	0%
Operating Capital	$214,533	$18,000	$18,000	$3,000	-83%
Work Order Credits	($807,873)	($478,747)	($478,747)	($550,000)	15%
Total - Engineering	**$2,633,697**	**$4,200,075**	**$4,247,688**	**$4,484,861**	**7%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Special Projects Admin.	1	1	1	2	100%
Engineering Administration	5	5	5	5	0%
Engineering Section	7	7	8	8	0%
Engineering Design	5	5	5	5	0%
Surveying	3	3	3	3	0%
Property Management	3	3	5	5	0%
Land Development	5	5	2	2	0%
Contract Administration	1	1	1	1	0%
Inspection	9	9	9	9	0%
Materials Testing	2	2	3	3	0%
Total -Engineering	**41**	**41**	**42**	**43**	**2%**

TRANSPORTATION

DEPARTMENT DESCRIPTION:

The Transportation Department provides transportation planning, traffic engineering, traffic signals, traffic signage and striping, street lighting, transit, and bicycle program services to meet the transportation needs of City of Glendale residents.

MISSION STATEMENTS:

The Transportation Department's mission is to ensure the safe, efficient and convenient movement of people and goods in Glendale through the implementation of the following programs and projects:

- Minimize the city's risk and liability by performing all services at a professional level with high quality standards.
- Improve and minimize traffic congestion through good street planning, good traffic design, and efficient signal coordination.
- Improve air quality through traffic management measures.
- Improve quality of life in neighborhoods by implementing street lighting standards and traffic mitigation measures.

Did You Know?

CONGESTION IS REAL: Roads in this country have increased by one percent since 1987 while the number of miles driven have increased by almost forty percent!

NATIONAL **SAFE KIDS** CAMPAIGN

- Promote the social and economic well-being of the community through an efficient local and regional transit system, including Dial-A-Ride, fixed bus routes, and bus stop amenities.
- Improve the quality of life within the city by encouraging bicycle riding and walking for transportation and recreation.

2000-2001 ACCOMPLISHMENTS:

- Continued the Traffic Education Program in conjunction with the city's award winning Speed Reduction Campaign by conducting classes at Glendale schools, including conducting the ***Slow Down Friday*** promotion for 4,000 Glendale third grade students.
- Installed new traffic signals at six intersections and modified signals in five others.

- Completed the design for dual left turn lanes for eastbound traffic on Union Hills Drive at the entrance ramp to Loop 101.

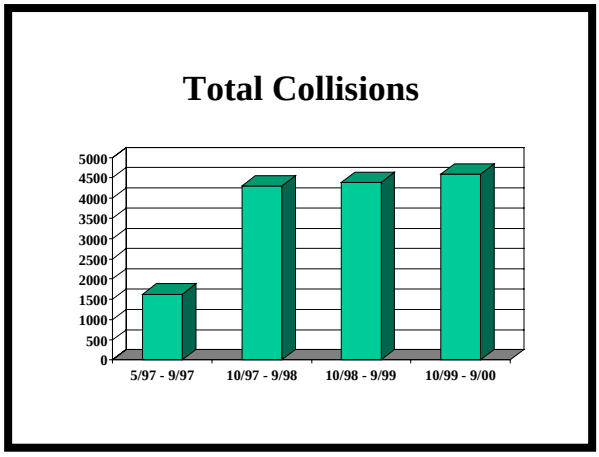
- Completed the design of intersection improvements for dual left turn lanes for northbound traffic on 67th Avenue at the Loop 101.

- Installed new traffic signals at the north and south gates of Luke Airforce Base on Litchfield Road.

- Implemented the "Professor Gus" bus, providing service to GCC, Thunderbird Graduate School and ASU West.

- Provided fixed-route service to over 1,200,000 riders, Dial-A-Ride service to 68,000 riders, and ADA service to 14,000 riders. Luke Link ridership increased from 7,600 to 25,000.

- Designed and installed 26 street lighting infill projects, adding 88 lights in the city's older neighborhoods.



- Completed 61 neighborhood traffic studies and ten speed reduction projects utilizing speed humps.

- Painted 264 streetlight poles under the pole painting program.

- Managed the design of a computerized traffic signal system for the city.

- Replaced incandescent lamps with LED lamps in sixteen intersections.

- Installed lighted "metro" street name signs at nine intersections.

4233 – Fixed Route

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To provide appearance and comfort improvements to eight bus stop locations.			
Number of bus stop locations with improvements	139	147	155
Objective: To increase the number of passengers served by Luke Link.			
Number of passengers served annually	25,000	27,500	30,000

4237 - Trip Reduction

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase the number of employees participating in the Telework program.			
Number of participants	12	30	50

6323 – Traffic Signs and Marking

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Increase level of cross training to 100% to ensure that all employees are proficient in all areas of work.			
Estimated percentage of employees cross trained in all areas of work	22%	44%	66%

6324 – Street Light Management

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To repair streetlights within 48 hours of notification of outage except in cases of "no power" from utility grid 100% of the time.			
Percent of lights repaired within 48 hours of notification	97%	98%	99%

6327 – Traffic Engineering and Development

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Meet the Development Service Center deadlines for review of development plans for traffic and street lighting standards 100% of the time.			
Percent of plans reviewed within indicated deadline	97%	98%	99%
Objective: Meet expected 48-hour deadline for review of construction and traffic control plans 100% of the time.			
Percent of plans reviewed within indicated deadline	92%	93%	95%

City of Glendale
Budget Summary by Department

Transportation

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Dial-A-Ride	$1,512,087	$1,656,214	$1,637,142	$1,640,915	-1%
Fixed Route	$841,852	$807,332	$791,563	$1,027,240	27%
HB 2565	$586,755	$888,648	$624,228	$859,457	-3%
Trip Reduction	$17,391	$18,160	$31,679	$18,160	0%
Airport Operations	$524,896	$608,284	$534,403	$620,639	2%
Traffic Admin. & Engineering	$452,604	$481,745	$623,917	$554,346	15%
Traffic Signals	$1,402,351	$1,426,357	$1,484,860	$1,359,487	-5%
Signs & Markings	$693,424	$944,240	$1,016,035	$896,607	-5%
Streetlight Management	$1,396,451	$1,551,121	$1,597,418	$1,565,987	1%
Transportation Planning	$55,598	$106,674	$116,195	$361,925	239%
Traffic Studies	$445,481	$637,774	$585,065	$501,840	-21%
Traffic Design and Development	$0	$0	$0	$243,330	NA
Total - Transportation	**$7,928,890**	**$9,126,549**	**$9,042,505**	**$9,649,933**	**6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$3,287,428	$3,707,097	$3,802,194	$3,834,891	3%
Supplies and Contracts	$3,496,975	$4,081,955	$4,095,831	$4,869,164	19%
Internal Premiums	$275,180	$267,115	$267,115	$270,949	1%
Internal Service Charges	$542,584	$479,172	$641,646	$670,894	40%
Operating Capital	$429,563	$651,920	$396,413	$187,973	-71%
Work Order Credits	($154,362)	($60,710)	($160,694)	($183,938)	203%
Total - Transportation	**$7,877,368**	**$9,126,549**	**$9,042,505**	**$9,649,933**	**6%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Dial-A-Ride	22.25	23.25	26.25	26.25	0%
Airport Operations	5	5	5	5	0%
Traffic Admin. & Engineering	4	4	5	3	-40%
Traffic Signals	10	10	10	10	0%
Signs & Markings	10	10	10	10	0%
Streetlight Management	1	1	1	2	100%
Transportation Planning	1	1	1	2	100%
Traffic Studies	6	6	7	4	-43%
Traffic Design and Development	0	0	0	3	N/A
Total -Transportation	**59.25**	**60.25**	**65.25**	**65.25**	**0%**

COMMUNITY SERVICES ADMINISTRATION

DEPARTMENT DESCRIPTION:

The Community Services Group was formed in July 2000 to provide support for those departments and divisions that provide direct services to the residents of Glendale. The Community Services group includes Parks and Recreation, Library, Community Partnerships, Neighborhood Revitalization, Community Housing, Code Enforcement and the Council and Mayor's staff.

MISSION STATEMENT:

The Community Services Group staff has developed four core value statements that define the role of the Community Services Group employees.

- Service – Community Services Group employees work to deliver professional and courteous service to citizens and staff that is ethical, equitable, innovative and community focused.
- Teamwork – Community Services Group employees work together to encourage an atmosphere of responsiveness, flexibility and open communication for effective use of departmental resources.
- Accountability – Community Services Group employees are dedicated to the effective and efficient use of City resources to enhance the quality of life for Glendale residents.
- Respect – Community Services Group employees are committed to a workplace that values diversity, praises achievements, fosters innovation, and celebrates individuality.

Did You Know?

The Community Services Group Administration directly manages the very popular Glendale University Program. To date Glendale "U" has graduated 230 citizens since it's inception in the fall of 1997. If becoming involved in your community interests you – call us! We can help you achieve your goals!

2000-01 ACCOMPLISHMENTS:

- Organization of the Community Partnerships Department and hiring of the Director.
- Development of a Community Services Group Mission and Values statement.
- Completion of two Glendale University City Government "101" classes, six graduate classes and an alumni event. An Alumni directory was organized and provided to all graduates.

2001-02 OBJECTIVES:

- Design and coordination of the Adult Center building project.
- Completion of the Arts Master Plan.

- Evaluation of City Property Maintenance Codes and Implementation of City Center Plan recommendations.

- Development of a cross-jurisdictional team to assess needs of older neighborhoods and to develop plans to optimize use of city, community and neighborhood resources.

- Development of Homeowner's Association training and a Community Mediation program concept to promote community based problem solving.

- Offering of two City Government "101" classes and six graduate classes through Glendale University.

4110 – Community Services Administration

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To implement an inter-departmental project management team to manage the design and construction of the Foothills Multigenerational and Aquatic Center building project.			
Complete Analysis Phase within projected time frame of 9 months and within the budget of $78,150.	NA	95% success	95% success
Provide 4 public meetings and 2 newsletters during the Analysis Phase.	NA	100%	100%
Objective: To obtain 95% retention rate for City Government 101 – Glendale University in the Fall of '01 in the Spring of '02.			
Percent of students graduated	81% 43	96% 60	95% 57

City of Glendale
Budget Summary by Department

Comm. Services Admin

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Community Services Admin.	$0	$141,110	$280,246	$260,654	85%
Total - Comm. Services Admin	**$0**	**$141,110**	**$280,246**	**$260,654**	**85%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$0	$128,245	$269,325	$218,289	70%
Supplies and Contracts		$3,500	$5,756	$35,450	913%
Internal Premiums		$1,245	$1,245	$1,865	50%
Internal Service Charges		$1,320	$1,320	$850	-36%
Operating Capital		$6,800	$2,600	$4,200	-38%
Total - Comm. Services Admin	**$0**	**$141,110**	**$280,246**	**$260,654**	**85%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Community Services Admin.	0	0	1	2	100%
Total -Comm. Services Admin	**0**	**0**	**1**	**2**	**100%**

PARKS AND RECREATION

DEPARTMENT DESCRIPTION

The Parks and Recreation Department provides parks and recreational facilities and programs to meet the social, physical, and mental health needs of the community through the use of a district system. The staff in the north and central districts, as well as citywide operations, provides programs and services in each area. Glendale citizens—from toddler to senior adult—have the opportunity to participate in special interest classes, the Adult Center, sports, aquatics, outdoors and youth/teen programming or utilize the grounds maintained by the parks maintenance staff.

MISSION STATEMENT

Dedicated to providing quality facilities and programs at a reasonable cost to meet the needs of the public for sport, fitness and leisure time activities.

2000-2001 ACCOMPLISHMENTS

- Glendale Community Center has partnered with Gary Tang Adult Education Center to provide adult ESL classes, the YWCA to provide a senior lunch program, arts and crafts, tournaments, field trips, guest speakers and Bingo and the Men's Retirement Group to provide excursions, guest speakers and mentoring to the male youth.

Did You Know?

53,000 hours of athletic facility use are allocated to over 30 organizations and agencies during the calendar year.

- A landscaping project at O'Neil Park and development of the playground, fitness course and sand volleyball court at Mary Silva Park were accomplished through neighborhood associations and the Neighborhood Partnership Office.

- The dog park at Sahuaro Ranch Park was expanded.

- The Adult Center was the recipient of a $1,500 grant from Glendale Civic Pride for enhancements to the fitness room. 12,700 adults participated in one of three exercise classes or used the fitness center.

- Over 800 people received free blood pressure checks, use of medical equipment or legal services at the Adult Center.

- The Central District spearheaded the Youth Development Team to develop a Code of Conduct and Behavioral Contract for discipline problems.

- G.R.A.S.P. (Glendale Recreation After School Program) staff received professional "Kids at Hope" training

- The Aquatics division provided 7,412 swimming lessons for ages 6 months to adults during four separate sessions.

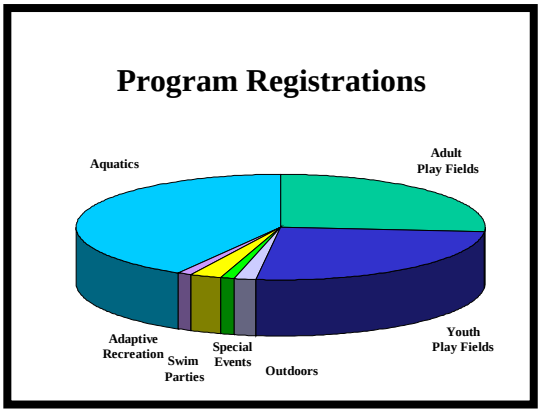
- At the Glendale Community Center, approximately 100 youths participate in the Performing Arts Program in dance, drama, music, visual arts and modeling. The program is free and participants are provided with professional training, workshops, conventions and special guest speakers.

- Over 200 participants learned the traditional way to make tamales, tortillas and enchiladas through five hands-on workshops.

- The summer baseball/softball program introduced major league baseball replica jerseys to the popular program. Youngsters had the opportunity to play for the Diamondbacks, Cardinals or even the Dodgers.

- Both the Halloween Festival and the "A Family, A Fair" experienced over a 200 percent increase in participation. Halloween attracted approximately 8,000 participants and Easter 7,000.

- Silent Saturday allowed more than 400 children, ages 6-17, to participate in their youth basketball league without any verbal instruction or support from coaches or spectators.



VOLUNTEER USAGE

- 100 volunteers participated in a trail building day at Thunderbird Park. They accomplished trail development, elimination of renegade trails and general clean up.

- Vital in the success of the department's Halloween and Easter events were 324 volunteers who contributed 1,500 volunteer hours.

- Front desk volunteers at the Adult Center answered over 11,600 phone calls and conducted 6,175 tours of the Center.

- The GAC QT's (Quality Time) Readers provided 166 seniors who read to over 25 classrooms at two Glendale schools.

4239 – Glendale Community Center

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To expand by 25%, the number of youth in the performing arts program component at the Glendale Community Center and to receive "Very Satisfied" program ratings by 85% of the participants.			
Number of youth participating in the performing arts programs	30 Benchmark	40 33%	50 25%
Percent of participants who rated the Performing Arts Program as "Very Satisfied"	NA	75% 30	85% 43
Objective: To increase Center adult and senior daily participation rates by 25% and to recieive "Very Satisfied" ratings of the activities by 85% of the participants.			
Number of Adult & Senior participants per day	10 Benchmark	25 150%	32 25%
Percent of participants who rated the Performing Arts Program as "Very Satisfied"	NA	75% 19	85% 27

4240 - Support Services

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase self-service program registration and facility reservation by 35% through implementation of touch-tone registration.			
Percent of activity registrations and facility reservations by use of touch-tone registration.	13%	24%	35%

4241 – Adult Center

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase Adult Center participation by 3% with a "Very Satisfied" rating by 85% of surveyed participants.			
Annual percent of increased participation in Adult Center activities.	55,693 Benchmark	57,316 3%	59,306 3%
Objective: Percent of surveyed participants, who rated the activities of the Adult Center as "Very Satisfied".			
Annual percent of participants surveyed	NA	50% 28,700	65% 38,550
Percent of participants who rated the activities of the Adult Center as "Very Satisfied"	NA	75% 21,525	85% 32,768

4242 – Central District Recreation

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase the number of teen programs by 50% with a 35% increase in participation by teens and a "Very Satisfied" rating by 75% of those participants.			
Number of Teen Programs	35 Benchmark	21 (40%)	32 50%
Number of Teens Participating	5800 Benchmark	3700 (36%)	5000
Annual percent of participants Surveyed	NA	1,850 50%	2500 50%

Number of teens surveyed that rated the programs as "Very Satisfied"	NA	1018 55%	1875 75%

4243 - North District Recreation

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase the number of neighborhood youth after-school programs in the North District by 25% each year.			
Number of programs implemented	4 Benchmark	8 100%	10 25%

4245 – Special Operations Recreation

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase youth participation for our summer baseball/ softball program in Panning Zone 3 (67th & Grand to 43rd Ave & Grand – Camelback to Olive) by 10%.			
Percent of youth registrations in Planning Zones 3	244 Benchmark	268 10%	294 10%
Objective: To increase youth participation for our summer baseball/ softball program in Panning Zone 4 (115th Ave to 43rd Ave South & 115th Ave to 67th Ave North – Camelback to Northern) by 5%.			
Percent of youth registrations in Planning Zones 4	250 Benchmark	263 5%	276 5%
Number of participants	3,162	3,478	3,825

4247 – Audio/Visual

Objective: To increase the hours of equipment maintenance repair performed by 15% to help minimize equipment downtime by 5%.

Number of Hours of Equipment Maintenance	350 Benchmark	402 15%	462 15%
Number of Hours of Equipment Downtime due to need of repair	NA	NA	250 Benchmark

6226 – Central District Parks

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To respond to requests for service (RFS) within 48 hours of receipt, 90% of the time.

Number of Annual RFS	NA	112	100
Projects responded to within 48 hours of request.	NA	67 60%	90 90%

City of Glendale
Budget Summary by Department

Parks & Recreation

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Parks & Recreation Admin.	$123,708	$123,380	$124,452	$352,892	186%
Arts Commission	$9,171	$10,189	$7,964	$10,189	0%
Arts Maintenance	$63,144	$104,772	$85,607	$147,053	40%
Arts Fund Operating	$0	$0	$0	$63,330	NA
Glendale Community Center	$148,503	$239,222	$236,046	$213,899	-11%
Recreation Support Services	$742,850	$732,658	$705,393	$743,456	1%
Adult Center	$177,602	$688,180	$699,447	$355,304	-48%
Central District Recreation	$720,819	$775,246	$745,261	$796,208	3%
North District Recreation	$134,372	$523,700	$507,700	$552,109	5%
Recreation Special Operations	$118,144	$235,681	$238,530	$262,503	11%
Aquatics	$494,512	$473,967	$442,642	$473,967	0%
Audio/Visual	$139,467	$230,038	$138,538	$219,394	-5%
Recreation Self-Sustaining	$455,775	$574,453	$574,453	$574,453	0%
Apollo HS Lights	$0	$2,800	$2,800	$2,800	0%
Apollo Pool Repair	$1,352	$10,000	$5,000	$10,000	0%
Cardinal Pool Repair	$2,606	$10,000	$5,000	$10,000	0%
Cactus Pool Repair	$5,424	$10,000	$5,000	$10,000	0%
GCC Pool Repair	$1,056	$10,000	$5,000	$10,000	0%
Ironwood HS Lights	$0	$5,000	$5,000	$5,000	0%
Ironwood Pool Repair	$3,267	$10,000	$5,000	$10,000	0%
Dedicate A Tree	$1,263	$5,000	$5,000	$5,000	0%
Pool Maintenance	$198,726	$195,921	$206,845	$219,437	12%
Park Irrigation	$238,956	$249,573	$264,398	$280,686	12%
Parks Special Operations	$2,541,240	$839,919	$753,123	$830,757	-1%
Parks Central District	$1,067,888	$1,872,246	$1,872,246	$1,851,188	-1%
Parks North District	$708,259	$1,534,534	$1,534,534	$1,816,969	18%
Foothills Park	$8,000	$8,000	$8,000	$8,000	0%
Desert Valley Park	$425	$2,000	$2,000	$2,000	0%
GESD ES Ballfields	$0	$3,000	$3,000	$3,000	0%
Desert Mirage Park	$0	$6,000	$6,000	$6,000	0%
Desert Gardens Park	$0	$6,000	$6,000	$6,000	0%
Discovery Park	$0	$6,000	$6,000	$6,000	0%
Arrowhead Amenities	$0	$18,000	$18,000	$18,000	0%
Total - Parks & Recreation	**$8,106,529**	**$9,515,479**	**$9,223,979**	**$9,875,594**	**4%**

City of Glendale
Budget Summary by Department

Parks & Recreation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$4,616,846	$5,276,096	$5,188,767	$5,861,879	11%
Supplies and Contracts	$2,802,677	$3,448,981	$3,394,560	$3,329,780	-3%
Internal Premiums	$276,871	$279,132	$279,132	$288,590	3%
Internal Service Charges	$377,315	$291,150	$281,718	$277,655	-5%
Operating Capital	$32,820	$220,120	$79,802	$117,690	-47%
Total - Parks & Recreation	**$8,106,529**	**$9,515,479**	**$9,223,979**	**$9,875,594**	**4%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Parks & Recreation Admin.	1	1	1	3	200%
Arts Fund Operating	0	0	0	1	N/A
Glendale Community Center	0	0	3	3	0%
Recreation Support Services	12	13	7	7	0%
Adult Center	3.65	3.65	2.65	5.65	113%
Central District Recreation	3	5.25	9	9	0%
North District Recreation	0	0	5.75	3.75	-35%
Recreation Special Operations	3	3	3	3	0%
Aquatics	1	1	0	0	N/A
Audio/Visual	1	1	1	1	0%
Recreation Self-Sustaining	1	1	0	0	N/A
Pool Maintenance	0	3	3	3	0%
Park Irrigation	0	4	4	4	0%
Parks Special Operations	29	4	8	8	0%
Parks Central District	6	14	16	16	0%
Parks North District	0	10	10	12	20%
Total -Parks & Recreation	**60.65**	**63.9**	**73.4**	**79.4**	**8%**

NEIGHBORHOOD SERVICES

DEPARTMENT DESCRIPTION:

This department includes Code Compliance, Neighborhood Revitalization, and the Community Housing Services divisions.

The Code Compliance Division ensures compliance with various city codes such as zoning, building, rental housing, nuisance related and health and safety. These codes preserve and promote the health, safety, and general welfare of the citizens of Glendale. They also protect neighborhoods from blighting and deteriorating conditions that negatively impacts the livability of neighborhoods. Code also administers the Partner in Progress program which involves the City and residents working together to preserve their neighborhoods

The Neighborhood Revitalization Division administers the federal Community Development Block Grant (CDBG) and HOME Investment Partnership program under the Department of Housing and Urban Development. The funds are used to provide housing rehabilitation services, social services, public facilities improvements and grant administration. These services must benefit low to moderate-income individuals and areas.

The Community Housing Services Division provides rent subsidies and housing to eligible applicants under the Section 8 Rental Assistance and the Low Rent Public Housing Programs.

Did You Know?

The Community Housing Services Division surveys its residents regularly to measure resident satisfaction with the livability in the rental communities.

MISSION STATEMENT:

To promote the well-being of the community through provision of housing assistance to low income groups, and to preserve and enhance livability of neighborhoods by working with citizens and neighborhoods to eliminate blighting conditions by obtaining compliance with city codes, and to administer federal grants in compliance with federal regulations and to deliver housing rehabilitation programs to qualified citizens.

2000-2001 ACCOMPLISHMENTS:

- Processed over 10,000 cases involving various city code violations on single family homes, commercial businesses and vacant parcels.

- Citywide, over 32,000 homes were inspected to ensure compliance with city codes and over 19,500 violations were identified.

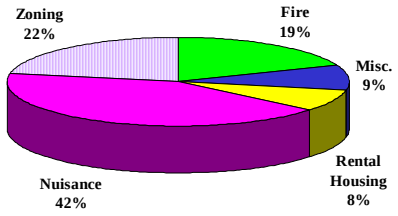
- In the Partners in Progress Neighborhood Program, 4 new neighborhoods participated in the program and 100 neighborhoods currently in the program were revisited to ensure continued compliance with city codes.

- Achieved a 100% compliance rate and maintained a 99.9% voluntary compliance rate on all cases involving city code violations.

- Supplied roll-off trash containers to neighborhoods and over 620 tons of trash were removed during neighborhood cleanups.

- Completed six on-site monitoring visits to CDBG and HOME public service providers.

Common City Code Violations



- Provided $236,610 in CDBG funds to 28 social service agencies. These agencies assisted 16,432 individuals with services ranging from transportation services for the elderly; school-based health clinics counseling services for youth, families and domestic violence victims; and homelessness prevention programs.

- Provided $193,090 in CDBG funds to 3 non-profit agencies to develop and acquire affordable homes for "new" homeowners.

- Provided assistance to 291 existing homeowners to preserve and rehabilitate their homes. Services included the Single Family Rehabilitation Program, Roof Replacement Program, Paint Program and the Emergency Home Repair Program.

- Demolished 6 vacant, deteriorating structures that were causing blighting influences in neighborhoods.

- Received National Association of Housing Redevelopment Officials Award of Merit for the CDBG Investment in Affordable Housing for the Elderly.

- Received the National Association of Housing Redevelopment Officials Award of Merit for a program innovation in Resident and Client Services for a self-sufficiency program.

4410 - Neighborhood Revitalization

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To process applications for the Housing Rehabilitation program within 40 days of submittal date, 90% of the time.			
Percent of applications processed within 40 days	N/A	70%	80%
Objective: To conduct a customer satisfaction survey of agencies participating in the federal grant application process, with an 85% rate of return.			
Percent of agencies returning surveys	N/A	60%	70%
Percent of respondents indicating grant process met or exceeded expectations	N/A	70%	80%
Objective: To provide in-depth technical assistance to recipients of federal funds with the objective of improving the number of recipients complying with federal regulations by 75%.			
Percent of agencies receiving in-depth technical assistance	N/A	10%	10%
Percent of agencies formally monitored	N/A	20%	20%

**Note: Number of Applications varies by year.

4411 – Code Compliance

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To input case information and assign cases to appropriate inspector within 48 hours of receiving call-in complaints.			
Percent of cases processed and assigned within 48 hours of receiving call-in complaint.	95% (4113)	96% (4895)	97% (5687)
Objective: To make initial inspection on call-in complaints within 48 hours of receiving complaint information.			
Percent of inspections made within 48 hours of receiving complaint information.	94% (4069)	95% (4844)	96% (5628)

4424 - Housing

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To perform an annual Housing Quality Standards inspection on housing units within 2 months of the annual date 98% of the time.			
Percent of inspections completed within 2 months of annual date	94%	96%	98%
Objective: To perform an annual reexamination of housing clients within 2 months of the annual reexamination date 96% of the time.			
Percent of reexaminations completed within 2 months of annual date	90%	93%	96%

City of Glendale
Budget Summary by Department

Neighborhood Service

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Neighborhood Revitalization	$217,282	$240,728	$219,811	$262,624	9%
Code Compliance	$716,322	$808,755	$839,206	$898,925	11%
Housing Assistance Program	$1,171,302	$7,868,095	$7,027,405	$7,919,549	1%
CDBG Programs	$1,451,233	$3,752,452	$2,411,634	$3,534,555	-6%
HOME Program	$255,852	$1,037,595	$535,316	$1,193,156	15%
Total - Neighborhood Service	**$3,811,991**	**$13,707,625**	**$11,033,372**	**$13,808,809**	**1%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$2,141,253	$2,433,895	$2,466,323	$2,619,486	8%
Supplies and Contracts	$1,464,705	$11,031,592	$8,348,763	$10,988,261	0%
Internal Premiums	$92,340	$95,826	$95,826	$96,982	1%
Internal Service Charges	$119,875	$77,514	$68,870	$71,250	-8%
Operating Capital	$23,818	$68,798	$53,590	$32,830	-52%
Work Order Credits	($30,000)				
Total - Neighborhood Service	**$3,811,991**	**$13,707,625**	**$11,033,372**	**$13,808,809**	**1%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Neighborhood Revitalization	2	2	2	2	0%
Code Compliance	12	13	13	14	8%
Housing Assistance Program	20	21	23	23	0%
CDBG Programs	8	7	8	8.75	9%
Total -Neighborhood Service	**42**	**43**	**46**	**47.75**	**4%**

COMMUNITY PARTNERSHIP

DEPARTMENT DESCRIPTION:

The Community Partnership Department was created as a result of a citywide administrative reorganization in 2000. It is designed to be innovative and creative in the development of collaborative partnerships between the city, its citizens and all other community facets (neighborhood and homeowners' associations, schools, faith-based communities, businesses, non-profit service providers, other governmental jurisdictions), so all involved are enabled and empowered to build a better Glendale.

The department consists of the Neighborhood Partnership Division and the Community Volunteer Program. The Neighborhood Partnership Division oversees the City's neighborhood outreach, education and revitalization efforts. The Community Volunteer Program is responsible for coordinating and planning all city-sponsored volunteer projects that occur in the community.

MISSION STATEMENT:

To encourage greater partnerships between citizens, faith based organizations, schools, businesses, civic leaders and the city to assist in the revitalization of Glendale neighborhoods and encourage greater civic participation.

Did You Know?

The Community Volunteer Program has successfully coordinated and implemented 60 different community service projects through which 1,506 volunteers donated a total of 5,003 hours. Although the dollar value of these public improvements equates to $60,771, the true value is the positive experience of those who have enjoyed the satisfaction of giving back to their neighborhood.

2000-01 ACCOMPLISHMENTS:

- The Partnership Office successfully coordinated and managed 19 different neighborhood improvement grant projects totaling $689,226 in reinvestment for older neighborhoods.
- A total of 14 different neighborhood training sessions were offered to neighborhood leaders – which is six more than the previous year.
- The first annual "Neighborhood Sparks" Award Program for registered neighborhood leaders was established for those who have made a significant contribution to the revitalization of a

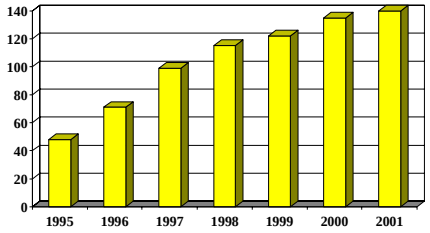
neighborhood - seven different neighborhood leaders were honored for their efforts.

- The Community Volunteer Program received the prestigious WESTMARC award for the category of "Best Community Service" program in the West Valley.

- The Partnership Division sponsored the 2001 Neighborhood Day at the State Legislature, which resulted in 52 different neighborhood and community leaders learning more about how they can impact the state legislative process.

- A new computer and work station was purchased and made available to all registered neighborhood groups to allow them to create newsletters, meeting flyers and access the internet.

Neighborhood Partnership Program
Number of Registered Neighborhoods



- Several customer service surveys were conducted of registered neighborhood leaders; community volunteer participants, grant applicants, the Commission on Neighborhoods members, all registered HOA's and select city staff to ensure the programs and services offered by the department met the needs of those served by the division.

4412 – Community Partnership

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Recruit and maintain an active neighborhood registration database of at least 155 different neighborhood and homeowners' associations.			
Number of Registered Neighborhoods	140	145	155

Objective: To increase the neighborhood grants program satisfaction rating from neighborhood leaders and members of the Neighborhoods Commission to 95%.

Percent of neighborhood leaders ranking the customer service level as being good or excellent	89%	90%	95%
Percent of commissioners ranking the overall service of staff as being excellent	100%	100%	100%

City of Glendale
Budget Summary by Department

Comm. Partnerships

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Community Partnerships	$270,267	$328,998	$329,667	$449,668	37%
Total - Comm. Partnerships	**$270,267**	**$328,998**	**$329,667**	**$449,668**	**37%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$219,903	$237,975	$253,477	$364,989	53%
Supplies and Contracts	$20,894	$45,751	$30,668	$56,631	24%
Internal Premiums	$4,373	$6,347	$6,347	$7,799	23%
Internal Service Charges	$23,297	$18,925	$19,675	$20,249	7%
Operating Capital	$1,800	$20,000	$19,500		
Total - Comm. Partnerships	**$270,267**	**$328,998**	**$329,667**	**$449,668**	**37%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Community Partnerships	3	3	4	5	25%
Total -Comm. Partnerships	**3**	**3**	**4**	**5**	**25%**

LIBRARY

DEPARTMENT DESCRIPTION:

The Library is responsible for selecting and circulating materials in various formats, and for library programming for all age levels and interests. Services are provided at the Main Library, Velma Teague Branch Library and Foothills Branch Library.

MISSION STATEMENT:

The Glendale Public Library is a service-oriented organization whose primary responsibility is to provide free and equal access to educational, informational, recreational and cultural resources to each man, woman and child in the community. We pride ourselves in our ability to provide courteous and professional service through our staff and resources to members of our community without prejudice or discrimination.

2000/2001 ACCOMPLISHMENTS:

- Received Bill and Melinda Gates grant for Internet training room.
- Received Libraries for the Future grant to provide Internet training classes at Main and Velma Teague Branch.
- Opened web access to library on-line databases.

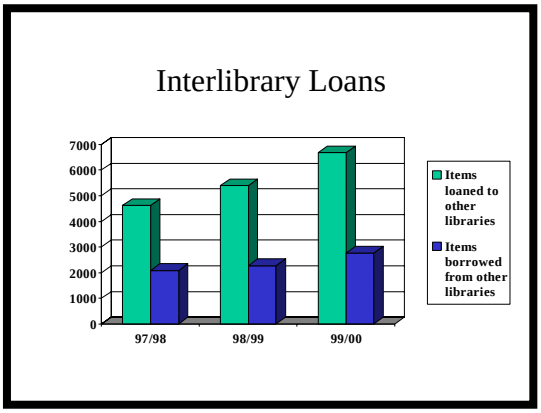
Did You Know?

The first tax supported library in the United States was located in Peterborough, New Hampshire in 1833. Glendale Public Library began as a private book collection in 1895 and then was supported by shares sold to residents. On July 1, 1922, the Glendale Public Library became a part of the City of Glendale and $500 was appropriated for its support.

- Developed health/wellness base series of programs at Foothills Branch with Midwestern University and Sun Health.
- Participated in MotherRead, All Star Baby College and first grade library card program to promote importance of reading skills for children.
- Partnered with other public libraries, the Arizona Republic and the Arizona Diamondbacks in the metro area summer reading club, "Read Your Way to the Ballpark."

VOLUNTEER USAGE:

- The Glendale Public Library benefited from 16,510 volunteer hours in all library departments.



4510 - Library Services

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To increase by 15% per year the number of students participating in the First Grade Library Card Program.			
Number of card applications distributed to 1st grade students	3,191 Benchmark	3,670 15%	4,221 15%
Number of cards issued to 1st grade students	1,819 Benchmark	2,569 41%	3,588 40%
Number of cards used by 1st grade students	619 Benchmark	1,259 100%	2,296 82%
Objective: To increase the turnover rate of materials by 20% to 6 uses per item per year by 2005 by making the collection more relevant to user needs.			
Turnover rate per item	5 Benchmark	5 0%	6 20%

City of Glendale
Budget Summary by Department

Library

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Library	$6,551,452	$6,685,227	$6,849,635	$7,338,573	10%
Library Book Fund	$49,215	$106,090	$25,000	$106,090	0%
Library Special Revenue	$86,323	$172,926	$80,000	$172,926	0%
Total - Library	**$6,686,990**	**$6,964,243**	**$6,954,635**	**$7,617,589**	**9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$4,220,016	$4,754,266	$4,736,666	$5,176,051	9%
Supplies and Contracts	$2,154,332	$1,775,875	$1,884,399	$2,057,433	16%
Internal Premiums	$162,422	$151,377	$151,377	$173,600	15%
Internal Service Charges	$125,534	$111,491	$111,491	$111,491	0%
Operating Capital	$24,686	$171,234	$70,702	$99,014	-42%
Total - Library	**$6,686,990**	**$6,964,243**	**$6,954,635**	**$7,617,589**	**9%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Library	84.25	84.5	86.75	86.75	0%
Total -Library	**84.25**	**84.5**	**86.75**	**86.75**	**0%**

PUBLIC WORKS ADMINISTRATION

DEPARTMENT DESCRIPTION:

The Public Works Group is composed of three departments including Field Operations, Utilities and Environmental Resources. The Group has over 400 employees and a total budget that accounts for approximately 32% of the total city operating budget.

MISSION STATEMENT:

To provide effective and efficient services to the citizens of Glendale and our internal customers.

2000-01 ACCOMPLISHMENTS:

- Reorganized the Field Operations management structure.
- Transferred the Water Quality Laboratory to the newly created Environmental Resources Department.
- Rotated the Utilities Department Superintendents for six months for cross training.
- Provided oversight review of the Cholla Water Treatment Process Evaluation.
- Reviewed the Field Operations Master Plan and participated in the selection of the architect for the first phase of implementation.

Did You Know?

In January 2001, the Sanitation Division collected 1564 tons of recyclables for processing from Glendale residents.

- Participated in the City Hall Office space study.
- Provided oversight in the Landfill Master Plan ten-year update.
- Participated in the Water, Sewer and Sanitation Rate Evaluation Team.

2001-02 OBJECTIVES:

- Provide a 4-hour environmental awareness training course to 475 additional city employees.
- Provide a 40-hour Hazardous Waste Operations and Emergency Response course to an additional 20 city employees, and an 8-hour refresher class to those who have already completed the course.
- Maintain the City's 100-year Assured Water Supply Designation with the Arizona Department of Water Resources.

City of Glendale
Budget Summary by Department

Public Works Admin.

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Public Works Administration	$219,571	$230,278	$179,385	$168,249	-27%
Total - Public Works Admin.	**$219,571**	**$230,278**	**$179,385**	**$168,249**	**-27%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$202,399	$207,956	$165,396	$153,012	-26%
Supplies and Contracts	$12,871	$18,185	$8,350	$10,114	-44%
Internal Premiums	$4,121	$4,137	$4,137	$3,990	-4%
Internal Service Charges	$180		$1,502	$1,133	
Total - Public Works Admin.	**$219,571**	**$230,278**	**$179,385**	**$168,249**	**-27%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Public Works Administration	2	2	2	1	-50%
Total -Public Works Admin.	**2**	**2**	**2**	**1**	**-50%**

ENVIRONMENTAL RESOURCES

DEPARTMENT DESCRIPTION:

The Environmental Resources Department provides policy advice and planning services to the city for water resources, air quality and environmental issues. The department functions as an internal consultant by assisting city departments and employees with compliance with environmental laws and guidance on sound environmental practices to better enable them to manage their operations and facilities in an environmentally responsible manner.

The Environmental Resources Department also oversees the City's Water Quality Compliance Laboratory. The laboratory conducts thousands of tests annually to ensure that the city's drinking water is clean and safe to use.

MISSION STATEMENTS:

The department's mission is to ensure that the City has sustainable water resources to meet current and future demand, complies with environmental laws and continues to be a leader in environmental stewardship.

The Water Quality Compliance Laboratory's mission is to protect public health and the environment by documenting/testing the quality of drinking water and reclaimed water, and reporting the results to regulatory agencies.

Did You Know?

The city has a State certified water quality laboratory that conducts approximately 30,000 tests annually throughout the city's water system to ensure your drinking water is safe and healthful.

2000-2001 ACCOMPLISHMENTS:

- Continued to maintain an Assured Water Supply Designation for the city water service area.
- Participated in the Governor's Brown Cloud Summit meetings that recommended policies, initiatives and actions to reduce smog.
- Provided annual environmental awareness training to 456 city employees that routinely work with chemicals or deal with environmental issues.
- Provided hazardous waste operations and emergency response training to 31 city employees so they are prepared to handle non-emergency chemical spills.
- Continued to maintain a leadership role in the West Valley Central Arizona Project (WESTCAPS) regional water infrastructure planning process.

- Prepared water supply and demand projections for long-range water resources planning purposes.

- Participated in the Governor's Water Management Commission that recommended policies, initiatives and actions to ensure a sustainable water supply for Arizona.

- Initiated the City's Storm Water Public Information Program-plan to install 250 storm water markers to remind people that they can minimize the contamination of the City's storm water system.

- Assisted a number of City departments in preparing standard operating procedures that are environmentally responsible.

- Participated in the Gila River Indian Community water settlement.

- Participated in the review of long-term drinking water treatment strategies to maintain compliance with new laws and improve the taste of drinking water.

- Participated in the review of long-term needs for the drinking water distribution system to assure continued service to existing customers and for new customers.

- Performed on-going water quality tests on monitoring wells for two recharge projects that will increase Glendale's ability to utilize groundwater.

- Performed water quality tests and evaluations of the use of alternative treatment chemicals and processes at the Pyramid Peak Water Treatment Plant to maintain compliance with pending drinking water regulations.

- Supported pilot evaluations of membrane treatment of drinking water to evaluate ways to maintain compliance with pending drinking water regulations.

- Assumed responsibility for acceptance testing on new water mains to reduce the workload on the Engineering Construction Division.

- Prepared comments on a variety of proposed drinking water regulations, such as for arsenic and public notification, and evaluated their impact on Glendale.

- Participated with other Valley cities in discussions with the Arizona Department of Environmental Quality aimed at developing more workable methods for implementing environmental laws governing water quality.

VOLUNTEER USAGE:

- Environmental Resources used volunteers to install storm water markers as part of the City's public awareness program to remind people that they can help to prevent contamination of the City's storm water system.

1330 - Environmental Resources

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To provide environmental awareness education to city employees that routinely work with chemicals or deal with environmental issues.			
Number of city employees receiving environmental awareness education	456	475	480
Objective: To utilize the internet to improve public/citizen access to environmental and water quality information			
Number of visitors to the departmental Webpage	No Website	Develop Website	500

6429 - Water Quality Laboratory

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To minimize the number of federal, state and county water quality violations due to laboratory error.			
Number of water quality violations due to laboratory error	0	0	0
Objective: To perform in-house laboratory analysis for at least 90 percent of chemical and microbiological constituents for which a drinking water monitoring requirements exist.			
Percent of drinking water analyses performed by the City Water Quality Laboratory staff	87%	90%	90%

City of Glendale
Budget Summary by Department

Env. Resources

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Environmental Resources	$262,300	$335,789	$335,381	$372,861	11%
HazMat Incidence Response	$0	$25,000	$50,500	$51,500	106%
Water Quality	$947,462	$1,003,326	$1,107,395	$1,233,227	23%
West Valley CAP Study	$125,368	$248,086	$141,000	$257,086	4%
Total - Env. Resources	**$1,335,130**	**$1,612,201**	**$1,634,276**	**$1,914,674**	**19%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$678,965	$800,069	$874,027	$967,514	21%
Supplies and Contracts	$591,920	$702,583	$682,007	$735,915	5%
Internal Premiums	$20,754	$18,881	$18,881	$16,837	-11%
Internal Service Charges	$6,258	$7,168	$5,361	$7,318	2%
Operating Capital	$37,233	$83,500	$54,000	$187,090	124%
Total - Env. Resources	**$1,335,130**	**$1,612,201**	**$1,634,276**	**$1,914,674**	**19%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Environmental Resources	3	4	4	4	0%
Water Quality	10	10	10	11	10%
Total -Env. Resources	**13**	**14**	**14**	**15**	**7%**

FIELD OPERATIONS

DEPARTMENT DESCRIPTION

The Field Operations Department consists of six operating divisions, which provide services to the community and other city departments. This department includes Street Maintenance, Facilities Management, Equipment Management, Sanitation/Recycling, Landfill/Materials Recovery and Field Operations Administration.

MISSION STATEMENT:

The mission of the Field Operations Department is to provide: Street Maintenance for a healthy transportation environment; Facilities and Equipment Management which rate preventative maintenance tasks as a high priority, supporting long range plans for replacement and refurbishing; and Sanitation, Landfill and Recycling Divisions which provide environmentally sound, cost-effective solid waste collection, disposal and recycling programs.

2000-01 ACCOMPLISHMENTS

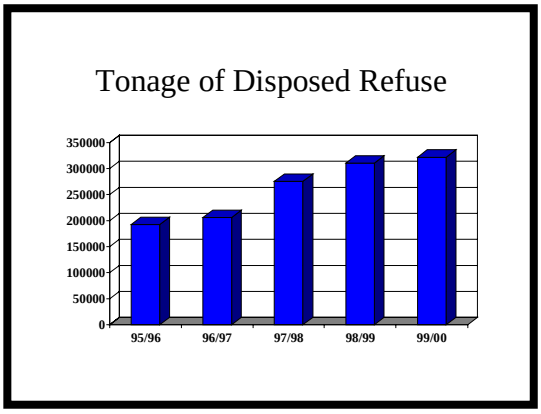
- Recycled 16,800 tons of material at the Glendale Materials Recovery Facility.
- Collected over 2,700 gallons of liquid and 19 cubic yards of solid household hazardous wastes from over 450 residents at Household Hazardous Waste Day.

Did You Know?

The city uses over 1,100,000 gallons of motor fuels annually and the motor fuel prices have increased by 36% over the previous 18-month period.

- Completed residential curbside recycling implementation of Glendale's 49,100 single-family households.
- Created new residential curbside recycling routes to provide complete recycling collection coverage. Eighteen residential routes now provide same day collection of refuse and recycling containers.
- Received an Arizona Department of Environmental Quality (ADEQ) Waste Reduction Initiation Through Education (WRITE) grant to develop, produce and promote RecycleFest 2001.
- Received an Award of Merit at the Environmental Excellence Awards Program for Glendale's RecycleFest 2000 presented by the Valley Forward Association.
- Received a Governor's Pride in Arizona Award in the Recycling Category presented by Arizona Clean and Beautiful.

- Received a Southwest Public Recycling Association (SPRA) Excellence in Recycling Award and Best New Urban Recycling Program of the Year.
- Received and processed 330,000 tons of refuse and the Glendale Landfill.
- Implemented "paperless shop," a technology improvement to eliminate hand written work orders and data entry in the Equipment Management Division.
- Implemented job time standards for 70% of all routine mechanical work performed in Equipment Management.
- Purchased and prepared 28 new patrol cars for service.
- Purchased and added 45 new alternative fueled vehicles to the fleet.
- Converted 18 fleet vehicles to R134 refrigerant as an environmental upgrade.
- Received $36,000 from the State Underground Fuel Storage Tank Program for reimbursement for a fuel release occurring in 1989.
- Maintained emissions compliance for the city fleet of over 800 licensed vehicles without receiving any notices of violation.
- Resurfaced 15.5 miles of neighborhood and arterial streets with rubberized asphalt.
- Sealcoated (slurry and fog seal) 95 miles of neighborhood streets.
- Administered/inspected a utility cut repair contract for 700 utility cuts.
- Inspected over 2000 storm drains for compliance to NPDES (National Pollutant Discharge System) Permit requirements.
- Installed 33 handicapped ramps citywide.
- Reduced man hours spent on storm damaged trees through aggressive tree trimming and soil reduction techniques.



- Renovated 340,000 s.f. of developed/undeveloped rights-of-ways (upgraded plants, irrigation systems and granite).
- Instituted an in-house back-flow prevention certification program for all 283 right-of-way back-flow prevention assemblies.

6224 - Right-of-Way

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To treat undeveloped rights-of-ways twice a year with pre-emergent chemicals to control weed growth.

Percentage of undeveloped rights-of-ways treated	0%	78%	100%

6232 - Street Maintenance

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To apply surface treatment to every residential street network through the application of fog seals, slurry seals and asphalt overlays every five to seven years.

Miles of residential streets treated	85	92	100
Percent of citizen satisfaction for the maintenance of residential streets through random surveys	N/A	N/A	80%

6235 - Landfill

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: Operate and maintain a landfill that complies with federal, state and local environmental regulations.

Minimize unpaid tonnage tipped at the Glendale Municipal Landfill	89.5%	89.4%	89.1%

6252 - Equipment Management

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To maintain service staff billable hours of at least 75% of total available hours.

Monitor management reports to determine billable hours of total available hours.	69%	72%	75%

6253 - Facilities Management

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To check on each HVAC system at least once a month to make sure the system is operating correctly.

Track preventive maintenance work orders to provide service to 92% of the sites within the one-month time frame.	92%	92%	95%

6275 - Recycling

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To minimize contamination rate of recyclables collected by implementing an on-going public education campaign.

Minimize contamination of recyclables collected through the residential curbside recylcing collection program	N/A	20%	18%

City of Glendale
Budget Summary by Department

Field Operations

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Field Operations Admin.	$562,162	$565,567	$565,567	$775,895	37%
Irrigation	$138,654	$172,497	$172,295	$175,581	2%
Right-of-Way Maintenance	$1,993,615	$2,053,317	$2,125,310	$2,189,724	7%
Cemetery	$349,287	$525,574	$533,425	$441,796	-16%
Street Maintenance	$5,254,942	$5,236,777	$5,478,428	$5,235,260	0%
Street Cleaning	$482,977	$581,213	$597,602	$680,550	17%
Landfill	$2,386,404	$3,835,766	$4,517,780	$3,472,090	-9%
Manistee Ranch Maintenance	$102,621	$187,402	$187,402	$54,972	-71%
Graffiti Removal	$99,720	$121,485	$121,485	$121,917	0%
Equipment Management	$3,216,505	$2,930,298	$3,060,493	$3,078,147	5%
Facilities Management	$3,689,658	$3,699,456	$3,769,202	$4,076,105	10%
Custodial Services	$1,142,567	$1,397,987	$1,284,311	$1,416,498	1%
Equipment Replacement	$1,451,838	$6,161,259	$3,580,000	$4,550,000	-26%
Fabrication/Welding	$129,422	$190,347	$190,347	$203,984	7%
Fuel Services	$989,919	$1,045,838	$1,413,560	$1,544,456	48%
Paint/Body Shop	$217,167	$298,345	$284,760	$326,521	9%
Sanitation Roll-off	$0	$881,348	$799,276	$898,537	2%
Sanitation Administration	$446,006	$405,035	$347,628	$372,027	-8%
Sanitation Frontload	$3,321,926	$3,267,117	$2,830,373	$3,215,076	-2%
Curb Service	$6,127,551	$6,640,903	$5,824,028	$6,836,758	3%
Recycling	$0	$0	$872,481	$917,325	NA
Gas Management System	$58,118	$90,000	$90,000	$90,000	0%
MRF Operations	$347,217	$3,430,433	$2,973,944	$3,494,877	2%
Woodwaste Operations	$410,474	$529,381	$432,525	$747,367	41%
Total - Field Operations	**$32,918,750**	**$44,247,345**	**$42,052,223**	**$44,915,463**	**2%**

City of Glendale
Budget Summary by Department

Field Operations

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$11,232,492	$13,150,557	$13,095,931	$14,366,050	9%
Supplies and Contracts	$11,137,577	$15,142,905	$15,677,883	$16,600,194	10%
Internal Premiums	$969,691	$1,035,446	$1,018,246	$1,078,811	4%
Internal Service Charges	$5,590,724	$6,289,883	$5,682,884	$6,311,918	0%
Operating Capital	$3,988,266	$8,628,554	$6,577,279	$6,558,490	-24%
Total - Field Operations	**$32,918,750**	**$44,247,345**	**$42,052,223**	**$44,915,463**	**2%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Field Operations Admin.	8	8	8	10	25%
Irrigation	1	1	1	1	0%
Right-of-Way Maintenance	13	13	17	17	0%
Cemetery	2	2	4	4	0%
Street Maintenance	40	40	40	40	0%
Street Cleaning	5	5	5	5	0%
Landfill	15	14	18	19	6%
Graffiti Removal	1	1	2	2	0%
Equipment Management	32	32	33	33	0%
Facilities Management	19	20	25	25	0%
Custodial Services	14	14	20	20	0%
Fabrication/Welding	2	2	3	3	0%
Paint/Body Shop	2	2	4	4	0%
Sanitation Roll-off	0	0	3	3	0%
Sanitation Administration	5	5	6	5	-17%
Sanitation Frontload	17	17	14	14	0%
Curb Service	37	42	42	43	2%
Recycling	0	0	0	5	N/A
MRF Operations	3	6	19	16	-16%
Woodwaste Operations	2	3	3	3	0%
Total -Field Operations	**218**	**227**	**267**	**272**	**2%**

UTILITIES

DEPARTMENT DESCRIPTION:

The Utilities Department operates as an enterprise fund and is responsible for producing and distributing water that meets all state and federal drinking water standards; overseeing the collection and treatment of the City's wastewater; developing water conservation programs; implementing odor and roach infestation control measures; and monthly reading of water services.

MISSION STATEMENT:

To provide safe, reliable water and wastewater service to its citizens. Inherent in this mission are the following objectives: to comply with all environmental and health standards; to anticipate and respond to emergencies in a timely, appropriate manner; and to accommodate growth and new demand within the city.

2000-01 ACCOMPLISHMENTS:

- Completed construction and began operation of the Western Area Reclamation Facility. Named outstanding plant in the United States by the American Public Works Association.

- Implemented Skill Based Pay in December 2000.

Did You Know?

On February 2, 2001 the first one billion gallons of water were recharged at the West Area Facility.

- In anticipation of more stringent drinking water requirements, Glendale is the first public utility in the State to utilize Membrane Technology for treating drinking water.

- Recorded and processed over 56,000 water meters monthly, at a 99.9 % accuracy rate.

- Implemented a department wide technology strategy leading to further automation of water and wastewater operations improving efficiency.

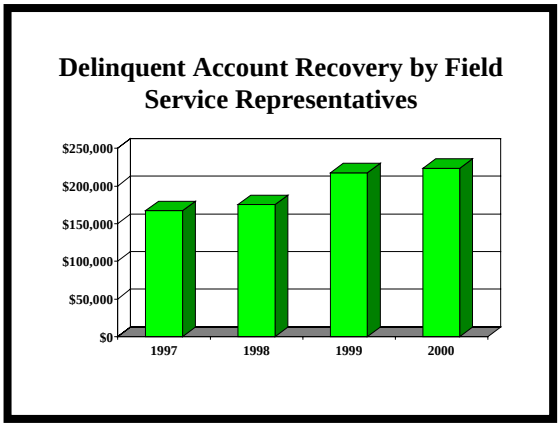
- Completed Cholla Water Treatment Plant electrical upgrade results in enhanced reliability.

- Continued the progressive meter replacement policy to minimize unaccounted water usage and ensure billing accuracy.

- Implemented re-charge of treated effluent to create groundwater credits for future use.

- Developed the Treatment Plant Public Liaison program to enhance public outreach, water conservation and community education.

- Reorganized the Water Quality Laboratory as a part of Environmental Resources Department to comply with an EPA recommendation and to enhance service.



6410 - Utilities Administration

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Use more renewable surface water and reduce the use of groundwater to accommodate current needs and meet future demands.			
Groundwater usage as a percentage of total usage	10%	5%	5%
Objective: Increase security at all four plant facilities.			
The purchase and installation of a security camera at all four plants.	50%	50%	100%

6421 – Pyramid Peak Plant

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Utilization of asset work technology, a preventative maintenance program, to maximize production capability at the Pyramid Peak Plant by minimizing equipment failure through efficient scheduling of needed equipment repairs and maintenance.			
Percentage reduction in downtime due to unplanned maintenance.	N/A	5%	0%
Objective: Treatment process improvements to the Pyramid Peak Plan through enhanced coagulation. This process helps to meet more stringent drinking water requirements.			
Percentage reduction of total trihalo methanes at the Pyramid Peak Plant.	N/A	10%	8%

6422 - Cholla Water Plant

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To use allocation of Salt River Project declared surface water to the maximum extent possible. This allows the City to conserve finite supply of ground water.			
Percentage of allocated SRP declared surface water used.	78%	92%	100%

6425 - Pre-Treatment Program

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: Increase the number of facilities permitted. As a result of growth and regulatory compliance, this program protects the wastewater treatment system and plants by minimizing harmful discharge into the sewer collection system.

Percentage of facilities inspected in order to receive a permit.	62%	80%	100%

6430 – Arrowhead Water Reclamation Fac.

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To upgrade the bio-reactors to promote reliable biological nutrient removal which enhance the quality of treated effluent. High quality treated effluent is an excellent water resource that can be re-used or re-charged.

Percentage of recharged treated effluent into the aquifer.	10%	92%	100%

6432 – West Area Water Reclamation Fac.

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To test the integrity of opening equipment and process units within the warranty period, thereby saving city resources if problems are found.			
Percentage of equipment and process units tested.	75%	90%	100%
Objective: To utilize all three technologies (surface percolation, trench percolation and vadoze zone) to recharge.			
Percentage of recharged gallons per year at the West Area Aquifer Recharge Facility	33%	66%	100%

6442 - Water Distribution

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Continue excellent customer service by maintaining response time to water leaks throughout the City in a timely and effective manner.			
Percentage of time responded to a priority one emergency call (i.e. Resident without water) within two hours or less.	N/A	95%	100%
Percentage of time responded to a water break caused by a contractor within thirty minutes or less.	N/A	95%	100%

6443 – Meter Maintenance

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: Continue to provide effective and efficient customer service and maintenance of water meters by responding within a specific time frame. This builds resident and business satisfaction.

Percentage of time responded to a "no water call" within two hours or less.	100%	100%	100%
Percentage of time responded to contractors within 48 hours or less.	100%	100%	100%

6444 – Transmission Lines

	FY00 Actual	FY01 Estimated	FY02 Projected

Objective: To exercise more water valves to assist in preventive maintenance and repair of water line breaks. Unexercised valves may create delays during critical water breaks and extend repair times. This impacts efficiency and service.

Percentage of valves exercised on an annual basis.	50%	50%	50%
The number of water valves exercised per year to the total number of water valves.	50%	50%	50%

Objective: To reduce the length of time involved in performing maintenance of fire hydrants used for public safety purposes.

Length of time to perform fire hydrant maintenance service on all hydrants.	18 months	18 months	14 months

6445 – Wastewater Collection

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: Enhance customer service and public health by providing maintenance of manholes to reduce roach infestation.			
Reduction in incidence of roach infestation calls.	1000 base calls	40% 600 calls	40%

6452 – Field Customer Service

	FY00 Actual	FY01 Estimated	FY02 Projected
Objective: To efficiently, effectively and accurately conduct the meter box replacement program, meter readings and meter maintenance.			
Percent reduction in plastic meter boxes.	N/A	14%	10%
Percentage of water meters read accurately each month.	99.9%	99.9%	99.9%

City of Glendale
Budget Summary by Department

Utilities

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Utilities Administration	$1,306,234	$1,259,971	$1,204,344	$1,374,025	9%
Water Conservation	$179,992	$179,899	$179,899	$194,184	8%
Raw Water Usage	$1,281,980	$2,592,513	$2,427,809	$2,796,382	8%
Utilities Information Mgmt.	$0	$521,901	$603,401	$479,618	-8%
Public Service Representatives	$262,450	$259,916	$259,916	$222,004	-15%
Central System Control	$1,004,600	$1,226,681	$1,351,681	$1,220,746	0%
Pyramid Peak Plant	$1,789,308	$1,035,010	$1,080,010	$1,100,749	6%
Cholla Treatment Plant	$1,383,336	$1,895,611	$1,308,926	$1,577,438	-17%
Major Maintenance	$169,197	$237,327	$205,435	$464,380	96%
Pretreatment Program	$311,212	$380,046	$366,240	$474,255	25%
Central System Maintenance	$278,371	$296,995	$313,516	$437,092	47%
Arrowhead Reclamation Plant	$1,165,633	$1,270,895	$1,101,910	$1,526,910	20%
SROG (91st Av) Plant	$1,336,188	$2,150,314	$2,150,314	$2,150,314	0%
West Area Plant	$403,482	$1,432,772	$1,244,846	$2,768,021	93%
Water Distribution	$1,235,502	$1,512,494	$1,432,494	$1,505,720	0%
Meter Maintenance	$1,009,542	$1,149,898	$984,113	$987,132	-14%
Transmission Line Maintenance	$900,268	$825,606	$882,606	$933,743	13%
Wastewater Collection	$1,284,888	$1,890,217	$1,490,217	$1,929,607	2%
Customer Service - Field	$771,184	$834,256	$836,040	$1,002,776	20%
Total - Utilities	**$16,073,367**	**$20,952,322**	**$19,423,717**	**$23,145,096**	**10%**

City of Glendale
Budget Summary by Department

Utilities

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$5,556,768	$6,466,358	$6,577,132	$7,781,362	20%
Supplies and Contracts	$8,424,622	$12,055,683	$10,552,059	$12,373,052	3%
Internal Premiums	$731,045	$832,619	$832,619	$913,854	10%
Internal Service Charges	$463,250	$470,143	$459,342	$493,453	5%
Operating Capital	$897,682	$1,127,519	$1,002,565	$1,583,375	40%
Total - Utilities	**$16,073,367**	**$20,952,322**	**$19,423,717**	**$23,145,096**	**10%**

STAFFING BY PROGRAM	FY 98-99 Authorized	FY 99-00 Authorized	FY 00-01 Authorized	FY 01-02 Budget	Percent Over Last Year
Utilities Administration	7	6	7	7	0%
Water Conservation	1	1	1	1	0%
Utilities Information Mgmt.	0	0	4	4	0%
Public Service Representatives	0	4	4	3	-25%
Central System Control	0	9	10	10	0%
Pyramid Peak Plant	8	8	7	7	0%
Cholla Treatment Plant	24	6	6	7	17%
Major Maintenance	1	1	1	1	0%
Pretreatment Program	4	5	5	5	0%
Central System Maintenance	0	5	4	5	25%
Arrowhead Reclamation Plant	10	10	7	9	29%
West Area Plant	0	5	7	11	57%
Water Distribution	13	13	13	13	0%
Meter Maintenance	9	9	9	9	0%
Transmission Line Maintenance	13	13	12	12	0%
Wastewater Collection	12	13	13	13	0%
Customer Service - Field	15	16	15	15	0%
Total -Utilities	**117**	**124**	**125**	**132**	**6%**

City of Glendale
Budget Summary by Department

Non-Departmental

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Non-Departmental	$432,444	$1,507,607	$4,992,711	$1,452,248	-4%
Non-Dept - Fund 2	$0	$25,000	$0	$25,000	0%
Non-Dept - Fund 4	$0	$25,000	$0	$25,000	0%
Non-Dept - Fund 12	$0	$800,000	$0	$930,881	16%
Non-Dept - Fund 16	$0	$50,000	$0	$50,000	0%
Non-Dept - Fund 26	$0	$200,000	$0	$1,222,004	511%
Non-Dept - Fund 50	$216,077	$802,146	$0	$800,000	0%
Non-Dept - Fund 55	($4,814)	$50,000	$0	$50,000	0%
Outside Agencies	$363,358	$463,550	$463,550	$326,550	-30%
Development Agreements	$1,871,970	$2,209,700	$2,209,700	$2,129,700	-4%
Lease Payments	$0	$660,000	$660,000	$326,509	-51%
Civil Defense	$87,291	$85,315	$84,342	$108,315	27%
Total - Non-Departmental	**$2,966,326**	**$6,878,318**	**$8,410,303**	**$7,446,207**	**8%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$14,000	$139,824	$139,824	$139,824	0%
Supplies and Contracts	$2,928,913	$6,720,728	$8,252,713	$7,259,746	8%
Internal Premiums		$7,381	$7,381	$35,252	378%
Internal Service Charges	$16,250	$5,385	$5,385	$11,385	111%
Operating Capital	$7,163	$5,000	$5,000		
Total - Non-Departmental	**$2,966,326**	**$6,878,318**	**$8,410,303**	**$7,446,207**	**8%**

City of Glendale
Budget Summary by Department

Grants

BUDGET BY PROGRAM	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Miscellaneous Grants	$1,463,345	$2,250,000	$1,279,857	$2,250,000	0%
US West Foundation	$0	$0	$0	$10,427	NA
Total - Grants	**$1,463,345**	**$2,250,000**	**$1,279,857**	**$2,260,427**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 99-00 Actual	FY 00-01 Budget	FY 00-01 Estimate	FY 01-02 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$818,393	$1,000,000	$950,000	$1,000,000	0%
Supplies and Contracts	$399,740	$1,000,000	$163,442	$1,010,427	1%
Operating Capital	$245,212	$250,000	$166,415	$250,000	0%
Total - Grants	**$1,463,345**	**$2,250,000**	**$1,279,857**	**$2,260,427**	**0%**

Capital Improvement Budget

2002-2011
Capital Improvement Plan

INTRODUCTION

What are Capital Improvements?

Capital improvements are often referred to as the bricks and mortar, or infrastructure, that all cities need to provide essential services to current residents and support new growth and development. Streets, fire and police stations, water treatment plants, parks, landscape beautification projects, and major equipment purchases are all capital improvements. Capital improvement project costs range from $50,000 for the one-time acquisition of a piece of large equipment to millions of dollars for the construction of a new library or fire station.

Rapidly growing municipalities, including Glendale, the 14th fastest growing city in the United States during the 1990's, face a special set of complex problems. These cities need to build new streets, add amenities such as parks and libraries, and expand public safety services to accommodate new residents, while simultaneously maintaining, replacing and/or upgrading facilities in older parts of the city.

The city has kept pace with its rapid growth through many significant public improvements. Notable projects since 1993 include:

1993 The Arrowhead Mall Area Infrastructure
1994 Street Improvements - 67th Avenue
1994 Water Pressure Improvements
1995 Downtown Streetscape
1995 Fire Station 156
1995 Golf Course Land Acquisition
1995 Landfill Landscape Improvements
1996 Union Hills Bridge at 83rd Avenue
1997 Fire Station 157
1999 Foothills Branch Library
1999 Glendale Civic Center
2000 Fire Station Land Acquisition
2000 West Area Wastewater Treatment Plant

The following projects have been funded and are in various stages of implementation:

- Grand Canal Linear/Regional Park Development
- Skunk Creek Linear Park
- Outer Loop Effluent Line
- Adult Center Relocation

To ensure that all Glendalians share equally in the high quality of city services and amenities, infrastructure expansion and improvement must continue as our population increases and city facilities age, without regard to external forces, such as economic conditions, that may severely limit our ability to pay for them.

Paying for Capital Improvements

In many respects, the city planning process for selecting, scheduling, and financing capital improvements—assessing many valid competing needs, determining priorities, evaluating cost and financing options (increasing revenues, reducing expenses or increasing debt), and establishing realistic completion timeframes—parallels the way an individual might plan for buying a new house or car. Initially, it must be decided if the purchase is a higher priority than other equally pressing needs. The analysis process may involve many familiar questions.

- Do I need a new home or car or just "want" one?
- Can I wait for another year or two?
- Are there other alternatives such as remodeling, using public transit or carpooling?
- What other things will I need to forego?
- What can I afford and how can I pay for it?
- Do I need outside financing and what will it cost?

If the purchase plan moves forward, a decision needs to be made about the down payment. A good planner might have started a "replacement fund" a few years ago in anticipation of the need. Other cash sources might include a savings account or a "rainy day" emergency fund. If the buyer is like most of us, he or she will need to find longer-term bank financing for some of the costs. Repaying the loan might require cutting other expenses like eating out at restaurants, or taking a second part-time job. An unanticipated inheritance may speed up the timetable; a negative event, such as an uninsured hospitalization, might delay the plan.

Similarly, most large capital improvements cannot be financed solely from a single year's city annual operating budget by simply increasing income or decreasing expenses.

Increasing Revenue by Raising Sales Tax Rates

City sales tax and state-shared sales tax revenue account for a large percentage of city revenues. These revenue sources are highly volatile and subject to wide fluctuations based on economic conditions. Furthermore, the amount of state-shared revenues a city receives is dependent upon state legislative actions.

Because sales tax revenue is very unpredictable, it is a good source of payment for smaller one-time capital purchases rather than major, long term or time-sensitive capital improvement projects. For example, many equipment purchases are paid for from the city's annual operating budget when the economy is healthy and revenues are above projected levels.

During hard economic times, old equipment might be repaired rather than replaced so that the purchase can be postponed a year or two. However, building a new fire station or increasing police services in response to population growth cannot be postponed "until the economy improves" without threatening the welfare of the entire community.

Decreasing Expenses by Curtailing or Eliminating Services

If 'same-year-pay-as-you-go' financing from the city's annual operating budget were the only funding mechanism available to pay for capital projects, the city might free operating budget dollars for a needed capital project by reducing its same-year operating expenses. If the city had to fund the construction of Fire Station 157 ($2.5 million) from revenue generated in the same year, eliminating the entire budget for the traffic lights and signals program would have freed almost enough operating funds to cover the cost.

The short-term operating budget approach to financing large capital improvements depends heavily on General Fund balances and the state of the economy at the time a project needs to be implemented. It also places an unfair burden on existing residents to pay the entire cost for new facilities and services that will primarily benefit future residents.

Long-Range Pay-As-You-Go Cash Financing

One of the most valuable aspects of integrating the city's five-year forecasting results with the capital improvement planning process is the ability it gives us to accrue and pay cash for ambitious or unique capital projects by scheduling them at "just the right time" along the economic cycle curve. The most recent example of the successful synchronization of a major capital project with the far end of a prosperous economic cycle is the Glendale Civic Center.

The City Council began planning for the Civic Center when our forecast indicated that the city could expect healthy and continuous revenue growth for about five more years. Each year the city carefully controlled its expenditure levels, setting aside enough revenues to fund the civic center by the time our forecast predicted a slowdown in local economic growth. By paying cash for the facility, and using grants and operating budget resources for other related elements, the city's operating budget can continue to support high service levels. The city also saved the costs associated with the financing of debt.

Issuance of City Bonds

Issuing city bonds is a major source of funding for large capital improvements. However, Glendale's capacity to issue bonds, and the amounts and purposes for which bond funds may be used, are limited by Arizona state law and the city's internal financial policies.

Arizona law requires citizen approval for the sale of General Obligation (G.O.) and Revenue bonds. On November 2, 1999, the last election in which bond issues were included, the City Council placed a variety of proposed capital improvements recommended by the Citizen Bond Election Committee and the Management Team on the ballot. Of the $411.5 million in bond requests, Glendale voters approved all $411.5 million, or 100 percent. The election results were as follows:

1999 Bond Election Results

Purpose of Bonds	Amount ($Thousands)	Percent In Favor
Cultural Facility and Preservation of Historic Properties	$18,215	62%
Economic Development and New Job Creation	$50,500	58%
Flood Control	$38,860	79%
Government Facilities	$40,910	61%
Landfill Development	$17,000	80%
Library	$15,398	74%
Parks and Recreation	$57,188	71%
Public Safety	$64,801	79%
Streets and Parking	$38,050	74%
Preservation of Open Space and Trails	$53,700	68%
Transit	$6,935	72%
Water/Sewer	$10,000	74%

Guidelines and Policies Used in Developing the Capital Improvement Plan

City Council directives and the city's financial policies also affect the use and issuance of bonds for Capital Improvement Plan (CIP) projects. Glendale's CIP must comply with the following requirements and limitations without requiring an increase in the secondary property tax rate.

The Capital Plan must:

- Support City Council goals and objectives;
- Satisfactorily address all state and city legal and financial limitations;
- Maintain the city's favorable investment ratings and financial integrity;
- Ensure that all geographic areas of the city have comparable quality and types of services defined in the Public Facilities section of the General Plan.

Capital projects should:

- Prevent the deterioration of the city's existing infrastructure, and respond to and anticipate future growth in the city;

- Encourage and sustain Glendale's economic development;

- Be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development;

- Be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees;

- Take maximum advantage of improvements provided by other units of government where appropriate.

General Plan threshold requirements help determine which projects will be included in the Capital Plan and the timeframes in which the projects should be completed. For example, the General Plan mandates one acre of parkland per 1,000 residents. When population growth causes an area to exceed this threshold, that neighborhood will rise on the Capital Plan's park development priority list. The City Center Master Plan, Parks Master Plan, Storm Water Master Plan, and Five-Year Enterprise Plans for Landfill and Sanitation also provide valuable guidance in the preparation of the Capital Plan.

Glendale's Five-Year Forecast, included earlier in this annual budget document, is a critical source of information and guidance throughout the capital planning process. It provides the contextual framework within which our City Council develops its annual and long-term goals and objectives. The Forecast assesses external factors such as the economic environment, population growth and other variables that may affect the city's ability to finance needed services and capital projects.

By carefully coordinating our capital improvement projects and schedules with our bonding capacity, with help from a booming economy, the City Council has not had to raise the secondary property tax for over twelve years. This year's forecast predicts a slowdown in Arizona and Glendale's economy over the next few years, which will have an important effect on the city's ability to add new projects to the Capital Plan and the methods selected to finance them.

Glendale's Capital Improvement Plan

Glendale's CIP or Capital Plan document is our ten-year roadmap for creating, maintaining and paying for Glendale's present and future infrastructure needs. The Plan is designed to ensure that capital improvements will be made when and where they are needed, and that the city will have the funds to pay for and maintain them regardless of changes in the external economic environment.

In conjunction with the annual budgeting process, the Management and Budget Office coordinates the citywide process of revising and updating the city's Capital Plan. Projects

included in the CIP will form the basis for appropriations in the FY 01-02 budget. Some projects will have a short-term effect on the city's operating budget. Others, such as the new Civic Center and west-side infrastructure development, will affect the city's operating budget for many years.

Glendale's elected officials determine the broad parameters for adding new capital improvement projects to the CIP. The city's Management Team and staff in Economic Development, Public Works, Transportation, Public Safety, Community Development, Parks, Libraries and Finance participate in an extensive review of past project accomplishments and the identification of new projects for inclusion in the CIP. The City Council's renewed commitment not to increase the city's secondary property tax of $1.36/$100 of assessed valuation and the needs and desires of Glendale's citizens are important factors considered during the capital planning process.

Once the projects are selected for inclusion in the Capital Plan, the Management Team must decide which projects need to be implemented in each of the first five years. Determining how and when to schedule projects is a complicated process. It must take into account all of the variables that affect the city's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

The City Council will review all of the existing and proposed projects, consider citizen requests, and evaluate management, financial, and planning staff recommendations before making the final decision about which projects should be included in the annual CIP and how those projects should be integrated into the city's annual budgeting process. After the new Capital Plan is adopted by the City Council, the finance director will update the city's Debt Management Plan to ensure that the debt service costs for capital projects (i.e., bond principal and interest expenses) are adequately addressed in the annual operating budget.

Citizen Involvement in the Capital Improvement Planning Process

The CIP is an important public communication medium. It gives residents and businesses a clear and concrete view of the city's long-term direction for capital improvements, and a better understanding of the city's ongoing needs for stable revenue sources to fund large or multi-year capital projects.

Input into the annual CIP updating process is obtained from citizens on 18 different city boards and commissions and from individual citizens through the public hearing and comment process. City residents have alerted staff about infrastructure development and renovation needs, essential quality-of-life enhancements, and environmental and historic preservation issues that should be addressed in the Capital Plan. Citizens had additional opportunities to modify the projects included in the CIP when they participated in Glendale's November 1999 election, which included a new bond authorization request. Glendale voters approved 100 percent of the $411.5 bond requests.

We encourage and welcome your comments and suggestions for improving Glendale's annual CIP. Please call (623) 930-2267 to share your thoughts, concerns, and suggestions with the city staff in the Management and Budget Office. Written comments may be addressed to the Mayor and City Council and mailed to:

Management and Budget Department
City of Glendale
6829 North 58th Drive, Suite 200
Glendale, AZ 85301
ktaylor@ci.glendale.az.us

Financing the Capital Improvement Plan

FINANCING THE CAPITAL IMPROVEMENT PLAN (CIP)

The Ten-Year CIP list includes most of the projects the city will need to implement during the Capital Plan period. Potential funding sources are identified for each CIP project. For example, a street project might be funded through Highway User Revenue (HURF) bonds, General Obligation (G.O.) bonds, federal or state grants, local improvement districts (LIDs), Development Impact Fees, or from the department's operating budget. In many cases, a large or multi-year project will be financed using a mix of these funding sources.

Financial constraints and staff limitations make it impossible for the city to fund every project on its priority list without establishing an implementation timetable that staggers the projects over time and maximizes the use of available financing mechanisms such as G.O bonds and federal and state grants. Legal limitations may also affect the city's ability to implement all of its projects in a given time period. For example, the need for street improvements is just as great as the need for new parks. However, G.O. bonds are a major financing source for both of these project categories; and the State Constitution's dollar limit on parks G.O. bonds is three times greater than for streets. These dollar limitations will affect the number of park and street projects that can be scheduled in the CIP.

Departments within the city coordinate their capital projects to reduce duplication of effort and eliminate unnecessary expenses. The city must also coordinate the timing of many of its capital projects with federal, state, and adjacent governments and outside entities. For example, further development of the Skunk Creek Linear Park System is dependent upon the timely completion of the Maricopa County Flood Control District's Skunk Creek Stabilization Project. Grand Avenue beautification projects must await Arizona Department of Transportation decisions regarding the reconfiguration of overpasses along Grand Avenue. Street improvements may need to be coordinated with one or more utility companies to minimize the amount of new street surface that needs to be cut to lay new utility lines.

The availability of unanticipated financing, such as federal or state grants may cause the city to accelerate or delay a particular project. The city has received over a million dollars in Heritage Fund grants to acquire and develop parks throughout the city. These grants permitted the city to accelerate other park projects. A project might be accelerated if a resident group formed a Local Improvement District, described later in this narrative, to help pay for needed neighborhood capital improvements.

Occasionally a scheduled project may be delayed in order to take advantage of an unusual one-time opportunity. This situation occurred when city residents asked the City Council to preserve historic Manistee Ranch. Funds previously dedicated to complete other park projects were used to provide the required matching funds for over $400,000 in Heritage Fund land acquisition and historic preservation grants.

The financial projections used to develop the CIP are based on staff's best prediction of future bond sales, interest rates, and other relevant variables.

GENERAL OBLIGATION BONDS

Municipalities use General Obligation (G.O.) bonds to fund many capital improvement projects. These bonds are backed by "the full faith and credit" of the city, and are usually considered to be a relatively safe investment for bondholders. In Arizona, municipalities pay the principal and interest on G.O. bonds through a property tax levy, referred to as the "secondary" property tax.

Glendale uses secondary tax revenue to repay its debts on G.O. bonds. Utility revenues are used for water/sewer bond debt service. If, for any reason, adequate utility revenue is not available, the city can fall back on the secondary property tax.

Arizona's State Constitution limits the total outstanding principal on most G.O. bonds to six percent of the city's total assessed valuation. The six percent constitutional limitation does not apply in the bonding of parks or water/sewer projects, including storm sewers. In these categories, the total outstanding indebtedness cannot exceed 20 percent of assessed value at the time of a bond sale.

Fluctuations in the annual assessed valuation will have a direct impact on Glendale's ability to finance capital improvement projects through G.O. bond sales. The following graph shows the historic and projected assessed valuation rates for the city.

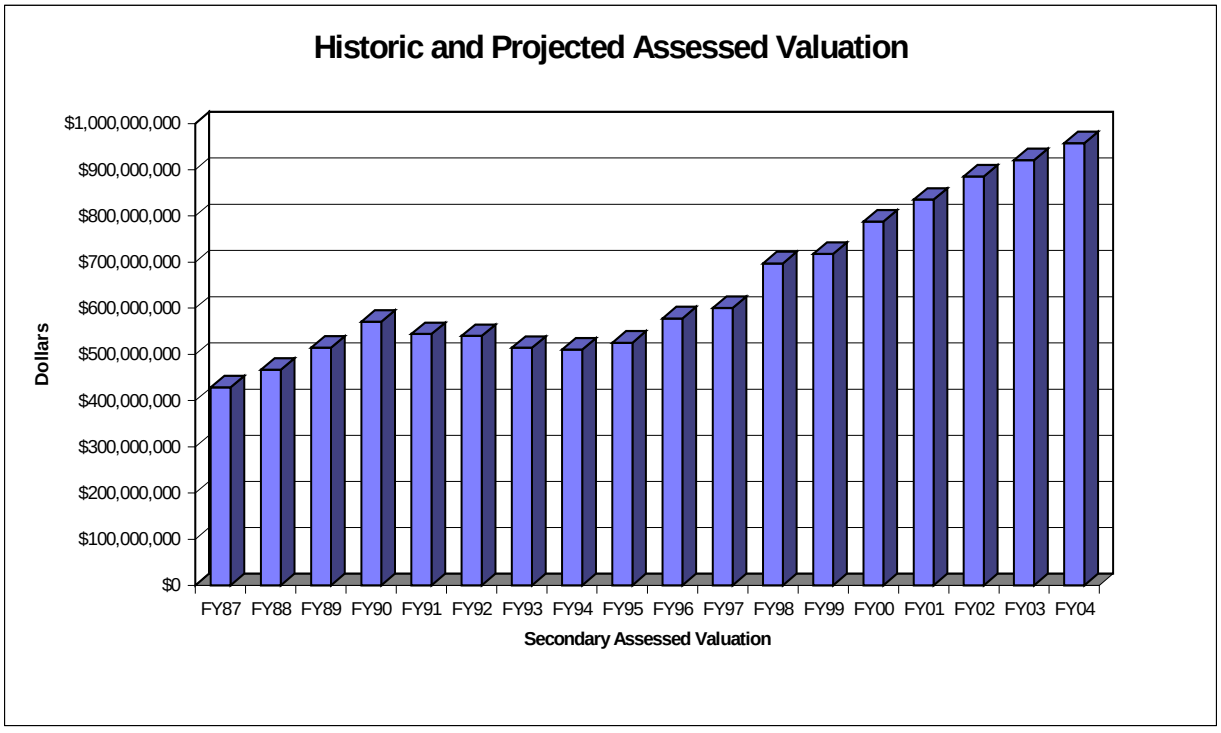


Table 2-1 shows the maximum dollar amounts (the bond capacity) available for the six percent and 20 percent limitation bond categories based on current outstanding bonds over the next five years. The TOTAL column shows the amount of additional bonds that could be sold in the next five years without violating the state constitutional limits.

TABLE 2-1

Projected G.O. Debt Capacity Before New Bonds

Year	6% Bonds	20% Bonds	Total
FY02	$33,978,440	$154,573,334	$188,551,775
FY03	$39,415,480	$168,964,468	$208,379,948
FY04	$44,904,034	$182,378,047	$227,282,081
FY05	$50,589,121	$193,655,968	$344,245,089
FY06	$56,498,022	$203,175,607	$259,673,629
FY07	$62,681,759	$213,079,831	$275,761,591

The city's bond capacity will grow as assessed value grows, and as outstanding bonds are paid off. Table 2-2 shows how the tax rate necessary to support a $10 million bond sale would decrease between 2002 and 2006 if we experience annual positive growth of about four to six percent in assessed valuation in the next few years.

TABLE 2-2

Property Tax Rate Per $10 Million of Sales

Year	Tax Rate, Each $10 Million Sold
FY 02	$.15/$100
FY 03	$.14/$100
FY 04	$.14/$100
FY 05	$.13/$100
FY 06	$.12/$100

Capital Plan Implications

Bonds are typically paid back over 10 to 15 years by taxpayers or ratepayers as the improvement is used. Therefore, the use of municipal bonds partially fulfills the Council's objective of having future users pay their fair share of the cost of improvements from which they will benefit.

Two other Council objectives have also been achieved. The secondary property tax rate of $1.3618/$100 has not been increased during the past twelve years, and no further G.O. bond authorization elections will be needed during the next ten years.

Table 2-3 summarizes the projected effect on six and 20 percent bond capacities as CIP projects are implemented. These projections assume a constant secondary property tax rate throughout the period.

The city will sell $43,794,000 in G.O.bonds in FY 2001-02. G.O. bond sales are planned throughout the CIP between FY 2003 and FY 2006.

TABLE 2-3

Capital Plan Effect on Bond Capacity

Year	New Bond Sale		Remaining Capacity		Tax Rate
	6%	20%	6%	20%	
FY02	$22,694,000	$21,100,000	$11,219,440	$133,473,334	$1.34
FY03	$2,150,000	$10,030,000	$37,265,480	$158,934,468	$1.34
FY04	$19,400,000	$9,520,000	$25,504,034	$172,858,047	$1.34
FY05	$19,400,000	$9,520,000	$38,465,121	$180,995,968	$1.34
FY06	$12,124,000	$12,660,000	$54,961,022	$201,475,607	$1.34

Bond sale proceeds must be used for the purposes specified in the bond authorization election. Remaining bond funds in one bond category may not be used to fund projects in another bond category, and different bond categories are subject to different state limitations.

Table 2-4 shows the projected remaining voter authorization for G.O. bonds by bond authorization category. Beginning in FY06, the remaining authorization in the streets and parking category will also reflect the sale of HURF Bonds, utilizing such authorization from the November 1999 bond election.

TABLE 2-4

Projected Remaining G.O. Bond Voter Authorization

Fiscal Year	FY02	FY03	FY04	FY05	FY06
Public Safety	$68,363,000	$68,363,000	$61,763,000	$59,013,000	$57,913,000
Library	$17,096,000	$17,096,000	$17,096,000	$10,846,000	$10,846,000
Streets/Parking	$28,203,000	$26,953,000	$23,653,000	$21,603,000	$15,542,420
Cultural/Historical	$37,400,000	$37,400,000	$29,400,000	$18,215,000	$18,215,000
Transit	$6,538,000	$5,638,000	$5,638,000	$4,564,000	$4,127,000
Econ. Development	$49,500,000	$49,500,000	$48,000,000	$48,000,000	$48,000,000
Govt. Facilities	$37,400,000	$37,400,000	$29,400,000	$29,400,000	$29,400,000
Open Space/Trails	$52,750,000	$51,700,000	$51,100,000	$51,100,000	$51,100,000
Parks	$40,620,800	$36,035,800	$30,415,800	$21,905,800	$21,905,800
Flood Control	$34,905,000	$30,510,000	$27,210,000	$23,060,000	$21,360,000

REVENUE BONDS

The City of Glendale currently uses three types of Revenue Bonds (Street Revenue Bonds, Water/Sewer Bonds and Landfill Bonds) to fund street, water/sewer and landfill CIP projects. The principal and interest on these bonds will be paid from future revenue sources. Although revenue bonds may incur slightly higher interest costs than G.O. bonds, one of the major advantages of this financing mechanism is that revenue bonds do not affect the city's G.O. bond capacity.

STREET REVENUE BONDS

The State of Arizona shares a portion of the revenues it collects from highway users (e.g., fuel taxes) with cities. This revenue can be used to pay for principal and interest on Street Revenue bonds. By state law, when a city sells this type of bond, the maximum projected annual total debt service payment cannot exceed one-half of the previous year's revenue allocation.

Table 2-5 projects the annual growth in street bond capacity based on currently outstanding bonds. The projection assumes ten-year street bonds at a six percent net interest cost, and state-shared highway user revenue growth at two percent.

TABLE 2-5

Planned Street Revenue Bond Sales

Fiscal Year	Planned Bond Sale	Debt Payment
FY02	$2,700,000	$366,843
FY03	$1,490,580	$202,522
FY04	$9,100,000	$1,236,398
FY05	$6,000,000	$815,208
FY06	$8,200,000	$1,114,117

As Table 2-5 shows, Glendale could sell another $27.4 million in street bonds over the next few years. However, Table 2-6 indicates that by 2006, the city would be paying about $3,735,089 for additional debt service on those bonds that could otherwise be used for street operating costs.

TABLE 2-6

Capital Plan Projections: Street Revenue Bonds

Fiscal Year	New Bonds Sold	Debt Service Ratio	Remaining Voter Authorization	Cumulative Additional Debt Service
FY02	$2,700,000	0.41	$18,730,000	$366,843
FY03	$1,490,580	0.43	$17,239,420	$569,366
FY04	$9,100,000	0.43	$8,139,420	$1,805,764
FY05	$6,000,000	0.32	$2,139,420	$2,620,972
FY06	$8,200,000	0.32	($6,060,580)	$3,735,089

Table 2-6 summarizes the impact of Capital Plan projects on street revenue bond capacity, and the cumulative effect of additional bond debt service costs on the Street Operating Fund.

Remaining voter authorization for street revenue bonds, as of June 30, 2000, was $21,430,000. The streets and parking category approved by the voter's in the last bond election did allow for bond to be issued as either streets and parking G.O. or Highway User Revenue Fund bonds. Given Glendale's legal bond capacity, this amount should be sufficient to cover the cost of street capital projects through the year FY 06. As Table 2-6 indicates, all remaining HURF specific voter authorization will be utilized by FY06, therefore, the $8.2 million bond sale scheduled for FY06 will utilize the voter authorization from the streets and parking G.O. category.

Capital Plan Implications

Because of the volatility of highway user revenues, the City Council directed the Management Team to cap the street bond debt service to total highway user revenue ratio slightly below the state limit of .50. The city's target for CIP purposes is to remain at or near a .43 debt service to revenue ratio. This target ratio provides a comfortable cushion in the event of lower-than-projected street revenues. Any remaining street revenue is used for street operating expenses.

WATER/SEWER REVENUE BONDS

In addition to water/sewer G.O. bonds, the city is permitted to sell bonds that pledge water/sewer utility revenues as payment for bond debt service. Water/sewer revenue bond sales are limited by Ordinance 1323 New Series, adopted in 1984, and Ordinance 1784 New Series, adopted in 1993. This city bond covenant stated that net utility revenue (i.e., revenues less operating costs) will be at least 1.2 times the maximum debt service due in any succeeding fiscal year. This is considered to be the bond debt service "coverage ratio".

Table 2-7 displays projected Water/Sewer Fund coverage ratios based on existing and projected levels of revenue bond debt. The city strives to maintain a slightly more conservative combined coverage ratio of about two times the annual debt service on revenue bonds. This coverage ratio ensures the city will be able to sell its bonds at a reasonable rate.

TABLE 2-7

Water/Sewer Revenue Bond Coverage Ratios

Coverage Ratio			
Year	**Water Fund**	**Sewer Fund**	**Total Ratio**
FY 02	1.72	2.35	1.98
FY 03	2.06	2.72	2.33
FY 04	1.85	2.48	2.10
FY 05	1.86	2.52	2.11
FY 06	1.72	2.29	1.94

Water and sewer CIP projects will be funded from operating revenues or revenue bond sales over the next few years. The remaining voter authorization for water/sewer revenue bonds as of June 30, 2000, was $29.3 million. In addition, there is $13.9 million in Water/Sewer G.O. bond authorization.

LANDFILL REVENUE BONDS

Landfill Revenue Bonds fund environmental improvements required by federal and state law and other improvements relating to constructing, extending, improving and repairing the Glendale Municipal Landfill.

Users of the Glendale Municipal Landfill include both outside haulers and the city sanitation department.

Table 2-9 indicates that by FY 06, the city will not be paying any additional debt service on bonds. The next anticipated bond sale is scheduled for FY 10.

TABLE 2-9

Capital Plan Projections: Landfill Revenue Bonds

Fiscal Year	New Bonds Sold	Remaining Voter Authorization	Cumulative Additional Debt Service
FY01	$0	$15,540,000	$0
FY02	$0	$15,540,000	$0
FY03	$0	$15,540,000	$0
FY04	$0	$15,540,000	$0
FY05	$0	$15,540,000	$0
FY06	$0	$15,540,000	$0

Landfill CIP projects will be funded from operating revenues over the next few years. The voter authorization for Landfill Revenue Bonds as of June 30, 2000, was $15.5 million.

LOCAL IMPROVEMENT DISTRICT BONDS

Local improvement districts (LIDs) are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a supplemental assessment. This financing approach ties the repayment of debt to those property owners who most directly benefit from the improvements financed. The city's most recent LID was formed in 1993, to finance the construction of improvements on Bell Road from 67th Avenue to 83rd Avenue and the Arrowhead Mall area.

- There are several financial and practical constraints that can limit the formation of such districts. While LID bonds are not subject to specific debt limits, LID debt appears in the city's financial statements as an obligation of the city, and can affect the city's bond ratings.
- It may be difficult to obtain the consent of the number of property owners needed to create an LID.
- Residential property owners and business property owners in the same area may have different concerns, priorities and financial assets.
- An LID is usually not a viable option in lower-income areas.

For Capital Plan purposes, it is assumed that any new LIDs will either be fully funded by private property owners, or that the city's financial participation will be limited to a small "general city contribution" for the share of improvements that benefits property owners outside the district. The formation of an LID can affect the CIP positively by accelerating the completion of a capital improvement already in the CIP or negatively by delaying other scheduled projects in order to finance the city's LID contribution.

MUNICIPAL PROPERTY CORPORATION BONDS

A city may form a Municipal Property Corporation (MPC) to finance a large capital project. An MPC is a non-profit organization over which the city exercises significant oversight authority, including the appointment of its governing board. This mechanism allows the city to finance a needed capital improvement and then purchase the improvement from the corporation over a period of years.

In order for the MPC to market MPC bonds, a city will typically pledge excise taxes (e.g., city sales tax, franchise fees, and certain state-shared taxes). It also pledges that, before entering into a purchase agreement with the MPC, actual annual excise tax collections will be at least three times the maximum annual debt service payment for all MPC bonds. The city has formed and entered into agreements with MPCs to sell MPC bonds to fund several construction projects, including the Glendale Municipal Office Complex.

Capital Plan Implications

Payments to the MPC for bond debt service compete for city operating budget resources. Although the city has a large amount of potential MPC bond capacity, selling substantial amounts of MPC bonds could place a strain on the city's operating budget. The long range Capital Plan does not contain any new MPC-financed projects.

GRANTS

The majority of Glendale's grants for capital projects come from the federal or state government. There are two major types of grants. Open, competitive grant programs usually offer a great deal of latitude in developing a proposal and grants are awarded through a competitive review process. Federal Community-Oriented Policing Services grants for police officers and Heritage Fund grants are examples of competitive grants.

Entitlement or categorical grants are allocated to qualified governmental entities based on a formula basis (e.g., by population, income levels, etc.). Entitlement funds must be used for a specific grantor-defined purpose. Community Development Block Grants (CDGB) are entitlement grants.

It is important to note that most federal and state grant programs, with the exception of some public housing programs, require the applicant to contribute to the cost of the project. The required contribution, referred to as local "match," can vary from five percent to 75 percent.

Federal Transportation Administration grants for transit improvements and Federal Aviation Administration Grants for airport projects are examples of capital improvement grants with local matching requirements that will come from the city's operating budget.

Table 2-10 shows projected levels of grant funding for major projects in the CIP, including major grants for transit, airport construction, and housing programs. The last column shows the city's anticipated cash matching requirement. Many federal and state grant programs specifically prohibit the applicant from using other government grants as match, and require that the match be cash rather than donated services. Therefore, matching funds usually come from the General Fund, department operating budgets, G.O. Bonds or Development Impact Fees (DIFs).

The CIP contains a total of $53.5 million in projects that are totally or partially dependent on grant funds. There is always a possibility that some of these will be delayed or not be completed if government grants fail to materialize. CIP projects adversely affected by changes in the availability of grants may be postponed until the needed grant funds are acquired or funded using alternative means.

TABLE 2-10

Capital Plan Grant Funds Projections

Year	Total Grant Amounts	Required City Match
FY 02	$3,613,500	$256,500
FY 03	$5,633,000	$872,000
FY 04	$6,773,000	$537,000
FY 05	$5,611,000	$1,184,000
FY 06	$2,602,000	$563,000
TOTAL	**$24,232,500**	**$3,412,500**

OPERATING BUDGET

Many capital improvements and purchases of large pieces of equipment are included in the operating budget on a pay-as-you-go basis. The city's FY 01-02 operating budget also provides for the maintenance of capital assets and expenses associated with the growth and depreciation of city facilities and equipment.

A Vehicle Replacement Fund for most city vehicles, including police cars, and a Technology Replacement Fund for computers, optical scanning equipment, and other technologies, are included in the operating budget. Each department contributes to these replacement funds to ensure that vehicles and equipment can be replaced when needed.

Specialized vehicles, such as street sweepers, and recurring maintenance costs, such as street asphalt overlay and pool replastering, are also funded from the operating budget. Some capital improvements are paid for on a cash basis in order to avoid the interest costs incurred in other financing mechanisms. A good example of this is water and sewer capital improvements that are funded from development fee revenues in the Utility Fund budget.

DEVELOPMENT IMPACT FEES

The city's financial policy states that, "Where possible, projects that are constructed in response to growth in the community should be financed through growth in the tax base or through development fees." The City Council's implementation of Development Impact Fees (DIF) helps achieve this objective.

Developers pay Development Impact Fees when they construct new residential and commercial developments. These fees cover the increased cost to the city of providing new infrastructure in the following categories: parks, libraries, streets, police, fire, and water/sewer. Parks and water/sewer fees have existed for a number of years. Fees for streets, library and public safety were implemented in 1997. In 2000, fees were implemented for transportation and general government.

Based on planning and zoning information, the city can reasonably estimate the amount of impact fee revenue that will be generated when a defined geographical area is fully developed. The city can "borrow" against these future DIF revenues to construct capital improvements before an area is completely developed. For example, the area in which the new western branch library will be located is not fully developed. Using future DIF revenues, the city can build a library to serve existing residents. As the area grows, the cost of the facility will be shared by all of the developers in that area.

Parks DIF may only be used for park improvements in the geographic area in which the development took place. For purposes of tracking and spending this revenue in accordance with this requirement, the city was divided into three park zones. For example Foothills Park Phase II (in Zone 3) will be built next year using Park DIF money.

The chart on the following page projects Parks, Transportation, Library, Public Safety and General Government DIF revenues and expenses during the next five years.

Development Impact Fees

Parks	**FY01-02**	**FY02-03**	**FY03-04**	**FY04-05**	**FY05-06**	**FY07-11**
Beginning Balance	$2,932	$1,145	$2,006	$2,341	$2,776	$3,984
Estimated Revenue	1,162	1,162	1,185	1,185	1,208	6,184
Bond Sales	0	0	0	0	0	0
Project Expenses	700	300	850	750	0	2,750
Carryover Expenses	2,249	0	0	0	0	0
Ending Balance	$1,145	$2,006	$2,341	$2,776	$3,984	$7,418
Transportation	**FY01-02**	**FY02-03**	**FY03-04**	**FY04-05**	**FY05-06**	**FY07-11**
Beginning Balance	$2,737	$1,275	$1,926	($0)	$415	$721
Estimated Revenue	1,838	1,838	1,875	1,874	1,911	9,785
Bond Sales	3,000	0	0	0	0	0
Project Expenses	6,300	750	3,350	900	900	3,500
Carryover Expenses	0	0	0	0	0	0
Transfer to G.O. Debt	0	437	450	559	705	3,821
Ending Balance	$1,275	$1,926	$1	$415	$721	$3,184
Library	**FY01-02**	**FY02-03**	**FY03-04**	**FY04-05**	**FY05-06**	**FY07-11**
Beginning Balance	$2,965	$3,341	$3,189	$2,318	$1,869	$1,513
Bond Sales	0	0	0	6,250	0	0
Estimated Revenue	479	479	489	489	499	2,642
Project Expenses	103	631	1,360	7,188	218	2,148
Transfer to G.O. Debt Fund	0	0	0	0	637	2,007
Carryover Expenses	0	0	0	0	0	0
Ending Balance	$3,341	$3,189	$2,318	$1,869	$1,513	$0
Fire Facilities	**FY01-02**	**FY02-03**	**FY03-04**	**FY04-05**	**FY05-06**	**FY07-11**
Beginning Balance	$73	$165	$586	$819	$736	$664
Estimated Revenue	558	558	569	569	580	2,972
Bond Sales	1,600	0	3,800	0	0	1,900
Project Expenses	2,000	0	4,000	0	0	2,000
Carryover Expenses	66	0	0	0	0	0
Transfer to G.O. for Debt	0	136	136	652	652	3,462
Ending Balance	$165	$586	$819	$736	$664	$74
Police Facilities	**FY01-02**	**FY02-03**	**FY03-04**	**FY04-05**	**FY05-06**	**FY07-11**
Beginning Balance	$615	$554	$685	$827	$969	$1,122
Estimated Revenue	732	732	747	747	762	3,902
Bond Sales	2,400	0	0	0	0	0
Project Expenses	3,193	193	197	197	201	1,031
Carryover Expenses	0	0	0	0	0	0
Transfer to G.O. for Debt	0	408	408	408	408	2,038
Ending Balance	$554	$685	$827	$969	$1,122	$1,955
General Government	**FY01-02**	**FY02-03**	**FY03-04**	**FY04-05**	**FY05-06**	**FY07-11**
Beginning Balance	$265	$1,323	$1,661	$2,023	$1,571	$1,141
Estimated Revenue	1,358	1,358	1,385	1,385	1,413	7,235
Bond Sales	0	0	0	0	0	0
Project Expenses	300	204	208	208	212	1,085
Carryover Expenses	0	0	0	0	0	0
Transfer to G.O. for Debt	0	815	815	1,630	1,630	7,046
Ending Balance	$1,323	$1,661	$2,023	$1,571	$1,141	$245

Total Bonds (G.O.)	$7,000	$0	$3,800	$6,250	$0	$1,900

OTHER FINANCING ALTERNATIVES

The City of Glendale's ongoing struggle to balance the service and infrastructure needs of its current residents with those of its future residents is not unique. Every city that experiences prolonged periods of explosive growth is looking for ways to more equitably distribute the cost of capital improvements based on usage levels and derived benefit.

Forming New Utilities

Some cities are forming new utilities, similar to water/sewer utilities, to finance and maintain infrastructure improvements such as streetlights and storm sewers; and to generate new revenue sources to fund capital projects. Utility rates for these services might be set according to the expected level of facility usage. For example, monthly storm sewer billing rates could be set according to the amount of runoff typically generated by different types and sizes of property. One advantage of usage-based utility rates is that some of the cost burden is redistributed from the lower-end user (i.e., the residential sector) to the higher-end user (i.e., the commercial sector). For example, a shopping center generates more runoff per acre than a residential dwelling, and would pay a proportionately higher storm water utility bill.

Creating Community Facilities Districts

Community facilities districts (CFDs), enabled by the Arizona legislature, can provide another mechanism for targeting the funding of capital improvements to the specific area or population that benefits from the improvement. The CFD is conceptually similar to local improvement districts, but a CFD is given much broader authority in the type of tax or fee implemented and the use of the revenue than a LID. As an example, a CFD can levy a tax or fee for the ongoing maintenance of a capital improvement.

Capital Improvement Plan Impact on the Operating Budget

IMPACT OF THE CIP ON THE OPERATING BUDGET

Glendale's operating budget is directly affected by the CIP. Almost every new capital improvement entails ongoing expenses for routine operation, repairs, and maintenance. As they age, city facilities and equipment that were once considered state-of-the-art will require rehabilitation, renovation, or upgrading for new uses, safety and structural improvements. Older facilities usually involve higher maintenance and repair costs as well. Capital Plan pay-as-you-go projects, grant-matching funds, and payments for street bonds and lease/purchase agreement expenses also come directly from the operating budget.

The costs of future operations and maintenance for new CIP projects are estimated by each department based on past experience and anticipated increases in the costs of materials, labor, and other project components. For instance, in FY 2000-01 the cost was approximately:

- $2,300 to maintain one acre of park property;
- 10 cents per square foot to maintain, and approximately $100 per month to water a one-mile-long street median.
- $15,000 to build a bus shelter and $150 annually to maintain it; and
- $8,000 annually to maintain one mile of 59th Avenue streetscape improvements.

CIP projects involving land acquisitions in anticipation of future needs (land banking) increase costs in the operating budget. These parcels involve annual maintenance and other expenses until the land is needed for new parks, libraries, water treatment facilities, etc. However, it would cost the city much more to buy needed land after an area has been fully developed.

Many improvements make a positive contribution to the fiscal well being of the city. Capital projects, such as downtown revitalization and the infrastructure expansion needed to support the development of Arrowhead Regional Mall, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve, and expand the city's infrastructure.

The table on the following page summarizes the projected impact of the CIP on the General Fund over the next five years. Transit, Street, and Airport Funds costs are included in this summary because these funds rely heavily on the General Fund to supplement their revenues.

IMPACT OF CIP ON THE GENERAL FUND
IN THOUSANDS ($)

Projects Funded Through Operating Budget	01-02	02-03	03-04	04-05	05-06
Airport Match	$43	$129	$285	$35	$0
Transit	$49	$2	$32	$68	$87
Street Bond Debt Service (New Bonds)	$366	$203	$1,236	$815	$1,114
Open Space/Trails	$4	$135	$135	$135	$135
Library	$0	$0	$0	$0	$1,800
Parks/Landscape Maintenance	$1,696	$2,101	$2,512	$2,756	$2,756
Public Safety	$700	$960	$960	$2,810	$2,810
Street Projects	$93	$127	$225	$239	$281
Government Facilities	$0	$150	$150	$300	$300
TOTAL General Fund Impact	$2,951	$3,807	$5,535	$7,158	$9,283

Construction Funds Budget Projections
(All Dollars in Thousands)

FUND 07 Cultural/Historic Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$0	$0	$0	$0	$0	$0
Bond Sales	0	0	0	0	0	18,215
Interest/Transfers In	0	0	0	0	0	0
Project Expenses	0	0	0	0	0	18,215
Carryover Projects	0	0	0	0	0	0
Ending Balance	$0	$0	$0	$0	$0	$0

FUND 26: Transit Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$247	$161	$318	$66	$16	$4
Interest/Transfers In				$25		
Bond Sales	214	900	0	1,074	437	1,574
Grant Fund	1,198	2,972	1,008	4,596	1,796	6,296
Project Expenses	1,070	3,715	1,260	5,745	2,245	7,870
Carryover Projects	428	0	0	0	0	0
Ending Balance	$161	$318	$66	$16	$4	$4

FUND 30: Government Facility Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$16	$16	$17	$18	$19	$20
Bond Sales	8,000	0	8,000	0	0	49,000
Interest/Transfers In	1	1	1	1	1	1
Project Expenses	8,000	0	8,000	0	0	49,000
Carryover Projects	0	0	0	0	0	0
Ending Balance	$16	$17	$18	$19	$20	$21

FUND 36: Park Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$5,758	$1,238	$1,238	$1,238	$1,238	$1,238
Bond Sales	17,600	4,585	5,620	8,510	0	90,362
Interest/Transfers In	0	0	0	0	0	0
Project Expenses	17,658	4,585	5,620	8,510	0	91,600
Carryover Projects	4,462	0	0	0	0	0
Ending Balance	$1,238	$1,238	$1,238	$1,238	$1,238	$0

FUND 55: Landfill Revenue Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$15,281	$11,821	$10,366	$9,756	$9,453	$9,111
Bond Sales	0	0	0	0	0	28,248
Interest/Transfers In	764	591	518	488	473	456
Project Expenses	4,224	2,046	1,128	791	815	37,728
Carryover Projects	0	0	0	0	0	0
Ending Balance	$11,821	$10,366	$9,756	$9,453	$9,111	$87

FUND 60: Police/Fire Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance and Interest	$3,720	$3,906	$4,102	$4,507	$4,732	$4,969
Bond Sales	3,800	0	2,800	2,750	1,100	53,000
Interest/Transfers In	186	195	205	225	237	248
Project Expenses	3,800	0	2,600	2,750	1,100	53,969
Carryover Projects	0	0	0	0	0	0
Ending Balance	$3,906	$4,102	$4,507	$4,732	$4,969	$4,248

FUND 61: Highway User Revenue Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$4,793	$5,253	$5,015	$4,466	$4,689	$5,024
Bond Sales	2,700	1,491	9,100	6,000	8,200	19,500
Interest/Transfers In	240	263	251	223	234	251
Project Expenses	2,480	1,991	9,900	6,000	8,100	18,100
Carryover Projects	0	0	0	0	0	0
Ending Balance	$5,253	$5,015	$4,466	$4,689	$5,024	$6,675

FUND 62: Streets/Parking Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$2,603	$2,733	$2,870	$3,013	$3,164	$3,322
Bond Sales	3,680	1,250	3,300	2,050	0	28,000
Interest/Transfers In	130	137	143	151	158	166
Project Expenses	3,680	1,250	3,300	2,050	0	28,000
Carryover Projects	0	0	0	0	0	0
Ending Balance	$2,733	$2,870	$3,013	$3,164	$3,322	$3,488

FUND 64: Library Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$509	$534	$561	$589	$619	$650
Bond Sales	0	0	0	0	0	6,100
Interest/Transfers In	25	27	28	29	31	32
Project Expenses	0	0	0	0	0	6,698
Carryover Projects	0	0	0	0	0	0
Ending Balance	$534	$561	$589	$619	$650	$84

FUND 65: Flood Control Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$534	$595	$625	$656	$689	$724
Bond Sales	3,000	4,395	3,300	4,150	1,700	24,200
Interest/Transfers In	27	30	31	33	34	36
Project Expenses	2,965	4,395	3,300	4,150	1,700	24,700
Carryover Projects	0	0	0	0	0	0
Ending Balance	$595	$625	$656	$689	$724	$260

FUND 32: Economic Development Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$987	$987	$987	$1,737	$987	$987
Bond Sales	0	0	1,500	0	0	48,000
Interest/Transfers In	0	0	0	0	0	0
Project Expenses	0	0	750	750	0	48,000
Carryover Projects	0	0	0	0	0	0
Ending Balance	$987	$987	$1,737	$987	$987	$987

FUND 35: Open Space/Trails Bonds	FY01-02	FY02-03	FY03-04	FY04-05	FY05-06	FY07-11
Beginning Balance	$465	$489	$513	$539	$566	$594
Bond Sales	500	1,050	600	0	0	50,500
Interest/Transfers In	23	24	26	27	28	30
Project Expenses	500	1,050	600	0	0	50,500
Carryover Projects	0	0	0	0	0	0
Ending Balance	$489	$513	$539	$566	$594	$624

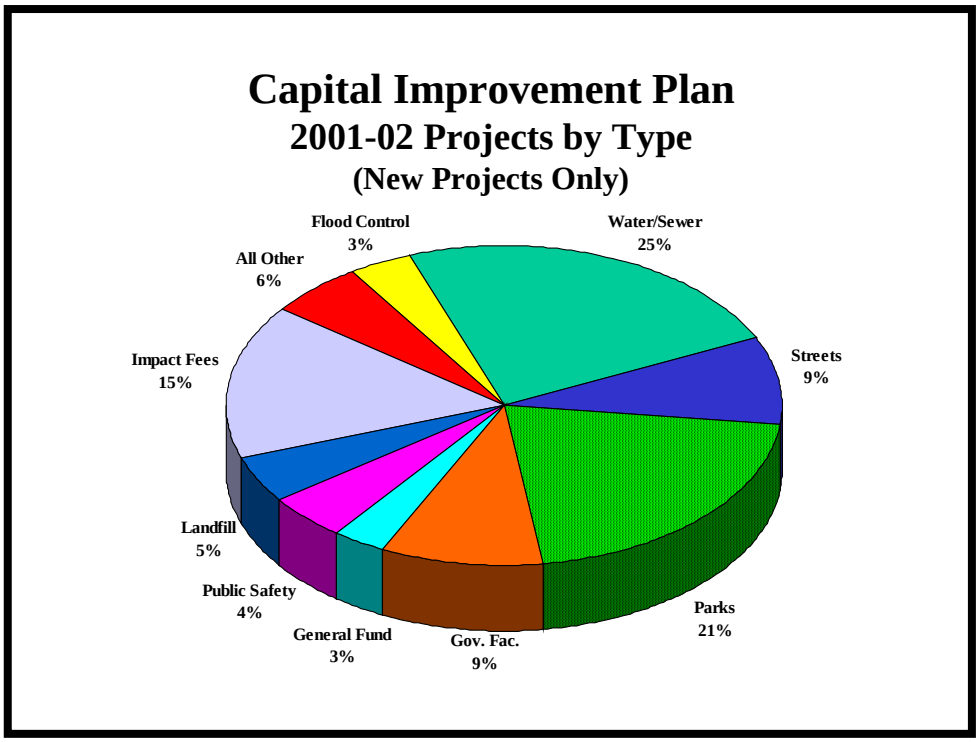
General Obligation Sales**	$36,794	$12,180	$25,120	$18,534	$3,237	$368,951
Total Revenue Bond Sales	$2,700	$1,491	$9,100	$6,000	$8,200	$47,748

**Does not include General Obligation Bonds supported by Development Impact Fee revenue.

Capital Improvement Plan Summary by Type of Project

SUMMARY BY TYPE OF PROJECT

Glendale's Capital Improvement Plan contains a wide range of projects that make up a well-rounded long-range program for municipal improvements.



One of the most useful ways to view the Capital Improvement Plan, and understand its components, is to group projects into similar types or categories. Since city revenue sources are often limited to specific categories (e.g., streets, water/sewer utility) and bonds are authorized by major categories (e.g., public safety, parks), this approach is also helpful when evaluating bonding issues. The graph above shows FY 2001-02 CIP projects by major category type.

This section includes narrative descriptions of the major CIP categories followed by a Project Detail Sheet for each project in the category. Each Detail Sheet contains a project identification number and name, a short project description, the anticipated funding source, projected costs for each of the first five years, a five-year aggregate estimate for the second five years, and the operating impact, if any. For example, if a grant match is required from the city's operating budget, the match amount will appear in the Operating Impact line.

Airport

AIRPORT

During the next decade, Glendale Airport will continue to grow in response to the business and recreational needs of Glendale and West Valley residents. Like most municipal airports, Glendale's airport relies heavily on federal and state grants to accomplish capital improvements.

Improvements scheduled for FY 2001-02 through FY 2003-04 include $5,050,000 to extend the runway north and south, including structural upgrades with construction of a taxiway to support the new runway.

In FY 2002-03 through FY 2004-05, $4,640,000 has been earmarked for the construction of taxiway stubs and aprons for the east side of the airport.

Ninety-five percent of the cost of these improvements will be grant-funded. The city's match of five percent will come from its operating budget.

City of Glendale
2002-2011 Capital Improvement Plan

Category: Airport Capital

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Runway Lengthening Improvements	$850,000	$2,300,000	$1,900,000	$0	$0	$0
* Taxiway Stubs and Aprons	$0	$140,000	$3,800,000	$700,000	$0	$0
Total	**$850,000**	**$2,440,000**	**$5,700,000**	**$700,000**	**$ 0**	**$ 0**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Airport Capital

Project Number: 8024

Project Name: * Runway Lengthening Improvements

Funding Source: Grants/General Fund

Project Description:

Extend the runway 800 ft. north and 1,000 ft. south and will also include runway structural up-grade. There will be taxiway construction to support the new runway length and structural upgrade. Misc. improvements also in support of runway lengths.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$850,000	$2,300,000	$1,900,000	$ 0	$ 0	$ 0	$5,050,000

Operating Impact:

$42,500	$115,000	$95,000	$ 0	$ 0	$ 0	$252,500

Project Number: 8025

Project Name: * Taxiway Stubs and Aprons

Funding Source: Grants/General Fund

Project Description:

Taxiway stubs and apron areas for east side. Funding would be Federal (90%) and State (5%) grants. In FY 02-03 design cost will be (90%) State, (10%) City.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$140,000	$3,800,000	$700,000	$ 0	$ 0	$4,640,000

Operating Impact:

$ 0	$14,000	$190,000	$35,000	$ 0	$ 0	$239,000

CIP Grants

CIP GRANTS

The majority of Glendale's grants for capital projects come from the federal or state government. The grants in this category are open, competitive grant programs that offer a great deal of latitude in developing proposals and they have been awarded through a competitive review process.

In FY 2001-02 grant funding for Signal Computerization – Congestion Mitigation Air Quality Grant – in the amount of $1,600,000 has been identified. This installation of hardware and software will complete the computerized signal system throughout Glendale and will include real time traffic monitoring with cameras.

In FY 2005-06, FTA funds have been requested for a Digital Radio System, which will be the replacement of the 800Mhz radio system with a digital system. This system will also link with other entities.

Category: CIP Grants

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Digital Radio System	$0	$0	$0	$0	$570,000	$0
Signal Computerization - CMAQ Grants	$1,600,000	$0	$0	$0	$1,500,000	$0
Total	**$1,600,000**	**$ 0**	**$ 0**	**$ 0**	**$2,070,000**	**$ 0**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: CIP Grants

Project Number: 9424

Project Name: Digital Radio System

Funding Source: Grant

Project Description:

In conjuction with the Public Safety and Public Works areas, replacement of 800Mhz radio system with a digital system. System will link with other entities. FTA funds have been requested. 80% Grant, 20% Local match.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$570,000	$ 0	$570,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$114,000	$ 0	$114,000

Project Number: 9610

Project Name: Signal Computerization - CMAQ Grants

Funding Source: Grant

Project Description:

Installation of hardware and software to complete a computerized signal system throughout Glendale. System will also include real time traffic monitoring with cameras (Congestion Mitigation Air Quality Grant).

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,600,000	$ 0	$ 0	$ 0	$1,500,000	$ 0	$3,100,000

Operating Impact:

$77,000	$144,500	$209,500	$230,450	$254,000	$ 0	$915,450

Cultural/Historic

CULTURAL/HISTORIC

This category will construct a performing arts center for community theater groups, small venue concerts, films and other performances in the second five years. Also in the second five years, a project for the acquisition, restoration and resale of historic properties to act as a catalyst for historic preservation in the city is planned. This project will try to incent renovation of older commercial/industrial areas with landscaping and historic building renovations.

Category: Cultural/Historic

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Cultural Arts Facility	$0	$0	$0	$0	$0	$13,215,000
Acquisition/Restoration of Historic Properties	$0	$0	$0	$0	$0	$5,000,000
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$18,215,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Cultural/Historic

Project Number: 8870

Project Name: Cultural Arts Facility

Funding Source: General Obligation Bonds

Project Description:

Construction of a performing arts center for community theatre groups, small venue concerts and films and other performances.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$13,215,000	$13,215,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$1,400,000	$1,400,000

Project Number: 8871

Project Name: Acquisition/Restoration of Historic Properties

Funding Source: General Obligation Bonds

Project Description:

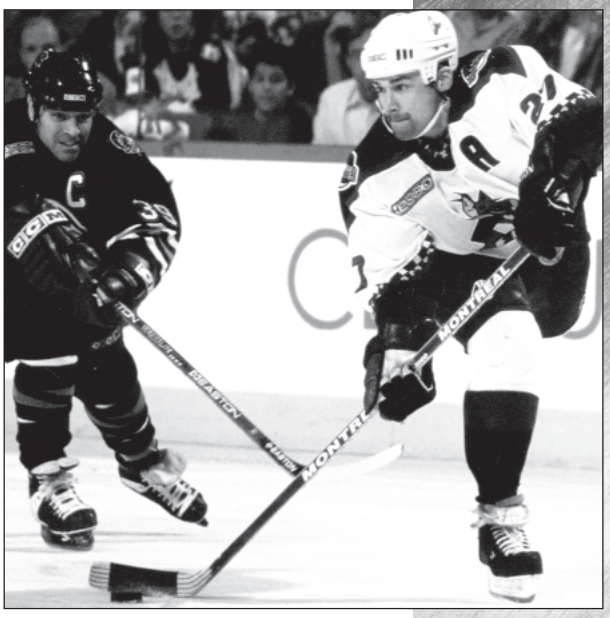
Establish a capital fund for the acquisition, restoration and resale of historic properties to act as a catalyst for historic preservation in the city; incent renovation of older commercial/industrial areas with landscaping, historic building restoration.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$5,000,000	$5,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0



Economic Development

ECONOMIC DEVELOPMENT

This bond category will enable the city to promote new private-sector job creation through development and redevelopment programs in Glendale.

In FY 2003-04 and 2004-05 funding for building infrastructure for future business parks along the 101 Freeway in Glendale to incent a west Glendale business district to promote employment in the area is planned.

In future years, funding for the acquisition of land to promote quality development and redevelopment in the city as well as the purchase of land in the downtown area, which can be used for city facilities or to provide incentives to different types of businesses and establishments to locate in the downtown area are planned.

Category: Economic Development

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Redevelopment Land Acquisition	$0	$0	$0	$0	$0	$29,000,000
Business Park	$0	$0	$750,000	$750,000	$0	$4,000,000
Infrastructure/Glendale & 101 Downtown Land Acquisition	$0	$0	$0	$0	$0	$15,000,000
Total	**$ 0**	**$ 0**	**$750,000**	**$750,000**	**$ 0**	**$48,000,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Economic Development

Project Number: 9606

Project Name: Redevelopment Land Acquisition

Funding Source: General Obligation Bonds

Project Description:

Funding for the acquisition of land to promote quality development and redevelopment in the city.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$29,000,000	$29,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9607

Project Name: Business Park Infrastructure/Glendale & 101

Funding Source: General Obligation Bonds

Project Description:

Build infrastructure for future business parks along the 101 freeway and Glendale, incent a west Glendale business district along the 101 to promote employment in the area.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$750,000	$750,000	$ 0	$4,000,000	$5,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9608

Project Name: Downtown Land Acquisition

Funding Source: General Obligation Bonds

Project Description:

Purchase of land in the downtown area which can be used for city facilities or to provide incentives to different types of businesses and establishments to locate in the downtown area.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$15,000,000	$15,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Flood Control

FLOOD CONTROL

Flood Control Bonds will finance most of the CIP flood control projects. Ongoing projects in FY 2001-02 include continued payments to Maricopa County for the Cactus/Orangewood storm drain outfall. Funds in the amount of $285,000 have been allocated for the ongoing maintenance and repair of collector and $100,000 for the maintenance and repairs of anticipated drainage problems has been earmarked.

The installation of a flood control channel along Skunk Creek is also planned for FY 2001-02 through 2002-03. This channelization project is being constructed through an intergovernmental agreement with the Maricopa County Flood Control District. After channelization is completed the city can finish the development of the Skunk Creek Linear Park plan. A National Pollution Discharge Elimination System Permit required by the EPA after new EPA regulations are adopted, is earmarked for FY 2001-02, FY 2003-04 and FY 2004-05

Funding for the Bethany Home Outfall Channel, which is the construction of a storm drain system adjacent to the Grand Canal from 75t^{h} Ave. and Camelback and within Bethany Home Rd. from 83rd to 58th is planned for FY 2001 through FY2006.

Category: Flood Control Bonds

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Bethany Home Outfall Channel	$450,000	$3,300,000	$2,600,000	$1,800,000	$1,700,000	$5,500,000
* Bethany Home 58th - 51st	$0	$0	$0	$0	$0	$7,000,000
* 67th /Peoria ACDC	$0	$0	$0	$1,700,000	$0	$1,000,000
Cactus/Orangewood Outfall	$1,400,000	$0	$0	$0	$0	$0
59th Ave. - Brown to Olive	$0	$0	$0	$0	$0	$1,000,000
Local Drainage Problems	$100,000	$100,000	$150,000	$100,000	$0	$700,000
Collector Drains	$285,000	$415,000	$500,000	$500,000	$0	$3,000,000
Skunk Creek Channelization	$680,000	$580,000	$0	$0	$0	$0
*NPDES Requirements	$50,000	$0	$50,000	$50,000	$0	$1,000,000
Greenway Drain 53rd to 71st	$0	$0	$0	$0	$0	$1,750,000
Northern Drain 45th to 63rd	$0	$0	$0	$0	$0	$3,750,000
Total	**$2,965,000**	**$4,395,000**	**$3,300,000**	**$4,150,000**	**$1,700,000**	**$24,700,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Flood Control Bonds

Project Number: 8012

Project Name: * Bethany Home Outfall Channel

Funding Source: General Obligation Bonds

Project Description:

Design, Right-of-Way and construction of a storm drain system adjacent to the Grand Canal from 75th Ave. and Camelback and the Outer Loop 101 Freeway and within Bethany Home Road from 83rd to 58th, and within Camelback Road from 75th to 59th Ave.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$450,000	$3,300,000	$2,600,000	$1,800,000	$1,700,000	$5,500,000	$15,350,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8013

Project Name: * Bethany Home 58th - 51st

Funding Source: General Obligation Bonds

Project Description:

Planned drainage improvements along Bethany Home Road from 58th Ave. to 51st Ave.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$7,000,000	$7,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8014

Project Name: * 67th /Peoria ACDC

Funding Source: General Obligation Bonds

Project Description:

Construction of storm drain in 67th Ave. between Peoria and ACDC.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$1,700,000	$ 0	$1,000,000	$2,700,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Flood Control Bonds

Project Number: 9109

Project Name: Cactus/Orangewood Outfall

Funding Source: General Obligation Bonds

Project Description:

In cooperation with the Maricopa Flood Control District and the City of Peoria, design and construction of an outfall line in Cactus Road and a major storm drain along the Orangewood alignment.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,400,000	$ 0	$ 0	$ 0	$ 0	$ 0	$1,400,000

Operating Impact:

$5,000	$5,000	$5,000	$5,000	$5,000	$25,000	$50,000

Project Number: 9111

Project Name: 59th Ave. - Brown to Olive

Funding Source: General Obligation Bonds

Project Description:

Construction of storm drains.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9127

Project Name: Local Drainage Problems

Funding Source: General Obligation Bonds

Project Description:

Maintain or repair various drainage problems throughout the city on an ongoing basis.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$100,000	$100,000	$150,000	$100,000	$ 0	$700,000	$1,150,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Flood Control Bonds

Project Number: 9302

Project Name: Collector Drains

Funding Source: General Obligation Bonds

Project Description:

Maintain or repair anticipated drainage problems.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$285,000	$415,000	$500,000	$500,000	$ 0	$3,000,000	$4,700,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9305

Project Name: Skunk Creek Channelization

Funding Source: General Obligation Bonds

Project Description:

Planned installation of a flood control channel along Skunk Creek. The project is being constructed through an intergovernmental agreement with the Maricopa County Flood Control District.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$680,000	$580,000	$ 0	$ 0	$ 0	$ 0	$1,260,000

Operating Impact:

$10,000	$10,000	$10,000	$10,000	$10,000	$50,000	$100,000

Project Number: 9306

Project Name: *NPDES Requirements

Funding Source: General Obligation Bonds

Project Description:

A National Pollution Discharge Elimination System permit required by the Federal Environmental Protection Agency after new EPA regulations are adopted. Permit requires extensive mapping and monitoring of storm drain system.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$50,000	$ 0	$50,000	$50,000	$ 0	$1,000,000	$1,150,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Flood Control Bonds

Project Number: 9307

Project Name: Greenway Drain 53rd to 71st

Funding Source: General Obligation Bonds

Project Description:

Extension of storm drains from 67th and 59th along the Greenway alignment as per the Storm Water Master Plan.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,750,000	$1,750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9308

Project Name: Northern Drain 45th to 63rd

Funding Source: General Obligation Bonds

Project Description:

Storm drains to outfall into the Orangewood Outfall.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$3,750,000	$3,750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Government Facilities

GOVERNMENT FACILITIES

Government Facilities bonds will fund the construction of the first phase of a new Field Operations Complex, which will include construction of an equipment management facility, automotive warehouse and new central warehouse in FY 2001-02 and in FY 2003-04. An additional $39,000,000 will be needed in later years to complete the construction of the Field Operations Complex.

In later years, funding of $10,000,000 has been earmarked for the purchase of an existing office building or construction of a new facility to supplement current office space for city operations.

Category: Government Facilities

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Field Operations Complex	$8,000,000	$0	$8,000,000	$0	$0	$39,000,000
City Office Building	$0	$0	$0	$0	$0	$10,000,000
Total	**$8,000,000**	**$ 0**	**$8,000,000**	**$ 0**	**$ 0**	**$49,000,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Government Facilities

Project Number: 8565

Project Name: Field Operations Complex

Funding Source: General Obligation Bonds

Project Description:

Provides for the construction of a new Field Operations Municipal Complex. First phase includes construction of an Equipment Management Facility, and Automotive Warehouse, and new Central Warehouse.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$8,000,000	$ 0	$8,000,000	$ 0	$ 0	$39,000,000	$55,000,000

Operating Impact:

$ 0	$150,000	$150,000	$300,000	$300,000	$9,000,000	$9,900,000

Project Number: 8566

Project Name: City Office Building

Funding Source: General Obligation Bonds

Project Description:

Purchase of an existing office building or construction of a new facility to supplement current office space for city operations.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$10,000,000	$10,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$600,000	$600,000

Landfill

LANDFILL

Large landfill capital projects are financed from Landfill Revenue Bonds. Landfill projects scheduled for FY 2001-02 are the modifications to the landfill gas management system to comply with recently mandated New Source Performance Standards (NSPS) and the design, construction and landscaping of screening berms along the east boundary of the landfill. From FY 2001-02 through 2005-06 $3,844,000 has been slated for the excavation of the north expansion area of the landfill to prepare for future cell development.

In FY 2002-03, $800,000 has been earmarked to move the landfill entrance, scalehouse and truck scales to conform with current and future landfill site development and $500,000 has been allocated in the same year for the construction of a wastewater effluent line to support landfill and environmental projects.

In FY 2003-04 the construction of a cell for landfill technology demonstration projects is planned.

Category: Landfill

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Bioreactor Project	$0	$0	$360,000	$0	$0	$0
* NSPS Landfill Gas System	$1,400,000	$0	$0	$0	$0	$0
* Landfill Entrance	$0	$800,000	$0	$0	$0	$0
* Landfill Screening Berm	$1,800,000	$0	$0	$0	$0	$0
*Landfill Closure (South)	$0	$0	$0	$0	$0	$5,024,500
*Effluent Reuse Project	$0	$500,000	$0	$0	$0	$0
*Landfill Liner Installation	$300,000	$0	$0	$0	$0	$28,248,000
Landfill Soil Excavation - NW Parcel	$724,000	$746,000	$768,000	$791,000	$815,000	$4,455,000
Total	**$4,224,000**	**$2,046,000**	**$1,128,000**	**$791,000**	**$815,000**	**$37,727,500**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Landfill

Project Number: 8034

Project Name: * Bioreactor Project

Funding Source: Landfill Revenues

Project Description:

Construction of cell for landfill technology demonstration project.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$360,000	$ 0	$ 0	$ 0	$360,000

Operating Impact:

$ 0	$ 0	$ 0	$75,000	$75,000	$ 0	$150,000

Project Number: 8035

Project Name: * NSPS Landfill Gas System

Funding Source: Landfill Revenues

Project Description:

Modification to landfill gas management system to comply with recently mandated New Source Performance Standards (NSPS).

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,400,000	$ 0	$ 0	$ 0	$ 0	$ 0	$1,400,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8036

Project Name: * Landfill Entrance

Funding Source: Landfill Revenues

Project Description:

Move landfill entrance, scalehouse and truck scales to conform with current and future landfill site development.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$800,000	$ 0	$ 0	$ 0	$ 0	$800,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Landfill

Project Number: 8037

Project Name: * Landfill Screening Berm

Funding Source: Landfill Revenues

Project Description:

Design, construction and landscaping of screening berms along east boundary of landfill and Glendale and Northern Avenues.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,800,000	$ 0	$ 0	$ 0	$ 0	$ 0	$1,800,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8038

Project Name: *Landfill Closure (South)

Funding Source: Landfill Revenues

Project Description:

Closure of completed south area of landfill.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$5,024,500	$5,024,500

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8043

Project Name: *Effluent Reuse Project

Funding Source: Landfill Revenues

Project Description:

Construction of wastewater effluent line to support landfill and environmental campus projects.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$500,000	$ 0	$ 0	$ 0	$ 0	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Landfill

Project Number: 8044

Project Name: *Landfill Liner Installation

Funding Source: Landfill Revenues

Project Description:

Design and permit for revised landfill for closures plan and installation of liner and leachate collection system in north expansion area of landfill.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$300,000	$ 0	$ 0	$ 0	$ 0	$28,248,000	$28,548,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9604

Project Name: Landfill Soil Excavation - NW Parcel

Funding Source: Landfill Revenues

Project Description:

Excavation of north expansion area to prepare for future cell development.

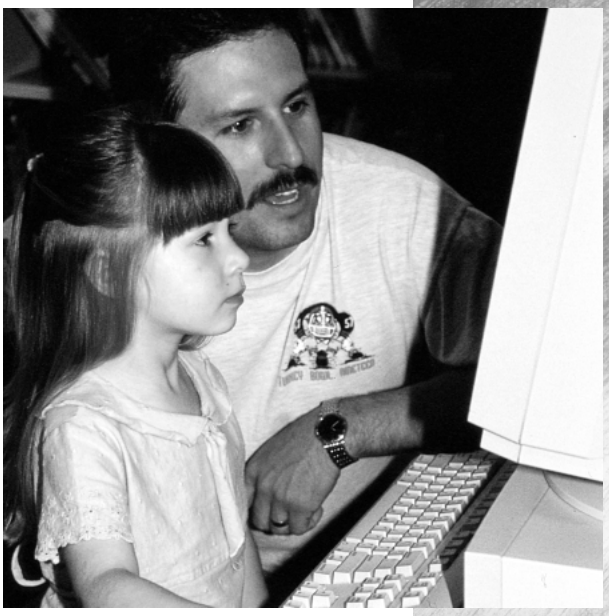
Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$724,000	$746,000	$768,000	$791,000	$815,000	$4,455,000	$8,299,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Library



LIBRARY

Glendale citizens are among the highest library service users in the Valley. The continuing demand for high-quality, accessible, neighborhood-based library services is addressed in the CIP.

Over the next ten years, Development Impact Fees (DIFs) will be used to purchase new library books for branch libraries in order to keep pace with projected population growth as residential development continues. Between FY 2001-02 and FY 2005-06 about $800,013 has been allocated for this purpose.

The General Plan mandates construction of a branch library when the population in a planned service area reaches 35,000 residents. Therefore, substantial CIP resources are earmarked for the design, construction, and purchase of books for a new branch library to serve the western quadrant of the city. Beginning with $500,000 in FY 2002-03, and continuing through FY 2004-05, DIFs will be allocated to construct the Gateway branch neighborhood library by the time it is needed. Library bonds will be used to fund the renovation and expansion of other library buildings from FY 2007 through 2011.

Category: Library Bonds

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Library Expansion & Renovation	$0	$0	$0	$0	$0	$6,698,000
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$6,698,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Library Bonds

Project Number: 8554

Project Name: Library Expansion & Renovation

Funding Source: General Obligation Bonds

Project Description:

Renovation in the form of new furnishings, electrical modifications, floorings, etc. and possible expansions as needed.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$6,698,000	$6,698,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Plan

Category: DIF - Library

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
West Branch Library/Books	$0	$500,000	$1,200,000	$7,000,000	$0	$0
Library Books - Population Growth	$103,000	$131,000	$160,000	$188,000	$218,013	$2,148,205
Total	**$103,000**	**$631,000**	**$1,360,000**	**$7,188,000**	**$218,013**	**$2,148,205**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF - Library

Project Number: 8960

Project Name: West Branch Library/Books

Funding Source: Development Impact Fees

Project Description:

Design, construction and purchase of books for a branch library to serve the western portion of the city.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$500,000	$1,200,000	$7,000,000	$ 0	$ 0	$8,700,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$1,800,000	$9,000,000	$10,800,000

Project Number: 8961

Project Name: Library Books - Population Growth

Funding Source: Development Impact Fees

Project Description:

Funding to continue the phased approach of increasing the book budget to keep up with the growth of the city.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$103,000	$131,000	$160,000	$188,000	$218,013	$2,148,205	$2,948,218

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Open Space and Trails

OPEN SPACE AND TRAILS

This category will enable the city to acquire land for the preservation of open space and to construct multi-use trails and linear parks.

In FY 2001-02, $500,000 for Phase II of Thunderbird Paseo improvements that will include soccer fields in the area between Thunderbird Rd. and 67th Ave. are planned. $1,050,000 for development of a four-mile greenbelt providing multi-use trails parks and picnic area along the Grand Canal is scheduled for FY 2002-03.

Land acquisition for a city-wide trail system that will link parks and existing trails throughout the entire city and for a linear park feature linking the Beet Factory to the Civic Center is scheduled for future years.

Category: Open Space & Trails

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Thunderbird Paseo Improvements	$500,000	$0	$600,000	$0	$0	$0
Grand Canal Linear /Regional Dvlpmt.	$0	$1,050,000	$0	$0	$0	$5,050,000
New River Trails	$0	$0	$0	$0	$0	$2,000,000
City-Wide Trails System	$0	$0	$0	$0	$0	$19,200,000
Downtown Greenbelt	$0	$0	$0	$0	$0	$24,250,000
Total	**$500,000**	**$1,050,000**	**$600,000**	**$ 0**	**$ 0**	**$50,500,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Open Space & Trails

Project Number: 8521

Project Name: Thunderbird Paseo Improvements

Funding Source: General Obligation Bonds

Project Description:

Phase II of Thunderbird Paseo improvements to include four (4) soccer fields in the area between Thunderbird Road and 67th Avenue.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$500,000	$ 0	$600,000	$ 0	$ 0	$ 0	$1,100,000

Operating Impact:

$4,800	$4,800	$4,800	$4,800	$4,800	$24,000	$48,000

Project Number: 8524

Project Name: Grand Canal Linear /Regional Dvlpmt.

Funding Source: General Obligation Bonds

Project Description:

Develop four-mile greenbelt providing multi-use trails, 2-3 neighborhood parks along canal, and picnic areas.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$1,050,000	$ 0	$ 0	$ 0	$5,050,000	$6,100,000

Operating Impact:

$ 0	$130,000	$130,000	$130,000	$130,000	$650,000	$1,170,000

Project Number: 8962

Project Name: New River Trails

Funding Source: General Obligation Bonds

Project Description:

Construct multi-use and equestrian trails along New River corridor.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$2,000,000	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$250,000	$250,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Open Space & Trails

Project Number: 9605

Project Name: City-Wide Trails System

Funding Source: General Obligation Bonds

Project Description:

Land acquisition and construction of a trail system linking parks and existing trails throughout the entire city; development of a city-wide open space and trails master plan which will include the downtown green belt.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$19,200,000	$19,200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Project Number: 9609

Project Name: Downtown Greenbelt

Funding Source: General Obligation Bonds

Project Description:

A linear park feature linking the Beet Factory to the Civic Center. The project may include lighted walkways, play areas, benches, amphitheatre, art work, fountains, landscaping a trolly and other features.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$24,250,000	$24,250,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Parks

PARKS

Park projects are traditionally funded by a combination of Park G.O. bonds and Development Impact Fees. Park land acquisition and renovations and park enhancements to existing facilities will continue to be a major CIP priority during the next ten years. The construction of a new Adult Center facility to relocate the existing facility is slated for FY 2001-02. Also slated for FY 01-02 is the expansion of the existing community center to include a larger dining/kitchen area, as well as the construction of a swimming pool to accommodate growth in the northern section of the city. A north area community recreation center sited at Foothills Regional Park is earmarked for FY 2001-02 and FY 2002-03.

Projects scheduled for FY 2002-03, include the construction of a swimming pool to accommodate growth in the northern section of the city; the replastering of Cardinal Pool; the development of a 88-acre regional park located on Bethany Home Road, which could possibly include lighted sports complexes, playground picnic areas, pool and a fishing lake. The construction of a visitor center in the historic area of Sahuaro Ranch is planned for FY 2003-04.

DIF will finance Phase II of Foothills Park development that will include lighted tennis, sand volleyball and basketball courts in FY 2001-02. The continuation of a four-mile linear multi-purpose trail along Grand Canal in FY 2002-03 through FY 2003-04 is also included.

The following detail sheets provide specific information about all of the recreational projects contained in the CIP.

City of Glendale
2002-2011 Capital Improvement Plan

Category: Park Bond Fund

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Park Re-development	$300,000	$0	$0	$0	$0	$9,450,000
* Glendale Community Center Expansion	$520,000	$0	$0	$0	$0	$0
* 71st & Orangewood Soccer Complex	$0	$0	$0	$0	$0	$3,700,000
* Murphy Park Improvements	$0	$0	$0	$0	$0	$1,000,000
* Rose Lane Rec. Center Development	$0	$0	$0	$0	$0	$5,000,000
Adult Center Relocation	$8,300,000	$0	$0	$0	$0	$0
63rd & Northern Park Development	$0	$0	$0	$750,000	$0	$2,000,000
Rose Lane Pool Construction	$0	$0	$1,000,000	$1,000,000	$0	$0
North Area Pool	$1,750,000	$0	$0	$0	$0	$0
Manistee Ranch Development	$0	$0	$0	$150,000	$0	$0
Community Center North Improvements	$0	$0	$0	$0	$0	$700,000
Park Enhancements	$200,000	$0	$0	$0	$0	$3,530,000
Land Acquisition	$750,000	$425,000	$2,000,000	$2,500,000	$0	$12,000,000
Facility Renovations	$40,000	$40,000	$1,000,000	$1,000,000	$0	$5,170,000
O'Neil Center Expansion	$0	$0	$0	$0	$0	$2,500,000
Thunderbird Park Improvements	$0	$0	$0	$110,000	$0	$2,000,000
GCC Community Pool Restoration	$0	$0	$120,000	$0	$0	$150,000
Cardinal Pool Restoration	$0	$120,000	$0	$0	$0	$150,000
Apollo Pool Restoration	$0	$0	$0	$0	$0	$150,000
O'Neil Pool Restoration	$120,000	$0	$0	$0	$0	$150,000
Sahuaro Ranch Park Improvement	$0	$0	$0	$0	$0	$2,000,000
Indoor Multi-Sport/Aquatics Center	$0	$0	$0	$0	$0	$11,250,000
Outdoor Multi-Sport Rec./Tennis Center	$0	$0	$0	$0	$0	$5,000,000
Park Dev. - 79th/Orangewood	$0	$0	$0	$0	$0	$750,000
Barnyard Additions	$0	$0	$0	$0	$0	$1,000,000
West Area Pool	$0	$1,750,000	$0	$0	$0	$300,000
Multi-Generational Center - West	$0	$0	$0	$0	$0	$8,000,000
Multi-Generational Center - North	$5,000,000	$1,000,000	$0	$0	$0	$0
Skating Park North	$177,800	$0	$0	$0	$0	$0
Sahuaro Ranch Visitor Center & Rec. Office	$0	$0	$1,500,000	$0	$0	$1,000,000
Western Area Regional Park	$500,000	$1,250,000	$0	$2,000,000	$0	$2,500,000
Parks Maintenance Building - North	$0	$0	$0	$0	$0	$1,000,000
Parks Maintenance Building - West	$0	$0	$0	$0	$0	$1,000,000
Sands Improvements	$0	$0	$0	$0	$0	$500,000

City of Glendale
2002-2011 Capital Improvement Plan

Category: Park Bond Fund

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Paseo Raquet Center Park	$0	$0	$0	$500,000	$0	$0
Cholla In-Line Court	$0	$0	$0	$200,000	$0	$0
Fishing Lake	$0	$0	$0	$0	$0	$1,000,000
Bonsall Rec. Center/Gym	$0	$0	$0	$0	$0	$5,200,000
Zero Depth Aquatic Features	$0	$0	$0	$0	$0	$1,200,000
Park Dev. - 63rd/Maryland	$0	$0	$0	$0	$0	$750,000
Outdoor Adventure Center West	$0	$0	$0	$0	$0	$1,500,000
Bonsall Lake Expansion	$0	$0	$0	$300,000	$0	$0
Total	**$17,657,800**	**$4,585,000**	**$5,620,000**	**$8,510,000**	**$ 0**	**$91,600,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8026

Project Name: * Park Re-development

Funding Source: General Obligation Bonds

Project Description:

Recommendation from the Parks Master Plan to renovate 5 older parks per year over the next five years. Renovation includes turf, irrigation, playgrounds, courts, ballfields, etc.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$300,000	$ 0	$ 0	$ 0	$ 0	$9,450,000	$9,750,000

Operating Impact:

$15,000	$15,000	$15,000	$15,000	$15,000	$75,000	$150,000

Project Number: 8027

Project Name: * Glendale Community Center Expansion

Funding Source: General Obligation Bonds

Project Description:

To expand the existing community center to include larger dining/kitchen area; larger multi-purpose room, ADA compliant restrooms and increase parking.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$520,000	$ 0	$ 0	$ 0	$ 0	$ 0	$520,000

Operating Impact:

$360,000	$ 0	$ 0	$ 0	$ 0	$ 0	$360,000

Project Number: 8028

Project Name: * 71st & Orangewood Soccer Complex

Funding Source: General Obligation Bonds

Project Description:

Develop soccer fields and restrooms at existing 40 acres.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$3,700,000	$3,700,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$500,000	$500,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8029

Project Name: * Murphy Park Improvements

Funding Source: General Obligation Bonds

Project Description:

Re-design turf and plant areas to provide landscape amenities and beautify park to enhance special events.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$250,000	$250,000

Project Number: 8030

Project Name: * Rose Lane Rec. Center Development

Funding Source: General Obligation Bonds

Project Description:

Conversion of existing recreation building into a multi-purpose recreation center.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$5,000,000	$5,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$20,000	$20,000

Project Number: 8057

Project Name: Adult Center Relocation

Funding Source: General Obligation Bonds

Project Description:

Construction of a new Adult Center facility

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$8,300,000	$ 0	$ 0	$ 0	$ 0	$ 0	$8,300,000

Operating Impact:

$ 0	$175,000	$175,000	$175,000	$175,000	$875,000	$1,575,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8503

Project Name: 63rd & Northern Park Development

Funding Source: General Obligation Bonds

Project Description:

Development of a community park which includes an outdoor adventure center with BMX and Bicycle Safety City. In cooperation with the private sector.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$750,000	$ 0	$2,000,000	$2,750,000

Operating Impact:

$ 0	$ 0	$ 0	$30,000	$30,000	$150,000	$210,000

Project Number: 8504

Project Name: Rose Lane Pool Construction

Funding Source: General Obligation Bonds

Project Description:

Renovation of the Rose Lane swimming pool which has been substantially damaged due to soil erosion from nearby retention basin.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$1,000,000	$1,000,000	$ 0	$ 0	$2,000,000

Operating Impact:

$ 0	$ 0	$120,000	$120,000	$120,000	$600,000	$960,000

Project Number: 8509

Project Name: North Area Pool

Funding Source: General Obligation Bonds

Project Description:

Construction of a swimming pool to accommodate growth in the northern section of the city.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,750,000	$ 0	$ 0	$ 0	$ 0	$ 0	$1,750,000

Operating Impact:

$450,000	$450,000	$450,000	$450,000	$450,000	$2,250,000	$4,500,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8510

Project Name: Manistee Ranch Development

Funding Source: General Obligation Bonds

Project Description:

Serenity park development including landscaping, area lighting, irrigation, walkways, benches, drinking fountains, parking lot, perimeter fencing. Phase II includes a restroom and landscaping around the ranch house.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$150,000	$ 0	$ 0	$150,000

Operating Impact:

$ 0	$ 0	$ 0	$30,000	$30,000	$150,000	$210,000

Project Number: 8513

Project Name: Community Center North Improvements

Funding Source: General Obligation Bonds

Project Description:

Renovations and additions to the facility.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$700,000	$700,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$360,000	$360,000

Project Number: 8517

Project Name: Park Enhancements

Funding Source: General Obligation Bonds

Project Description:

New sport courts, picnic areas, and playgrounds added to existing parks. Sites are designated by periodic needs assessments.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$ 0	$ 0	$ 0	$ 0	$3,530,000	$3,730,000

Operating Impact:

$15,000	$15,000	$15,000	$15,000	$15,000	$75,000	$150,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8518

Project Name: Land Acquisition

Funding Source: General Obligation Bonds

Project Description:

Acquisition of parcels which are needed for parks in various locations of the city, including land for Grand Canal Linear Park, neighborhood parks and specialized facilities.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$750,000	$425,000	$2,000,000	$2,500,000	$ 0	$12,000,000	$17,675,000

Operating Impact:

$30,000	$45,000	$105,000	$135,000	$135,000	$1,350,000	$1,800,000

Project Number: 8519

Project Name: Facility Renovations

Funding Source: General Obligation Bonds

Project Description:

Restoration of existing sport courts, fields, park and facilities.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$40,000	$40,000	$1,000,000	$1,000,000	$ 0	$5,170,000	$7,250,000

Operating Impact:

$2,000	$4,000	$54,000	$108,000	$108,000	$540,000	$816,000

Project Number: 8528

Project Name: O'Neil Center Expansion

Funding Source: General Obligation Bonds

Project Description:

Renovate and expand existing recreation center.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$2,500,000	$2,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$585,000	$585,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8530

Project Name: Thunderbird Park Improvements

Funding Source: General Obligation Bonds

Project Description:

Enhancements to conservation park, including restored ramadas, restrooms, roadways, amphitheater and trail improvements, plus additional parking.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$110,000	$ 0	$2,000,000	$2,110,000

Operating Impact:

$ 0	$ 0	$ 0	$30,000	$30,000	$150,000	$210,000

Project Number: 8531

Project Name: GCC Community Pool Restoration

Funding Source: General Obligation Bonds

Project Description:

Replastering of the pool every eight (8) years.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$120,000	$ 0	$ 0	$150,000	$270,000

Operating Impact:

$ 0	$ 0	$1,500	$1,500	$1,500	$7,500	$12,000

Project Number: 8532

Project Name: Cardinal Pool Restoration

Funding Source: General Obligation Bonds

Project Description:

Replastering of the pool every eight (8) years.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$120,000	$ 0	$ 0	$ 0	$150,000	$270,000

Operating Impact:

$ 0	$1,500	$1,500	$1,500	$1,500	$7,500	$13,500

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8544

Project Name: Apollo Pool Restoration

Funding Source: General Obligation Bonds

Project Description:

Replastering of the pool every eight (8) years.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$7,500	$7,500

Project Number: 8545

Project Name: O'Neil Pool Restoration

Funding Source: General Obligation Bonds

Project Description:

Replastering of the pool every eight (8) years.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$120,000	$ 0	$ 0	$ 0	$ 0	$150,000	$270,000

Operating Impact:

$1,500	$1,500	$1,500	$1,500	$1,500	$7,500	$15,000

Project Number: 8550

Project Name: Sahuaro Ranch Park Improvement

Funding Source: General Obligation Bonds

Project Description:

Construction of lighted basketball court in FY 00-01. Replacement and renovation of existing ramadas, drinking fountains, restrooms, trees, parking, tables, benches, bicycle paths, fencing, etc. Renovate existing flood irrigation infrastructure.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$2,000,000	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$100,000	$100,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8923

Project Name: Indoor Multi-Sport/Aquatics Center

Funding Source: General Obligation Bonds

Project Description:

Indoor Multi-Sport, Multi-dimensional center to include recreation amenities such as aquatic area/ gym/ class rooms/ climbing walls, etc., to serve youths, teens, seniors and families.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$11,250,000	$11,250,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$1,415,000	$1,415,000

Project Number: 8924

Project Name: Outdoor Multi-Sport Rec./Tennis Center

Funding Source: General Obligation Bonds

Project Description:

Outdoor complex includes structures for tennis, skateboarding, BMX riding, in-line hockey, and soccer.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$5,000,000	$5,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$1,195,000	$1,195,000

Project Number: 8928

Project Name: Park Dev. - 79th/Orangewood

Funding Source: General Obligation Bonds

Project Description:

Development of 5-10 acre neighborhood park.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$750,000	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8935

Project Name: Barnyard Additions

Funding Source: General Obligation Bonds

Project Description:

Construction of a farm implement building, tractor/vehicle maintenance shed and additional restrooms in the Historical Area of Sahuaro Ranch Park. FY 01-02 improvements include signs, info kiosks, fencing, entryways, porches & lilly pond.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$30,000	$30,000

Project Number: 8942

Project Name: West Area Pool

Funding Source: General Obligation Bonds

Project Description:

Construction of a swimming pool to accommodate growth in the western section of the city.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$1,750,000	$ 0	$ 0	$ 0	$300,000	$2,050,000

Operating Impact:

$ 0	$450,000	$450,000	$450,000	$450,000	$2,250,000	$4,050,000

Project Number: 8943

Project Name: Multi-Generational Center - West

Funding Source: General Obligation Bonds

Project Description:

West area community recreation center sited at 80 acre regional park. Multi-generational facility offering space for separate gymnasium, activity rooms, day care, fitness, reception, office space.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$8,000,000	$8,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$2,500,000	$2,500,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8945

Project Name: Multi-Generational Center - North

Funding Source: General Obligation Bonds

Project Description:

North area community recreation center sited at Foothills Regional Park. Multi-generational facility offering space for separate gymnasium, activity rooms, day care, fitness, reception, office space.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$5,000,000	$1,000,000	$ 0	$ 0	$ 0	$ 0	$6,000,000

Operating Impact:

$571,000	$571,000	$571,000	$571,000	$571,000	$2,855,000	$5,710,000

Project Number: 8946

Project Name: Skating Park North

Funding Source: General Obligation Bonds

Project Description:

Construction of in-line hockey court and a specialized facility for skateboards.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$177,800	$ 0	$ 0	$ 0	$ 0	$ 0	$177,800

Operating Impact:

$25,000	$25,000	$25,000	$25,000	$25,000	$125,000	$250,000

Project Number: 8947

Project Name: Sahuaro Ranch Visitor Center & Rec. Office

Funding Source: General Obligation Bonds

Project Description:

Construction of a visitor center in the historic area, which will also house recreation office. Includes food service facility.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$1,500,000	$ 0	$ 0	$1,000,000	$2,500,000

Operating Impact:

$ 0	$ 0	$150,000	$150,000	$150,000	$750,000	$1,200,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8948

Project Name: Western Area Regional Park

Funding Source: General Obligation Bonds

Project Description:

Development of the 88 acre regional park at Bethany Home Road including lighted sports complexes, playground picnic areas. Possible site of future recreation center, pool and fishing lake.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$500,000	$1,250,000	$ 0	$2,000,000	$ 0	$2,500,000	$6,250,000

Operating Impact:

$30,000	$100,000	$100,000	$100,000	$100,000	$1,000,000	$1,430,000

Project Number: 8949

Project Name: Parks Maintenance Building - North

Funding Source: General Obligation Bonds

Project Description:

Construction of a parks maintenance compound, sited at an existing community/regional park.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$50,000	$50,000

Project Number: 8950

Project Name: Parks Maintenance Building - West

Funding Source: General Obligation Bonds

Project Description:

Construction of a parks maintenance compound, sited at Grand Canal Regional Park.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$50,000	$50,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8953

Project Name: Sands Improvements

Funding Source: General Obligation Bonds

Project Description:

Development of remaining additional land north and adjacent to existing park and renovation of current park amenities to include landscape, irrigation, benches, walkways, ball field lights and restroom. Also the site of Elsie McCarthy Sensory Garden.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$500,000	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Project Number: 8954

Project Name: Paseo Raquet Center Park

Funding Source: General Obligation Bonds

Project Description:

Development of park amenities north of existing tennis courts. This will complete the site development, including ramadas, playground and other amenities.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$500,000	$ 0	$ 0	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$15,000	$15,000	$75,000	$105,000

Project Number: 8959

Project Name: Cholla In-Line Court

Funding Source: General Obligation Bonds

Project Description:

Development of lighted in-line hockey court.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$200,000	$ 0	$ 0	$200,000

Operating Impact:

$ 0	$ 0	$ 0	$15,000	$15,000	$75,000	$105,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8963

Project Name: Fishing Lake

Funding Source: General Obligation Bonds

Project Description:

Construct urban fishing lake.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$50,000	$50,000

Project Number: 8964

Project Name: Bonsall Rec. Center/Gym

Funding Source: General Obligation Bonds

Project Description:

Construct recreation center/gym at Bonsall Park.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$5,200,000	$5,200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$1,390,000	$1,390,000

Project Number: 8967

Project Name: Zero Depth Aquatic Features

Funding Source: General Obligation Bonds

Project Description:

Install aquatic features at Sahuaro Ranch, O'Neil, Rose Lane and other community parks.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,200,000	$1,200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$100,000	$100,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Park Bond Fund

Project Number: 8999

Project Name: Park Dev. - 63rd/Maryland

Funding Source: General Obligation Bonds

Project Description:

Development of a 5-10 acre neighborhood park.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$750,000	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Project Number: 9001

Project Name: Outdoor Adventure Center West

Funding Source: General Obligation Bonds

Project Description:

Construction of outdoor adventure center to possibly include in-line skate, skate board, climbing wall and BMX track.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,500,000	$1,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$760,000	$760,000

Project Number: 9008

Project Name: Bonsall Lake Expansion

Funding Source: General Obligation Bonds

Project Description:

Expand current lake to add in recreational fishing opportunities in South Bonsall Park.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$300,000	$ 0	$ 0	$300,000

Operating Impact:

$ 0	$ 0	$ 0	$10,000	$10,000	$50,000	$70,000

City of Glendale
2002-2011 Capital Improvement Plan

Category: DIF - Parks

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Foothills Park Phase II (Zone 3)	$700,000	$0	$0	$0	$0	$0
63rd/Butler Park Dvlpt. (Zone 2)	$0	$0	$0	$0	$0	$750,000
71st/Orangewood Park (Zone 2)	$0	$0	$750,000	$0	$0	$0
69th/Diana (Zone 2)	$0	$0	$0	$0	$0	$500,000
87th/Missouri (Zone 1)	$0	$0	$0	$750,000	$0	$0
87th/Orangewood (Zone 1)	$0	$0	$0	$0	$0	$750,000
95th/Maryland (Zone 1)	$0	$0	$0	$0	$0	$750,000
Grand Canal Linear (Zone 1)	$0	$300,000	$100,000	$0	$0	$0
Total	**$700,000**	**$300,000**	**$850,000**	**$750,000**	**$ 0**	**$2,750,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF - Parks

Project Number: 8527

Project Name: Foothills Park Phase II (Zone 3)

Funding Source: Development Impact Fees

Project Description:

Phase II of Foothills Park development including lighted tennis, sand volleyball, and basketball courts, ramadas, skate park, picnic areas, playground, parking. Site of Recreation Ctr. North.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$700,000	$ 0	$ 0	$ 0	$ 0	$ 0	$700,000

Operating Impact:

$196,000	$196,000	$196,000	$196,000	$196,000	$980,000	$1,960,000

Project Number: 8932

Project Name: 63rd/Butler Park Dvlpt. (Zone 2)

Funding Source: Development Impact Fees

Project Description:

Development of a 5-10 acre neighborhood park in Zone 2.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$750,000	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Project Number: 8933

Project Name: 71st/Orangewood Park (Zone 2)

Funding Source: Development Impact Fees

Project Description:

Development of a 5-10 acre neighborhood park in Zone 2.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$750,000	$ 0	$ 0	$ 0	$750,000

Operating Impact:

$ 0	$ 0	$30,000	$30,000	$30,000	$150,000	$240,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF - Parks

Project Number: 8952

Project Name: 69th/Diana (Zone 2)

Funding Source: Development Impact Fees

Project Description:

Development of a 5-acre neighborhood park in Zone 2.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$500,000	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Project Number: 8955

Project Name: 87th/Missouri (Zone 1)

Funding Source: Development Impact Fees

Project Description:

Development of 5-10 acre neighborhood park in Zone 1.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$750,000	$ 0	$ 0	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$30,000	$30,000	$150,000	$210,000

Project Number: 8956

Project Name: 87th/Orangewood (Zone 1)

Funding Source: Development Impact Fees

Project Description:

Development of 5-10 acre neighborhood park in Zone 1.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$750,000	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF - Parks

Project Number: 8957

Project Name: 95th/Maryland (Zone 1)

Funding Source: Development Impact Fees

Project Description:

Development of 5-10 acre neighborhood park in Zone 1.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$750,000	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Project Number: 9002

Project Name: Grand Canal Linear (Zone 1)

Funding Source: Development Impact Fees

Project Description:

Continuation of development of 4 mile linear multi-purpose trail along Grand Canal.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$300,000	$100,000	$ 0	$ 0	$ 0	$400,000

Operating Impact:

$ 0	$51,900	$51,900	$51,900	$51,900	$259,500	$467,100

Public Safety

PUBLIC SAFETY

New Federal Communications Commission (FCC) regulations require all Fire Department radios to transition to an 800 MHz system. Therefore, in FY 2001-02 approximately $2,000,000 will be needed for the Fire Department to replace the radios in its current system. Forensic lab equipment needed for a new lab, which will be part of the West Public Safety Building is also slated for FY 2001-02. DIFs will help finance a new police and fire substation for western Glendale in FY 2001-02

During the second five-year phase of the CIP, major investments will be made in advanced technologies and system upgrades for public safety services. Most of these projects, and facility construction and remodeling, will be financed with Public Safety Bonds.

A new microwave system will replace the existing public safety phone service. The current 9-1-1 emergency system and computer-aided dispatch system will be improved. Mobile police data terminals will be replaced and upgraded and additional laptop computers will give police officers immediate access to many other criminal justice data networks from the field.

City of Glendale
2002-2011 Capital Improvement Plan

Category: Police & Fire Bonds

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Fire Station Remodel	$0	$0	$0	$0	$1,100,000	$0
*Fiber Optic Installation	$0	$0	$0	$0	$0	$500,000
* Hazardous Materials Vehicle	$0	$0	$0	$0	$0	$215,000
Forensic Lab Equipment	$300,000	$0	$0	$0	$0	$0
Public Safety Microwave Network	$0	$0	$0	$0	$0	$1,750,000
Fitness Equipment	$0	$0	$300,000	$0	$0	$0
Police Mobile Data Terminals	$0	$0	$0	$0	$0	$750,000
Automatic Vehicle Tracking System	$0	$0	$0	$0	$0	$1,100,000
Records Management System	$0	$0	$2,300,000	$0	$0	$0
9-1-1 System Upgrades	$0	$0	$0	$250,000	$0	$200,000
National Crime Information Center 2000	$0	$0	$0	$0	$0	$125,000
Public Safety Satellite Equipment	$0	$0	$0	$0	$0	$500,000
Police Laptop Computers	$0	$0	$0	$250,000	$0	$500,000
Fire 800 MHz System	$2,000,000	$0	$0	$0	$0	$0
Upgrade of Foothills Substation	$0	$0	$0	$0	$0	$250,000
Fire Station Major Maintenance	$0	$0	$0	$0	$0	$250,000
Upgrade of Police Digital Communication System	$0	$0	$0	$0	$0	$3,500,000
Fingerprint Identification System	$0	$0	$0	$250,000	$0	$250,000
Public Safety Multi-Use Facility	$1,500,000	$0	$0	$2,000,000	$0	$20,263,000
Land for Court Building	$0	$0	$0	$0	$0	$1,640,000
New Court Building	$0	$0	$0	$0	$0	$22,176,000
Total	**$3,800,000**	**$ 0**	**$2,600,000**	**$2,750,000**	**$1,100,000**	**$53,969,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Police & Fire Bonds

Project Number: 8021

Project Name: * Fire Station Remodel

Funding Source: General Obligation Bonds

Project Description:

Remodel/upgrade fire stations 151, 152 and 154.
Purchase 100' ladder truck for coverage in north Glendale.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$1,100,000	$ 0	$1,100,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8022

Project Name: *Fiber Optic Installation

Funding Source: General Obligation Bonds

Project Description:

Fiber Optic equipment installed at fire stations to take full advantage of computer interactive training programs.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$500,000	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8023

Project Name: * Hazardous Materials Vehicle

Funding Source: General Obligation Bonds

Project Description:

Replacement support vehicle for the Hazardous Materials Team.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$215,000	$215,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Police & Fire Bonds

Project Number: 8856

Project Name: Forensic Lab Equipment

Funding Source: General Obligation Bonds

Project Description:

Forensic lab equipment needed for new lab which is part of West Public Safety Building.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$300,000	$ 0	$ 0	$ 0	$ 0	$ 0	$300,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9401

Project Name: Public Safety Microwave Network

Funding Source: General Obligation Bonds

Project Description:

This system will replace the leased phone lines presently in use, and could support the entire Public Safety radio system along with Foothills and the future westside facility and other city-wide needs.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,750,000	$1,750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9402

Project Name: Fitness Equipment

Funding Source: General Obligation Bonds

Project Description:

Replacement of fitness equipment at the Public Safety Building and the Foothills Public Safety Facility.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$300,000	$ 0	$ 0	$ 0	$300,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Police & Fire Bonds

Project Number: 9403

Project Name: Police Mobile Data Terminals

Funding Source: General Obligation Bonds

Project Description:

Replacement and upgrade of the 8-year old mobile data terminals currently in use.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$750,000	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9404

Project Name: Automatic Vehicle Tracking System

Funding Source: General Obligation Bonds

Project Description:

System which allows the tracking of vehicles that have been stolen. Citizens may subscribe to this additional protection. Vehicle Tracking System, which includes the installation of tracking devices into city vehicles.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,100,000	$1,100,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9405

Project Name: Records Management System

Funding Source: General Obligation Bonds

Project Description:

Upgrade of computer aided dispatch, records, property, booking and accident investigations. Replace and upgrade the four current radio dispatch consoles.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$2,300,000	$ 0	$ 0	$ 0	$2,300,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Police & Fire Bonds

Project Number: 9406

Project Name: 9-1-1 System Upgrades

Funding Source: General Obligation Bonds

Project Description:

Replace and upgrade the current 9-1-1 telephone system and equipment.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$250,000	$ 0	$200,000	$450,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9407

Project Name: National Crime Information Center 2000

Funding Source: General Obligation Bonds

Project Description:

NCIC 2000 allows for the immediate transmission of photos and fingerprints to the FBI for quick identification and other enhanced features.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$125,000	$125,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9409

Project Name: Public Safety Satellite Equipment

Funding Source: General Obligation Bonds

Project Description:

Satellite equipment for voice data and video transmission and reception.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$500,000	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Police & Fire Bonds

Project Number: 9410

Project Name: Police Laptop Computers

Funding Source: General Obligation Bonds

Project Description:

Laptop Computers to allow officers immediate access to numerous criminal justice computer networks from the field.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$250,000	$ 0	$500,000	$750,000

Operating Impact:

$ 0	$ 0	$ 0	$61,000	$ 0	$1,037,000	$1,098,000

Project Number: 9412

Project Name: Fire 800 MHz System

Funding Source: General Obligation Bonds

Project Description:

Federal Communications Commission regulations require all radios to be on an 800 MHZ system. This will require the fire department to change out all radios in the current system.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$2,000,000	$ 0	$ 0	$ 0	$ 0	$ 0	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9413

Project Name: Upgrade of Foothills Substation

Funding Source: General Obligation Bonds

Project Description:

Upgrade Foothills Substation, which is currently 10 years old. Upgrades include replacing of carpeting, furniture and remodeling of racquetball court for office space.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$250,000	$250,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Police & Fire Bonds

Project Number: 9415

Project Name: Fire Station Major Maintenance

Funding Source: General Obligation Bonds

Project Description:

Replacement of roof and air conditioning in fire stations.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$250,000	$250,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9418

Project Name: Upgrade of Police Digital Communication System

Funding Source: General Obligation Bonds

Project Description:

Digital voice communications for securing the next generation voice communications. Replacement costs for equipment being installed in FY 98-99.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$3,500,000	$3,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9420

Project Name: Fingerprint Identification System

Funding Source: General Obligation Bonds

Project Description:

Upgrade of the fingerprint identification system making it available at the various substations. This tool has been invaluable in solving cases, and it will need to be replaced or updated every six years.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$250,000	$ 0	$250,000	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Police & Fire Bonds

Project Number: 9421

Project Name: Public Safety Multi-Use Facility

Funding Source: General Obligation Bonds

Project Description:

Land acquisition and construction of a 30 acre multi-use training facility for police and fire personnel. This facility will include a communications center, classrooms, shooting ranges, driving track, fire training tower and burn room.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,500,000	$ 0	$ 0	$2,000,000	$ 0	$20,263,000	$23,763,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$1,738,200	$1,738,200

Project Number: 9422

Project Name: Land for Court Building

Funding Source: General Obligation Bonds

Project Description:

Acquisition of land for the new City Court Building.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,640,000	$1,640,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9423

Project Name: New Court Building

Funding Source: General Obligation Bonds

Project Description:

The proposed new building would be a 89,400 square foot court facility as needed to meet service demands. The court caseload is projected to continue its steady growth, requiring additional facilities and staff.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$22,176,000	$22,176,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$5,785,000	$5,785,000

City of Glendale
2002-2011 Capital Improvement Plan

Category: DIF - Fire

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
New Fire Station Construction	$0	$0	$2,000,000	$0	$0	$0
New Fire Station Construction	$0	$0	$2,000,000	$0	$0	$0
New Fire Station Construction	$0	$0	$0	$0	$0	$2,000,000
Total	**$ 0**	**$ 0**	**$4,000,000**	**$ 0**	**$ 0**	**$2,000,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF - Fire

Project Number: 9019

Project Name: New Fire Station Construction

Funding Source: Development Impact Fees

Project Description:

Site development, construction and equipment for 1 new fire station. Small portion to be funded with other revenue source.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$2,000,000	$ 0	$ 0	$ 0	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$925,000	$925,000	$4,625,000	$6,475,000

Project Number: 9020

Project Name: New Fire Station Construction

Funding Source: Development Impact Fees

Project Description:

Site development, construction and equipment for 1 new fire station.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$2,000,000	$ 0	$ 0	$ 0	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$925,000	$925,000	$4,625,000	$6,475,000

Project Number: 9021

Project Name: New Fire Station Construction

Funding Source: Development Impact Fees

Project Description:

Site development, construction and equipment for 1 new fire station as needed for population growth.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$2,000,000	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$4,650,000	$4,650,000

Category: DIF – Police Facilities

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Gateway Public Safety Building -DIF	$6,000,000	$0	$0	$0	$0	$0
Total	**$6,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF – Police Facilities

Project Number: 9603

Project Name: Gateway Public Safety Building -DIF

Funding Source: Development Impact Fees

Project Description:

A fire and police substation as needed for expanded population growth. This is for the building operations, exclusive of any staffing.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$6,000,000	$ 0	$ 0	$ 0	$ 0	$ 0	$6,000,000

Operating Impact:

$700,000	$960,000	$960,000	$960,000	$960,000	$4,800,000	$9,340,000

Streets

STREETS

Street revenue and G.O. bonds are the major funding sources for many CIP street projects. Whenever possible, street projects are scheduled in conjunction with various water/sewer and drainage improvements in order to minimize costs associated with street damage repairs and to reduce inconvenience to residents.

In FY 2001-02 funding for the construction of sound walls along Loop 101 is planned. The installation of hardware and software to complete the computerized signal system throughout Glendale is also planned for this fiscal year. Many street improvements are planned during the first five-year phase, including: Bethany Home Road from 67th to 83rd avenues, Camelback from 67th to 99th avenues and Glendale Avenue from 67th to Litchfield Park Rd.

The installation of street lighting, streetscape, and aesthetic improvements along streets throughout the city is scheduled for FY 2001-02 and in future years; developmental agreements will help fund these projects as well as the design and construction of a four lane bridge on 83rd Ave., south of Union Hills. Projects in the Catlin Court area of downtown Glendale will continue during FY 01-02, as well as in future years.

Street funds will finance major safety improvements at high-risk intersections, new bus bays, and medians every year between FY2002 and 2011. Also in future years, street improvements, lighted walkways and other public infrastructure to promote development of an entertainment district in the area of the Beet Factory is planned.

City of Glendale
2002-2011 Capital Improvement Plan

Category: HURF Bonds

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Fund 61 Contingency	$0	$0	$0	$0	$0	$1,500,000
* Maryland 51st - 59th	$0	$0	$0	$0	$2,000,000	$0
Greenway Rd. 67th to 75th	$0	$0	$0	$0	$1,000,000	$500,000
67th Ave. Cactus to ACDC	$0	$0	$1,500,000	$0	$1,000,000	$0
51st Ave. Camelback-Grand	$0	$0	$0	$0	$0	$1,500,000
Bethany Home 67th to 75th	$500,000	$0	$0	$0	$0	$0
Bethany Home 75th to 83rd	$0	$0	$2,125,000	$0	$0	$0
59th Ave. Westcott to Beardsley	$0	$0	$0	$0	$0	$1,600,000
Bethany Home - 83rd to 99th	$0	$0	$1,275,000	$0	$1,500,000	$2,000,000
91st Ave Widening - Camelback/Northern	$0	$0	$0	$0	$500,000	$3,000,000
59th Ave. Olive to Brown	$0	$0	$0	$500,000	$1,100,000	$0
67th Ave. Pinnacle Peak-Isabell	$0	$0	$0	$2,000,000	$0	$0
Northern - 67th to 71st	$880,000	$0	$0	$0	$0	$0
67th Ave. - Camelback to Grand	$0	$0	$3,000,000	$0	$0	$0
75th Ave. - Glendale to Camelback	$0	$0	$2,000,000	$0	$0	$0
Camelback Improvements - 67th to 99th	$0	$0	$0	$2,000,000	$1,000,000	$0
83rd - Glendale to Northern/MAG TIP	$0	$500,000	$0	$1,500,000	$0	$0
99th Ave Widening - Camelback to Northern	$0	$0	$0	$0	$0	$3,000,000
Glendale Ave - 67th to Litchfield Park Rd.	$0	$0	$0	$0	$0	$5,000,000
Sound Walls	$1,100,000	$1,490,580	$0	$0	$0	$0
Total	**$2,480,000**	**$1,990,580**	**$9,900,000**	**$6,000,000**	**$8,100,000**	**$18,100,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: HURF Bonds

Project Number: 8001

Project Name: Fund 61 Contingency

Funding Source: HURF Bonds

Project Description:

Costs to cover miscellaneous expenses for unplanned one-time capital purchases and projects within the HURF Fund.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,500,000	$1,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8020

Project Name: * Maryland 51st - 59th

Funding Source: HURF Bonds

Project Description:

Planned street Improvements to accommodate an anticipated traffic volumes.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$2,000,000	$ 0	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8812

Project Name: Greenway Rd. 67th to 75th

Funding Source: HURF Bonds

Project Description:

This project will construct a new road with curb and gutter, sidewalks, landscaping and paving to current standards.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$1,000,000	$500,000	$1,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$16,000	$80,000	$96,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: HURF Bonds

Project Number: 8813

Project Name: 67th Ave. Cactus to ACDC

Funding Source: HURF Bonds

Project Description:

Widen 67th Avenue to provide four travel lanes and one turn lane, with curbs and landscaping.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$1,500,000	$ 0	$1,000,000	$ 0	$2,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8815

Project Name: 51st Ave. Camelback-Grand

Funding Source: HURF Bonds

Project Description:

This project will improve 51st Avenue in areas currently without curb and gutter, sidewalk, landscaping and full-width asphalt paving.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,500,000	$1,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8816

Project Name: Bethany Home 67th to 75th

Funding Source: HURF Bonds

Project Description:

Planned street improvements to accommodate anticipated traffic volumes,

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$500,000	$ 0	$ 0	$ 0	$ 0	$ 0	$500,000

Operating Impact:

$20,300	$20,600	$21,000	$21,300	$21,600	$70,000	$174,800

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: HURF Bonds

Project Number: 8817

Project Name: Bethany Home 75th to 83rd

Funding Source: HURF Bonds

Project Description:

Planned street improvements to accommodate anticipated traffic volumes.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$2,125,000	$ 0	$ 0	$ 0	$2,125,000

Operating Impact:

$ 0	$ 0	$21,000	$21,300	$21,600	$70,000	$133,900

Project Number: 8818

Project Name: 59th Ave. Westcott to Beardsley

Funding Source: HURF Bonds

Project Description:

This project will widen 59th Avenue to city standards, from Westcott to Beardsley.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,600,000	$1,600,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8820

Project Name: Bethany Home - 83rd to 99th

Funding Source: HURF Bonds

Project Description:

Full street improvements, agreements with developers to comply with arterial standards.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$1,275,000	$ 0	$1,500,000	$2,000,000	$4,775,000

Operating Impact:

$ 0	$ 0	$21,000	$21,000	$21,000	$105,000	$168,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: HURF Bonds

Project Number: 9257

Project Name: 91st Ave Widening - Camelback/Northern

Funding Source: HURF Bonds

Project Description:

Widen with curb and gutter and sidewalk.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$500,000	$3,000,000	$3,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$24,000	$120,000	$144,000

Project Number: 9554

Project Name: 59th Ave. Olive to Brown

Funding Source: HURF Bonds

Project Description:

Widening of 59th Avenue to provide for an acceleration/deceleration and bus lane.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$500,000	$1,100,000	$ 0	$1,600,000

Operating Impact:

$ 0	$ 0	$ 0	$5,000	$5,000	$20,000	$30,000

Project Number: 9557

Project Name: 67th Ave. Pinnacle Peak-Isabell

Funding Source: HURF Bonds

Project Description:

This project will complete the curb and gutter, sidewalk and landscaping and streetlights from Pinnacle Peak to Isabella Lane.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$2,000,000	$ 0	$ 0	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$12,000	$12,000	$60,000	$84,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: HURF Bonds

Project Number: 9560

Project Name: Northern - 67th to 71st

Funding Source: HURF Bonds

Project Description:

A project to widen Northern Avenue through an intergovernmental agreement with the Maricopa County Department of Transportation.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$880,000	$ 0	$ 0	$ 0	$ 0	$ 0	$880,000

Operating Impact:

$2,000	$ 0	$ 0	$ 0	$ 0	$ 0	$2,000

Project Number: 9568

Project Name: 67th Ave. - Camelback to Grand

Funding Source: HURF Bonds

Project Description:

Widen 67th Avenue to provide four travel lanes with curb and gutter and sidewalk.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$3,000,000	$ 0	$ 0	$ 0	$3,000,000

Operating Impact:

$ 0	$ 0	$15,000	$ 0	$ 0	$ 0	$15,000

Project Number: 9571

Project Name: 75th Ave. - Glendale to Camelback

Funding Source: HURF Bonds

Project Description:

Widen with curb and gutter and sidewalk.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$2,000,000	$ 0	$ 0	$ 0	$2,000,000

Operating Impact:

$ 0	$ 0	$20,000	$ 0	$ 0	$ 0	$20,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: HURF Bonds

Project Number: 9576

Project Name: Camelback Improvements - 67th to 99th

Funding Source: HURF Bonds

Project Description:

Street Improvements to accommodate anticipated traffic volumes.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$2,000,000	$1,000,000	$ 0	$3,000,000

Operating Impact:

$ 0	$ 0	$ 0	$21,000	$21,000	$ 0	$42,000

Project Number: 9577

Project Name: 83rd - Glendale to Northern/MAG TIP

Funding Source: HURF Bonds

Project Description:

Street improvements, widen with curb and gutter and sidewalk.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$500,000	$ 0	$1,500,000	$ 0	$ 0	$2,000,000

Operating Impact:

$ 0	$20,000	$20,500	$21,000	$21,000	$105,000	$187,500

Project Number: 9578

Project Name: 99th Ave Widening - Camelback to Northern

Funding Source: HURF Bonds

Project Description:

Widen to provide six lines with curbs and gutters, sidewalk and landscaping.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$3,000,000	$3,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$120,000	$120,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: HURF Bonds

Project Number: 9616

Project Name: Glendale Ave - 67th to Litchfield Park Rd.

Funding Source: HURF Bonds

Project Description:

This project will complete the widening of Glendale per the adopted Streets Master Plan, which will include asphalt, curb, gutter, sidewalk and landscaping. Monies could also be used in conjunction with a development agreements.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$5,000,000	$5,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$120,000	$120,000

Project Number: 9627

Project Name: Sound Walls

Funding Source: HURF Bonds

Project Description:

Construction of sound walls along Loop 101.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,100,000	$1,490,580	$ 0	$ 0	$ 0	$ 0	$2,590,580

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Plan

Category: Streets G.O. Bonds

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Grand Ave. Overpass/Underpass	$0	$0	$0	$0	$0	$1,350,000
*Deer Valley - New River Bridge	$580,000	$0	$0	$0	$0	$0
*Traffic Signal Computerization	$1,800,000	$0	$0	$0	$0	$1,000,000
Street Lighting (G.O)	$150,000	$150,000	$200,000	$200,000	$0	$400,000
Street Scallop Improvements	$350,000	$300,000	$400,000	$350,000	$0	$3,750,000
Street Beautification	$200,000	$200,000	$200,000	$200,000	$0	$900,000
75th Ave. - Rose Garden to Hillcrest	$0	$0	$0	$0	$0	$600,000
Grand Avenue Beautification	$0	$200,000	$200,000	$200,000	$0	$700,000
Intersection Safety Improvements	$400,000	$400,000	$400,000	$400,000	$0	$4,500,000
Catlin Court	$200,000	$0	$200,000	$0	$0	$400,000
Street Entryway Beautification	$0	$0	$0	$0	$0	$2,000,000
Downtown Entertainment District	$0	$0	$1,000,000	$0	$0	$4,000,000
Multi-Cultural District	$0	$0	$0	$0	$0	$2,000,000
Downtown Urban Design Plan	$0	$0	$700,000	$700,000	$0	$6,400,000
Total	**$3,680,000**	**$1,250,000**	**$3,300,000**	**$2,050,000**	**$ 0**	**$28,000,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Streets G.O. Bonds

Project Number: 8019

Project Name: * Grand Ave. Overpass/Underpass

Funding Source: General Obligation Bonds

Project Description:

Design and construction of enhanced aesthetic treatment (public art and additional landscaping) of the embankment slopes and retaining walls for the five (5) ADOT overpasses/underpass planned along Grand Avenue within Glendale.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,350,000	$1,350,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8041

Project Name: *Deer Valley - New River Bridge

Funding Source: General Obligation Bonds

Project Description:

Design and construction of a four (4) lane bridge on Deer Valley west of 75th Avenue.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$580,000	$ 0	$ 0	$ 0	$ 0	$ 0	$580,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8042

Project Name: *Traffic Signal Computerization

Funding Source: General Obligation Bonds

Project Description:

Installation of hardware and software to complete computerized signal system throughout Glendale. Will also provide fiber optic backbone. This project will be used to supplement the CMAQ Grant (Project # 9610 - under CIP Grants).

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,800,000	$ 0	$ 0	$ 0	$ 0	$1,000,000	$2,800,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Streets G.O. Bonds

Project Number: 8557

Project Name: Street Lighting (G.O)

Funding Source: General Obligation Bonds

Project Description:

Infill lighting for areas of the city which currently have inadequate or no street lighting.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$150,000	$150,000	$200,000	$200,000	$ 0	$400,000	$1,100,000

Operating Impact:

$1,200	$1,200	$1,500	$1,500	$1,200	$6,000	$12,600

Project Number: 8558

Project Name: Street Scallop Improvements

Funding Source: General Obligation Bonds

Project Description:

A planned program to widen streets to standard in areas where sections remain unimproved.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$350,000	$300,000	$400,000	$350,000	$ 0	$3,750,000	$5,150,000

Operating Impact:

$3,000	$3,000	$3,000	$3,000	$3,000	$12,000	$27,000

Project Number: 8559

Project Name: Street Beautification

Funding Source: General Obligation Bonds

Project Description:

Installation of streetscape and aesthetic improvements along streets throughout the city, which will include Glendale Avenue from 67th Avenue to 71st Avenue, and 59th Avenue near Glendale Community College.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$200,000	$200,000	$200,000	$ 0	$900,000	$1,700,000

Operating Impact:

$3,000	$3,000	$3,000	$3,000	$3,000	$12,000	$27,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Streets G.O. Bonds

Project Number: 8823

Project Name: 75th Ave. - Rose Garden to Hillcrest

Funding Source: General Obligation Bonds

Project Description:

Street improvements with curb, gutter and sidewalk.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$600,000	$600,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$100,000	$100,000

Project Number: 8990

Project Name: Grand Avenue Beautification

Funding Source: General Obligation Bonds

Project Description:

Beautification of Grand Avenue alternatives.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$200,000	$200,000	$200,000	$ 0	$700,000	$1,300,000

Operating Impact:

$ 0	$2,000	$2,000	$2,000	$4,000	$20,000	$30,000

Project Number: 9443

Project Name: Intersection Safety Improvements

Funding Source: General Obligation Bonds

Project Description:

Major intersection right turn lanes, bus bays, widening of street sections and medians.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$400,000	$400,000	$400,000	$400,000	$ 0	$4,500,000	$6,100,000

Operating Impact:

$ 250	$ 250	$ 250	$ 300	$ 300	$3,000	$4,350

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Streets G.O. Bonds

Project Number: 9558

Project Name: Catlin Court

Funding Source: General Obligation Bonds

Project Description:

Catlin Court is the area of downtown Glendale from Palmaire to Myrtle and 59th Avenue to a half block east of 57th Ave. This phased project may include pedestrian entry features, auto entry features, alley treatments, and street side improvements.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$ 0	$200,000	$ 0	$ 0	$400,000	$800,000

Operating Impact:

$3,000	$3,000	$3,000	$3,000	$3,000	$24,000	$39,000

Project Number: 9573

Project Name: Street Entryway Beautification

Funding Source: General Obligation Bonds

Project Description:

Installation of streetscape and improvements to the city entryways.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$2,000,000	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9574

Project Name: Downtown Entertainment District

Funding Source: General Obligation Bonds

Project Description:

Construct street improvements, lighted walkways, and other public infrastructure to promote development of a downtown entertainment district in the area of the Beet Factory. Promote the location of restaurants, cafes, shops and art studios in the areas.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$1,000,000	$ 0	$ 0	$4,000,000	$5,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Streets G.O. Bonds

Project Number: 9575

Project Name: Multi-Cultural District

Funding Source: General Obligation Bonds

Project Description:

Emphasize our diversity by keeping the Barrios' neighborhood feel and cultural heritage and enhancing it with colorful street signage, lighting, and streetscape improvements. Attract authentic restaurants and shops in immediate area.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$2,000,000	$2,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9579

Project Name: Downtown Urban Design Plan

Funding Source: General Obligation Bonds

Project Description:

Design and implement a master downtown urban design plan including an enhanced walking loop around Old Towne connecting Catlin Court and the Civic Center. Includes construction of a parking garage, streetscape improvements, and outdoor seating areas.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$700,000	$700,000	$ 0	$6,400,000	$7,800,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Category: DIF - Transportation

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
*83rd Ave/Union Hills Street/Bridge Improv.	$6,150,000	$0	$0	$0	$0	$0
Dev. Agreements - Major Arterials	$0	$300,000	$300,000	$300,000	$300,000	$1,000,000
Dev. Agreements - Arterials	$0	$300,000	$300,000	$300,000	$300,000	$1,000,000
Traffic Signals	$150,000	$150,000	$150,000	$300,000	$300,000	$1,500,000
59th Melinda to Pinnacle Peak	$0	$0	$2,600,000	$0	$0	$0
Total	**$6,300,000**	**$750,000**	**$3,350,000**	**$900,000**	**$900,000**	**$3,500,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF - Transportation

Project Number: 8040

Project Name: *83rd Ave/Union Hills Street/Bridge Improv.

Funding Source: Development Impact Fees

Project Description:

Design and construction of a four (4) lane bridge on 83rd Ave. south of Union Hills. Project also includes widening Union Hills Drive between 83rd Ave. and the 101 Freeway.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$6,150,000	$ 0	$ 0	$ 0	$ 0	$ 0	$6,150,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8992

Project Name: Dev. Agreements - Major Arterials

Funding Source: Development Impact Fees

Project Description:

Matching money for developmental agreements for the 5 to 6 lane streets as designated in the transportation plan.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$300,000	$300,000	$300,000	$300,000	$1,000,000	$2,200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8993

Project Name: Dev. Agreements - Arterials

Funding Source: Development Impact Fees

Project Description:

Matching money for developmental agreements for the 4 to 5 lane streets as designated in the transportation plan.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$300,000	$300,000	$300,000	$300,000	$1,000,000	$2,200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: DIF - Transportation

Project Number: 8994

Project Name: Traffic Signals

Funding Source: Development Impact Fees

Project Description:

Installation of traffic signals at various locations throughout the City as required by growth.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$150,000	$150,000	$150,000	$300,000	$300,000	$1,500,000	$2,550,000

Operating Impact:

$10,350	$10,350	$10,350	$20,070	$20,070	$100,350	$171,540

Project Number: 9566

Project Name: 59th Melinda to Pinnacle Peak

Funding Source: Development Impact Fees

Project Description:

Widen to four lanes with center turn lane. Provide retaining walls and straighten curves.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$2,600,000	$ 0	$ 0	$ 0	$2,600,000

Operating Impact:

$ 0	$ 0	$20,000	$20,000	$20,000	$100,000	$160,000

City of Glendale
2002-2011 Capital Improvement Plan

Category: Streets Fund

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
*ROW Beautification - Council Goal	$200,000	$0	$0	$0	$0	$0
*Street Improvements -Council Goal	$1,048,000	$0	$0	$0	$0	$0
Total	**$1,248,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Streets Fund

Project Number: 9620

Project Name: *ROW Beautification - Council Goal

Funding Source: Highway User Fund Revenues

Project Description:

Funds appropriated for right-of-way beautification throughout Glendale.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$ 0	$ 0	$ 0	$ 0	$ 0	$200,000

Operating Impact:

$50,000	$50,000	$50,000	$50,000	$50,000	$250,000	$500,000

Project Number: 9621

Project Name: *Street Improvements -Council Goal

Funding Source: Highway User Fund Revenues

Project Description:

Funds appropriated for street improvements on 75th Ave., Bethany Home Rd. to Maryland; 67th Ave., Sweetwater to Thunderbird; Butler Ave., 47th to 51st; 47th Ave., Northern to Butler, Union Hills, 59th to 67th and 57th Drive, Median south of Utopia.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,048,000	$ 0	$ 0	$ 0	$ 0	$ 0	$1,048,000

Operating Impact:

$13,600	$13,600	$13,600	$13,600	$13,600	$68,000	$136,000

Transit

TRANSIT

Federal Transit Authority (FTA) grants and Transit Bonds are the primary funding sources for most Transit capital projects. These grants usually pay for 80 percent of the project, while the 20 percent local match comes from Transit Bonds. Bus stop improvements throughout the city have been planned for the first five years. Replacements and additions of buses and cars to the Transit fleet have been included in the CIP for FY 2001-02 and in future years.

Appropriations are included in the CIP for the construction of a downtown Park and Ride Facility beginning in FY 2001-02 and continuing through FY 2004-05. Upgrading the Transit Administrative Facility with the remodeling and replacement of carpeting, is earmarked for FY 2001-02; the replacement of obsolete computer equipment is scheduled for FY 2002-03. Planning is in progress for the construction of a Transit Center beginning in FY 2003-04.

City of Glendale
2002-2011 Capital Improvement Plan

Category: Transit

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Bus Stop Improvements	$70,000	$150,000	$0	$140,000	$0	$520,000
Transit Buses and Cars	$450,000	$0	$260,000	$195,000	$210,000	$850,000
Transit Computer Upgrade	$0	$65,000	$0	$40,000	$60,000	$150,000
Facility Upgrade	$0	$0	$0	$0	$75,000	$250,000
Park & Ride Facility	$500,000	$3,500,000	$500,000	$3,500,000	$0	$4,500,000
Transit Center	$0	$0	$500,000	$1,870,000	$1,900,000	$1,600,000
Total	**$1,020,000**	**$3,715,000**	**$1,260,000**	**$5,745,000**	**$2,245,000**	**$7,870,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Transit

Project Number: 8601

Project Name: Bus Stop Improvements

Funding Source: General Obligation Bonds

Project Description:

This project provides for passenger amenities such as benches, trash cans and shelters along Glendale's fixed route bus service. Funding 80% grants, 20% local match.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$70,000	$150,000	$ 0	$140,000	$ 0	$520,000	$880,000

Operating Impact:

$1,050	$1,500	$ 0	$1,350	$ 0	$66,000	$69,900

Project Number: 8603

Project Name: Transit Buses and Cars

Funding Source: General Obligation Bonds

Project Description:

This project provides for replacement and addition for the fleet. Funding 80% grants, 20% local match.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$450,000	$ 0	$260,000	$195,000	$210,000	$850,000	$1,965,000

Operating Impact:

$47,516	$ 0	$12,000	$12,000	$12,000	$60,000	$143,516

Project Number: 8607

Project Name: Transit Computer Upgrade

Funding Source: General Obligation Bonds

Project Description:

Replacement of obsolete computer equipment for Transit Division. Funding 80% grants, 20% local match.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$65,000	$ 0	$40,000	$60,000	$150,000	$315,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Transit

Project Number: 8609

Project Name: Facility Upgrade

Funding Source: General Obligation Bonds

Project Description:

Upgrade Transit Administrative facility, including remodeling, and replacement of carpeting and office equipment. Funding 80% grant, 20% local match.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$75,000	$250,000	$325,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8610

Project Name: Park & Ride Facility

Funding Source: General Obligation Bonds

Project Description:

Park & Ride Facilities in Glendale. FTA Funds have been requested. Funding would be 80% grant and 20% local match.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$500,000	$3,500,000	$500,000	$3,500,000	$ 0	$4,500,000	$12,500,000

Operating Impact:

$ 0	$ 0	$20,000	$20,000	$40,000	$40,000	$120,000

Project Number: 8611

Project Name: Transit Center

Funding Source: General Obligation Bonds

Project Description:

A multi-model Transit Center. FTA funds have been requested. Funding would be 80% grant and 20% local match.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$500,000	$1,870,000	$1,900,000	$1,600,000	$5,870,000

Operating Impact:

$ 0	$ 0	$ 0	$35,000	$35,000	$175,000	$245,000

Water and Sewer

WATER AND SEWER

Water and sewer capital projects account for the largest portion of CIP funds. Most water and sewer projects will be funded from Water and Sewer Fund revenue. The city expects to receive several million dollars in low-interest state loans for some of the projects.

Continuing in FY 2001-02, CIP funding has been set aside for a comprehensive evaluation of the condition of the city's sewer system, and the development of a systematic plan for rehabilitating and replacing deteriorating sewers and manholes. During the same time, an evaluation of the city's water distribution system will be undertaken, followed by the preparation of a water line remediation plan.

Several very large capital projects will be funded and constructed over extended time periods. For example, construction of the Western Area Wastewater Plant that began in FY 1995-96 is expected to continue through FY 2007-2011. Approximately $33 million has been allocated in FY 2002 through 2005 for the building of additional water treatment capacity to provide for drinking water in the developing areas of Glendale.

Payments to Phoenix/Sub-Regional Operating Group (SROG) for wastewater treatment plant upgrades will continue through FY 07-11 Projects are also planned for the replacement and extension of various water and sewer lines throughout the city. Several water conservation and reuse projects are also included in the CIP.

Category: Water and Sewer

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Waterline, 115th & Glendale	$300,000	$0	$0	$0	$0	$0
* 67th - 115th, Northern-C'back Sewer	$0	$500,000	$0	$500,000	$1,000,000	$1,000,000
*Backbone Fiber Optic/Cholla WTP	$500,000	$0	$0	$0	$0	$0
*Additional Water Capacity	$3,500,000	$3,500,000	$13,000,000	$13,000,000	$0	$0
CAP Water Purchase	$0	$0	$200,000	$200,000	$200,000	$1,000,000
Zone 1 and Zone 2 Improvements	$0	$0	$0	$0	$0	$1,000,000
Cholla Telemetry	$75,000	$0	$0	$0	$0	$0
Capacity Improvements	$100,000	$0	$0	$0	$0	$0
Water Zone 4 Improvements	$0	$0	$0	$1,000,000	$0	$1,200,000
Sewer System Evaluation	$200,000	$0	$0	$0	$0	$0
Water Distribution System Evaluation	$100,000	$100,000	$100,000	$0	$0	$0
Arrowhead Sewer Lines	$0	$1,000,000	$0	$200,000	$600,000	$1,800,000
Sewers for Areas on Septic Systems	$1,000,000	$1,000,000	$1,000,000	$0	$0	$2,000,000
West Area Wastewater Plant	$1,800,000	$6,000,000	$6,000,000	$7,200,000	$0	$20,000,000
Sewer Odor Control	$0	$0	$300,000	$300,000	$0	$300,000
Line Replacement & Extension	$1,800,000	$1,900,000	$2,100,000	$2,100,000	$2,100,000	$10,500,000
91st Ave. Construction	$4,300,000	$2,800,000	$3,100,000	$3,300,000	$3,000,000	$10,000,000
Pyramid Peak Water Treatment Plant	$0	$0	$0	$0	$0	$1,000,000
Cholla Booster Station Upgrade	$0	$0	$0	$0	$0	$1,000,000
Outer Loop Effluent Line	$1,500,000	$500,000	$500,000	$0	$500,000	$500,000
Cholla Solids Handling Facility	$5,000,000	$7,000,000	$0	$0	$0	$0
61st Ave. Sewer Line	$0	$500,000	$0	$0	$0	$0
67th Ave. Booster Station	$0	$0	$0	$0	$0	$1,000,000
Pyramid Peak Storage	$0	$0	$2,000,000	$6,000,000	$0	$0
Cholla Treatment Plant Storage	$0	$0	$0	$0	$4,000,000	$2,400,000
Storage and Recovery Well	$0	$0	$0	$0	$1,000,000	$4,000,000
West Area Reuse Pipelines	$0	$1,000,000	$0	$1,000,000	$0	$2,000,000
Total	**$20,175,000**	**$25,800,000**	**$28,300,000**	**$34,800,000**	**$12,400,000**	**$60,700,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 8015

Project Name: * Waterline, 115th & Glendale

Funding Source: Water & Sewer Revenues

Project Description:

Install approximately 1/2 mile of 12" in Glendale Ave. and about 1/2 mile of 8" in 115th Ave alignment to complete the distribution grid and improve water quality. DRIVING FACTOR: Growth, Customer Service, Water Quality - DISTRICT: Yucca

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$300,000	$ 0	$ 0	$ 0	$ 0	$ 0	$300,000

Operating Impact:

$ 0	$5,000	$5,000	$10,000	$10,000	$20,000	$50,000

Project Number: 8017

Project Name: * West Area Sewer Line

Funding Source: Water & Sewer Revenues

Project Description:

Installation of new or replacement of existing sewer mains from 67th Ave west to 115th Ave and from Northern to Camelback. The starting area will be 95th from Glendale DRIVING FACTOR: Growth, Customer Service, System Improv. - DISTRICT: Yucca, Ocotillo

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$500,000	$ 0	$500,000	$1,000,000	$1,000,000	$3,000,000

Operating Impact:

$ 0	$ 0	$10,000	$10,000	$10,000	$50,000	$80,000

Project Number: 8055

Project Name: *Backbone Fiber Optic/Cholla WTP

Funding Source: Water & Sewer Revenues

Project Description:

A backbone fiberoptic backbone communications system to support the computerized signal system that will connect to the Cholla Treatment Plant. DRIVING FACTOR Customer Service, System Improvement - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$500,000	$ 0	$ 0	$ 0	$ 0	$ 0	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 8056

Project Name: *Additional Water Capacity

Funding Source: Water & Sewer Revenues

Project Description:

The study by Black & Veatch recommends building additional water treatment capacity to provide drinking water in the developing areas of Glendale. DRIVING FACTOR: Growth, Customer Service - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$3,500,000	$3,500,000	$13,000,000	$13,000,000	$ 0	$ 0	$33,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$2,500,000	$12,500,000	$15,000,000

Project Number: 9009

Project Name: CAP Water Purchase

Funding Source: Water & Sewer Revenues

Project Description:

Required purchase of CAP water to meet demands of the City. DRIVING FACTOR: Customer Service, Growth - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$200,000	$200,000	$200,000	$1,000,000	$1,600,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9010

Project Name: Zone 1 and Zone 2 Improvements

Funding Source: Water & Sewer Revenues

Project Description:

This project will involve improvements to the water system in Zones 1 and 2 (I.e. Anticipated improvements - major line, pump station) DRIVING FACTOR : Regulatory, Growth, Customer, Service - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9011

Project Name: Cholla Telemetry

Funding Source: Water & Sewer Revenues

Project Description:

This project will involve the installation of telemetry equipment at various sites throughout the city and the linking of those sites to the Cholla Water Treatment Plant. DRIVING FACTOR: Customer Service, System Improvements. - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$75,000	$ 0	$ 0	$ 0	$ 0	$ 0	$75,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9213

Project Name: Membrane Filtration Pilot Program

Funding Source: Water & Sewer Revenues

Project Description:

A pilot study to test the ability of membrane filtration to treat water at the Cholla Water Treatment Plant. This process improves the taste & odor of water. DRIVING FACTOR: Regulatory, System Improvements - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$100,000	$ 0	$ 0	$ 0	$ 0	$ 0	$100,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9232

Project Name: Water Zone 4 Line Additions

Funding Source: Water & Sewer Revenues

Project Description:

To provide for the construction of anticipated additional water lines in the Zone 4 area to increase fire protection, optimize looping and improve water transmission capabilities. DRIVING FACTOR: System Improvements - DISTRICT: Yucca

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$1,000,000	$ 0	$1,200,000	$2,200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$50,000	$250,000	$300,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9233

Project Name: Sewer System Evaluation

Funding Source: Water & Sewer Revenues

Project Description:

A 5 year project (in its 3rd yr.) to evaluate the condition of the city's sewer system and develop a systematic plan for rehabilitating and replacing deteriorated sewers and manholes. DRIVING FACTOR: System Improvements; Regulatory - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$ 0	$ 0	$ 0	$ 0	$ 0	$200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9234

Project Name: Water Distribution System Evaluation

Funding Source: Water & Sewer Revenues

Project Description:

A 5 year project (in its 3rd yr.) to evaluate the condition of the city's water distribution system and develop a systematic plan for rehabilitating and replacing deteriorated water lines. DRIVING FACTOR: System Improvements - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$100,000	$100,000	$100,000	$ 0	$ 0	$ 0	$300,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9236

Project Name: Arrowhead Sewer Modifications

Funding Source: Water & Sewer Revenues

Project Description:

Arrowhead Ranch area improvements (i.e.. Odor Scrubbers) to control for odor (at the force main) at the 67th & Beardsley and at the 83rd & Bell lift stations. DRIVING FACTOR: Customer Service, System Improvements - DISTRICT: Cholla

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$1,000,000	$ 0	$200,000	$600,000	$1,800,000	$3,600,000

Operating Impact:

$ 0	$ 0	$30,000	$30,000	$30,000	$80,000	$170,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9240

Project Name: Sewers for Areas on Septic Systems

Funding Source: Water & Sewer Revenues

Project Description:

Construct mainline sewer extensions for areas currently on septic systems. This may include land acquisition for these purposes. DRIVING FACTOR: Customer Service, Regulatory - DISTRICT: Sahuaro and other TBA Districts

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,000,000	$1,000,000	$1,000,000	$ 0	$ 0	$2,000,000	$5,000,000

Operating Impact:

$ 0	$10,000	$10,000	$10,000	$20,000	$150,000	$200,000

Project Number: 9246

Project Name: West Area Wastewater Plant

Funding Source: Water & Sewer Revenues

Project Description:

Expansion of Western Area Reclamation Facility from 4.3 million gallons per day (mgd) to 15 mgd. This project is being phased in, and the first phase will be from 4.3 mgd to 7 mgd. DRIVING FACTOR: Growth, Customer Service - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,800,000	$6,000,000	$6,000,000	$7,200,000	$ 0	$20,000,000	$41,000,000

Operating Impact:

$ 0	$40,000	$80,000	$120,000	$240,000	$1,200,000	$1,680,000

Project Number: 9248

Project Name: Sewer Odor Control Sites

Funding Source: Water & Sewer Revenues

Project Description:

This project will involve the installation of anticipated dosing sites. The first site will be the 71st Ave. & Frier Station. DRIVING FACTOR: Growth, Customer Service, System Improvements - DISTRICT: Ocotillo and other TBA Districts.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$300,000	$300,000	$ 0	$300,000	$900,000

Operating Impact:

$ 0	$ 0	$ 0	$30,000	$30,000	$150,000	$210,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9249

Project Name: Water Line Replacement

Funding Source: Water & Sewer Revenues

Project Description:

Replacement of various water lines throughout the city. This project is supported by the findings/recommendations of the CH2M-Hill Study. DRIVING FACTOR: System Improvements, Growth, System Reliability - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$812,500	$850,000	$925,000	$925,000	$925,000	$4,625,000	$9,062,500

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9258

Project Name: 91st Ave. Construction

Funding Source: Water & Sewer Revenues

Project Description:

Payments to Phoenix/Sub-Regional Operating Group (SROG) for wastewater treatment plant upgrades to the existing 153 million gallons per day facility. DRIVIING FACTOR: System Improvements, Regulatory - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$4,300,000	$2,800,000	$3,100,000	$3,300,000	$3,000,000	$10,000,000	$26,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9260

Project Name: Pyramid Peak Water Treatment Plant

Funding Source: Water & Sewer Revenues

Project Description:

This project is for anticipated regulatory changes and future major maintenance of equipment. DRIVING FACTOR: System Improvements, Regulatory, System Reliability - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9262

Project Name: Cholla Booster Station Upgrade

Funding Source: Water & Sewer Revenues

Project Description:

Upgrade the existing booster station at Cholla Water Treatment Plant for pressure in Zone 1. DRIVING FACTOR: System Improvements - DISTRICT: Barrell, Yucca, Ocotillo, Cactus

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$150,000	$150,000

Project Number: 9269

Project Name: Outer Loop Effluent Line

Funding Source: Water & Sewer Revenues

Project Description:

Project to transport effluent water to serve various turf facilities between 59th and 67th Avenues on Beardsley Road. DRIVING FACTOR: Water Conservation, System Improvements, Customer Service - DISTRICT: Cholla

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$1,500,000	$500,000	$500,000	$ 0	$500,000	$500,000	$3,500,000

Operating Impact:

$ 0	$50,000	$50,000	$50,000	$50,000	$250,000	$450,000

Project Number: 9272

Project Name: Cholla Solids Handling Facility

Funding Source: Water & Sewer Revenues

Project Description:

This project is required to meet the solids handling regulations of the EPA. DRIVING FACTOR: Regulatory - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$5,000,000	$7,000,000	$ 0	$ 0	$ 0	$ 0	$12,000,000

Operating Impact:

$ 0	$400,000	$400,000	$400,000	$400,000	$2,000,000	$3,600,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9273

Project Name: 61st Ave. Sewer Line

Funding Source: Water & Sewer Revenues

Project Description:

This project will increase the sewer line on 61st Ave. (Northern to Alice) to 12". The existing 8" line is at capacity and growth is expected in the area. DRIVING FACTOR: System Improvements, Growth - DISTRICT: Ocotillo

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$500,000	$ 0	$ 0	$ 0	$ 0	$500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9274

Project Name: Modifications to the 67th/Greenway Lift Sta.

Funding Source: Water & Sewer Revenues

Project Description:

This project will reduce odors by installing an odor control scrubber station and block wall and make the hydrogen peroxide dosing station permanent. DRIVING FACTOR: System Improvements, Customer Service - DISTRICT: Cholla, Sahuaro

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$ 0	$1,000,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$180,000	$180,000

Project Number: 9275

Project Name: Pyramid Peak Storage

Funding Source: Water & Sewer Revenues

Project Description:

Construction of a reservoir for the Pyramid Peak Water Treatment Plant with an estimated capacity of 10 million gallons to handle peak day and fire flow demands. DRIVING FACTOR: System Improvements - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$2,000,000	$6,000,000	$ 0	$ 0	$8,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9276

Project Name: Additional Treatment Plant Storage

Funding Source: Water & Sewer Revenues

Project Description:

The City of Glendale requires additional storage capacity. This project plans for those additional storage capacity needs and will help meet peak day and fire flow demands. DRIVING FACTOR: Resource Conservation, Customer Service - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$4,000,000	$2,400,000	$6,400,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9277

Project Name: Storage and Recovery Well

Funding Source: Water & Sewer Revenues

Project Description:

This project will install wells for use in both recharge and recovery. Installing wells will allow the City of Glendale to receive and use its own groundwater credit. DRIVING FACTOR: Resource Conservation, Customer Service, Growth - DISTRICT: Yucca

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$ 0	$1,000,000	$4,000,000	$5,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$40,000	$40,000

Project Number: 9278

Project Name: West Area Reuse Pipelines

Funding Source: Water & Sewer Revenues

Project Description:

In conjunction with the WAWR facility, this project will provide treated effluent for direct use at selected open space sites and/or re-charge facilities. DRIVING FACTOR: Water Conservation, Customer Service - DISTRICT: Yucca

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$1,000,000	$ 0	$1,000,000	$ 0	$2,000,000	$4,000,000

Operating Impact:

$ 0	$ 0	$50,000	$50,000	$50,000	$250,000	$400,000

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Water and Sewer

Project Number: 9623

Project Name: Sewer Line Replacement

Funding Source: Water & Sewer Revenues

Project Description:

This project is supported by the findings/recommendations of the HDR study. It will replace various sewer lines throughout the City. DRIVING FACTOR: System Improvements, Customer Service, System Reliability - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$812,500	$850,000	$925,000	$925,000	$925,000	$4,625,000	$9,062,500

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9624

Project Name: Sewer Line Extention

Funding Source: Water & Sewer Revenues

Project Description:

This project requires the extension of various sewer lines throughout the city. DRIVING FACTOR: Development due to growth; System Reliability, Customer Service - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$87,500	$100,000	$125,000	$125,000	$125,000	$625,000	$1,187,500

Operating Impact:

$10,000	$10,000	$10,000	$10,000	$10,000	$50,000	$100,000

Project Number: 9625

Project Name: Water Line Extention

Funding Source: Water & Sewer Revenues

Project Description:

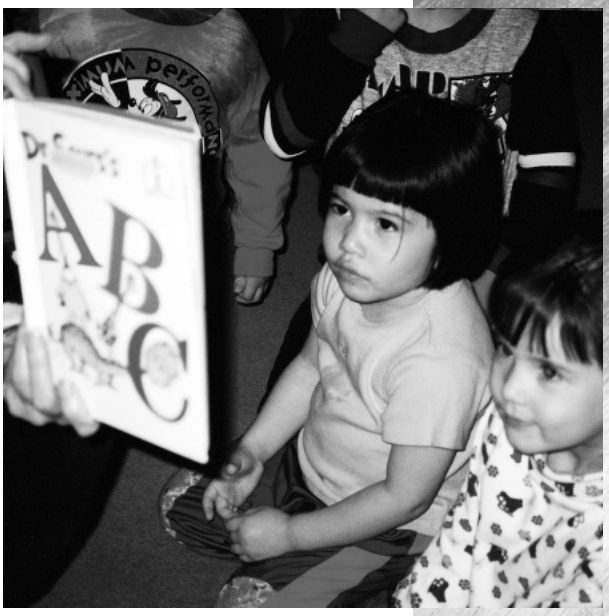
This project will require the extension of various water lines throughout the city. DRIVING FACTOR: Development due to growth, Customer Service, System Reliability - DISTRICT: All

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$87,500	$100,000	$125,000	$125,000	$125,000	$625,000	$1,187,500

Operating Impact:

$10,000	$10,000	$10,000	$10,000	$10,000	$50,000	$100,000



Other Capital Projects

OTHER CAPITAL PROJECTS

Public Housing Projects

- The city anticipates receiving about $350,000 in Federal Department of Housing and Urban Development grants in FY 2001-02 for capital improvements at the city's public housing developments, and an additional $350,000 per year in grants through FY 2003-06.

Civic Center Projects

The projects in this category are accounted for in the General Fund and the projects include:

- In FY 2001-02 expansion of the existing storage space by building approximately 30 feet into the loading dock; landscaping and lighting improvements in the courtyards and plaza.
- In FY 2002-03 approximately $200,000 has been earmarked for the completion of the front plaza circular drive; a reserve fund for regular facility maintenance beginning in FY 2002-03 and continue through FY 2005-06 is included in the CIP
- Facility renovation and enhancements that will include additional storage space and small meeting rooms is planned for FY 2004-05.

General Fund Projects

Major capital projects accounted for in the General Fund section of the CIP include:

- Approximately $700,000 in ongoing annual funding for the city's Neighborhood Partnership Program.
- $100,000 has been earmarked for the potential purchase of Habitat for Humanity lots in FY 2001-02.
- Acquisition of property for economic development purposes has approximately $2,500,000 in funding for the next four years.
- The last remaining annual payments for the acquisition of Camelback Ranch land near the Glendale Airport, and $200,000 for the Baptist Church Building.
- $100,000 as a public building maintenance reserve account for major facility repairs and $300,000 in ongoing annual funding for Building Maintenance Projects.
- The Paint, Plant, Pave & Sign Program to assist older commercial centers to rehabilitate their centers has $200,000 in FY 01-02 and $150,000 in FY 02-03 through FY 04-05.

Art In Public Places Projects

In 1983, the City Council created the Municipal Art Fund. Initially, one-half of one percent of the cost of every public construction project was set aside in a special CIP account to promote the creative use of art in public places. The Glendale Arts Commission was formed to select works of art to be commissioned or purchased through the Municipal Arts Fund.

In 1999, the City Council increased the set-aside amount for the Municipal Art Fund to one percent. Five percent of this fund will be allocated to the preservation and maintenance of Glendale's substantial public art collection.

Art Fund dollars have been used to purchase the award-winning 1997 brick sculpture, "Tribute to Firefighters," at Fire Station 157, and several major art pieces for the Foothills Branch Library.

Category: Housing

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
Housing Capital	$350,000	$350,000	$350,000	$350,000	$350,000	$1,750,000
Total	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$1,750,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Housing

Project Number: 8475

Project Name: Housing Capital

Funding Source: Housing

Project Description:

Various housing-related capital projects, as approved through the federal Department of Housing and Urban Development (federal grants).

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$350,000	$350,000	$350,000	$350,000	$350,000	$1,750,000	$3,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Plan

Category: Civic Center

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
* Civic Center Add'l Storage Space	$200,000	$0	$0	$0	$0	$0
* Civic Center Landscape & Lighting	$300,000	$0	$0	$0	$0	$0
Civic Ctr. Enhancements/Front Plaza	$0	$200,000	$0	$0	$0	$0
Civic Center Maintenance Reserve	$0	$100,000	$100,000	$100,000	$100,000	$500,000
Civic Center Renovation	$0	$0	$0	$500,000	$0	$2,000,000
Total	**$500,000**	**$300,000**	**$100,000**	**$600,000**	**$100,000**	**$2,500,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Civic Center

Project Number: 8031

Project Name: * Civic Center Add'l Storage Space

Funding Source: General Fund

Project Description:

Expanding existing storage space by building approximately 30' into the loading dock.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$ 0	$ 0	$ 0	$ 0	$ 0	$200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8032

Project Name: * Civic Center Landscape & Lighting

Funding Source: General Fund

Project Description:

Civic Center landscape and lighting improvements in courtyards and plaza.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$300,000	$ 0	$ 0	$ 0	$ 0	$ 0	$300,000

Operating Impact:

$36,000	$ 0	$ 0	$ 0	$ 0	$ 0	$36,000

Project Number: 8582

Project Name: Civic Ctr. Enhancements/Front Plaza

Funding Source: General Fund

Project Description:

Completion of the front plaza circular drive and enhancements to the plaza and southwest corner landscaping.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$200,000	$ 0	$ 0	$ 0	$ 0	$200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Project Detail

Category: Civic Center

Project Number: 8583

Project Name: Civic Center Maintenance Reserve

Funding Source: General Fund

Project Description:

This is a reserve fund for regular facility maintenance, ie. items such as carpet replacement and facility upgrades.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$100,000	$100,000	$100,000	$100,000	$500,000	$900,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8584

Project Name: Civic Center Renovation

Funding Source: General Fund

Project Description:

Facility renovation and enhancements, including additional storage space and smaller meeting rooms.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$ 0	$ 0	$ 0	$500,000	$ 0	$2,000,000	$2,500,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Plan

Category: General Fund

Summary of Capital Projects

Project Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11
*Econ. Dev. Property Acquisition	$500,000	$500,000	$500,000	$1,000,000	$1,000,000	$3,500,000
Paint, Plant, Pave & Sign Program	$200,000	$150,000	$150,000	$150,000	$0	$750,000
Neighborhood Improvement Grants	$700,000	$700,000	$700,000	$700,000	$700,000	$3,500,000
Building Maintenance Projects	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
Building Maintenance Reserve	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Camelback Ranch - Airport	$366,000	$0	$0	$0	$0	$0
Baptist Church Acquisition	$200,000	$0	$0	$0	$0	$0
*Land Acquisition/Habitat for Humanity	$100,000	$0	$0	$0	$0	$0
*Property Acquisition	$330,000	$0	$0	$0	$0	$0
Total	**$2,796,000**	**$1,750,000**	**$1,750,000**	**$2,250,000**	**$2,100,000**	**$9,750,000**

***New projects added this year.**

City of Glendale
2002-2011 Capital Improvement Plan

Category: General Fund

Project Number: 8039

Project Name: *Econ. Dev. Property Acquisition

Funding Source: General Fund

Project Description:

Acquisition of property for economic development purposes.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$500,000	$500,000	$500,000	$1,000,000	$1,000,000	$3,500,000	$7,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8922

Project Name: Paint, Plant, Pave & Sign Program

Funding Source: General Fund

Project Description:

A grant program to assist older commercial centers to rehabilitate their centers.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$150,000	$150,000	$150,000	$ 0	$750,000	$1,400,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8968

Project Name: Neighborhood Improvement Grants

Funding Source: General Fund

Project Description:

Grants to neighborhood groups for improvements to their neighborhoods as recommended by the Commission on Neighborhoods.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$700,000	$700,000	$700,000	$700,000	$700,000	$3,500,000	$7,000,000

Operating Impact:

$5,000	$5,500	$5,500	$6,000	$6,000	$30,000	$58,000

City of Glendale
2002-2011 Capital Improvement Plan

Category: General Fund

Project Number: 8983

Project Name: Building Maintenance Projects

Funding Source: General Fund

Project Description:

Repairs to city facilities, such as roof repairs, plumbing and electrical replacement, etc.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000	$3,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8984

Project Name: Building Maintenance Reserve

Funding Source: General Fund

Project Description:

Contingency reserve for major facility repairs.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$100,000	$100,000	$100,000	$100,000	$100,000	$500,000	$1,000,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 8988

Project Name: Camelback Ranch - Airport

Funding Source: General Fund

Project Description:

Payments to complete the purchase of the Camelback Ranch property south of the Glendale Airport to prevent conflicts with Airport operations.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$366,000	$ 0	$ 0	$ 0	$ 0	$ 0	$366,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

City of Glendale
2002-2011 Capital Improvement Plan

Category: General Fund

Project Number: 8989

Project Name: Baptist Church Acquisition

Funding Source: General Fund

Project Description:

Payments to complete the purchase of the First Southern Baptist Church property in downtown for future use.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$200,000	$ 0	$ 0	$ 0	$ 0	$ 0	$200,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9619

Project Name: *Land Acquisition/Habitat for Humanity

Funding Source: General Fund

Project Description:

Funds appropriated for the potential purchase of Habitat for Humanity lots.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$100,000	$ 0	$ 0	$ 0	$ 0	$ 0	$100,000

Operating Impact:

$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

Project Number: 9622

Project Name: *Property Acquisition

Funding Source: General Fund

Project Description:

Funds appropriated for land acquisition for various uses.

Project Costs:

FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 07-11	Project Total:
$330,000	$ 0	$ 0	$ 0	$ 0	$ 0	$330,000

Operating Impact:

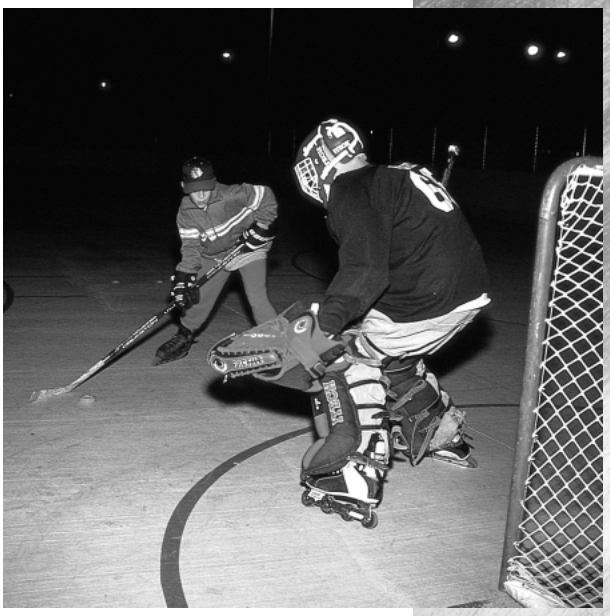
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

FY 2002-2011 Capital Improvement Plan
Staff Contacts

Larry Broyles, Acting City Engineer 930-3630
Pilar Aguilar, Budget & Rate Manager 930-2133
Jean Baxter, City Judge 930-2413
James Book, City Traffic Engineer 930-2937
David Dobrotka, Police Chief 930-3056
Brooke Edwards, Fire Chief 930-3451
Sylvia Forry, Management and Budget Analyst 930-2267
Michael Hoyt, Field Operations Director 930-2602
Paula Ilardo, Marketing Director 930-2962
Art Lynch, Finance Director 930-2480
Warren Smith, Parks and Recreation Director 930-2827
Rodeane Widom, Library Director 930-3562

ASSISTING TECHNICAL EXPERTS:

Diane Adams, Transit Supervisor 930-3507
Teresa Corless, Management Assistant, Police 930-3254
Don French, Traffic Lighting Manager, Traffic Engineering 930-2938
Norm Gumenik, Landfill Superintendent 930-2659
John Mickel, Facilities Management Superintendent 930-2641
Shirley Medler, Recreation Superintendent 930-2669
Gloria O'Laya, Senior Management Assistant, Engineering 930-3665
Erik Strunk, Neighborhood Partnership Administrator 930-2869
Sandy Van Winkle, Management Assistant, Fire Department 930-3412
Jim Witkowski, Community Housing 930-2180
Dave Hall, Sr. Management Assistant, Field Operations 930-2612



Line Item Appropriation by Fund

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
General Fund	Econ. Dev. Property Acquisition	8100	Land	500,000	Base	01-8039
		8100	Land	966,670	Carryover	01-8039
	Total Econ. Dev. Property Acquisition			**$1,466,670**		
General Fund	City Hall Remodel	8300	Improv./Non Bldg.	1,714,211	Carryover	01-8901
	Total City Hall Remodel			**$1,714,211**		
General Fund	Downtown Facade Program	8320	Misc Cap Projects	62,385	Carryover	01-8903
	Total Downtown Facade Program			**$62,385**		
General Fund	Phone/Alarm System - Sahuaro Ra	8300	Improv./Non Bldg.	49,000	Carryover	01-8917
	Total Phone/Alarm System - Sahuaro Ranch			**$49,000**		
General Fund	Paint, Plant, Pave & Sign Program	8330	Prof & Contr - Cap P	380,370	Carryover	01-8922
		8320	Misc Cap Projects	50,000	New Funding	01-8922
		8320	Misc Cap Projects	150,000	Base	01-8922
	Total Paint, Plant, Pave & Sign Program			**$580,370**		
General Fund	Neighborhood Improvement Grant	8330	Prof & Contr - Cap P	700,000	Base	01-8968
		8300	Improv./Non Bldg.	849,070	Carryover	01-8968
	Total Neighborhood Improvement Grants			**$1,549,070**		
General Fund	Downtown Projects	8320	Misc Cap Projects	230,000	Carryover	01-8970
	Total Downtown Projects			**$230,000**		
General Fund	Sensory Garden	8300	Improv./Non Bldg.	175,340	Carryover	01-8974
	Total Sensory Garden			**$175,340**		
General Fund	Building Maintenance Projects	8300	Improv./Non Bldg.	370,000	Carryover	01-8983
		8330	Prof & Contr - Cap P	120,000	Base	01-8983
		8330	Prof & Contr - Cap P	95,000	Base	01-8983
		8330	Prof & Contr - Cap P	85,000	Base	01-8983
	Total Building Maintenance Projects			**$670,000**		
General Fund	Building Maintenance Reserve	8200	Buildings	100,000	Base	01-8984
		8200	Buildings	78,000	Carryover	01-8984
	Total Building Maintenance Reserve			**$178,000**		
General Fund	Camelback Ranch Land Acquisiti	8100	Land	366,000	New Funding	01-8986
	Total Camelback Ranch Land Acquisition			**$366,000**		
General Fund	Baptist Church Acquisition	8100	Land	200,000	New Funding	01-8989
	Total Baptist Church Acquisition			**$200,000**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
General Fund	*Land Acquisition/Habitat for Hu	8100	Land	100,000	New Funding	01-9619
	Total *Land Acquisition/Habitat for Humanity			**$100,000**		
General Fund	*Property Acquisition	8100	Land	330,000	New Funding	01-9622
	Total *Property Acquisition			**$330,000**		
	Total General Fund			**$7,671,046**		
Civic Center	* Civic Center Add'l Storage Spac	8300	Improv./Non Bldg.	200,000	New Funding	06-8031
	Total * Civic Center Add'l Storage Space			**$200,000**		
Civic Center	* Civic Center Landscape & Light	8300	Improv./Non Bldg.	300,000	New Funding	06-8032
	Total * Civic Center Landscape & Lighting			**$300,000**		
	Total Civic Center			**$500,000**		
Street Fund	Target Neighborhood-S. Glendale	8300	Improv./Non Bldg.	162,000	Carryover	12-8913
	Total Target Neighborhood-S. Glendale			**$162,000**		
Street Fund	*ROW Beautification - Council G	8330	Prof & Contr - Cap P	20,000	New Funding	12-9620
		8974	Engineering Chgbk -	19,000	New Funding	12-9620
		8300	Improv./Non Bldg.	161,000	New Funding	12-9620
	Total *ROW Beautification - Council Goal			**$200,000**		
Street Fund	*Street Improvements -Council G	8330	Prof & Contr - Cap P	100,000	New Funding	12-9621
		8974	Engineering Chgbk -	30,000	New Funding	12-9621
		8300	Improv./Non Bldg.	918,000	New Funding	12-9621
	Total *Street Improvements -Council Goal			**$1,048,000**		
	Total Street Fund			**$1,410,000**		
DIF - Parks	Foothills Park Phase II (Zone 3)	8300	Improv./Non Bldg.	463,980	Carryover	14-8527
		8300	Improv./Non Bldg.	700,000	New Funding	14-8527
	Total Foothills Park Phase II (Zone 3)			**$1,163,980**		
DIF - Parks	Dos Lagos Park - Zone 3	8320	Misc Cap Projects	100,000	Carryover	14-8549
	Total Dos Lagos Park - Zone 3			**$100,000**		
DIF - Parks	Park Development - 71st/Greenwa	8300	Improv./Non Bldg.	549,970	Carryover	14-8929
		8974	Engineering Chgbk -	10,000	Carryover	14-8929
		8330	Prof & Contr - Cap P	40,000	Carryover	14-8929
	Total Park Development - 71st/Greenway (Zone 3)			**$599,970**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
DIF - Parks	Grand Canal Linear (Zone 1)	8300	Improv./Non Bldg.	400,000	Carryover	14-9002
	Total Grand Canal Linear (Zone 1)			**$400,000**		
DIF - Parks	DVUSD Ballfield Lights (Zone 3)	8330	Prof & Contr - Cap P	200,000	Carryover	14-9004
	Total DVUSD Ballfield Lights (Zone 3)			**$200,000**		
DIF - Parks	Thunderbird Fence (Zone 3)	8330	Prof & Contr - Cap P	65,000	Carryover	14-9007
	Total Thunderbird Fence (Zone 3)			**$65,000**		
	Total DIF - Parks			**$2,528,950**		
DIF Library	Library Books - Population Growt	8320	Misc Cap Projects	103,000	New Funding	14L-8961
	Total Library Books - Population Growth			**$103,000**		
	Total DIF Library			**$103,000**		
DIF Fire	Fire Station Land Acquisition	8100	Land	257,000	Carryover	14PF-9018
	Total Fire Station Land Acquisition			**$257,000**		
	Total DIF Fire			**$257,000**		
DIF Police Fac	Gateway Public Safety Building -	8330	Prof & Contr - Cap P	6,000,000	New Funding	14PP-9603
	Total Gateway Public Safety Building -DIF			**$6,000,000**		
	Total DIF Police Fac			**$6,000,000**		
DIF Streets	*83rd Ave/Union Hills Street/Brid	8974	Engineering Chgbk -	100,000	New Funding	14S-8040
		8300	Improv./Non Bldg.	5,800,000	New Funding	14S-8040
		8330	Prof & Contr - Cap P	250,000	New Funding	14S-8040
	Total *83rd Ave/Union Hills Street/Bridge Improv.			**$6,150,000**		
DIF Streets	Dev. Agreements - Major Arterial	8300	Improv./Non Bldg.	40,000	Carryover	14S-8992
	Total Dev. Agreements - Major Arterials			**$40,000**		
DIF Streets	Dev. Agreements - Arterials	8300	Improv./Non Bldg.	40,000	Carryover	14S-8993
	Total Dev. Agreements - Arterials			**$40,000**		
DIF Streets	Traffic Signals	8400	Equipment	150,000	New Funding	14S-8994
	Total Traffic Signals			**$150,000**		
	Total DIF Streets			**$6,380,000**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Housing	Housing Capital	8400	Equipment	20,000	New Funding	19-8475
		8320	Misc Cap Projects	170,000	New Funding	19-8475
		8320	Misc Cap Projects	56,000	Carryover	19-8475
		8300	Improv./Non Bldg.	160,000	New Funding	19-8475
	Total Housing Capital			**$406,000**		
	Total Housing			**$406,000**		
Government Facilit	Field Operations Land Acquisition	8330	Prof & Contr - Cap P	7,879,000	New Funding	30-8563
		8974	Engineering Chgbk -	115,000	New Funding	30-8563
		8320	Misc Cap Projects	6,000	New Funding	30-8563
	Total Field Operations Land Acquisition			**$8,000,000**		
	Total Government Facility			**$8,000,000**		
Economic Develop	Redevelopment Land Acquisition	8100	Land	946,789	Carryover	32-9606
	Total Redevelopment Land Acquisition			**$946,789**		
	Total Economic Development			**$946,789**		
Airport Capital	* Runway Lengthening Improvem	8330	Prof & Contr - Cap P	850,000	New Funding	34-8024
	Total * Runway Lengthening Improvements			**$850,000**		
Airport Capital	Land Acquisition	8100	Land	442,932	Carryover	34-8570
	Total Land Acquisition			**$442,932**		
Airport Capital	Airport Environmental Assessmen	8320	Misc Cap Projects	14,802	Carryover	34-8571
	Total Airport Environmental Assessment			**$14,802**		
Airport Capital	Runway/Taxiway Ext. and Overla	8300	Improv./Non Bldg.	2,706,905	Carryover	34-8572
	Total Runway/Taxiway Ext. and Overlay			**$2,706,905**		
	Total Airport Capital			**$4,014,639**		
Open Space/Trails	Thunderbird Paseo Improvements	8974	Engineering Chgbk -	13,000	New Funding	35-8521
		8330	Prof & Contr - Cap P	487,000	New Funding	35-8521
	Total Thunderbird Paseo Improvements			**$500,000**		
Open Space/Trails	Downtown Greenbelt	8100	Land	150,000	Carryover	35-9609
	Total Downtown Greenbelt			**$150,000**		
	Total Open Space/Trails			**$650,000**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Park Bond Fund	* Park Re-development	8330	Prof & Contr - Cap P	300,000	New Funding	36-8026
	Total * Park Re-development			**$300,000**		
Park Bond Fund	* Glendale Community Center Ex	8330	Prof & Contr - Cap P	520,000	New Funding	36-8027
	Total * Glendale Community Center Expansion			**$520,000**		
Park Bond Fund	Adult Center Relocation	8100	Land	341,000	New Funding	36-8057
		8300	Improv./Non Bldg.	7,459,000	New Funding	36-8057
		8974	Engineering Chgbk -	100,000	New Funding	36-8057
		8330	Prof & Contr - Cap P	400,000	New Funding	36-8057
	Total Adult Center Relocation			**$8,300,000**		
Park Bond Fund	Murphy Park Improvements	8330	Prof & Contr - Cap P	290,000	Carryover	36-8505
	Total Murphy Park Improvements			**$290,000**		
Park Bond Fund	Parks Master Plan	8330	Prof & Contr - Cap P	30,000	Carryover	36-8508
	Total Parks Master Plan			**$30,000**		
Park Bond Fund	North Area Pool	8330	Prof & Contr - Cap P	200,000	New Funding	36-8509
		8974	Engineering Chgbk -	30,000	New Funding	36-8509
		8300	Improv./Non Bldg.	1,520,000	New Funding	36-8509
	Total North Area Pool			**$1,750,000**		
Park Bond Fund	Manistee Ranch Development	8330	Prof & Contr - Cap P	319,000	Carryover	36-8510
	Total Manistee Ranch Development			**$319,000**		
Park Bond Fund	Park Enhancements	8300	Improv./Non Bldg.	200,000	New Funding	36-8517
	Total Park Enhancements			**$200,000**		
Park Bond Fund	Land Acquisition	8100	Land	479,000	Carryover	36-8518
		8100	Land	750,000	New Funding	36-8518
	Total Land Acquisition			**$1,229,000**		
Park Bond Fund	Facility Renovations	8300	Improv./Non Bldg.	40,000	New Funding	36-8519
	Total Facility Renovations			**$40,000**		
Park Bond Fund	Skunk Creek Linear Park Develop	8300	Improv./Non Bldg.	1,923,350	Carryover	36-8523
	Total Skunk Creek Linear Park Development			**$1,923,350**		
Park Bond Fund	Grand Canal Linear /Regional Dvl	8330	Prof & Contr - Cap P	382,990	Carryover	36-8524
	Total Grand Canal Linear /Regional Dvlpmt.			**$382,990**		
Park Bond Fund	Bonsall Park Improvements	8330	Prof & Contr - Cap P	33,580	Carryover	36-8525
	Total Bonsall Park Improvements			**$33,580**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Park Bond Fund	O'Neil Pool Restoration	8330	Prof & Contr - Cap P	120,000	New Funding	36-8545
	Total O'Neil Pool Restoration			**$120,000**		
Park Bond Fund	Sahuaro Ranch Park Improvement	8330	Prof & Contr - Cap P	38,750	Carryover	36-8550
	Total Sahuaro Ranch Park Improvement			**$38,750**		
Park Bond Fund	Park Development - 63rd/Marylan	8330	Prof & Contr - Cap P	150,000	Carryover	36-8931
	Total Park Development - 63rd/Maryland			**$150,000**		
Park Bond Fund	Barnyard Additions	8330	Prof & Contr - Cap P	215,000	Carryover	36-8935
	Total Barnyard Additions			**$215,000**		
Park Bond Fund	Soccer Lights	8330	Prof & Contr - Cap P	400,000	Carryover	36-8941
	Total Soccer Lights			**$400,000**		
Park Bond Fund	Multi-Generational Center - North	8330	Prof & Contr - Cap P	500,000	New Funding	36-8945
		8974	Engineering Chgbk -	100,000	New Funding	36-8945
		8300	Improv./Non Bldg.	4,400,000	New Funding	36-8945
	Total Multi-Generational Center - North			**$5,000,000**		
Park Bond Fund	Skating Park North	8330	Prof & Contr - Cap P	35,000	New Funding	36-8946
		8300	Improv./Non Bldg.	200,000	Carryover	36-8946
		8300	Improv./Non Bldg.	142,800	New Funding	36-8946
	Total Skating Park North			**$377,800**		
Park Bond Fund	Western Area Regional Park	8300	Improv./Non Bldg.	400,000	New Funding	36-8948
		8330	Prof & Contr - Cap P	100,000	New Funding	36-8948
	Total Western Area Regional Park			**$500,000**		
	Total Park Bond Fund			**$22,119,470**		
CIP Grants	Signal Computerization - CMAQ	8300	Improv./Non Bldg.	1,600,000	New Funding	40-9610
	Total Signal Computerization - CMAQ Grants			**$1,600,000**		
	Total CIP Grants			**$1,600,000**		
Other Grants	Skunk Creek Linear Connector Pk	8974	Engineering Chgbk -	10,000	Carryover	47-8585
		8300	Improv./Non Bldg.	140,170	Carryover	47-8585
		8330	Prof & Contr - Cap P	15,000	Carryover	47-8585
	Total Skunk Creek Linear Connector Pk			**$165,170**		
Other Grants	Three Wildlife Viewing Blinds	8330	Prof & Contr - Cap P	76,450	Carryover	47-9618
	Total Three Wildlife Viewing Blinds			**$76,450**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Other Grants	Skunk Creek Trail System Signag	8330	Prof & Contr - Cap P	66,579	Carryover	47-9626
	Total Skunk Creek Trail System Signage			**$66,579**		
	Total Other Grants			**$308,199**		
Water/Sewer	* Waterline, 115th & Glendale	8974	Engineering Chgbk -	20,000	New Funding	50-8015
		8300	Improv./Non Bldg.	250,000	New Funding	50-8015
		8330	Prof & Contr - Cap P	30,000	New Funding	50-8015
	Total * Waterline, 115th & Glendale			**$300,000**		
Water/Sewer	*Backbone Fiber Optic/Cholla W	8330	Prof & Contr - Cap P	40,000	New Funding	50-8055
		8300	Improv./Non Bldg.	420,000	New Funding	50-8055
		8974	Engineering Chgbk -	40,000	New Funding	50-8055
	Total *Backbone Fiber Optic/Cholla WTP			**$500,000**		
Water/Sewer	*Additional Water Capacity	8330	Prof & Contr - Cap P	300,000	New Funding	50-8056
		8974	Engineering Chgbk -	140,000	New Funding	50-8056
		8320	Misc Cap Projects	3,060,000	New Funding	50-8056
	Total *Additional Water Capacity			**$3,500,000**		
Water/Sewer	Cholla Telemetry	8300	Improv./Non Bldg.	75,000	New Funding	50-9011
	Total Cholla Telemetry			**$75,000**		
Water/Sewer	61st Ave. and Rose Lane Sewer R	8300	Improv./Non Bldg.	257,590	Carryover	50-9015
	Total 61st Ave. and Rose Lane Sewer Replacement			**$257,590**		
Water/Sewer	Membrane Filtration Pilot Progra	8300	Improv./Non Bldg.	1,800,000	Carryover	50-9213
		8974	Engineering Chgbk -	31,000	Carryover	50-9213
		8330	Prof & Contr - Cap P	105,380	Carryover	50-9213
		8300	Improv./Non Bldg.	100,000	New Funding	50-9213
	Total Membrane Filtration Pilot Program			**$2,036,380**		
Water/Sewer	Zone 3 Pump Improvements	8300	Improv./Non Bldg.	200,000	Carryover	50-9229
		8330	Prof & Contr - Cap P	50,680	Carryover	50-9229
	Total Zone 3 Pump Improvements			**$250,680**		
Water/Sewer	Water Zone 4 Line Additions	8300	Improv./Non Bldg.	800,000	Carryover	50-9232
		8330	Prof & Contr - Cap P	50,000	Carryover	50-9232
		8974	Engineering Chgbk -	7,000	Carryover	50-9232
	Total Water Zone 4 Line Additions			**$857,000**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Water/Sewer	Sewer System Evaluation	8974	Engineering Chgbk -	9,000	Carryover	50-9233
		8330	Prof & Contr - Cap P	20,000	Carryover	50-9233
		8300	Improv./Non Bldg.	200,000	New Funding	50-9233
		8300	Improv./Non Bldg.	350,000	Carryover	50-9233
	Total Sewer System Evaluation			**$579,000**		
Water/Sewer	Water Distribution System Evalua	8300	Improv./Non Bldg.	100,000	New Funding	50-9234
		8300	Improv./Non Bldg.	8,000	Carryover	50-9234
	Total Water Distribution System Evaluation			**$108,000**		
Water/Sewer	Arrowhead Sewer Modifications	8300	Improv./Non Bldg.	664,970	Carryover	50-9236
	Total Arrowhead Sewer Modifications			**$664,970**		
Water/Sewer	Sewer 99th Ave. West Water Met	8974	Engineering Chgbk -	50,000	Carryover	50-9238
		8330	Prof & Contr - Cap P	150,000	Carryover	50-9238
		8300	Improv./Non Bldg.	1,000,000	Carryover	50-9238
	Total Sewer 99th Ave. West Water Meter			**$1,200,000**		
Water/Sewer	Sewers for Areas on Septic Syste	8330	Prof & Contr - Cap P	50,000	Carryover	50-9240
		8974	Engineering Chgbk -	7,810	Carryover	50-9240
		8300	Improv./Non Bldg.	700,000	Carryover	50-9240
		8300	Improv./Non Bldg.	1,000,000	New Funding	50-9240
	Total Sewers for Areas on Septic Systems			**$1,757,810**		
Water/Sewer	West Area Wastewater Plant	8300	Improv./Non Bldg.	1,800,000	New Funding	50-9246
		8330	Prof & Contr - Cap P	300,000	Carryover	50-9246
		8300	Improv./Non Bldg.	580,000	Carryover	50-9246
		8974	Engineering Chgbk -	20,000	Carryover	50-9246
	Total West Area Wastewater Plant			**$2,700,000**		
Water/Sewer	Irrigation	8300	Improv./Non Bldg.	528,480	Carryover	50-9247
	Total Irrigation			**$528,480**		
Water/Sewer	Water Line Replacement	8300	Improv./Non Bldg.	812,500	New Funding	50-9249
		8974	Engineering Chgbk -	22,330	Carryover	50-9249
		8330	Prof & Contr - Cap P	50,000	Carryover	50-9249
		8300	Improv./Non Bldg.	750,000	Carryover	50-9249
	Total Water Line Replacement			**$1,634,830**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Water/Sewer	91st Ave. Construction	8300	Improv./Non Bldg.	2,117,380	Carryover	50-9258
		8300	Improv./Non Bldg.	4,300,000	New Funding	50-9258
	Total 91st Ave. Construction			**$6,417,380**		
Water/Sewer	Arrowhead Wastewater Plant	8300	Improv./Non Bldg.	1,269,780	Carryover	50-9261
	Total Arrowhead Wastewater Plant			**$1,269,780**		
Water/Sewer	Zone 4 Res. & Booster Station	8330	Prof & Contr - Cap P	224,750	Carryover	50-9263
		8300	Improv./Non Bldg.	1,000,000	Carryover	50-9263
		8974	Engineering Chgbk -	50,000	Carryover	50-9263
	Total Zone 4 Res. & Booster Station			**$1,274,750**		
Water/Sewer	Outer Loop Effluent Line	8300	Improv./Non Bldg.	1,500,000	New Funding	50-9269
	Total Outer Loop Effluent Line			**$1,500,000**		
Water/Sewer	Sewer Master Plan	8974	Engineering Chgbk -	3,260	Carryover	50-9271
		8300	Improv./Non Bldg.	60,000	Carryover	50-9271
	Total Sewer Master Plan			**$63,260**		
Water/Sewer	Cholla Solids Handling Facility	8300	Improv./Non Bldg.	1,000,000	Carryover	50-9272
		8330	Prof & Contr - Cap P	400,000	Carryover	50-9272
		8300	Improv./Non Bldg.	5,000,000	New Funding	50-9272
		8974	Engineering Chgbk -	13,450	Carryover	50-9272
	Total Cholla Solids Handling Facility			**$6,413,450**		
Water/Sewer	Sewer Line Replacement	8300	Improv./Non Bldg.	812,500	New Funding	50-9623
		8300	Improv./Non Bldg.	750,000	Carryover	50-9623
		8974	Engineering Chgbk -	22,330	Carryover	50-9623
		8330	Prof & Contr - Cap P	50,000	Carryover	50-9623
	Total Sewer Line Replacement			**$1,634,830**		
Water/Sewer	Sewer Line Extension	8300	Improv./Non Bldg.	87,500	New Funding	50-9624
	Total Sewer Line Extension			**$87,500**		
Water/Sewer	Water Line Extension	8300	Improv./Non Bldg.	87,500	New Funding	50-9625
	Total Water Line Extension			**$87,500**		
	Total Water/Sewer			**$35,698,190**		
Landfill	* NSPS Landfill Gas System	8300	Improv./Non Bldg.	1,357,000	New Funding	55-8035
		8974	Engineering Chgbk -	43,000	New Funding	55-8035
	Total * NSPS Landfill Gas System			**$1,400,000**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Landfill	* Landfill Screening Berm	8330	Prof & Contr - Cap P	1,750,500	New Funding	55-8037
		8974	Engineering Chgbk -	49,500	New Funding	55-8037
	Total * Landfill Screening Berm			**$1,800,000**		
Landfill	*Landfill Liner Installation	8330	Prof & Contr - Cap P	300,000	New Funding	55-8044
	Total *Landfill Liner Installation			**$300,000**		
Landfill	Landfill Soil Excavation - NW Par	8974	Engineering Chgbk -	35,760	New Funding	55-9604
		8330	Prof & Contr - Cap P	688,240	New Funding	55-9604
	Total Landfill Soil Excavation - NW Parcel			**$724,000**		
	Total Landfill			**$4,224,000**		
Public Safety	Forensic Lab Equipment	8400	Equipment	300,000	New Funding	60-8856
	Total Forensic Lab Equipment			**$300,000**		
Public Safety	Police Digital Communications Sy	8974	Engineering Chgbk -	2,500,000	Carryover	60-9408
	Total Police Digital Communications System			**$2,500,000**		
Public Safety	Fire 800 MHz System	8400	Equipment	2,000,000	New Funding	60-9412
	Total Fire 800 MHz System			**$2,000,000**		
Public Safety	Public Safety Multi-Use Facility	8320	Misc Cap Projects	300,000	New Funding	60-9421
		8100	Land	1,200,000	New Funding	60-9421
	Total Public Safety Multi-Use Facility			**$1,500,000**		
Public Safety	Fire Station Land Acquisition	8100	Land	400,000	Carryover	60-9617
	Total Fire Station Land Acquisition			**$400,000**		
	Total Public Safety			**$6,700,000**		
HURF Bonds	Freeway Landscaping/Noise Walls	8300	Improv./Non Bldg.	553,870	Carryover	61-8807
		8330	Prof & Contr - Cap P	30,000	Carryover	61-8807
		8974	Engineering Chgbk -	10,000	Carryover	61-8807
	Total Freeway Landscaping/Noise Walls			**$593,870**		
HURF Bonds	Greenway Rd. 67th to 75th	8300	Improv./Non Bldg.	888,120	Carryover	61-8812
		8330	Prof & Contr - Cap P	20,000	Carryover	61-8812
		8974	Engineering Chgbk -	14,000	Carryover	61-8812
	Total Greenway Rd. 67th to 75th			**$922,120**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
HURF Bonds	67th Ave. Grovers to Union Hills	8330	Prof & Contr - Cap P	5,120	Carryover	61-8814
		8300	Improv./Non Bldg.	45,000	Carryover	61-8814
		8974	Engineering Chgbk -	4,000	Carryover	61-8814
	Total 67th Ave. Grovers to Union Hills			**$54,120**		
HURF Bonds	Bethany Home 67th to 75th	8330	Prof & Contr - Cap P	170,000	Carryover	61-8816
		8300	Improv./Non Bldg.	1,000,000	Carryover	61-8816
		8300	Improv./Non Bldg.	500,000	New Funding	61-8816
		8974	Engineering Chgbk -	20,230	Carryover	61-8816
	Total Bethany Home 67th to 75th			**$1,690,230**		
HURF Bonds	Pedestrian Walkway-75th & Came	8300	Improv./Non Bldg.	3,500	Carryover	61-8911
	Total Pedestrian Walkway-75th & Camelback			**$3,500**		
HURF Bonds	Signal Computerization	8330	Prof & Contr - Cap P	1,223,892	Carryover	61-9546
	Total Signal Computerization			**$1,223,892**		
HURF Bonds	Northern - 67th to 71st	8330	Prof & Contr - Cap P	60,000	New Funding	61-9560
		8300	Improv./Non Bldg.	800,000	New Funding	61-9560
		8974	Engineering Chgbk -	20,000	New Funding	61-9560
	Total Northern - 67th to 71st			**$880,000**		
HURF Bonds	Sound Walls	8300	Improv./Non Bldg.	900,000	New Funding	61-9627
		8330	Prof & Contr - Cap P	180,000	New Funding	61-9627
		8974	Engineering Chgbk -	20,000	New Funding	61-9627
	Total Sound Walls			**$1,100,000**		
	Total HURF Bonds			**$6,467,732**		
Streets/Parking	*Deer Valley - New River Bridge	8974	Engineering Chgbk -	15,000	New Funding	62-8041
		8330	Prof & Contr - Cap P	50,000	New Funding	62-8041
		8300	Improv./Non Bldg.	515,000	New Funding	62-8041
	Total *Deer Valley - New River Bridge			**$580,000**		
Streets/Parking	*Traffic Signal Computerization	8330	Prof & Contr - Cap P	1,800,000	New Funding	62-8042
	Total *Traffic Signal Computerization			**$1,800,000**		
Streets/Parking	Street Lighting (G.O)	8330	Prof & Contr - Cap P	150,000	New Funding	62-8557
		8330	Prof & Contr - Cap P	135,210	Carryover	62-8557
	Total Street Lighting (G.O)			**$285,210**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Streets/Parking	Street Scallop Improvements	8300	Improv./Non Bldg.	350,000	New Funding	62-8558
		8330	Prof & Contr - Cap P	110,000	Carryover	62-8558
		8974	Engineering Chgbk -	14,350	Carryover	62-8558
		8300	Improv./Non Bldg.	380,000	Carryover	62-8558
	Total Street Scallop Improvements			**$854,350**		
Streets/Parking	Street Beautification	8300	Improv./Non Bldg.	200,000	New Funding	62-8559
		8300	Improv./Non Bldg.	700,000	Carryover	62-8559
		8330	Prof & Contr - Cap P	50,000	Carryover	62-8559
		8974	Engineering Chgbk -	7,430	Carryover	62-8559
	Total Street Beautification			**$957,430**		
Streets/Parking	Grand Avenue Beautification	8300	Improv./Non Bldg.	300,000	Carryover	62-8990
		8974	Engineering Chgbk -	4,730	Carryover	62-8990
		8330	Prof & Contr - Cap P	20,000	Carryover	62-8990
	Total Grand Avenue Beautification			**$324,730**		
Streets/Parking	Intersection Safety Improvements	8330	Prof & Contr - Cap P	345,370	Carryover	62-9443
		8330	Prof & Contr - Cap P	400,000	New Funding	62-9443
	Total Intersection Safety Improvements			**$745,370**		
Streets/Parking	Catlin Court	8300	Improv./Non Bldg.	200,000	New Funding	62-9558
	Total Catlin Court			**$200,000**		
	Total Streets/Parking			**$5,747,090**		
Flood Control Bond	* Bethany Home Outfall Channel	8330	Prof & Contr - Cap P	50,000	New Funding	65-8012
		8300	Improv./Non Bldg.	400,000	New Funding	65-8012
	Total * Bethany Home Outfall Channel			**$450,000**		
Flood Control Bond	Cactus/Orangewood Outfall	8300	Improv./Non Bldg.	1,400,000	New Funding	65-9109
	Total Cactus/Orangewood Outfall			**$1,400,000**		
Flood Control Bond	Local Drainage Problems	8300	Improv./Non Bldg.	184,050	Carryover	65-9127
		8300	Improv./Non Bldg.	100,000	New Funding	65-9127
	Total Local Drainage Problems			**$284,050**		
Flood Control Bond	Collector Drains	8300	Improv./Non Bldg.	285,000	New Funding	65-9302
	Total Collector Drains			**$285,000**		

City of Glendale
2001-2002 Capital Appropriation by Fund

Fund	Program Name	Object	Object Name	FY 01-02 Budget	Funding Type	Account
Flood Control Bond	Skunk Creek Channelization	8974	Engineering Chgbk -	10,000	New Funding	65-9305
		8300	Improv./Non Bldg.	630,000	New Funding	65-9305
		8330	Prof & Contr - Cap P	40,000	New Funding	65-9305
	Total Skunk Creek Channelization			**$680,000**		
Flood Control Bond	*NPDES Requirements	8300	Improv./Non Bldg.	50,000	New Funding	65-9306
	Total *NPDES Requirements			**$50,000**		
	Total Flood Control Bonds			**$3,149,050**		
Transit Bonds	Bus Stop Improvements	8400	Equipment	260,000	Carryover	68-8601
		8400	Equipment	70,000	New Funding	68-8601
	Total Bus Stop Improvements			**$330,000**		
Transit Bonds	Transit Buses and Cars	8400	Equipment	168,000	Carryover	68-8603
		8400	Equipment	450,000	New Funding	68-8603
	Total Transit Buses and Cars			**$618,000**		
Transit Bonds	Park & Ride Facility	8100	Land	500,000	New Funding	68-8610
	Total Park & Ride Facility			**$500,000**		
	Total Transit Bonds			**$1,448,000**		
Arts Commission	Arts Commission	8300	Improv./Non Bldg.	842,610	Carryover	70-9700
	Total Arts Commission			**$842,610**		
	Total Arts Commission			**$842,610**		
Cemetery Perpetual	*Mausoleum - Phase I	8300	Improv./Non Bldg.	265,000	New Funding	82-9628
	Total *Mausoleum - Phase I			**$265,000**		
	Total Cemetery Perpetual C			**$265,000**		
	Total Capital Budget			**$127,436,765**		

Schedules

WHY INCLUDE SCHEDULES?

The budget schedules are intended to give the reader a brief glance at the city's financial situation. Schedule One is the most significant schedule, offering a summary of all pertinent financial information for the city. The reader can readily determine the starting and ending fund balances, transfers in and out of each fund, expenditures for both operating and capital projects, revenues, and debt for each fund.

The remaining schedules provide in-depth detail of budgetary information which is necessary for the smooth operation of the city. For instance, the revenue projections for the various funds are located in Schedule Two. These projections become the base for the city's revenue group who will monitor revenues throughout the year. Schedule Eleven lists all items to be purchased with carryover funding. If the anticipated savings do not occur, these carryover allocation items will need to be adjusted to stay within actual savings.

All the schedules serve as handy reference materials to City of Glendale employees and to the public.

Schedule One
Fund Balance Analysis
(All Dollars in Thousands)

General/Special Rev. Funds	Fund Balance 6/30/01	Projected Revenues	Transfers In	Transfers Out
General Fund	$24,622	$106,835	$7,368	($13,850)
Streets	$0	$14,005	$8,147	($6,222)
Police Special Revenue Fund	$776	$2,244	$0	$0
Fire Special Revenue Fund	$431	$1,124	$0	$0
Transit	$247	$3,168	$2,801	$0
Local Transportation Assistance	$0	$1,220	$0	($1,220)
Airport Operating	$0	$318	$303	$0
Community Housing Services	$0	$7,936	$390	$0
HOME Fund	$0	$1,193	$0	$0
Community Dvpmt Block Grant	$0	$3,535	$0	$0
Court Fund	$317	$274	$0	$0
Civic Center Fund	$0	$350	$857	$0
CAP Grant Fund	$0	$155	$128	$0
Other State and Local Grants	$0	$4,436	$150	$0
RICO Fund	$0	$375	$0	$0
Enterprise Funds				
Water and Sewer	$24,968	$73,348	$0	($4,540)
Sanitation	$1,911	$11,766	$0	($1,200)
Landfill	$15,281	$9,290	$0	($878)
Revolving/Internal Service Funds				
Risk Management Trust Fund	$3,007	$1,950	$0	$0
Worker's Comp Trust Fund	$5,538	$1,650	$0	$0
Benefits Trust Fund	$2,927	$11,128	$0	($750)
Vehicle Replacement Fund	$5,372	$1,792	$0	$0
Technology Replacement Fund	$2,465	$2,306	$0	$0
General Services Fund	$52	$5,261	$0	$0
Print Shop	$0	$321	$0	$0
Telephone	$0	$988	$0	$0
Recreation Classes	$529	$825	$0	$0
Library Book Sales	$326	$207	$0	$0
Developer Agreement Fund	$4,205	$0	$500	$0
Cable Equipment Replacement	$289	$44	$0	$0
Construction Funds				
Open Space/Trails Bonds	$465	$270	$0	$0
Library Bonds	$509	$19	$0	$0
Public Safety	$3,720	$3,985	$0	$0
Parks	$5,758	$18,040	$0	$0
Flood Control	$534	$3,180	$0	$0
Arts Commission	$839	$678	$0	$0
Airport Capital	$0	$3,616	$399	$0
Streets, G.O. Bonds	$2,603	$3,830	$0	$0
Streets, Revenue Bonds	$4,793	$2,950	$0	$0
Facilities Bonds	$16	$8,400	$0	$0
Economic Development Bonds	$987	$50	$0	$0
Development Impact Fee Fund	$8,943	$13,616	$0	$0
Cemetery Perpetual Care Fund	$265	$0	$0	$0
Debt Service Funds				
G.O. Bond Debt	$4,186	$12,993	$0	$0
Street Revenue Bond Debt	$10	$0	$5,810	$0
Local Improvement Districts	$3,870	$2,110	$412	$0
Municipal Property Corporation	$95	$20	$1,395	$0
TOTAL	**$130,856**	**$341,798**	**$28,661**	**($28,661)**

Schedule One
Fund Balance Analysis
(All Dollars in Thousands)

Operations	Capital Outlay	Debt Service	Contingencies	Total Appropriation	Ending Fund Balance
($106,000)	($7,671)	$0	($10,705)	($124,376)	$599
($14,520)	($1,410)	$0	$0	($15,930)	$0
($2,615)	$0	$0	($400)	($3,015)	$5
($1,332)	$0	$0	($220)	($1,552)	$3
($3,596)	($1,448)	$0	($1,172)	($6,216)	$0
$0	$0	$0	$0	$0	$0
($621)	$0	$0	$0	($621)	$0
($7,920)	($406)	$0	$0	($8,326)	$0
($1,193)	$0	$0	$0	($1,193)	$0
($3,535)	$0	$0	$0	($3,535)	$0
($529)	$0	$0	$0	($529)	$62
($707)	($500)	$0	$0	($1,207)	$0
($283)	$0	$0	$0	($283)	$0
($2,678)	($1,908)	$0	$0	($4,586)	$0
($368)	$0	$0	$0	($368)	$7
($28,378)	($35,698)	($12,805)	($2,000)	($78,882)	$14,894
($11,322)	$0	$0	($500)	($11,822)	$654
($8,772)	($4,224)	($309)	($2,000)	($15,305)	$8,388
($1,600)	$0	$0	($250)	($1,850)	$3,107
($1,075)	$0	$0	$0	($1,075)	$6,113
($11,223)	$0	$0	$0	($11,223)	$2,083
($4,550)	$0	$0	$0	($4,550)	$2,614
($2,615)	$0	$0	$0	($2,615)	$2,155
($5,203)	$0	$0	$0	($5,203)	$110
($321)	$0	$0	$0	($321)	$0
($988)	$0	$0	$0	($988)	$0
($1,251)	$0	$0	$0	($1,251)	$103
($279)	$0	$0	$0	($279)	$254
$0	$0	$0	$0	$0	$4,705
($316)	$0	$0	$0	($316)	$18
$0	($650)	$0	$0	($650)	$85
$0	$0	$0	($255)	($255)	$273
$0	($6,700)	$0	$0	($6,700)	$1,005
$0	($22,119)	$0	$0	($22,119)	$1,678
$0	($3,149)	$0	$0	($3,149)	$565
($210)	($843)	$0	$0	($1,053)	$464
$0	($4,015)	$0	$0	($4,015)	$0
$0	($5,747)	$0	$0	($5,747)	$686
$0	($6,468)	$0	$0	($6,468)	$1,275
$0	($8,000)	$0	$0	($8,000)	$416
$0	($947)	$0	$0	($947)	$90
$0	($15,269)	$0	($980)	($16,249)	$6,309
$0	($265)	$0	$0	($265)	$0
$0	$0	($10,330)	$0	($10,330)	$6,849
$0	$0	($5,820)	$0	($5,820)	$0
$0	$0	($2,406)	$0	($2,406)	$3,986
$0	$0	($1,410)	$0	($1,410)	$100
($224,000)	**($127,437)**	**($33,081)**	**($18,482)**	**($403,000)**	**$69,654**

Schedule Two
Summary of Revenues

FUND DESCRIPTION	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ESTIMATE	FY 02 BUDGET
General Fund				
City Sales Tax	$37,048,742	$39,500,857	$42,100,000	$42,300,000
State Income Tax	$18,237,019	$20,236,753	$21,240,000	$22,800,000
State Sales Tax	$14,592,962	$16,040,568	$17,000,000	$18,360,000
Motor Vehicle In-Lieu Tax	$5,952,230	$6,576,653	$6,800,000	$7,000,000
Primary Property Tax	$3,072,867	$2,951,271	$3,153,000	$3,265,000
Court Revenue	$2,527,836	$2,026,720	$2,043,000	$2,300,000
Interest	$1,882,619	$2,045,594	$2,000,000	$1,950,000
Gas & Elec. Franchise	$1,547,307	$1,707,825	$1,825,000	$1,875,000
Building Permits	$1,786,827	$1,552,727	$1,350,000	$1,345,000
Cable Franchise Fees	$969,084	$1,070,359	$1,100,000	$1,150,000
BofA Rental Income	$0	$9,160	$1,000,000	$1,000,000
Miscellaneous	$436,450	$450,153	$900,000	$450,000
Fire Department Fees	$282,998	$399,960	$400,000	$425,000
Sales Tax on Water	$319,282	$334,522	$390,000	$400,000
Right-of-Way Permits	$512,253	$427,238	$375,000	$375,000
Sales Tax License Revenue	$354,256	$369,827	$370,000	$370,000
Plan Check Fee	$365,270	$346,191	$300,000	$300,000
Engr Plan Check Fees	$288,614	$279,244	$225,000	$225,000
Liquor License Fees	$135,313	$148,623	$150,000	$210,000
Recreation Fees	$202,457	$193,170	$210,000	$210,000
Rental Income	$270,234	$258,219	$200,000	$200,000
Comm. Dev. Misc.	$145,273	$119,725	$115,000	$115,000
Business License Fees	$73,671	$86,856	$85,000	$85,000
Bus./Prof. Licenses	$54,253	$56,655	$65,000	$65,000
SRP In-Lieu Fees	$44,594	$38,214	$35,000	$35,000
Traffic Plan Review	$32,900	$21,815	$45,000	$25,000
Capital Lease Proceeds	$0	$8,286,040	$0	$0
Total - General Fund:	**$91,135,311**	**$105,534,939**	**$103,476,000**	**$106,835,000**
Police Spec. Rev.				
Sales Tax-Police	$1,968,959	$2,103,940	$2,244,000	$2,244,000
Total - Police Spec. Rev.:	**$1,968,959**	**$2,103,940**	**$2,244,000**	**$2,244,000**
Fire Spec. Revenue				
Sales Tax-Fire	$984,479	$1,051,970	$1,124,000	$1,124,000
Total - Fire Spec. Revenue:	**$984,479**	**$1,051,970**	**$1,124,000**	**$1,124,000**
Civic Center				
Civic Center Revenue	$0	$170,135	$175,000	$350,000
Total - Civic Center:	**$0**	**$170,135**	**$175,000**	**$350,000**

Schedule Two
Summary of Revenues

FUND DESCRIPTION	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ESTIMATE	FY 02 BUDGET
HOME Fund				
Home Grant Rev - Carry Over	$0	$0	$0	$640,814
Home Grant Rev - New	$766,714	$272,734	$535,316	$552,342
Total - HOME Fund:	**$766,714**	**$272,734**	**$535,316**	**$1,193,156**
C.D.B.G.				
CDBG (Block Grant) New	$2,044,089	$1,723,842	$2,411,634	$2,156,831
CDBG - Previous Grants	$0	$0	$0	$1,377,724
Miscellaneous Rev.	$137,696	$139,991	$0	$0
Total - C.D.B.G.:	**$2,181,785**	**$1,863,833**	**$2,411,634**	**$3,534,555**
Streets				
Highway User Revenue	$12,682,235	$13,088,859	$13,650,000	$14,000,000
Miscellaneous	$1,002,121	$6,461	$0	$5,000
Total - Streets:	**$13,684,356**	**$13,095,320**	**$13,650,000**	**$14,005,000**
L.T.A.F.				
LTAF (Lottery)	$1,209,213	$1,206,502	$1,200,000	$1,220,000
Total - L.T.A.F.:	**$1,209,213**	**$1,206,502**	**$1,200,000**	**$1,220,000**
Dev. Impact Fees				
Bond Proceeds	$0	$0	$0	$7,000,000
DIF Transportation	$0	$0	$380,000	$1,837,600
DIF Gen Government	$0	$0	$265,000	$1,357,600
DIF Parks/Rec Citywide	$0	$0	$0	$797,600
DIF Police	$68,920	$110,008	$230,000	$732,000
DIF Fire	$68,533	$57,926	$150,000	$557,600
Interest	$313,001	$374,607	$515,000	$490,000
DIF Library	$0	$0	$130,000	$479,200
DIF Parks #2	$209,736	$209,531	$430,000	$164,000
DIF Parks #3	$217,870	$349,575	$180,000	$109,000
DIF Parks #1	$51,958	$80,483	$140,000	$91,000
DIF Library Bldg	$502,521	$513,315	$290,882	$0
DIF Signals	$24,087	$24,336	$12,200	$0
DIF Arterial	$366,391	$432,615	$199,723	$0
DIF Major Arterial	$406,290	$420,196	$206,400	$0
DIF Library Books	$269,430	$261,856	$155,000	$0
Total - Dev. Impact Fees:	**$2,498,737**	**$2,834,448**	**$3,284,205**	**$13,615,600**
Airport				
Airport User Fees	$293,360	$311,141	$310,111	$318,081
Total - Airport:	**$293,360**	**$311,141**	**$310,111**	**$318,081**

Schedule Two
Summary of Revenues

FUND DESCRIPTION	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ESTIMATE	FY 02 BUDGET
General Services				
Equip Mgmt Charges	$4,075,998	$4,518,820	$5,001,259	$5,260,700
Total - General Services:	**$4,075,998**	**$4,518,820**	**$5,001,259**	**$5,260,700**
Print Shop				
Postage Charges	$207,676	$219,548	$236,200	$233,500
Duplicating Charges	$159,035	$124,530	$190,447	$87,770
Total - Print Shop:	**$366,711**	**$344,078**	**$426,647**	**$321,270**
Housing				
Housing Grant	$4,587,831	$4,787,733	$5,604,396	$7,154,549
Capital Grant	$491,948	$424,185	$318,000	$406,000
Miscellaneous Rev.	$356,014	$377,825	$375,000	$375,000
Total - Housing:	**$5,435,793**	**$5,589,743**	**$6,297,396**	**$7,935,549**
G.O. Bond Debt				
Secondary Property Tax	$9,777,244	$10,612,838	$11,750,494	$12,993,192
Total - G.O. Bond Debt:	**$9,777,244**	**$10,612,838**	**$11,750,494**	**$12,993,192**
Special Assess. Bond				
Interest	$1,304,822	$1,185,396	$1,061,937	$1,060,000
ID Assessments	$920,760	$790,353	$1,051,704	$1,050,000
Total - Special Assess. Bond:	**$2,225,582**	**$1,975,749**	**$2,113,641**	**$2,110,000**
MPC Bond Debt				
Interest	$36,969	$15,434	$20,000	$20,000
Total - MPC Bond Debt:	**$36,969**	**$15,434**	**$20,000**	**$20,000**
Transit				
FTA Capital Grant - New	$0	$0	$345,653	$816,000
H.B. 2565 Revenue	$187,908	$837,602	$162,700	$725,195
Transit Referendum	$0	$0	$0	$722,004
FTA Capital Grant-Carryover	$0	$0	$0	$342,400
Bond Proceeds	$0	$185,147	$0	$214,000
Farebox Revenue	$87,707	$103,192	$96,300	$126,000
FTA Grant	$271,555	$227,192	$165,200	$101,600
RPTA	$7,156	$140,384	$162,700	$72,000
Miscellaneous	$1,122	$540	$23,000	$49,000
Total - Transit:	**$555,448**	**$1,494,057**	**$955,553**	**$3,168,199**
Telephone				
Telephone Charges	$755,694	$840,026	$915,781	$987,751
Total - Telephone:	**$755,694**	**$840,026**	**$915,781**	**$987,751**

Schedule Two
Summary of Revenues

FUND DESCRIPTION	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ESTIMATE	FY 02 BUDGET
Facilities Bonds				
Bond Proceeds	$0	$910,000	$0	$8,000,000
Interest	$0	$742	$25,000	$400,000
Total - Facilities Bonds:	**$0**	**$910,742**	**$25,000**	**$8,400,000**
Economic Dev. Bonds				
Interest	$0	$1,384	$50,000	$50,000
Bond Proceeds	$0	$1,000,000	$0	$0
Total - Economic Dev. Bonds:	**$0**	**$1,001,384**	**$50,000**	**$50,000**
Airport Capital				
Airport Const. Grants	$1,684,663	$1,108,005	$63,205	$3,613,175
Interest	$22,036	$1,444	$1,000	$2,500
Total - Airport Capital:	**$1,706,699**	**$1,109,449**	**$64,205**	**$3,615,675**
Open Space Bonds				
Bond Proceeds	$0	$450,000	$0	$200,000
Interest	$0	$367	$20,000	$70,000
Total - Open Space Bonds:	**$0**	**$450,367**	**$20,000**	**$270,000**
Parks Bonds				
Bond Proceeds	$0	$5,300,000	$0	$17,600,000
Interest	$139,807	$72,225	$385,000	$440,000
Total - Parks Bonds:	**$139,807**	**$5,372,225**	**$385,000**	**$18,040,000**
Vehicle Replacement				
Equip. Replace. Rates	$1,602,929	$1,244,691	$1,306,480	$1,316,850
Interest	$342,672	$387,712	$448,924	$440,000
City Auction Rev-Non Tax	$65,907	$46,905	$35,000	$35,000
Total - Vehicle Replacement:	**$2,011,508**	**$1,679,308**	**$1,790,404**	**$1,791,850**
Tech. Replacement				
PC Replacement Rates	$1,265,529	$1,571,980	$1,770,608	$2,160,625
Interest	$89,107	$104,434	$142,940	$135,000
City Auction Rev-Non Tax	$23,764		$5,000	$10,000
Total - Tech. Replacement:	**$1,378,400**	**$1,676,414**	**$1,918,548**	**$2,305,625**
CAP Grant Fund				
CAP Revenue	$152,391	$202,215	$154,961	$154,961
Total - CAP Grant Fund:	**$152,391**	**$202,215**	**$154,961**	**$154,961**
Other Grants Fund				
Miscellaneous Grants	$1,154,761	$2,346,179	$1,279,509	$2,260,427
Capital Grants	$0	$0	$449,271	$2,175,329
Total - Other Grants Fund:	**$1,154,761**	**$2,346,179**	**$1,728,780**	**$4,435,756**

Schedule Two
Summary of Revenues

FUND DESCRIPTION	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ESTIMATE	FY 02 BUDGET
RICO Fund				
State Forfeitures	$129,511	$149,004	$105,835	$278,037
Federal Forfeitures	$45,653	$26,749	$35,500	$90,000
Interest - State RICO	$45,024	$13,178	$3,900	$4,500
Interest - Federal RICO	$16,741	$9,425	$1,300	$2,000
Total - RICO Fund:	**$236,929**	**$198,356**	**$146,535**	**$374,537**
Water/Sewer Fund				
Water Sales	$24,289,144	$24,575,829	$25,223,638	$25,607,900
Sewer User Fee Revenue	$15,914,743	$17,150,255	$17,720,024	$19,400,600
Bond Proceeds	$0	$53,000,000	$0	$15,000,000
Water DIF	$3,298,144	$2,462,908	$2,253,511	$6,725,000
Sewer DIF	$2,733,146	$2,562,341	$2,716,104	$3,053,000
Water Interest	$1,000,181	$456,124	$1,472,574	$1,082,800
Sewer Misc.	$305,186	$231,656	$131,592	$729,000
Sewer Interest	$1,000,180	$417,959	$1,381,241	$449,500
Effluent Revenue	$362,507	$312,532	$287,589	$300,000
Customer Service	$365,668	$367,158	$478,189	$300,000
Water Misc.	$86,104	$254,257	$227,017	$267,000
Intergovernmental	$0	$0	$182,889	$246,100
Water Taps	$255,429	$163,241	$124,045	$125,000
Irrigation	$62,048	$61,554	$60,000	$61,000
Sewer Taps	$4,100	$1,250	$750	$1,000
Peoria Payment	$1,354,932	$218,419	$0	$0
Total - Water/Sewer Fund:	**$51,031,512**	**$102,235,483**	**$52,259,163**	**$73,347,900**
Cable Equip. Rental				
Interest	$0	$21,174	$26,000	$26,000
Cable Equip. Rental	$13,369	$13,200	$18,000	$18,000
P.E.G. Grants	$250,000	$425,000	$75,000	$0
Total - Cable Equip. Rental:	**$263,369**	**$459,374**	**$119,000**	**$44,000**
Landfill Fund				
Other Tipping Fees	$3,265,855	$2,952,392	$3,229,870	$3,066,840
Sanitation Tipping Fees	$3,047,191	$3,119,371	$3,064,070	$3,057,070
Recycling Revenue	$125,645	$235,525	$1,604,808	$2,250,210
Interest	$509,030	$553,371	$534,800	$458,430
Woodwaste Revenue	$120,089	$132,625	$128,759	$375,000
Wat/Sew Tipping Fees	$3,654	$25,062	$69,060	$69,750
Workface Recycling Rev.	$8,310	$5,029	$8,400	$8,500
Appliance Recycling Rev.	$3,556	$20,057	$4,000	$4,200
Bond Proceeds	$0	$1,460,000	$0	$0
Total - Landfill Fund:	**$7,083,330**	**$8,503,432**	**$8,643,767**	**$9,290,000**

Schedule Two
Summary of Revenues

FUND DESCRIPTION	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ESTIMATE	FY 02 BUDGET
Sanitation Fund				
Curb Service	$5,915,282	$5,927,668	$6,708,770	$7,306,720
Bin Service	$3,573,917	$3,784,280	$4,094,280	$4,290,910
Sanitation Impact Fee	$0	$102,960	$143,117	$150,380
Miscellaneous	$109,191	$62,387	$15,000	$17,500
Total - Sanitation Fund:	**$9,598,390**	**$9,877,295**	**$10,961,167**	**$11,765,510**
Pol/Fire Bonds				
Bond Proceeds	$0	$600,000	$0	$3,800,000
Interest	$145,698	$167,044	$185,000	$185,000
Total - Pol/Fire Bonds:	**$145,698**	**$767,044**	**$185,000**	**$3,985,000**
Street Revenue Bonds				
Bond Proceeds	$0	$8,816,942	$0	$2,700,000
Interest	$149,986	$103,703	$250,000	$250,000
Miscellaneous	$30,072	$0	$0	$0
Total - Street Revenue Bonds:	**$180,058**	**$8,920,645**	**$250,000**	**$2,950,000**
Street Const. GO				
Bond Proceeds			$0	$3,680,000
Interest	$128,284	$0	$305,000	$150,000
Total - Street Const. GO:	**$128,284**	**$0**	**$305,000**	**$3,830,000**
Library Bonds				
Interest	$253,871	$24,412	$19,000	$19,000
Total - Library Bonds:	**$253,871**	**$24,412**	**$19,000**	**$19,000**
Flood Control				
Bond Proceeds	$0	$5,625,000	$0	$3,000,000
Interest	$35,396	($37,488)	$85,000	$180,000
Miscellaneous	$40,730	$0	$0	$0
Total - Flood Control:	**$76,126**	**$5,587,512**	**$85,000**	**$3,180,000**
MPC Bonds				
Interest	$340	$0	$0	$0
Total - MPC Bonds:	**$340**	**$0**	**$0**	**$0**
Arts Commission				
Trans. From Const. Funds	$615,932	$199,935	$149,275	$635,000
Interest	$22,166	$36,806	$42,500	$42,500
Total - Arts Commission:	**$638,098**	**$236,741**	**$191,775**	**$677,500**
Court Fund				
Security Surcharge	$260,642	$197,875	$161,250	$183,750
Court Time Payments	$65,870	$52,300	$53,750	$61,250
Interest	$21,516	$29,457	$29,000	$29,000
Total - Court Fund:	**$348,028**	**$279,632**	**$244,000**	**$274,000**

Schedule Two
Summary of Revenues

FUND DESCRIPTION	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ESTIMATE	FY 02 BUDGET
Parks Self Sustain.				
Rec. Self-Sustaining	$532,927	$599,579	$475,000	$475,000
Special Events Revenue	$162,598	$241,547	$350,000	$350,000
Total - Parks Self Sustain.:	**$695,525**	**$841,126**	**$825,000**	**$825,000**
Library Books				
Special Revenues	$207,921	$182,980	$207,000	$207,000
Total - Library Books:	**$207,921**	**$182,980**	**$207,000**	**$207,000**
Risk Mgmt Trust Fund				
Internal Premiums	$1,600,000	$1,611,624	$1,601,710	$1,800,000
Interest	$244,914	$281,379	$150,000	$150,000
Total - Risk Mgmt Trust Fund:	**$1,844,914**	**$1,893,003**	**$1,751,710**	**$1,950,000**
Workers Comp Fund				
Internal Premiums	$1,400,000	$1,403,057	$1,400,037	$1,400,000
Interest	$200,055	$244,985	$245,000	$250,000
Internal Premiums		$7,444		
Total - Workers Comp Fund:	**$1,600,055**	**$1,655,486**	**$1,645,037**	**$1,650,000**
Benefits Trust Fund				
City Contributions	$0	$0	$6,808,764	$8,460,336
Employee Contributions	$0	$0	$1,703,164	$1,828,274
Retiree Contributions	$0	$0	$459,896	$839,769
Miscellaneous Revenues	$0	$0	$250,000	$0
Total - Benefits Trust Fund:	**$0**	**$0**	**$9,221,824**	**$11,128,379**
Grand Total :	**$218,828,367**	**$310,246,511**	**$249,087,913**	**$341,797,746**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
General Fund				
Administrative Svcs				
Marketing				
Cable Communications	$616,042	$557,045	$586,125	$600,536
City-Wide Special Events	$500,385	$553,366	$575,975	$594,105
Marketing	$830,741	$911,845	$984,747	$1,138,452
Special Events Prod. Support	$89,790	$90,500	$90,500	$90,500
Tourism	$223,199	$330,176	$351,476	$298,956
Total for Marketing	**$2,260,157**	**$2,442,932**	**$2,588,823**	**$2,722,549**
Administration	$280,591	$317,482	$330,104	$351,382
Finance				
Accounting Services	$789,210	$873,592	$919,600	$975,429
Finance Administration	$475,739	$591,881	$567,407	$625,620
License/Collection	$870,471	$961,631	$920,521	$994,191
LID Administration	$10,000	$10,000	$10,000	$10,000
Regulatory & Communication	$143,273	$146,573	$146,573	$123,813
Total for Finance	**$2,288,693**	**$2,583,677**	**$2,564,101**	**$2,729,053**
Info. Technology				
Information Technology	$2,318,911	$2,700,208	$2,770,461	$3,270,489
PeopleTech Team	$67,698	$0	$0	$0
Total for Info. Technology	**$2,386,609**	**$2,700,208**	**$2,770,461**	**$3,270,489**
Management & Budget				
Budget & Research	$398,631	$487,596	$484,904	$525,618
Grants Administration	$75,258	$146,882	$144,708	$157,619
Purchasing	$354,102	$363,390	$367,756	$363,839
Risk Management	$326,424	$354,629	$352,361	$364,545
Warehouse	$352,663	$355,898	$360,398	$359,353
Total for Management & Budget	**$1,507,078**	**$1,708,395**	**$1,710,127**	**$1,770,974**
TOTAL - Administrative Svcs:	**$8,723,128**	**$9,752,694**	**$9,963,616**	**$10,844,447**
Appointed Officials				
Mayor & Council				
Barrel District	$57,523	$61,905	$63,713	$62,665
Cactus District	$61,839	$71,513	$61,905	$73,153
Cholla District	$44,562	$72,275	$82,204	$60,858
Council Office	$347,067	$401,592	$392,369	$509,646
Mayor	$210,252	$234,173	$221,069	$240,567
Ocotillo District	$58,152	$77,803	$77,979	$67,794
Sahuaro District	$57,372	$60,015	$71,782	$57,921
Yucca District	$58,331	$76,157	$69,055	$62,432
Total for Mayor & Council	**$895,098**	**$1,055,433**	**$1,040,076**	**$1,135,036**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
City Clerk				
City Clerk	$231,925	$238,872	$238,872	$262,419
Elections	$255,078	$116,226	$34,468	$295,332
Passport Services	$534	$650	$678	$650
Records Management	$200,699	$264,561	$242,082	$493,400
Total for City Clerk	**$688,236**	**$620,309**	**$516,100**	**$1,051,801**
City Court	$2,284,226	$2,354,637	$2,333,929	$2,585,844
City Attorney	$1,279,812	$1,278,599	$1,464,879	$1,761,279
TOTAL - Appointed Officials:	**$5,147,372**	**$5,308,978**	**$5,354,984**	**$6,533,960**
City Manager				
City Manager				
CAP Local Match	$19,493	$18,888	$28,793	$17,888
City Manager	$810,637	$827,882	$718,505	$788,212
Total for City Manager	**$830,130**	**$846,770**	**$747,298**	**$806,100**
City Auditor	$246,968	$285,048	$285,048	$232,654
Intergovernmental Relations	$310,148	$400,307	$433,023	$376,356
Human Resources				
Benefit Programs	$400,556	$0	$0	$0
Benefits & Worker's Comp.	$221,077	$725,130	$571,245	$625,468
Compensation	$0	$0	$329,813	$429,570
Employee Relations	$669,885	$928,833	$421,773	$304,261
Employment Services	$398,108	$383,051	$419,109	$395,841
Human Resources Admin.	$408,082	$413,910	$585,457	$724,051
Organizational Development	$0	$147,621	$136,248	$207,919
Total for Human Resources	**$2,097,708**	**$2,598,545**	**$2,463,645**	**$2,687,110**
Economic Development				
Economic Development	$450,818	$515,942	$531,306	$536,046
Redevelopment	$100,733	$366,607	$361,182	$175,899
Total for Economic Development	**$551,551**	**$882,549**	**$892,488**	**$711,945**
TOTAL - City Manager:	**$4,036,505**	**$5,013,219**	**$4,821,502**	**$4,814,165**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Community Dev.				
CD Administration				
CD Admin Support	$356,416	$395,355	$13,617	$0
CD Deputy City Manager	$253,354	$218,983	$225,318	$255,252
Total for CD Administration	**$609,770**	**$614,338**	**$238,935**	**$255,252**
Building Safety				
Building Safety	$1,443,118	$1,573,116	$1,631,759	$1,571,851
Development Services Center	$453,329	$494,283	$585,528	$622,118
Total for Building Safety	**$1,896,447**	**$2,067,399**	**$2,217,287**	**$2,193,969**
Planning				
Land Use & Design Review	$391,520	$422,408	$412,622	$479,259
Long-Range Planning & Research	$17,643	$424,872	$139,831	$629,448
Planning Administration	$373,515	$313,095	$502,268	$549,061
Zoning Admin & Tech. Asst.	$257,647	$445,515	$321,918	$275,887
Total for Planning	**$1,040,325**	**$1,605,890**	**$1,376,639**	**$1,933,655**
Engineering				
Contract Administration	$78,449	$65,350	$65,350	$81,556
Engineering Administration	$439,558	$443,981	$541,594	$466,510
Engineering Design	$327,386	$234,011	$234,011	$364,919
Engineering Section	$105,862	$560,268	$560,268	$458,649
Inspection	$424,546	$591,635	$591,635	$434,853
Land Development	$303,462	$126,036	$126,036	$146,785
Materials Testing	$237,291	$240,219	$240,219	$248,499
O&M Downtown Building	$146,127	$1,214,000	$1,214,000	$1,414,000
Property Management	$265,691	$488,833	$438,833	$472,768
Special Projects Admin.	$80,747	$80,677	$80,677	$194,686
Surveying	$224,578	$155,065	$155,065	$201,636
Total for Engineering	**$2,633,697**	**$4,200,075**	**$4,247,688**	**$4,484,861**
TOTAL - Community Dev.:	**$6,180,239**	**$8,487,702**	**$8,080,549**	**$8,867,737**
Community Services				
Community Services Admin.	$0	$141,110	$280,246	$260,654

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Parks & Recreation				
Adult Center	$177,602	$688,180	$699,447	$355,304
Aquatics	$494,512	$473,967	$442,642	$473,967
Arts Commission	$9,171	$10,189	$7,964	$10,189
Audio/Visual	$139,467	$230,038	$138,538	$219,394
Central District Recreation	$720,819	$775,246	$745,261	$796,208
Glendale Community Center	$148,503	$239,222	$236,046	$213,899
North District Recreation	$134,372	$523,700	$507,700	$552,109
Park Irrigation	$238,956	$249,573	$264,398	$280,686
Parks & Recreation Admin.	$123,708	$123,380	$124,452	$352,892
Parks Central District	$1,067,888	$1,872,246	$1,872,246	$1,851,188
Parks North District	$708,259	$1,534,534	$1,534,534	$1,816,969
Parks Special Operations	$2,541,240	$839,919	$753,123	$830,757
Pool Maintenance	$198,726	$195,921	$206,845	$219,437
Recreation Special Operations	$118,144	$235,681	$238,530	$262,503
Recreation Support Services	$742,850	$732,658	$705,393	$743,456
Total for Parks & Recreation	**$7,564,217**	**$8,724,454**	**$8,477,119**	**$8,978,958**
Neighborhood Service				
Code Compliance	$716,322	$808,755	$839,206	$898,925
Neighborhood Revitalization	$217,282	$240,728	$219,811	$262,624
Total for Neighborhood Service	**$933,604**	**$1,049,483**	**$1,059,017**	**$1,161,549**
Community Partnerships	$270,267	$328,998	$329,667	$449,668
Library	$6,551,452	$6,685,227	$6,849,635	$7,338,573
TOTAL - Community Services:	**$15,319,540**	**$16,929,272**	**$16,995,684**	**$18,189,402**
Non-Departmental				
Non-Departmental				
Civil Defense	$87,291	$85,315	$84,342	$108,315
Development Agreements	$1,871,970	$2,209,700	$2,209,700	$2,129,700
Lease Payments	$0	$660,000	$660,000	$326,509
Non-Departmental	$432,444	$1,507,607	$4,992,711	$1,452,248
Outside Agencies	$363,358	$463,550	$463,550	$326,550
Total for Non-Departmental	**$2,755,063**	**$4,926,172**	**$8,410,303**	**$4,343,322**
TOTAL - Non-Departmental:	**$2,755,063**	**$4,926,172**	**$8,410,303**	**$4,343,322**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Public Safety				
Police Department				
Central Patrol Bureau	$6,375,463	$6,545,038	$6,592,902	$8,566,968
Crime Investigations	$4,252,136	$4,335,532	$4,252,670	$3,849,364
Foothills Patrol Bureau	$5,008,634	$6,347,659	$6,460,155	$6,319,275
Gateway Patrol Bureau				$1,394,019
Police Administration	$2,190,702	$2,595,400	$2,383,316	$3,003,929
Police Legal Services	$261,055	$265,107	$263,111	$278,219
Police Personnel Management	$410,062	$582,071	$581,871	$642,742
Police Support Services	$6,707,962	$7,097,585	$7,259,682	$7,705,645
Total for Police Department	**$25,206,014**	**$27,768,392**	**$27,793,707**	**$31,760,161**
Fire Department				
Fire Administration	$642,779	$627,315	$622,315	$683,523
Fire Community Relations	$66,121	$73,860	$73,860	$80,944
Fire Emergency Services	$8,121,974	$8,388,404	$8,443,097	$9,622,288
Fire Hazardous Materials	$14,889	$17,893	$17,893	$17,893
Fire Marshal's Office	$515,310	$541,834	$541,834	$581,485
Fire Medical Services	$182,367	$192,423	$207,423	$219,020
Fire Support Services	$1,733,101	$1,895,232	$1,887,344	$2,011,770
Fire Training	$288,950	$317,861	$317,861	$316,951
Firefighter Safety	$1,144	$6,000	$6,000	$6,000
Total for Fire Department	**$11,566,635**	**$12,060,822**	**$12,117,627**	**$13,539,874**
TOTAL - Public Safety:	**$36,772,649**	**$39,829,214**	**$39,911,334**	**$45,300,035**
Public Works				
HazMat Incidence Response	$0	$25,000	$50,500	$51,500
Public Works Administration	$219,571	$230,278	$179,385	$168,249
Field Operations				
Cemetery	$349,287	$525,574	$533,425	$441,796
Custodial Services	$1,142,567	$1,397,987	$1,284,311	$1,416,498
Facilities Management	$3,689,658	$3,699,456	$3,769,202	$4,076,105
Field Operations Admin.	$562,162	$565,567	$565,567	$775,895
Graffiti Removal	$99,720	$121,485	$121,485	$121,917
Manistee Ranch Maintenance	$102,621	$187,402	$187,402	$54,972
Total for Field Operations	**$5,946,015**	**$6,497,471**	**$6,461,392**	**$6,887,183**
TOTAL - Public Works:	**$6,165,586**	**$6,752,749**	**$6,691,277**	**$7,106,932**
TOTAL - General Fund	**$85,100,082**	**$97,000,000**	**$100,229,250**	**$106,000,000**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Police Spec. Rev.				
Non-Departmental				
Non-Dept - Fund 2	$0	$25,000	$0	$25,000
TOTAL - Non-Departmental:	**$0**	**$25,000**	**$0**	**$25,000**
Public Safety				
Patrol - Special Revenue Fund	$1,752,549	$2,499,849	$2,460,910	$2,590,427
TOTAL - Public Safety:	**$1,752,549**	**$2,499,849**	**$2,460,910**	**$2,590,427**
TOTAL - Police Spec. Rev.	**$1,752,549**	**$2,524,849**	**$2,460,910**	**$2,615,427**
Fire Spec. Revenue				
Non-Departmental				
Non-Dept - Fund 4	$0	$25,000	$0	$25,000
TOTAL - Non-Departmental:	**$0**	**$25,000**	**$0**	**$25,000**
Public Safety				
Fire - Special Revenue Fund	$1,086,306	$1,128,806	$1,118,849	$1,307,032
TOTAL - Public Safety:	**$1,086,306**	**$1,128,806**	**$1,118,849**	**$1,307,032**
TOTAL - Fire Spec. Revenue	**$1,086,306**	**$1,153,806**	**$1,118,849**	**$1,332,032**
Civic Center				
Administrative Svcs				
Civic Center	$636,861	$722,743	$722,743	$707,351
TOTAL - Administrative Svcs:	**$636,861**	**$722,743**	**$722,743**	**$707,351**
TOTAL - Civic Center	**$636,861**	**$722,743**	**$722,743**	**$707,351**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
HOME Fund				
Community Services				
HOME Program	$255,852	$1,037,595	$535,316	$1,193,156
TOTAL - Community Services:	**$255,852**	**$1,037,595**	**$535,316**	**$1,193,156**
TOTAL - HOME Fund	**$255,852**	**$1,037,595**	**$535,316**	**$1,193,156**
C.D.B.G.				
Community Services				
CDBG Programs	$1,451,233	$3,752,452	$2,411,634	$3,534,555
TOTAL - Community Services:	**$1,451,233**	**$3,752,452**	**$2,411,634**	**$3,534,555**
TOTAL - C.D.B.G.	**$1,451,233**	**$3,752,452**	**$2,411,634**	**$3,534,555**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Streets				
Community Dev.				
Transportation				
Signs & Markings	$693,424	$944,240	$1,016,035	$896,607
Streetlight Management	$1,396,451	$1,551,121	$1,597,418	$1,565,987
Traffic Admin. & Engineering	$452,604	$481,745	$623,917	$554,346
Traffic Design and Development	$0	$0	$0	$243,330
Traffic Signals	$1,402,351	$1,426,357	$1,484,860	$1,359,487
Traffic Studies	$445,481	$637,774	$585,065	$501,840
Transportation Planning	$55,598	$106,674	$116,195	$361,925
Total for Transportation	**$4,445,909**	**$5,147,911**	**$5,423,490**	**$5,483,522**
TOTAL - Community Dev.:	**$4,445,909**	**$5,147,911**	**$5,423,490**	**$5,483,522**
Non-Departmental				
Non-Dept - Fund 12	$0	$800,000	$0	$930,881
TOTAL - Non-Departmental:	**$0**	**$800,000**	**$0**	**$930,881**
Public Works				
Field Operations				
Right-of-Way Maintenance	$1,993,615	$2,053,317	$2,125,310	$2,189,724
Street Cleaning	$482,977	$581,213	$597,602	$680,550
Street Maintenance	$5,254,942	$5,236,777	$5,478,428	$5,235,260
Total for Field Operations	**$7,731,534**	**$7,871,307**	**$8,201,341**	**$8,105,534**
TOTAL - Public Works:	**$7,731,534**	**$7,871,307**	**$8,201,341**	**$8,105,534**
TOTAL - Streets	**$12,177,443**	**$13,819,218**	**$13,624,831**	**$14,519,937**
Airport				
Community Dev.				
Airport Operations	$524,896	$608,284	$534,403	$620,639
TOTAL - Community Dev.:	**$524,896**	**$608,284**	**$534,403**	**$620,639**
TOTAL - Airport	**$524,896**	**$608,284**	**$534,403**	**$620,639**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
General Services				
Administrative Svcs				
Finance				
Duplicating/Mail	$375,345	$0	$0	$0
Print Shop	$1,032	$0	$0	$0
Total for Finance	**$376,377**	**$0**	**$0**	**$0**
Telephones	$840,709	$0	$0	$0
TOTAL - Administrative Svcs:	**$1,217,086**	**$0**	**$0**	**$0**
Non-Departmental				
Non-Dept - Fund 16	$0	$50,000	$0	$50,000
TOTAL - Non-Departmental:	**$0**	**$50,000**	**$0**	**$50,000**
Public Works				
Field Operations				
Equipment Management	$3,216,505	$2,930,298	$3,060,493	$3,078,147
Fabrication/Welding	$129,422	$190,347	$190,347	$203,984
Fuel Services	$989,919	$1,045,838	$1,413,560	$1,544,456
Paint/Body Shop	$217,167	$298,345	$284,760	$326,521
Total for Field Operations	**$4,553,013**	**$4,464,828**	**$4,949,160**	**$5,153,108**
TOTAL - Public Works:	**$4,553,013**	**$4,464,828**	**$4,949,160**	**$5,153,108**
TOTAL - General Services	**$5,770,099**	**$4,514,828**	**$4,949,160**	**$5,203,108**
Print Shop				
Administrative Svcs				
Duplicating/Mail	$0	$426,647	$426,647	$321,270
TOTAL - Administrative Svcs:	**$0**	**$426,647**	**$426,647**	**$321,270**
TOTAL - Print Shop	**$0**	**$426,647**	**$426,647**	**$321,270**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Housing				
Community Services				
Housing Assistance Program	$1,171,302	$7,868,095	$7,027,405	$7,919,549
TOTAL - Community Services:	**$1,171,302**	**$7,868,095**	**$7,027,405**	**$7,919,549**
TOTAL - Housing	**$1,171,302**	**$7,868,095**	**$7,027,405**	**$7,919,549**
Transit				
Community Dev.				
Transportation				
Dial-A-Ride	$1,512,087	$1,656,214	$1,637,142	$1,640,915
Fixed Route	$841,852	$807,332	$791,563	$1,027,240
HB 2565	$586,755	$888,648	$624,228	$859,457
Trip Reduction	$17,391	$18,160	$31,679	$18,160
Total for Transportation	**$2,958,085**	**$3,370,354**	**$3,084,612**	**$3,545,772**
TOTAL - Community Dev.:	**$2,958,085**	**$3,370,354**	**$3,084,612**	**$3,545,772**
Non-Departmental				
Non-Dept - Fund 26	$0	$50,000	$0	$50,000
TOTAL - Non-Departmental:	**$0**	**$50,000**	**$0**	**$50,000**
TOTAL - Transit	**$2,958,085**	**$3,420,354**	**$3,084,612**	**$3,595,772**
Telephone				
Administrative Svcs				
Telephones	$0	$871,053	$915,781	$987,751
TOTAL - Administrative Svcs:	**$0**	**$871,053**	**$915,781**	**$987,751**
TOTAL - Telephone	**$0**	**$871,053**	**$915,781**	**$987,751**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Vehicle Replacement				
Public Works				
Equipment Replacement	$1,451,838	$6,161,259	$3,580,000	$4,550,000
TOTAL - Public Works:	**$1,451,838**	**$6,161,259**	**$3,580,000**	**$4,550,000**
TOTAL - Vehicle Replacement	**$1,451,838**	**$6,161,259**	**$3,580,000**	**$4,550,000**
Tech. Replacement				
Administrative Svcs				
Technology Replacement	$1,059,754	$1,427,599	$1,684,819	$2,615,473
TOTAL - Administrative Svcs:	**$1,059,754**	**$1,427,599**	**$1,684,819**	**$2,615,473**
TOTAL - Tech. Replacement	**$1,059,754**	**$1,427,599**	**$1,684,819**	**$2,615,473**
CAP Grant Fund				
City Manager				
Community Action Program	$233,242	$265,204	$265,204	$282,932
TOTAL - City Manager:	**$233,242**	**$265,204**	**$265,204**	**$282,932**
TOTAL - CAP Grant Fund	**$233,242**	**$265,204**	**$265,204**	**$282,932**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Other Grants Fund				
Administrative Svcs				
Grant Match Pool	$153,238	$200,000	$200,000	$150,000
TOTAL - Administrative Svcs:	**$153,238**	**$200,000**	**$200,000**	**$150,000**
Miscellaneous Grants				
Grants				
Miscellaneous Grants	$1,463,345	$2,250,000	$1,279,857	$2,250,000
US West Foundation				$10,427
Total for Grants	**$1,463,345**	**$2,250,000**	**$1,279,857**	**$2,260,427**
TOTAL - Miscellaneous Grants:	**$1,463,345**	**$2,250,000**	**$1,279,857**	**$2,260,427**
Public Safety				
Police Department				
Victims Rights Grant	$75,949	$48,188	$69,842	$75,383
VOCA Advocacy Center	$14,503	$48,188	$48,188	$51,510
VOCA Grant	$10,226	$60,436	$60,436	$66,395
Total for Police Department	**$100,678**	**$156,812**	**$178,466**	**$193,288**
Project Impact-FD	$17,575	$53,259	$70,805	$73,842
TOTAL - Public Safety:	**$118,253**	**$210,071**	**$249,271**	**$267,130**
TOTAL - Other Grants Fund	**$1,734,836**	**$2,660,071**	**$1,729,128**	**$2,677,557**
RICO Fund				
Public Safety				
Police Department				
Federal RICO	$113,401	$135,000	$50,500	$135,000
State RICO	$109,303	$230,000	$90,835	$233,037
Total for Police Department	**$222,704**	**$365,000**	**$141,335**	**$368,037**
TOTAL - Public Safety:	**$222,704**	**$365,000**	**$141,335**	**$368,037**
TOTAL - RICO Fund	**$222,704**	**$365,000**	**$141,335**	**$368,037**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Water/Sewer Fund				
Administrative Svcs				
Customer Service Office	$1,868,622	$2,014,426	$2,165,756	$2,287,607
Information Tech. - Utilities	$65,139	$67,023	$67,023	$0
TOTAL - Administrative Svcs:	**$1,933,761**	**$2,081,449**	**$2,232,779**	**$2,287,607**
Appointed Officials				
City Attorney-Utilities	$243,757	$239,762	$239,762	$0
TOTAL - Appointed Officials:	**$243,757**	**$239,762**	**$239,762**	**$0**
Community Dev.				
Cross Connection Control	$94,403	$97,009	$97,009	$106,996
TOTAL - Community Dev.:	**$94,403**	**$97,009**	**$97,009**	**$106,996**
Non-Departmental				
Non-Dept - Fund 50	$216,077	$802,146	$0	$800,000
TOTAL - Non-Departmental:	**$216,077**	**$802,146**	**$0**	**$800,000**
Public Works				
Env. Resources				
Environmental Resources	$262,300	$335,789	$335,381	$372,861
Water Quality	$947,462	$1,003,326	$1,107,395	$1,233,227
West Valley CAP Study	$125,368	$248,086	$141,000	$257,086
Total for Env. Resources	**$1,335,130**	**$1,587,201**	**$1,583,776**	**$1,863,174**
Irrigation	$138,654	$172,497	$172,295	$175,581

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Utilities				
Arrowhead Reclamation Plant	$1,165,633	$1,270,895	$1,101,910	$1,526,910
Central System Control	$1,004,600	$1,226,681	$1,351,681	$1,220,746
Central System Maintenance	$278,371	$296,995	$313,516	$437,092
Cholla Treatment Plant	$1,383,336	$1,895,611	$1,308,926	$1,577,438
Customer Service - Field	$771,184	$834,256	$836,040	$1,002,776
Major Maintenance	$169,197	$237,327	$205,435	$464,380
Meter Maintenance	$1,009,542	$1,149,898	$984,113	$987,132
Pretreatment Program	$311,212	$380,046	$366,240	$474,255
Public Service Representatives	$262,450	$259,916	$259,916	$222,004
Pyramid Peak Plant	$1,789,308	$1,035,010	$1,080,010	$1,100,749
Raw Water Usage	$1,281,980	$2,592,513	$2,427,809	$2,796,382
SROG (91st Av) Plant	$1,336,188	$2,150,314	$2,150,314	$2,150,314
Transmission Line Maintenance	$900,268	$825,606	$882,606	$933,743
Utilities Administration	$1,306,234	$1,259,971	$1,204,344	$1,374,025
Utilities Information Mgmt.	$0	$521,901	$603,401	$479,618
Wastewater Collection	$1,284,888	$1,890,217	$1,490,217	$1,929,607
Water Conservation	$179,992	$179,899	$179,899	$194,184
Water Distribution	$1,235,502	$1,512,494	$1,432,494	$1,505,720
West Area Plant	$403,482	$1,432,772	$1,244,846	$2,768,021
Total for Utilities	**$16,073,367**	**$20,952,322**	**$19,423,717**	**$23,145,096**
TOTAL - Public Works:	**$17,547,151**	**$22,712,020**	**$21,179,788**	**$25,183,851**
TOTAL - Water/Sewer Fund	**$20,035,149**	**$25,932,386**	**$23,749,338**	**$28,378,454**
Cable Equip. Rental				
Administrative Svcs				
Marketing				
PEG Grant Cable Equipment	$246,699	$399,352	$315,868	$261,000
Truck Cable Production	$0	$80,208	$0	$54,700
Total for Marketing	**$246,699**	**$479,560**	**$315,868**	**$315,700**
TOTAL - Administrative Svcs:	**$246,699**	**$479,560**	**$315,868**	**$315,700**
TOTAL - Cable Equip. Rental	**$246,699**	**$479,560**	**$315,868**	**$315,700**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Landfill Fund				
Non-Departmental				
Non-Dept - Fund 55	($4,814)	$50,000	$0	$50,000
TOTAL - Non-Departmental:	**($4,814)**	**$50,000**	**$0**	**$50,000**
Public Works				
Field Operations				
Gas Management System	$58,118	$90,000	$90,000	$90,000
Landfill	$2,386,404	$3,835,766	$4,517,780	$3,472,090
MRF Operations	$347,217	$3,430,433	$2,973,944	$3,494,877
Recycling	$0	$0	$872,481	$917,325
Woodwaste Operations	$410,474	$529,381	$432,525	$747,367
Total for Field Operations	**$3,202,213**	**$7,885,580**	**$8,886,730**	**$8,721,659**
TOTAL - Public Works:	**$3,202,213**	**$7,885,580**	**$8,886,730**	**$8,721,659**
TOTAL - Landfill Fund	**$3,197,399**	**$7,935,580**	**$8,886,730**	**$8,771,659**
Sanitation Fund				
Public Works				
Field Operations				
Curb Service	$6,127,551	$6,640,903	$5,824,028	$6,836,758
Sanitation Administration	$446,006	$405,035	$347,628	$372,027
Sanitation Frontload	$3,321,926	$3,267,117	$2,830,373	$3,215,076
Sanitation Roll-off	$0	$881,348	$799,276	$898,537
Total for Field Operations	**$9,895,483**	**$11,194,403**	**$9,801,305**	**$11,322,398**
TOTAL - Public Works:	**$9,895,483**	**$11,194,403**	**$9,801,305**	**$11,322,398**
TOTAL - Sanitation Fund	**$9,895,483**	**$11,194,403**	**$9,801,305**	**$11,322,398**
Arts Commission				
Community Services				
Parks & Recreation				
Arts Fund Operating				$63,330
Arts Maintenance	$63,144	$104,772	$85,607	$147,053
Total for Parks & Recreation	**$63,144**	**$104,772**	**$85,607**	**$210,383**
TOTAL - Community Services:	**$63,144**	**$104,772**	**$85,607**	**$210,383**
TOTAL - Arts Commission	**$63,144**	**$104,772**	**$85,607**	**$210,383**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Court Fund				
Appointed Officials				
City Court				
Court Security	$169,591	$260,758	$260,758	$377,062
Court Special Revenue	$78,221	$151,636	$151,636	$151,636
Total for City Court	**$247,812**	**$412,394**	**$412,395**	**$528,698**
TOTAL - Appointed Officials:	**$247,812**	**$412,394**	**$412,395**	**$528,698**
TOTAL - Court Fund	**$247,812**	**$412,394**	**$412,395**	**$528,698**
Parks Self Sustain.				
Administrative Svcs				
Marketing				
Events - Special Revenue	$262,572	$500,000	$300,324	$500,000
Tourism - Souvenir Program	$5,579	$20,000	$0	$65,000
Total for Marketing	**$268,151**	**$520,000**	**$300,324**	**$565,000**
TOTAL - Administrative Svcs:	**$268,151**	**$520,000**	**$300,324**	**$565,000**
Community Services				
Parks & Recreation				
Apollo HS Lights	$0	$2,800	$2,800	$2,800
Apollo Pool Repair	$1,352	$10,000	$5,000	$10,000
Arrowhead Amenities	$0	$18,000	$18,000	$18,000
Cactus Pool Repair	$5,424	$10,000	$5,000	$10,000
Cardinal Pool Repair	$2,606	$10,000	$5,000	$10,000
Dedicate A Tree	$1,263	$5,000	$5,000	$5,000
Desert Gardens Park	$0	$6,000	$6,000	$6,000
Desert Mirage Park	$0	$6,000	$6,000	$6,000
Desert Valley Park	$425	$2,000	$2,000	$2,000
Discovery Park	$0	$6,000	$6,000	$6,000
Foothills Park	$8,000	$8,000	$8,000	$8,000
GCC Pool Repair	$1,056	$10,000	$5,000	$10,000
GESD ES Ballfields	$0	$3,000	$3,000	$3,000
Ironwood HS Lights	$0	$5,000	$5,000	$5,000
Ironwood Pool Repair	$3,267	$10,000	$5,000	$10,000
Recreation Self-Sustaining	$455,775	$574,453	$574,453	$574,453
Total for Parks & Recreation	**$479,168**	**$686,253**	**$661,253**	**$686,253**
TOTAL - Community Services:	**$479,168**	**$686,253**	**$661,253**	**$686,253**
TOTAL - Parks Self Sustain.	**$747,319**	**$1,206,253**	**$961,577**	**$1,251,253**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 00 ACTUAL	FY 01 BUDGET	FY 01 ESTIMATE	FY 02 BUDGET
Library Books				
Community Services				
Library				
Library Book Fund	$49,215	$106,090	$25,000	$106,090
Library Special Revenue	$86,323	$172,926	$80,000	$172,926
Total for Library	**$135,538**	**$279,016**	**$105,000**	**$279,016**
TOTAL - Community Services:	**$135,538**	**$279,016**	**$105,000**	**$279,016**
TOTAL - Library Books	**$135,538**	**$279,016**	**$105,000**	**$279,016**
Risk Mgmt Trust Fund				
Administrative Svcs				
Risk Mgmt. Trust Fund	$1,199,833	$1,275,440	$4,275,440	$1,600,000
TOTAL - Administrative Svcs:	**$1,199,833**	**$1,275,440**	**$4,275,440**	**$1,600,000**
TOTAL - Risk Mgmt Trust Fund	**$1,199,833**	**$1,275,440**	**$4,275,440**	**$1,600,000**
Workers Comp Fund				
City Manager				
Worker's Compensation	$751,033	$1,075,000	$1,075,000	$1,075,000
TOTAL - City Manager:	**$751,033**	**$1,075,000**	**$1,075,000**	**$1,075,000**
TOTAL - Workers Comp Fund	**$751,033**	**$1,075,000**	**$1,075,000**	**$1,075,000**
Benefits Trust Fund				
City Manager				
Benefit Programs	$0	$8,506,139	$6,721,824	$11,222,893
TOTAL - City Manager:	**$0**	**$8,506,139**	**$6,721,824**	**$11,222,893**
TOTAL - Benefits Trust Fund	**$0**	**$8,506,139**	**$6,721,824**	**$11,222,893**
TOTAL - OPERATING BUDGET	**$154,106,491**	**$207,000,000**	**$201,832,110**	**$224,000,000**

Schedule Four
Transfers Between Funds

(All Dollars in Thousands)

		TRANSFER FROM							
		General	BenefitTrust	Street	LTAF	Water/Sewe	Sanitation	Landfill	Total In:
	General		$750			$4,540	$1,200	$878	**$7,368**
	Street Fund	$8,147							**$8,147**
T	Street Debt			$5,810					**$5,810**
R	LID Debt			$412					**$412**
A	MPC Debt	$1,395							**$1,395**
N	Transit	$1,581			$1,220				**$2,801**
S	Airport Operating	$303							**$303**
F	Airport Capital	$399							**$399**
E	Benefit Trust Fun	$0							**$0**
R	Street GO Bonds	$0							**$0**
	CAP Grant Fund	$128							**$128**
T	Other Grant Fund	$150							**$150**
O	Devpt. Agrmt.	$500							**$500**
	Civic Center Fund	$857							**$857**
	Housing	$390							**$390**
	Total Out:	**$13,850**	**$750**	**$6,222**	**$1,220**	**$4,540**	**$1,200**	**$878**	**$28,661**

Schedule Five
Expenditure Limitation and
Summary of Tax Levy and Tax Rate Information

Expenditure Limitation	2000-01 Fiscal Year	Estimated 2001-02 Fiscal Year
(Voter approved)	$358,000,000	$403,000,000
Estimated Amount of Exclusions	$0	$0
Total Estimated Expenditures	$235,376,529	$403,000,000

1. Maximum Allowable Primary Property Tax Levy		
(ARS 42-17051.A)	$7,168,673	$7,572,558

2. Amount Received from Primary Property Taxation in the 2000-01 Fiscal Year in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy (ARS 42-302.C.14) plus Amount of Escaped Taxes		
Collected (ARS 42-17005)	$0	

3. Property Tax Levy Amounts		
A. Primary Property Taxes	$3,152,889	$3,265,377
B. Secondary Property Taxes	$11,750,494	$12,993,192
C. Total Property Tax Levy Amounts	$14,903,383	$16,258,569

4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes		
1. 2000-01 Levy	$3,108,543	
2. Prior Years' Levies	$44,457	
3. Total Primary Property Taxes	$3,153,000	
B. Secondary Property Taxes		
1. 2000-01 Levy	$11,323,951	
2. Prior Years' Levies	$235,010	
3. Total Secondary Property Taxes	$11,558,961	

5. Property Tax Rates		
A. City of Glendale Tax Rate		
1. Primary Property Tax Rate	$0.38/$100	$0.3582/$100
2. Secondary Property Tax Rate	$1.34/$100	$1.3618/$100
Total Glendale Tax Rate	$1.72/$100	$1.72/$100
B. Special Assessment District Tax Rates Secondary Property Tax rates - As of the date the proposed budget was prepared, Glendale was operating no special assessment districts for which secondary property taxes are levied.		

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Mayor & Council								
	1110 Mayor							
		Admin. Assistant to the Mayor	1	1	1	1	1	0
		Executive Administrative Assistant	1	0	0	0	0	1
		Management Assistant, Senior	1	0	0	0	0	1
		Mayor	1	1	1	1	1	1
		Secretary	1	0.5	0.5	0.5	0.5	0
		Secretary, Senior	1	1	1	1	1	0.5
		Program Total:		**3.5**	**3.5**	**3.5**	**3.5**	**3.5**
	1120 Council Office							
		Council Assistant	1	2	3	3	3	4
		Council Services Administrator	1	0	1	1	1	1
		Management Assistant, Senior	1	2	0	0	0	0
		Secretary	1	1	0	0	0	0
		Secretary, Senior	1	0	1	1	1	2
		Program Total:		**5**	**5**	**5**	**5**	**7**
	1121 Cholla District							
		Council Member	1	1	1	1	1	1
	1122 Barrel District							
		Council Member	1	1	1	1	1	1
	1123 Sahuaro District							
		Council Member	1	1	1	1	1	1
	1124 Cactus District							
		Council Member	1	1	1	1	1	1
	1125 Yucca District							
		Council Member	1	1	1	1	1	1
	1126 Ocotillo District							
		Council Member	1	1	1	1	1	1
		Mayor & Council Total:		**14.5**	**14.5**	**14.5**	**14.5**	**16.5**
City Clerk								
	1210 City Clerk							
		City Clerk	1	1	1	1	1	1
		Deputy City Clerk	1	0	1	1	1	1
		Secretary	1	1	1	0	0	1
		Secretary, Senior	1	1	0	1	1	0
		Program Total:		**3**	**3**	**3**	**3**	**3**
	1211 Records Management							
		Management Aide	1	0	1	1	1	1
		Office Assistant	1	0.5	0.5	0	1	1
		Secretary	1	1	0	1	1	0
		Secretary, Senior	1	0	0	0	0	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
City Clerk								
	1211 Records Management							
		Program Total:		**1.5**	**1.5**	**2**	**3**	**3**
		City Clerk Total:		**4.5**	**4.5**	**5**	**6**	**6**
City Manager								
	1310 City Manager							
		Admin. Asst to the City Manager	1	0	1	1	1	0
		Asst. City Manager	1	1	1	1	1	1
		City Manager	1	1	1	1	1	1
		Director of Council & Management	1	1	1	1	1	0
		Executive Administrative Assistant	1	2	1	1	1	1
		Management Assistant	1	0	0	0	0	1
		Management Assistant 2	1	0	0	0	0	1
		Management Assistant, Senior	1	1	1	1	1	0
		Office Assistant	1	1	1	0	0	0
		Secretary, Senior	1	0	0	1	1	1
		Special Asst to the City Manager	1	0	0	0	0	1
		Program Total:		**7**	**7**	**7**	**7**	**7**
	7116 Community Action Program							
		CAP Program Administrator	46	1	1	1	1	1
		Community Worker/Case Manager	46	3	3	2	2	2
		Management Aide	46	0	0	1	1	1
		Office Assistant	46	1	1	1	1	1
		Program Total:		**5**	**5**	**5**	**5**	**5**
		City Manager Total:		**12**	**12**	**12**	**12**	**12**
City Auditor								
	1620 City Auditor							
		Assistant City Auditor	1	1	1	1	1	1
		City Auditor	1	1	1	1	1	1
		Internal Auditor	1	1	1	1	1	0
		Management Aide	1	0	0	0	0	1
		Secretary	1	0.5	0.5	1	1	0
		Program Total:		**3.5**	**3.5**	**4**	**4**	**3**
		City Auditor Total:		**3.5**	**3.5**	**4**	**4**	**3**
Intergovt. Relations								
	1810 Intergovernmental Relations							
		IG Relations Assistant	1	0	1	1	1	1
		Intergov'mental Relations Director	1	2	1	1	1	1
		Secretary	1	0.5	0.5	1	1	0
		Secretary, Senior	1	0	0	0	0	1
		Program Total:		**2.5**	**2.5**	**3**	**3**	**3**
		Intergovt. Relations Total:		**2.5**	**2.5**	**3**	**3**	**3**
Env. Resources								
	1330 Environmental Resources							
		Environmental Compliance Coord.	50	1	1	1	1	0
		Environmental Program Manager	50	0	0	0	0	2

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Env. Resources								
	1330 Environmental Resources							
		Environmental Resources Admin.	50	1	1	1	1	0
		Environmental Resources Director	50	0	0	0	0	1
		Secretary	50	0	0	1	1	1
		Water Resources Analyst	50	1	1	1	1	0
		Program Total:		**3**	**3**	**4**	**4**	**4**
	6429 Water Quality							
		Chemist	50	3	3	5	5	5
		Chemist, Senior	50	1	1	1	1	1
		Inorganic Chemist	50	0	1	0	0	0
		Laboratory Sampler/Technician	50	0	1	1	1	2
		Organic Chemist	50	0	1	0	0	0
		Public Service Representative	50	0	1	1	1	1
		Water Quality Data Coordinator	50	1	1	1	1	1
		Water Quality Supervisor	50	1	1	1	1	1
		Program Total:		**6**	**10**	**10**	**10**	**11**
		Env. Resources Total:		**9**	**13**	**14**	**14**	**15**
City Court								
	1410 City Court							
		Assistant City Judge	1	2	2	2	2	2
		City Judge	1	1	1	1	1	1
		Court Administrator	1	1	1	1	1	1
		Court Information Clerk	1	12	11	19	19	21
		Court Tech. Services Supervisor	1	0	1	1	1	1
		Judicial Enforcement Supervisor	1	1	1	1	1	1
		Management Assistant	1	1	1	1	1	1
		Office Manager	1	1	1	1	1	1
		Police Officer	1	2	2	2	2	2
		Program Total:		**21**	**21**	**29**	**29**	**31**
		City Court Total:		**21**	**21**	**29**	**29**	**31**
City Attorney								
	1510 City Attorney							
		Assistant City Attorney	1	1	1	1	1	2
		Assistant City Prosecutor	1	4	4	4	4	4
		City Attorney	1	1	1	1	1	1
		City Prosecutor	1	1	1	1	1	1
		Deputy City Attorney	1	2	2	2	2	2
		Executive Legal Assistant	1	1	1	1	1	1
		Juvenile/Adult Diversion Coord.	1	1	1	1	1	1
		Legal Assistant	1	2	2	2	2	3
		Secretary	1	2	1	1	1	1
		Secretary, Senior	1	1	2	2	2	3
		Program Total:		**16**	**16**	**16**	**16**	**19**
	1512 City Attorney-Utilities							
		Assistant City Attorney	50	1	1	1	1	0
		Legal Assistant	50	1	1	1	1	0
		Program Total:		**2**	**2**	**2**	**2**	**0**

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
City Attorney								
		City Attorney Total:		**18**	**18**	**18**	**18**	**19**
Marketing								
	1710 Marketing							
		Communications & Marketing Mgr	1	2	2	2	2	2
		Electronic Information Specialist	1	1	1	1	1	1
		Graphics Designer	1	1	1	1	2	2
		Graphics Manager	1	1	1	1	1	1
		Management Aide	1	0	0	0	0	1
		Marketing Director	1	1	1	1	1	1
		Marketing/Communications Coord.	1	0	0	0	1	1
		Secretary	1	1	1	1	1	0
		Program Total:		**7**	**7**	**7**	**9**	**9**
	1714 Tourism							
		Office Assistant	1	0	0	0	1	1
		Tourism Coordinator	1	1	1	1	1	1
		Program Total:		**1**	**1**	**1**	**2**	**2**
	1720 Civic Center							
		Civic Center Event Coordinator	6	0	0	0	1	2
		Civic Center Manager	1	0	1	0	0	0
		Civic Center Manager	6	0	0	1	1	1
		Civic Center Operations Coordinator	6	0	0	1	1	0
		Secretary	6	0	0	1	1	1
		Service Worker 1	6	0	0	0	0	1
		Service Worker 3	6	0	0	1	1	1
		Program Total:		**0**	**1**	**4**	**5**	**6**
	4244 City-Wide Special Events							
		Management Aide	1	1	1	1	3	0
		Secretary, Senior	1	0	0	0	1	1
		Special Events Coordinator	1	1	1	1	1	3
		Special Events Manager	1	0	0	0	0	1
		Program Total:		**2**	**2**	**2**	**5**	**5**
	4520 Cable Communications							
		Audio/Video Production Specialist	1	3	3	3	3	0
		Cable Manager	1	1	1	1	0	0
		Television Production Manager	1	0	0	0	1	1
		Video Playback Operator	1	1	1	1	1	1
		Video Production Coordinator	1	0	0	0	0	3
		Writer/Producer	1	0	0	0	1	1
		Program Total:		**5**	**5**	**5**	**6**	**6**
		Marketing Total:		**15**	**16**	**19**	**27**	**28**
Human Resources								
	1431 Benefits & Worker's Comp.							
		Claims Analyst	1	0	0	1	1	1
		Employee Benefits Analyst, Senior	1	0	0	1	0	0
		Employee Benefits Manager	1	1	1	0	0	0
		Employee Benefits Representative	1	1	1	1	1.5	1.5
		Human Resources Manager	1	0	0	0	1	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Human Resources								
	1431 Benefits & Worker's Comp.							
		Office Assistant	1	0.5	0.5	0.5	0	0
		Program Total:		**2.5**	**2.5**	**3.5**	**3.5**	**3.5**
	1432 Employee Relations							
		Claims Analyst	1	1	1	0	0	0
		Employee Safety Manager	1	1	1	0	0	0
		Program Total:		**2**	**2**	**0**	**0**	**0**
	1910 Human Resources Admin.							
		Customer Assistance Representative	1	1	0.4	0.4	0.5	1
		HRIS Analyst	1	0.5	0	0	0	1
		Human Resources Analyst	1	3	4	0	0	0
		Human Resources Analyst, Senior	1	3	3	1	1	0
		Human Resources Director	1	1	1	1	1	1
		Human Resources Specialist	1	2	1	0	0	0
		Management Assistant, Senior	1	1	1	0	0	1
		Office Support Supervisor	1	1	0	0	0	0
		Secretary	1	0	0.6	0	0	0
		Secretary, Senior	1	1	2	1	1	1
		Program Total:		**13.5**	**13**	**3.4**	**3.5**	**5**
	1915 Employment Services							
		Human Resources Analyst	1	1	1	4	3	2
		Human Resources Analyst, Senior	1	0	0	1	0	1
		Human Resources Manager	1	0	0	0	1	1
		Human Resources Technician	1	0	0	0	0	1
		Secretary	1	0	0	0.6	1	0
		Program Total:		**1**	**1**	**5.6**	**5**	**5**
	1920 Employee Relations							
		Human Resouces Manager	1	0	0	0	2	1
		Human Resources Analyst	1	0	0	1	1	0
		Human Resources Analyst, Senior	1	0	0	1	1	2
		Human Resources Specialist	1	0	0	1	0	0
		Management Assistant, Senior	1	0	0	1	1	0
		Secretary, Senior	1	0	0	1	1	0
		Program Total:		**0**	**0**	**5**	**6**	**3**
	1925 Compensation							
		Human Resources Analyst	1	0	0	0	0	1
		Human Resources Manager	1	0	0	0	0	1
		Human Resources Technician	1	0	0	0	0	1
		Program Total:		**0**	**0**	**0**	**0**	**3**
	1930 Organizational Development							
		Employee Development Coordinator	1	0	0	0	0	1
		Human Resources Total:		**19**	**18.5**	**17.5**	**18**	**20.5**
Administration								
	2205 Administration							
		Deputy City Manager	1	1	1	1	1	1
		Executive Admin. Assistant 2	1	0	0	0	0	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Administration								
2205	**Administration**							
		Executive Administrative Assistant	1	0	0	0	0	1
		Management Assistant, Senior	1	0	1	1	1	1
		Office Support Supervisor	1	1	1	1	1	0
		Secretary, Senior	1	1	1	1	1	0
		Program Total:		**3**	**4**	**4**	**4**	**4**
		Administration Total:		**3**	**4**	**4**	**4**	**4**
Finance								
2210	**Finance Administration**							
		Controller/Asst. Finance Director	1	1	1	1	1	1
		Finance Director/CFO	1	1	1	1	1	1
		Office Assistant	1	1	1	0	0.5	0.5
		Office Support Supervisor	1	0	1	1	1	1
		Secretary	1	0	0	2	2.5	2.5
		Secretary, Senior	1	1	0	0	0	0
		Treasury Manager	1	1	0	0	0	0
		Program Total:		**5**	**4**	**5**	**6**	**6**
2220	**Accounting Services**							
		Account Specialist	1	3	3	3	4	4
		Account Specialist, Senior	1	0	1	1	1	1
		Accountant 1	1	3	3	4	4	4
		Accountant 2	1	3	4	3	3	4
		Accounting Manager	1	2	2	2	2	2
		Payroll Specialist	1	2	2	2	2	2
		Program Total:		**13**	**15**	**15**	**16**	**17**
2230	**License/Collection**							
		Account Specialist	1	0.5	0.5	0.5	0.5	0.5
		Billing & Compliance Spec., Sr.	1	0	2	2	2	2
		Billing & Compliance Specialist	1	3	1	1	1	1
		Collection Representative	1	1	1	1	1	1
		License & Compliance Spec., Senior	1	1	0	0	0	0
		Office Support Supervisor	1	1	1	1	1	1
		Revenue Administrator	1	1	1	1	1	1
		Secretary	1	1	1	1	1	1
		Tax & License Manager	1	0	0	0	1	1
		Tax and License Supervisor	1	1	1	1	0	0
		Tax Auditor	1	3	3	3	3	3
		Program Total:		**12.5**	**11.5**	**11.5**	**11.5**	**11.5**
2235	**Regulatory & Communication**							
		Billing & Compliance Specialist	1	0	1	1	0	0
		Regulatory/Communications Manager	1	1	1	1	1	1
		Regulatory/Licensing Analyst	1	0	0	0	1	1
		Program Total:		**1**	**2**	**2**	**2**	**2**
2240	**Customer Service Office**							
		Account Specialist 1	50	2	2	3	3	3
		Account Specialist 2	50	2	2	2	2	2
		Account Specialist, Senior	50	3	3	3	3	3
		Billing & Compliance Specialist	50	6	6	5	5.5	5.5

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Finance								
2240	**Customer Service Office**							
		Billing Supervisor	50	1	1	1	1	1
		Business Equipment Technician	50	2	2	2	2	2
		Cashier	50	6	6	6	6	6
		Collection Representative	50	3	3	3	3	3
		Customer Assistance Rep, Senior	50	1	1	2	2	2
		Customer Relations Supervisor	50	1	1	1	1	1
		Duplicating Coordinator	50	0	0	0	0	1
		Office Assistant	50	0	1	1	1	1
		Revenue Recovery Supervisor	50	1	1	1	1	1
		Program Total:		**28**	**29**	**30**	**30.5**	**31.5**
2330	**Duplicating/Mail**							
		Business Equipment Technician	16	1	1	1	1	0
		Duplicating Coordinator	16	1	1	1	1	0
		Program Total:		**2**	**2**	**2**	**2**	**0**
2332	**Print Shop**							
		Business Equipment Technician	16	1	1	1	0	0
		Finance Total:		**62.5**	**64.5**	**66.5**	**68**	**68**
Info. Technology								
2310	**Information Technology**							
		Chief Info. Technology Officer	1	1	1	1	1	1
		Communication Network Manager	1	1	1	1	1	1
		Computer Operations Supv.	1	1	1	1	1	0
		Computer Operator 1	1	3	3	3	3	3
		Computer Operator 2	1	1	0	0	0	0
		Data Communications Engineer	1	1	0	0	0	0
		Database Administrator	1	0	0	1	1	2
		HRIS Analyst	1	0	1.5	1.5	1.5	0
		Information Systems Manager	1	0	1	1	1	1
		Information Systems Supervisor	1	1	0	0	0	0
		Network Engineer	1	1	2	2	2	3
		PC Support Specialist 1	1	0	1	1	1	2
		PC Support Specialist 2	1	4	4	4	4	3
		PC Support Supervisor	1	1	1	1	1	1
		PeopleSoft Administrator	1	0	1	1	0	0
		Secretary	1	2	1	1	1	1
		Systems Analyst	1	4	3	4	5	6
		Systems Analyst, Senior	1	2	3	1	1	1
		Voice Communications Coordinator	1	1	1	1	1	1
		Program Total:		**24**	**25.5**	**25.5**	**25.5**	**26**
2312	**Information Tech. - Utilities**							
		Systems Analyst	50	1	1	1	1	0
2325	**Telephones**							
		Voice Communications Analyst	27	1	1	1	1	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Info. Technology								
		Info. Technology Total:		**26**	**27.5**	**27.5**	**27.5**	**27**
Management & Budget								
	1430 Risk Management							
		Claims Analyst	1	1	1	1	1	1
		Employee Safety Coordinator	1	0	0	1	1	1
		Management Aide	1	0	0	1	1	1
		Risk & Safety Manager	1	0	0	0	1	1
		Risk Manager	1	1	1	1	0	0
		Program Total:		**2**	**2**	**4**	**4**	**4**
	2410 Budget & Research							
		Budget & Rate Manager	1	0	0	0	1	1
		Management & Budget Analyst	1	2	2	2	2	2
		Management & Budget Director	1	1	1	1	1	1
		Management Assistant	1	0.65	0.65	0.65	0.65	0.65
		Secretary	1	0	0	0	0	0.5
		Secretary, Senior	1	1	1	1	1	1
		Program Total:		**4.65**	**4.65**	**4.65**	**5.65**	**6.15**
	2415 Grants Administration							
		Grants Coordinator	1	1	1	1	1	1
		Management Assistant	1	0	0	0	1	1
		Program Total:		**1**	**1**	**1**	**2**	**2**
	2420 Purchasing							
		Buyer 1	1	2	2	2	2	1
		Buyer 2	1	2	2	2	2	3
		Materials Manager	1	1	1	1	1	1
		Secretary	1	1	0.5	0.5	0.5	0
		Program Total:		**6**	**5.5**	**5.5**	**5.5**	**5**
	2421 Warehouse							
		Materials Control Assistant	1	0	0	0	1	1
		Materials Control Supervisor	1	1	1	1	1	1
		Secretary	1	1	0.5	1	0	0.75
		Storekeeper	1	4	4.5	4	4	4
		Program Total:		**6**	**6**	**6**	**6**	**6.75**
		Management & Budget Total:		**19.65**	**19.15**	**21.15**	**23.15**	**23.9**
Police Department								
	3120 Police Legal Services							
		Assistant City Attorney	1	1	1	1	1	1
		Police Officer	1	1	1	1	1	2
		Police Sergeant	1	0	1	1	1	0
		Program Total:		**2**	**3**	**3**	**3**	**3**
	3210 Police Administration							
		Assistant Police Chief	1	2	2	1	1	1
		Management Assistant	1	1	1	1	1	1
		Office Support Supervisor	1	1	1	1	1	1
		Police Chief	1	1	1	1	1	1
		Police Lieutenant	1	1	1	1	1	1
		Police Sergeant	1	0	0	0	1	2

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Police Department								
	3210 Police Administration							
		Secretary	1	1	1	1	1	1
		Victim Assistance Caseworker	1	0	0	0	0	1
		Program Total:		**7**	**7**	**6**	**7**	**9**
	3220 Central Patrol Bureau							
		Office Support Supervisor	1	1	0	1	1	1
		Police Aide	1	1	1	0	0	0
		Police Captain	1	1	1	1	1	1
		Police Communications Spec.	1	0	0	0.5	0.5	0.5
		Police Crime Prevention Specialist	1	0	0	0	3	3
		Police Lieutenant	1	5	2	4	3	3
		Police Officer	1	131	75	65	82	98
		Police Officer (Assignment)	1	8	3	5	6	5
		Police Operations Manager	1	1	0	0	0	0
		Police Sergeant	1	20	13	14	15	16
		Police Traffic Investigator	1	6	0	2	2	2
		Police Traffic Supervisor	1	1	0	0	0	0
		Secretary	1	1.5	0.5	0	0	1
		Program Total:		**176.5**	**95.5**	**92.5**	**113.5**	**130.5**
	3221 Patrol - Special Revenue Fund							
		Police Communications Spec.	2	4	4	4	4	4
		Police Detention Officer	2	4	4	4	6	6
		Police Officer	2	23	23	23	23	23
		Program Total:		**31**	**31**	**31**	**33**	**33**
	3225 Gateway Patrol Bureau							
		Police Communications Specialist	1	0	0	0	0	2
		Police Crime Prevention Specialist	1	0	0	0	0	2
		Police Crime/Statistical Analyst	1	0	0	0	0	1
		Police Officer	1	0	0	0	0	24
		Police Records Technician	1	0	0	0	0	3
		Program Total:		**0**	**0**	**0**	**0**	**32**
	3230 Crime Investigations							
		Office Support Supervisor	1	1	1	1	1	1
		Police Captain	1	1	1	1	1	1
		Police Crime/Statistical Analyst	1	1	1	2	0	0
		Police Lieutenant	1	2	3	3	3	3
		Police Officer	1	31	38	44	33	29
		Police Officer (Assignment)	1	11	11	8	6	5
		Police Polygraph Examiner	1	1	1	1	1	1
		Police Records Technician	1	3.5	3.5	3.5	0	0
		Police Sergeant	1	6	6	6	4	4
		Secretary	1	0	1	1	0	0
		Victim Assistance Caseworker	1	2	2	2	2	1
		Victim Assistance Supervisor	1	1	1	1	1	1
		Program Total:		**60.5**	**69.5**	**73.5**	**52**	**46**
	3236 Police Personnel Management							
		Police Officer	1	1	1	2	2	2
		Police Officer (Assignment)	1	1	1	1	1	1
		Police Sergeant	1	1	1	1	1	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Police Department								
	3236 Police Personnel Management							
		Program Total:		**3**	**3**	**4**	**4**	**4**
	3240 Foothills Patrol Bureau							
		Office Support Supervisor	1	0	1	0	0	0
		Police Captain	1	1	1	1	1	1
		Police Crime Prevention Specialist	1	5	0	0	2	2
		Police ID Technician	1	4	0	0	0	0
		Police Identification Supervisor	1	1	0	0	0	0
		Police Lieutenant	1	0	2	2	3	3
		Police Officer	1	5	48	63	77	66
		Police Officer (Assignment)	1	1	2	2	1	2
		Police Property Room Supervisor	1	1	0	0	0	0
		Police Property/Evidence Cust.	1	3	0	0	0	0
		Police Sergeant	1	2	9	10	11	13
		Secretary	1	2	0	0.5	1.5	0.5
		Service Worker 1	1	1	0	1	1	0
		Service Worker 3	1	1	0	0	0	0
		Program Total:		**27**	**63**	**79.5**	**97.5**	**87.5**
	3250 Police Support Services							
		Customer Assistance Representative	1	0	0	0	1	1
		PC Support Specialist 2	1	1	1	1	1	1
		Police Aide	1	0	0	1	1	1
		Police Communications Specialist	1	28	26	25.5	25.5	25.5
		Police Communications Supervisor	1	4	4	4	4	4
		Police Community Services Officer	1	0	6	9	9	9
		Police Crime Prevention Specialist	1	0	5	5	0	0
		Police Crime/Statistical Analyst	1	0	0	0	2	2
		Police Detention Officer	1	7	6	6	6	6
		Police ID Supervisor	1	0	1	1	1	1
		Police ID Technician	1	0	4	4	4	4
		Police Lieutenant	1	0	1	1	1	1
		Police Officer	1	0	19	19	19	17
		Police Officer (Assignment)	1	0	1	0	0	0
		Police Operations Manager	1	1	1	1	1	1
		Police Property Room Supervisor	1	0	1	1	1	1
		Police Property/Evidence Custodian	1	0	3	3	3	3
		Police Records Technician	1	9.5	10.5	10.5	14	14
		Police Sergeant	1	0	4	2	2	2
		Police Tech Srvcs Bureau Admin.	1	1	1	1	1	1
		Police Tech. Services Manager	1	1	2	2	2	2
		Police Tech. Services Supervisor	1	4	4	5	5	5
		Police Traffic Investigator	1	0	1	1	1	1
		Police Traffic Supervisor	1	0	1	0	0	0
		Secretary	1	0.5	2.5	2.5	2.5	2.5
		Service Worker 1	1	0	1	0	0	1
		Service Worker 3	1	0	1	1	1	1
		Program Total:		**57**	**107**	**106.5**	**108**	**107**
	7039 Victims Rights Grant							
		Victim Assistance Caseworker	47	0	0	0	1	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Police Department								
	7039 Victims Rights Grant							
	7077 State RICO							
		Secretary	48	0	0	0	0.5	0.5
	7605 VOCA Advocacy Center							
		Victim Assistance Caseworker	47	0	0	0	1	1
	7628 VOCA Grant							
		Victim Assistance Caseworker	47	1	1	1	1	1
		Police Department Total:		**365**	**380**	**397**	**421.5**	**455.5**
Fire Department								
	3310 Fire Administration							
		Assistant Fire Chief	1	2	1	1	1	1
		Fire Chief	1	1	1	1	1	1
		Management Aide	1	1	1	1	1	1
		Management Assistant	1	1	1	1	1	1
		Secretary	1	0	1	1	1	1
		Program Total:		**5**	**5**	**5**	**5**	**5**
	3320 Fire Emergency Services							
		Fire Battalion Chief	1	5	1	1	1	4
		Fire Captain	1	28	31	32	33	36
		Fire Engineer	1	29	32	33	33	34
		Firefighter	1	64	58	60	59	73
		Service Worker 1	1	0	0	0	0	1
		Program Total:		**126**	**122**	**126**	**126**	**148**
	3321 Fire - Special Revenue Fund							
		Firefighter	4	18	18	18	18	18
	3330 Fire Support Services							
		Assistant Fire Chief	1	0	1	1	1	1
		Fire Battalion Chief	1	0	1	1	1	1
		Fire Captain	1	1	1	1	1	1
		Secretary	1	1	0	0	0	0
		Service Worker 1	1	0	1	1	1	1
		Service Worker 2	1	2	1	0	0	0
		Support Service Supervisor	1	0	0	1	1	1
		Program Total:		**4**	**5**	**5**	**5**	**5**
	3340 Fire Marshal's Office							
		Fire Inspector	1	3	4	4	4	4
		Fire Marshal	1	1	1	1	1	1
		Office Assistant	1	0.5	0.5	0.5	0.5	0.5
		Office Support Supervisor	1	1	1	1	1	1
		Plans Examiner	1	1	1	1	1	1
		Program Total:		**6.5**	**7.5**	**7.5**	**7.5**	**7.5**

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Fire Department								
3350	**Fire Medical Services**							
		Fire Battalion Chief	1	1	2	2	2	2
		Secretary	1	0	0	0	0	0.5
		Program Total:		**1**	**2**	**2**	**2**	**2.5**
3360	**Fire Community Relations**							
		Fire Community Relations Specialist	1	1	1	1	1	1
3370	**Fire Training**							
		Fire Battalion Chief	1	1	3	3	3	3
7664	**Project Impact-FD**							
		Management Assistant	47	0	0	0	1	1
		Fire Department Total:		**162.5**	**163.5**	**167.5**	**168.5**	**191**
Comm. Services Admin								
4110	**Community Services Admin.**							
		Deputy City Manager	1	0	0	0	1	1
		Management Assistant, Senior	1	0	0	0	0	1
		Program Total:		**0**	**0**	**0**	**1**	**2**
		Comm. Services Admin Total:		**0**	**0**	**0**	**1**	**2**
Parks & Recreation								
4210	**Parks & Recreation Admin.**							
		Museum Administrator	1	0	0	0	0	1
		Museum Education Curator	1	0	0	0	0	1
		Parks & Recreation Director	1	1	1	1	1	1
		Program Total:		**1**	**1**	**1**	**1**	**3**
4218	**Arts Fund Operating**							
		Manager of Arts and Culture	70	0	0	0	0	1
4239	**Glendale Community Center**							
		Recreation Coordinator	1	0	0	0	1	1
		Recreation Programmer	1	0	0	0	1	1
		Recreation Supervisor	1	0	0	0	1	1
		Program Total:		**0**	**0**	**0**	**3**	**3**
4240	**Recreation Support Services**							
		Accountant 1	1	1	1	1	1	1
		Customer Assistance Representative	1	1	1	1	1	1
		Graphics Designer	1	1	1	1	1	1
		Office Manager	1	1	1	1	1	1
		Park Ranger	1	2	1	1	0	0
		Park Ranger Supervisor	1	0	1	1	0	0
		Parks & Recreation Superintendent	1	0	0	1	0	0
		Recreation Manager	1	2	2	1	0	0
		Secretary	1	1	1	2	2	2
		Secretary, Senior	1	1	1	1	1	1
		Service Worker 2	1	2	2	1	0	0

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Parks & Recreation								
4240	**Recreation Support Services**							
		Support Service Supervisor	1	0	0	1	0	0
		Program Total:		**12**	**12**	**13**	**7**	**7**
4241	**Adult Center**							
		Office Assistant	1	0	0.65	0.65	0.65	0.65
		Recreation Coordinator	1	2	2	2	1	2
		Recreation Supervisor	1	1	1	1	1	1
		Secretary	1	0	0	0	0	1
		Service Worker 1	1	0	0	0	0	1
		Program Total:		**3**	**3.65**	**3.65**	**2.65**	**5.65**
4242	**Central District Recreation**							
		Recreation Coordinator	1	2	2	3	2	2
		Recreation Leader 1	1	0	0	0.5	0	0
		Recreation Leader 3	1	0	0	0.75	6	0
		Recreation Programmer	1	0	0	0	0	6
		Recreation Supervisor	1	1	1	1	1	1
		Program Total:		**3**	**3**	**5.25**	**9**	**9**
4243	**North District Recreation**							
		Recreation Coordinator	1	0	0	0	2	2
		Recreation Leader 3	1	0	0	0	0.75	0
		Recreation Programmer	1	0	0	0	0	0.75
		Recreation Supervisor	1	0	0	0	1	1
		Service Worker 2	1	0	0	0	2	0
		Program Total:		**0**	**0**	**0**	**5.75**	**3.75**
4245	**Recreation Special Operations**							
		Recreation Coordinator	1	2	2	2	2	2
		Recreation Supervisor	1	1	1	1	1	1
		Program Total:		**3**	**3**	**3**	**3**	**3**
4247	**Aquatics**							
		Recreation Supervisor	1	1	1	1	0	0
4248	**Audio/Visual**							
		Audio/Video Production Specialist	1	1	1	1	1	1
4261	**Recreation Self-Sustaining**							
		Recreation Coordinator	73	1	1	1	0	0
6220	**Pool Maintenance**							
		Service Worker 2	1	0	0	1	1	1
		Service Worker 3	1	0	0	2	2	2
		Program Total:		**0**	**0**	**3**	**3**	**3**
6221	**Park Irrigation**							
		Crewleader	1	0	0	1	1	1
		Service Worker 2	1	0	0	2	2	2
		Service Worker 3	1	0	0	1	1	1
		Program Total:		**0**	**0**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Parks & Recreation								
	6223 Parks Special Operations							
		Crewleader	1	3	3	0	0	0
		Park Ranger	1	0	0	0	3	3
		Park Ranger Supervisor	1	0	0	0	1	1
		Parks & Recreation Projects Coord.	1	2	2	2	0	0
		Parks & Recreation Superintendent	1	1	1	1	1	1
		Parks Supervisor	1	3	3	1	1	1
		Service Worker 1	1	3	3	0	0	0
		Service Worker 2	1	11	11	0	1	1
		Service Worker 3	1	6	6	0	0	0
		Support Services Supervisor	1	0	0	0	1	1
		Program Total:		**29**	**29**	**4**	**8**	**8**
	6226 Parks Central District							
		Crewleader	1	1	1	2	2	2
		Landscape Gardener/Horticulturist	1	0	0	0	0	1
		Parks & Recreation Projects Coord.	1	0	0	0	1	1
		Parks & Recreation Superintendent	1	0	0	0	1	1
		Parks Supervisor	1	0	0	1	1	1
		Playground Equip. Service Worker	1	0	0	0	0	1
		Service Worker 1	1	1	1	3	3	3
		Service Worker 2	1	4	4	6	6	4
		Service Worker 3	1	0	0	2	2	2
		Program Total:		**6**	**6**	**14**	**16**	**16**
	6227 Parks North District							
		Crewleader	1	0	0	1	1	1
		Heavy Equipment Operator	1	0	0	1	1	0
		Parks & Recreation Projects Coord.	1	0	0	0	1	1
		Parks & Recreation Superintendent	1	0	0	0	1	1
		Parks Supervisor	1	0	0	1	1	1
		Service Worker 1	1	0	0	1	1	1
		Service Worker 2	1	0	0	5	3	5
		Service Worker 3	1	0	0	1	1	1
		Sr. Heavy Equip. Service Worker	1	0	0	0	0	1
		Program Total:		**0**	**0**	**10**	**10**	**12**
		Parks & Recreation Total:		**60**	**60.65**	**63.9**	**73.4**	**79.4**
Neighborhood Service								
	4410 Neighborhood Revitalization							
		Grants Accountant	1	1	1	1	1	1
		Revitilization Manager	1	1	1	1	1	1
		Program Total:		**2**	**2**	**2**	**2**	**2**
	4411 Code Compliance							
		Code Compliance Insp. Specialist	1	0	0	0	0	1
		Code Compliance Inspector	1	7	7	8	8	8
		Code Compliance Manager	1	1	1	1	1	1
		Code Compliance Supervisor	1	0	1	1	1	1
		N'hood Development Coordinator	1	1	0	0	0	0
		Office Support Supervisor	1	1	1	1	1	1
		Secretary	1	2	2	2	2	2

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Neighborhood Service								
	4411 Code Compliance							
		Program Total:		**12**	**12**	**13**	**13**	**14**
	4424 Housing Assistance Program							
		Account Specialist	19	1	1	1	1	1
		Building Maintenance Worker	19	2	2	3	3	3
		Customer Assistance Representative	19	1	0	0	0	0
		Grants Accountant	19	1	1	1	1	1
		Housing Admin Services Manager	19	1	1	1	1	1
		Housing Assistance Rep	19	6	6	7	8	8
		Housing Assistance Rep., Senior	19	1	1	1	1	1
		Housing Maint. Svcs. Manager	19	1	1	1	1	1
		Housing Modernization Coordinator	19	0	0	0	1	1
		Management Assistant	19	1	1	1	1	1
		Neighborhood Services Director	19	1	1	1	1	1
		Secretary	19	2	2	2	2	2
		Secretary, Senior	19	0	1	1	1	1
		Service Worker 2	19	2	2	1	1	1
		Program Total:		**20**	**20**	**21**	**23**	**23**
	7110 CDBG Programs							
		Account Specialist 2	11	1	1	1	1	1
		Revitalization Coordinator	11	5	5	3	4	4
		Revitalization Supervisor	11	0	0	1	1	1
		Secretary	11	1	1	1	1	1.75
		Secretary, Senior	11	1	1	1	1	1
		Program Total:		**8**	**8**	**7**	**8**	**8.75**
		Neighborhood Service Total:		**42**	**42**	**43**	**46**	**47.75**
Comm. Partnerships								
	4412 Community Partnerships							
		Community Volunteer Coordinator	1	0	0	0	1	1
		Director of Community Partnerships	1	0	0	0	0	1
		Management Aide	18	0	1	0	0	0
		Management Aide	1	0	0	1	1	1
		Management Assistant	1	0	0	1	0	0
		Management Assistant	18	1	1	0	0	0
		Management Assistant, Senior	1	0	0	0	1	1
		Neighborhood Partnership Admin.	18	1	1	0	0	0
		Neighborhood Partnership Admin.	1	0	0	1	1	1
		Secretary, Senior	18	1	0	0	0	0
		Program Total:		**3**	**3**	**3**	**4**	**5**
		Comm. Partnerships Total:		**3**	**3**	**3**	**4**	**5**
Library								
	4510 Library							
		Account Specialist	1	1	1	1	1	1
		Computer Operations Supervisor	1	1	1	1	1	1
		Courier	1	0.5	1	1	1	1
		Graphics Designer	1	1	1	1	1	1
		Librarian	1	11.25	17.25	17.25	17.25	0

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Library								
4510	**Library**							
		Librarian 1	1	0	0	0	0	17.25
		Librarian 2	1	0	0	0	0	7
		Librarian 3	1	0	0	0	0	6
		Librarian, Senior	1	9	12	12	12	0
		Library Assistant 1	1	4	6.5	7	7.25	3.5
		Library Assistant 2	1	5	5	5	5	7
		Library Assistant 3	1	8.5	12.75	12.75	12.75	13.75
		Library Circulation Clerk	1	7	12.25	12	11.75	11.5
		Library Director	1	1	1	1	1	1
		Library Manager	1	5	5	5	5	5
		Library Operations Supervisor	1	3	4	4	4	4
		Management Assistant	1	1	1	1	1	1
		Office Assistant	1	0	0.5	0.5	2.75	2.75
		PC Support Specialist 1	1	2	3	2	0	0
		PC Support Specialist 2	1	0	0	1	3	3
		Program Total:		**60.25**	**84.25**	**84.5**	**86.75**	**86.75**
		Library Total:		**60.25**	**84.25**	**84.5**	**86.75**	**86.75**
CD Administration								
5110	**CD Admin Support**							
		Customer Assistance Representative	1	2	2	2	2	0
		Office Assistant	1	1	0	0	0	0
		Office Manager	1	1	1	1	1	0
		Secretary	1	1	2	2	2	0
		Secretary, Senior	1	2	2	2	2	0
		Program Total:		**7**	**7**	**7**	**7**	**0**
5111	**CD Deputy City Manager**							
		Deputy City Manager	1	1	1	1	1	1
		Management Assistant, Senior	1	0	0	0	0	1
		Program Total:		**1**	**1**	**1**	**1**	**2**
		CD Administration Total:		**8**	**8**	**8**	**8**	**2**
Building Safety								
5210	**Building Safety**							
		Building Inspection Manager	1	1	1	1	1	0
		Building Inspector, General	1	6	7	7	7	7
		Building Inspector, Senior	1	1	1	1	1	1
		Building Inspector, Specialist	1	3	3	3	3	3
		Building Safety Director	1	1	1	1	1	1
		Management Assistant	1	0	0	0	0	1
		Plan Review Manager	1	1	1	1	1	1
		Plans Examiner	1	3	3	3	3	3
		Plans Examiner, Senior	1	1	1	1	1	1
		Plans Examiner, Structural	1	1	1	1	1	1
		Secretary, Senior	1	0	0	0	0	1
		Program Total:		**18**	**19**	**19**	**19**	**20**
5211	**Cross Connection Control**							
		Cross Connection Control Spec.	50	1	1	1	1	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Building Safety								
	5211 Cross Connection Control							
		Secretary	50	0.5	0.5	0.5	0.5	0.5
		Program Total:		**1.5**	**1.5**	**1.5**	**1.5**	**1.5**
	5510 Development Services Center							
		Building Safety Manager	1	0	0	0	0	1
		Customer Assistance Representative	1	0	0	0	0	2
		Development Plans Supervisor	1	0	0	0	1	1
		Development Plans Technician	1	0	0	0	2	2
		Development Services Rep.	1	5	5	6	5	5
		Development Services Supervisor	1	0	0	0	1	0
		Development Svcs Rep, Senior	1	1	1	1	0	0
		Plan Review Coordinator	1	1	1	1	0	0
		Program Total:		**7**	**7**	**8**	**9**	**11**
		Building Safety Total:		**26.5**	**27.5**	**28.5**	**29.5**	**32.5**
Planning								
	5310 Planning Administration							
		Management Assistant	1	1	1	1	1	1
		Planner	1	0	0	1	0	0
		Planner, Senior	1	0	0	1	1	0
		Planning Director	1	1	1	1	1	1
		Planning Manager	1	0	0	1	0	0
		Secretary	1	0	0	0	0	2
		Secretary, Senior	1	0	0	0	0	1
		Program Total:		**2**	**2**	**5**	**3**	**5**
	5311 Zoning Admin & Tech. Asst.							
		Planner	1	1	1	1	1	0
		Planner, Associate	1	1	1	1	1	2
		Planner, Senior	1	2	2	2	2	2
		Planning Manager	1	1	1	1	1	0
		Program Total:		**5**	**5**	**5**	**5**	**4**
	5312 Land Use & Design Review							
		Graphics Designer	1	1	1	1	1	0
		Planner	1	2	2	2	1	3
		Planner, Associate	1	0	0	0	1	0
		Planner, Senior	1	3	3	2	2	3
		Planning Manager	1	1	1	1	1	1
		Program Total:		**7**	**7**	**6**	**6**	**7**
	5313 Long-Range Planning & Research							
		Graphics Designer	1	0	0	0	0	1
		Planner	1	0	0	0	1	0
		Planner, Senior	1	0	0	0	0	1
		Planning Manager	1	0	0	0	1	1
		Program Total:		**0**	**0**	**0**	**2**	**3**
		Planning Total:		**14**	**14**	**16**	**16**	**19**
Economic Development								
	5409 Economic Development							
		Business Development Manager	1	2	2	2	2	2

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Economic Development								
	5409 Economic Development							
		Economic Development Director	1	1	1	1	1	1
		Management Assistant	1	1	1	1	1	1
		Program Total:		**4**	**4**	**4**	**4**	**4**
	5410 Redevelopment							
		Economic Devpt Research Asst.	1	0	0	0	0	1
		Redevelopment Manager	1	1	1	1	1	1
		Program Total:		**1**	**1**	**1**	**1**	**2**
		Economic Development Total:		**5**	**5**	**5**	**5**	**6**
Public Works Admin.								
	6110 Public Works Administration							
		Deputy City Manager	1	1	1	1	1	1
		Senior Management Assistant	1	0	1	1	1	0
		Program Total:		**1**	**2**	**2**	**2**	**1**
		Public Works Admin. Total:		**1**	**2**	**2**	**2**	**1**
Field Operations								
	6210 Field Operations Admin.							
		Account Specialist 2	1	0	1	1	1	1
		Deputy Field Operations Director	1	0	0	0	0	2
		Dispatcher/Router	1	2	2	2	2	2
		Field Operations Director	1	1	1	1	1	1
		Management Assistant, Senior	1	1	1	1	1	1
		Office Manager	1	1	1	1	1	1
		Secretary	1	1	1	1	1	1
		Secretary, Senior	1	2	1	1	1	1
		Program Total:		**8**	**8**	**8**	**8**	**10**
	6222 Irrigation							
		Crewleader	50	1	1	1	1	1
	6224 Right-of-Way Maintenance							
		Crewleader	12	1	2	2	2	2
		Parks Supervisor	12	1	1	1	1	1
		PC Operator	12	1	1	1	1	1
		Service Worker 2	12	4	4	3	7	7
		Service Worker 3	12	5	5	6	6	6
		Program Total:		**12**	**13**	**13**	**17**	**17**
	6225 Cemetery							
		Crewleader	1	1	1	1	1	1
		Office Assistant	1	0	0	0	1	1
		Service Worker 2	1	1	1	1	2	2
		Program Total:		**2**	**2**	**2**	**4**	**4**
	6232 Street Maintenance							
		Crewleader	12	7	7	7	7	7
		Engineering Inspector 2	12	0	0	0	1	1
		Heavy Equipment Operator	12	2	2	2	2	2
		PC Operator	12	1	1	1	1	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Field Operations								
	6232 Street Maintenance							
		Service Worker 2	12	18	18	18	18	18
		Service Worker 3	12	8	8	8	7	7
		Streets Supervisor	12	3	3	3	3	3
		Superintendent of Streets	12	1	1	1	1	1
		Program Total:		**40**	**40**	**40**	**40**	**40**
	6233 Street Cleaning							
		Equipment Operator	12	4	4	4	4	4
		Service Worker 3	12	1	1	1	1	1
		Program Total:		**5**	**5**	**5**	**5**	**5**
	6235 Landfill							
		Crewleader	55	1	1	1	1	1
		Equipment Mechanic Specialist, Sr.	55	0	0	0	1	1
		Landfill Inspector	55	1	1	1	1	1
		Landfill Inspector, Senior	55	1	1	1	1	1
		Landfill Operator	55	5	5	4	6	6
		Landfill Supervisor	55	1	1	1	1	1
		Management Assistant, Senior	55	1	1	1	1	1
		Service Worker 1	55	1	1	1	1	2
		Service Worker 2	55	0	0	0	1	1
		Weigh Scale Operator	55	4	4	4	4	4
		Program Total:		**15**	**15**	**14**	**18**	**19**
	6251 Graffiti Removal							
		Service Worker 1	1	0	0	0	1	1
		Service Worker 2	1	1	1	1	1	1
		Program Total:		**1**	**1**	**1**	**2**	**2**
	6252 Equipment Management							
		Buyer 1	16	1	1	1	1	1
		Buyer 2	16	1	1	1	1	1
		Equipment Mechanic 1	16	2	2	1	2	2
		Equipment Mechanic 2	16	5	5	5	5	5
		Equipment Mechanic Spec.	16	14	14	15	15	15
		Fleet Tire Specialist	16	1	1	1	1	1
		Parts Room Attendant	16	2	2	2	2	2
		PC Support Specialist 1	16	1	1	1	1	1
		Service Writer	16	1	1	1	1	1
		Shop Services Supervisor	16	1	1	1	1	1
		Shop Supervisor	16	2	2	2	2	2
		Supt of Equipment Management	16	1	1	1	1	1
		Program Total:		**32**	**32**	**32**	**33**	**33**
	6253 Facilities Management							
		Building Maint. Supervisor	1	2	2	2	2	2
		Building Maintenance Leader	1	1	1	2	2	2
		Building Maintenance Worker	1	10	12	13	15	15
		HVAC Technician, Senior	1	0	1	0	0	0
		Security Coordinator	1	1	1	1	1	1
		Security Officer	1	0	1	1	4	4
		Supt. of Facilities Management	1	1	1	1	1	1
		Program Total:		**15**	**19**	**20**	**25**	**25**

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Field Operations								
	6254 Custodial Services							
		Custodial Supervisor	1	2	2	2	2	2
		Custodian	1	10	10	10	13	13
		Custodian, Lead	1	3	2	2	5	5
		Program Total:		**15**	**14**	**14**	**20**	**20**
	6256 Fabrication/Welding							
		Equipment Mechanic Specialist	16	0	0	0	0	1
		Welder/Mechanic	16	2	2	2	3	2
		Program Total:		**2**	**2**	**2**	**3**	**3**
	6258 Paint/Body Shop							
		Equipment Mechanic 1	16	0	0	0	2	2
		Equipment Mechanic 2	16	0	1	1	1	1
		Paint and Body Specialist	16	2	1	1	1	1
		Program Total:		**2**	**2**	**2**	**4**	**4**
	6269 Sanitation Roll-off							
		Equiment Operator	57	0	0	0	3	3
	6270 Sanitation Administration							
		Account Specialist 2	57	2	3	3	3	3
		Equipment Mechanic 1	57	1	1	1	1	1
		Recycling Coordinator	57	0	0	0	1	0
		Superintendent of Sanitation	57	1	1	1	1	1
		Program Total:		**4**	**5**	**5**	**6**	**5**
	6271 Sanitation Frontload							
		Commercial Sanitation Inspector	57	1	1	1	1	1
		Crewleader	57	1	1	1	1	1
		Equipment Operator	57	12	13	13	9	9
		Sanitation Supervisor	57	1	1	1	1	1
		Service Worker 3	57	1	1	1	1	1
		Solid Waste Sales Coordinator	57	0	0	0	1	1
		Program Total:		**16**	**17**	**17**	**14**	**14**
	6272 Curb Service							
		Crewleader	57	2	2	2	2	2
		Equipment Operator	57	32	33	35	35	38
		Sanitation Inspector	57	1	1	3	3	0
		Sanitation Inspector, Senior	57	0	0	1	1	0
		Sanitation Supervisor	57	1	1	1	1	1
		Service Worker 1	57	0	0	0	0	1
		Service Worker 2	57	0	0	0	0	1
		Program Total:		**36**	**37**	**42**	**42**	**43**
	6273 Recycling							
		Recycling Coordinator	55	0	0	0	0	1
		Sanitation Inspector	55	0	0	0	0	3
		Sanitation Inspector, Senior	55	0	0	0	0	1
		Program Total:		**0**	**0**	**0**	**0**	**5**
	6275 MRF Operations							
		Account Specialist	55	0	0	0	1	1
		Crewleader	55	0	0	1	1	1

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Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Field Operations								
	6275 MRF Operations							
		Equipment Mechanic 1	55	0	0	0	0	1
		Equipment Operator	55	1	1	1	2	2
		MRF Laborer Team Leader	55	0	0	0	0	2
		Recycling Facility Administrator	55	0	0	1	1	0
		Sanitation Supervisor	55	0	0	0	0	1
		Service Worker 1	55	0	0	0	11	6
		Service Worker 2	55	1	1	1	2	2
		Solid Waste Services Coordinator	55	1	1	1	0	0
		Welder/Mechanic	55	0	0	1	1	0
		Program Total:		**3**	**3**	**6**	**19**	**16**
	6276 Woodwaste Operations							
		Equipment Operator	57	0	0	0	1	1
		Landfill Operator	55	1	1	1	1	1
		Landfill Supervisor	55	1	1	1	0	0
		Sanitation Supervisor	55	0	0	1	1	1
		Program Total:		**2**	**2**	**3**	**3**	**3**
		Field Operations Total:		**211**	**218**	**227**	**267**	**272**
Engineering								
	5112 Special Projects Admin.							
		GIS Analyst	1	0	0	0	0	1
		Special Projects Administrator	1	1	1	1	1	1
		Program Total:		**1**	**1**	**1**	**1**	**2**
	6310 Engineering Administration							
		City Engineer	1	1	1	1	1	1
		Management Assistant, Senior	1	1	1	1	1	1
		Office Support Supervisor	1	1	1	1	1	1
		Secretary	1	1	1	1	0	0
		Secretary, Senior	1	1	1	1	2	2
		Program Total:		**5**	**5**	**5**	**5**	**5**
	6331 Engineering Section							
		Assistant City Engineer	1	1	1	1	1	1
		Associate Civil Engineer	1	1	2	2	2	2
		Civil Engineer	1	1	0	0	0	0
		Civil Engineer, Senior	1	2	2	2	2	2
		Engineering Project Manager	1	0	1	1	1	1
		Landscape Architect	1	1	1	1	2	2
		Program Total:		**6**	**7**	**7**	**8**	**8**
	6332 Engineering Design							
		Engineering and Design Supv.	1	1	1	1	1	1
		Engineering Technician 1	1	2	1	1	0	0
		Engineering Technician 2	1	2	2	2	1	1
		Engineering Technician, Senior	1	2	1	1	3	3
		Program Total:		**7**	**5**	**5**	**5**	**5**
	6333 Surveying							
		Engineering Technician 1	1	1	1	1	0	0
		Engineering Technician 2	1	0	0	0	1	1
		Engineering Technician, Senior	1	2	2	2	2	2

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Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Engineering								
	6333 Surveying							
		Program Total:		**3**	**3**	**3**	**3**	**3**
	6334 Property Management							
		Engineering Technician 1	1	0	1	1	0	0
		Engineering Technician 2	1	2	2	2	2	2
		Engineering Technician, Senior	1	0	0	0	1	1
		Property Agent	1	0	0	0	1	1
		Property Manager	1	0	0	0	1	1
		Program Total:		**2**	**3**	**3**	**5**	**5**
	6335 Land Development							
		Engineering Inspector, Senior	1	1	1	1	1	1
		Land Development Engineer	1	1	1	1	1	1
		Landscape Architect	1	1	1	1	0	0
		Property Agent	1	1	1	1	0	0
		Property Manager	1	1	1	1	0	0
		Program Total:		**5**	**5**	**5**	**2**	**2**
	6341 Contract Administration							
		Management Aide	1	1	1	1	1	1
	6342 Inspection							
		Assistant City Engineer	1	1	1	1	1	1
		Construction Eng. Supervisor	1	1	2	1	1	1
		Engineering Inspector 2	1	4	4	3	3	3
		Engineering Inspector, Senior	1	2	2	3	3	3
		Engineering Project Manager	1	0	0	1	1	1
		Program Total:		**8**	**9**	**9**	**9**	**9**
	6343 Materials Testing							
		Materials Technician	1	1	1	1	2	2
		Materials Technician, Senior	1	1	1	1	1	1
		Program Total:		**2**	**2**	**2**	**3**	**3**
		Engineering Total:		**40**	**41**	**41**	**42**	**43**
Transportation								
	4230 Dial-A-Ride							
		Dispatcher/Router	26	4.75	4.75	5.75	3.75	3.75
		Secretary	26	1	1	1	1	1
		Secretary, Senior	26	1	1	1	1	1
		Transit Coordinator	26	0	0	0	1	1
		Transit Manager	26	1	1	1	1	1
		Transit Operator	26	13.5	13.5	13.5	16.5	16.5
		Transit Supervisor	26	1	1	1	2	2
		Program Total:		**22.25**	**22.25**	**23.25**	**26.25**	**26.25**
	4310 Airport Operations							
		Airport Manager	15	1	1	1	1	1
		Crewleader	15	1	1	1	1	1
		Secretary, Senior	15	1	1	1	1	1
		Service Worker 2	15	2	2	2	2	2
		Program Total:		**5**	**5**	**5**	**5**	**5**

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Transportation								
6321	**Traffic Admin. & Engineering**							
		Assistant Traffic Engineer	12	1	1	1	1	0
		City Traffic Engineer	12	1	1	1	1	1
		Secretary	12	1	1	1	1	1
		Secretary, Senior	12	1	1	1	1	1
		Transportation Planning Manager	12	0	0	0	1	0
		Program Total:		**4**	**4**	**4**	**5**	**3**
6322	**Traffic Signals**							
		Supt. of Traffic Operations	12	1	1	1	1	1
		Traffic Ops. Electronic Technician	12	1	1	1	1	1
		Traffic Signal Supervisor	12	1	1	1	1	1
		Traffic Signal Technician 1	12	2	2	2	2	2
		Traffic Signal Technician 2	12	2	3	3	3	3
		Traffic Signal Technician 3	12	2	2	2	2	2
		Program Total:		**9**	**10**	**10**	**10**	**10**
6323	**Signs & Markings**							
		Crewleader	12	2	2	2	2	2
		Service Worker 2	12	5	5	5	5	5
		Service Worker 3	12	1	1	1	1	1
		Sign Fabricator	12	1	1	1	1	1
		Traffic Signs & Markings Supervisor	12	1	1	1	1	1
		Program Total:		**10**	**10**	**10**	**10**	**10**
6324	**Streetlight Management**							
		Traffic Engineering Specialist	12	0	0	0	0	1
		Traffic Lighting Manager	12	1	1	1	1	1
		Program Total:		**1**	**1**	**1**	**1**	**2**
6325	**Transportation Planning**							
		Bikeways Program Coordinator	12	1	1	1	1	0
		Transportation Coordinator	12	0	0	0	0	1
		Transportation Planning Manager	12	0	0	0	0	1
		Program Total:		**1**	**1**	**1**	**1**	**2**
6326	**Traffic Studies**							
		Assistant Traffic Engineer	12	1	1	1	1	1
		Associate Traffic Engineer	12	1	1	1	1	1
		Traffic Education Program Manager	12	0	0	0	1	1
		Traffic Engineering Specialist	12	2	2	2	2	0
		Traffic Engineering Tech	12	2	2	2	2	1
		Program Total:		**6**	**6**	**6**	**7**	**4**
6327	**Traffic Design and Development**							
		Assistant Traffic Engineer	12	0	0	0	0	1
		Traffic Engineering Specialist, Sr.	12	0	0	0	0	1
		Traffic Engineering Technician	12	0	0	0	0	1
		Program Total:		**0**	**0**	**0**	**0**	**3**
		Transportation Total:		**58.25**	**59.25**	**60.25**	**65.25**	**65.25**
Utilities								
6410	**Utilities Administration**							
		Account Specialist	50	0	0	0	3	1

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Utilities								
6410	**Utilities Administration**							
		Management Aide	50	1	1	0	0	0
		Management Assistant, Senior	50	1	1	1	1	1
		Office Support Supervisor	50	0	1	1	1	0
		Secretary	50	1	2	2	0	2
		Secretary, Senior	50	1	0	0	0	1
		Superintendent of Utilities	50	1	1	1	1	1
		Utilities Director	50	1	1	1	1	1
		Program Total:		**6**	**7**	**6**	**7**	**7**
6411	**Water Conservation**							
		Water Conservation Coordinator	50	1	1	1	1	1
6418	**Utilities Information Mgmt.**							
		PC Support Specialist 1	50	0	0	0	1	1
		Utility Data Comm. Manager	50	0	0	0	1	1
		Utility SCADA Planner	50	0	0	0	0	2
		Water/Wastewater Plant Operator	50	0	0	0	2	0
		Program Total:		**0**	**0**	**0**	**4**	**4**
6419	**Public Service Representatives**							
		Public Service Representative	50	0	0	4	4	3
6420	**Central System Control**							
		Plant Operations Supervisor	50	0	0	1	1	1
		Superintendent of Plant Operations	50	0	0	1	1	1
		Water Control Room Operator	50	0	0	0	0	6
		Water Plant Operator, Senior	50	0	0	6	6	1
		Water/Wastewater Plant Operator	50	0	0	1	2	1
		Program Total:		**0**	**0**	**9**	**10**	**10**
6421	**Pyramid Peak Plant**							
		Plant Instrument Technician 2	50	1	1	1	1	1
		Plant Maintenance Mechanic 2	50	1	1	1	1	1
		Water Plant Operator, Senior	50	1	1	1	1	1
		Water/ Wastewater Plant Operator	50	3	5	5	4	4
		Program Total:		**6**	**8**	**8**	**7**	**7**
6422	**Cholla Treatment Plant**							
		Plant Instrument Technician 1	50	2	2	0	0	0
		Plant Instrument Technician 2	50	1	1	1	1	1
		Plant Maintenance Mechanic 1	50	1	2	0	0	0
		Plant Maintenance Mechanic 2	50	2	1	1	1	1
		Plant Operations Supervisor	50	1	1	0	0	0
		Public Service Representative	50	5	4	0	0	0
		Secretary	50	1	0	0	0	0
		Service Worker 2	50	1	1	0	0	0
		Supt. of Plant Operations	50	1	1	0	0	0
		Water Plant Operator, Senior	50	7	7	1	1	1
		Water/Wastewater Plant Operator	50	5	4	3	3	4
		Program Total:		**27**	**24**	**6**	**6**	**7**

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Utilities								
6423	**Major Maintenance**							
		Plant Maintenance Supv	50	1	1	1	1	1
6425	**Pretreatment Program**							
		Pretreatment Inspector	50	3	3	4	4	4
		Pretreatment Officer	50	1	1	1	1	1
		Program Total:		**4**	**4**	**5**	**5**	**5**
6426	**Central System Maintenance**							
		Plant Instrument Technician	50	0	0	2	2	2
		Plant Instrument Technician, Sr.	50	0	0	0	0	1
		Plant Maintenance Mechanic 1	50	0	0	2	1	1
		Service Worker 2	50	0	0	1	1	1
		Program Total:		**0**	**0**	**5**	**4**	**5**
6430	**Arrowhead Reclamation Plant**							
		Plant Instrument Technician 2	50	1	1	1	1	1
		Plant Laboratory Technician	50	0	0	0	0	1
		Plant Maintenance Mechanic 2	50	1	1	1	1	1
		Plant Operations Supervisor	50	0	0	1	1	1
		Pretreatment Officer	50	1	1	0	0	0
		Wastewater Plant Oper, Senior	50	0	1	1	1	1
		Water/Wastewater Plant Operator	50	4	6	6	3	4
		Program Total:		**7**	**10**	**10**	**7**	**9**
6432	**West Area Plant**							
		Plant Instrument Technician 2	50	0	0	0	1	1
		Plant Maintenance Mechanic 2	50	0	0	0	1	1
		Wastewater Plant Oper, Senior	50	0	0	1	1	5
		Water/Wastewater Plant Operator	50	0	0	4	4	4
		Program Total:		**0**	**0**	**5**	**7**	**11**
6442	**Water Distribution**							
		Crewleader	50	1	1	1	1	0
		Service Worker 2	50	7	7	7	7	0
		Service Worker 3	50	4	4	4	4	0
		Utilities Supervisor	50	1	1	1	1	1
		Utilities System Technician 1	50	0	0	0	0	7
		Utilities System Technician 2	50	0	0	0	0	4
		Utilities System Technician, Senior	50	0	0	0	0	1
		Program Total:		**13**	**13**	**13**	**13**	**13**
6443	**Meter Maintenance**							
		Crewleader	50	1	1	1	1	0
		Service Worker 2	50	4	4	4	4	0
		Service Worker 3	50	1	1	1	1	0
		Utilities Supervisor	50	1	1	1	1	1
		Utilities System Technician 1	50	0	0	0	0	4
		Utilities System Technician 2	50	0	0	0	0	1
		Utilities System Technician, Senior	50	0	0	0	0	1
		Utility Locator	50	2	2	2	2	2
		Program Total:		**9**	**9**	**9**	**9**	**9**

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	'97-98	'98-99	'99-00	'00-01	'01-02
Utilities								
6444	**Transmission Line Maintenance**							
		Crewleader	50	1	1	1	1	0
		PC Support Specialist 1	50	1	1	1	0	0
		Service Worker 2	50	6	6	6	6	0
		Service Worker 3	50	3	4	4	4	0
		Utilities Supervisor	50	1	1	1	1	1
		Utilities System Technician 1	50	0	0	0	0	6
		Utilities System Technician 2	50	0	0	0	0	4
		Utilities System Technician, Senior	50	0	0	0	0	1
		Program Total:		**12**	**13**	**13**	**12**	**12**
6445	**Wastewater Collection**							
		Crewleader	50	1	1	1	1	0
		PC Operator	50	0	0	1	1	1
		Service Worker 2	50	6	6	6	6	0
		Service Worker 3	50	4	4	4	4	0
		Utilities Supervisor	50	1	1	1	1	1
		Utilities System Technician 1	50	0	0	0	0	6
		Utilities System Technician 2	50	0	0	0	0	4
		Utilities System Technician, Senior	50	0	0	0	0	1
		Program Total:		**12**	**12**	**13**	**13**	**13**
6452	**Customer Service - Field**							
		Customer Service Field Specialist	50	0	0	1	0	0
		Secretary	50	1	1	1	0	0
		Utilities Supervisor	50	1	1	1	1	1
		Water Service Rep, Lead	50	1	1	1	2	2
		Water Services Representative	50	12	12	12	12	12
		Program Total:		**15**	**15**	**16**	**15**	**15**
		Utilities Total:		**113**	**117**	**124**	**125**	**132**
		Grand Total		**1,399.65**	**1,463.80**	**1,525.80**	**1,629.05**	**1,717.05**

Schedule Seven
Debt Service Detail

General Obligation Bond Debt Service (Excluding Water/Sewer)			
		FY 01-02 Debt Service:	**($10,329,929)**
Estimated Beginning Fund Balance	$4,186,143	Principal	($8,058,289)
Total GO Bond Debt Service	($10,329,929)	Interest	($2,261,640)
Secondary Property Tax Levy	$11,750,494	Paying Agent Fees	($10,000)
Ending Fund Balance	$5,606,708		

Street Revenue Bonds Debt Service			
		FY 01-02 Debt Service:	**($5,819,944)**
Estimated Beginning Fund Balance	$9,944	Principal	($4,280,000)
Total Debt Service Payments	($5,819,944)	Interest	($1,529,944)
Transfer from Street Fund	$0	Paying Agent Fees	($10,000)
Ending Fund Balance	($5,810,000)		

Water/Sewer Bond Debt Service			
FY 01-02 Revenue Bond Debt Service:	**($10,308,366)**	FY 01-02 Water G.O. Debt Service	**($2,496,822)**
Principal	($7,425,000)	Principal	($2,195,000)
Interest	($2,870,366)	Interest	($299,822)
Paying Agent Fees	($13,000)	Paying Agent Fees	($2,000)
		Total Water/Sewer Debt Service	**($12,805,188)**

Landfill Bond Debt Service			
		FY 01-02 Debt Service:	**($309,353)**
Estimated Beginning Fund Balance	$309,353	Principal	($146,711)
Total Debt Service Payments	($309,353)	Interest	($152,642)
		Paying Agent Fees	($10,000)
Ending Fund Balance	$0		

Municipal Property Corp. Bonds Debt Service			
Estimated Beginning Fund Balance	$95,136	FY 01-02 Debt Service:	**($1,410,136)**
Transfer Into Fund + Interest	$1,415,000	Principal	($880,000)
Total Debt Service Payment	($1,410,136)	Interest	($515,136)
Ending Fund Balance	$100,000	Paying Agent Fees	($15,000)

Improvement Districts			
Estimated Beginning Fund Balance	$3,870,003	FY 01-02 Debt Service:	**($2,406,210)**
Interest Income	$1,060,000	Principal	($1,374,000)
Assessments	$1,050,000	Interest	($1,017,210)
Transfer from Street Fund	$412,400	Paying Agent Fees	($15,000)
Total Debt Service Payments	($2,406,210)		
Ending Fund Balance	$3,986,193		

Total Debt Service Payments (All Funds)	**$33,080,760**

Schedule Eight
Scheduled Lease Payments
(Leases Existing at July 1, 2001)

	2001-02	2002-03	2003-04	2004-05	2005-06
Fire Trucks & Equipment					
01-3330-7812	$113,843	$119,140	$124,683	$130,485	$0
01-3330-7813	$21,161	$15,864	$10,320	$4,519	$0
TOTAL	$135,004	$135,004	$135,003	$135,004	$0
Street Maintenance Thermo Lay Unit					
12-6232-7812	$20,829	$21,799	$0	$0	$0
12-6232-7813	$1,724	$755	$0	$0	$0
TOTAL	$22,553	$22,554	$0	$0	$0
Blazer/2wd					
55-6235-7812	$2,447	$0	$0	$0	$0
55-6235-7813	$68	$0	$0	$0	$0
TOTAL	$2,515	$0	$0	$0	$0
Landfill Dozer					
55-6235-7812	$40,484	$0	$0	$0	$0
55-6235-7813	$1,981	$0	$0	$0	$0
TOTAL	$42,465	$0	$0	$0	$0
Landfill Baler and Equipment					
55-6235-7812	$69,009	$72,219	$0	$0	$0
55-6235-7813	$5,712	$2,501	$0	$0	$0
TOTAL	$74,721	$74,720	$0	$0	$0
Sanitation Lift Truck					
57-6271-7812	$10,578	$0	$0	$0	$0
57-6271-7813	$324	$0	$0	$0	$0
TOTAL	$10,902	$0	$0	$0	$0
Sanitation Rolloff Truck					
57-6269-7812	$19,747	$0	$0	$0	$0
57-6269-7813	$970	$0	$0	$0	$0
TOTAL	$20,717	$0	$0	$0	$0
Sanitation Tractors and Trailers					
57-6272-7812	$131,487	$0	$0	$0	$0
57-6272-7813	$6,461	$0	$0	$0	$0
TOTAL	$137,948	$0	$0	$0	$0
Front Loading Refuse Truck					
57-6271-7812	$13,890	$0	$0	$0	$0
57-6271-7813	$387	$0	$0	$0	$0
TOTAL	$14,277	$0	$0	$0	$0
Automated Side Loader					
57-6272-7812	$17,766	$18,796	$9,803	$0	$0
57-6272-7813	$2,402	$1,371	$280	$0	$0
TOTAL	$20,168	$20,167	$10,083	$0	$0
Side Loader Bodies/Pick-up/Automated Body					
57-6272-7812	$23,354	$0	$0	$0	$0
57-6272-7813	$650	$0	$0	$0	$0
TOTAL	$24,004	$0	$0	$0	$0
Front Loading Refuse Truck					
57-6271-7812	$20,569	$21,762	$11,350	$0	$0
57-6271-7813	$2,781	$1,587	$325	$0	$0
TOTAL	$23,350	$23,349	$11,675	$0	$0

Schedule Eight
Scheduled Lease Payments
(Leases Existing at July 1, 2001)

	2001-02	2002-03	2003-04	2004-05	2005-06
Sanitation Trucks & Trailers					
57-6271-7812	$66,178	$69,257	$72,480	$75,852	$0
57-6271-7813	$12,301	$9,222	$5,999	$2,627	$0
TOTAL	$78,479	$78,479	$78,479	$78,479	$0
Sanitation Trucks, Containers, Tarping System					
57-6269-7812	$49,625	$51,934	$54,350	$56,879	$0
57-6269-7813	$9,224	$6,915	$4,499	$1,970	$0
TOTAL	$58,849	$58,849	$58,849	$58,849	$0
Sanitation Trucks & Trash Containers					
57-6272-7812	$215,718	$225,755	$236,259	$247,252	$0
57-6272-7813	$40,097	$30,060	$19,555	$8,563	$0
TOTAL	$255,815	$255,815	$255,814	$255,815	$0
Rolloff Bins					
55-6275-7812	$682	$713	$747	$781	$0
55-6275-7813	$127	$95	$62	$27	$0
TOTAL	$809	$808	$809	$808	$0
Rolloff Bins					
55-6276-7812	$1,077	$1,127	$1,180	$1,235	$0
55-6276-7813	$200	$150	$98	$43	$0
TOTAL	$1,277	$1,277	$1,278	$1,278	$0
Sanitation Trash Tractor					
57-6272-7812	$58,701	$61,432	$0	$0	$0
57-6272-7813	$4,859	$2,127	$0	$0	$0
TOTAL	$63,560	$63,559	$0	$0	$0
City Court Renovations					
72-1411-7812	$79,392	$83,086	$0	$0	$0
72-1411-7813	$6,571	$2,877	$0	$0	$0
TOTAL	$85,963	$85,963	$0	$0	$0
Cemetery Columbarium Walls					
01-6225-7812	$33,149	$35,048	$37,057	$19,317	$0
01-6225-7813	$6,577	$4,678	$2,669	$546	$0
TOTAL	$39,726	$39,726	$39,726	$19,863	$0
Parking Lots					
01-2490-7812	$41,960	$44,365	$46,907	$24,452	$0
01-2490-7813	$8,326	$5,921	$3,379	$691	$0
TOTAL	$50,286	$50,286	$50,286	$25,143	$0
Airport Sweeper					
15-4310-7812	$18,519	$19,593	$20,730	$21,933	$11,439
15-4310-7813	$5,014	$3,940	$2,803	$1,600	$327
TOTAL	$23,533	$23,533	$23,533	$23,533	$11,766
Ballot Tabulation Unit					
01-1220-7812	$11,991	$12,687	$13,423	$14,202	$7,407
01-1220-7813	$3,247	$2,551	$1,815	$1,036	$212
TOTAL	$15,238	$15,238	$15,238	$15,238	$7,619
Sine Furniture					
01-2490-7812	$33,308	$35,241	$37,286	$39,449	$20,575
01-2490-7813	$9,019	$7,086	$5,041	$2,878	$589
TOTAL	$42,327	$42,327	$42,327	$42,327	$21,164

Schedule Eight
Scheduled Lease Payments
(Leases Existing at July 1, 2001)

	2001-02	2002-03	2003-04	2004-05	2005-06
Phone/Alarm System-Sahuaro Ranch					
01-6226-7812	$24,248	$25,655	$27,144	$28,719	$14,978
01-6226-7813	$6,566	$5,159	$3,670	$2,095	$428
TOTAL	$30,814	$30,814	$30,814	$30,814	$15,406
Landfill Trash Compactors, Contingency					
55-6235-7812	$149,343	$158,132	$167,438	$177,291	$187,724
55-6235-7813	$52,269	$43,480	$34,175	$24,322	$13,889
TOTAL	$201,612	$201,612	$201,613	$201,613	$201,613
Landfill Wheel Loader					
55-6276-7812	$25,254	$26,740	$28,313	$29,979	$31,744
55-6276-7813	$8,839	$7,352	$5,779	$4,113	$2,349
TOTAL	$34,093	$34,092	$34,092	$34,092	$34,093
Sanitation Frontloaders					
57-6271-7812	$71,288	$75,483	$79,925	$84,629	$89,609
57-6271-7813	$24,951	$20,755	$16,313	$11,610	$6,630
TOTAL	$96,239	$96,238	$96,238	$96,239	$96,239
Sanitation Loaders, Water Tanker, Containers					
57-6272-7812	$518,719	$549,244	$581,566	$615,790	$652,028
57-6272-7813	$181,549	$151,023	$118,701	$84,477	$48,239
TOTAL	$700,268	$700,267	$700,267	$700,267	$700,267
Loader, MRF Equipment					
55-6275-7812	$355,031	$375,924	$398,046	$421,471	$446,273
55-6275-7813	$124,259	$103,366	$81,244	$57,820	$33,017
TOTAL	$479,290	$479,290	$479,290	$479,291	$479,290
Environmental Sweeper					
12-6233-7812	$23,235	$24,616	$26,080	$27,631	$29,274
12-6233-7813	$16,406	$15,024	$13,560	$12,009	$10,366
TOTAL	$39,641	$39,640	$39,640	$39,640	$39,640
Sound Walls					
01-6310-7812	$152,775	$161,859	$171,484	$181,681	$192,485
01-6310-7813	$107,872	$98,787	$89,162	$78,966	$68,162
TOTAL	$260,647	$260,646	$260,646	$260,647	$260,647
Adult Center Facility					
01-4241-7812	$301,759	$319,702	$338,713	$358,854	$380,193
01-4241-7813	$213,067	$195,124	$176,113	$155,972	$134,633
TOTAL	$514,826	$514,826	$514,826	$514,826	$514,826
Remodeling City Office Space					
01-2490-7812	$137,095	$145,248	$153,884	$163,035	$172,730
01-2490-7813	$96,801	$88,649	$80,012	$70,861	$61,167
TOTAL	$233,896	$233,897	$233,896	$233,896	$233,897
MRF Facility					
55-6275-7812	$304,303	$324,237	$345,465	$368,070	$391,971
55-6275-7813	$412,708	$392,775	$371,547	$348,941	$325,040
TOTAL	$717,011	$717,012	$717,012	$717,011	$717,011

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, worker's compensation fund, vehicle replacement program and technology replacement program. The rates are established by the Budget Office based on computer models established for each fund. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year.

Fund Name	Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement
General Fund					
	Mayor & Council				
	Council Office	$3,760	$450		$18,930
	Mayor	$1,140	$140		$3,900
	City Clerk				
	City Clerk	$1,060	$530		$3,450
	Elections	$250			$2,400
	Records Management	$1,110	$120		$58,830
	City Manager				
	CAP Local Match	$40		$3,070	$2,400
	City Manager	$4,010	$610	$2,311	$8,200
	City Auditor				
	City Auditor	$1,340	$90		$4,690
	Intergovt. Relations				
	Intergovernmental Relations	$1,400	$120		$2,870
	City Court				
	City Court	$34,360	$10,990	$2,975	$17,210
	City Attorney				
	City Attorney	$5,640	$680	$472	$15,950
	Marketing				
	Cable Communications	$2,280	$2,120	$3,334	$123,550
	City-Wide Special Events	$5,350	$430		$1,800
	Marketing	$4,220	$750	$687	$16,970
	Tourism	$1,070	$550		$6,060
	Human Resources				
	Benefits & Worker's Comp.	$2,280	$1,240		$7,190
	Compensation	$1,537	$117		
	Employee Relations	$1,537	$117		$3,420
	Employment Services	$1,730	$190		$2,400
	Human Resources Admin.	$3,470	$740		$15,420
	Organizational Development	$320	$700		$600
	Administration				
	Administration	$1,410	$160		$6,300
	Finance				
	Accounting Services	$4,780	$15,140		
	Finance Administration	$2,360	$3,950		$23,150
	License/Collection	$4,150	$4,370	$936	$21,750
	Regulatory & Communication	$680	$60		
	Info. Technology				
	Information Technology	$11,540	$11,490	$1,096	$515,080
	Management & Budget				
	Budget & Research	$2,070	$220		$6,870

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, worker's compensation fund, vehicle replacement program and technology replacement program. The rates are established by the Budget Office based on computer models established for each fund. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year.

Fund Name / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement
Management & Budget				
Grants Administration	$680	$60		$1,200
Purchasing	$1,780	$280		$4,800
Risk Management	$1,490	$240	$3,131	$5,800
Warehouse	$1,850	$1,340	$5,972	$4,800
Non-Departmental				
Non-Departmental	$35,252			
Police Department				
Gateway Patrol Bureau			$29,516	$8,000
Police Administration	$391,860	$424,270	$420,491	
Police Support Services				$413,110
Fire Department				
Fire Administration	$75,390	$1,560		
Fire Community Relations		$620		
Fire Emergency Services		$171,580		
Fire Marshal's Office		$4,620		
Fire Medical Services		$1,210		
Fire Support Services		$2,440	$62,194	$40,200
Fire Training		$1,710		
Comm. Services Admin				
Community Services Admin.	$300	$45		$1,520
Parks & Recreation				
Adult Center		$1,160		
Aquatics		$5,270		
Audio/Visual		$410	$2,000	$24,990
Central District Recreation		$23,310		
Glendale Community Center		$410	$1,668	$1,200
North District Recreation		$2,630		
Park Irrigation	$1,260			
Parks & Recreation Admin.		$420		$4,000
Parks Central District	$6,910	$11,190	$8,500	
Parks North District	$5,100	$6,260	$5,000	$600
Parks Special Operations	$36,330	$15,050	$60,602	$6,000
Pool Maintenance	$970			
Recreation Special Operations		$3,390		
Recreation Support Services	$20,730	$1,330		$29,760
Neighborhood Service				
Code Compliance	$4,100	$3,160	$10,752	$9,000
Neighborhood Revitalization	$880	$100	$3,532	$9,200
Comm. Partnerships				
Community Partnerships	$1,430	$230	$1,939	$4,200
Library				
Library	$30,520	$10,040	$2,170	$130,870

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, worker's compensation fund, vehicle replacement program and technology replacement program. The rates are established by the Budget Office based on computer models established for each fund. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year.

Fund Name	Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement
CD Administration					
	CD Deputy City Manager	$1,019	$78		$1,200
Building Safety					
	Building Safety	$7,189	$16,655	$15,293	$10,930
	Development Services Center	$3,458	$618		$9,000
Planning					
	Land Use & Design Review	$1,990	$420		$5,700
	Long-Range Planning & Resear	$1,270			$1,200
	Planning Administration	$21,524	$234	$1,531	$7,400
	Zoning Admin & Tech. Asst.	$1,860	$190		$3,000
Economic Development					
	Economic Development	$1,830	$550		$2,010
	Redevelopment	$960	$110		$4,200
Public Works Admin.					
	Public Works Administration	$860	$80		$3,050
Field Operations					
	Cemetery	$2,000	$2,490	$6,588	$600
	Custodial Services	$10,740	$64,340	$5,999	
	Facilities Management	$19,550	$33,010	$27,539	$6,000
	Field Operations Admin.	$2,670	$750	$2,450	$6,000
	Graffiti Removal	$660	$530	$2,836	
	Manistee Ranch Maintenance	$400			
Engineering					
	Contract Administration		$40		$1,200
	Engineering Administration	$17,310	$400		$8,890
	Engineering Design		$590		$7,600
	Engineering Section		$510	$5,292	$8,300
	Inspection		$2,030	$12,880	$4,200
	Land Development		$620	$1,397	$3,420
	Materials Testing		$710	$3,896	$1,200
	Property Management		$790		$5,340
	Special Projects Admin.		$40		$1,200
	Surveying		$690	$2,915	$3,300
Total - General Fund		**$817,016**	**$876,884**	**$720,964**	**$1,693,580**
Police Spec. Rev.					
Police Department					
	Patrol - Special Revenue Fund	$25,290	$23,560	$115,611	$186,800
Total - Police Spec. Rev.		**$25,290**	**$23,560**	**$115,611**	**$186,800**

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, worker's compensation fund, vehicle replacement program and technology replacement program. The rates are established by the Budget Office based on computer models established for each fund. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year.

Fund Name	Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement
Fire Spec. Revenue					
	Fire Department				
	Fire - Special Revenue Fund	$5,030	$19,080		
Total - Fire Spec. Revenue		**$5,030**	**$19,080**		
Civic Center					
	Marketing				
	Civic Center	$2,450	$1,890		$8,110
Total - Civic Center		**$2,450**	**$1,890**		**$8,110**
Streets					
	Field Operations				
	Right-of-Way Maintenance	$18,140	$21,380	$35,321	$600
	Street Cleaning	$8,570	$6,290	$63,707	
	Street Maintenance	$60,360	$50,850	$116,348	$9,080
	Transportation				
	Signs & Markings	$8,130	$12,710	$18,040	$2,050
	Streetlight Management	$40,960	$40	$1,348	
	Traffic Admin. & Engineering	$9,430	$190	$843	$19,280
	Traffic Signals	$16,080	$14,850	$15,229	$3,550
	Traffic Studies	$6,310	$1,470	$1,051	$1,400
	Transportation Planning	$780	$240		
Total - Streets		**$168,760**	**$108,020**	**$251,887**	**$35,960**
Airport					
	Transportation				
	Airport Operations	$19,300	$6,550	$2,738	$2,850
Total - Airport		**$19,300**	**$6,550**	**$2,738**	**$2,850**
General Services					
	Field Operations				
	Equipment Management	$33,040	$27,720	$3,184	$10,650
	Fabrication/Welding		$1,240	$1,085	
	Fuel Services		$200	$1,828	
	Paint/Body Shop		$2,050		
Total - General Services		**$33,040**	**$31,210**	**$6,097**	**$10,650**
Print Shop					
	Finance				
	Duplicating/Mail	$1,080	$820		$1,200

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, worker's compensation fund, vehicle replacement program and technology replacement program. The rates are established by the Budget Office based on computer models established for each fund. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year.

Fund Name	Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement
Total - Print Shop		**$1,080**	**$820**		**$1,200**
Housing					
	Neighborhood Service				
	Housing Assistance Program	$38,900	$5,810	$11,548	
Total - Housing		**$38,900**	**$5,810**	**$11,548**	
Transit					
	Transportation				
	Dial-A-Ride	$26,050	$39,030		
	Fixed Route		$450		
Total - Transit		**$26,050**	**$39,480**		
Telephone					
	Info. Technology				
	Telephones	$1,560	$40		
Total - Telephone		**$1,560**	**$40**		
Water/Sewer Fund					
	Env. Resources				
	Environmental Resources		$1,020		$3,000
	Water Quality		$3,630	$4,587	$4,600
	Finance				
	Customer Service Office		$1,770	$1,263	$26,510
	Building Safety				
	Cross Connection Control		$260	$1,250	$1,200
	Field Operations				
	Irrigation		$270	$451	
	Utilities				
	Arrowhead Reclamation Plant		$8,720	$7,369	$24,130
	Central System Control		$8,070	$3,186	$33,370
	Central System Maintenance			$5,827	$3,000
	Cholla Treatment Plant		$8,440	$1,586	$5,200
	Customer Service - Field		$11,390	$24,870	$3,000
	Major Maintenance		$9,230	$1,309	$600
	Meter Maintenance		$8,750	$9,848	$1,200
	Pretreatment Program			$4,203	$10,980
	Public Service Representatives		$160	$11,152	$600
	Pyramid Peak Plant		$3,020	$6,482	$21,400
	Transmission Line Maintenance		$15,660	$17,588	$600
	Utilities Administration	$433,684	$9,336	$3,806	$10,180

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, worker's compensation fund, vehicle replacement program and technology replacement program. The rates are established by the Budget Office based on computer models established for each fund. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year.

Fund Name	Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement
Utilities					
	Utilities Information Mgmt.			$3,334	$16,950
	Wastewater Collection		$21,590	$49,396	$3,000
	Water Conservation		$440	$2,901	$600
	Water Distribution		$19,320	$45,940	$1,200
	West Area Plant			$1,657	$19,580
Total - Water/Sewer Fund		**$433,684**	**$131,076**	**$208,005**	**$190,900**
Cable Equip. Rental					
Marketing					
	Truck Cable Production		$560		
Total - Cable Equip. Rental			**$560**		
Landfill Fund					
Field Operations					
	Landfill	$78,150	$30,260		$16,405
	MRF Operations		$30,350		$1,670
	Recycling				$2,400
	Woodwaste Operations		$4,140		
Total - Landfill Fund		**$78,150**	**$64,750**		**$20,475**
Sanitation Fund					
Field Operations					
	Curb Service	$105,960	$61,920		$4,200
	Sanitation Administration		$3,170		$5,900
	Sanitation Frontload	$43,730	$23,040		
Total - Sanitation Fund		**$149,690**	**$88,130**		**$10,100**
Arts Commission					
Parks & Recreation					
	Arts Maintenance		$390		
Total - Arts Commission			**$390**		
Parks Self Sustain.					
Parks & Recreation					
	Recreation Self-Sustaining		$1,750		
Total - Parks Self Sustain.			**$1,750**		

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, worker's compensation fund, vehicle replacement program and technology replacement program. The rates are established by the Budget Office based on computer models established for each fund. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year.

Fund Name	Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement
Total Internal Premiums :		**$1,800,000**	**$1,400,000**	**$1,316,850**	**$2,160,625**

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
General Fund				
	Mayor & Council			
		Barrel District		
		Base	District Capital Projects	$15,000
		Cactus District		
		Base	District Capital Projects	$15,000
		Carryover	District Capital Projects	$10,270
			Cactus District	**$25,270**
		Cholla District		
		Base	District Capital Projects	$15,000
		Council Office		
		Onetime Supplemental	Office Set-Up	$5,930
		Ocotillo District		
		Base	District Capital Projects	$15,000
		Carryover	District Capital Projects	$7,736
			Ocotillo District	**$22,736**
		Sahuaro District		
		Base	District Capital Projects	$15,000
		Yucca District		
		Base	District Capital Projects	$15,000
	City Clerk			
		Elections		
		Base	Programming-Ballot Tab. Units	$2,000
		Carryover	Photocopy Machine	$10,000
			Elections	**$12,000**
		Records Management		
		Base	Optical Imaging Program	$4,120
		Base	Optical Disks	$3,862
		Carryover	Equipment - Optical	$134,044
		Carryover	Furniture for Office Remodel	$16,555
		Onetime Supplemental	Digital Archive Writer	$60,000
			Records Management	**$218,581**
	City Court			
		City Court		
		Base	Equipment	$5,000
	City Attorney			
		City Attorney		
		Onetime Supplemental	Computer	$1,800

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
City Attorney				
	City Attorney			
		Onetime Supplemental	Desk	$1,300
		Onetime Supplemental	Display Telephone	$380
			City Attorney	**$3,480**
Marketing				
	Marketing			
		Carryover	Office Furniture for 10 People	$18,000
		Carryover	Cabinetry / Storage	$5,532
		Carryover	6 File Cabinets	$2,450
		Carryover	Lobby Furnishings	$2,000
		Carryover	Conf Room Table & Chairs	$2,000
		Carryover	Graphics Light Table & Chair	$2,000
		Carryover	Web Intern Computer	$1,800
		Carryover	Equipment - Breakroom	$1,700
		Carryover	Cable TV Monitors	$1,500
			Marketing	**$36,982**
	Tourism			
		Base	Equipment Over $1,000	$1,500
		Base	Equipment Under $1000	$500
			Tourism	**$2,000**
Human Resources				
	Human Resources Admin.			
		Onetime Supplemental	Laptop Computer	$4,000
		Onetime Supplemental	Steelcase Desk	$1,300
		Onetime Supplemental	File Cabinet	$600
		Onetime Supplemental	Chair	$500
			Human Resources Admin.	**$6,400**
	Organizational Development			
		Onetime Supplemental	Color printer	$3,500
Finance				
	Finance Administration			
		Carryover	Two Desktop Computers	$3,600
Info. Technology				
	Information Technology			
		Onetime Supplemental	Oracle Application Server	$12,000
		Onetime Supplemental	Purchase PCs	$3,300
		Onetime Supplemental	Display phone	$200
			Information Technology	**$15,500**
Police Department				
	Central Patrol Bureau			
		Base	Equipment - Speeding Enfrcmnt	$10,876

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Police Department				
	Central Patrol Bureau			
		Base	Equipment - Emergency Lghtbars	$6,165
		Base	Equipment - Radar Units	$3,557
			Central Patrol Bureau	**$20,598**
	Foothills Patrol Bureau			
		Base	Equipment - Speeding Enfrcmnt	$7,252
		Base	Replace Lightbars	$4,110
		Base	Replace Radar Units	$3,558
			Foothills Patrol Bureau	**$14,920**
	Gateway Patrol Bureau			
		Ongoing Supplemental	Equipment - Speeding Enfrcmnt	$10,876
		Onetime Supplemental	Equipment - NRU Vehicles	$176,000
		Onetime Supplemental	Equipment - Motorcycle Squad	$103,200
		Onetime Supplemental	Equipment - Rollover Vehicles	$36,000
		Onetime Supplemental	Equipment - Bicycle Squad	$5,400
			Gateway Patrol Bureau	**$331,476**
	Police Administration			
		Carryover	NRU Rollover Cars w/ Equip.	$18,639
		Onetime Supplemental	Equipment - Shot Spotter	$277,500
			Police Administration	**$296,139**
	Police Personnel Management			
		Base	Body Armor	$15,450
		Base	Leather Repl. Program	$6,870
			Police Personnel Management	**$22,320**
	Police Support Services			
		Base	Sys Analyst/Prog PC Equip	$1,360
Fire Department				
	Fire Support Services			
		Base	Pre-Emptions Devices	$15,000
		Onetime Supplemental	BC152 Battalion Suburban	$75,000
		Onetime Supplemental	BC151 Replacement Suburban	$10,000
			Fire Support Services	**$100,000**
Comm. Services Admin				
	Community Services Admin.			
		Carryover	Equipment	$4,200
Parks & Recreation				
	Audio/Visual			
		Carryover	New Full-Size Pick-up Truck	$20,000
		Carryover	Replacement of A/V Portable	$3,250
			Audio/Visual	**$23,250**

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Parks & Recreation				
	North District Recreation			
		Carryover	Equipment - 1/2 Ton P/U Truck	$16,000
		Carryover	Equipment - Teen Audio	$5,000
			North District Recreation	**$21,000**
	Park Irrigation			
		Base	Satellite Irrig Controllers	$15,000
	Parks & Recreation Admin.			
		Onetime Supplemental	Sahuaro Ranch-PCs (4)	$11,500
		Onetime Supplemental	Sahuaro Ranch-Copier	$3,000
		Onetime Supplemental	Sahuaro Ranch-Phones	$1,420
		Onetime Supplemental	Sahuaro Ranch-Fax Machine	$1,200
			Parks & Recreation Admin.	**$17,120**
	Parks Special Operations			
		Base	Two-Way Radios	$3,920
		Carryover	Two Full-Size 1/2-Ton Pickups	$32,000
		Carryover	New PCs for Park Rangers	$5,400
			Parks Special Operations	**$41,320**
Neighborhood Service				
	Code Compliance			
		Carryover	Laser Printer / Fax Desk	$1,225
		Onetime Supplemental	Roll-Over Vehicle	$6,000
		Onetime Supplemental	Equipment - Radio & Charger	$2,500
		Onetime Supplemental	Equipment - Computer	$1,800
		Onetime Supplemental	Equipment - Cubicle Walls	$1,475
		Onetime Supplemental	Equipment - Desk	$1,300
		Onetime Supplemental	Equipment - Chair	$500
		Onetime Supplemental	Equipment - Misc Supplies	$400
		Onetime Supplemental	Equipment - Shelves	$300
		Onetime Supplemental	Equipment - Telephone	$280
		Onetime Supplemental	Equipment - Guest Chair	$250
			Code Compliance	**$16,030**
Library				
	Library			
		Carryover	Furniture/Wall Coverings	$99,014
Building Safety				
	Building Safety			
		Base	Equipment Under $1000	$1,000
Planning				
	Planning Administration			
		Base	Equipment Under $1000	$1,000

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Planning				
	Planning Administration			
Field Operations				
	Facilities Management			
		Onetime Supplemental	Energy Management System	$100,000
Engineering				
	Special Projects Admin.			
		Onetime Supplemental	Equipment - Office	$3,000
	GENERAL FUND TOTAL			**$1,549,726**
Police Spec. Rev.				
Police Department				
	Patrol - Special Revenue Fund			
		Onetime Supplemental	Ballistic Vests (7)	$15,400
		Onetime Supplemental	Interior Fabrication	$10,000
		Onetime Supplemental	Computers	$9,000
		Onetime Supplemental	Equipment - Nomex Uniforms	$8,250
		Onetime Supplemental	Tape Recorders	$7,083
		Onetime Supplemental	Equipment - NET Trailer	$4,600
			Patrol - Special Revenue Fund	**$54,333**
	POLICE SPEC. REV. TOTAL			**$54,333**
Fire Spec. Revenue				
Fire Department				
	Fire - Special Revenue Fund			
		Onetime Supplemental	Firehouse Citrix Server	$18,000
		Onetime Supplemental	Fireview Software	$14,799
			Fire - Special Revenue Fund	**$32,799**
	FIRE SPEC. REVENUE TOTAL			**$32,799**
HOME Fund				
Neighborhood Service				
	HOME Program			
		Base	Equipment Under $1000	$1,500
	HOME FUND TOTAL			**$1,500**

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Streets				
Field Operations				
	Street Cleaning			
		Carryover	Street Sweeper	$124,776
	Street Maintenance			
		Base	Pavement Management	$1,461,768
		Base	Equipment Under $1000	$2,000
			Street Maintenance	**$1,463,768**
Transportation				
	Signs & Markings			
		Carryover	New Sign Maintenance Truck	$16,175
	Streetlight Management			
		Base	Streetlight Pole Replacement	$45,000
	Traffic Admin. & Engineering			
		Base	Equipment - Improvements	$7,500
	Traffic Signals			
		Base	Replaced LED Signal Heads	$25,000
		Onetime Supplemental	LED Replacements	$50,000
		Onetime Supplemental	Intersection Backup Power	$36,000
			Traffic Signals	**$111,000**
	Transportation Planning			
		Base	Bikeway Improvements	$8,298
	STREETS TOTAL			**$1,776,517**
General Services				
Field Operations				
	Fuel Services			
		Onetime Supplemental	Automated Fuel System Upgrades	$42,000
	GENERAL SERVICES TOTAL			**$42,000**
Housing				
Neighborhood Service				
	Housing Assistance Program			
		Base	Street Cleaning	$12,300
		Base	Computer Equip & Upgrades	$3,000
			Housing Assistance Program	**$15,300**
	HOUSING TOTAL			**$15,300**

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Vehicle Replacement				
Field Operations				
	Equipment Replacement			
		Base	Scheduled Rollovers	$2,500,000
		Carryover	00/01 Vehicles on Order	$1,700,000
		Timed	Alternative Fuels Fund	$300,000
			Equipment Replacement	**$4,500,000**
	VEHICLE REPLACEMENT TOTAL			**$4,500,000**
Tech. Replacement				
Info. Technology				
	Technology Replacement			
		Base	PCs, Printers & Other Equip	$1,161,733
		Base	PD Excluding Switch	$872,630
		Base	PD MDT Switch	$225,300
		Base	Equipment Under $1000	$10,000
		Base	Equipment - Cable	$3,600
		Base	Equipment - Audio	$580
			Technology Replacement	**$2,273,843**
	TECH. REPLACEMENT TOTAL			**$2,273,843**
Other Grants Fund				
Grants				
	Miscellaneous Grants			
		Base	Equipment	$200,000
		Base	Equipment - Improvements	$50,000
			Miscellaneous Grants	**$250,000**
	OTHER GRANTS FUND TOTAL			**$250,000**

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Water/Sewer Fund				
Env. Resources				
	Water Quality			
		Carryover	Water Reclamation Analysis	$50,000
		Ongoing Supplemental	Expendable Supplies	$40,000
		Ongoing Supplemental	Gas Chromatograph - MS	$30,000
		Ongoing Supplemental	Maintenance Contract	$12,000
		Ongoing Supplemental	Gas Chromatograph w/ ECD	$11,760
		Ongoing Supplemental	Expendable Supplies	$5,000
		Onetime Supplemental	Equipment - Parasite Analysis	$35,000
		Onetime Supplemental	Equipment - Computer	$1,800
		Onetime Supplemental	Equipment - Desk	$800
		Onetime Supplemental	Equipment - Display Phone	$380
		Onetime Supplemental	Equipment - Chair	$350
			Water Quality	**$187,090**
Finance				
	Customer Service Office			
		Base	Rcpt & Valid Printer	$6,000
		Carryover	Final Payment for Lockbox	$16,555
		Onetime Supplemental	Ergonomic Chairs	$6,000
			Customer Service Office	**$28,555**
Utilities				
	Arrowhead Reclamation Plant			
		Base	Equipment Under $1000	$4,000
		Carryover	Equipment - 6" Trash Pump	$33,000
		Carryover	Equipment - Microscope	$18,000
		Carryover	Portable Air Compressor	$13,000
		Carryover	Equipment - SCADA Node	$12,000
			Arrowhead Reclamation Plant	**$80,000**
	Central System Control			
		Base	Security Computer Screens	$24,953
		Carryover	Pickup Truck - Supervisor	$21,000
			Central System Control	**$45,953**
	Central System Maintenance			
		Carryover	Well 33 Park/Greenspace	$35,000
		Onetime Supplemental	New Small Pickup Truck	$15,500
		Onetime Supplemental	Equipment - Computer	$1,800
		Onetime Supplemental	Equipment - Tools	$1,500
		Onetime Supplemental	Equipment - Desk	$800
		Onetime Supplemental	Equipment - Chair	$350
		Onetime Supplemental	Equipment - Phone	$280
			Central System Maintenance	**$55,230**
	Customer Service - Field			
		Carryover	Equipment - New Meters	$100,000

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Utilities				
	Customer Service - Field			
	Major Maintenance			
		Base	Equipment Under $1000	$1,000
		Carryover	Filter Valve Replacement	$270,000
		Carryover	Cover Electrical Area	$31,892
			Major Maintenance	**$302,892**
	Pretreatment Program			
		Carryover	4 Wheel Drive Vehicle	$29,000
		Carryover	S10 Pickup Truck	$21,000
			Pretreatment Program	**$50,000**
	Pyramid Peak Plant			
		Base	Equipment	$25,000
	Utilities Information Mgmt.			
		Carryover	Cold Fusion Upgrade	$16,000
		Carryover	Intuitive Tech Software Upgrad	$12,000
		Carryover	Intollution Software Enhance	$10,000
		Onetime Supplemental	Van	$22,000
			Utilities Information Mgmt.	**$60,000**
	Wastewater Collection			
		Base	Improvements Other Than Bldgs	$60,000
		Base	Equipment	$15,000
		Carryover	Land for Odor Control Sites	$180,000
			Wastewater Collection	**$255,000**
	Water Distribution			
		Carryover	Equipment - Backhoe	$80,000
		Carryover	Equipment - 4 Rammers	$12,500
			Water Distribution	**$92,500**
	West Area Plant			
		Carryover	Equipment - 6" Trash Pump	$33,000
		Carryover	Instrument Tech Vehicle	$21,000
		Carryover	Operations Staff Vehicle	$21,000
		Carryover	WARF Odor Cover	$20,000
		Carryover	Equipment - Roll-up Doors	$13,800
		Carryover	West Area Major Shop Tools	$10,000
		Onetime Supplemental	Equipment - UV Modules	$196,000
		Onetime Supplemental	RSPS Trash Removal	$150,000
		Onetime Supplemental	Heavy Duty Pick-up	$27,000
		Onetime Supplemental	Lift Station Pump and Controls	$25,000
			West Area Plant	**$516,800**
	WATER/SEWER FUND TOTAL			**$1,799,020**

Schedule Ten
2001-02 Operating Capital List

Fund Name	Program Name	Status	Item Description	FY 02 Budget
Cable Equip. Rental				
Marketing				
	PEG Grant Cable Equipment			
		Base	Equipment	$200,000
		Base	Control Room Electronics	$39,000
		Base	Studio/Control Room Remodel	$12,000
			PEG Grant Cable Equipment	**$251,000**
	CABLE EQUIP. RENTAL TOTAL			**$251,000**
Landfill Fund				
Field Operations				
	Woodwaste Operations			
		Carryover	Equipment - Grinder	$225,000
		Carryover	Equipment - Woodgrinder	$88,947
			Woodwaste Operations	**$313,947**
	LANDFILL FUND TOTAL			**$313,947**
Sanitation Fund				
Field Operations				
	Curb Service			
		Base	Equipment Under $1000	$3,823
	Sanitation Roll-off			
		Base	Bin Replacement	$10,176
	SANITATION FUND TOTAL			**$13,999**
Court Fund				
City Court				
	Court Security			
		Base	Security Remodel	$110,273
		Base	Access Control Upgrades	$10,000
			Court Security	**$120,273**
	Court Special Revenue			
		Base	Equipment	$5,000
	COURT FUND TOTAL			**$125,273**

Grand Total: $12,999,257

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
General Fund			
	Mayor & Council		
	Barrel District		
		Miscellaneous Carry Over	$5,792
	Cactus District		
		District Capital Projects	$10,270
		Miscellaneous Carry Over	$2,825
		Cactus District	**$13,095**
	Cholla District		
		Miscellaneous Carry Over	$3,985
	Council Office		
		Board & Commission Training	$5,035
		Professional & Contractual	$5,000
		Other Line Supplies	$2,000
		Office Supplies	$2,000
		Professional Development	$1,000
		Council Office	**$15,035**
	Mayor		
		Youth Town Hall Rec.	$6,000
		Contingency	$4,721
		Youth Town Hall Fund	$3,000
		Mayor	**$13,721**
	Ocotillo District		
		District Capital Projects	$7,736
	Sahuaro District		
		Miscellaneous Carry Over	$1,104
	Yucca District		
		Miscellaneous Carry Over	$5,639
	City Clerk		
	Elections		
		Election Expenses	$168,369
		Photocopy Machine	$10,000
		Wiring of Tabulation Equipment	$3,500
		Elections	**$181,869**
	Records Management		
		Equipment - Optical	$134,044
		Furniture for Office Remodel	$16,555
		Software-Optical	$14,497

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
City Clerk			
	Records Management		
		Records Management	**$165,096**
City Manager			
	CAP Local Match		
		Employee Training	$4,000
Env. Resources			
	HazMat Incidence Response		
		HazMat Incidence Response	$500
City Court			
	City Court		
		Hourly Employees	$28,937
		Software	$6,765
		City Court	**$35,702**
Marketing			
	Marketing		
		Office Furniture for 10 People	$18,000
		Cabinetry / Storage	$5,532
		6 File Cabinets	$2,450
		Graphics Light Table & Chair	$2,000
		Lobby Furnishings	$2,000
		Conf Room Table & Chairs	$2,000
		Web Intern Computer	$1,800
		Equipment - Breakroom	$1,700
		Cable TV Monitors	$1,500
		Marketing	**$36,982**
Human Resources			
	Benefits & Worker's Comp.		
		Long Term Disability	$108,666
	Compensation		
		Compensation Study	$124,889
	Employment Services		
		Temporary Pay	$9,100
		Social Security - Hourly	$564
		General Retirement - Hourly	$227
		Medicare - Hourly	$132
		Employment Services	**$10,023**
	Organizational Development		
		Leadership & Dev Programs	$48,373

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name / Program Name	Item Description	FY 02 Budget
Human Resources		
Organizational Development		
Administration		
Administration		
	Professional Development	$1,378
Finance		
Finance Administration		
	Peoplesoft Training	$29,674
	Two Desktop Computers	$3,600
	Computer Replacement	$1,200
	Finance Administration	**$34,474**
License/Collection		
	Call Center Upgrade	$17,383
	Multi Jurisdictional Audit	$10,000
	Postage	$5,000
	Other Line Supplies	$5,000
	Call Center Upgrade Training	$3,727
	License/Collection	**$41,110**
Non-Departmental		
Non-Departmental		
	Reserve for Carry Over	$698,140
	Educational Conference	$12,000
	Non-Departmental	**$710,140**
Police Department		
Police Administration		
	NRU Rollover Cars w/ Equip.	$18,639
Fire Department		
Fire Administration		
	Accreditation Site Visit	$5,000
Comm. Services Admin		
Community Services Admin.		
	Citizen Information Directory	$8,000
	Glendale University	$7,000
	Equipment	$4,200
	Community Services Admin.	**$19,200**
Parks & Recreation		
Audio/Visual		
	Equipment & Installation	$45,882
	Score Board Renovation	$25,000

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
Parks & Recreation			
	Audio/Visual		
		New Full-Size Pick-up Truck	$20,000
		Replacement of A/V Portable	$3,250
		Audio/Visual	**$94,132**
	Central District Recreation		
		Eagle Eye Program Supplies	$4,000
	North District Recreation		
		Equipment - 1/2 Ton P/U Truck	$16,000
		Equipment - Teen Audio	$5,000
		North District Recreation	**$21,000**
	Parks North District		
		T-Bird Paseo Study	$50,000
	Parks Special Operations		
		Two Full-Size 1/2-Ton Pickups	$32,000
		New PCs for Park Rangers	$5,400
		Parks Special Operations	**$37,400**
	Recreation Special Operations		
		Halloween / Easter Events	$4,259
		Marketing Banner / Materials	$3,000
		Recreation Special Operations	**$7,259**
	Recreation Support Services		
		Internet Registration Software	$10,000
Neighborhood Service			
	Code Compliance		
		Laser Printer / Fax Desk	$1,225
	Neighborhood Revitalization		
		Demolition Contractual Service	$14,762
		HOME Match	$5,000
		Neighborhood Revitalization	**$19,762**
Comm. Partnerships			
	Community Partnerships		
		HOA & Mediation	$5,000
		Dept Contingency	$856
		Community Partnerships	**$5,856**
Library			
	Library		
		Furniture/Wall Coverings	$99,014

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
CD Administration			
	CD Deputy City Manager		
		Professional Development	$9,303
		Employee Recognition	$7,000
		CD Deputy City Manager	**$16,303**
Planning			
	Long-Range Planning & Research		
		GP Production Services	$245,520
		General Plan - Publication	$70,000
		Census 2000	$61,419
		Long-Range Planning & Research	**$376,939**
	Planning Administration		
		Phase II Plannng Tracking Sys	$109,500
Economic Development			
	Economic Development		
		Conferences and Seminars	$6,994
	Redevelopment		
		Hospitality	$2,997
Public Works Admin.			
	Public Works Administration		
		Replace Office Chairs	$1,124
	GENERAL FUND TOTAL		**$2,475,653**
Police Spec. Rev.			
Non-Departmental			
	Non-Dept - Fund 2		
		Reserve for Carry Over	$25,000
Police Department			
	Patrol - Special Revenue Fund		
		Organizational Audit	$63,939
	POLICE SPEC. REV. TOTAL		**$88,939**
Fire Spec. Revenue			
Non-Departmental			
	Non-Dept - Fund 4		
		Reserve for Carry Over	$25,000
	FIRE SPEC. REVENUE TOTAL		**$25,000**

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
HOME Fund			
	Neighborhood Service		
	HOME Program		
		Replacement Housing	$378,796
		HOME Match	$113,867
		Administrative & Professional	$82,151
		Los Vecinos Acq. / Rehab.	$66,000
		HOME Program	**$640,814**
	HOME FUND TOTAL		**$640,814**
C.D.B.G.			
	Neighborhood Service		
	CDBG Programs		
		Single Family Residential	$295,000
		In-Fill Housing	$250,000
		Rehab Salaries	$205,000
		General Administration	$130,000
		Prospect Park II	$93,265
		Glendale Community Center	$75,000
		Rehab Contingency	$54,744
		Mercy Housing	$50,000
		Demolition Prof & Contractual	$45,645
		General Admin Contingency	$30,000
		Rehab Delivery	$27,728
		West Valley Child Crisis Ctr	$20,000
		Faith House Shelter	$20,000
		Arizona Bridge to Indep Living	$16,500
		CSA - Emergency Home Rep	$14,500
		Exterior Improvement Program	$7,010
		Roof Program	$6,557
		Glendale Boys/Girls Club	$6,275
		N'Hood Partnership Planning	$5,000
		Temp Relocation	$4,567
		EMPACT - SPC	$4,000
		Omega Alpha	$3,400
		Family Service Agency	$2,500
		Glendale Human Svcs Council	$1,800
		Glendale Mayor's Alliance	$1,700
		Faith House Counseling	$1,500
		GFDC - SOS Program	$1,500
		Center Against Sexual Abuse	$1,500
		YMCA	$1,300
		Cath Comm Svcs	$900

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
Neighborhood Service			
	CDBG Programs		
		Valley BB/BS	$833
		CDBG Programs	**$1,377,724**
	C.D.B.G. TOTAL		**$1,377,724**
Streets			
Non-Departmental			
	Non-Dept - Fund 12		
		Reserve for Carry Over	$930,881
Field Operations			
	Street Cleaning		
		Street Sweeper	$124,776
Transportation			
	Signs & Markings		
		New Sign Maintenance Truck	$16,175
	Streetlight Management		
		Electricity	$30,905
	Traffic Admin. & Engineering		
		Transportation Plan Carryover	$123,622
	Traffic Studies		
		Traffic Mitigation	$80,000
	Transportation Planning		
		Bikeway Improvements	$31,573
	STREETS TOTAL		**$1,337,932**
Airport			
Transportation			
	Airport Operations		
		Runway Sealer / Rejuvenator	$60,000
		Grant Match	$13,881
		Airport Operations	**$73,881**
	AIRPORT TOTAL		**$73,881**

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
General Services			
	Non-Departmental		
	Non-Dept - Fund 16		
		Reserve for Carry Over	$50,000
	GENERAL SERVICES TOTAL		**$50,000**
Transit			
	Non-Departmental		
	Non-Dept - Fund 26		
		Reserve for Carry Over	$50,000
	Transportation		
	HB 2565		
		Funding for Transit Services	$281,457
	TRANSIT TOTAL		**$331,457**
Vehicle Replacement			
	Field Operations		
	Equipment Replacement		
		00/01 Vehicles on Order	$1,700,000
		Refurb Funds for PD Cars	$50,000
		Equipment Replacement	**$1,750,000**
	VEHICLE REPLACEMENT TOTAL		**$1,750,000**
Other Grants Fund			
	Grants		
	US West Foundation		
		US West Grant Carryover Funds	$10,427
	OTHER GRANTS FUND TOTAL		**$10,427**
Water/Sewer Fund			
	Env. Resources		
	Environmental Resources		
		Dept Contingency	$408
	Water Quality		
		Water Reclamation Analysis	$50,000
		Commercial Laboratory Analysis	$25,500
		Expendable Supplies	$25,431
		Water Quality	**$100,931**
	West Valley CAP Study		
		West Valley CAP Study Payment	$107,086

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name / Program Name	Item Description	FY 02 Budget
Env. Resources		
West Valley CAP Study		
Finance		
Customer Service Office		
	Final Payment for Lockbox	$16,555
	Call Center Upgrade	$14,954
	Temporary Services	$10,500
	Customer Service Office	**$42,009**
Non-Departmental		
Non-Dept - Fund 50		
	Reserve for Carry Over	$800,000
Utilities		
Arrowhead Reclamation Plant		
	Equipment - 6" Trash Pump	$33,000
	Equipment - Microscope	$18,000
	Portable Air Compressor	$13,000
	Equipment - SCADA Node	$12,000
	Arrowhead Reclamation Plant	**$76,000**
Central System Control		
	Pickup Truck - Supervisor	$21,000
Central System Maintenance		
	Well 33 Park/Greenspace	$35,000
Customer Service - Field		
	Equipment - New Meters	$100,000
Major Maintenance		
	Filter Valve Replacement	$270,000
	Cover Electrical Area	$31,892
	Major Maintenance	**$301,892**
Pretreatment Program		
	4 Wheel Drive Vehicle	$29,000
	S10 Pickup Truck	$21,000
	Pretreatment Program	**$50,000**
Raw Water Usage		
	CAWCD Raw Water Del Fees	$164,704
Utilities Information Mgmt.		
	Cold Fusion Upgrade	$16,000
	Intuitive Tech Software Upgrad	$12,000

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
Utilities			
	Utilities Information Mgmt.		
		Intollution Software Enhance	$10,000
		Utilities Information Mgmt.	**$38,000**
	Wastewater Collection		
		Land for Odor Control Sites	$180,000
		Contract for New Manholes	$110,000
		Wastewater Collection	**$290,000**
	Water Distribution		
		Equipment - Backhoe	$80,000
		Equipment - 4 Rammers	$12,500
		Water Distribution	**$92,500**
	West Area Plant		
		Equipment - 6" Trash Pump	$33,000
		Instrument Tech Vehicle	$21,000
		Operations Staff Vehicle	$21,000
		WARF Odor Cover	$20,000
		Equipment - Roll-up Doors	$13,800
		West Area Major Shop Tools	$10,000
		West Area Plant	**$118,800**
	WATER/SEWER FUND TOTAL		**$2,338,330**
Landfill Fund			
Non-Departmental			
	Non-Dept - Fund 55		
		Reserve for Carry Over	$50,000
Field Operations			
	Landfill		
		Major Equip Rebuild	$79,066
		Title V Permit	$20,000
		Landfill	**$99,066**
	MRF Operations		
		Conveyor Modifications	$130,904
	Woodwaste Operations		
		Equipment - Grinder	$225,000
		Equipment - Woodgrinder	$88,947
		Woodwaste Operations	**$313,947**
	LANDFILL FUND TOTAL		**$593,917**

Schedule Eleven
2001-02 Carryover Savings Budgets

Fund Name	Program Name	Item Description	FY 02 Budget
Arts Commission			
Parks & Recreation			
	Arts Maintenance		
		Appraisal, Repair, Photo	$16,411
		Hourly Employees	$2,500
		Social Security - Hourly	$155
		General Retirement - Hourly	$62
		Medicare - Hourly	$36
		Arts Maintenance	**$19,164**
	ARTS COMMISSION TOTAL		**$19,164**
Benefits Trust Fund			
Human Resources			
	Benefit Programs		
		Catastrophic claims	$427,322
	BENEFITS TRUST FUND TOTAL		**$427,322**
		Grand Total:	**$11,540,560**

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
General Fund			
Mayor & Council			
	Council Office		
	Equipment	Office Set-Up	$5,930
	Tech. Replacement	Computer Replacement	$600
		Council Office	**$6,530**
	Mayor		
	Prof. & Contractual	KIDS AT HOPE Newsletter	$2,500
City Clerk			
	City Clerk		
	Advertising	Legal Notices & Ads	$8,000
	Records Management		
	Equipment	Digital Archive Writer	$60,000
	Tech. Replacement	Technology Replacement Fund	$7,500
		Records Management	**$67,500**
City Court			
	City Court		
	Public Defender	Interpreter	$50,000
	Public Defender	Public Defender	$40,000
	Prof. & Contractual	Office Equipment	$5,440
	Professional Development	Prof. Dev.-Two Court Clerks	$2,000
	Prof. & Contractual	AOC Printers/Computers (2)	$2,000
	Telephone Charges	Two standard phones	$560
		City Court	**$100,000**
City Attorney			
	City Attorney		
	Prof. & Contractual	Outside Legal Services	$100,000
	Equipment	Computer	$1,800
	Equipment	Desk	$1,300
	Equipment Under $1,000	Display Telephone	$380
	Professional Development	Prof. Dev. - Senior Secretary	$200
	Office Supplies	Office Supplies - Senior Sec.	$20
		City Attorney	**$103,700**
Marketing			
	Marketing		
	Prof. & Contractual	Speed Reduction Campaign	$150,000
Human Resources			
	Compensation		
	Prof. & Contractual	Modern Comp System Training	$100,000

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description		FY 02 Budget
Human Resources				
	Human Resources Admin.			
		Tuition Reimbursement	Increase Educ.. Assist. Fund	$100,000
		Hourly Employees	Diversity Coordinator	$64,744
		Equipment	Laptop Computer	$4,000
		Social Security	Social Security	$3,596
		Professional Development	Prof. Dev. - Diversity Coord.	$2,000
		Equipment	Steelcase Desk	$1,300
		Tech. Replacement	Tech. Replacement	$1,200
		Medicare	Medicare	$841
		Equipment Under $1,000	File Cabinet	$600
		Equipment Under $1,000	Chair	$500
		Telephone Utilities	Display Phone	$380
			Human Resources Admin.	**$179,161**
	Organizational Development			
		Equipment	Color printer	$3,500
		Tech. Replacement	Printer Replacement Chgs	$600
			Organizational Development	**$4,100**
Finance				
	Accounting Services			
		Prof. & Contractual	Temporary Staffing	$20,000
Info. Technology				
	Information Technology			
		Prof. & Contractual	PeopleSoft Workflow Consult.	$110,000
		Prof. & Contractual	Consulting Services	$100,000
		Tech. Replacement	Tech Equip Replacement Funding	$60,000
		Software	Oracle Application Software	$50,000
		Tech. Replacement	Hardware/Software Replacement	$27,900
		Equipment	Oracle Application Server	$12,000
		Software	Oracle Software Maintenance	$11,000
		Tech. Replacement	Server Replacement Funding	$4,000
		Equipment	Purchase PCs	$3,300
		Tech. Replacement	Tech. Replacement	$1,200
		Equipment Under $1,000	Display phone	$200
			Information Technology	**$379,600**
Non-Departmental				
	Civil Defense			
		Prof. & Contractual	Transfer fee and laptop prep	$16,000
		Other Line supplies	Software and Modules	$12,000
			Civil Defense	**$28,000**
	Non-Departmental			
		Prof. & Contractual	Animal Control Services	$140,000
	Outside Agencies			
		Prof. & Contractual	CASS Increase	$8,000

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
Non-Departmental			
	Outside Agencies		
	Prof. & Contractual	YWCA Meals on Wheels Increase	$5,000
		Outside Agencies	**$13,000**
Police Department			
	Gateway Patrol Bureau		
	Equipment	Equipment - NRU Vehicles	$176,000
	Supp. for New Offcrs	Costs of Outfitting Officers	$117,600
	Equipment	Equipment - Motorcycle Squad	$103,200
	Overtime	Overtime	$48,000
	Equipment	Equipment - Rollover Vehicles	$36,000
	Vehicle Replacement	Vehicle Replacement	$29,516
	Equip. Repair & Fuel	Vehicle Maintenance/Gas	$17,600
	Overtime	Overtime	$16,000
	Equipment Under $1,000	Equipment - Speeding Enfrcmnt	$10,876
	Tech. Replacement	MDC Replacement Costs	$8,000
	Equipment Under $1,000	Equipment - Bicycle Squad	$5,400
	General Retirement	Police Retirement - Overtime	$4,882
	Social Security	Social Security - Overtime	$3,966
	Professional Development	Training/Seminars	$3,600
	Other Line supplies	Line Supplies	$3,600
	Prof. & Contractual	New Employee Testing	$3,600
	TOU Supplies	Bicycle Maintenance/Uniforms	$3,155
	Professional Development	Training/Seminars	$1,200
	Other Line supplies	Line Supplies	$1,200
	Medicare	Medicare - Overtime	$926
	General Retirement	General Retirement - Overtime	$400
		Gateway Patrol Bureau	**$594,721**
	Police Administration		
	Equip. Repair & Fuel	Vehicle Maintenance Increase	$290,000
	Equipment	Equipment - Shot Spotter	$277,500
	Overtime	Increase in Overtime Funds	$59,500
	Equipment Maint.	Equipment Maint-Shot Spotter	$49,500
	General Retirement	Police Retirement	$6,300
	Uniforms	Uniform Allowance	$6,000
	Social Security	Social Security	$3,500
	Medicare	Medicare	$700
		Police Administration	**$693,000**
	Police Personnel Management		
	Uniforms	Uniform Allowance	$16,000
Fire Department			
	Fire Administration		
	Telephone Charges	Phone & Data Line Chgs	$400

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
Fire Department			
	Fire Emergency Services		
	Overtime	Overtime Inflationary Adj.	$106,392
	Utilities	Facility Maint - 158	$75,000
	Overtime	OT to complete class 2	$63,928
	Paramedic Pay	Paramedic Pay - FS158	$37,440
	Overtime	OT to complete class 1	$33,400
	Overtime	2002 COLA & GWI Overtime	$32,553
	EMS Education	Medic School Tuition - 4	$13,600
	Uniform Allowance	Uniform Allowance - FS158	$11,250
	Uniform Allowance	Uniform Allowance	$5,250
	Cancer Insurance	Cancer Ins Prem	$2,700
	Fire Retirement	Fire Retirement - OT	$2,128
	Prof. & Contractual	Landscape Maint (Dept 6226)	$2,000
	Fire Retirement	Fire Retirement - OT	$1,947
	Medicare	Medicare - OT	$1,543
	Medicare	Medicare - OT	$1,411
	Fire Retirement	Fire Retirement - PMed Pay	$749
	Fire Retirement	Fire Retirement - Cola/Gwi	$651
	Medicare	Medicare - PMed Pay	$543
	Medicare	Medicare - Cola/Gwi	$472
		Fire Emergency Services	**$392,957**
	Fire Medical Services		
	Telephone Utilities	ALS Cell Phone	$875
	Hazardous Materials	Medical Waste Removal	$294
		Fire Medical Services	**$1,169**
	Fire Support Services		
	Equipment	BC152 Battalion Suburban	$75,000
	Equip. Repair & Fuel	2002 Shop & Fuel Increase	$23,850
	Equip. Repair & Fuel	Shop & Fuel	$23,478
	Equipment	BC151 Replacement Suburban	$10,000
	Med. Supplies - Non-Hosp.	Medical Supplies	$10,000
	Prof. & Contractual	CAD Contract Increase	$10,000
	Vehicle Replacement	BC152 Veh Replacement	$7,000
	Other Line supplies	Supplies, tools, etc.	$6,198
	Vehicle Replacement	BC151 Vehicle Rplcmnt	$6,000
	Office Equip. Maint.	Defib Maint&Heart Monitor	$2,388
	Vehicle Supp & Maint	Vehicle Supplies & Maint.	$2,180
	Equipment Maint.	Station Equipment Maint.	$1,664
	Tech. Replacement	Tech. Replacement	$1,625
	Bldg. Maintenance/Repair	Building Maint.	$1,500
	Radio Repairs	Radio Repairs	$1,305
		Fire Support Services	**$182,188**
Parks & Recreation			
	Adult Center		
	Hourly Employees	Hourly Employee	$44,154

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
Parks & Recreation			
	Adult Center		
	Prof. & Contractual	Adult Center Entertainment	$15,026
	Other Line supplies	Gramma's House/Theater Group	$4,100
	Social Security	Social Security - Hourly	$2,738
	Medicare	Medicare - Hourly	$1,158
	General Retirement	General Retirement - Hourly	$1,099
		Adult Center	**$68,275**
	Park Irrigation		
	Other Line supplies	Sprinkler Line Supplies	$15,000
	Parks & Recreation Admin.		
	Hourly Employees	Sahuaro Ranch-Hourly Employees	$29,252
	Equipment	Sahuaro Ranch-PCs (4)	$11,500
	Prof. & Contractual	Sahuaro -Annual Permanent Exh	$10,000
	Prof. & Contractual	Sahuaro -Special Event Prod.	$10,000
	Prof. & Contractual	Sahuaro Ranch-Brochure/Map	$7,500
	Prof. & Contractual	Sahuaro -Artifacts Care/Cons	$7,500
	Prof. & Contractual	Sahuaro -Foundation Contract	$7,500
	Tech. Replacement	Sahuaro Ranch-Tech Replacement	$4,000
	Prof. & Contractual	Sahuaro -Advert -Brochure Dist	$3,500
	Equipment	Sahuaro Ranch-Copier	$3,000
	Telephone Utilities	Sahuaro Ranch-Telephone	$3,000
	Postage	Sahuaro Ranch-Postage	$2,000
	Office Supplies	Sahuaro Ranch-Office Supplies	$2,000
	Prof. & Contractual	Sahuaro Ranch-Media Kit	$2,000
	Social Security	Sahuaro Ranch-Hourly Soc Sec	$1,815
	Other Line supplies	Sahuaro Ranch-Line Supplies	$1,500
	Professional Development	Sahuaro Ranch-Prof Development	$1,500
	Equipment Under $1,000	Sahuaro Ranch-Phones	$1,420
	Equipment	Sahuaro Ranch-Fax Machine	$1,200
	Prof. & Contractual	Sahuaro Ranch-Media/Tours	$1,000
	Telephone Charges	Sahuaro Ranch-Telephone Charge	$1,000
	Prof. & Contractual	Sahuaro Ranch-Assoc. Dues	$750
	Rental Fees	Sahuaro Ranch-Storage Rental	$750
	General Retirement	Sahuaro Ranch-Hourly Retiremnt	$730
	Medicare	Sahuaro Ranch-Hourly Medicare	$425
	Telephone Utilities	Sahuaro Ranch-Phone Install	$400
	Office Equip. Maint.	Sahuaro Ranch-Equip. Repair	$250
		Parks & Recreation Admin.	**$115,492**
	Parks Central District		
	Utilities	Water - Adult Center	$4,073
	Utilities	Water - Police/Fire 83rd&Beth.	$4,000
	Prof. & Contractual	Adult Center Landscape	$2,100
		Parks Central District	**$10,173**

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
Parks & Recreation			
	Parks North District		
	Prof. & Contractual	Professional Contracts O & M	$110,000
	Utilities	Utilities for O & M	$90,000
		Parks North District	**$200,000**
	Pool Maintenance		
	Other Line supplies	Pool Maintenance Line Supplies	$10,000
Neighborhood Service			
	Code Compliance		
	Equipment	Roll-Over Vehicle	$6,000
	Equipment	Equipment - Radio & Charger	$2,500
	Equipment	Equipment - Computer	$1,800
	Equipment	Equipment - Cubicle Walls	$1,475
	Equipment	Equipment - Desk	$1,300
	Equipment Under $1,000	Equipment - Chair	$500
	Equipment Under $1,000	Equipment - Misc Supplies	$400
	Equipment Under $1,000	Equipment - Shelves	$300
	Equipment Under $1,000	Equipment - Telephone	$280
	Equipment Under $1,000	Equipment - Guest Chair	$250
		Code Compliance	**$14,805**
Comm. Partnerships			
	Community Partnerships		
	Prof. & Contractual	HOA & Community Mediation	$20,000
	Hourly Employees	Hourly Salaries	$14,000
	Prof. & Contractual	Materials & Supplies	$2,800
	Social Security	Social Security - Hourly	$800
	Medicare	Medicare - Hourly	$200
		Community Partnerships	**$37,800**
Building Safety			
	Building Safety		
	Prof. & Contractual	Contractual Struct Plan Review	$35,000
	Prof. & Contractual	Contractual Fire Plan Review	$15,000
		Building Safety	**$50,000**
Economic Development			
	Economic Development		
	Promotion/Publicity	GPEC contract	$10,000
Field Operations			
	Facilities Management		
	Equipment	Energy Management System	$100,000
	Electricity	Electricity	$85,000
	Prof. & Contractual	HVAC Controls - GMOC	$25,000
		Facilities Management	**$210,000**

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
Engineering			
	Engineering Administration		
	Hourly Employees	Hourly Employee	$25,250
	General Retirement	General Retirement - Hourly	$505
	Medicare	Medicare - Hourly	$337
	Social Security	Social Security - Hourly	$144
		Engineering Administration	**$26,236**
	Property Management		
	Prof. & Contractual	Downtown Pkg. Lease Payment	$17,000
	Special Projects Admin.		
	Software	Arc/INF and Arc/IMS GIS	$30,000
	Prof. & Contractual	Development and Conversion GIS	$20,000
	Equipment	Equipment - Office	$3,000
	Professional Development	GIS Conferences, training	$1,088
	Office Supplies	Office set-up	$1,000
	Tech. Replacement	PC Replacement	$600
		Special Projects Admin.	**$55,688**
	GENERAL FUND TOTAL		**$4,022,995**
Police Spec. Rev.			
Police Department			
	Patrol - Special Revenue Fund		
	Tech. Replacement	Repl. of MDT Switch	$145,000
	Grant Match Allocate	AFIS Grant Match	$40,175
	Tech. Replacement	Replacement Funds - MDC's	$38,800
	Office Equip. Maint.	Maintenance Agreements	$20,000
	Equipment	Ballistic Vests (7)	$15,400
	Other Line supplies	Blood Draw Expenses	$15,000
	Prof. & Contractual	Remodeling of Recorder Room	$15,000
	Other Office Suppl.	OSHA Increase	$13,992
	Equipment Under $1,000	Interior Fabrication	$10,000
	Equipment	Computers	$9,000
	Equipment Under $1,000	Equipment - Nomex Uniforms	$8,250
	Equipment	Tape Recorders	$7,083
	Equipment	Equipment - NET Trailer	$4,600
	Tech. Replacement	Computer Replacement Funds	$3,000
		Patrol - Special Revenue Fund	**$345,300**
	POLICE SPEC. REV. TOTAL		**$345,300**
Fire Spec. Revenue			
Fire Department			
	Fire - Special Revenue Fund		
	Turnouts	Turnouts (2 sets)	$52,831
	Overtime	Hazmat Quarterly Training	$28,326
	Overtime	Hazmat School Overtime	$20,639

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
Fire Department			
Fire - Special Revenue Fund			
	Equipment	Firehouse Citrix Server	$18,000
	Equipment	Fireview Software	$14,799
	Other Line supplies	Supplies	$11,700
	Overtime	Tox Medic School for Recert.	$11,496
	Overtime	CPAT and Eval Overtime	$11,360
	Professional Development	Hazmat School Tuition for 5	$10,000
	Turnouts	Turnout Replacement	$8,000
	Turnouts	Gloves, Masks, Packs, Hdwr.	$7,956
	EMS Education	EMT Training	$4,500
	Prof. & Contractual	CPAT Usage, Phys. Agility	$3,000
	Overtime	Overtime Adjustment	$1,820
	Office Equip. Maint.	Fireview Customer Support	$1,000
	Fire Retirement	Fire Retirement - Haz Qtr	$825
	Medicare	Medicare - Haz Qtr	$600
	Fire Retirement	Fire Retirement - Haz Sch	$535
	Medicare	Medicare - Haz Sch	$385
	Fire Retirement	Fire Retirement - Tox	$310
	Fire Retirement	Fire Retirement - Overtime	$227
	Medicare	Medicare - Tox	$225
	Medicare	Medicare - Overtime	$165
	Fire Retirement	Fire Retirement - Overtime	$105
	Medicare	Medicare - Overtime	$75
		Fire - Special Revenue Fund	**$208,879**
FIRE SPEC. REVENUE TOTAL			**$208,879**
Streets			
Field Operations			
Right-of-Way Maintenance			
	Prof. & Contractual	Contract Maintenance	$63,600
Transportation			
Traffic Admin. & Engineering			
	Prof. & Contractual	Loop 101 Traffic Study	$50,000
Traffic Signals			
	Equipment	LED Replacements	$50,000
	Equipment	Intersection Backup Power	$36,000
		Traffic Signals	**$86,000**
Transportation Planning			
	Prof. & Contractual	Transportation Tax Guides	$100,000
STREETS TOTAL			**$299,600**

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description		FY 02 Budget
Airport				
	Transportation			
		Airport Operations		
		Electricity	Additional electric	$8,260
		Prof. & Contractual	Contracted security increase	$6,000
		Equip. Repair & Fuel	Vehicle Shop Increases	$3,000
			Airport Operations	**$17,260**
	AIRPORT TOTAL			**$17,260**
General Services				
	Field Operations			
		Fuel Services		
		Improv./Non Bldg.	Automated Fuel System Upgrades	$42,000
	GENERAL SERVICES TOTAL			**$42,000**
Transit				
	Transportation			
		Fixed Route		
		Prof. & Contractual	Fixed Route Increase	$184,000
	TRANSIT TOTAL			**$184,000**
Water/Sewer Fund				
	Env. Resources			
		Water Quality		
		Equipment	Expendable Supplies	$40,000
		Equipment	Equipment - Parasite Analysis	$35,000
		Equipment	Gas Chromatograph - MS	$30,000
		Equipment	Maintenance Contract	$12,000
		Equipment	Gas Chromatograph w/ ECD	$11,760
		Equipment	Expendable Supplies	$5,000
		Equipment	Equipment - Computer	$1,800
		Equipment	Equipment - Desk	$800
		Equipment	Equipment - Display Phone	$380
		Equipment	Equipment - Chair	$350
			Water Quality	**$137,090**
	Finance			
		Customer Service Office		
		Software	Lockbox Software Maint.	$17,100
		Equipment Under $1,000	Ergonomic Chairs	$6,000
			Customer Service Office	**$23,100**
	Building Safety			
		Cross Connection Control		
		Other Line supplies	Computer and software	$2,500

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description	FY 02 Budget
Building Safety			
	Cross Connection Control		
Utilities			
	Arrowhead Reclamation Plant		
	Equipment Maint.	UV Lamp Replacement	$40,000
	Other Office Suppl.	Laboratory PC	$2,400
	Tuition Reimbursement	Tuition Reimbursement	$2,000
	Professional Development	Laboratory Training	$2,000
	Tech. Replacement	Laboratory PC Replacement	$800
		Arrowhead Reclamation Plant	**$47,200**
	Central System Maintenance		
	Equipment	New Small Pickup Truck	$15,500
	Equipment	Equipment - Computer	$1,800
	Equipment	Equipment - Tools	$1,500
	Equipment Under $1,000	Equipment - Desk	$800
	Equipment Under $1,000	Equipment - Chair	$350
	Equipment Under $1,000	Equipment - Phone	$280
		Central System Maintenance	**$20,230**
	Pretreatment Program		
	Prof. & Contractual	Laboratory Analytical Costs	$28,000
	Transmission Line Maintenance		
	Overtime	Overtime	$16,000
	Utilities Administration		
	Insurance Premium	Insurance Premium	$138,412
	Utilities Information Mgmt.		
	Equipment	Van	$22,000
	Water Conservation		
	Hourly Employees	Hourly Employee	$13,350
	West Area Plant		
	Electricity	Additional Electricity	$314,000
	Equipment	Equipment - UV Modules	$196,000
	Equipment	RSPS Trash Removal	$150,000
	Other Line supplies	Additional Chemicals	$130,000
	Equipment Maint.	UV Lamp Service	$51,200
	Equipment Maint.	UV Lamp Replacement	$42,000
	Equipment Maint.	Equipment Maintenance	$40,000
	Equipment	Heavy Duty Pick-up	$27,000
	Equipment	Lift Station Pump and Controls	$25,000
	Tuition Reimbursement	Tuition Reimbursement	$8,000

Schedule Twelve
2001-02 Supplemental Budget Items

Fund Name	Program Name	Object Name and Description		FY 02 Budget
Utilities				
	West Area Plant			
	Professional Development	Professional Development		$8,000
	Other Office Suppl.	2 PCs		$4,800
	Equip. Repair & Fuel	Heavy Duty Truck Service		$2,000
	Tech. Replacement	Operator PC Replacement		$1,600
	Telephone Utilities	New Phones		$300
			West Area Plant	**$999,900**
	WATER/SEWER FUND TOTAL			**$1,447,782**
Sanitation Fund				
Field Operations				
	Curb Service			
	Other Line supplies	Replacement Containers		$150,000
	Lease/Purch Princ.	L/P Replace 2 Trucks (5 yrs)		$103,334
	Lease/Purch Princ.	Growth ASL Trucks (2) 5 yrs		$101,640
	Landfill Charge	Growth Tonnage		$43,656
	Equip. Repair & Fuel	Growth Fuel & Shop O&M		$24,000
	Equip. Repair & Fuel	Shop Labor Rate Increase		$23,744
	Insurance Premium	Insurance Premium Increase		$19,027
	Holiday Pay	Holiday Pay - Growth		$6,000
	Equip. Repair & Fuel	Parts Mark-up Increase		$3,030
	Equip. Repair & Fuel	Eq Rep&Fuel - Container Repair		$3,000
	Other Line supplies	Growth Line Supplies		$2,400
	Equip. Repair & Fuel	Added Fuel Costs		$2,360
	Uniforms	Growth Uniforms		$1,125
	Uniforms	Uniforms - Container Repair		$1,000
	Other Line supplies	Other Line Supplies		$500
	Professional Development	Prof. Dev. - Container Repair		$500
	Professional Development	Growth Training		$450
	Radio Repairs	Radio Repairs		$250
			Curb Service	**$486,016**
	Sanitation Administration			
	Office Supplies	Office Supplies		$9,000
	Professional Development	Prof. Dev.-Accountant		$1,100
			Sanitation Administration	**$10,100**
	SANITATION FUND TOTAL			**$496,116**

Grand Total: $7,063,932

Schedule Thirteen
Debt Service Payment Schedule

MPC Municipal Facilities Bonds:

Date	Principal	Interest	Total	Fiscal Year Total
1/1/02	$0	$257,568	$257,568	
7/1/02	$880,000	$257,568	$1,137,568	$1,395,136
1/1/03	$0	$238,868	$238,868	
7/1/03	$1,240,000	$238,868	$1,478,868	$1,717,736
1/1/04	$0	$212,208	$212,208	
7/1/04	$1,310,000	$212,208	$1,522,208	$1,734,416
1/1/05	$0	$183,388	$183,388	
7/1/05	$1,385,000	$183,388	$1,568,388	$1,751,776
1/1/06	$0	$152,225	$152,225	
7/1/06	$1,465,000	$152,225	$1,617,225	$1,769,450
1/1/07	$0	$118,530	$118,530	
7/1/07	$1,555,000	$118,530	$1,673,530	$1,792,060
1/1/08	$0	$81,988	$81,988	
7/1/08	$1,645,000	$81,988	$1,726,988	$1,808,976
1/1/09	$0	$42,508	$42,508	
7/1/09	$1,735,000	$42,508	$1,777,508	$1,820,016
Total	$11,215,000	$2,574,566	$13,789,566	$13,789,566

Schedule Thirteen
Debt Service Payment Schedule

General Obligation Bonds: Non-Water Portion

Date	Principal	Interest	Total	Fiscal Year Total
1/1/02	$0	$1,130,820	$1,130,820	
7/1/02	$8,058,289	$1,130,820	$9,189,109	$10,319,929
1/1/03	$0	$933,548	$933,548	
7/1/03	$6,866,201	$933,548	$7,799,749	$8,733,297
1/1/04	$0	$765,505	$765,505	
7/1/04	$4,612,696	$765,505	$5,378,201	$6,143,706
1/1/05	$0	$653,251	$653,251	
7/1/05	$4,589,191	$653,251	$5,242,442	$5,895,693
1/1/06	$0	$540,257	$540,257	
7/1/06	$4,815,686	$540,257	$5,355,943	$5,896,200
1/1/07	$0	$420,459	$420,459	
7/1/07	$3,130,765	$420,459	$3,551,224	$3,971,683
1/1/08	$0	$343,382	$343,382	
7/1/08	$2,670,841	$343,382	$3,014,223	$3,357,605
1/1/09		$279,657	$279,657	
7/1/09	$1,353,197	$296,748	$1,649,945	$1,929,602
1/1/10		$287,991	$287,991	
7/1/10	$1,565,000	$287,991	$1,852,991	$2,140,982
1/1/11		$247,301	$247,301	
7/1/11	$1,650,000	$247,301	$1,897,301	$2,144,602
1/1/12		$203,988	$203,988	
7/1/12	$1,745,000	$203,988	$1,948,988	$2,152,976
1/1/13		$157,746	$157,746	
7/1/13	$1,845,000	$157,746	$2,002,746	$2,160,492
1/1/14		$108,161	$108,161	
7/1/14	$1,950,000	$108,161	$2,058,161	$2,166,322
1/1/15		$55,755	$55,755	
7/1/15	$2,065,000	$55,755	$2,120,755	$2,176,510
Total	$46,916,866	$12,272,733	$59,189,599	$59,189,599

Schedule Thirteen
Debt Service Payment Schedule

General Obligation Bonds: Water Portion

Date	Principal	Interest	Total	Fiscal Year Total
1/1/02	$0	$149,911	$149,911	
7/1/02	$2,195,000	$149,911	$2,344,911	$2,494,822
1/1/03	$0	$95,128	$95,128	
7/1/03	$2,020,000	$95,128	$2,115,128	$2,210,256
1/1/04	$0	$51,192	$51,192	
7/1/04	$1,945,000	$51,192	$1,996,192	$2,047,384
1/1/05	$0	$136	$136	
7/1/05	$0	$136	$136	$272
1/1/06	$0	$136	$136	
7/1/06	$5,000	$136	$5,136	$5,272
Total	$6,165,000	$593,006	$6,758,006	$6,758,006

Schedule Thirteen
Debt Service Payment Schedule

HURF Revenue Bond:

Date	Principal	Interest	Total	Fiscal Year Total
1/1/02	$0	$614,972	$614,972	
7/1/02	$4,280,000	$614,972	$4,894,972	$5,509,944
1/1/03	$0	$508,491	$508,491	
7/1/03	$4,510,000	$508,491	$5,018,491	$5,526,982
1/1/04	$0	$398,688	$398,688	
7/1/04	$4,655,000	$398,688	$5,053,688	$5,452,376
1/1/05	$0	$285,443	$285,443	
7/1/05	$2,205,000	$285,443	$2,490,443	$2,775,886
1/1/06	$0	$230,721	$230,721	
7/1/06	$1,575,000	$230,721	$1,805,721	$2,036,442
1/1/07	$0	$189,089	$189,089	
7/1/07	$1,585,000	$189,089	$1,774,089	$1,963,178
1/1/08	$0	$147,194	$147,194	
7/1/08	$1,670,000	$147,194	$1,817,194	$1,964,388
1/1/09	$0	$103,007	$103,007	
7/1/09	$1,760,000	$103,007	$1,863,007	$1,966,014
1/1/10	$0	$56,391	$56,391	
7/1/10	$1,860,000	$56,391	$1,916,391	$1,972,782
1/1/11	$0	$6,038	$6,038	
7/1/11	$210,000	$6,038	$216,038	$222,076
Total	$24,310,000	$5,080,068	$29,390,068	$29,390,068

Schedule Thirteen
Debt Service Payment Schedule

Water & Sewer Revenue Bonds:

Date	Principal	Interest	Total	Fiscal Year Total
1/1/02		$1,435,183	$1,435,183	
7/1/02	$7,425,000	$1,435,183	$8,860,183	$10,295,366
1/1/03		$1,266,402	$1,266,402	
7/1/03	$7,810,000	$1,266,402	$9,076,402	$10,342,804
1/1/04		$1,085,741	$1,085,741	
7/1/04	$5,580,000	$1,085,741	$6,665,741	$7,751,482
1/1/05		$951,069	$951,069	
7/1/05	$5,870,000	$951,069	$6,821,069	$7,772,138
1/1/06		$806,194	$806,194	
7/1/06	$5,390,000	$806,194	$6,196,194	$7,002,388
1/1/07		$671,444	$671,444	
7/1/07	$5,680,000	$671,444	$6,351,444	$7,022,888
1/1/08		$529,444	$529,444	
7/1/08	$5,985,000	$529,444	$6,514,444	$7,043,888
1/1/09		$364,856	$364,856	
7/1/09	$6,310,000	$364,856	$6,674,856	$7,039,712
1/1/10		$191,331	$191,331	
7/1/10	$6,655,000	$191,331	$6,846,331	$7,037,662
Total	$50,050,000	$14,220,666	$64,270,666	$64,270,666

Schedule Thirteen
Debt Service Payment Schedule

Special Assessment Districts:

Date	Principal	Interest	Total	Fiscal Year Total
1/1/02	$1,374,000	$530,359	$1,904,359	
7/1/02	$0	$486,851	$486,851	$2,391,210
1/1/03	$921,000	$486,851	$1,407,851	
7/1/03	$0	$459,322	$459,322	$1,867,173
1/1/04	$982,000	$459,322	$1,441,322	
7/1/04	$0	$429,966	$429,966	$1,871,288
1/1/05	$1,054,000	$429,966	$1,483,966	
7/1/05	$0	$398,456	$398,456	$1,882,422
1/1/06	$1,131,000	$398,456	$1,529,456	
7/1/06	$0	$364,643	$364,643	$1,894,099
1/1/07	$1,214,000	$364,643	$1,578,643	
7/1/07	$0	$328,350	$328,350	$1,906,993
1/1/08	$1,260,000	$328,350	$1,588,350	
7/1/08	$0	$290,550	$290,550	$1,878,900
1/1/09	$1,350,000	$290,550	$1,640,550	
7/1/09	$0	$250,050	$250,050	$1,890,600
1/1/10	$1,445,000	$250,050	$1,695,050	
7/1/10	$0	$206,700	$206,700	$1,901,750
1/1/11	$1,545,000	$206,700	$1,751,700	
7/1/11	$0	$160,350	$160,350	$1,912,050
1/1/12	$1,660,000	$160,350	$1,820,350	
7/1/12	$0	$110,550	$110,550	$1,930,900
1/1/13	$1,780,000	$110,550	$1,890,550	
7/1/13	$0	$57,150	$57,150	$1,947,700
1/1/14	$1,905,000	$57,150	$1,962,150	$1,962,150
Total	$17,621,000	$7,616,235	$25,237,235	$25,237,235

Schedule Thirteen
Debt Service Payment Schedule

Landfill Bonds:

Date	Principal	Interest	Total	Fiscal Year Total
1/1/02		$76,321	$76,321	
7/1/02	$146,711	$76,321	$223,032	$299,353
1/1/03		$72,653	$72,653	
7/1/03	$153,799	$72,653	$226,452	$299,105
1/1/04		$68,808	$68,808	
7/1/04	$162,304	$68,808	$231,112	$299,920
1/1/05		$64,750	$64,750	
7/1/05	$170,809	$64,750	$235,559	$300,309
1/1/06		$60,480	$60,480	
7/1/06	$179,314	$60,480	$239,794	$300,274
1/1/07		$55,998	$55,998	
7/1/07	$189,235	$55,998	$245,233	$301,231
1/1/08		$51,266	$51,266	
7/1/08	$199,159	$51,266	$250,425	$301,691
1/1/09		$46,201	$46,201	
7/1/09	$131,803	$29,110	$160,913	$207,114
Total	$1,333,134	$975,863	$2,308,997	$2,308,997

Appendix

GLENDALE BUDGET DOCUMENT GLOSSARY

The City of Glendale designed the Annual Budget to offer citizens and staff an understandable and meaningful budget document. This glossary provides assistance to those unfamiliar with budgeting terms and specific terms related to the Glendale financial planning process.

ADOPTION: A formal action taken by the City Council which sets the spending limits for the fiscal year.

APPROPRIATION: An authorization made by the City Council which permits the city to incur obligations and expend resources.

ASSESSED VALUATION: A valuation placed upon real estate or other property by the County Assessor and the state as a basis for levying taxes.

BASE BUDGET: Ongoing expenses for personnel, contractual services, and the replacement of supplies and equipment to maintain service levels for each program as authorized by the City Council.

BOND: A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

> **General Obligation (GO) Bond**: This type of bond is secured by the full faith, credit, and taxing power of the municipality.
>
> **Revenue Bond**: This type of bond is secured by the revenues from a specific source such as gas taxes or water revenues.

CAPITAL BUDGET: The appropriation of bonds or operating revenue for improvements to city facilities which may include buildings, streets, water and sewer lines, and parks.

CARRYOVER: Year-end savings that can be carried forward to cover any one-time expenses such as supplies, equipment, or special contracts.

DEBT RATIO: Total debt divided by total assets. Computed by Finance, and Budget and Research staff to assess fiscal health, internal controls, etc.

DEBT SERVICE: Principal and interest payments on outstanding bonds.

ENCUMBRANCE: The formal accounting recognition of commitments to expend resources in the future.

EXPENDITURE: Represents a decrease in fund resources.

EXPENDITURE LIMITATION: An amendment to the Arizona State Constitution which limits annual expenditures of all municipalities. The Economic Estimates Commission uses actual payments of local revenues for FY 1979-80 as the base limit and adjusts annually for population growth and inflation. All municipalities have the option of Home Rule that requires voters to approve a four-year expenditure limit based on revenues received. Glendale citizens have approved the Home Rule Option since the inception of the expenditure limitation.

FISCAL YEAR (FY): The period designated by the city for the beginning and ending of financial transactions. The fiscal year for the City of Glendale begins July 1 and ends June 30.

FULL-TIME EQUIVALENT POSITION (FTE): A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to a 0.5 FTE.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

FUND BALANCE: A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

GOAL: A general and timeless statement created with a purpose based on the needs of the community.

GROUP: Administrative groups that consist of a number of departments and divisions that provide services. These groups include Administrative Services, Community Development, Public Works, and Public Safety.

INFRASTRUCTURE: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks, and airports.

MAINTENANCE AND OPERATION (M & O) COSTS: The day-to-day operating and maintenance costs of a municipality. These costs include personnel, gas, electric utility bills, telephone expense, reproduction costs, postage, and vehicle maintenance.

OBJECTIVE: A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

OPERATING BUDGET: Day-to-day costs of delivering city services.

PERFORMANCE MEASURES: Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

PERMANENT BASE ADJUSTMENT: An adjustment to the expenditure limitation base established by the Economics Estimate Commission (see expenditure limitation) which requires voter approval. The Glendale voters approved a permanent base adjust in the spring of 2000 which will become effective with the FY 2002-03 budget year.

PRODUCTIVITY: A measurement of the increase/decrease of city services output compared to the per unit input cost invested.

PROGRAM: A group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility.

PROPERTY TAX: The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary rate.

> **Primary Tax**: Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.
>
> **Secondary Rate**: Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

RESOURCES: Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

REVENUE: Financial resources received from taxes, user charges and other levels of government.

> **Actual vs. Budgeted**: Difference between the amount projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred by the end of the fiscal year.

SERVICE LEASE: A lessor maintains and services an asset under a service lease.

STATE-SHARED REVENUE: Includes the city's portion of state sales tax revenues, state income tax receipts, and Motor Vehicle In-Lieu taxes.

SUPPLEMENTAL BUDGET ALLOWANCE: This allowance provides additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining Council goals or meeting increased service needs.

TAX LEVY: The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

TAX RATE: The amount of tax levied for each $100 of assessed valuation.

TRANSFER: Movement of resources between two funds. Example: An interfund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.

USER CHARGES: The payment of a fee in direct receipt of a public service by the party who benefits from the service.

WORKLOAD INDICATORS: Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by departments or divisions to assess its level of service.

ACKNOWLEDGMENTS

This budget document is the final product of countless hours of work by many throughout this organization. **Pilar Aguilar**, Budget & Rate Manager, joined our team in August and ably managed the budget process along with the enterprise rate-setting efforts. **Don Bolton**, Management & Budget Analyst, came on staff in December. He proved to be a quick study and was invaluable in getting the most out of our budget database throughout the council and management review phases. **Sylvia Forry**, Management and Budget Analyst, did a great job managing the development of the Capital Improvement Budget this year. Everyone involved in each process appreciated each of your efforts!

A key member of the staff is **Cathy Foland**, Management Assistant. Cathy's writing skills proved to be invaluable to the staff throughout the year. **Paula Moloff**, Grants Administrator, served as liaison to the City Clerk's Office and wrote some sections of this document. She also proofed and edited other sections, significantly improving the quality. **Kristen Taylor**, Senior Secretary, helped greatly putting the document together and preparing it for electronic publication. Her expertise can be seen throughout this document.

Beginning in July 2000, **Jennifer Reichelt**, Management Assistant 2, **Martin Vasquez**, Streets Crewleader, **Tina Moore**, Collections Representative and **Dan Weiss**, Police Commander, served as budget liaison interns. In addition to their regular duties, they helped monitor and prepare the operating budget. They provided much-needed assistance and learned about the Glendale budget in the process. You all were vital to our success.

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Charles P. McClendon

Charles McClendon
Management and Budget Director