BUDGET BOOK NAVIGATION TIPS

There are a number of ways to navigate through the budget book. Listed below are the three easiest options:

1. Both the **Annual Budget Book Table of Contents** and the **CIP Table of Contents** contain links to all sections of the book. To go directly to the section you would like to see, simply click on the section name or page number directly in either of the table of contents.

   If at any time you would like to return to the table of contents, click on **Return to TOC** located at the bottom of each page. Note that if within the CIP, clicking on **Return to CIP TOC** will take you back to the CIP table of contents.

2. Click on the **Bookmarks** tab to the left of the window to view all of the bookmarked pages; the format is similar to the table of contents. To expand a subsection**,** click the "+". To go to a section you would like to see, simply click on the section name.

3. At the bottom of the window enter the page number you would like to go to and press enter, you will be taken directly to that page. The "◄" and "►" buttons take you back and forward one page at a time. The " ▌◄" and "►▌ " take you to the first and last page of the document, respectively.

City of Glendale, Arizona

Annual Budget | 2007-2008

CITY OF GLENDALE, ARIZONA
FY 2007-08 ANNUAL BUDGET

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To The Citizens of Glendale:

The foundation for our FY 2008 operating and capital budgets is the City Council's vision of 'one community' and our supporting strategic goals and key objectives. The councilmembers and I met in a one-day planning session in November 2006 and developed the following as our strategic goals.

- One community with strong neighborhoods,
- One community focused on public safety for citizens and visitors,
- One community with quality economic development
- One community with a vibrant city center,
- One community with an active partnership with Luke Air Force Base,
- A city with high quality services for citizens, and
- A city that is fiscally sound.

As with prior fiscal year budgets, the intent of our FY 2008 operating and capital budgets is to enhance quality city services and continue with prudent, strategic investments in our community.

Public safety remains our highest priority. For our FY 2008 budget, the City Council approved the addition of 14 new positions for our Police Department and 6 new positions for our Fire Department. These additions to public safety staffing will further enhance the direct services provided to the Glendale community.

One of the City Council's strategic goals is to support strong neighborhoods. To assist in achieving this goal, we approved funding related to strengthening mature neighborhoods and supporting the development of successful new neighborhoods. We committed $700,000 to the Neighborhood Improvements Grant program for FY 2008, with direction that the funds be used to provide visual, aesthetic, and social benefits for all who live, work, or visit Glendale. Since the inception of the Neighborhood Improvements Grant Program, $7.8 million has been provided to fund 169 grant requests from 85 different neighborhood associations. Accompanying private investment, through contributions of cash and sweat equity, total more than $879,500.

The FY 2008 operating budget also includes the addition of two code compliance inspectors and one city prosecutor committed to code compliance cases. These additional resources are dedicated to promoting and preserving the health, safety, and quality living environment in Glendale's neighborhoods. In addition, the Neighborhood Focus Program will receive ongoing funding in FY 2008 to continue targeting resources to mature neighborhoods. One-time funds for the implementation of the Neighborhood Revitalization Plan will continue in FY 2008. These funds will provide direct assistance to residents related to neighborhood problem-solving, community education, and volunteer projects to improve neighborhood conditions.

Preservation of our city's vast roadway infrastructure is extremely important to our City Council. The capital program now includes a total of $11.5 million annually for our city's pavement management program, an increase of $8 million or 267% over the FY 2006 budget of $3 million. Revenues from the Glendale Onboard (GO!) Transportation Program, which is funded with the city's one-half cent sales tax dedicated for transportation, will pay the annual debt service on the $11.5 million in bonds to be issued each year. The dedicated half-cent sales tax was approved by Glendale voters in 2001 and has no sunset provisions.

To ensure our residents have the transportation resources they need, Glendale is continuing to improve mobility both locally and regionally. The GO! Transportation Program incorporates long-range projects that are beneficial to Glendale, the Northwest Valley and the entire region. Since the program started in 2001, the expansion of transit service has resulted in a 76% increase in ridership. Twenty-one street and bicycle projects have been constructed, 19 street projects are in construction, and another 22 street projects are under design. In addition, there are nine bicycle projects under design.

We are continuing our commitment to increase economic and social vitality in downtown Glendale, which is another City Council strategic goal. Glendale experienced a 40% increase in visitors in calendar year 2006, from 1 million to 1.4 million. The visitors came to our downtown to shop, dine at restaurants, attend the city's signature special events, and attend meetings or other events in downtown Glendale. Among the public investments completed in 2006 were the new Civic Center Annex, the Downtown Pedestrian Plaza, and the transformation of the six-way intersection of Grand, Glendale, and 59th Avenues into a four-lane expressway.

These investments will be enhanced by two additional public commitments in downtown Glendale. One is our city's new downtown parking garage that will add 600 spaces and include 11,000 square feet of ground floor retail to complement the pedestrian character of the area. Construction on this project began in early 2007 and the facility is expected to open in December 2007. We are also adding another $19 million of infrastructure, landscape, and streetscape improvements to welcome visitors into our downtown area. Our City Council also made a commitment to provide ongoing resources to improve the aesthetic appeal of the downtown area with diverse efforts coordinated through a new multi-departmental downtown beautification program.

We continue to see success with economic development related projects that enhance our community's financial stability and attract new capital investment. The City Council recognizes that making the most of development opportunities in our city's western area is one of the ways we will achieve our vision for an excellent future for our city. The western area of our city is where Glendale's Sports and Entertainment District — a sports, retail, commercial, residential, and entertainment corridor — is rapidly developing on land along a stretch of the Loop 101, a freeway that connects to several of the metropolitan area's other freeways.

Our Sports and Entertainment District is where you will find two world-class sports venues. Glendale's Jobing.com Arena is home to both the National Hockey League's Coyotes and the

National Lacrosse League's Arizona Sting. The University of Phoenix Stadium is home to the National Football League's Arizona Cardinals. Other important and popular sports events are accommodated at the facilities too.

Adjacent to our city's world-class sporting venues is Westgate City Center. This complex is being built with a $1 billion private investment and will encompass 6.5 million square feet of retail, office, and residential space at build-out. Phase I opened in the fall of 2006 with more than 615,000 square feet of retail and office space. An additional 1.1 million square feet of residential and hotel space is under construction. For example, a 320-room Renaissance Hotel and Spa will open in just a few months. The city of Glendale constructed complementary facilities on property adjacent to the hotel. These facilities include an 88,000 square foot convention center, a 30,000 square foot expo hall, and a 910-space parking structure.

The unique and exciting Westgate City Center has quickly established itself as one of the valley's most vibrant destinations. In May 2007 Westgate City Center hosted the AVP Open Pro Beach Volleyball, which moved to Glendale from the southeast valley. This was just the first year of a five-year contract that makes Glendale just one of 18 cities nationwide to host this increasingly popular sport.

In August 2006, the University of Phoenix Stadium opened. The stadium features 64,000 seats, a retractable roof, and retractable grass playing field. Those amenities and its iconic design earned recognition for the stadium in ***Business Week*** as one of the top 10 sporting structures in the world. It was the only facility in the United States to make the list.

Since the facility's opening, our city has welcomed the Arizona Cardinals, Monday Night Football, the Fiesta Bowl, the nation's first Bowl Championship Series (BCS) game, and the BCS National Band Competition. The direct economic impact of visitor spending for the college football games is estimated to be $154.3 million, and we can say with certainty that Glendale captured a healthy share of that spending. This direct visitor spending represents additional city sales tax revenue to support excellent city services, and a high quality of life, for the Glendale community.

The councilmembers and I are especially proud of the exemplary service our city's employees provided to its citizens and visitors in the inaugural year of these high profile events. Through our employees' dedication and talent, the national events were positive experiences for our residents, businesses, and partners. Those positive experiences encourage visitors to return to our community and to tell other potential visitors about the wonderful city of Glendale, Arizona.

Just north of the sports venues and the Westgate City Center development is Zanjero. This is a 150-acre mixed use project that is planned to include mid-rise residential towers and loft condominiums, several hotels, office space, and retail development totaling about 4.6 million square feet. Over 1 million square feet of space is open already, including Cabela's, the world's

foremost outfitter of hunting, fishing, camping, and outdoor gear, a luxury apartment complex, and a restaurant.

As these large-scale projects blossom, additional high quality development is being attracted to the immediate vicinity. For example, just to the east of the Zanjero development is a 22-acre, mixed-used site that will serve as the regional corporate training center for Wells Fargo Bank. To the south of the Westgate City Center is the Opus West development of a 22-acre corporate office campus. It is anticipated the Glendale Corporate Center will assist in the creation and retention of up to 1,500 jobs. Phase One represents a capital investment by the developer of more than $38 million. Completion of Phase One is expected by the spring of 2008, with Phase Two scheduled to commence immediately thereafter.

While these two projects are smaller in scale than the Westgate and Zanjero developments, they represent the continuation of quality corporate development locating in and around the Loop 101. These opportunities are critical to bringing more high-paying, quality jobs to the Glendale community. We fully expect more of these opportunities to develop as the area continues to grow.

Another economic development engine for the Glendale community is the Bell Road corridor in north Glendale. This area also has experienced positive growth and change. For example, last year I reported on the commitment AAA made to create a major information technology and customer service center in Glendale as it expands it regional presence and centralizes services to its members in several western states. AAA completed its move in FY 2006-07, bringing with it over 750 jobs that will grow to 1,200 jobs. About 79,000 square feet of new, Class A office space was completed just west of Arrowhead Towne Center, Glendale's regional mall along Bell Road. Additionally, more than 150,000 square feet of mixed use retail and office space was completed in the area north of the Bell Road Corridor. The corporate headquarters for Delta Dental, Arizona's largest dental insurance carrier, were also relocated to this area.

Glendale has several major employers in the critical knowledge-based economy that attracts talent, technology, and high-paying jobs. They include four institutions of higher education, Arizona State University—West Campus, the Thunderbird School of Global Management, Midwestern University, and Glendale Community College, as well two major medical facilities, Banner Thunderbird Hospital and Arrowhead Hospital. Several of these major employers have been investing heavily in Glendale. Specifically,

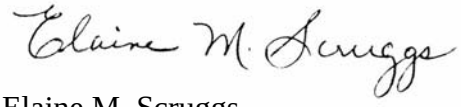
- Midwestern University, an osteopathic medical school located in Glendale, has moved from the planning stage to the implementation stage for a $140 million expansion plan as it expects student enrollment to expand from its current enrollment of 1,300 students to 3,000. This significant private investment will allow for an increase in size of the medical class, a new Ph.D. program in biomedical science, a new graduate program in clinical psychology, and a new dental school.

- Banner Thunderbird Medical Center, another major Glendale employer, also has moved from the planning stage to the implementation stage by undertaking a $198 million expansion project. The expansion project includes the construction of a 200-bed patient wing, an expansion of its current emergency room services, and other key infrastructure projects. This additional capacity will allow Banner Thunderbird to pursue growth opportunities and become a tertiary level-of-care facility.

- Arrowhead Hospital moved to completion of its $50 million, 174,000 square foot facility that includes an addition of two operating rooms, the addition of an epilepsy center, and an expansion of its facilities for newborn babies and their mothers.

Overall, the message is clear: Glendale continues to lead the way locally, regionally, and nationally in terms of the quality, quantity, and diversity of economic development projects that ensure our city's ability to continue funding high quality city services for the community. The City of Glendale remains committed to enhancing our citizens' quality of life through ongoing investments in the public's capital assets, such as roads, flood control projects, and water and wastewater pipelines and treatment facilities. We also will continue to partner with other cities on regional concerns such as transportation, economic development, and homeland security. Through this unified and proactive approach, we can assure that our region's truly extraordinary potential achieves full benefits for the Glendale community and all West Valley residents.

Sincerely,



Elaine M. Scruggs
Mayor

The Government Finance Officers Association of the United State and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendale, Arizona for its annual budget for the fiscal year beginning July 1, 2006.

In order to receive this award, a government 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.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

MAYOR & CITY COUNCIL

Mayor
Elaine M. Scruggs

Vice Mayor
Manuel D. Martinez
Cholla District

Councilmember
Joyce V. Clark
Yucca District

Councilmember
Steven E. Frate
Sahuaro District

Councilmember
David M. Goulet
Ocotillo District

Councilmember
Yvonne J. Knaack
Barrel District

Councilmember
H. Philip Lieberman
Cactus District

CITY MANAGEMENT

Mayor

ELAINE M. SCRUGGS

Councilmembers

Manuel D. Martinez
Vice Mayor
Cholla District

Joyce V. Clark
Yucca District

Steven E. Frate
Sahuaro District

David M. Goulet
Ocotillo District

Yvonne J. Knaack
Barrel District

H. Philip Lieberman
Cactus District

Management Staff

Ed Beasley
City Manager

Pam Kavanaugh
Assistant City Manager

Art Lynch
Deputy City Manager
Administrative Services

Horatio Skeete
Deputy City Manager
Community Development

Gloria Santiago-Espino
Deputy City Manager
Community Services

Kenneth A. Reedy
Deputy City Manager
Public Works

Department Heads and Directors

Roger Bailey
Utilities Director

Rebecca Benna
Parks & Recreation Director

Larry Broyles
City Engineer

Mark Burdick
Fire Chief

Alma Carmicle
Human Resources Director

Steven Conrad
Police Chief

Elizabeth Finn
Presiding City Judge

Julie Frisoni
Marketing Director

Jon Froke
Planning Director

Dan Gunn
Code Compliance Director

Rob Gunter
Homeland Security Director

Pamela Hanna
City Clerk

Stuart Kent
Field Operations Director

Doug Kukino
Environmental Resources Director

Candace MacLeod
City Auditor

Deborah Mazoyer
Building Safety Director

Jamsheed Mehta
Transportation Director

Chuck Murphy
Chief Information Technology Officer

Sherry Schurhammer
Management and Budget Director

Ray Shuey
Chief Financial Officer

Erik Strunk
Community Partnership Director

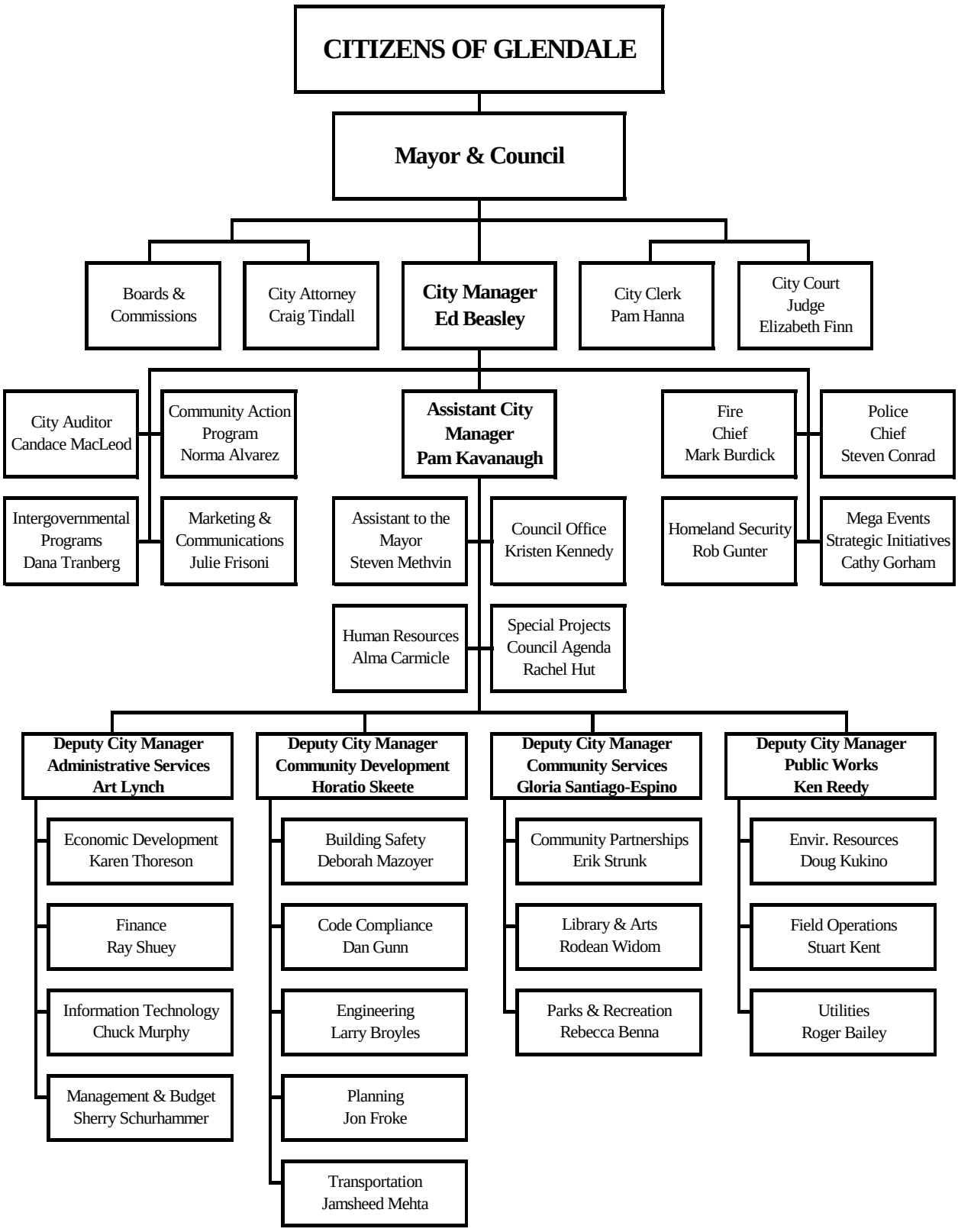
Craig Tindall
City Attorney

Karen Thorenson
Economic Development Director

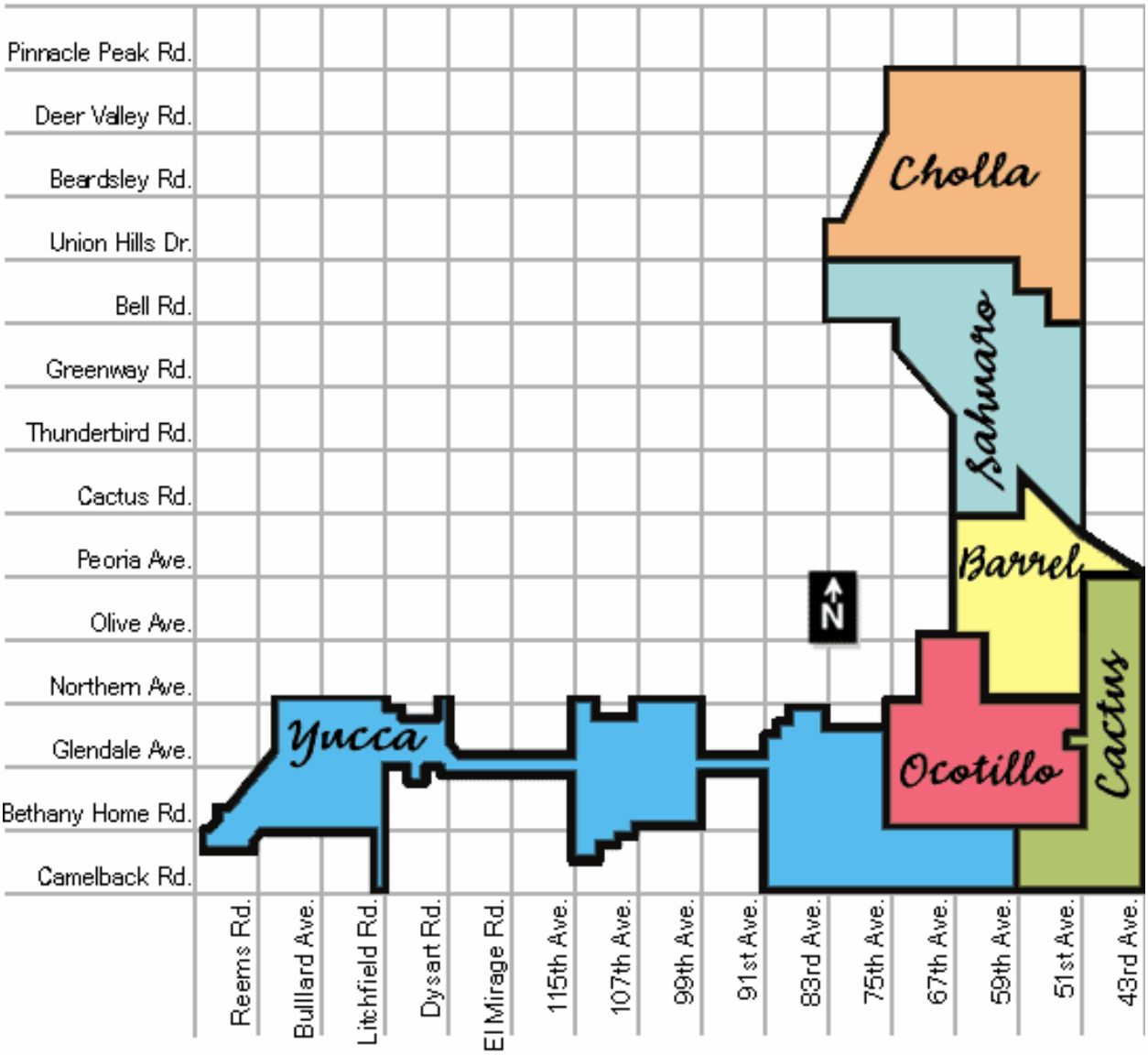
Dana Tranberg
Intergovernmental Relations Director

Rodeane Widom
Library Director

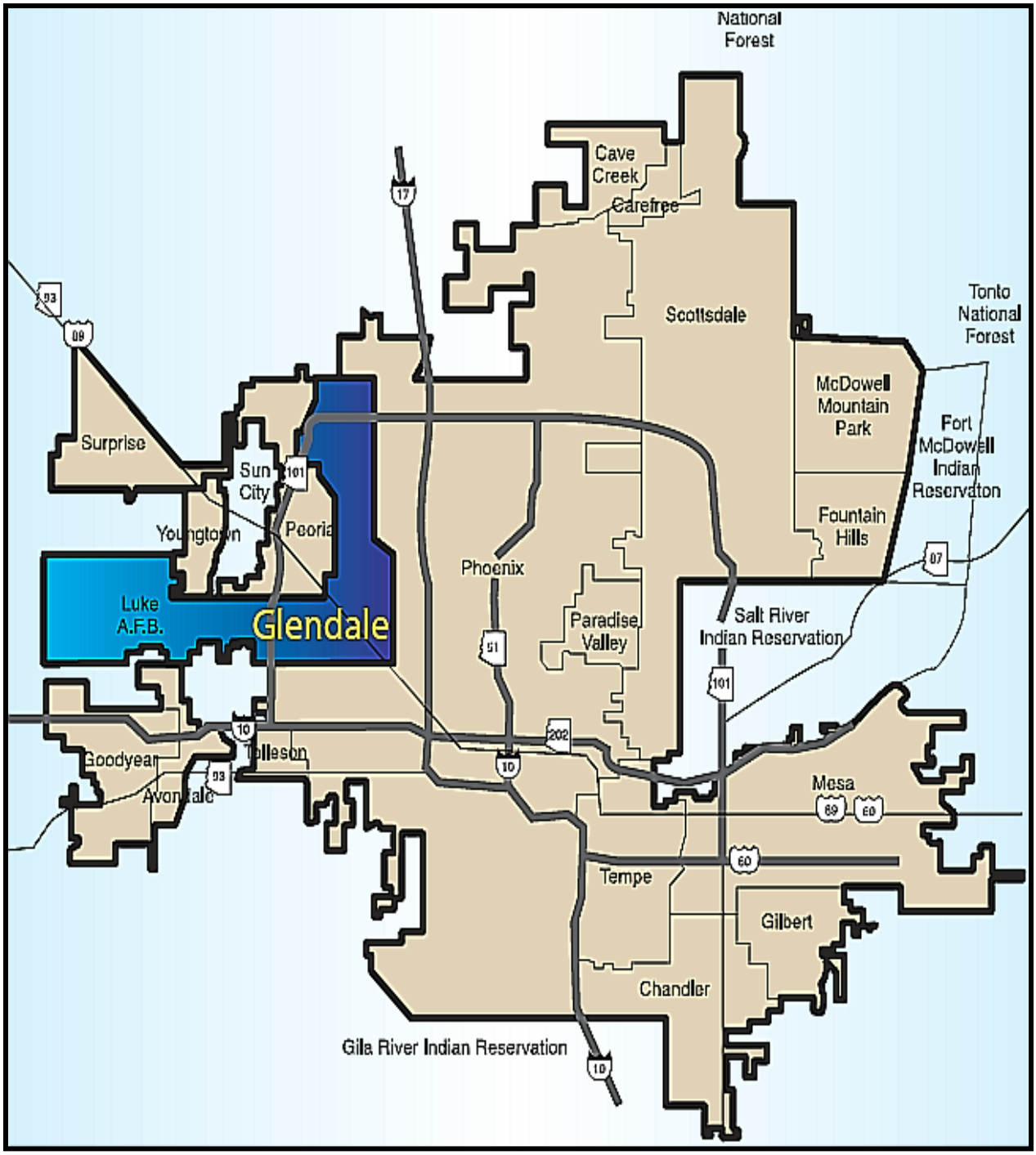
CITY ORGANIZATIONAL CHART



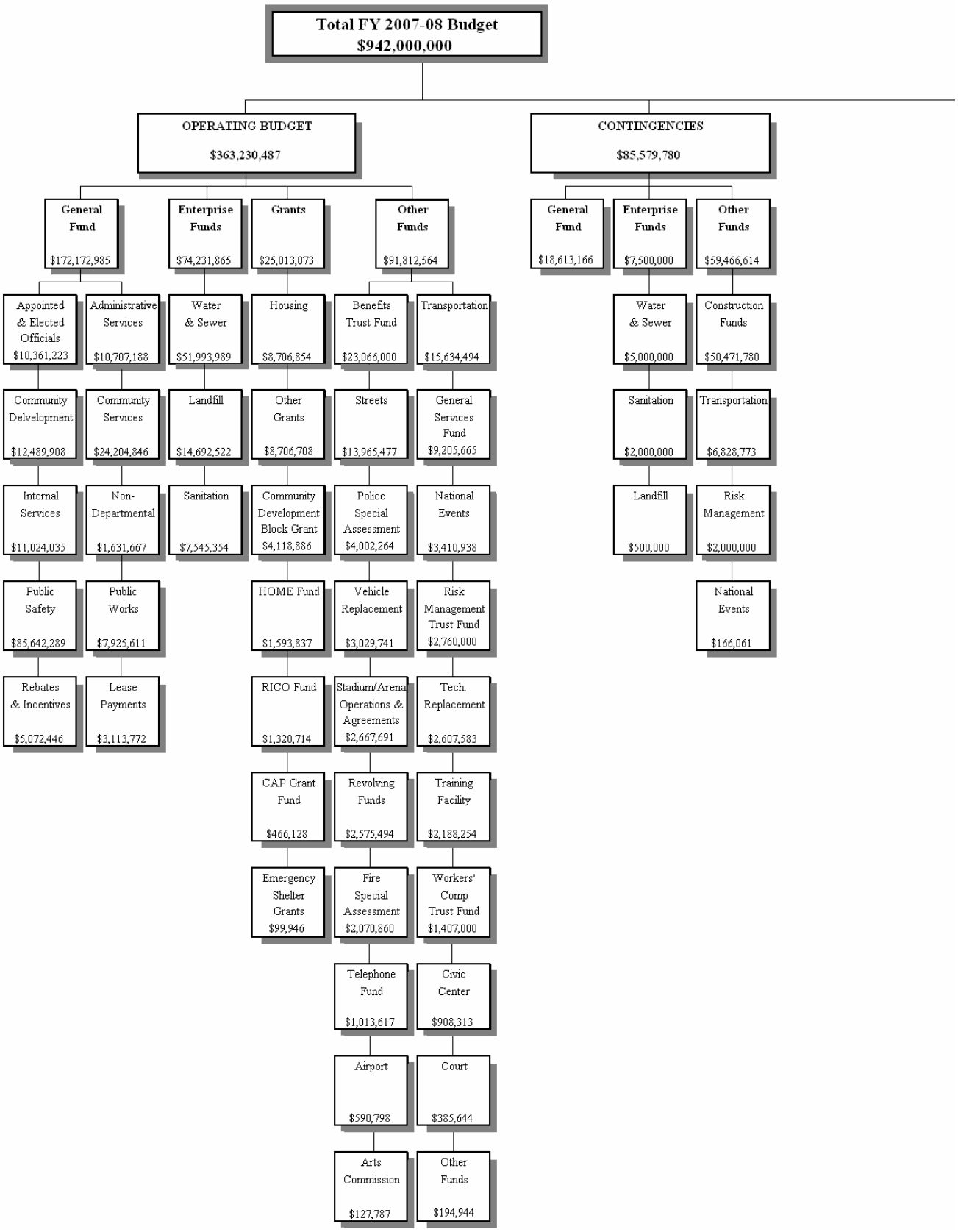
GLENDALE COUNCIL DISTRICT BOUNDARIES



MAP OF GLENDALE AND NEIGHBORING COMMUNITIES



FINANCIAL ORGANIZATIONAL CHART



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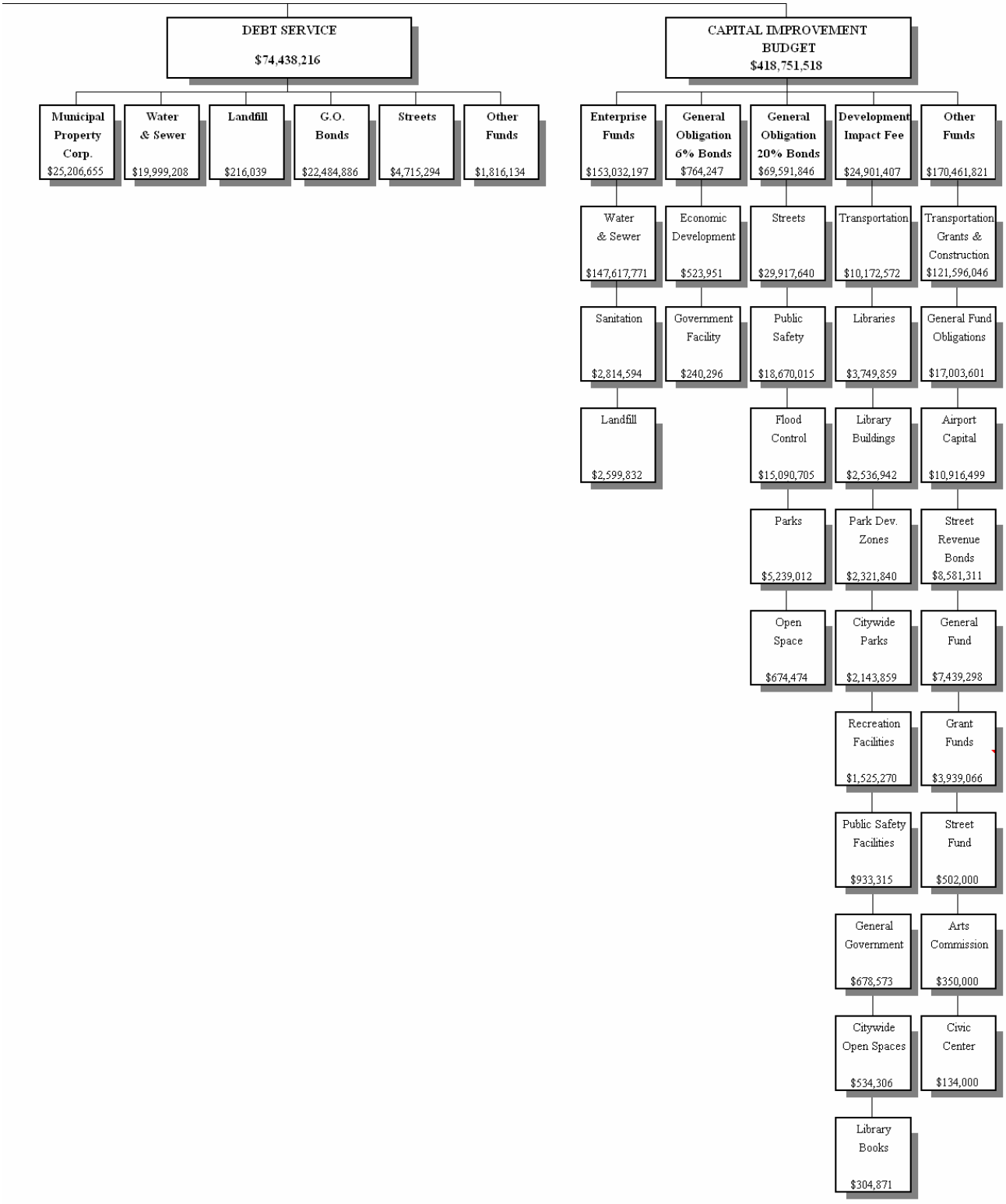


HOW TO MAKE THE MOST OF THIS DOCUMENT

This budget document serves two primary, but distinct purposes. One purpose is to present the City Council and the 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 adheres to the city's financial policies. It also communicates the vision of the City Council and Leadership Team for the City of Glendale and presents the organizational and financial operations for each of the City's departments.

In an effort to assist users in navigating through this document, the following guide is provided.

The document begins with the Mayor's message that provides an overview of the key policy issues and organizational priorities built into the current year budget. A financial organization chart follows this message and provides a high level look at the operating, capital, debt service and contingency budgets. The budget calendar and a description of the budget process will help the user understand the time and effort that the City puts into developing a balance budget.

Budget Message

The city manager's budget message outlines key components of the upcoming budget and discusses underlying administrative practices that support the city's organizational goals.

Budget Summary

The budget summary offers an overview of the city's finances and examines the following areas:

- The budget components, process and budget amendment policy
- Financial and operational summaries for all major funds
- Historical trends for revenues, expenditures and staffing

Financial Guidelines

This section offers an overview of the City's financial planning practices including the following:

- The Five-Year Forecast provides the long-range financial outlook for city operations with details on how the revenue and expenditure projections are established,
- The Financial Plan discusses short- and long-term strategies that comprise the city's approach to financial planning, and
- The Financial Policies that form the framework and guidelines for overall fiscal planning and management.

Operating Budget

This section provides a closer look at the various functions of each department. Each department has provided a description of their core job functions, goals and objectives for the upcoming

year, as well as recent accomplishments and other relevant statistics. The budget summaries include both historical and current year financial data for programs and services offered by the department. They also include a summary of the type of expenditures incurred by the department as well as trends on authorized staffing.

Capital Improvement Plan (CIP)

The CIP section outlines all infrastructure improvements and additions and their respective funding sources, along with estimates for the associated operating impacts of each capital project. It starts with a narrative summary and is followed by detailed information such as funding source, project number and project description for both capital and operating costs by year for the first five years of the plan. In addition, the CIP includes five additional "out years" for future planning and discussion purposes.

Schedules

This is the heart of the budget document as an operating and financial plan. These schedules summarize the City's financial activities in a comprehensive, financial format. This section includes detailed analyses and reports for the following areas:

- Schedule 1 includes estimates for beginning fund balances, revenues, inter-fund transfers and expenditures to arrive at a projected ending balance for each fund
- Schedule 2 is a multi-year look at revenues
- Schedule 3 is a multi-year look at operating expenditures
- Schedule 4 is a summary of scheduled inter-fund transfers for the upcoming fiscal year
- Schedule 5 is an analysis of the City's current and proposed property tax levy & rate
- Schedule 6 is a multi-year listing of departmental authorized staffing by position
- Schedule 7 is a multi-year look at the long-term debt service obligations
- Schedule 8 is a multi-year look at obligations and payment requirements for capital leases
- Schedule 9 is a listing of internal services premiums by fund and department
- Schedule 10 is a listing of general staff and administrative service charges
- Schedule 11 lists department's operating capital budgets
- Schedule 12 lists any carryover savings budgeted by fund and department
- Schedule 13 is a summary of year over year additions to the operating budget

Appendix

This section includes some key city statistics regarding population, household income, occupational distribution, school enrollment and much, much more. You can also find information on the number of parks, libraries, fire and police stations.

A glossary of important financial and budgetary terms that are used throughout the City's budget document and a "frequently asked questions" section, which helps address many of the most important aspects regarding the budget document, is also included.

FY 2008 BUDGET CALENDAR

October thru December 2006

Capital budget preparation, which involves

- input by departments;
- cost reviews of project budgets and operating and maintenance budgets by engineering, budget, and facilities management staff;
- prioritization of projects by deputy city managers and police and fire chiefs;
- discussion of various financing options by the CIP finance team; and
- preparation of the Preliminary CIP 2008-2016 document.

November 2006

30 Operating Budget Input Kickoff Meeting

December 2006

1 FY 2008 budget input by departments begins and continues though Dec. 31

31 Last day for FY 2008 budget input by departments

January 2007

25 Budget Retreat/Administrative Review - Pre-Balancing Meeting

February 2007

15 Budget Balancing Meeting with the City Manager's Leadership Team

March 2007

13-19 Delivery of the City Manager's recommended FY 2008 operating budget document and the Preliminary FY 2008-2016 CIP document to City Council for discussion at the budget workshops scheduled for March and April 2007.

20 Presentation of the FY 2008 General Fund (GF) revenue projection to City Council, along with the FY 2007 second quarter report on GF revenues and expenditures.

27 1:30 PM – 5:00 PM, 1st budget workshop

April 2007

3 8:30 AM – 5:00 PM, 2nd budget workshop

10 1:30 PM – 5:00 PM, 3rd budget workshop

17 1:30 PM – 5:00 PM, final budget workshop

May 2007

The final budget document is prepared. This includes preparing all schedules like the fund balance analysis, summary of revenues, operating budgets by program and fund, debt service schedules, transfers between funds, summary of tax levy and tax rate, etc. The preparation of all material takes two months.

3 Recommended CIP to the Planning Commission (Planning Dept.)

25 Preliminary FY 2008 budget to City Council for June 12 council meeting

June 2007

12 City Council public hearing and preliminary budget adoption

14, 21 Final adoption and tax levy adoption meeting dates published in Glendale Star. AG - required budget information published with the meeting dates.

26 City Council public hearing and final budget adoption Public hearing on the adoption of the property tax levy at regular City Council meeting

July 2007

1 Start of FY 2008

2 FY 2008 budget document complete and available for distribution

September 2007

TBD Clean up ordinance to Council re: FY 2007 inter-fund budget transfers

FY 2008 BUDGET PROCESS

OVERVIEW:

Council created the FY 2008 operating and capital budgets based upon its vision of 'one community.' They met in a one-day planning session in November 2006 to identify the things they would like to see accomplished during the upcoming budget year and they developed the following strategic goals.

- One community with strong neighborhoods,
- One community focused on public safety for citizens and visitors,
- One community with quality economic development,
- One community with a vibrant city center,
- One community with an active partnership with Luke Air Force Base,
- A city with high quality services for citizens, and
- A city that is fiscally sound.

As with prior fiscal year budgets, the intent of our FY 2008 operating and capital budgets is to enhance quality city services, continue with prudent, strategic investments in our community and to enhance the resources for various public safety functions.

In addition, key multi-year objectives related to the upcoming national events that were established during FY 2006 were re-visited and are as follows:

- Ensure safe and attractive public areas.
- Maximize resident, neighborhood, and business participation and involvement.
- Promote Glendale's amenities to capture an increase in tourism and economic development.
- Create a cross-functional, one-stop, expedited permit center.
- Modify relevant city codes and ordinances related to life and safety issues.
- Ensure fiscal accountability.

These messages were conveyed to the city's deputy city managers, department heads and budget experts through a variety of meetings led by executive staff. The Budget Department also conducted training to inform staff about changes in budget policies for the upcoming year and instructed staff on how to use the new budget inputting system developed for the FY 2008 budget process.

The Budget Department continues to recommend the "base budget" approach to control expenditures and promote fiscal conservatism, while helping to maintain existing service levels throughout the organization. With base budgeting, divisions are allocated a target base expenditure amount to support all ongoing operations for the fiscal year. Allocations are based on the prior year ongoing appropriation for that division, with any one-time funds in the current fiscal year's budget excluded from the target base budget for the upcoming fiscal year. Departments are encouraged to shift allocations for non-salary items within the target base

amount to better reflect current operations during the budget input phase that kicked off in December 2006. All salary & benefit related items are calculated and established separately by the Budget Department.

In some cases, the allotted base budget is not sufficient to support existing departmental operations, or a department may wish to promote a new or expanded program. In these cases where additional funding is desired, departments may submit a "supplemental" request. These requests are reviewed and evaluated in January and February 2007 because there were many more requests than it would be possible to fund. A final balancing meeting with executive leaderships occurred in mid- to late- February. Decisions at this meeting resulted in the recommended budget presented to City Council.

This year, City Council was presented two budget scenarios for the GF during a series of budget workshops during March and April 2007. The first scenario was restricted to expected in the GF. The second scenario was developed to address Council's stated desire to implement the public safety needs assessments over a three to four-year period and therefore relied on an adjustment to the existing public safety sales tax rate. At the conclusion of these budget workshops, the proposed budget was presented to Council for tentative adoption and then, two weeks later, for final adoption. The budget was transmitted to the general public in the form of public hearing notices. After completing the public hearings, the Council adopted a final budget setting the expenditure limitation for FY 2008 and the property tax levy for FY 2008, consistent with the City Charter and state law, in June 2007.

VARIATIONS IN BUDGETING METHODS:

The budgets of general government type funds, such as the General Fund, Public Safety Special Revenue Fund, Streets Fund and Transportation Fund are prepared on a modified accrual basis. This means that unpaid financial obligations, such as outstanding purchase orders, are immediately reflected as encumbrances when the cost is estimated, although the items may not have been received yet. However, in most cases revenue is recognized only after it is measurable and actually available. Since FY 1996, 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, Landfill and Transportation Funds) are prepared using the full accrual method. Enterprise funds 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).

Purchase orders for goods and services received prior to the end of the current fiscal year will be eligible for payment for a period of sixty days following the close of the fiscal year. Encumbrances for all other purchase orders will automatically lapse.

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of Generally Accepted Accounting Principles (GAAP). Since FY 2002, the CAFR has been prepared in compliance with Governmental Accounting Standards Board (GASB) Statement 34 requirements. The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes. 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 on a GAAP basis as opposed to being expended when paid on a budget basis.
b. 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 when paid on a budget basis.
c. Capital outlays within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget basis.
d. Inventory is expensed at the time it is used.
e. Depreciation expense is not budgeted as an expense.

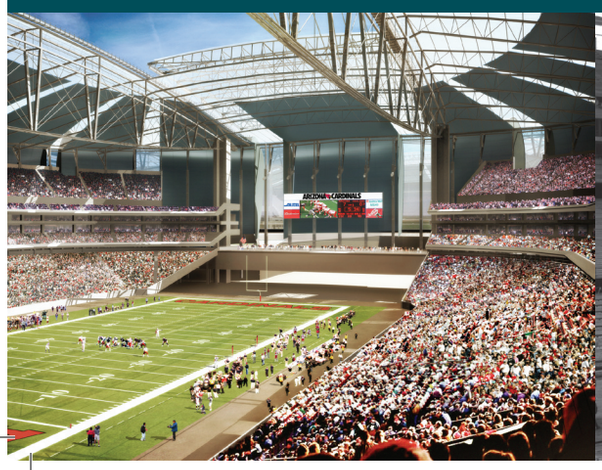
ACCOUNTING CHANGES:

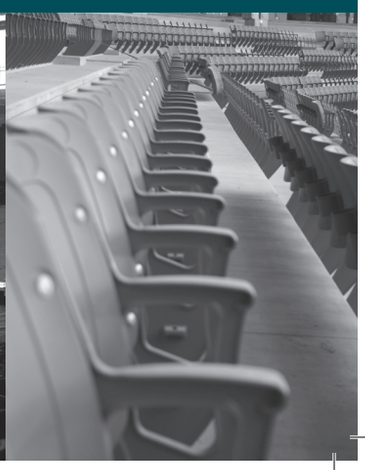
Starting in FY 2006, a new fund titled National Events (Fund 1010) was established to help track revenues and expenditures related to national events such as the Fiesta Bowl, BCS Bowl, and Super Bowl. In addition to the city setting aside funding to cover expenses associated with these events, any external reimbursements for city services provided at the events also have been tracked in this fund. Expenses and expenditure reimbursement revenue associated with the Fiesta Bowl were moved to the GF on an ongoing basis effective FY 2008. This is the same approach used for the expenses and expenditure reimbursement revenue associated with the Glendale Arena. The Super Bowl is the only event scheduled to have activity in the National Events Fund in FY 2008.

The Public Safety Training Facility Fund (Fund 2530) was created to track all the revenues and operating expenses associated with the new regional training facility that was completed in FY 2007. The facility was built with capital contributions from City of Glendale (74.8%), Maricopa County Community College District (8.2%), the City of Surprise (6.6%), the City of Peoria (6.5%), the City of Avondale (3.9%) and the Federal Government. Operating costs associated with the facility will be shared proportionately with the partners based upon the initial capital contribution.

The Finance Department, in conjunction with the Budget Department, rolled out a new chart of accounts (COA) in FY 2007. The new COA features expanded numbering options to allow for additional fund, department and account number combinations. The budget documents and schedules contained in the FY 2007 document showed not only the old COA numbers, but also the new COA numbers to help facilitate a seamless transition of this update. The FY 2008 budget book will only include the new COA figures now that this transition has been completed successfully.

BUDGET MESSAGE





Honorable Mayor and Council:

Similar to past fiscal years, the City of Glendale enters FY 2008 in a strong financial position. This position is a result of prudent management of city resources. As a result, the city's budget for the coming fiscal year provides the means to maintain essential city services while moving forward with strategies that ensure a positive, sustainable future by building upon the city's strong financial position.

One of those strategies involves asking voters in a September 2007 election whether to increase the sales tax dedicated for public safety from one-tenth of one cent (.1%) to one-half of one cent (.5%).

Another strategy is to lower the city's combined property tax rate a total of ten cents ($0.10) as a result of assessed valuation rising 33% in one year. This rate decrease still allows the city to move forward with planned capital projects such as a new city court facility and a downtown parking garage; absorb $49 million in cost increases as a result of soaring construction and land costs; and meet its debt service obligations for the general obligation bond categories.

Related to this strategy is the May 15, 2007, bond election regarding voter consideration of $270 million in additional voter authorization. Voters approved a total of $218.4 million, with $102.6 million for public safety capital projects, $79.1 million for streets and parking facilities, $20.6 million for flood control facilities, and $16.1 million for parks and recreation facilities.

A third strategy that has been in place for several years is an annual review of the rates charged for water, sewer, sanitation collection, and landfill disposal services to ensure incoming revenues are sufficient to support operating and capital expenditures for those individual operations. Other fees, such as those charged for plan review and building inspections, are also periodically reviewed and adjusted as needed. As a result of these reviews, water and sewer rates and various other fees will be adjusted.

Given this background, the FY 2008 operating and capital budgets reflected in this budget document are balanced between revenues and expenditures and are fiscally sound. As with the FY 2007 budgets, they are based on council's continued vision of 'one community' and the supporting strategic goals and key objectives. The recommended budgets integrate these guiding principles for FY 2007-08 with public safety as the highest priority. Council's updated strategic goals include:

1. One community with strong neighborhoods,
2. One community focused on public safety for citizens and visitors,
3. One community with quality economic development,

4. One community with a vibrant city center,
5. One community with an active partnership with Luke Air Force Base,
6. A city with high quality services for citizens, and
7. A city that is fiscally sound.

The overall intent of the recommended budgets is to continue providing quality city services that support a high quality of life for the entire Glendale community. The recommended budgets also reflect continued investment in the community's infrastructure based on Council's prudent direction. Finally, the recommended budgets provide the resources to continue supporting critical city services as a result of strategies that ensure a sustainable future.

While public safety has been a high priority for Council for several years, staffing and equipment assessments presented by the police and fire chiefs in January 2007 demonstrated a critical need for more resources. Therefore, during the FY 2008 budget development process, Council decided to refer to voters a proposed increase to the sales tax dedicated for public safety.

If voters approve this proposed change, then the public safety additions for FY 2008 initially budgeted with General Fund (GF) monies would be funded by the public safety sales tax fund. Additional public safety personnel and related expenses also would be funded with the new public safety sales tax revenue. The resulting capacity in the GF then would be allocated to fund needs in other GF departments. All of this would be accomplished with a council workshop discussion after the September election, and later formalized with an amendment to the city's operating budget.

An important feature of the recommended operating budget is the incorporation of the full operation and maintenance costs of major capital facilities such as the public safety training facility, the downtown parking garage (to open in December 2007), the new Oasis water treatment plant, a new park and ride lot, and the new media center, convention center and parking garage facilities in the west area. These are important public facilities that will provide many benefits for the Glendale community, now and in the future.

Also included in the recommended operating budget are pay and benefits adjustments for city staff to ensure we remain competitive in recruiting and retaining the best qualified staff. Staff covered by the public safety labor agreements will receive a 5% step adjustment. Pay adjustments for other city staff continue to be based on a market survey of other Valley cities. Overall, City Council approved the addition of $5.2M (all funds), with $3.9 million in the GF, to implement these important pay adjustments.

Approximately $1.3 million (all funds) was added to the base budget to address cost increases for employee benefit packages. This increase in the City's share of the costs is supplemented by an increase in the employees' share of the costs. Retirement contributions for the various state retirement plans also increased for both the employer and employee as contribution rates were adjusted to ensure they are sufficiently funded.

In keeping with the strategy of addressing staffing needs for public safety, City Council will add a total of 20 new positions for police and fire services. These positions would be in addition to the 41 new positions for police and fire services added as part of the FY 2007 budget.

Coupled with civilianization of administrative positions, the 14 new positions in the police department's staff would result in 12 more police officers being deployed to respond to the community's needs. For the fire department, there will be an additional 6 positions. These additions to public safety staffing will further enhance the direct public safety services already provided to the Glendale community.

If voters approve the proposed adjustment to the existing public safety sales tax, the police and fire departments would add a total of 67 positions for FY 2008, or 47 more than the 20 positions to be added without the dedicated sales tax adjustment.

Citywide, the total number of new positions added is 56 with 15 positions added to the GF base budget and 41 positions added to the base budget of other funds. Steadily increasing demands for city services have occurred over the past several years as Glendale's population continues to grow, especially with the rapid transformation of Glendale's western area. In addition to the new public safety positions discussed above, some other examples are noted below.

- Two ongoing code compliance inspectors will address Council's desire to support seven-day-a-week coverage for this critical neighborhood service. One city prosecutor dedicated to code compliance cases also will be added to address the growing number of code cases being referred to the municipal city court system.

- One ongoing special events position will address the increased workload in implementing the city's signature downtown events that draw hundreds of thousands of visitors to Glendale's vibrant city center.

- One ongoing administrative support position will help the GO! Transportation Program to address a sustained increase in the volume of customer contacts and customer requests for service.

- Six ongoing, direct service positions for the city's sanitation collection and landfill disposal services program will address a sustained increase in the residential and commercial sectors' use of these essential city services.

- Twenty-one positions for the Utilities Department will address the growing service demands on the city's water and wastewater collection, treatment, and distribution systems. Thirteen positions will be assigned to the city's new water treatment facility. This facility was built to add water production capacity to ensure the city will meet summer peak water demands. Another six positions will enhance security for the city's water supply, treatment plants, and distribution system. The remaining two positions will be assigned to the wastewater collection and treatment divisions.

Aside from changes to staffing levels to address sustained increases in the demand for city services, other critical elements of the FY 2008 operating and capital budgets include the following:

- $11.5 million for the city's pavement management program, an amount that is $8.5 million or 267% more than the FY 2007 allocation of $3 million.

- $2.2 million for the design and initial development of a new city court facility, with construction planned for FY 2009.

- $1.8 million for upgrades to the police digital communication system.

- $1.3 million for the purchase of 25 additional police cruisers and other essential vehicles for the Police Department. These are needed to accommodate the higher peak demand for vehicles resulting from overlapping shift schedules that are used to better serve the community during times of the day when the volume of calls for service is high.

- $225,000 for renovations to 3 fire stations that are over 25 years old.

- Approximately $925,000 to address the sustained increase in fuel prices for the city's fleet that includes police cruisers and motorcycles, fire apparatus, sewer vactor trucks, traffic signal bucket trucks, and other service vehicles.

- $700,000 for the Neighborhood Improvement Grants program to provide small-scale capital improvements to various neighborhoods such as right-of-way landscaping enhancements and neighborhood entryways.

- $22,500 for the Neighborhood Focus Program that targets resources to mature neighborhoods.

- Approximately $800,000 for the downtown beautification and promotion program that creates an ongoing effort to maintain recent physical enhancements to Glendale's central city and supports the establishment of an attractive and safe atmosphere for visitors, residents, and business owners.

I mentioned in my message last fiscal year that a new and significant operational issue Glendale faced in FY 2007 was related to our status as host city for the national Fiesta Bowl and first-ever Bowl Championship Series Game. I am pleased to report the city successfully met that challenge. The city and its employees were widely recognized for the seamless service provided during the FY 2007 events that resulted in making the national events a positive experience for our residents, businesses, and partners.

For FY 2008, Glendale will host the Fiesta Bowl again, as well as the biggest game of all, the 2008 Super Bowl. The experience we gained from hosting the 2007 national events has been excellent preparation for the Super Bowl game and its related events. While work remains to be done, I know the employees will provide the same exemplary service they provided to the Glendale community and visitors during FY 2007.

As I noted in my prior budget messages, the costs associated with providing public safety services and other city services to these world-class sports facilities can be significant. The $2 million in ongoing costs for the stadium-related events have been incorporated into the city's GF operating budget for FY 2008 now that we have a better idea of what it takes to staff those events. This is the same approach used when the Jobing.com Arena opened a few years ago.

For the 2008 Super Bowl, the city will cover costs using the estimated remaining $3.4 million from the National Events Fund. This fund was created when City Council prudently set aside a total of $7 million out of the GF ($1 million in FY 2005 plus $5 million in FY 2006 plus $1 million in FY 2007) to address the first-time costs for the 2007 Fiesta Bowl and Bowl Championship Series events and the one-time costs for the 2008 Super Bowl and related events.

The economic vitality of the region has been remarkable, and the impact of this strong economic growth on Glendale has been significant. As the following table illustrates, Glendale has experienced dramatic and sustained growth in GF ongoing revenues.

Fiscal Year	Ongoing Actuals (1x revenues excluded)	% Change From Prior FY
2001-02	$116.5M	---
2002-03	$122.2M	4.9%
2003-04	$138.1M	13.0%
2004-05	$146.5M	6.1%
2005-06	$166.5M	13.6%
2006-07 estimate	$173.7M	4.3%
2007-08 projection	$186.1M	7.1%

The consensus among experts on the Arizona economy is that strong growth will continue in FY 2008. This expected growth is fueled by continued increases in population growth and job creation, and complemented by healthy gains in personal income. Further support for the FY 2008 projection is found in the third quarter ongoing revenue receipts. These receipts indicate that Glendale currently is experiencing overall growth of 6% rather than the 4.3% estimated earlier in the budget development process. This means that the estimate of $173.7 million for this fiscal year is likely to be surpassed by $2 - $3 million.

The realized and anticipated growth in ongoing revenue is significant because it means we can support and maintain excellent, ongoing city services to sustain a high quality of life for the Glendale community. This kind of healthy growth is, in large part, a result of the economic development strategies that Council has guided. These economic development strategies have led to Glendale's strong financial position that assures us a bright future.

While the economy remains very strong, we continue to employ fiscally conservative spending practices. For example, we continue to follow many of the cost-saving measures that were implemented in FY 2003, such as:

- No transfers of salary savings to operating budgets except in warranted instances.
- No unbudgeted carryover savings except in very limited instances, which means that unspent but appropriated funds at the end of each fiscal year are returned to the GF.
- Capital projects are reviewed annually for all operating and maintenance costs impacting the GF.

For the future, we will continue to monitor expenditures and revenues during the course of the fiscal year to ensure we are on the path the Council has charted for the city. We also will continue providing quarterly reports to Council on the performance of the General Fund. These reports will keep you apprised of how revenues and expenditures are doing when compared with the revenue and expenditure budget established for FY 2008.

In closing, I continue to be confident that the Mayor and Council's vision will ensure a superb quality of life for the Glendale community and secure our position as a world-class destination city.

Sincerely,

Ed Beasley
City Manager

BUDGET SUMMARIES

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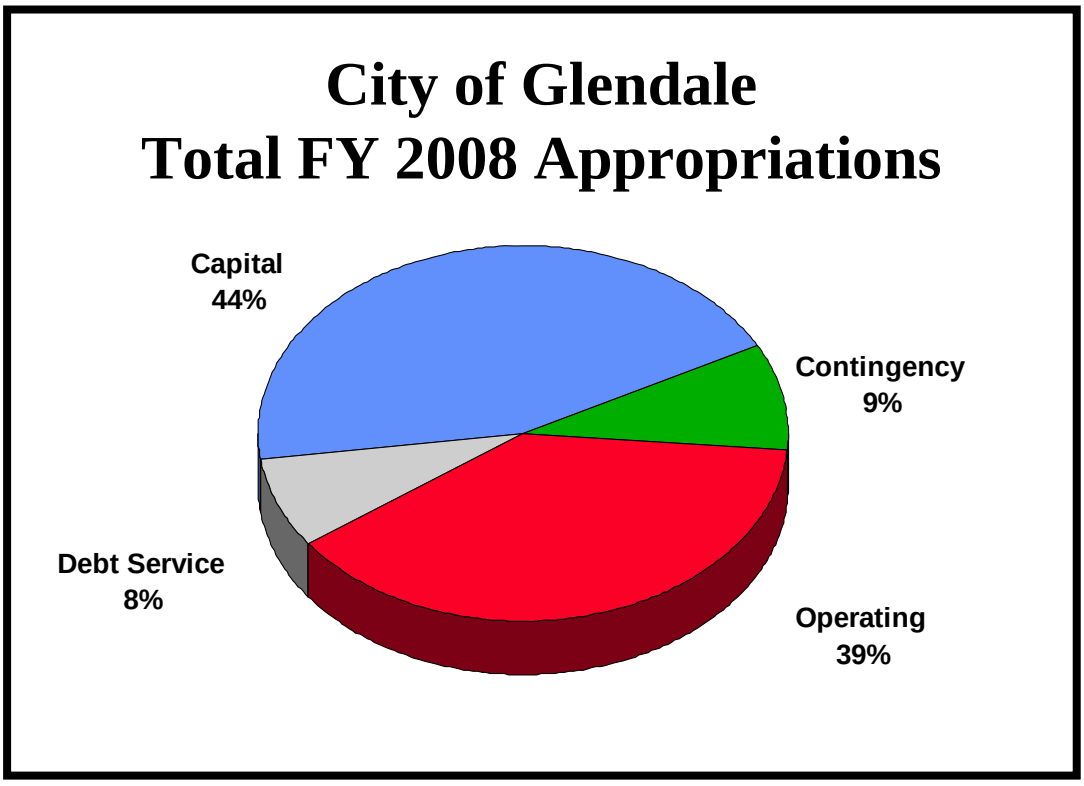
BUDGET SUMMARY

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 $363.2 million. The *capital improvement budget* funds the construction of city facilities, such as police/fire stations and libraries, in addition to the construction of roads, public amenities and other infrastructure throughout the city. This year the capital improvement budget totals $418.8 million. The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $74.4 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 should they arise during the fiscal year. The contingency appropriation for this fiscal year totals $85.6 million.

The total budget, including all four components, is $942.0 million for Fiscal Year (FY) 2008. This represents an increase of only 3.2% from the FY 2007 total budget of $913.0 million. As you can see from the graph below, the operating (39%) and the capital (44%) appropriations are the largest components of the FY 2008 budget and account for 83% of the total appropriations. Both are discussed on the following pages.



Operating Budget

The development of Glendale's FY 2008 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, City Council 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 2006, 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 CIP Management Team met to begin the process of updating the *Ten-Year Capital Improvement Plan*. In November, the City Council met in a day-long, goals-setting retreat and updated their strategic goals and key objectives. These City Council Goals, which are detailed in the *Mayor's Message*, became the driving force for the entire budget development process.

In December, the Budget Office presented the budget address to the organization as part of an operating budget input kickoff session. This address focused on the City Council goals and the projected economic condition of the city, and provided the city manager's policy direction to the organization to be followed in development of individual departmental budget requests. This year, departments were once again required to balance their base budget requests to a target equaling 100% of their FY 2007 ongoing base budget. This required departments to absorb inflationary increases within their base budgets. The lone exception related to fuel budgets. Due to significant price increases, a city-wide supplemental was submitted to cover this very important base budget line item for the next fiscal year.

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 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 other innovations they implemented prior to requesting supplemental funding.

After the operating managers submitted their budget requests, they were reviewed by their group's deputy city manager in order to prioritize the requests. The entire management team met in February to develop the city manager's recommended budget. This balanced budget was then reviewed by the City Council in a series of five public, televised workshop sessions beginning on March 27 and concluding on April 17. Approximately 18 hours of workshop hearings were held to discuss the pertinent issues surrounding the operating, capital and debt service budgets for the upcoming fiscal year. 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.

Capital Improvement Plan Budget

The city annually updates the *Ten-Year Capital Improvement Plan (CIP),* which is now based on FY 2008 through FY 2017 and includes over $2.3 billion in projects. The first year of the plan is the only year appropriated by Council. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by City Council. Projects include upgrades to city buildings, street improvements, parks construction and enhancements, as well as upgrades to water treatment and wastewater collection facilities. Glendale utilizes a CIP Management Team in conjunction with its Engineering, Budget and Finance Departments to carefully review all capital projects.

In an effort to manage total costs, the city reviews all CIP projects in great detail for not only their capital costs to construct, but also their projected impact on the operating budget once they are completed. Projects with high operating costs may need to be deferred to a year when the city can ensure that the operating impact can be adequately covered when the project is completed.

For FY 2008, the City of Glendale plans on making the following capital investments with a $418.8 million budget (figures are rounded):

Table 1: Capital Improvements

(All Dollars in Millions)

Water & Sewer	$147.6
Transportation Construct.	$106.0
Street/Parking	$29.9
Public Safety	$18.7
General Fund Rev Oblig.	$17.0
Transportation Grants	$15.6
Flood Control	$15.1
Airport Capital	$10.9
DIF – Roadway Imp.'s	$10.2
Street Rev Bonds (HURF)	$8.6
General Fund Paygo	$7.4
Parks	$5.2
Other Grants	$3.9
DIF - Libraries	$3.7
Sanitation	$2.8
Other	$16.2
Total CIP	**$418.8**

Refer to the *Capital Improvement Plan* section for more detailed information regarding the projects included in these categories, as well as the funding sources available for each.

Amending the Budget

Once the City Council adopts the annual budget, total expenditures cannot exceed the final appropriation that is $942.0 million for FY 2008. However, with City Council's formal approval, the city can adjust the total appropriations within the funds provided that the budget remains in balance. This means that if one fund's total appropriation is increased, other fund appropriations must be reduced by an equal amount.

These inter-fund transfers are primarily approved by City Council as part of the normal course of city business when various council communications detailing pending construction awards, grant awards or professional service agreements are presented to Council at public meetings. Inter-fund transfers processed during the year that did not come forward in a formal council communication are summarized by the Budget Office and presented to City Council at the end of the fiscal year via the annual clean-up ordinance at a formal evening meeting.

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

Fund Descriptions and Fund Balances

The City of Glendale uses fund accounting to track revenues and expenditures. Some funds, such as the Streets Fund, are required by state legislation. Others were adopted by the city to track and document revenues and expenditures to ensure accountability. Enterprise Funds are expected to be self-supporting through revenue generated from the services provided. For these funds, the city charges a fee for a specific service, such as sanitation collection, just like any other business would do. Ending fund balances in each of these funds are composed of the ending balance plus the contingency appropriation, which should remain unspent barring emergencies.

General/Special Revenue Funds:

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. Nearly the entire amount of the ending fund balance, after accounting for operating and capital expenditures and transfers, was conservatively appropriated as contingency appropriation that can only be used as directed by Council during the fiscal year.

Streets Fund: The Streets Fund is used to track 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 Streets Fund supports street cleaning and maintenance, traffic signs and signals, street lighting and related activities. The fund generally has a minimal projected ending balance in any given fiscal year as revenues (including budget transfers) are usually enough to cover planned expenditures. A General Fund transfer into this fund is typically made to balance the planned operating and capital expenditures to zero.

Police and Fire Special Revenue Funds: In 1994, Glendale voters passed a citizen initiative that increased the local sales tax by 0.1% 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. The FY 2008 budget reflects the addition of nine police officers and three fire fighter positions bringing the totals to 42 positions for police and 21 for fire that are paid from this fund. The Police and Fire Revenue Funds are used to track these revenues and expenses. Fund balances will decrease slightly in both funds due primarily to one-time equipment purchases for Police and one-time training exercises for Fire planned for FY 2008.

Transportation Fund: The Transportation Fund supports the provision of transit services in Glendale. The fund is primarily supported by sales tax revenue received from the Transit Referendum Tax (0.5%) approved by voters in 2001. 100% of the revenues and operating expenditures are accounted for in this fund. However, a separate Transportation Construction Fund exists to track transportation related capital expenditures.

Each year, the Transportation Fund transfers cash into the Transportation Construction Fund to cover or offset capital expenditures made throughout the year in the capital fund. The fund will see a large influx of cash in FY 2008 due to a planned bond issuance of $90.0 million. This bond issuance will be used to fund the completion of several large capital projects in FY 2008, including Grand Avenue access improvements, Northern Avenue super-street engineering, downtown pedestrian circulation improvements, a park and ride lot, as well as numerous street construction projects.

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% of its LTAF funds into the Transportation Fund. The transfer will be $1.1 million in FY 2008.

Civic Center Fund: The Civic Center Fund was created to track the revenue and expenses for the downtown facility that contains over 33,000 square feet of meeting and event space. The Civic Center hosted over 65,000 people in FY 2007 for a variety of events including weddings, trade shows and conventions. A projected transfer from the General Fund of $642,313 will supplement revenues of $500,000 generated from Civic Center activities in FY 2008 to cover operating and capital related expenditures. It is the city's goal for the Civic Center to be a self-sustaining operation in the future.

Airport Operating Fund: This fund was established to track the operating revenues and expenses of the Glendale Municipal Airport. Currently, the Airport Fund receives a transfer from the General Fund and carries no year-to-year fund balance. The long-range goal for the airport is to become a self-sustaining operation, at which time the Airport Fund will become an enterprise fund. The airport should be able to attract more commercial business as development of Westgate progresses around the Jobing.com Arena and University of Phoenix Stadium. The Airport Fund is projected to receive a transfer of $212,738 from the General Fund to augment projected revenue collections of $378,060 in FY 2008.

Employee Groups Fund: This fund was created to track activity related to an employee group known as Glendale's Exceptional Municipal Staff (GEMS). GEMS plans, organizes and sponsors events such as the annual holiday employee luncheon, conducts fund raising activities for local non-profits and plans periodic social events to provide a setting for informal networking outside of the work environment, with the assistance of various planning committees and employee volunteers. The General Fund transfers a fixed amount of $37,909 each year into the fund and vending machine revenues received primarily from City of Glendale employee purchases throughout the year is projected to bring in another $47,000 to the fund in FY 2008.

Zanjero Special Revenue Fund: This fund is used to track the revenue generated by the Zanjero development just north of Westgate on Glendale Avenue. The Zanjero development is a 150-acre, mixed use project that is planned to include residential, office, retail and hotel space totaling about 4.6 million square feet. This site is anchored by Cabela's, the world's foremost outfitter of outdoor gear. Revenues collected in the fund are transferred to the MPC debt service fund and used to pay the debt service related to infrastructure improvements completed by the city for this development.

Arena, Stadium and National Events Funds: The Arena and Stadium Special Revenue Funds track the revenues received from their respective events, as well as the city costs associated with each venue and the day-to-day operations of city-owned facilities surrounding them. For example, the Glendale Youth Sports Complex adjacent to the stadium features five fields that have been developed to fill a community need for additional youth sporting opportunities in the West Valley. The complex will also provide additional parking amenities to the new University of Phoenix Stadium in Glendale, Arizona.

The National Events Fund was established in FY 2005 to track General Fund cash that has been reserved, or set aside, by Mayor and Council to pay for community improvements and operations associated with the Fiesta Bowl, BCS Bowl Game and Super Bowl. $1.0 million was set-aside in FY 2005, $5.0 million in FY 2006 and another $1.0 million was added to this fund in FY 2007. The economic impact of these events is expected to be beneficial to not only the City of Glendale, but the entire state as well. Planned expenditures directly related to the upcoming Super Bowl are the only items budgeted in the fund for FY 2008. These expenditures include public safety, transportation, marketing and a city-wide signage project. The expenditures related to the Fiesta Bowl are now included in the General Fund in FY 2008 as it is an annual event.

Training Facility Special Revenue Fund: All revenues and expenditures associated with the new Glendale Regional Public Safety Training Facility are tracked in this fund. The facility was built with capital contributions from the City of Glendale (74.8%), Maricopa County Community College District (8.2%), City of Surprise (6.6%), City of Peoria (6.5%), the City of Avondale (3.9%) and the federal government. The new training center will provide fire and police departments with the tools required to train new firefighters and police officers to conduct their jobs in an effective and safe manner while providing high quality services to the citizens of Glendale and neighboring West Valley cities. Operating costs associated with the facility will be shared proportionately with the police and fire partners based upon the initial capital contribution.

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

Grant Funds: The city created a number of individual funds 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. Separate funds are used to track Community Development Block Grant, HOME and Emergency Shelter Grant funds received from the federal government. Another fund tracks the Community Action Program grant funds received from Maricopa County. A Transportation Grant Fund was established in FY 2005 to track grant activity for projects covered by the Glendale Onboard (GO!) transportation program. Most other grants are tracked through the Other State and Local Grants Fund. Most grant funds come in on a reimbursement basis, so these funds typically do not carry a fund balance from year to year unless they have a specified reserve balance requirement.

Court Special Revenue Fund: The Court Revenue Fund is funded by two primary sources: a security surcharge paid by persons convicted of traffic or misdemeanor offenses in City Court, and timed payment fees charged to persons who choose to pay their fines in installments. Security surcharge revenue must be used for security services and facility improvements at the City Court. The timed payment fee may be used for general court services.

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.

Enterprise Funds:

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 related user fees. The fund receives no tax

revenue and pays an annual contribution to the General Fund for administrative support services, such as accounting, personnel and legal services that General Fund departments provide. If the General Fund departments did not provide these services, the enterprise fund would have to contract with vendors to receive the services.

The Water/Sewer Enterprise Fund balance is expected to decrease from $129.8 million to $23.7 million in FY 2008 because of planned capital expenditures totaling $147.6 million and the debt service requirements associated with revenue bond funded projects. Examples of capital projects include the Oasis Water Campus and groundwater treatment plant improvements, as well as planned line replacements and extensions.

Sanitation Enterprise Fund: This fund supports refuse collection and disposal service to homes and businesses in the city. It is supported through monthly charges paid by sanitation customers. The divisions in the Sanitation Enterprise Fund pay the Landfill Fund to dispose of solid waste at the landfill. The fund balance is expected to decrease from about $5.4 million to $3.0 million in FY 2008 as planned expenditures for large capital equipment (i.e., roll-off trucks, front and side-load trucks, loose trash equipment, etc.) totaling $2.8 million will be made using fund balance.

Landfill Enterprise Fund: The Landfill Enterprise Fund supports the operation of the Glendale Landfill. City departments, and all private haulers, pay tipping fees (based on tonnage disposed) to use the city's landfill. Non-city customers pay higher tipping fees. City Code requires that any excess of budgeted revenues over budgeted expenditures be reserved each year for major landfill improvements, major equipment purchases and the eventual closure costs. The city's successful recycling program has helped to extend the life of the landfill and contribute to our community's effort to improve the environment.

The balance of the Landfill Fund at the beginning of FY 2008 is projected to be $18.4 million. It is projected to decrease to $16.3 million by the end of this fiscal year, with another $2.0 million appropriated for contingency purposes**.**

Revolving/Internal Service Funds:

Risk Management and Worker's Compensation Trust Funds: The Risk Management and Worker's Compensation Trust Funds support the provision of liability, insurance and worker's compensation coverage for the city. Income to the funds comes from premiums charged to each city department based upon a number of factors including the number of employees, size of operating budget, actual claims history, etc. The funds are used to pay claims against the city and to cover premiums for certain types of outside coverage.

Benefits Trust Fund: The Benefits Trust Fund was created in FY 2001. 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 are deposited into this fund. Premium payments to insurance carriers and related claims expenses are made directly from the fund. The ending fund balance serves as a reserve to cover incurred but not reported claims, as well as a buffer against rising health care costs. In FY 2008, $1.0 million of fund balance will be used to offset medical and dental premium increases.

Vehicle and Technology Replacement Funds: These replacement funds were designed to allow the city to accumulate the money needed to replace its fleet of cars, trucks and other equipment and its personal computers, telephone system and other technology-related equipment at regular intervals. Typically, each department pays annually into each fund based on the amount of equipment in its inventory, the expected life span of the equipment in use and any residual value of the equipment. Replacement equipment is then purchased according to the established replacement schedule and paid for out of the appropriate replacement fund. Fund balances in both fluctuate from year to year according to the replacement schedules.

General Services and Telephone Funds: The General Services and Telephone Funds are used to track income and expenses of the internal services provided to city departments. These include vehicle maintenance, fuel and telephone services. City departments pay for these services on an actual usage basis. These charges go into the General Services Fund as revenues that support the cost of providing the services. The General Services Fund generally carries only a small 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 by lowering any inflationary type rate increases the following year.

Marketing Special Events, Park Self-Sustaining, Library & Cable TV Revolving Funds: These funds track the use of special revenue sources dedicated to the specific service areas that collect them. Examples include vendor rental fees for downtown special events, recreation classes for which fees are charged, library book sales and rental fees for the cable TV studio and van.

The Marketing Department receives contributions from sponsors and fees from vendors for special events and is projected to receive a transfer of $881,798 from the General Fund. In addition, 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.

Stadium Agreement Fund: This fund was created to track specific stadium revenues that are required to be refunded to the Arizona Sports and Tourism Authority (AZSTA) in accordance with signed development, construction and operating agreements with the city. All revenues collected in this clearing house type fund are subsequently dispersed to the AZSTA.

Construction Funds:

Construction funds account for financial resources used for the acquisition or construction of major capital facilities and equipment. They are based on the type of general obligation bonds and alternative financing that the city issues. Considerable detail on planned capital projects, their potential operating impacts on the General Fund, Enterprise Funds, debt policies and tax implications are included in the *Capital Improvement Plan* section of this document. Any remaining fund balances in the capital construction funds are appropriated to contingency to cover unanticipated project costs or the unanticipated acceleration of key projects.

Development Impact Fee Funds:

These funds are based on the type of development impact fees the city collects from developers to address the city's capital costs associated with accommodating growth. Further information about these types of funds is included in the *Capital Improvement Plan* section of this document.

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 and Municipal Property Corporation) 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 Plan* section of this document and the associated debt schedules that show the principal and interest payments by year are included in the *Schedules* section.

Fund balances in the General Obligation and Municipal Property Corporation Funds fluctuate according to established debt payment schedules. The Street Revenue Bond Debt fund carries little or no fund balance. Both the MPC and Street Revenue Bond funds are balanced annually with transfers from the General, Streets and Arena Special Revenue funds.

REVENUES

Total revenues available to the city in FY 2008 from all sources are estimated at $630.0 million, of which $171.3 million goes into the General Fund. Table 1 shows changes expected in the revenue funds included in the table. Please note that numbers in parentheses denote a decrease in revenues in FY 2008 from FY 2007.

Table 1: Total Revenues by Fund—FY 2007 vs. 2008

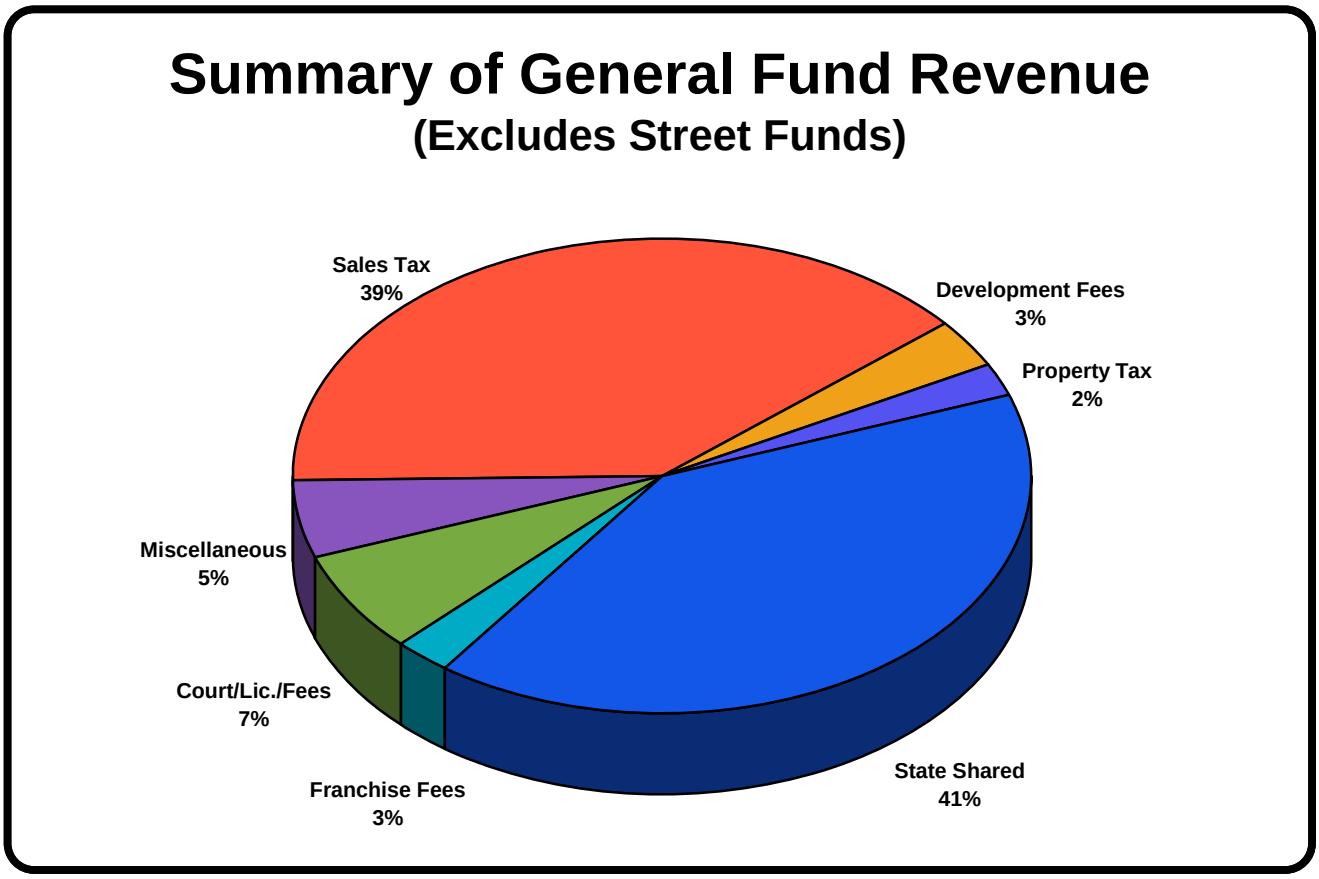
(All Dollars in Thousands)

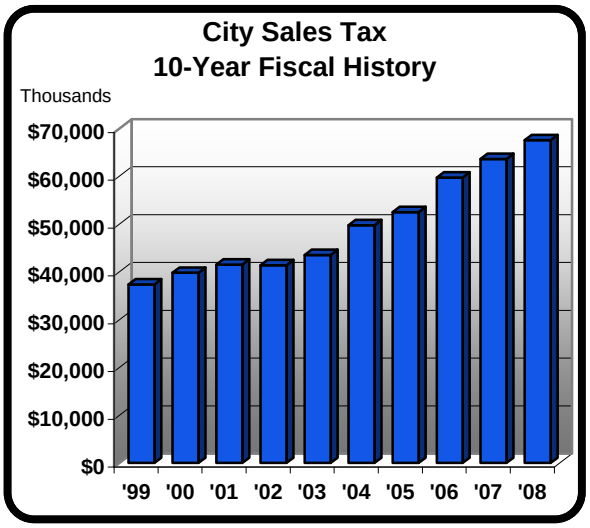
Fund	FY 2007 Estimate	FY 2008 Projection	Change FY 07 to FY 08
1000-General Fund	$157,339	$171,343	$14,004
1040-General Services	$8,343	$9,206	$862
1100-Telephone	$890	$1,071	$181
1120-Vehicle Replacement	$2,082	$2,909	$827
1140-Tech. Replacement	$1,943	$2,398	$455
1240-Court Fund	$327	$333	$6
1260-Library Books	$328	$337	$8
1340-Streets	$16,818	$16,986	$168
1640-L.T.A.F.	$1,132	$1,118	($14)
1650-Transport. Grants	$700	$15,024	$14,324
1660-Transportation	$27,061	$119,140	$92,079
1700-Police Spec. Rev.	$3,133	$3,734	$600
1720-Fire Spec. Revenue	$1,667	$1,867	$200
1740-Civic Center	$485	$500	$15
1760-Airport	$374	$378	$4
1780-Arena Special Rev.	$8,550	$8,627	$77
1880-Park Self Sustain.	$945	$945	$0
2360-Water/Sewer Fund	$112,658	$118,593	$5,935
2440-Landfill Fund	$10,188	$10,256	$68
2480-Sanitation Fund	$15,450	$15,617	$167
2500-Housing	$8,117	$8,117	$0
2540-Risk Mgmt Trust Fund	$2,880	$2,913	$33
2560-Workers Comp Fund	$1,150	$1,117	($33)
2580-Benefits Trust Fund	$20,096	$22,066	$1,971
Total Operating	**$402,656**	**$534,594**	**$131,938**
Capital and Other Revenue	$195,508	$95,385	($100,123)
Grand Total	**$598,164**	**$629,979**	**$31,815**

General Fund Revenues

Total resources available in FY 2008 to support General Fund services include the estimated beginning fund balance of $46.9 million and revenues of $171.3 million. Estimated total revenues for FY 2008 are expected to increase approximately $14.0 million (8.9%) from the FY 2007 year-end estimate. The increase from the prior year-end estimate is attributable primarily to increases in city sales tax, state-shared revenues and license and fee revenues.

The city's overall General Fund revenue projections are based on historic trend data, expected population increases, disposable personal income, inflation, performance of the national, state and local economies and statistical analyses.

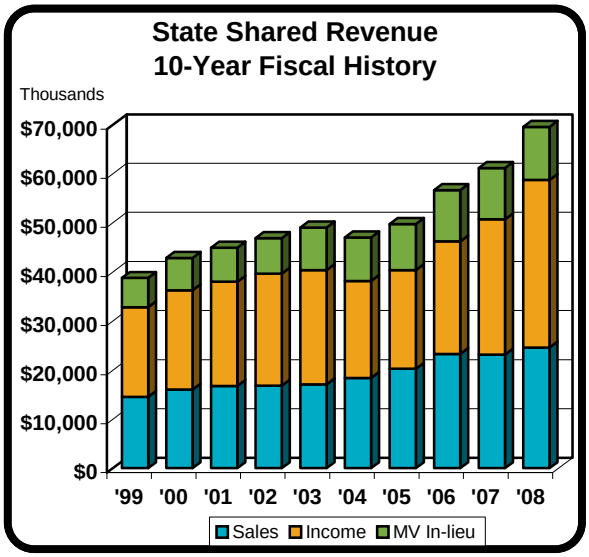




City Sales Tax: City sales tax represents 39.4% of the General Fund total operating resources and is expected to be Glendale's second largest source of locally generated revenue. The General Fund receives 1.2% of the city's 1.8% sales tax on all retail sales occurring within the city. For FY 2008 the adopted revenue budget is $67.6 million, which is approximately a $3.9 million, or a 6.1% increase over the FY 2007 year-end estimate of $63.6 million. This forecast is in line with the forecasts of retail sales growth in the 5% - 7% range that experts on the Arizona economy have projected.

This revenue source has performed very strongly in recent years as reflected in an annual average growth rate of 9.7% between FY 2002 and FY 2006. It is expected to continue growing as new retail development expands to undeveloped areas of the city.

State-Shared Revenues: State-shared revenues include state income tax, state sales tax, and motor vehicle in-lieu tax, which are shared with all cities and towns throughout the state. The formula for distribution of the sales and income tax revenue is based upon the relation of the city's population to the total state population. Under this distribution method, mature cities reaching build-out will see their portion of state-shared tax revenues decrease, as rapidly growing cities receive a greater share of the revenue distribution. The motor vehicle in-lieu distribution is based on the city's population in relation to the total incorporated population of Maricopa County. The State Department of Revenue collects and distributes funds to cities and towns for these revenue sources.



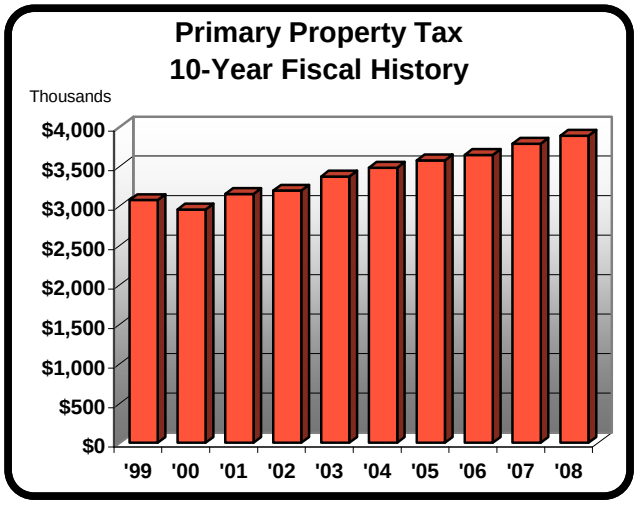
A mid-decade census was conducted in FY 2006 for Maricopa County. Originally the city expected to see a loss in FY 2007 state-shared revenue as a result of the mid-decade census, but due to economic growth the city continues to see revenue growth. The city is expected to realize an $8.4 million or 13.8% increase over the FY 2007 year-end estimate of $61.2 million. State-shared revenue represents 40.6% of the General Fund total operating revenue resources and is expected to be Glendale's largest source of revenue.

For FY 2008 the adopted revenue budget for state-shared income tax is $34.1 million, which is approximately a $6.6 million or a 24.0% increase over the FY 2007 year-end estimate of $27.5 million. Income tax disbursements to cities lag behind collections by two years, so strong performance in FY 2008 reflects a 28.5% increase in Arizona income tax collections from FY 2006.

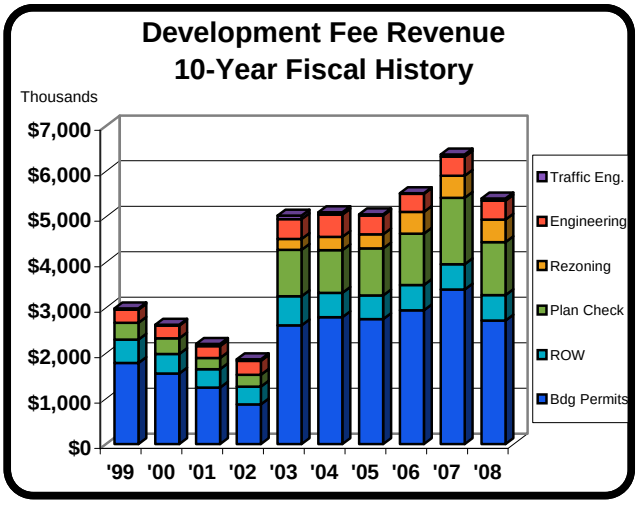
Cities and towns share in a 5.0% sales tax collected by the state. The forecast calls for FY 2008 state-shared sales tax of $24.6 million reflecting a growth rate consistent with that used for the city sales tax.

State motor vehicle in-lieu tax is part of the vehicle license fees collected by the state. The adopted budget for FY 2008 is $10.9 million.

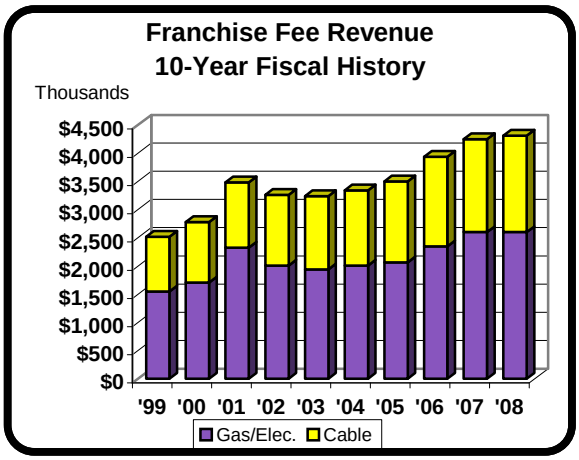
Primary Property Tax: As a result of increasing assessed valuation the city reduced the primary property tax from $0.2925 to $0.2681 for FY 2008. Using Maricopa County estimates for assessed valuation, a primary property tax rate of $0.2681 per $100 of assessed valuation will result in revenues of approximately $3.9 million. This is a slight increase from FY 2007 receipts and the increase is attributable primarily to appreciation of existing property values as well as new construction in the city. To ease the tax burden for existing residents the property tax rate was reduced from $1.72 to $1.62. The current levy is below the legal maximum, and the city is in compliance with applicable property tax law.

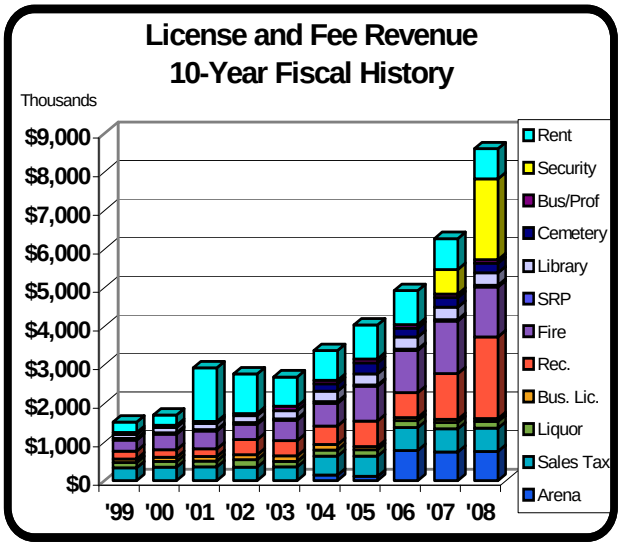


Development Fees: Development-related fees include building permits, right-of-way permits, plan review fees, rezoning fees and engineering and traffic engineering plan check fees. Fee revenues tend to reflect the economic health of the construction sector. Development fee revenue is predicted to decrease to almost $5.4 million in FY 2008. This represents a decrease of nearly $1.0 million from the FY 2007 estimate, which represented a spike in major new developments, such as the commercial, retail, and housing construction activity around the Glendale Arena, University of Phoenix Stadium and the Loop 101.



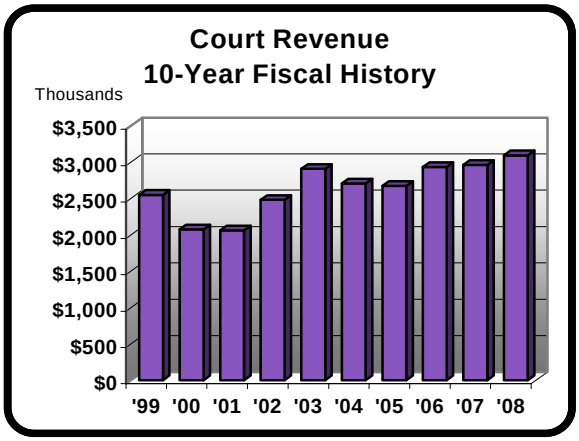
Franchise Fees: Franchise fees are paid to the city by the electric, gas and cable companies operating within the city. These fees tend to increase in response to population growth and rate increases by the various utilities. In all cases, the fees due the city are based on gross receipts for the franchised organization. Anticipated revenues from this source are approximately $4.3 million for FY 2008.





License and Fee Revenues: This revenue category includes business and professional licenses, sales tax licenses, liquor licenses, special regulatory licenses, recreation fees, fire department fees, library fines and fees, cemetery fees, arena fees, rental income and security fees related to partial reimbursement of public safety service costs for game days at the University of Phoenix Stadium. As a group they are expected to generate $8.6 million in FY 2008. This represents an increase from the FY 2007 year-end estimate, primarily due to the expected revenue generated from recreation fees at the new Foothills Recreation Center and new fees related to mega event security.

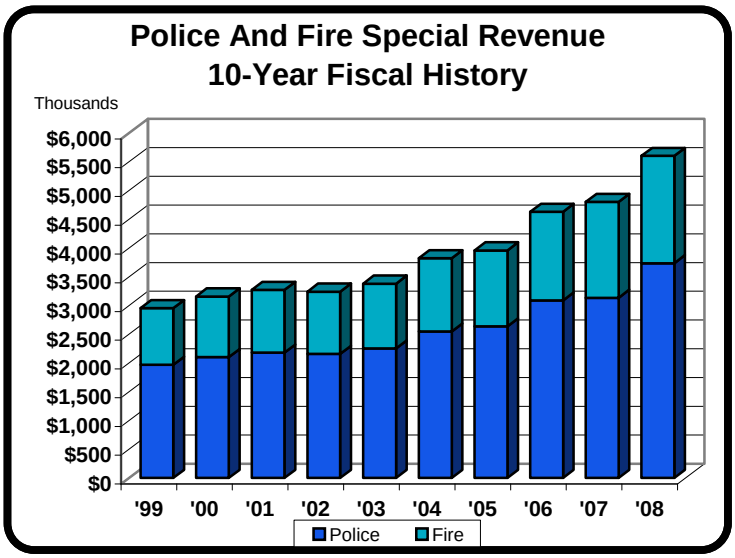
Court Revenues: The Glendale City Court collects fines for parking and traffic violations, and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The amount of revenue generated from fines can be affected by changes in the level of enforcement provided by the Police Department. Court revenue is estimated to reach $3.1 million in FY 2008.



Other Revenues: This revenue category includes interest, staff and administrative chargebacks, rental income, capital lease proceeds, sale of assets and miscellaneous revenues. The forecast calls for FY 2008 revenues of approximately $8.9 million, a slight decrease from the FY 2007 estimate.

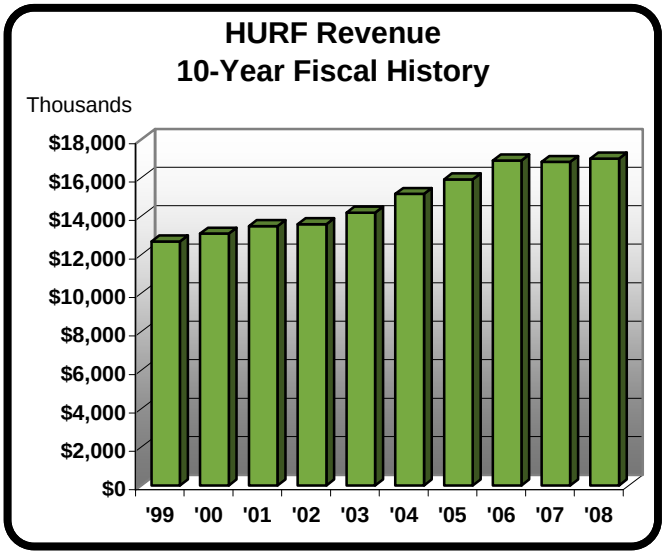
Police and Fire Special Revenue Funds

Special Sales Tax: The source of revenue for these funds is the 0.1% sales tax designated for Police and Fire services adopted by voters in 1994. Two-thirds of the revenues are allocated to Police and one-third to Fire. This revenue source is subject to the same economic fluctuations as the general sales tax. The projected revenue for FY 2008 is $3.7 million for Police and $1.9 million for Fire.



Streets Fund Revenues

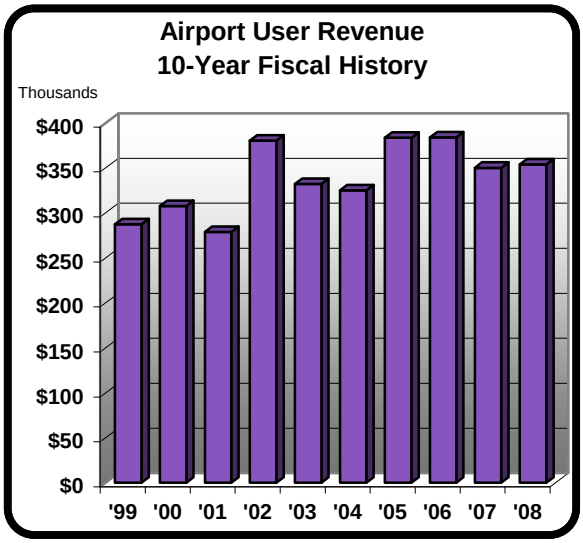
Street Fund revenues come from the state's Highway User Revenue Fund (HURF), which consists of gasoline and other fuel taxes (the taxes are based on volume not on price of fuel), driver's license and vehicle registration fees, and other transportation-related fees and taxes. The state distributes the revenue based on a complex distribution formula that spreads a portion of the money across the state solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales. This revenue must be accounted for separately and used only for eligible street and highway purposes.



HURF Revenue: HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. Formula modifications made from time to time by the state legislature have affected Glendale's share of HURF dollars. For FY 2008 the adopted revenue budget for HURF is $17.0 million, which is a $168,169 or a 1.0% increase over the FY 2007 year-end estimate of $16.8 million.

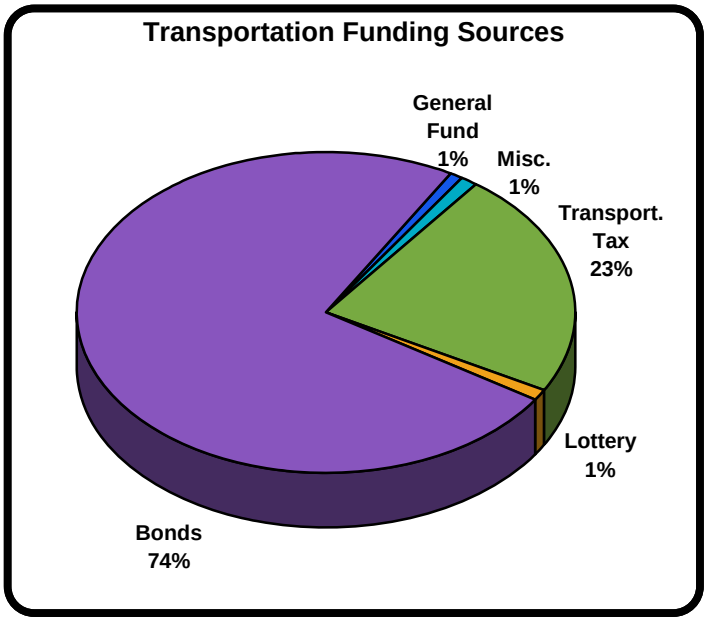
Airport Fund Revenues

Airport revenues consist of user fees (60.0%), lease proceeds (4.0%) and a transfer from the General Fund (36.0%).



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 achieved a 100% building lease rate for the last few years. Glendale is now aggressively pursuing additional airport facility users with an ultimate goal of airport self-sufficiency. Construction of the Jobing.com Arena and University of Phoenix Stadium, in conjunction with planned improvements to attract corporate jet customers, has and should continue to provide additional business opportunities for the airport. Revenues for FY 2008 are projected to be $378,060.

Transportation Fund Revenues

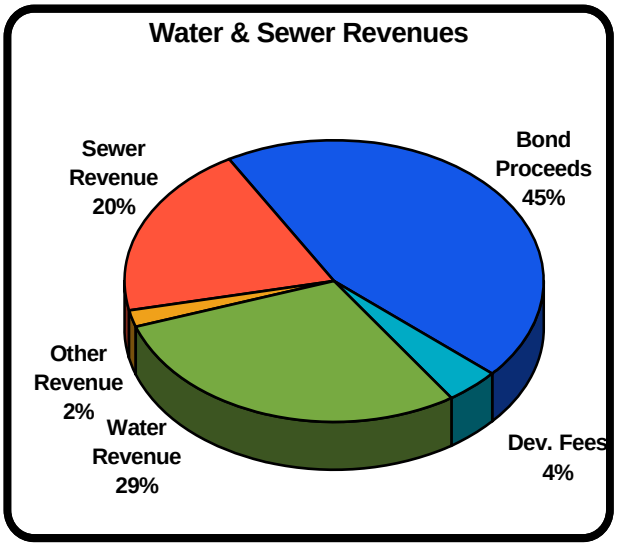


The primary source of transportation revenue for operations is sales tax revenue received from the Transportation Referendum Tax (0.5%) approved by voters in 2001. This tax funds the Glendale Onboard (GO!) Transportation Program, and is expected to generate an estimated $26.0 million in FY 2007 and $27.6 million in FY 2008. These funds are used for various transit-related projects and expanding public transit services. Other sources of revenue within the Transportation Fund include $200,000 in transit revenues and $1.0 million in interest earnings. In total, revenues are projected to be $119.1 million in FY 2008, which is a $92.1 million or a 340.3% increase over the FY 2007 year-end estimate of $27.1 million. The increase is due to the planned issuance of bonds in FY 2008 of $90.0 million, which will be used to fund capital improvements related to transportation.

Other revenue sources include the city's allocation from the Local Transportation Assistance Fund, which is funded from state lottery revenues and is projected to total $1.1 million in FY 2008. The General Fund will transfer $900,000 into the Transportation Fund this year to help sustain the delivery of transportation services.

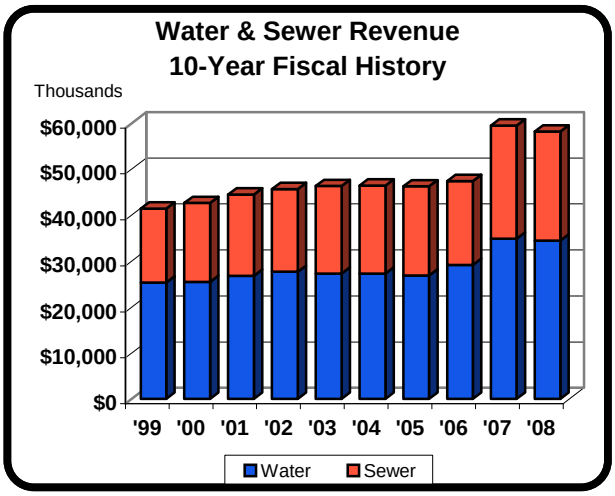
These funds and the GO! program are guided with the help of the Citizen's Transportation Oversight Commission (CTOC).

Water/Sewer Fund Revenues



In FY 2008, water sales and sewer fees will make up $58.2 million of total revenues for this fund. Bond proceeds will yield an additional $53.1 million and development impact fees (DIF) $5.0 million. Overall revenues for the Water/Sewer Fund amount to $118.6 million in FY 2008. Effective October 2007, water and sewer fee adjustments will result in a 13.0% and 12.0% increase in revenues. Based on the city's block rate structure, those using less water will experience a smaller overall rate increase. The cumulative impact on the median single-family customer will be an increase of $4.16, or just under a 9% increase, from $46.27 to $50.43 per month. These increases are necessary to ensure the funding of costs related to providing high quality services and capital projects.

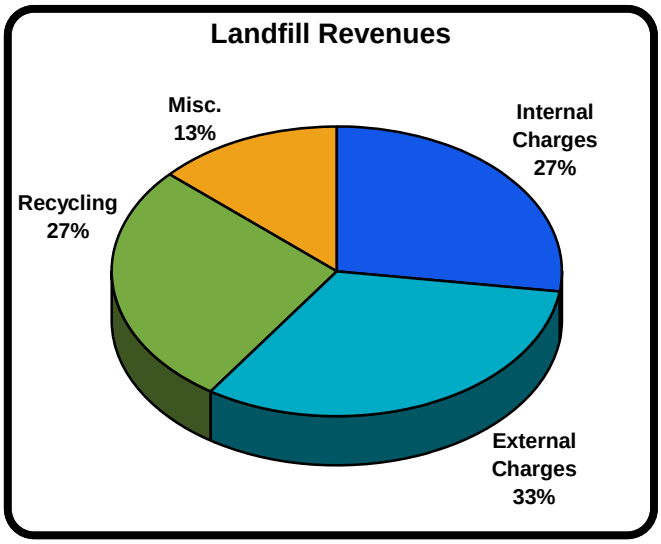
Water Sales: Revenues from water sales are influenced by rate changes, weather conditions and population growth.



Sewer User Fees: Though it is possible to measure actual water used each month, it is impossible to measure exact sewer usage. However, there is a strong correlation between water and sewer usage. Therefore, sewer user rates are set each year based on water usage in the months of January, February and March.

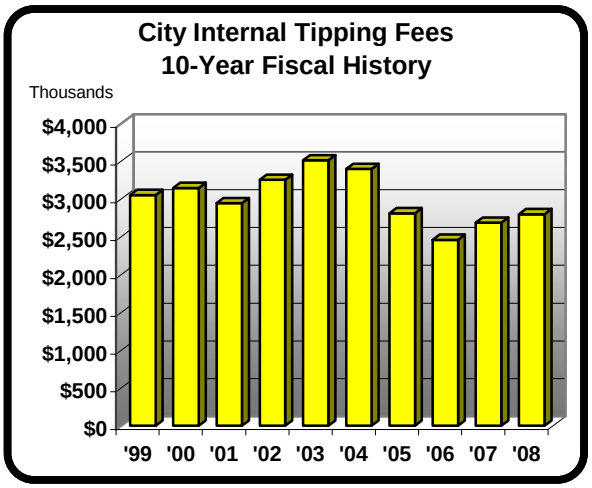
Landfill Fund Revenues

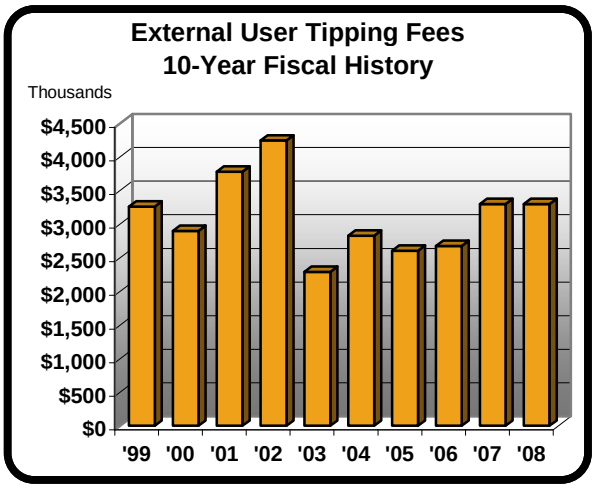
Glendale's internal divisions are charged an internal rate for use of the city landfill, and will generate $2.8 million of landfill revenues. Outside users are expected to account for $3.3 million of FY 2008 landfill revenues. The recycling program is projected to bring in $2.8 million. Additional miscellaneous revenue comes from interest, development fees, chargebacks and other fees, and accounts for $1.4 million. Total projected revenues for FY 2008 are $10.3 million.



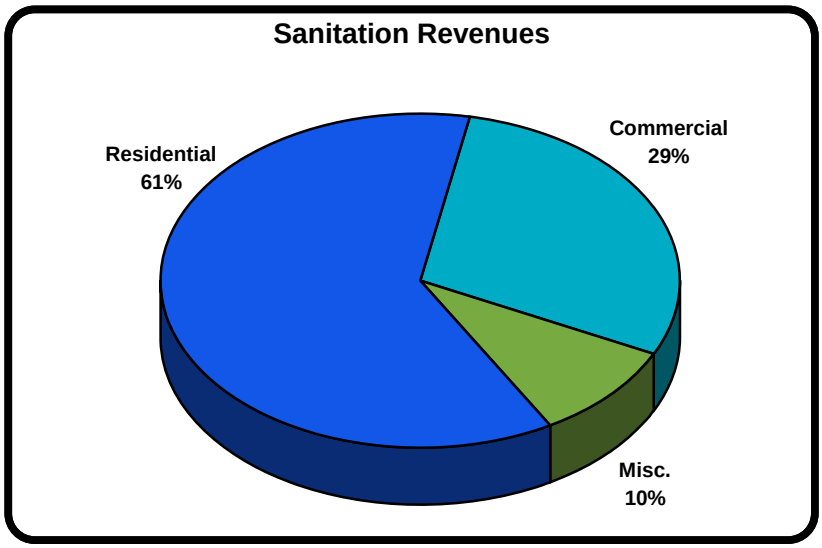
Internal Division Tipping Fees: The current internal tipping fee paid by city divisions is $14.35 per ton, which is an increase from the rate of $13.28 charged in FY 2006. Internal tipping fees will generate $2.8 million for the Landfill Fund in FY 2008.

External User Tipping Fees: Tipping fees paid by private haulers and other cities using the Glendale Landfill will generate $3.3 million in revenue in FY 2008. The drop after FY 2002 was due to two major clients not renewing their contracts. The tonnage rate will also increase from $27.25 in FY 2007 to $29.25 in FY 2008.





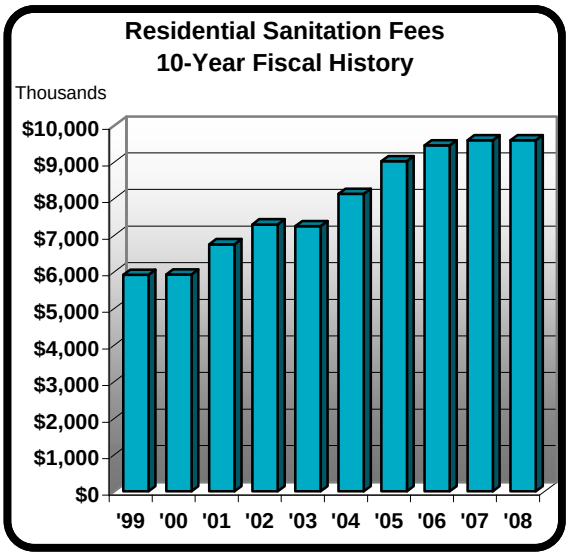
Sanitation Fund Revenues

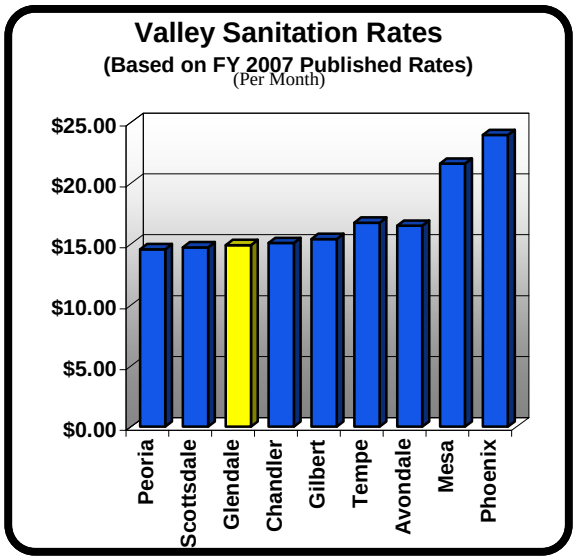


The city has prepared five-year financial plans for the Sanitation and Landfill Enterprise Funds. These plans consider operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on these long-range plans. Since landfill fees represent a significant part of the expenses incurred by the sanitation enterprise operation, landfill rates have a major impact on sanitation rates. Glendale's residential sanitation rate for FY 2008 is $14.90 and was last changed in December 2004. Upward adjustments to some of the commercial sanitation rates will be effective FY 2008. The residential and commercial fees are reviewed annually to ensure revenues are sufficient to cover operating costs, capital costs, and provide a cushion for unanticipated expenses.

The FY 2008 revenues of $15.6 million come primarily from two sources: residential fees, projected at $9.6 million, and commercial fees, projected at $4.5 million.

Sanitation Service Fees: Commercial fees charged to business and apartment accounts will amount to approximately 29.0% of revenues in FY 2008. The Sanitation Division has dedicated a position to help secure new business accounts, and commercial rates are being reviewed.





EXPENDITURES

The FY 2008 Operating Budget

The FY 2008 Operating Budget totals $363.2 million, which is an increase of $26.3 million or 7.8% higher than the FY 2007 budget of $337.0 million.

One-time additions to the budget account for $14.9 million. These additions will not recur in future years, and include costs related to equipment purchases for both new and existing facilities, staffing and training costs related to the Super Bowl, contractual services for Westgate and other major developments, downtown beautification and promotion projects and other one-time expenditures related to new hires throughout the city.

Ongoing additions to the budget total $28.5 million. These additions are attributable to employee merit and pay range adjustments, operations and maintenance expenses related to the Convention Center-Media Center-Cable Studio-Parking Structure at Westgate and the Public Safety Training Facility, staffing expenses for NFL football games and other events, water/sewer expenses, motor fuels and additional staffing throughout the city.

Operating Budget Changes

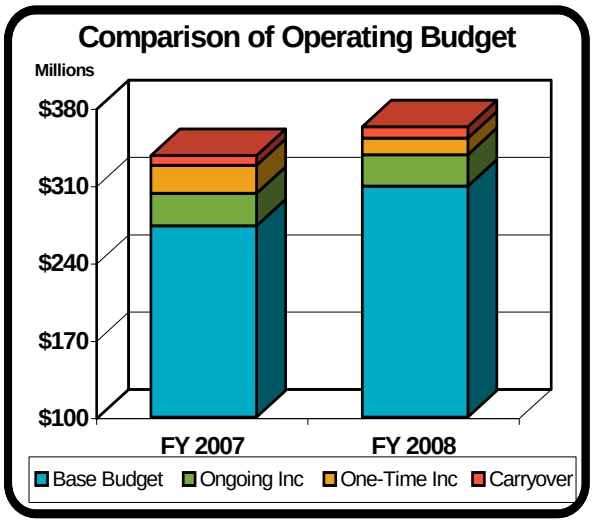
There are several significant additions to the city's operating budget. In FY 2008, public safety was once again a priority, but Council still managed to address critical operating needs throughout the organization as well. In fact, the overall staffing throughout the organization was increased to meet the everyday demand for city services. The City's authorized staffing increased by 69.0 full-time equivalents (FTE's) over last year. Examples of some of the permanent positions and other significant non-staffing additions to the FY 2008 budget include:

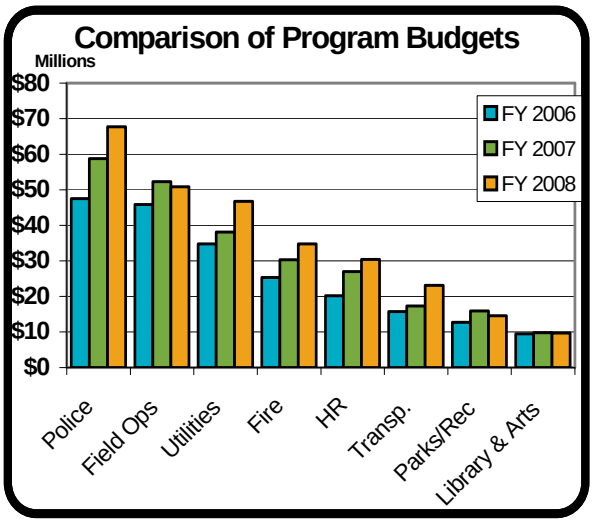
- The Police Department added 14 permanent positions, five in the General Fund and nine in the Police Special Revenue Fund. These positions consisted of ten police officers, two management aides and two police communication specialists. Other non-staffing related base budget increases addressed needs for prisoner maintenance, vehicle and systems maintenance, additional patrol cars, motor fuels and equipment to outfit public safety personnel.

- The Fire Department added six firefighter positions in FY 2008, three within the General Fund and three within the Fire Special Revenue Fund to augment the six positions they received during FY 2007 for the Glendale Regional Public Safety Training Facility. Other non-staffing related base budget increases addressed needs for costs associated with dispatching and communications through the Phoenix Regional Dispatch service, emergency medical services overtime, vehicle repairs, motor fuels and building maintenance.

- To address goals related to a vibrant city center, Council approved four full-time positions (two service workers and two security guards) that are dedicated to the downtown area. A special events coordinator was also added to help coordinate the various signature events that take place during the year in downtown Glendale. In addition, two code compliance officers were added to help serve the entire city and provide expanded coverage seven days a week.

- The Transportation Department will be adding just over $5.0 million in ongoing funding within the Transportation Fund. The funding will be used to cover increasing costs associated with pavement management, fixed route expansion, streetlight maintenance, traffic mitigation and operations and maintenance costs associated with the new Loop 101 park-n-ride facility.





- The Utilities Department added 21 positions, with 11 of those positions stationed at the new water treatment plant called the Oasis Water Campus. Other positions were added to bolster security at water/sewer facilities and within the West Area Plant and Wastewater Collection Division. Non-staffing additions to address rising chemical, electricity and line supplies costs that are essential to all water/sewer facilities are the driving forces behind the $5.8 million that will be added to the Utilities base budget in FY 2008.

- The Field Operations Department will add a service worker to the Landfill Fund and will increase the base budget to cover growth related expenditures like parts, maintenance, radios and recycling containers. The Sanitation Fund will add five additional FTEs to handle increased work loads in the Loose Trash and Sanitation Roll-off Divisions.

Table 2 includes the ongoing and one-time supplemental requests for various city departments. It also calculates the percentage increase for the department from the FY 2007 operating budget.

Table 2: Selected FY 2008 Budget Supplementals

(All Dollars in Thousands)

Department	Amount	% Increase from FY 2007
Police Department	$9,062	13.4%
Utilities	$7,185	15.4%
Transportation	$6,366	27.5%
Fire Department	$3,943	11.3%
Field Operations	$2,477	4.9%
Conv./Media/Parking	$1,352	58.9%
Building Safety	$1,332	28.2%
Economic Development	$993	45.9%
Neighborhood Imp. Gr	$700	44.3%
City Attorney	$678	20.2%
Marketing and Comm.	$512	12.2%
Info. Technology	$464	6.2%
City Court	$446	8.9%
Homeland Security	$421	33.5%
Code Compliance	$222	13.2%
Intergovt. Programs	$108	17.1%
Comm. Partnerships	$83	0.5%
Engineering	$55	1.4%
Library & Arts	$41	0.4%
Parks & Recreation	$27	0.2%
All Other	$6,869	19.4%
Total Supplementals	**$43,337**	**12.9%**

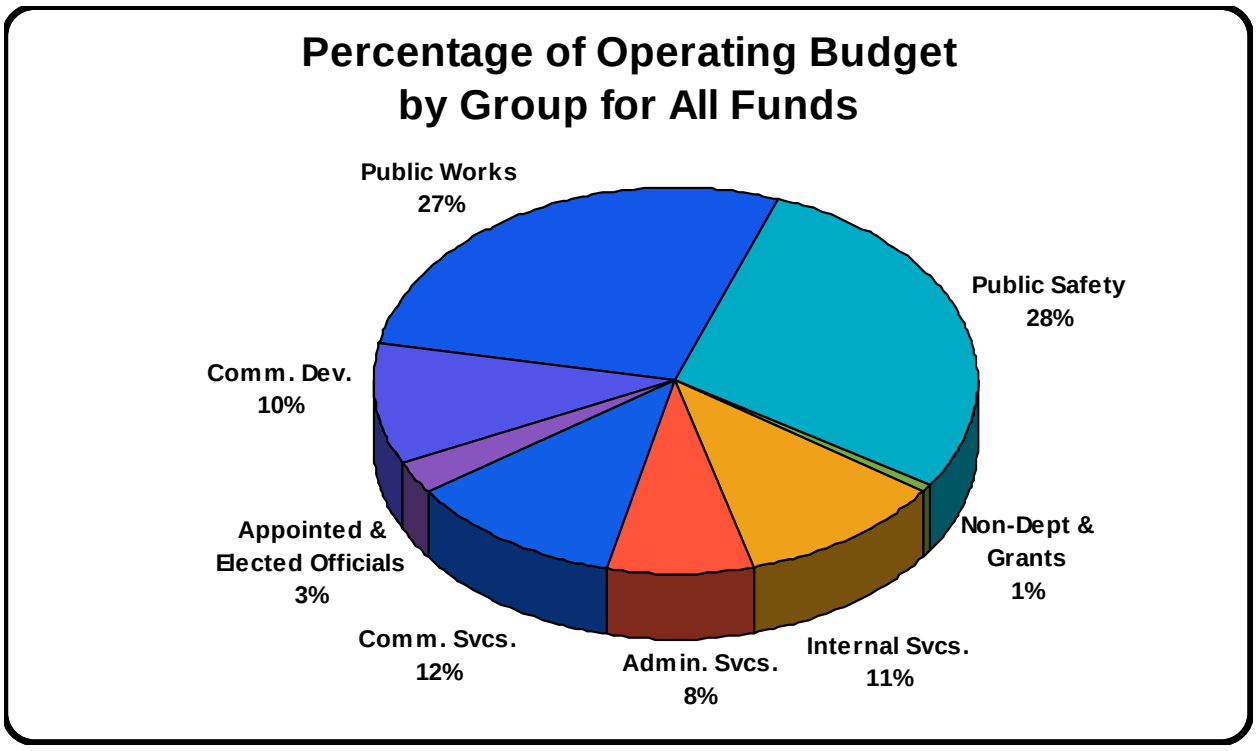
Operating Budget Summary

In most cases, Glendale's fund structure coincides with the city's organizational and program structure. Table 3 shows the year over year changes in the operating budgets for some of the City's largest operating funds. It is sorted in descending order based upon the size of the FY 2008 operating budget. The "other" category includes approximately 20 remaining internal service, grant and/or special revenue funds.

Table 3: Operating Budget Summaries FY 2007 & FY 2008

(All Dollars in Thousands)

Fund	2007 Budget	2008 Budget	2008 vs. 2007
General Fund-1000	$166,945	$172,173	3.1%
Water/Sewer Fund-2360	$43,162	$51,994	20.5%
Benefits Trust Fund-2580	$19,600	$23,066	17.7%
Transportation-1660	$10,350	$15,634	51.1%
Sanitation Fund-2480	$14,117	$14,693	4.1%
Streets-1340	$16,434	$13,965	-15.0%
General Services-1040	$8,769	$9,206	5.0%
Housing-2500	$8,374	$8,707	4.0%
Other Grants Fund-1840	$5,607	$8,707	55.3%
C.D.B.G.-1320	$4,230	$4,119	-2.6%
Police Spec. Rev.-1700	$3,056	$4,002	31.0%
National Events Res.-1010	$5,010	$3,411	-31.9%
Vehicle Replacement-1120	$3,174	$3,030	-4.5%
Risk Mgmt Trust Fund-2540	$2,760	$2,760	0.0%
Tech. Replacement-1140	$3,659	$2,608	-28.7%
Training Fac - Rev-2530	$350	$2,188	526.0%
Fire Spec. Revenue-1720	$1,838	$2,071	12.7%
Stadium Agrmt. Rev.-1790	$1,123	$1,700	51.4%
HOME Fund-1300	$1,832	$1,594	-13.0%
Workers Comp Fund-2560	$1,407	$1,407	0.0%
Park Self Sustain.-1880	$1,355	$1,358	0.2%
Other	$13,798	$14,839	7.5%
Total Operating Budget	**$336,951**	**$363,230**	**7.8%**



The largest group, regardless of funding source, is Public Safety at $103.7 million, which makes up 28.5% of the total operating budget. Services provided by this group include police and fire protection, emergency medical services, related support services such as 9-1-1 dispatch and emergency preparedness and response. Glendale's Police Department is accredited through the independent Commission on Accreditation for Law Enforcement and the Fire Department is accredited by the Commission of Fire Accreditation International. The Homeland Security Department is also part of this group.

The second operating group is the Public Works Group, which accounts for $100.0 million or 27.5% of the total operating budget. The public works group includes the Utilities, Field Operations and Environmental Resources departments. These departments provide water/sewer treatment and transmission services; street and right-of-way maintenance; solid waste collection and disposal services, as well as recycling operations; building and equipment maintenance services; water conservation programs for residents and city departments; water quality testing services for the city's drinking water and reclaimed water services; and long-term water resource planning.

The Community Services Group provides services that are probably the most visible to the public and includes the following departments: Community Partnerships, Library & Arts, Neighborhood Improvement Grants, Parks & Recreation and Residential Infill Housing. The services include the provision of parks, open space, and recreation activities; library services such as programs that promote life long learning, literacy and the love of reading; and the public

arts program. In addition, citizen education services and neighborhood partnership programs are provided through this group, as well as rental assistance and housing services for eligible applicants under the Section 8 and Low Rent Public Housing programs, which are federally funded. This group accounts for 11.5% of the total operating budget, or $41.9 million.

The Internal Services Group includes those operations reporting directly to the city manager or assistant city manager. These departments account for 11.2% ($40.8 million) of the total operating budget. They include the City Auditor, City Manager's Office, Civic Center, Community Action Program, Employee Groups, Human Resources, Intergovernmental Programs and Marketing & Communications. Some of the services these departments provide include marketing, tourism, and special events services; personnel services related to recruiting, hiring, and training staff; and performance management services.

The Community Development Group represents 9.9% ($36.0 million) of the total operating budget. Departments in this group include Building Safety, Code Compliance, Engineering, Planning and Transportation. Some of the services these departments provide include the issuance of building permits; inspections related to new construction; services related to traffic engineering, streetlights, traffic signals, traffic signs and markings; public transit and airport operations.

The Administrative Services Group accounts for $28.0 million (7.7%) of the total operating budget. Departments within this group include Economic Development, Finance, Information Technology, Management & Budget and specialty departments to account for and track lease payments, fees and rebates/incentives. Some of the services these departments provide include financial accounting and payroll services; revenue collection services; information systems development and management; grants coordination and budgeting services.

The Appointed and Elected Officials Group is made up of departments whose department heads are appointed by the Mayor and Council or are elected to office. The group accounts for 3.0% ($10.7 million) of the operating budget and includes the operation of the Mayor's Office, City Council Office, City Clerk's Office, City Attorney's Office and the City Court.

Non-departmental expenses include annual dues for membership agencies like the National League of Cities and Maricopa Association of Government, outside legal fees, unemployment benefit payments, etc. Non-Departmental and miscellaneous grant administrative expenses account for little over 0.6% ($2.2 million) of the operating budget.

Staffing and Personnel Issues

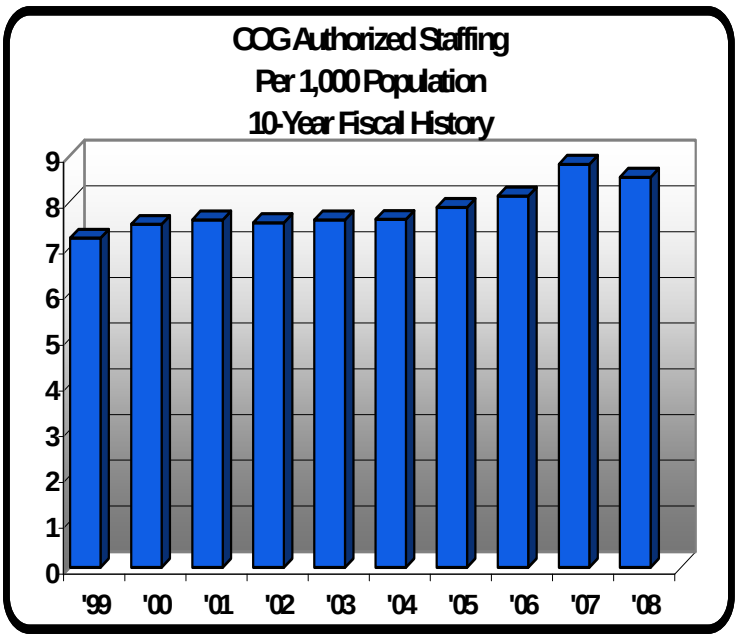
As with any service organization, personnel costs are a significant part of the total operating budget of the city. Table 4 provides a comparison of staffing levels in recent years.

Table 4: Staffing Levels by Fund

(Full-Time Equivalents)

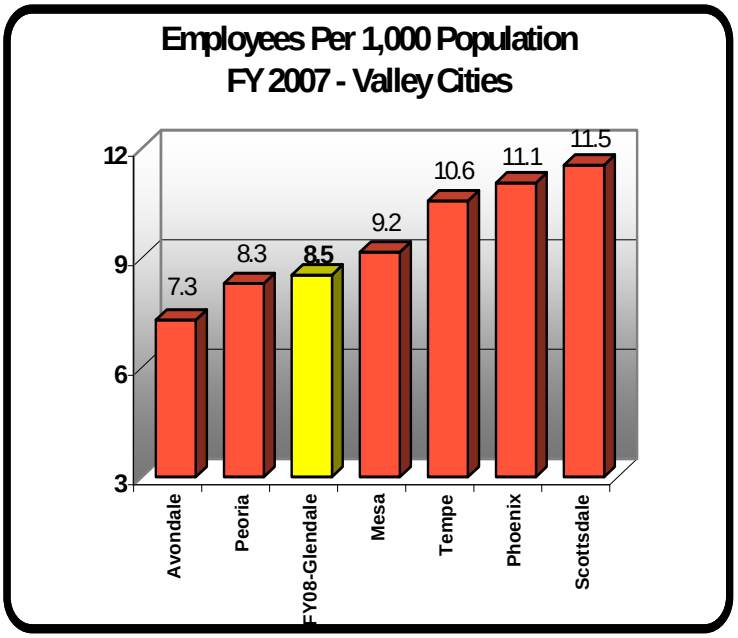
Fund	2003-04	2004-05	2005-06	2006-07	2007-08
General Fund-1000	1,188.05	1,260.91	1,300.26	1,388.76	1,411.76
Water/Sewer Fund-2360	181.25	191.25	200.25	220.25	241.25
Streets-1340	96.00	96.00	96.00	97.00	97.00
Sanitation Fund-2480	65.00	68.00	69.00	70.00	75.00
Transportation-1660	42.25	42.25	43.25	49.25	50.25
Landfill Fund-2440	37.00	38.00	39.00	42.00	43.00
General Services-1040	42.00	42.00	39.00	42.00	42.00
Police Spec. Rev.-1700	33.00	33.00	33.00	33.00	42.00
Housing-2500	23.00	25.00	25.00	25.00	25.00
Fire Spec. Revenue-1720	18.00	18.00	18.00	18.00	21.00
Training Fac - Rev-2530	0.00	0.00	0.00	4.00	12.00
Other Grants Fund-1820-1840-1860	11.00	11.00	10.50	10.50	11.50
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.75
Civic Center-1740	6.00	6.00	6.00	7.00	7.00
Airport-1760	5.00	5.00	5.00	5.00	5.00
Park Self Sustain.-1880	2.00	4.00	5.00	5.00	5.00
Telephone-1100	1.00	1.00	1.00	1.00	1.00
Tech. Replacement-1140	0.00	0.00	0.00	0.00	1.00
Court Fund-1240	3.00	3.00	3.00	1.00	1.00
Arts Commission-1220	1.00	1.00	1.00	1.00	0.00
Stadium Special Rev.-1280	6.00	20.00	13.00	3.00	0.00
Arena Dev/Rvw/Inspec-2260	11.00	1.00	0.00	0.00	0.00
Total	**1,780.30**	**1,875.16**	**1,916.01**	**2,031.51**	**2,100.51**

Overall, 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 revenue and expense fluctuations. Staff increases are typically closely tied to population growth.



The FY 2008 budget increases the total authorized staffing by 69.0 FTE's. Some of the departments receiving additional staff include Police, Fire, City Court, Marketing and Communications, Code Compliance, Fields Operations, Transportation and the Utilities Departments. Schedule 6, found in the *Schedules* section of this document, provides detail on the city's authorized staffing by position for all departments.

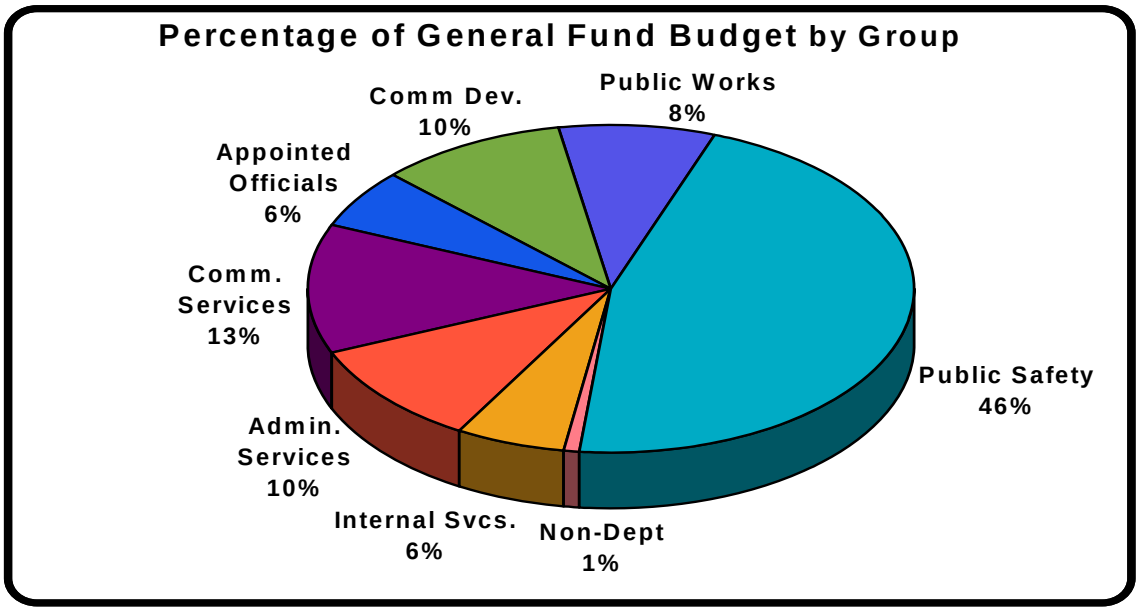
The total authorization of 2,100.51 FTE positions will serve an estimated population of 246,160 by July 2007. This results in a staffing ratio of 8.53 employees per 1,000 residents in FY 2008.



As the accompanying graph indicates, Glendale maintains one of the lowest staff to population ratios of any city in the metro Phoenix area, and does so without sacrificing the quality of services provided to residents. Please note that all cities employee to 1,000-population ratio is from FY 2007 except for the City of Glendale's, which represents the FY 2008 ratio.

General Fund Expenditures

Included in the General Fund total is the Streets Fund. The total General Fund operating budget for FY 2008 is $186.1 million. At 46.0% or $85.6 million, Public Safety is the largest component of the General Fund budget, followed by the Community Services group at 13.0% and Community Development group at 10.3%. The accompanying graph displays the General Fund budgets by group as a percentage of the whole.



All street-related costs eligible for Highway User Revenue Fund (HURF) allotment are budgeted as expenses of the Streets Fund and included in the Public Works group. The following table compares the FY 2008 General Fund operating budgets by group to FY 2007.

Table 5: General Fund Budget By Group Comparison

(All Dollars in Thousands)

Group	FY 2007 Budget	FY 2008 Budget	FY 2008 Percent of Total
Public Safety	$76,524	$85,642	46.0%
Community Services	$23,722	$24,205	13.0%
Community Dev.	$18,128	$19,079	10.3%
Administrative Svcs	$26,514	$18,893	10.2%
Public Works	$17,800	$15,302	8.2%
Internal Services	$9,311	$11,024	5.9%
Appointed Officials	$9,776	$10,361	5.6%
Non-Departmental	$1,604	$1,632	0.9%
Total	**$183,379**	**$186,138**	**100%**

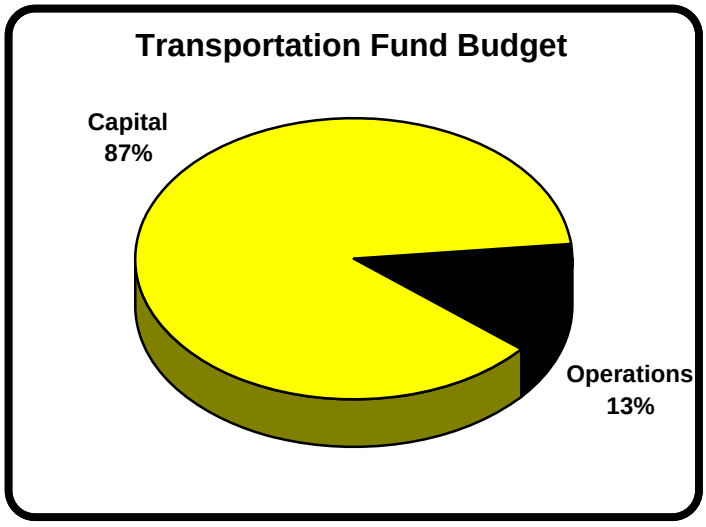
General Fund Transfers to Other Funds

The General Fund supports a number of other funds within the city. A net transfer amount of $23.5 million will be transferred to other funds in FY 2008. The largest of these transfers include $15.7 million to the Municipal Property Corporation debt service fund and $3.7 million for the Streets Debt Fund for HURF debt service obligations. A transfer of $881,798 will be made to the Marketing Special Events Fund and another $900,000 will go to the Transportation Fund. Other transfers will go to the Civic Center, Airport, Housing, various grant funds and the Stadium. Transfers between funds are detailed in Schedule 4 of 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 $4.0 million will be appropriated from the Police Special Revenue Fund to provide police services, and $2.1 million from the Fire Special Revenue Fund is designated to provide fire protection and emergency medical services. The Police fund supports 32 police officers, six police detention officers and four police communication specialists; while the Fire fund supports 17 firefighters and four fire engineers.

Transportation Fund Expenditures



The Transportation Fund includes operating and capital expenses related to providing public transit services in accordance with the (GO!) Transportation Program. Although the majority of expenditures from this fund totaling $106.0 million are budgeted for capital outlays, the total operating budget exceeds $15.6 million. The largest portion of operating expenses is for the Transportation Program Management Division which includes $5.5 million of funding for the pavement preservation program, as well as various other items. The second largest portion is used to pay for the fixed-route service, which amounts to $5.1 million. These services were recently expanded in Glendale as part of the voter-approved GO! initiative. In addition, $3.0 million is allocated for the Dial-a-Ride service, which serves physically challenged residents and individuals with special transportation needs. Program management, engineering, education and traffic mitigation consume the remainder of this budget.

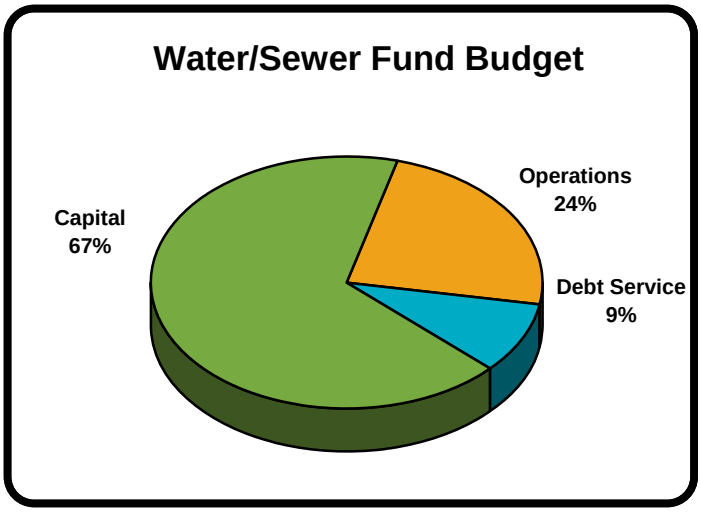
Airport Fund Expenditures

The Airport Fund operating budget is $590,798, which is funded by airport revenues of $378,060 with the remainder covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

Continuing efforts to develop more revenue sources, coupled with prudent cost control measures, should bring the airport to self-sufficiency in the near future. Once runway and facility improvements are completed, staff believes the Glendale Airport will be able to attract corporate jet customers. This, coupled with uses from professional hockey, football and other major national events occurring in Glendale, could make the city's airport a self-sustaining transportation hub for the West Valley.

Water/Sewer Fund Expenditures

In Arizona's desert environment, water treatment and delivery is one of the most 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 (Colorado River water) and groundwater. Although water from these sources is becoming more expensive to obtain and treat, Glendale water rates are reasonable when compared to both local and national standards.



The operating budget for this fund is $52.0 million for FY 2008, with $147.6 million in capital outlays and $20.0 million in debt service payments planned from this fund.

Landfill Fund Expenditures

The total operating budget for FY 2008 is $7.5 million, compared to $7.4 million in FY 2007. The FY 2007 capital budget includes $2.6 million for equipment replacement and fiber optics installation that was scheduled for last year but will be carried over into FY 2008, as well as debt service payments totaling $216,039. FY 2008 will be the seventh 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. Recycling accomplishes a number of city objectives, such as improving the environment, extending the useful life of Glendale's only landfill, and generating revenue from the sale of reusable materials.

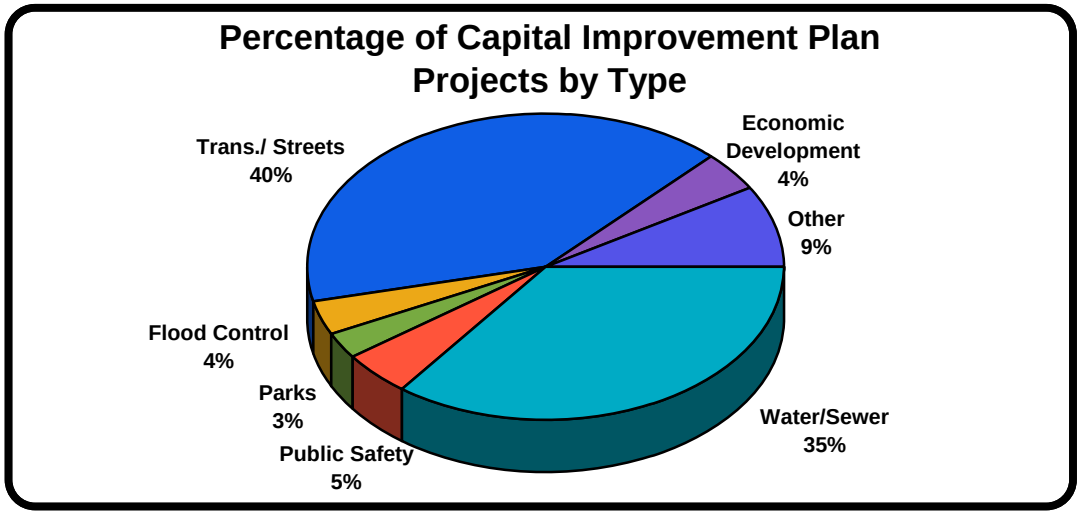
Sanitation Fund Expenditures

The total operating budget for FY 2008 is $14.7 million, up 4.1% from $14.1 million in FY 2007. Increasing demands within the residential loose trash division will require the addition of three service workers and a crew leader in FY 2008. The cost to pay and outfit the additional crew is $362,207. The sanitation roll-off division will also be adding one additional employee to keep up with growth and there were increases related to the cost for disposal fees that further increased the base budget in FY 2008. The FY 2008 capital budget includes $2.8 million for the purchase of both front and side load trucks, as well as equipment replacement.

Benefits Trust Fund Expenditures

The Benefits Trust Fund was created in FY 2001 to track city and employee health care contribution payments and to pay health insurance policy premiums for employees and retirees. The fund has an operating budget of $23.1 million for FY 2008, which represents an increase of 17.7% from FY 2007 and reflects the rising costs of healthcare premiums and medical claims payments, as well as an increase in the number of FTE's employed by the City. The beginning fund balance is projected to be approximately $4.7 million. $1.0 million of this amount will be used during FY 2008 to help offset the increasing costs of health, dental and life insurance expenses. Therefore, the ending fund balance is projected to be $3.7 million in FY 2008.

Capital Improvement Plan Expenditures

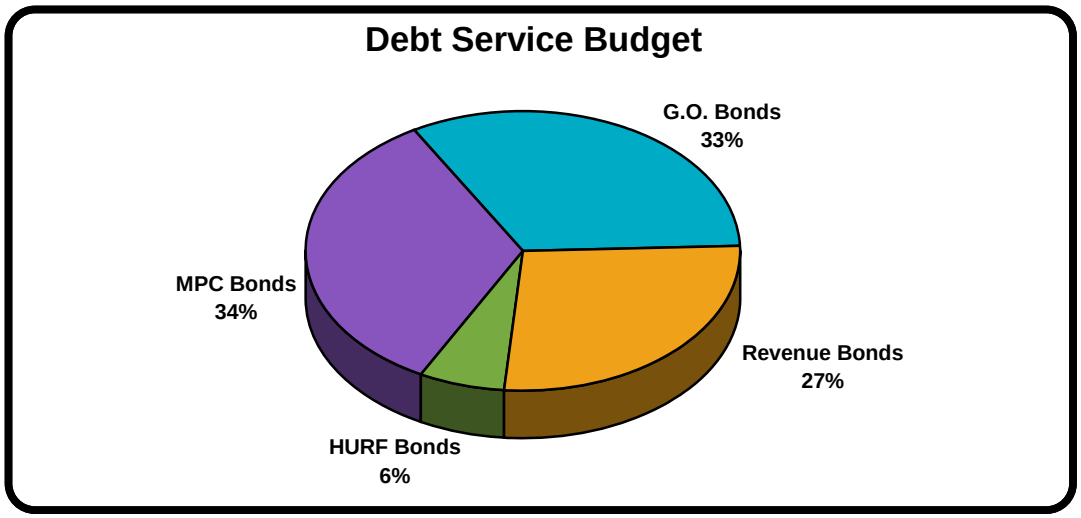


The total capital improvement budget for FY 2008 is $418.8 million. This includes carryover appropriation from FY 2007 of $195.0 million to complete existing projects and $223.8 million for new projects. This is a slight decrease of $16.2 million, or 3.7%, compared to the FY 2007 capital improvement budget of $435.0 million. For more details, please refer to the *Capital Improvement Plan* section of this document.

Debt Service Expenditures

The City has used debt financing for a number of years to finance most capital projects. The amount of debt incurred must be compatible with the City's goals pertaining to the capital program, the financial plan and the operating budget.

The Government Finance Officers Association recommends local governments develop a formal comprehensive debt management plan. The City maintains a formal Debt Management Plan, which is a separate document that the Finance Department develops in conjunction with the Management and Budget Department. The Debt Management Plan is designed to manage the issuance of the city's debt obligations and maintain the City's ability to incur debt and other long-term obligations at favorable interest rates for capital improvements, facilities and equipment beneficial to the city and necessary for essential services. This section is not intended to review the City's total debt position. That discussion is found in the Debt Management Plan.



The total debt service budget for FY 2008 is $74.4 million, compared to $53.0 million in FY 2007. This represents an increase of 40.3% or $21.4 million which was driven by previous Municipal Property Corporation debt issuances for some capital projects such as the Convention Center/Media Center/Parking Garage facilities in west Glendale, as well as the Public Safety Training Facility. The accompanying graph illustrates how the debt service budget is divided among different types of debt service categories. For a discussion about these debt service categories, please see the *Financing the Capital Improvement Plan* section in this budget document.

CONCLUSION

This Budget Summary is intended to provide a general overview of the FY 2008 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* section provide more detailed information about the city's organizational structure, its goals and objectives, and operating budgets for each city department.

Documents comprising the foundation for Glendale's annual budgeting process have been included in this budget document as well. The *Financial Plan* and *Financial Policies* documents identify and explain the strategies used to meet and stabilize city revenues and expenses, and ensure the continuity and reliability of basic services. The *Five-Year Forecast* addresses the long-term financial projection for city revenues and expenditures.

In addition, the city is continuing to work on the implementation of a new *business model* and departmental *business plans* that were initiated in FY 2004 and continue to be based on the City Council's strategic priorities. In future city budgets, the Mayor and Council's vision for the community will continue to be outlined and then translated into specific actions and programs through departmental business plans. This will then guide the budget process to ensure the Council goals are achieved through each dollar spent by the city.

The long-range blueprint for the financing and construction of large projects is contained in the *Capital Improvement Plan.* The *Schedules* section contains detailed information about the City of Glendale's fund accounting system, operating revenues and expenditures, debt service and authorized staffing levels.

A *Frequently Asked Questions* (FAQ) guide is included in the appendix to help clarify the words and phrases that may have specialized meaning when applied to municipal government budgeting practices. This FAQ document is a good primer for those who wish to brush up on their financial terminology or want to find parallels between their own personal budgets and the city's overall budget.

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* and *Debt Management Plan,* available from the Finance Department; *the Glendale General Plan,* which was overwhelmingly approved by voters in 2002 and is available from the Planning Department; and the *Glendale Annual Report* distributed by the Marketing Department.

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

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Management and Budget Department
6829 North 58th Drive, Suite 200
Glendale, Arizona 85301
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FINANCIAL 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, Financial Plan* and *Financial Policies.* Together these documents help the City Council ensure that, regardless of changing economic times, city government has the financial stability and economic resources it needs to provide essential services and maintain Glendale's high quality of life in future years.

This section will focus on the General Fund (GF) given the breadth of GF operations. Nevertheless, much of what is discussed in this section also applies to city operations that are not directly supported by GF revenues, such as the enterprise and special revenue fund operations.

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 backup. Continuous monitoring and fine-tuning adjustments are also characteristic of the budget forecasting process.

If 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. For example, 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 grander 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.

THE CITY'S FORECAST

The *Five-Year Forecast* is guided by City Council's continued vision of 'one community' and the supporting strategic goals and key objectives. The Management and Budget Department 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. Consequently, the *Five-Year Forecast* identifies the direction in which the city is headed based on information known at the time it is updated for the annual budget document.

The forecasting process is continuous, with fine-tuning adjustments made each year as part of the normal budgeting process. Forecasting is one of the most powerful tools we have available to help us make informed decisions, based on available information, to ensure the city's future vitality and economic stability.

Shifts in demographics, economic conditions, and societal values impact how the city operates. This is especially notable in growing communities such as Glendale, where the City must continually assess its ability to support existing services and address new service needs well into the future. By evaluating important trends and economic conditions included in long-range forecasting models, the City is better able to gauge its ability to provide essential services over an extended period of time.

LONG RANGE FORECASTING MODELS

In order to provide the most accurate and timely data, the Management and Budget Department uses a long-range forecasting model for the GF. The model is updated and refined each year before the city's annual budgeting process begins.

The Management and Budget Department also uses forecast and rate-setting models for the enterprise funds. These models are used to calculate the likely financial effects of changing internal and external conditions on the city's enterprise fund balances over a five-year period.

The GF financial projection in the upcoming five-year period is based on a number of meaningful economic and demographic factors, as well as a series of assumptions about expected operational needs. The local economic outlook is largely based on expert forecasts from economists at the Economic & Business Research Program at the University of Arizona, Bank One Economy Outlook Center, the L. William Seidman Research Institute at Arizona State University and the Joint Legislative Budget Committee at the State of Arizona.

Glendale's 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 each module, the modeling program generates updated fiscal projections. The enterprise fund models include many of the same components. However, because an enterprise fund is a self-contained business unit, these models incorporate all capital costs, debt service requirements, fixed asset information and customer data for the specific funds.

Glendale's forecasting models enable the management and budget staff to provide City Council and executive leadership with the results of "what-if" scenarios. These "what-if" scenarios in the revenue and cost modules help generate estimates with likely short-term and long-term financial consequences and overall fund balances. As with all financial models, the projections are defined by the specific assumptions used and the limitations of those assumptions. Nevertheless, the city's forecasting models have been successfully used to explore questions such as:

- How will current national and local economies affect the city's operating budget and fund balances?
- 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-related policies?

HOW ARE COSTS AND REVENUES ESTIMATED?

In order to achieve the most reasonable projections for anticipated revenues and expenditures, income and expense categories are analyzed using the most appropriate methodology for each category. Management and budget staff considers 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 developing revenue and expenditure forecasts.

Legal or Mandated Requirements
Some revenue and expense categories are defined by specific legal requirements or restrictions. For example, state statutes place restrictions on the primary property tax levy—the total amount collected—and therefore affects the primary property tax rate charged on property in Glendale.

Department Staff Estimates
Management and budget staff asks departments to identify future staffing needs to accommodate population growth and related equipment costs that will affect the operating budget over the next five years. A strong emphasis is placed on the operating impacts associated with new capital projects scheduled to come on line over the forecast period. The experience and expertise of department managers also are crucial for accurately projecting expected revenues from sources such as inspection fees, building permits and court fees.

Statistical Analysis
Linear regression and other statistical methods are used to refine prediction results. For example, regression analysis showed that historical data on Arizona per capita disposable income is a reliable indicator for projecting city sales tax revenues. The management and budget staff uses other factors such as Glendale population growth, Arizona's rate of growth in employment, inflation for urban areas of the western United States (the Consumer Price Index or CPI), growth in Glendale's primary assessed valuation and Glendale's actual collections for various revenue sources over the past 5-10 years.

Causally Related Formulas
Specific city revenues and expenses are directly affected by demographic and economic factors such as local population growth and commercial and residential development. For example, population growth is almost always accompanied by an increase in city and state sales tax revenue, as well as an increased demand for services and additional infrastructure improvements.

Balanced Budget Requirement
Arizona state law and Glendale city financial policies require that each annual city budget be a balanced budget. This means that within the forecast period expenditures cannot exceed unrestricted revenue resources.

Furthermore, city policy requires the maintenance of a specific level of contingency appropriation—equal to 10% of the city's GF revenue budget for the upcoming fiscal year—and the funds to back that appropriation, for emergencies and unanticipated expenses. This requirement provides the city with a cushion to offset unexpected shortfalls in revenue caused by an economic downturn, or other unexpected events, that may occur in any given year.

GENERAL FUND EXPENDITURE FORECAST

In order to develop a comprehensive *Five-Year Forecast*, assumptions must be made about a number of complex and often uncontrollable cost and revenue 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 costs of prior commitments to provide services, and the ongoing costs for new capital facilities under construction, must be considered.

The quality and reliability of the long-range forecast are largely dependent upon the accuracy of the cost and revenue assumptions used in the forecast. This section and the following section (GF Revenue Forecast) provide explanations of the key assumptions employed in the current GF forecasting model, as well as the key issues that underlie the GF forecast.

INFLATION RATES

Inflation has a major impact on all city revenues and expenditures. Salaries, supplies, equipment and contracted services are all subject to inflationary pressures. Therefore, the cumulative effects of general inflation are considered in the forecasting process.

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 on this source of inflation 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 almost 99%. In terms of real purchasing power, $103.60 in goods purchased in 1984 would cost approximately $205.70 in 2006. The following table shows the historical percentage increase in the CPI-U since 1984.

CPI - Urban Users (Western Region)

Year	Index	% Increase	Year	Index	% Increase
1984	103.6	Base Yr	1996	157.6	2.67%
1985	108.0	4.25%	1997	161.4	2.41%
1986	110.5	2.31%	1998	164.4	1.86%
1987	114.3	3.44%	1999	168.9	2.74%
1988	119.0	4.11%	2000	174.8	3.49%
1989	124.6	4.71%	2001	181.2	3.66%
1990	131.5	5.54%	2002	184.7	1.93%
1991	137.3	4.41%	2003	188.6	2.11%
1992	142.0	3.42%	2004	193.0	2.33%
1993	146.2	2.96%	2005	198.9	3.06%
1994	149.6	2.27%	2006	205.7	3.42%
1995	153.5	2.61%	2007	n/a	n/a

The general inflation rate has been averaging about 2.70% since 1997 (ten years). From 2002 to 2006, the five-year average inflation rate has been lower, averaging 2.57%. However, the last two years have averaged 3.24%. During the first three months of 2007, the inflation factors have

increased to 207.8, 209.0 and 210.8. The March figure reflects a 3.07% increase from 2006. Therefore, we took a conservative approach in the current forecasting model and estimated an average inflation rate of about 3.42% for each year. Even though this is the highest inflation rate we have seen in five-years, we felt it was prudent given the current economy.

POPULATION CHANGES

Arizona experienced rapid population growth over the past two decades. Glendale's population was no exception as it almost doubled over 20 years, from 117,348 residents in 1984, to approximately 233,281 residents in 2004—a 98.8% increase. Population growth appeared to level off in 2005 with an increase of 1.16%. However, the increase of 7,894, or 3.35% for 2006 reflects a new base population of 242,396 as determined by the September 2005 mid-decade census. The following table shows the historical and projected population growth and percentage increases for years 1984 through 2011, measured as of the beginning of the fiscal year. The data included in the table was supplied by the Glendale Planning Department.

City of Glendale Population at Start of Fiscal Year

	Year	Population	% Increase
	1984	117,348	4.49%
a	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%
b	1990	148,134	3.76%
	1991	151,558	2.31%
	1992	155,916	2.88%
	1993	161,688	3.70%
	1994	168,874	4.44%
c	1995	182,615	8.14%
	1996	186,500	2.13%
	1997	191,612	2.74%
	1998	196,820	2.72%
	1999	208,095	5.73%
	2000	219,705	5.58%
	2001	224,703	2.27%
	2002	227,763	1.36%
	2003	231,288	1.55%
	2004	233,281	0.86%
	2005	235,987	1.16%
d	2006	243,881	3.35%
	2007*	246,160	0.93%
	2008*	248,621	1.00%
	2009*	251,107	1.00%
	2010*	253,618	1.00%
	2011*	256,154	1.00%

Notes:

a 1985 Special Census
b 1990 Census
c 1995 Special Census – includes Luke AFB
d Increase reflects new base population from September 2005 Census survey
All population counts and estimates from 1995 forward include Luke AFB

* Projected population figures from City of Glendale's Planning Dept.

EMPLOYEE SALARY ADJUSTMENTS

The forecasting models are programmed to include pay range adjustments (previously referred to as a cost of living adjustment or COLA) for city employees. With the guidance of the Human Resources Department, Council sets a target of providing a pay range adjustment that is based on a market survey of other Valley cities and therefore may vary depending on whether a job classification is below market, at market or above market. In previous years, the pay range adjustment was tied solely to the consumer price index and the western region inflation rate.

Pay range adjustments and merit increases are not automatically given to non-step plan employees; Council must specifically approve merit and/or pay range adjustments for non-step plan employees for the upcoming fiscal year as part of the budget development process. Both increases are also based on the city's ability to pay in any given year.

For FY 2006, City Council approved new pay plans for both police and fire personnel ("sworn" positions) to ensure we obtain the most highly qualified staff to provide public safety services to our residential and business communities. They are called step plans and apply to sworn positions not classified as managerial. These pay plans are based upon years of service, or steps, and merit increases are automatic as the employee completes each year of service within the city. In addition, public safety personnel representatives meet with the city manager each year to discuss employment issues. Any changes in employee compensation derived from these meetings are incorporated into the annual budget through an agreed upon memorandum of understanding.

In FY 2008, the city will increase by 3% the minimum and maximum salary for all job classifications not included in the public safety step plan. This adjustment creates earning potential for employees depending on their performance appraisal. In other words, if an employee were at the top of the range for their job classification, that employee normally would not receive any additional compensation for a favorable performance appraisal. However, since the top of the pay range was adjusted up 3%, these employees now have the additional earnings potential that accompanies a positive performance appraisal.

In addition, the city's performance management system works on the basis of merit increases, typically in 4% or 5% increments, for those who receive "meets expectations" on their respective annual performance evaluations. The Human Resources Department anticipates that over 75% of the workforce will fall into this category. In FY 2008, the city will pay a 5% merit to those employees who meet expectations and will continue to administer two additional categories for merit pay adjustments: "improvement needed" (2%) and "above expectations" (6%). As in previous years, if an employee "does not meet expectations" that employee would not receive a merit increase. This methodology covers all employees not included in the public safety step plans.

EXPECTED CHANGES TO EXPENDITURES

The identification of issues and concerns that will affect the overall cost of providing the high quality services that our citizens have come to expect is a critical part of the forecasting process. For example, the cost of residential and commercial growth and the aging of our city's infrastructure are critical cost 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.

The need for additional public safety services is likely to increase as Glendale's population continues to grow. Over the course of the FY 2008 budget workshops, City Council provided clear direction to allocate more funds for public safety services. As a result, the current Five-Year Forecast includes over $22 million of costs for GF ongoing public safety needs including additional staffing (both sworn and non-sworn), scheduled merit/pay plan increases, and routine operating expenses like vehicle and prisoner maintenance. These costs make up 66% of the costs included in the Five-Year Forecast.

The City of Glendale has also proposed an increase in the dedicated Public Safety Sales Tax from 1/10th of one cent to one-half of one cent in order to accelerate the enhancement of public safety services for the community. This measure will go to the voters in September 2007.

Other mandatory type expenditures, including retirement costs, health benefits and rising fuel costs make up another $3 million in the current GF Five-Year Forecast. The remaining components of the Five-Year Forecast are discussed in the following sections.

OPERATING COSTS ASSOCIATED WITH THE CIP

The operating and maintenance costs associated with the capital improvement plan (CIP) comprise a significant portion of the expenses included over the forecast period. The CIP is a very important part of the forecast because the city needs to make sure that future revenues will be sufficient to cover the ongoing operations and maintenance (O&M) costs associated with capital projects scheduled to come on line in the next five years.

The current GF forecast includes operational and maintenance expenses of $6.0 million related to CIP projects. Examples of CIP projects that will be coming on-line during the forecast period, and that will have a GF operations and maintenance impact, include the following:

- Convention Center/Media Center/Parking Garage facilities at the Westgate development,
- Downtown parking garage,
- City court building,
- Public safety communications equipment and upgrades,
- West area pool,

- West area library.
- Right-of-way and street maintenance crews and equipment, and
- Various renovations and improvements to parks and recreation facilities.

Refer to the CIP section of this budget book for additional details on these projects.

TECHNOLOGY AND VEHICLE REPLACEMENT FUNDS

These replacement funds were designed to allow the city to replace outdated, or worn out equipment at regular intervals. The Field Operations and Information Technology Departments are the administrators of the vehicle and technology replacement programs, respectively.

The forecast also includes a phased reinstatement of GF contributions to both the technology and vehicle replacement funds. Due to the economic downturn that began in late 2001, GF contributions to these funds were halted for seven months in FY 2003, and for all of FY 2004, for a total of nineteen months. The enterprise funds continued to pay into these replacement funds at the 100% level over this time period and continued to receive regularly scheduled replacements of key service related equipment.

GF contributions resumed at the 50% level in FY 2005 (half in ongoing funds and half in one-time funds), at 75% in FY 2006 (50% ongoing and 25% one-time), and 100% in FY 2007 (75% ongoing and 25% one-time). For FY 2008, the funding level will remain at 100% (75% ongoing and 25% one-time) and this amounts to just under $1 million dollars. The city has been able to follow this phased-in approach for GF operations by extending the life of non-public safety equipment during the years when GF contributions were stopped and/or reduced. In addition, the level of past contributions created a cushion in the replacement fund balances that has allowed the city to continue replacing critical equipment at regular intervals.

DEBT SERVICE OBLIGATIONS

The forecast also includes the scheduled increases and decreases in capital lease debt service payments associated with capital equipment and land purchases. The capital lease debt service payments are included in the departmental operating budgets. Refer to Schedule 8 in the appendix of the budget book for a listing of the capital lease debt service for the city's various funds.

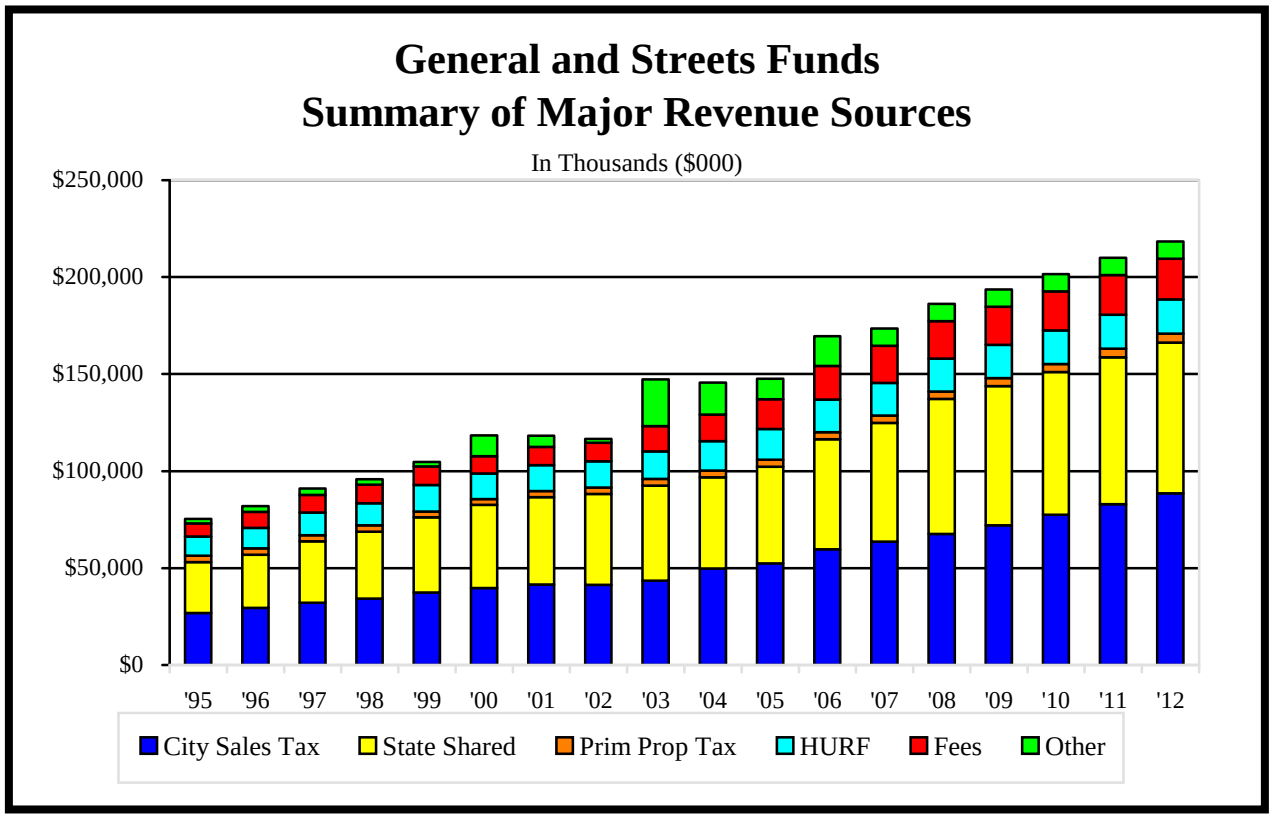
The forecast also includes a $9 million increase in the long-term Municipal Property Corporation (MPC) debt service associated with the new regional public safety training facility, infrastructure improvements for the Zanjero development, and the new convention center/media center/parking garage facilities at the Westgate development. Refer to Schedule 7 for a detailed listing of the *current* principal and interest payments related to the City's debt service agreements based on the financing in place at the time the annual budget document was produced.

GENERAL FUND REVENUE FORECAST

Over the past decade there has been steady growth in the actual collections for major GF revenue categories. Ongoing revenues are expected to continue increasing through FY 2012, with the overall expected rate of growth fluctuating between 3% and 4%.

The following graph provides historical data as well as projections for the major revenues sources of the general fund. For the purposes of the following graph, we have included highway user revenues, commonly known as HURF monies. The spikes in the "other" category in FY 2000 and FY 2003 are the result of capital lease financings and re-financings, respectively. The re-financings in FY 2003 were completed to take advantage of historically low interest rates. Capital lease proceeds are considered revenue to the General Fund when the transaction relates to General Fund capital purchases such as land and public safety communications equipment.

The following graph also shows the relative importance of city sales tax and state-shared revenues in comparison to our overall GF revenue base. In fact, city sales tax and state-shared revenue are expected to account for two-thirds of total General Fund revenue in FY 2007 and FY 2008. The other notable GF revenue sources include HURF, the primary property tax, municipal court fees, and user fees and charges for city services like building inspections, plan reviews, recreation classes, etc. The graph bellow is followed by a brief discussion about some of the major components of GF revenues.



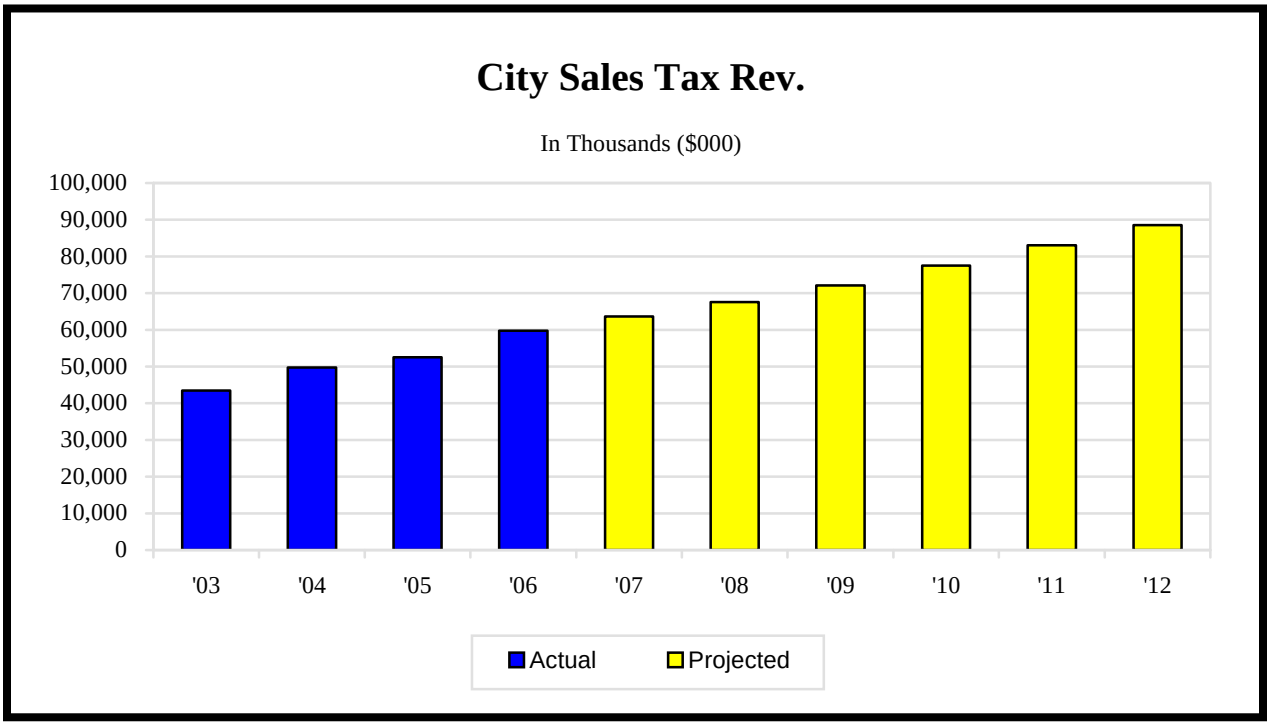
City Sales Tax

City sales tax is "elastic" revenue, meaning it varies directly with the economy. During economic expansion, elastic tax revenues increase, due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline.

City sales tax for the following five years is projected using a combination of econometric modeling and formula calculations. The Management and Budget Department obtains its initial projection from a linear regression model, using state disposable personal income as a primary variable. The resulting figures are modified to account for other key variables directly related to the city. 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.

City sales tax receipts comprise 39.4% of the city's GF revenue budget for FY 2008. This percentage has been stable, fluctuating slightly between 34% and 40% since FY 1999. The FY 2008 city sales tax forecast calls for an increase of $3.9 million, or 6.2%, over the FY 2007 year-end estimate of $63.6 million. This forecast is in line with the forecasts of retail sales growth in the 5% - 7% range that experts on the Arizona economy have projected.

Management and budget staff expects the growth in city sales tax receipts to continue throughout the forecast period given the expected growth in Arizona's population and disposable personal income, as well as the plans for new retail and office development surrounding the Glendale Arena and the Cardinals Stadium. The graph below provides a historical look at city sales tax revenue.

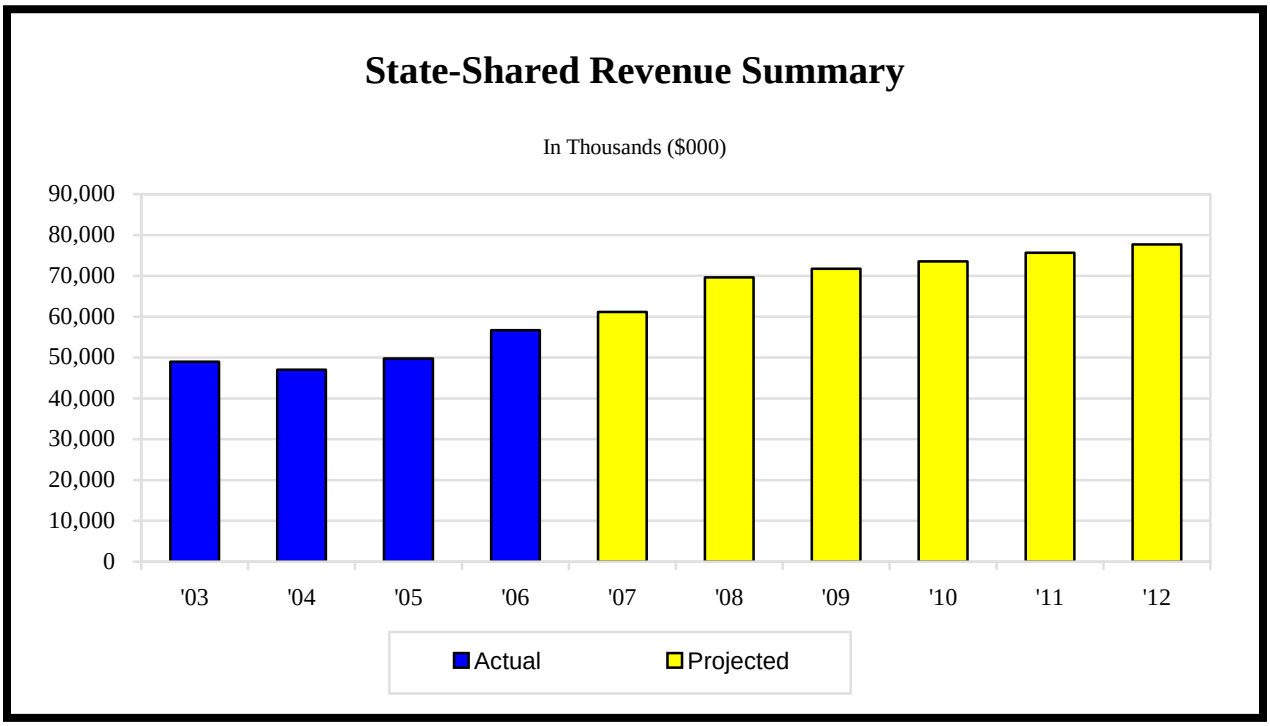


State-Shared Revenue
Cities and towns in Arizona are beneficiaries of a state-shared revenue program that distributes state-collected revenues to Arizona municipalities. State-shared revenues in this document specifically refer to state sales tax receipts, state income receipts and motor vehicle in-lieu receipts.

The forecast for each state revenue source is developed separately and compared to the state's forecast for these revenue sources. State income tax projections are based on a trend forecast and adjusted for the revenue actually collected by the state as its distribution to the cities lags by two year. Forecasts done by Arizona economists, who use projected 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 will increase at its historic rate.

The most significant component of state-shared revenue is income tax. The city's share of state income tax revenue for FY 2007-08 will reflect the personal income growth experienced in 2006. Glendale's share of state income tax revenue is expected to increase 24.0%, from $27.5 million in FY 2007 to $34.1 million in FY 2008. This sizable increase is expected because the state's net income tax collection in 2006 grew 28.5%, from $3.5 billion in 2005 to $4.5 billion in 2006.

For FY 2008, our projection reflects an overall growth rate of 13.8% for state-shared revenue.



Property Tax

Arizona's property tax levy consists of two tiers. The primary property tax levy has state-mandated maximum limits, but it can be used by a city for any lawful purpose. It is the primary property tax revenue that is included in the General Fund. The secondary property tax is an unlimited levy that can be used only to retire the principal and interest on a municipality's General Obligation bond debt.

Property tax revenue can be challenging to predict because of the number and types of variables that affect this revenue source. The driving force in forecasting property tax revenue is the assessed valuation of property. The city's property tax projection must consider the rate of growth in assessed valuation, the assessment ratios for different types of property, and the components of growth associated with new properties as well as appreciation of existing properties.

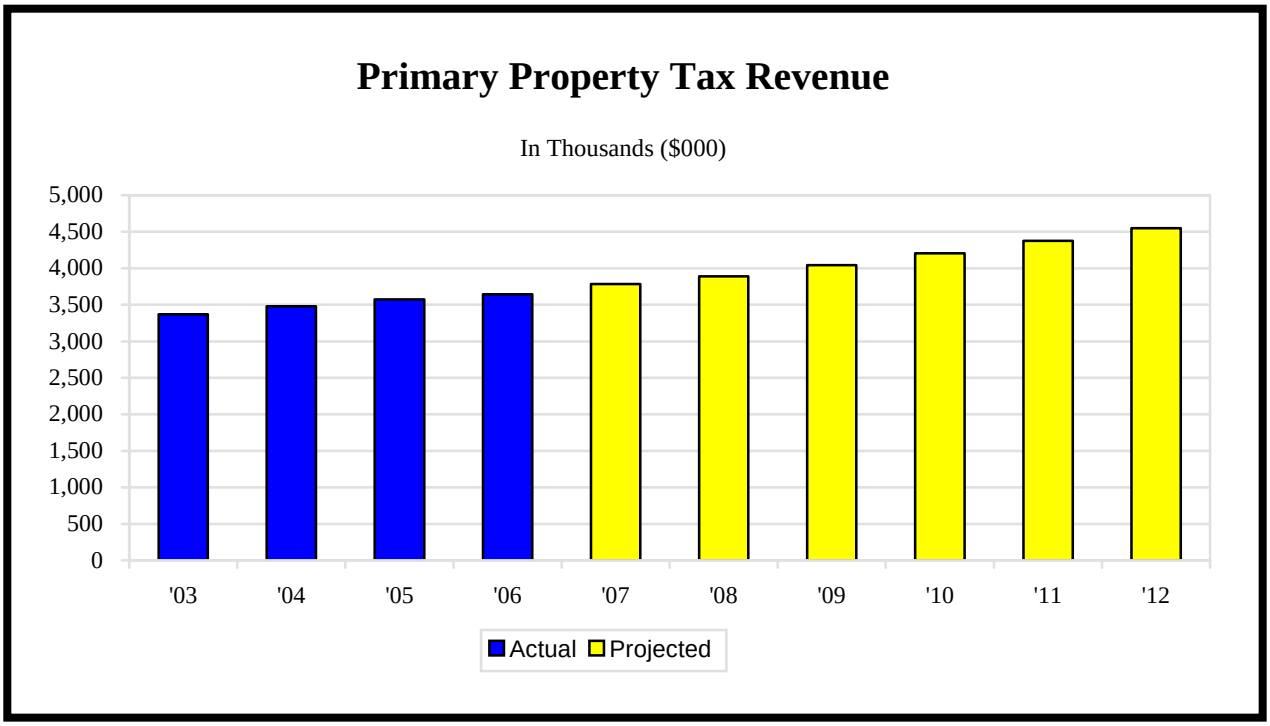
For FY 2008, Glendale's total property tax will be reduced from $1.72 per $100 of assessed valuation to $1.62 per $100 of assessed valuation because of the ongoing assessed valuation growth due to appreciation (versus new construction). The decrease will ease the tax burden for existing residents. This rate had remained unchanged at $1.72 since FY 2001.

For the future, the city plans to continue lowering the primary property tax rate and increasing the secondary property tax rate by the same amount so that all assessed valuation growth due to appreciation (versus new construction) is shifted to the secondary property tax rate. By doing so, the city remains in compliance with the state's Truth in Taxation law.

The combined property tax levy for Glendale residents for FY 2007 consists of $0.2925 for the primary tax rate and $1.4275 for the secondary property tax rate. These rates are expected to generate a total of $23.4 million ($3.8 million from the primary rate and $19.6 million from the secondary rate). The primary property tax revenue accounts for approximately 2.4% of GF revenues.

For FY 2008 the combined property tax levy will consist of $0.2681 for the primary tax rate and $1.3519 for the secondary property tax. These rates are expected to generate a total of $28.6 million ($3.9 million from the primary rate and $24.7 million from the secondary rate).

The Management and Budget Department analyzes historical property tax data to arrive at reasonable assumptions about long-range trends in assessed valuation. Despite Arizona's booming construction industry and steady appreciation in property values, our projection, as seen on the next page, reflects a conservative 4% growth in primary property tax revenue for the forecast period.



Highway User Revenue Fees (HURF)
This revenue source is commonly referred to as the gasoline tax. However, there are several additional transportation-related fees that comprise this revenue source, including a portion of vehicle license taxes. Arizona cities and towns receive 27.5% of highway user revenues. The intent of the complex distribution formula the state uses is to spread a portion of the money across the state solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales.

There is a state constitutional restriction on the use of these revenues. Specifically, these funds must be used solely for street and highway purposes. Eligible expenditures include right-of-way acquisition, construction, reconstruction, maintenance, repair, streets, bridges, and payment of principal and interest on highway and street bonds. In 1999, a law was passed to specifically prohibit the use of these revenues for the enforcement of traffic laws or the administration of traffic safety programs.

In FY 2008, the city expects to receive $17.0 million in HURF monies, and this amount is expected to grow to $17.7 million by FY 2012. In FY 2008, HURF monies are projected to comprise 9.1% of all GF revenues.

Fees and Charges
This category covers a variety of city fees and charges for city services such as building permits, right-of-way permits, plan reviews, engineering plan reviews, planning and zoning changes, recreation classes, business licenses and liquor licenses. This category also includes revenues from cable/gas/electric franchise fees, court fees, rental income, cemetery services and several

other fees. The Management and Budget Department calculated the projected revenues for each of these fees separately, and the respective departments were consulted in completing and analyzing the projections.

Total projected fees and charges are expected to increase from $19.2 million in FY 2007 to $20.9 million in FY 2012. By FY 2012, this category of revenue is expected to account for about 9.6% of General Fund revenues.

Other Revenue
This category includes interest income, capital lease proceeds, miscellaneous revenues and general staff and administrative service charges. As noted above, capital lease financings and re-financings occurred in FY 2000 ($8.3 million) and FY 2003 ($22.6 million), respectively, and they represent the largest component for the other revenue category for those fiscal years. As of FY 2005, staff and administrative chargeback revenues comprise the largest component of the other revenue category.

Departments whose operations are supported by the General Fund, such as the Finance Department, Human Resources Department, City Attorney's Office, Management and Budget Department, and the Facilities Management Division of the Field Operations Department, provide services to the city's water and sewer, sanitation and landfill enterprise funds as well as the self-supporting Transportation Fund. These are services that enterprise fund operations would have to pay outside contractors to provide the services if city departments did not provide them. Consequently, each enterprise fund operation is required to pay its fair share of the cost for these services, which are called general staff and administrative service charges.

The Management and Budget Department established these charges based on an indirect cost allocation model that uses various accepted allocation methods and is updated annually. The charges are applied against enterprise fund's operating budget in equal amounts (i.e. 1/12) each month. The City Auditor's Office reviewed the cost allocation model during FY 2005 to assess the validity and reasonableness of the model. The City Auditor's Office determined the model appears to be a reasonable method to allocate GF costs to the enterprise fund departments.

Prior to FY 2003, these amounts were recorded as "Transfers In" to the GF to contribute to the city's available resources. In FY 2003, the city changed this policy and began recording these charges as credits within the operating budgets that provided the services. This new approach had the effect of offsetting the current operating costs of the departments providing the services to the enterprise funds. However, due to resulting complications in administering the operating credits, the decision was made to record the amounts as revenue in the fund providing the services starting with FY 2004.

The total general staff and administrative service charges for FY 2007 are $8.0 million. This amount is scheduled to decrease slightly in FY 2008. These revenues are included in the "Other" category in the chart summarizing GF revenue sources.

NET REVENUES & EXPENSES

The final step in completing the *Five-Year Forecast* is the comparison of the net effects of the projected revenues and expenses on the General and Streets Fund balances.

Over the five-year period of this forecast, the city's operating and capital budgets are balanced. In fact, the forecast shows the city building its GF fund balance over time.

While the forecast currently does not show use of any excess fund balance in any given year, it is always possible that this source may be used to fund one-time costs in the future, as has been done in prior fiscal years. If this does occur, the city would ensure that doing so would not have a significant impact on future years. The city is well aware that use of remaining fund balance to initiate an ongoing program would significantly 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.

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 fiscal discretion and restraint, examine carefully any projects that entail ongoing expenses, practice prudent fiscal management and remain conservative in our financial and strategic planning, we can continue to achieve the following:

- Accomplish the goals and objectives set by 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 in times of national economic uncertainty; and
- Balance our annual budgets while retaining adequate contingency reserves.

In order to go significantly beyond the commitments outlined earlier in this section, the city would have to increase its revenue base by adding new revenue sources or experience better-than-anticipated economic performance, and/or decrease its operating expenses by reducing or curtailing programs and services that the city currently provides.

FINANCIAL PLAN

INTRODUCTION

The foundation for our FY 2008 operating and capital budgets is Council's vision of 'one community.' That foundation is supported by additional strategic goals and key objectives, as discussed in the Mayor's and City Manager's budget messages, including the continuation of fiscally sound financial management practices. Glendale's Financial Plan addresses the critical issues that must be addressed with each fiscal year's budget, as well as the strategies that are used to sustain Council's strategic goals while accommodating fluctuations in the economy.

It is critical for a local government to respond quickly and comprehensively to changes in the political and economic environment so that city services are not compromised. The City of Glendale engages in financial planning in order to avoid curtailing basic services or delaying needed infrastructure improvements when revenue sources are adversely affected. The following discussion highlights the principal issues facing the city of Glendale (operating budget constraints) and the long-term and short-term key strategies for addressing the changing economic and political environment in which we operate.

OPERATING BUDGET CONSIDERATIONS

Operating Revenue Considerations
A city's ability to generate additional revenue from existing sources, or create new revenue sources, is limited by social and economic conditions, state statutes, City Council policies and public sentiment. Municipal tax rates and bonding (borrowing) capacity also are limited by state law and require citizen support and/or voter approval. In addition, some revenues are legally restricted and therefore must be used for specific purposes. Examples of special-purpose revenues include public safety and transportation sales tax revenues, highway user revenue fees (HURF), water, sewer, landfill, and sanitation user fees and development impact fees.

The General Fund covers costs for essential city services like police, fire, parks/recreation, library services and neighborhood preservation, as well as critical support functions like financial and budget management services, human resources and legal services. Many city departments must rely exclusively on General Fund revenues to finance their operating costs, whereas others receive at least some General Fund financial support.

The city's primary ongoing General Fund revenue sources are state-shared revenues and city sales taxes. These sources typically account for approximately two-thirds of the city's ongoing General Fund revenue budget. State-shared revenues and local sales tax revenues can be sensitive to changes in national, regional and local economic conditions. When the state and local economies are healthy, state-shared and city sales tax revenues normally increase. When the economy enters a downward cycle or recessionary period, these revenue sources could decline, although that is not always the case.

State-shared revenues are comprised of state income tax and state sales tax revenues, as well as state motor vehicle licensing revenue. The state of Arizona distributes to incorporated towns and cities a portion of these state receipts based on each entity's population in proportion to the state's total population of incorporated areas. State-shared revenue is subject to fluctuation due to changes in the economic environment, as well as the political environment, as evidenced by prior legislative discussions to modify the amount of state-shared income tax revenue to be distributed to municipalities. For FY 2008, state-shared revenue will be distributed in the same manner used for the FY 2007 distributions.

For the most part, past reductions in state-shared revenue have been the result of negotiations between the state and the cities. In addition, past reductions occurred with state income tax revenue that provided Glendale and other cities sufficient time to plan for the reduction. Because of the two-year lag in this revenue source, the last reduction occurred in FY 2004 and FY 2005, as a result of decisions made in FY 2002, after the last downturn in the economy.

In planning for next fiscal year's collection of state-shared revenue, Glendale took a prudent approach and assumed growth based on forecasts by experts on the Arizona economy. In April, cities received preliminary estimates of the distribution amounts for FY 2008 and the estimates for Glendale are consistent with those used to build the FY 2008 General Fund revenue budget.

Overall, the consensus of local experts on the Arizona economy is that the robust growth of the past few years will continue into next year, although at a more moderate pace. This expected growth is fueled by continued increases in population growth and job creation, and complemented by healthy gains in personal income that will be reflected in the FY 2008 state income tax revenue distributed to Glendale.

Other sources of city revenue, such as property taxes, franchise fees, and development permits and fees, are also subject to external economic and political factors. For example, property tax revenues are dependent on total assessed valuation, appreciation of existing property, and the amount and type of new construction, as well as the property tax rate approved by Glendale's City Council. State limits on property tax rates also constrain the use of this revenue source for General Fund operations. Therefore, we took a prudent approach to projecting these other revenues for FY 2008. A more detailed discussion of these other revenue sources and the projection for FY 2008 is found in the *Budget Revenue Summary* section.

Population Growth

Arizona has experienced phenomenal growth in the past few decades. It is consistently rated in the top tier of the states experiencing the highest levels of growth in the nation. Growth in population is often accompanied by job growth, which is often a reflection of a healthy local and regional economy. A growing population tends to fuel consumer spending as homes are purchased, and consumer goods for those homes are bought. In addition, the state-shared revenues discussed in the previous section are based on a city's population in comparison to the total population, so there is an unintended incentive to encourage population growth in order to receive more state-shared revenue.

Nevertheless, growth is often a double-edged sword. Rapid and prolonged population growth places a great deal of strain on existing resources. This kind of population growth can make 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 various financing strategies and mechanisms to equitably apportion the costs of growth among various sectors of the community, as well as among current and future Glendale residents. The financing strategies include bond financing, development impact fee assessments, and the creation of improvement districts. These are discussed in more detail in the *Ten-Year Capital Improvement Plan* section.

Large, expensive projects like recreation facilities, libraries, water and sewer treatment facilities, and public safety facilities require a long-term commitment of resources for ongoing operating costs of these new facilities. For these kinds of projects, the city staggers the opening of them in order to adequately absorb the additional operating costs that come with their operation. Also, Glendale prefers to use conservative population estimates in its planning process to ensure the revenues needed to operate the facility are available when the project is completed. When unusual growth occurs, the city has several short-term, rapid-impact strategies it can employ to accelerate the provision of services and/or infrastructure development.

The impact of population growth is reflected in many ways in the FY 2008 operating budget. For example, a total of 69 new positions have been authorized, with 15 permanent positions added to the General Fund base budget and 54 positions added to the base budget of other funds. Steadily increasing demands for city services have occurred over the past several years as Glendale's population continues to grow, especially with the rapid transformation of Glendale's western area that is anchored by the Jobing.com Arena, University of Phoenix Stadium, Westgate and Zanjero. Now ongoing revenue sources have increased sufficiently to support additional staff.

Routine Operating Expenses

The cost associated with many routine operating necessities, such as fuel, are continuing to rise. While Glendale has taken a proactive approach to minimizing the impact of such cost increases, some level of cost escalation is inevitable in order to maintain a high level of service for the Glendale community. In developing the FY 2008 operating budget, these routine operating cost increases were at the top of the list of items that had to be addressed before allocating funds for other purposes.

One example of a dramatic increase in a routine operating expense is motor fuel. Motor fuel is used in city vehicles as different as police cruisers, fire trucks, solid waste collection vehicles (garbage trucks), and public transportation vehicles. Diesel fuel was $1.89/gallon in November 2005; in May 2006, it was $2.61/gallon, a 38.1% increase. Unleaded gasoline was a $1.96 in November 2005; in May 2006, it was $3.10/gallon, a 58.2% increase. The price has hovered around $3.10/gallon since.

Compounding the increase in the cost of fuel is the fact that Glendale employees will drive 25% more miles, or 1.9 million miles more than 5 years ago, with much of the mileage related to

public safety and solid waste collection. Further compounding the problem is that the rising costs for oil has affected other oil-based products, including asphalt, vehicle parts, and tires. Employment benefits such as retirement and medical insurance also comprise an ongoing operating cost that has experienced sustained increases over the past several years for both the employer and employee. Retirement costs increased in FY 2007 and will again in FY 2008 as contribution rates rose to improve the financial health and stability of the various state-administered retirement funds. These increases are occurring against a backdrop of significant contribution rate decreases in the late 1990s, when investment returns were robust.

On the other hand, plan modifications for the city's medical benefits have led to more appropriate and efficient use of the resources available. Although medical cost increases will add approximately $905,000 to FY 2008 base budgets throughout the city, another $1 million will come from the fund balance to mitigate the overall increase. In addition, premium payments will increase for employees, as will co-pays and other fees for some services.

Capital Expense Considerations

Large capital improvement projects take many years to plan, finance and complete. Funds for these projects often will be needed long before the number of residents moving into the area can support the construction costs although it might be several more years before population growth is sufficient to generate the revenue needed for ongoing operating expenses. Under virtually any population growth scenario, traditional bond financing and development impact fee revenues would be hard pressed to keep up with the normal demand for new or expanded streets, storm sewers, fire stations and other facilities.

To meet the need for the construction of new capital facilities, Glendale has pursued some unique partnering arrangements to cover the capital costs. For example, Glendale partnered with the cities of Avondale, Surprise, and Peoria, as well as the Maricopa County Community College District, to enhance the function and value of the Glendale Regional Public Safety Training Facility that opened in FY 2007. The facility will train police and fire personnel for the protection of our growing communities. The four partner agencies signed formal, written commitments to share the costs of construction and operations.

Another example of partnership in capital construction is found with the Youth Sports Field facilities just to the east of Glendale's professional sports facilities, the University of Phoenix Stadium and Jobing.com Arena. Both the Fiesta Bowl college football organization and the Arizona Sports and Tourism Authority contributed funds to the construction of this project. Glendale also continues partnering opportunities with local school districts in the construction of parks, playgrounds and sports facilities adjacent to school facilities.

Glendale also assesses development impact fees for commercial and residential construction. These fees are used to supplement property tax revenues for the construction of public safety facilities, parks and recreation facilities, libraries and other capital projects. By using this approach, the city takes steps to ensure that new developments pay their fair share for the costs associated with the city services needed to support such developments. A development impact fee update was underway at the time of this document's publication in June 2007.

Finally, Glendale pursues grant funds to enhance capital projects. Recent examples include state of Arizona Heritage Funds and federal Bureau of Reclamation dollars for parks, trails and open space projects. As a result of these outside grant dollars, the planned capital projects were accelerated and/or expanded to provide better facilities for the Glendale community.

National Events Consideration

One of the principal issues that Glendale faces in FY 2008 is related to our status as host city for the Super Bowl. The Super Bowl event is coming to Glendale for the first time in FY 2008. As noted in the FY 2005 - FY 2007 budget books, the costs associated with providing public safety services and other city services to Glendale's world class sports facilities can be significant. To prepare the city for this situation, City Council prudently set aside a total of $7.0 million in a National Events Fund ($1.0 million in FY 2005 plus $5.0 million in FY 2006 plus $1.0 million in FY 2007). The fund is expected to have a balance of approximately $3.6 million to fund city expenditures in FY 2008 related to the Super Bowl.

In addition, partnership opportunities have been pursued to minimize the cost of this event. A West Valley Coalition was formed with other west valley agencies, plus the Maricopa County Sheriff's Office and the Arizona Department of Public Safety (state police), to provide public safety services outside the University of Phoenix Stadium, which opened in August 2006.

During FY 2006, key objectives related to the upcoming national events were established. They are as follows:

- Complete capital and major economic development projects such as the Emergency Operations Center and the Media Center/Conference Center/Parking Garage located adjacent to the city's professional sports facilities.
- Ensure safe and attractive public areas.
- Maximize resident, neighborhood, and business participation and involvement.
- Promote Glendale's amenities to capture an increase in tourism and economic development.
- Create a cross-functional, one-stop, expedited permit center.
- Modify relevant city codes and ordinances related to life and safety issues.
- Ensure fiscal accountability.

While much work on accomplishing these objectives occurred in FY 2006 and FY 2007, more work is planned for FY 2008. Specifically, we have budgeted funds to address these key objectives as well as other costs associated with hosting these national football events and related activities. As we continue to work through these events, staff will continue to evaluate the costs associated with hosting these world class events to ensure prudent and fiscally responsible use of city funds.

Administering a Sound Financial Plan
If a prolonged economic downturn occurs, and annual revenues cannot 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 budgets for city services such as recreation classes and development-related services and for capital projects such as city parks and water treatment plants.

The purpose of a financial plan is to minimize those times when a city must resort to the above alternatives, except in the most extreme circumstances. It also should include short-term financial strategies that are useful in responding to unanticipated budgetary needs of short duration, such as single-year revenue and expense anomalies, damage caused by weather emergencies, or unexpected population growth spurts.

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

- It is almost impossible to pinpoint service demands and their costs for the distant 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.

LONG-TERM STRATEGIES

Adjusting Staff Levels
Although Glendale has one of the Valley's lowest ratios of city authorized staff positions to population (8.53:1,000) personnel-related costs account for 64% of the city's General Fund operating expenses. The adjustment of staffing levels is an ineffective method for addressing short-term budget deficits because it requires lead-time to implement effectively and it may adversely affect the city's ability to maintain quality services. However, downsizing, when combined with other strategies, can be an effective method of dealing with prolonged economic slowdowns.

The City of Glendale's leadership team carefully reviews every new position request. When a new position is needed to provide new or expanded services, both the initial (one-time) 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 and contract workers is one of several useful alternatives to meeting predictable but time-limited workload increases without adding regular status employees. It is important to have a definitive policy that limits the length of time a position can be filled by a temporary employee. It also is important to closely monitor the time limit to ensure compliance with the policy.

One example of the selective use of temporary employees deals with the staffing of polling sites during city elections. The city's equalization strategy dictates that the predictable costs for these workers be budgeted as an ongoing operating expense spread evenly between election and non-election years. Another example of the selective use of contract employees is the establishment of contract positions for building inspections services at the construction sites for the intense development going on at Westgate. These contract positions expire once the construction activity is complete.

In some cases, 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 permanent staffing levels and overhead costs for equipment and building space. For these reasons, Glendale has placed increasing emphasis on negotiating service contracts for areas like parks landscape maintenance, custodial cleaning of city facilities, and specialized legal work.

Equalizing Predictable Expenses
Two additional strategies the city uses to moderate peaks in ongoing expenses are

- the spreading of routine periodic expenses over multiple budget years; and
- the pre-funding of replacement equipment such as vehicles and technology equipment (e.g., PCs, servers, etc.) through a rental rate structure that spreads the cost of the replacement over several years.

As noted earlier in this discussion, 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. As a result of this approach, the need for one-time election appropriations every two years has been eliminated, leaving only special election expenses, such as bond elections—which occur infrequently—to the one-time budgeting process.

Prior to the implementation of the technology and vehicle replacement programs, the city's ability to replace city 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. Then, when economic conditions improved, the city would engage in massive "catch-up" efforts.

To eliminate this problem, the replacement funds were designed to allow the city to replace outdated, or worn out equipment at regular intervals. Two replacement fund line items were added to each department's annual operating budget to accrue funds for vehicle and technology replacements, respectively. Experience has shown that many vehicles are not replaced as originally scheduled because of low mileage or good maintenance history, and we expect that experience will continue into the future. Nevertheless, we closely monitor this replacement fund to ensure that it provides sufficient funds to replace essential vehicles and equipment as needed.

The technology replacement fund balance not only covers the systematic replacement of desktop computers, but also annual software licensing costs for a wide range of software used in city operations, virus and security maintenance costs, citywide data storage, database servers, and cable/video equipment and presentation systems. As is the case with the vehicle replacement fund, experience has shown that the useful life of some technology equipment can be extended and thus the fund accumulates a level of reserve funding for emergency replacements and/or upgrades to existing inventory.

Capital Improvement Plan Development

Conservative population and revenue growth projections are used for long-range capital planning to determine when, where, and how capital projects will be implemented because 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 Foothills Library and the Downtown Civic Center, both of which opened in the 1990s, were carefully considered prior to initiation of these projects to ensure revenue growth would cover the increased operating costs. Glendale also analyzes the long-term financial projections of debt service costs prior to every bond sale.

Major capital projects can be planned, scheduled, and financed in ways that will not deplete needed resources from the annual operating budget or require an increase in Glendale's secondary property tax. Short-term financial strategies, such as various financing instruments or the acceleration or deceleration of project schedules, can help us meet unusual population growth or service demands. The introduction to Glendale's *2008-2017 Capital Improvement Plan* provides an explanation of the capital project process.

Property Tax Stabilization

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 can remain relatively stable over the coming decade.

Arizona's property tax levy consists of two tiers. The primary property tax levy has state-mandated maximum limits, but it can be used by a city for any lawful purpose. The primary property tax revenue is included in the General Fund. However, because Glendale has minimized its use of the primary property tax levy, this revenue source is expected to be only 2% of the city's anticipated General Fund revenues in FY 2008.

The secondary property tax is an unlimited levy that can be used only to retire the principal and interest on a municipality's General Obligation bond debt. This revenue source provides more 'bang for the buck' because it can be leveraged to borrow more funds to pay for capital projects. Therefore, the secondary property tax levy is optimized in relation to the primary property tax levy.

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 as long-term financial strategies. Arizona's tax limitation statute, the relatively minor role of primary property tax revenue on Glendale's operating budget, and the city's property tax stabilization policy 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.

Given these facts, 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 much less revenue will be generated from new tax base growth. If this decrease were not accompanied by sufficient growth in assessed valuation or offset by increases in other revenues or a reduction in operating expenses, a serious imbalance might occur that might trigger a property tax increase.

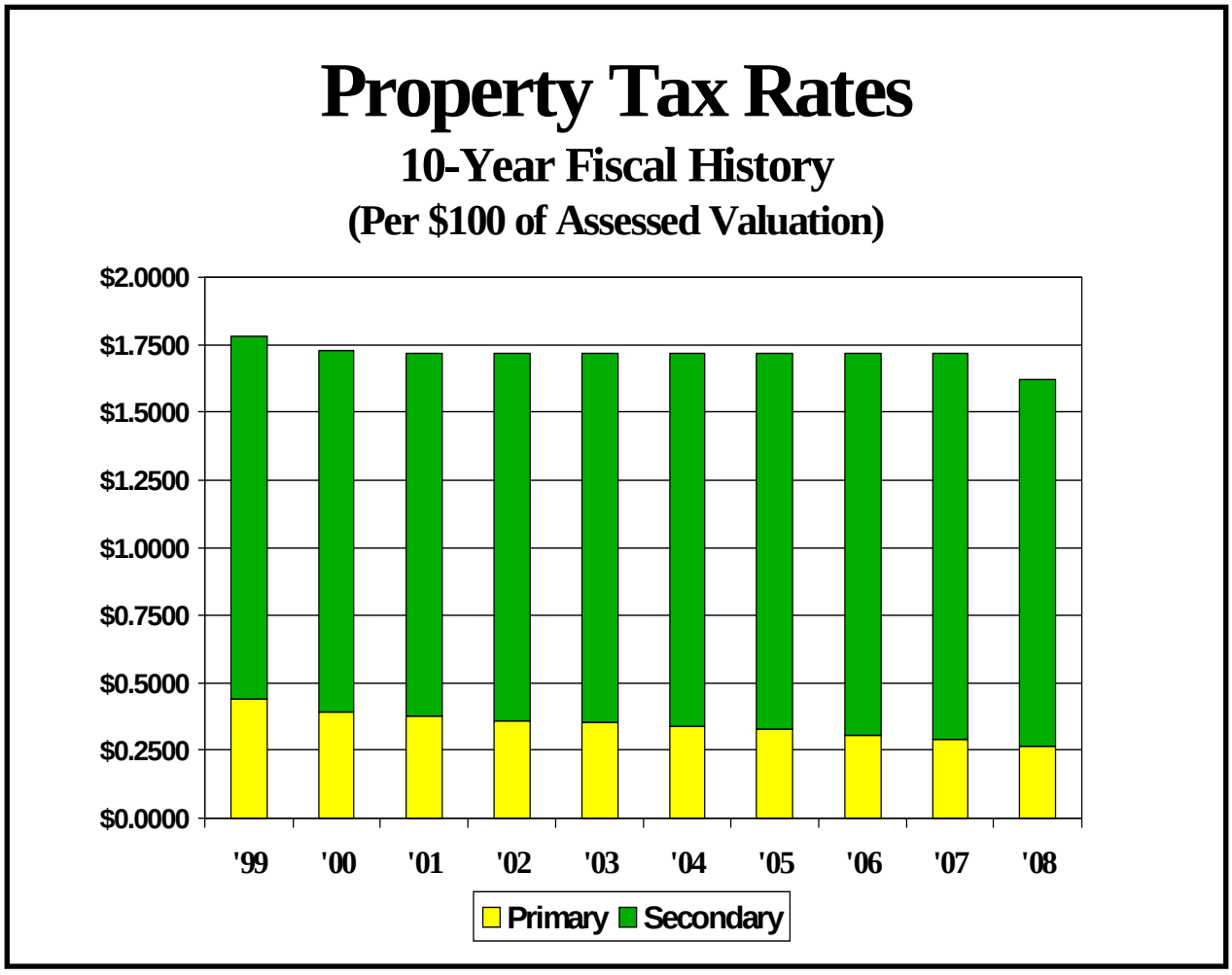
As noted above, secondary property taxes are used to repay voter-authorized General Obligation bond debt. With efficient scheduling of bond sales and capital projects, the *Ten-Year Capital Improvement Plan* is designed to keep the secondary property tax rate level. Changes in capital construction schedules, 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.

While Glendale's total property tax rate remained unchanged at $1.72 per $100 of assessed valuation from FY 2001 to FY 2007, the city adjusted the two components of the overall property tax rate. Specifically, the city continued to lower the primary property tax rate and increase the secondary property tax rate so that all assessed valuation growth due to appreciation (versus new construction) is shifted to the secondary property tax rate. By doing so, the city remained in compliance with the state's Truth in Taxation law.

In FY 2006, Glendale received approximately $21.3 million in property tax revenue. Approximately $3.6 million of that amount came from the primary property tax levy. The combined property tax levy for Glendale residents for FY 2007 remained unchanged at $1.72 per $100 of assessed valuation. This rate generated a total of $23.4 million ($3.8 million from the primary rate and $19.6 million from the secondary rate). The combined property tax rate for FY

2008 will be lowered to $1.62 per $100 of assessed valuation, with $3.9 million expected from the primary property tax rate and $24.7 million anticipated from the secondary property tax rate.

The property tax rate was lowered in FY 2008 as assessed valuation numbers rose significantly for many properties in cities and towns throughout Arizona. However, the rising costs of construction coupled with the scheduled construction of significant public amenities prevented Council from lowering the rate even further. Therefore, the overall increase in secondary property tax revenue is needed to support the CIP approved by Council. The following graph shows a 10-year history of the property tax rate assessed by the City of Glendale.



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 fluctuate and are subject to sudden economic changes like a sudden downturn in the economy, as occurred after September 11, 2001. Prior to FY 2004, Glendale's stabilization policy required the use of 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, with no growth rate factor for budgeting purposes.

This conservative approach to estimating sales tax revenue minimized the likelihood that annual budgeted operating expenses would significantly exceed actual sales tax revenues in any given year. In fact, actual receipts usually were higher than the prior year because tax revenue increases were attributable to growth in the tax base (i.e. population growth). When actual receipts exceeded the base estimate, excess revenue was applied to the operating capital budget or used to increase the city's GF fund balance.

For the FY 2004 budget, a different approach was taken to establishing the FY 2004 revenue budget for city sales tax receipts. The FY 2004 revenue budget for city sales taxes included a full year of estimated sales tax receipts from new development that was expected to open by the start of FY 2004 or shortly after the start of the fiscal year. This approach was taken to avoid severely impacting service levels as a result of sluggish growth in state shared revenues.

For the FY 2005 - FY 2007 budgets, this approach was further modified because this revenue source has performed so strongly in recent years, as shown in the chart below.

Fiscal Year	City Sales Tax Receipts	Percent Change From Prior FY
2001-02	$41.4 M	--
2002-03	$43.5 M	5.1%
2003-04	$49.8 M	14.5%
2004-05	$52.5 M	5.4%
2005-06	$59.7 M	13.7%
2006-07 Est.	$63.6 M	6.5%
2007-08 Proj.	$67.6 M	6.2%

For FY 2008, we assumed a growth rate of about 6.2% over this FY's estimate of $63.6 million, for a FY 2008 projection of almost $67.6 million. This rate of growth in aggregate retail sales is in line with the experts' prognostications. Furthermore, growth in personal income for the Phoenix metro area is estimated to be between 6.8% - 7.4% for 2007 and 6.6% in 2008 according to a range of experts on the Arizona economy.

When compared to the actual growth in city sales tax receipts that Glendale has experienced over the past several FYs, the 6.2% assumed increase is reasonable. As you can see in the preceding table, Glendale experienced an average annual growth rate of 9.7% in city sales tax revenue between FY 2002 and FY 2006 despite the economic downturn that affected the nation's economy after the terrorist attacks in September 2001. The growth Glendale experienced at that time is only slightly lower than the projected increase from FY 2007 to FY 2008.

Operating Capital Management

Operating capital is often referred to as "pay-as-you-go" capital because projects and equipment in this category are funded directly from operating revenues. Operating capital is used to pay for

- building maintenance and replacement items such as air conditioners, roofing, and floor furnishings,
- specialized equipment not in the vehicle replacement program, such as sanitation trucks and street resurfacing vehicles, and
- selected routine infrastructure maintenance activities such as the street resurfacing program.

In addition, the initial purchase of a vehicle is funded with operating capital. For example, if a new inspector position is approved for the Building Safety Department, that inspector will need a vehicle. The initial purchase of the new vehicle for the new inspector position is funded with operating capital because it is an addition to the city's fleet (versus a replacement). Subsequent replacement of that vehicle is then funded through the vehicle replacement program.

Unlike personnel costs, it is relatively fast and easy to make adjustments to operating equipment budgets without reducing the city's service capacity or quality. Adjustments to 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. For example, delaying a portion of the street resurfacing program in one year does not have major negative consequences if the program is accelerated in the following year.

An ongoing, stable revenue source is much less critical for operating capital than it is for maintaining service levels for police, fire and emergency services. It is important to keep in mind that maintaining adequate operating capital levels and adjusting the rate of capital spending minimizes the need 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 that must be 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. This limitation raises several interesting questions about how the city can successfully maintain an annually balanced budget in years when General Fund revenue deficits or surpluses occur.

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 General Fund surplus revenues is referred to as the General Fund contingency reserve, which is part of the General Fund's fund balance. Every fiscal year, the contingency reserve is established as a General Fund contingency appropriation. A similar contingency appropriation is established each year for other city funds like the enterprise operations (e.g., sanitation fund and landfill fund). This mechanism enables the city to meet the legal constraints of a balanced annual budget and provides a source to address emergencies and other unanticipated expenses.

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 the contingency reserves for future use.

City Council policies discourage the routine use of contingency reserves to support long-term or ongoing expenses in the operating budget. The City's financial policy requires the city's contingency appropriation be equal to 10% of General Fund revenues. The policy prohibits the contingency appropriation falling below 4% for any reason. 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 strategy produces a domino-like effect that supports the city's ability to maintain adequate contingency reserves during times of high revenue growth. Conservative revenue estimates result in conservative annual budget estimates. Conservative budget estimates limit growth in non-essential operations, and this practice permits a portion of the excess sales tax revenue to be allocated to contingency reserves. These reserves can offset drops in other revenue tax sources, such as building permits, or augment sales tax revenue when unpredictable downturns occur. Once reserves reach the 10% of revenues target level, any further amounts are usually added to the operating capital budget.

Fund-related financial information is summarized in Schedule One, which is 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.

CONCLUSION

During the economic downturn that began in late 2001 and continued through early 2003, Glendale employed some of the short-term strategies outlined in the previous sections. By FY 2006, it is clear that the economy has rebounded. Although we have seen the positive impact of this renewed vigor, we continue to be conservative in our spending. For example, we have continued to follow many of the cost-saving measures that were implemented in FY 2003, including

- No transfers of salary savings to operating budgets except in very limited instances.
- No unbudgeted carryover savings – all carryover will be returned to the General Fund
- Capital projects are reviewed for all operating and maintenance costs impacting the General Fund

These strategies, coupled with prudent budgeting practices, allowed Glendale to deal with the recent economic downturn without severely hampering current services and programs. Continuation of these strategies will see us through the future.

FINANCIAL POLICIES

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 ensure 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 (all operating, capital and debt service expenditures should be covered by the appropriate revenue sources and meet all statutory requirements prior to the beginning of the year)
   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**: To comply with the Government Finance Officers' Association (GFOA) standards for financial reporting and budgeting, the Governmental Accounting Standards Board (GASB) 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 building improvements, or contingency appropriations and related purposes.

   B. **Ongoing maintenance costs** such as vehicle repair and maintenance, building maintenance, and swimming pool replastering should be financed through operating revenues, rather than through the issuance of debt.

   C. **Fluctuating federal and state 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 contingency appropriation equal to at least 10% of projected General Fund revenues for the upcoming fiscal year. This contingency appropriation essentially serves as the City's revenue stabilization account (i.e., rainy day account). As such, it can help to minimize the impact of large fluctuations in sales tax revenues, which is the revenue source most sensitive to changes in the economy. It also can be used to mitigate the negative effects of unforeseeable and unexpected financial situations.

4. **Enterprise Funds** should include a sufficient unappropriated fund balance to absorb fluctuations in annual revenue. Enterprise funds should also be charged directly for overhead services whenever possible, rather than using an indirect cost allocation. These services include expenses related to employee fringe benefits, risk management and workers compensation insurance costs, telephone charges, and technology and vehicle replacement charges. Provisions should also be made for interdepartmental charges for services such as solid waste collection and disposal, as well as vehicle maintenance and repair.

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 existing fleet should be paid initially with operating capital by the requesting department. In addition, a corresponding rental rate payment for the new vehicle should be included within the requesting department's operating budget on an ongoing basis. The Field Operations Department should review all vehicle-related purchases.

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 and be updated annually.

7. **Salary policy and structure** should emphasize the provision of predictable salary increases, sustainable over time, that 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 up to 6% annually to qualified employees based on the city's ability to pay. To reflect increases related to market pay range adjustments and inflation, Council sets a target that is based on a Human Resources market survey of other Valley cities and therefore will vary depending on whether the majority of city job classifications are below market, at market or above market.

8. **Laws and policies related to 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.

9. Debt Management

A. **Short-term borrowing** or lease/purchase contracts should be considered for financing major operating capital equipment when the Finance and Management & Budget Directors, along with the city's financial advisors, 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 5% of revenue or 20% of total debt. The short-term debt for the city is documented in Schedule 8 of this budget book.

C. **Long-term debt.** The City will maintain a secondary property tax rate to support existing and future property tax supported debt. The City should maintain a general obligation debt service fund balance of at least 10% of next year's property tax supported debt service. The long-term debt for the city is documented in Schedule 7 of this budget book.

10. Budget Amendment Policies

A. **Total fund appropriation 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, 10% of the total General Fund revenue budget for the upcoming fiscal year should be set aside as a contingency appropriation as long as this contingency is backed by available fund balances.

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. Inter-fund transfers must be specifically approved by City Council. Any inter-fund transfer that was not approved by City Council during the fiscal year (e.g., award of contract, addition of staff, contract change order) shall be included on the fiscal year end Clean-Up Ordinance.

D. **Salary savings transfers** must be approved by the City Manager and are prohibited during the first 6 months of any given fiscal year. However, in the event of an extenuating circumstance, the City Manager may override this policy and authorize a salary savings transfer during the first 6 months of the fiscal year.

11. A Budgetary Control System will be maintained to ensure compliance with the adopted budget. Quarterly budget status reports will be presented to, and reviewed by the City Council to ensure that the city finances are on track with the adopted budget.

12. Revenue Policies

A. Diversified and stable **revenues** 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 enterprise operations will be based on five-year enterprise fund plans and/or other comprehensive rate studies.

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

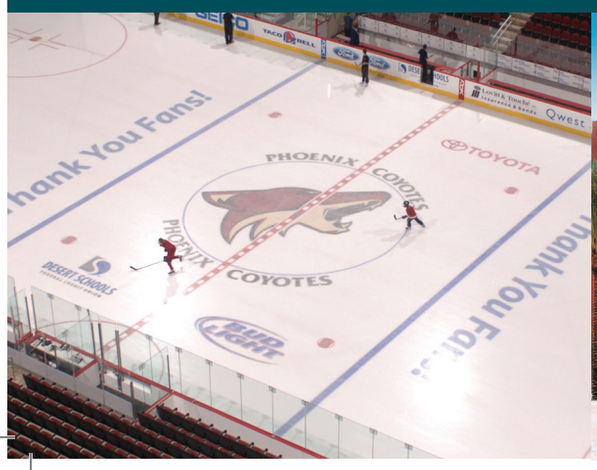
CAPITAL BUDGET

1. **A long-range capital improvement plan** should be prepared and updated each year. The first five years of the 10-year plan should identify projects that can be completed with identified funding sources, with only the first year of the plan actually appropriated. This 10-year plan may include unfunded projects in the last five years of the plan that carry out the city's strategic and general plans. All projects are assessed regarding their necessity, priority, compatibility with Council goals, long-range plans of various departments and the City's financing capabilities.

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

3. 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 City Council action. While this approval is not a strict legal requirement, it keeps the City Council informed on capital project activity and funding, and ensures that revisions of project priorities are in line with Council expectations.

OPERATING BUDGET



City of Glendale Municipal Office Complex

APPOINTED & ELECTED OFFICIALS

OFFICE OF THE MAYOR
COUNCIL OFFICE
CITY ATTORNEY
CITY CLERK
CITY COURT

Council Chamber in Downtown City of Glendale

Return to TOC

MAYOR AND CITY COUNCIL

The Mayor and City Council constitute the elected legislative and policy-making body of the city. The Mayor is elected at-large every four years. Councilmembers also are elected to four-year terms from one of six electoral districts in Glendale.

One of the highest priorities of the Mayor and Council is to involve the public in their decision-making process. They regularly appoint citizens to 18 advisory boards and commissions and often form public committees to address specific citywide issues.

The Mayor and Council each become involved in the maintenance and economic development of Glendale's six districts. The Mayor hosts numerous community events throughout the year. Councilmembers host meetings in their districts or meet with small groups of citizens throughout the year to resolve local issues. These meetings ensure citizens are informed on projects in and around their homes and businesses and give the Mayor and Council input and feedback from their constituents. The Mayor and Council also communicate with citizens through electronic media such as electronic bulletins and programming on Glendale 11, the city's cable station.

City staff who support the Mayor and Council work closely with constituents to resolve any issues or questions they may have about city services.

CITY COUNCIL STRATEGIC GOALS

Our Vision for Glendale:
"One Community"

One Community With Strong Neighborhoods
One Community Focused On Public Safety For Citizens And Visitors
One Community With Quality Economic Development
One Community With A Vibrant City Center
One Community With An Active Partnership with Luke Air Force Base
A City With High Quality Services for Citizens
A City That Is Fiscally Sound

ACCOMPLISHMENTS

Strong Neighborhoods

- Engaged citizens by hosting more than 20 community events such as Community Conversations with Mayor Scruggs, CITY S.A.F.E. events, Council District Meetings and Special District Events.
- Improved neighborhoods by awarding an estimated $550,000 in Neighborhood improvement grants throughout Glendale; continuing to support Glendale's 178 Registered Neighborhoods & HOAs; and re-established the Neighborhood Focus

Program in an effort to protect Glendale's neighborhoods from the negative impact of blight and deterioration through code compliance.
- Implemented a Neighborhood Protection Plan designed to ensure residents who live near the University of Phoenix Stadium would continue to have access to their neighborhood during major events, while eliminating cut through traffic and neighborhood parking.

Public Safety for Citizens and Visitors
- Continued construction on the Glendale Regional Public Safety Training Center and the Emergency Operation Center (EOC). The Training Center will be the first of its kind in the area and will include the latest technology, classrooms, a driving track, a five story fire training tower, special operations tools and other amenities. The EOC will serve as a command center during national events and improve communication between city departments during emergency situations.
- Received a new DUI Processing Vehicle funded by a grant from the Governor's Office of Highway Safety. The van is being used by the Glendale Police along with Arizona DUI Task Forces to target DUI, speed, aggressive driving and seat belt violations.

Quality Economic Development
- Welcomed new employers Delta Dental, Cabela's, Coca Cola Enterprises, Westgate City Center, and AAA to Glendale. AAA's new Glendale location currently has 750 employees.
- Joined new businesses to celebrate at groundbreaking ceremonies for Lund Cadillac on Bell Road and two new Marriott hotels in Glendale's Sports and Entertainment District. Also broke ground on a new city-owned Park and Ride facility. The Park and Ride is a "green" design and the first environmentally friendly structure of its kind.
- Announced a partnership to bring the Los Angeles Dodgers and Chicago White Sox to Glendale for MLB Spring Training.
- Successfully hosted the Fiesta Bowl and BCS National Championship games in January 2007, resulting in a record economic impact of $171.5 million. Many media events were held at Glendale's state-of-the-art Media Center, which was professionally designed with input from members of the media and is attached to a hotel and 80,000 sq. ft. convention center.
- Supported the new business and civic leaders organization, *Glendale First*. The non-profit group's mission is to identify and act upon opportunities to build and promote business and community partnerships to strengthen economic vitality and the quality of life in the city.

A Vibrant City Center
- Celebrated the completion of the Grand Avenue Improvements including the Grand Avenue underpass between 56th and Myrtle avenues. Benefits include new-and-improved attractive entryways to downtown Glendale and a safer, more efficient intersection.
- Encouraged new restaurants to locate in Downtown Glendale with the Downtown Dining District, a program developed to help great restaurants by offering interior improvement

grants and low interest loans that can be applied to equipment, restroom facilities, pipes and wiring and more.
- Began work on Glendale's Downtown Pedestrian Enhancements Project and a new multi-purpose downtown parking structure. The new parking garage will provide an additional 600 new parking spaces and incorporate a mix of uses, such as restaurant, retail, and office space.

An Active Partnership with Luke Air Force Base
- Instituted innovative measures, together with Luke Air Force Base, other local communities, the State of Arizona and our Congressional delegation, that are helpful to Luke conducting its F-16 mission.
- Supported Luke Air Force Base personnel deployed overseas through the Mayor's Youth Advisory Council (MYAC). MYAC members led a drive to collect "comfort items" for the troops; the project resulted in more than 5,000 items being donated.
- Published links to sites that support Luke Air Force Base's mission on the city of Glendale Web site. Links to the *Western Maricopa County/Luke Air Force Base Regional Compatibility Plan* and *Arizona Revised Statutes relating to Military Airports* are included.

High Quality Services for Citizens
- Celebrated the opening of Foothills Recreation and Aquatics Center and Northern Horizon Park. Nearing completion of phase I and II of the western area regional park which includes the X-court and park infrastructure. Future plans for the park include an urban fishing lake, baseball/softball fields, tennis courts, volleyball courts, a dog park, a playground and ramadas.
- Received the Associations of Metropolitan Water Agencies 2006 Gold Competitiveness Achievement Award. The city of Glendale was one of seven recipients nationwide, and the only Arizona Municipal Water Utility to receive the prestigious Gold Award.
- Awarded $48,200 in Performing Arts Grants for 20 projects, supporting local organizations for their 2006-07 seasons.
- Introduced online bill pay, making it quick and easy for residents to pay for city utility services.
- Authorized conversion to high pressure sodium street lights and installation of a remote street light monitoring system that will utilize new technology to provide a more efficient street lighting management system.

Fiscally Sound
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This award represents a significant achievement by the organization reflecting the commitment of elected officials, city manager and staff to meeting the highest principles of governmental budgeting.
- Received an upgraded Glendale Bond rating of AA+ from Standard and Poor's Investor Service, the nation's leading provider of independent credit ratings, research and financial information.

- Awarded the *2006 Best Practices Award* by the National Institute of Governmental Purchasing (NIGP.)

Interesting Facts

- Mayor Elaine Scruggs was one of six elected officials from cities across the country selected as finalists for the Women in Municipal Government Leadership Award.
- Glendale was ranked the 12th best walking city in the United States by *Prevention Magazine* and was elected as one of ten cities nationwide to host a 10-week walking program, sponsored by the American Association of Retired Persons (AARP) and the National Recreation and Parks Association (NRPA).
- Glendale's *From The Heart* program has collected and awarded agencies serving Glendale residents more than $1.3 million since the program began in 1997. The money is being used every day by local, non-profit social service agencies to help make life better for hundreds of Glendale residents.
- Thunderbird, the Garvin School of Global Management was recently ranked the number one international business school in the nation by US News and World Report and the Wall Street Journal.

City of Glendale
Budget Summary by Department

Mayor

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Office of the Mayor	$281,154	$331,550	$336,484	$365,488	10%
Total - Mayor	**$281,154**	**$331,550**	**$336,484**	**$365,488**	**10%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$239,990	$287,340	$298,274	$315,449	10%
Supplies and Contracts	$33,142	$35,172	$29,172	$41,123	17%
Internal Premiums	$4,988	$5,864	$5,864	$5,433	-7%
Internal Service Charges	$3,034	$3,174	$3,174	$3,483	10%
Total - Mayor	**$281,154**	**$331,550**	**$336,484**	**$365,488**	**10%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Office of the Mayor	4	4	4	4	0%
Total -Mayor	**4**	**4**	**4**	**4**	**0%**

City of Glendale
Budget Summary by Department

Council Office

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Barrel District	$48,786	$75,656	$76,074	$96,301	27%
(1000) Cactus District	$74,966	$75,443	$75,861	$96,143	27%
(1000) Cholla District	$53,107	$75,877	$76,295	$101,600	34%
(1000) Council Office	$466,134	$547,961	$547,961	$582,716	6%
(1000) Ocotillo District	$59,382	$74,610	$75,028	$95,389	28%
(1000) Sahuaro District	$72,333	$75,662	$76,080	$96,362	27%
(1000) Yucca District	$50,109	$75,577	$81,045	$96,279	27%
Total - Council Office	**$824,817**	**$1,000,786**	**$1,008,344**	**$1,164,790**	**16%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$575,952	$651,983	$744,491	$816,527	25%
Supplies and Contracts	$218,959	$315,679	$230,729	$316,128	0%
Internal Premiums	$17,757	$22,090	$22,090	$20,868	-6%
Internal Service Charges	$12,149	$11,034	$11,034	$11,267	2%
Total - Council Office	**$824,817**	**$1,000,786**	**$1,008,344**	**$1,164,790**	**16%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Barrel District	1	1	1	1	0%
Cactus District	1	1	1	1	0%
Cholla District	1	1	1	1	0%
Council Office	7	7	7	7	0%
Ocotillo District	1	1	1	1	0%
Sahuaro District	1	1	1	1	0%
Yucca District	1	1	1	1	0%
Total -Council Office	**13**	**13**	**13**	**13**	**0%**

CITY ATTORNEY'S OFFICE

Craig Tindall

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

Quote:
"The primary duty of a lawyer engaged in public prosecution is not to convict, but to see that justice is done."

Canons of Professional Ethics, Canon 5

The criminal division of the City Attorney's Office 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:
Provide the highest level of legal services to the City and its officials. To adhere to professional standards, garner strong understanding of City operations, and incorporate all relevant information into the legal advice and guidance provided.

To serve the people of Arizona by prosecuting violations of the City Code and misdemeanor violations of state law in an ethical manner in order to assure that justice is done.

FISCAL YEAR 2008

GOALS	
Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	A city with high-quality services for citizens
Activities	Continue to provide excellent legal and procedural guidance to City Council and administrative bodies as needed for city operations.
Desired Outcomes (Perf. Measures)	Develop strong relationships with departments and attend 100% of the meetings or hearings as needed or requested.
Goal	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	Continue to aggressively prosecute City Code and state law misdemeanor violations.
Desired Outcomes (Perf. Measures)	Obtain 85% conviction rate or plea agreements on misdemeanor charges.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

The City Attorney's Office provides legal advice to the City Council, City Manager and approximately 28 departments. It also staffs various city boards and commissions; represents the city in legal proceedings; and ensures that city operations comply with all federal, state and local laws.

City division attorneys represent the city in local, state, and federal courts, as well as before administrative agencies and legislative bodies. In addition to representing the city in litigation and settlement negotiations, the attorneys work with the departments they represent in providing general legal advice, negotiating transactions, preparing ordinances/resolutions, and reviewing contracts and other documents.

Each city department has been assigned a general counsel attorney to provide them the legal services necessary to their operations. The advantage of having specific departments assigned allows the attorney to gain a familiarity with the operation of the department and develop expertise in the specific field. Certain situations require specialized expertise. In those instances, attorneys with that expertise will handle a matter in that field of law across departmental lines. By using this combination, the general counsel attorney works with the specialist to provide consistent and expert legal services.

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

Accomplishments:

- Vigorously prosecuted all violations of city codes and misdemeanor violations of state law that are supported by probable cause and ensure that justice is served.
- Continued to represent the city in litigation brought by third parties.

GOAL UPDATES	
Goal	High quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	A city with high-quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Attend 100% of the meetings/hearings as needed or requested.
Obstacles/Challenges	None
Goal	Provide timely and valuable guidance in the negotiation of significant economic development transactions.
Related Council Goal	One community with quality economic development
Was the goal met?	Yes

What were the Performance Measures?	Relevant legal issues are addressed in a timely manner and significant value is added to each transaction.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- Provided timely transactional support to several economic development activities.
- Assured city operations complied with all federal, state and local laws.

GOAL UPDATES	
Goal	High quality, professional and timely legal services to the Mayor, City Council and city staff.
Was the goal met?	Yes
What were the Performance Measures?	Attend 100% of the meetings/hearings as needed or requested.
Obstacles/Challenges	None
Goal	Do justice.
Was the goal met?	Yes
What were the Performance Measures?	Obtained 85% conviction rate or plea agreements on misdemeanor charges.
Obstacles/Challenges	Staffing levels created significant challenges that the department continually struggled to overcome. The goal was met nonetheless.

CITY CLERK'S OFFICE

Pam Hanna

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

Interesting Department Fact:
The City Clerk Department scanned 101 sets of City Council mintues that date back from 1910 through 1914 for a joint project with the State of Arizona Library, Archives and Public Records Department. These documents will be posted on the State Archive's, Arizona Memories Internet page.

Mission Statement:
To constantly maintain superior service to the citizens, elected officials and staff by providing an accurate and current legislative record including the City Code Book, a comprehensive and accessible records management system, a responsible and effective public notification program, an impartial and efficient municipal election and campaign finance process, and other public services such as passport application assistance and acceptance and gathering information to preserve an accurate historical record of events in the City of Glendale.

FISCAL YEAR 2008

GOALS	
Goal	Utilize technology including Internet, intranet, optical and other electronic media to deliver information to and to retain information for the citizens and the organization.
Related Council Goal	A city with high quality services for citizens
Activities	Internet posting of City Council packets, minutes, summary minutes; city public notices; election information code book and digital recording
Desired Outcomes (Perf. Measures)	Comply with all city and state laws; provide citizens and staff easy access to city documents.
Goal	Strict adherence to city purchasing and contracting procedures.
Related Council Goal	A city that is fiscally sound
Activities	Actively pursue best price and value, coordination of purchasing activities with Materials Management, pursuit of grant funds.

Desired Outcomes (Perf. Measures)	Careful budget preparation; budget maintenance; knowledgeable and prudent purchasing and budget balancing.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
The City Clerk's Department responded to citizen concerns regarding exposure of their personal information on the early ballot request postcard when mailed to the County. After reviewing several designs, the City Clerk Department determined that a tri-fold mailer design would protect the identity of the voter and their personal information. This mailer was utilized for the 2006 city elections. This resulted in no voter complaints on the issue of identity theft and the benefit was an increased number of voters utilizing the early voter request form and registering for the permanent early voter list.

Accomplishments:

- The successful planning and implementation of the City of Glendale 2006 Primary and General Election including all aspects of the candidate process. As well as, planning and implimentation of the Special Bond Election in May of 2007.
- The successful planning and implementation of Record Purge Day: 24 city departments participated in an organized purging of records per their record retention and disposition schedules. For the first time, through the cooperation of the Field Operations Department a total of 17,200 lbs. of purged records were shredded and recycled.

GOAL UPDATES	
Goal	Provide timely, convenient and efficient election services in compliance with state and federal laws, city code and charter
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Citizens received timely and efficient service during the 2006 Primary and General Elections as well as 2007 Bond Election
What were the Performance Measures?	100% of the time: Call of Election 4 months, contract with county 5 months, final ballot proof 60 days, before regular elections. 100% of the time met all legal notice, state and federal notice requirements.
Obstacles/Challenges	Translation of all legal documents; coordination of work with other departments and outside entities.
Goal	Electronic records management planning
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Citizen and organization requirements for service were met.

What were the Performance Measures?	100% of the time: City Council Packet posted on Internet as required by City Manager's Office, summary minutes posted within three days, public notices posted as required, Internet City Code Book supplemented within two weeks of ordinance approval, legal documents scanned within three days of completion., election material posted on Internet three months prior to election.
Obstacles/Challenges	Challenge to coordinate with other departments and outside entities.

FISCAL YEAR 2006

Accomplishments:

- The City Clerk Department's Records Division, in an effort to provide additional storage space reorganized the Clerk storage areas. This reorganization included the installation of moving storage shelves to allow for the optimal use of a limited space and a complete inventory of all items contained in the records center.
- The City Clerk Department continues to recognize and savor the accomplishments of its employees. In this FY we had two graduates of the Glendale Leadership Academy for Development (GLAD) as well as having staff continuously train in aspects of their positions to benefit the city. This includes passport training, clerk certification training, college coursework, Secretary of State classes, elections training and safety classes. The department believes that the department can only meet and exceed its goals with the service and dedication of our quality employees.

GOAL UPDATES	
Goal	Utilize technology including Internet, intranet, optical and other electronic media to deliver information to and to retain information for the citizens and the organization.
Was the goal met?	Yes
What were the Performance Measures?	The City Clerk Department continues to leverage technology to provide the most up to date information on the Internet and intranet as well as continuing to research ways to proactively provide information to citizens and the organization while maintaining compliance with current federal and state laws and city code.
Obstacles/Challenges	The Clerk Department continues to seek and cultivate partnerships with city departments to provide the best service and most current information available to the citizens and the organization. The Clerk Department continues to research ways including educating ourselves, to use the technology available to provide the best service possible to the citizens and the organization.

Goal	Compliance with federal and state public record laws.
Was the goal met?	Yes
What were the Performance Measures?	The City Clerk Department continues to provide public records consistently complying with federal and state public record laws.
Obstacles/Challenges	It is sometimes a challenge to gather information from multiple departments to provide the requestor with the sought after document, however, the departments continue to meet and surpass expectations.

CITY COURT

Judge Finn

Department Description:
Glendale City Court adjudicates criminal misdemeanors, city code violations, traffic violations and certain juvenile offenses committed in the City of Glendale. In cases of domestic violence and harassment, the court issues protective orders. In felony matters, the court has the authority to issue search warrants.

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

Interesting Department Fact:
The next two years will be very exciting for court administration and staff, as we approach the design and construction phases of the new court building. An architectural design consultant has been selected to collaborate with a construction manager at risk for the project, which was approved by Glendale voters in the 1999 bond election. The new facility, to be constructed at 47th and Glendale Avenues, will occupy approximately 90,000 square feet on five acres of land.

FISCAL YEAR 2008

GOALS	
Goal	To demonstrate a solid commitment to public safety and enhancing staff security.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	All court customers are screened by security staff upon entering the building.
Desired Outcomes (Perf. Measures)	Zero incidents of weapons beyond the security checkpoint.
Goal	To provide timely, fair justice and superior service to all court customers.
Related Council Goal	A city with high quality services for citizens
Activities	Monitor court calendars for settings, sizes and trends. Respond to growth with increased access and better service to customers.
Desired Outcomes (Perf. Measures)	Add settings to address increases in cases.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
The court continued to implement technological enhancements aimed at reducing or eliminating manual methods of data entry and other non-automated reporting requirements

involved in case processing. This has been accomplished through reductions in the court's reliance on paper forms and the advent of recent automation projects such as Fines/Fees and Restitution Enforcement (FARE) and the AZTEC Wizard case management system upgrade. The Court and Police Department are participating in a pilot project to deploy electronic hand-held citation ticketing devices. The court's file room has been equipped with a bar code labeling system for quick and easy tracking of all case files. Delays in file retrievals have been significantly reduced, and staff workload has been positively impacted through elimination of previous manual retrieval methods. The Court has completely redesigned its website to include information on a multitude of court topics, convenient payment options, forms and links to useful and related websites.

Accomplishments:

- Treatment Court was developed in 2004 to provide frequent ongoing judicial review of domestic violence and DUI offenders in Glendale. Since its inception, Treatment Court has been challenged with managing its ever-increasing caseload volume. This fiscal year was no exception. Two half-days of calendared Treatment Court proceedings have been added. Treatment providers were tasked with supplying automated progress reports on participants to streamline case flow. The Treatment Court matrix was revised to bring swift and consistent sanctions. Meanwhile, Treatment Court continues to benefit from enhancements made possible through its Department of Justice domestic violence grant. Specific enhancements are listed below under FY 2006 accomlishments.
- To provide timely, fair justice and service to all court customers, the court significantly increased courtroom availability. Public defender pre-trial slots increased from 180 to 300, resulting in the addition of six half-courtroom days. Two new part-time public defenders, two court room clerks and an additional pro tem judge were hired. Protective Order Hearings increased from two days per week to three. Two additional half-days of Treatment Court have been added. A special half-day Treatment Court was held on December 4, 2006.

GOAL UPDATES	
Goal	Achieve the highest quality records management standards to provide maximum customer satisfaction while maintaining the integrity of court-archived records.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	This goal is in progress. City Court has been identified as the pilot department for an electronic records management system. Phase one of a fully-integrated, enterprise-wide electronic records management (ERM) system would implement or upgrade electronic records in the City's Finance, Building Safety, Field Operations and City Clerk Departments. Additionally, the Court entered into an agreement with Iron Mountain Storage facility for physical court records storage.

What were the Performance Measures?	Collaboration with the City Clerk's Office resulting in the submittal of a supplemental budget request to fund ERM.
Obstacles/Challenges	Funding for ERM is contingent on council approval of the supplemental budget request submitted by the City Clerk's Office
Goal	Improve the ease and increase the accuracy of submitting traffic citations from Glendale Police patrol officers to the court's case management system.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	This goal is in progress. Five electronic ticketing devices have been deployed to Glendale patrol officers. Electronic data transfer is being developed. A grant application is pending which would add 15 additional ticketing devices.
What were the Performance Measures?	Deployment of electronic citation ticketing devices.
Obstacles/Challenges	In partnership, the court and police rely on outside funding for this project.

FISCAL YEAR 2006

Accomplishments:

- Our Treatment Court caseload continues to grow requiring all partners to restructure calendars and procedures. Several operational enhancements were implemented to accommodate its ever-increasing enrollment of DUI and domestic violence defendants. Judicial monitoring was increased from two calendars per month to six, electronic transfer of defendants' clinical progress reports was achieved, and we added a grant-funded Court Compliance Specialist position. As a result Treatment Court caseload reviews grew from approximately 50 per week to 200 defendants per week.
- The court formed partnerships with the Glendale Police and Information Technology Departments, the Prosecutors' Office, Prehab of Arizona, and the Glendale Domestic Violence Task Force, to acquire $400,000 in federal funding for a variety of domestic violence (DV) enhancements. The award resulted in the hiring of a Court Compliance Specialist to monitor the program and identify Treatment Court program enhancements; provide pro tem judge coverage for lunch-hour protective order hearings; add a part-time domestic violence advocate; procure cell phones for DV detectives and advocates; develop an interactive DV website; provide overtime pay for DV detectives to serve outstanding warrants; and other benefits.

GOAL UPDATES	
Goal	Fully utilize the AZTEC Wizard software application to enhance the Supreme Court case management system.
Was the goal met?	Yes

What were the Performance Measures?	AZTEC Wizard was installed on all networked court computers in 2005 completing the first project phase on schedule.
Obstacles/Challenges	A competitive labor market delayed the hiring of a computer programmer.
Goal	Develop IVR (interactive voice recognition) system for customer convenience in conducting court business.
Was the goal met?	Yes
What were the Performance Measures?	IVR is available for payment of delinquent fines only. The goal to have IVR this fiscal year was met; however, the system must be enhanced to provide a broader range of services.
Obstacles/Challenges	IVR for all court customers is dependent on Glendale IT resources.

CITY COURT STATISTICS

	FY 06 Actuals	FY 07 Estimate	FY 08 Budget
Inputs:			
Number of full-time employees	46	51	51
Number of full-time Judges	4	4	4
Department operating expenditures	$4,061,289	$4,631,108	$4,985,112
Outputs:			
			FY 06-FY 07 % Change
Revenues generated*	$7,411,000	$8,000,400**	7.95%
Number of cases filed with the court	52,310	56,587**	8.18%
Number of hearings held	703	592**	-15.79%
Number of trials held	59	70**	18.64%
Number of cases disposed	57,105	66,210**	15.94%
Number of warrants issued	22,142	26,672**	20.46%
Number of walk-in visitors	95,171	119,995**	26.08%
Effectiveness Measures:			
			FY 06-FY 07 % Change
Fines, Assessment & Restitution Enforcement (FARE) collections	$1,381,000	$1,441,200**	4.36%
Taxes intercepted	$115,000	$115,000**	0.00%
Efficiency Measures:			
Department expenditures per capita	$17.21	$18.99	$20.25
			FY 06-FY 07 % Change
Number of warrants issued per FTE	481	523	8.65%
Number of walk-in visits per FTE	2,069	2,353	13.72%
Number of trials and hearings per FT judge	191	166	-13.12%

*Revenues include pass through revenue for the state and county

**Estimates based on YTD numbers through April

City of Glendale
Budget Summary by Department

City Court

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) City Court	$3,718,089	$4,229,974	$4,224,737	$4,599,468	9%
(1240) Court Security	$239,500	$237,871	$264,371	$299,644	26%
(1240) Court Time Payments	$64,189	$0	$100,000	$44,000	NA
(1240) Fill the Gap	$39,511	$61,000	$42,000	$42,000	-31%
Total - City Court	**$4,061,289**	**$4,528,845**	**$4,631,108**	**$4,985,112**	**10%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$3,307,648	$3,727,988	$3,730,377	$4,036,243	8%
Supplies and Contracts	$626,449	$672,703	$776,499	$820,146	22%
Internal Premiums	$71,356	$61,012	$61,012	$55,243	-9%
Internal Service Charges	$55,836	$63,142	$59,220	$69,480	10%
Operating Capital		$4,000	$4,000	$4,000	0%
Total - City Court	**$4,061,289**	**$4,528,845**	**$4,631,108**	**$4,985,112**	**10%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
City Court	43	50	50	50	0%
Court Security	1	1	1	1	0%
Court Time Payments	2				
Total -City Court	**46**	**51**	**51**	**51**	**0%**

Westgate City Center in Glendale, AZ

ADMINISTRATIVE SERVICES

ADMINISTRATIVE SERVICES ADMINISTRATION
ECONOMIC DEVELOPMENT
REBATES & INCENTIVES
FINANCE
LEASE PAYMENTS
INFORMATION TECHNOLOGY
MANAGEMENT & BUDGET

Construction on Marriott's Springhill Suites at Zanjero in Glendale

Return to TOC

City of Glendale
Budget Summary by Department

Admin Svcs Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Administration Services Admin.	$275,403	$252,526	$252,526	$266,047	5%
Total - Admin Svcs Admin.	**$275,403**	**$252,526**	**$252,526**	**$266,047**	**5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$244,832	$237,039	$237,039	$250,737	6%
Supplies and Contracts	$24,734	$7,707	$7,707	$8,881	15%
Internal Premiums	$4,654	$6,392	$6,392	$4,781	-25%
Internal Service Charges	$1,183	$1,388	$1,388	$1,648	19%
Total - Admin Svcs Admin.	**$275,403**	**$252,526**	**$252,526**	**$266,047**	**5%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Administration Services Admin.	3	2	2	2	0%
Total -Admin Svcs Admin.	**3**	**2**	**2**	**2**	**0%**

ECONOMIC DEVELOPMENT

Karen Thoreson

Department Description:
The Economic Development Department directs programs to attract and retain businesses that create jobs, increase the tax base, improve land values and enhance central city vitality. The Department strives to provide high quality service and spur rapid well-managed growth in the City of Glendale. It is dedicated to maximizing customer service to enhance the city's business friendly environment. The department is committed to working with development partners in order to promote high quality projects, economic development opportunities, and attraction and retention of businesses and employers.

Interesting Department Fact:
One out of every 52 jobs in the United States is in Arizona. One out of every 20 jobs created in the U.S. in 2006 was in Arizona. (source: Elliott Pollack)

Mission Statement:
The Economic Development Department's mission is to create high quality jobs, develop financially sound projects that increase the city's tax base, and enhance underperforming properties to increase the quality of life for current businesses and the community.

FISCAL YEAR 2008

GOALS	
Goal	Attract employers to create highly-skilled, high wage, quality jobs and positive tax revenue.
Related Council Goal	One community with quality economic development
Activities	Make presentations to site selectors and corporate real estate professionals and targeted industries to promote the competitive advantages of Glendale. Market the speculative office program.
Desired Outcomes (Perf. Measures)	Ten business locates or expansions and/or 500 net new jobs.
Goal	City Center revitalization
Related Council Goal	One community with a vibrant City Center
Activities	Promote the City Center area to infill and adaptive reuse developers and encourage mixed-use, retail and residential projects. Utilize the VIP and Dining District programs to encourage redevelopment. Assemble sites for redevelopment.
Desired Outcomes (Perf. Measures)	Retail space in downtown parking structure is fully leased; 3 new restaurants open or expand in downtown; 5 properties upgraded through Visual Improvement Program.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
In order to have the best information of sites that are available for redevelopment as well as current and new uses of facilities, staff has compiled informational resource maps and documents providing an inventory of property uses within the Redevelopment Area, a list of available buildings over 10,000 sf in size, and information on vacant and underperforming shopping centers. The maps and spreadsheets are updated regularly so that staff always has a good overview of the opportunities for development in Glendale.

Accomplishments:

- Created the Downtown Dining District to encourage restaurants to locate or expand in the downtown thus providing a greater variety of dining opportunities.
- Construction began on the 600-space mixed-use downtown parking garage (with expected completion in late 2007)

GOAL UPDATES	
Goal	Attract new businesses.
Related Council Goal	One community with quality economic development
Was the goal met?	Yes
What were the Performance Measures?	More than 1000 new jobs are being created through new businesses starting operations in Glendale.
Obstacles/Challenges	None
Goal	City Center revitalization
Related Council Goal	One community with a vibrant City Center
Was the goal met?	Yes
What were the Performance Measures?	Four Visual Improvement Projects were completed and another three new projects were approved and began renovations.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- CSAA chose to relocate their regional headquarters, IT division, and call center from San Francisco to Glendale. They will create 1,100 – 1,400 jobs.
- Cabelas, the foremost outfitter of fishing, hunting and outdoor gear, constructed a new 165,000 sf retail store with museum in Zanjero. They will create 400 new jobs.

GOAL UPDATES	
Goal	Attract new quality employers.
Was the goal met?	Yes
What were the Performance Measures?	New businesses coming into Glen-dale will create more than 2,000 new jobs.
Obstacles/Challenges	None
Goal	Redevelop under-performing properties.
Was the goal met?	Yes
What were the Performance Measures?	Five Visual Improvement Program projects were completed.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Economic Development

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Downtown Beaut. & Promotion	$0	$0	$0	$806,018	NA
(1000) Economic Development	$813,236	$947,118	$947,118	$971,576	3%
(1000) Super Bowl Event Pre-Planning	$38,063	$180,000	$180,000	$0	-100%
(1010) National Events Pre-Planning	$0	$1,000,000	$75,295	$85,000	-92%
(1280) Stadium - Economic Development	$239,891	$252,517	$252,517	$303,021	20%
Total - Economic Development	**$1,091,190**	**$2,379,635**	**$1,454,930**	**$2,165,615**	**-9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$547,788	$667,494	$669,253	$889,888	33%
Supplies and Contracts	$529,716	$1,698,970	$772,506	$1,220,531	-28%
Internal Premiums	$11,111	$11,151	$11,151	$16,227	46%
Internal Service Charges	$2,575	$2,020	$2,020	$6,969	245%
Operating Capital				$32,000	
Total - Economic Development	**$1,091,190**	**$2,379,635**	**$1,454,930**	**$2,165,615**	**-9%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Downtown Beaut. & Promotion				4	
Economic Development	5	6	6	6	0%
Total -Economic Development	**5**	**6**	**6**	**10**	**67%**

City of Glendale
Budget Summary by Department

Rebates & Incentives

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Rebates & Incentives	$1,321,031	$3,843,400	$2,163,482	$2,918,400	-24%
(1000) Redevelopment Land Acquisition	$400,102	$2,489,752	$297,604	$1,592,148	-36%
(1000) Visual Improvement Program	$226,357	$267,768	$32,823	$561,898	110%
Total - Rebates & Incentives	**$1,947,490**	**$6,600,920**	**$2,493,909**	**$5,072,446**	**-23%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Supplies and Contracts	$1,603,948	$6,600,920	$2,493,909	$5,072,446	-23%
Operating Capital	$343,542				
Total - Rebates & Incentives	**$1,947,490**	**$6,600,920**	**$2,493,909**	**$5,072,446**	**-23%**

FINANCE

Ray Shuey

Department Description:
The Finance Department provides 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, manages the city payroll and accounts payable processes, maintains, updates and tests accounting systems changes, accounts for financial transactions such as capital assets, debt service, and grants as well as providing financial information management to departments. The Tax and Licensing Division administers the sales tax code to ensure compliance. The Billing Services and Customer Relations Divisions bill customers for municipal services, process cash receipts and respond to various city inquiries. Materials Management is responsible for procuring needed supplies, materials and services. Materials Control supports city departments with needed supplies and services, while maintaining a just-in-time inventory and utilizing surplus property.

Interesting Department Fact:
In FY2006-07, IWR (Integrated Web Recognition) was implemented. Glendale water customers can now pay their bills online. Currently, over 10% of our water customers have signed up for the service.

Mission Statement:
The Finance Department's mission is to provide responsible stewardship of public funds through timely and compliant financial management and exceptional customer service while supporting city leadership goals.

FISCAL YEAR 2008

GOALS	
Goal	Customer Relations: Improve customer relations
Related Council Goal	A city with high quality services for citizens
Activities	Improve customer service response times via telephone.
Desired Outcomes (Perf. Measures)	Maintain a high level of service to customers with an 85% response rating.
Goal	Accounting: Compile the information to produce an approved Comprehensive Annual Financial Report (CAFR).
Related Council Goal	A City that is fiscally sound
Activities	Prepare and compile the financial information necessary to complete in camera ready form the CAFR audited by the external auditors.

Desired Outcomes (Perf. Measures)	Post on the city's Internet for downloading and/or reviewing by citizens, staff and other interested parties. Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

Accounts Payable (AP):
Provided the use of control groups for Parks and Recreation and the Library. This service will allow for quicker turnarounds with check requests.

Payroll:
Conduct presentations at new employee orientation allowing us to interact with all new city employees and inform them of our availability to assist with any payroll related issues. During the presentation we also provide an overview of bi-weekly time sheets as well as the information on employee paychecks.

Customer Relations/ Billing Services:
Implemented Integrated Web Response (IWR). This service improvement enabled all municipal billing customers to pay their utility bill on-line, safely and securely and in the comfort of their home or office. This service is available 7 days a week, 24 hours a day. Inclusive of this new service is the personal technological support given to customers who need assistance in the initial set up of their account and payment entry.

Accomplishments:

- Installed telephone recording equipment on collection and customer relations telephones to monitor quality assurance.
- Received the "National Best Practice Award for 2006" from the National Institute of Governmental Purchasing.

GOAL UPDATES	
Goal	Improve customer relations
Related Council Goal	A city with high quality services for citizens
Was the goal met?	The goal was met 79% of the time.
What were the Performance Measures?	The percent was based on the number of calls answered vs. total received.
Obstacles/Challenges	Maintaining adequate staffing levels during peak call times.
Goal	Stewardship of city assets
Related Council Goal	A city with high quality services for citizens
Was the goal met?	-CAFR, Bond election process and implementation of new chart of accounts were all completed. -Materials Control auctioned off $387,350 in surplus items.

What were the Performance Measures?	-Clean opinion on CAFR received from the external auditors Heinfeld and Meech. -The new chart of accounts performance measurement was the reporting of the 06-07 financial transactions in the Budget Control Report effective 7/1/06.
Obstacles/Challenges	-None in completing CAFR. -Training the department users on the new chart of accounts and changing the various systems to meet the new account structure.

FISCAL YEAR 2006

Accomplishments:

- Finance completed its third-floor remodel and reorganization, which enhanced overall productivity. The addition of two deputy directors enabled the Chief Financial Officer to concentrate on Council and City Manager objectives.
- Materials control implemented an on-line notification system for vendors interested in submitting RFQs/RFPs for upcoming projects. Vendors now have the option of registering and receiving automatic invitations to bid as projects are posted.

GOAL UPDATES	
Goal	Provide accurate and complete information on the city's finances and fiscal stability. Compile the information to produce an approved Comprehensive Annual Financial Report (CAFR).
Was the goal met?	Yes
What were the Performance Measures?	Allowed access to all of the city's financial information in one comprehensive document. This document was posted on the city's Internet for downloading and/or reviewing by citizens, staff and other interested parties. Received the GFOA Certificate of Achievement for Excellence in Financial Reporting, known as the CAFR.
Obstacles/Challenges	None
Goal	Ensure timely and accurate payments to employees by reviewing Federal and State payroll tax changes.
Was the goal met?	Yes
What were the Performance Measures?	Reviewed and tested system software tax updates throughout the year. Paychecks were calculated according to the latest Federal and State payroll tax code.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Finance

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Accounting Services	$1,040,906	$1,248,028	$1,332,028	$1,286,886	3%
(1000) Finance Administration	$785,665	$706,512	$768,612	$746,200	6%
(1000) L.I.D. Administration	$9,000	$9,000	$9,000	$9,000	0%
(1000) License/Collection	$882,945	$883,572	$922,472	$882,604	0%
(1000) Purchasing	$440,521	$473,647	$473,647	$494,688	4%
(1000) Regulatory & Communication	$37,912	$61,176	$61,176	$75,060	23%
(1000) Warehouse	$357,872	$394,658	$397,233	$412,038	4%
(1780) Arena Renewal & Replacement	$137,250	$0	$161,000	$270,750	NA
(1790) AZSTA - Stadium Tax Refund	$2,167,347	$1,123,143	$1,623,143	$1,700,000	51%
(2360) Customer Service Office	$2,482,139	$2,725,616	$2,725,616	$2,826,252	4%
Total - Finance	**$8,341,557**	**$7,625,352**	**$8,473,927**	**$8,703,478**	**14%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$4,922,392	$5,574,180	$5,588,531	$5,793,623	4%
Supplies and Contracts	$3,332,008	$2,008,418	$2,842,129	$2,839,355	41%
Internal Premiums	$77,125	$92,912	$92,912	$118,589	28%
Internal Service Charges	$48,122	$50,842	$51,355	$52,911	4%
Operating Capital	$81,614				
Work Order Credits	($119,704)	($101,000)	($101,000)	($101,000)	0%
Total - Finance	**$8,341,557**	**$7,625,352**	**$8,473,927**	**$8,703,478**	**14%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Accounting Services	18	21	21	21	0%
Finance Administration	7	7	7	7	0%
License/Collection	11.5	9.5	9.5	9.5	0%
Purchasing	5	5	5	5	0%
Regulatory & Communication	1	1	1	1	0%
Warehouse	5.75	5.75	5.75	5.75	0%
Customer Service Office	34.5	35.5	35.5	35.5	0%
Total -Finance	**82.75**	**84.75**	**84.75**	**84.75**	**0%**

City of Glendale
Budget Summary by Department

Lease Pmts/OtherFees

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) 1000 Advisor Fees	$0	$163,852	$103,200	$112,680	-31%
(1000) Lease Payments	$4,170,820	$9,763,792	$9,763,792	$2,841,092	-71%
(1000) Merchant Fees	$0	$120,000	$120,000	$160,000	33%
(1270) 1270 Advisor Fees	$0	$0	$16,730	$26,664	NA
(1660) 1660 Advisor Fees	$0	$0	$4,550	$7,282	NA
(1980) 1980 Advisor Fees	$0	$3,844	$3,000	$5,418	41%
(2000) 2000 Advisor Fees	$0	$6,299	$4,500	$2,745	-56%
(2040) 2040 Advisor Fees	$0	$5,107	$960	$2,239	-56%
(2060) 2060 Advisor Fees	$0	$15,047	$6,000	$11,643	-23%
(2130) 2130 Advisor Fees	$0	$1,732	$0	$1,732	0%
(2140) 2140 Advisor Fees	$0	$771	$0	$771	0%
(2180) 2180 Advisor Fees	$0	$1,838	$3,000	$4,123	124%
(2360) 2360 Advisor Fees	$0	$4,702	$4,080	$5,831	24%
(2400) 2400 Advisor Fees	$0	$16,130	$18,720	$30,245	88%
(2420) 2420 Advisor Fees	$0	$5,678	$9,000	$13,627	140%
Total - Lease Pmts/OtherFees	**$4,170,820**	**$10,108,792**	**$10,057,532**	**$3,226,092**	**-68%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Supplies and Contracts	$4,170,820	$10,108,792	$10,057,532	$3,226,092	-68%
Total - Lease Pmts/OtherFees	**$4,170,820**	**$10,108,792**	**$10,057,532**	**$3,226,092**	**-68%**

INFORMATION TECHNOLOGY

Chuck Murphy

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; Graphical Information Systems (GIS) services, Internet & intranet support; and citywide telephone analysis and communications.

Interesting Department Fact:
Over 90% of email coming into the city is either spam which is blocked, or contains hostile content that must be neutralized prior to forwarding the email on.

Mission Statement:
Provide maximum value to the city through the implementation of agile and cost effective solutions that improve service, reduce costs and leverage information across city departments.

FISCAL YEAR 2008

GOALS	
Goal	Complete the implementation of integrated voice response (IVR) for utility bill payment.
Related Council Goal	A City with high quality services for citizens
Activities	Currently testing IVR components ensure Spanish translation is accurate, test transactions generated by IVR.
Desired Outcomes (Perf. Measures)	IVR implemented in English and Spanish for utility bill payment.
Goal	Implement the Peoplesoft Employee Profile module.
Related Council Goal	A City with high quality services for citizens
Activities	Work with Human Resources to implement eProfile; develop a training plan for employees.
Desired Outcomes (Perf. Measures)	Employees have the ability to manage their personal information in Peoplesoft. Reduces work load on departmental staff.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
The capability to accept web based payments for utility billing is now in production. This provides a convenience to citizens while reducing manual processing of payments by city staff.

Accomplishments:

- Helpdesk business processes were modified to reduce time spent on both new PCs and recycled units. Information Technology worked with the computer vendor to have city software pre-installed prior to delivery, which minimizes setup time required by Helpdesk staff. Materials Management also was leveraged in the process to expedite the disposal of recycled computers. These actions combine to provide more time to Helpdesk staff to perform service related tasks.
- The City's Media Center and Emergency Operations Center came online simultaneously in time for two national events. These facilities required a significant amount of work to be performed by Information Technology Staff. Most notable is the EOC which has an extensive technology infrastructure that must integrate and communicate with various state and federal agencies.

GOAL UPDATES	
Goal	Continued implementation of eServices. Complete utility billing. Implement IVR/IWR (Integrated Web Response) for permitting and inspection.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	In process, Utility billing is being completed per schedule. Permitting and Inspection are on hold due to vendor issues.
What were the Performance Measures?	Deliver functionality in 2007. IWR operational, IVR in testing.
Obstacles/Challenges	Vendor issues
Goal	Implementation of web based viewing capability for GIS data.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	In process, the initial web site is scheduled for a May release.
What were the Performance Measures?	Initial implementation in 2007. Expedite access to GIS data by making common GIS map sets available on a web platform.
Obstacles/Challenges	GIS positions staffed late in budget year. Delays encountered in obtaining necessary data.

FISCAL YEAR 2006

Accomplishments:

- Implemented electronic online enrollment for employee benefits. This is now for open enrollment.
- Completed the GIS Strategic Plan in addition to a portfolio book of GIS projects for City Council review.

GOAL UPDATES	
Goal	Implement an Automated Citizen Information System to streamline citizen access to basic city information.
Was the goal met?	Yes
What were the Performance Measures?	The project was completed per schedule.
Obstacles/Challenges	None
Goal	Implement an electronic payment capability for Utility Billing.
Was the goal met?	Yes
What were the Performance Measures?	The technology portion of the project was significantly completed per schedule.
Obstacles/Challenges	Delays were encountered due to banking partner evaluation and payment gateway selection.

City of Glendale
Budget Summary by Department

Info. Technology

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Information Technology	$3,226,434	$3,928,405	$3,661,551	$3,911,880	0%
(1100) Telephones	$778,868	$892,090	$892,090	$1,013,617	14%
(1140) Technology Replacement	$1,154,739	$3,658,702	$3,370,702	$2,607,583	-29%
Total - Info. Technology	**$5,160,041**	**$8,479,197**	**$7,924,343**	**$7,533,080**	**-11%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$2,268,879	$2,707,522	$2,707,522	$2,874,403	6%
Supplies and Contracts	$2,388,738	$3,757,606	$3,490,752	$3,298,629	-12%
Internal Premiums	$382,936	$387,036	$387,036	$398,312	3%
Internal Service Charges	$24,151	$14,501	$14,501	$17,191	19%
Operating Capital	$95,337	$1,612,532	$1,324,532	$944,545	-41%
Total - Info. Technology	**$5,160,041**	**$8,479,197**	**$7,924,343**	**$7,533,080**	**-11%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Information Technology	26	28	28	28	0%
Telephones	1	1	1	1	0%
Technology Replacement				1	
Total -Info. Technology	**27**	**29**	**29**	**30**	**3%**

MANAGEMENT & BUDGET

Sherry Schurhammer

Department Description:
The Budget Department provides budget development and budget management services to city departments, executive management and City Council. The Budget Department provides these services by conducting independent, objective and accurate expenditure and revenue analyses, as well as expenditure and revenue forecasts. These analyses and forecasts are based on the information available at the time they are produced and are developed in conjunction with other city departments.

Interesting Department Fact:
Budget staff is located in satellite offices in the Sine Building, which was originally built in 1912 as a hardware store. The City of Glendale restored the building in 1998 and now uses the building for offices.

Grants Administration is responsible for coordinating the city's efforts to identify and obtain alternative funding for priority projects that advance the mission, goals and objectives established by the City Council and senior management. The grants administrator disseminates information about grant opportunities, writes grant applications, provides technical assistance in grant writing and implementation, maintains a grant database, administers the Grant Matching Fund and maintains positive relationships with government and private funders.

Mission Statement:
Management and Budget helps the city to accomplish its financial management objectives by:
- promoting integrity and public accountability in the budget planning and implementation process;
- increasing public trust in the city's fiscal planning and implementation efforts; and
- improving the efficiency and effectiveness of citywide business processes to ensure prudent fiscal management of the city's resources.

FISCAL YEAR 2008

GOALS	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor & Council as it relates to the city budget. Using the same information produce an accurate, reliable annual budget document that meets the financial objectives of the city.
Related Council Goal	A city that is fiscally sound

Activities	Prepare quarterly status reports on the General Fund, enterprise funds and special revenue funds regarding revenues, expenditures and transfer activity. Prepare annual council workshops on the upcoming FY's operating, capital and debt service budgets. Prepare reports on capital related budget items, such as development impact fees and capital budget financial options, as needed. The annual budget document provides city departments, residents and outside agencies information about the city's annual financial plan, financial policies and expenditure & revenue plan for the current fiscal year.
Desired Outcomes (Perf. Measures)	Completion and presentation of quarterly reports and council workshops in a timely, understandable & organized manner leading to the adoption of the annual budget by the 2nd week in July. -06/29/2007 – Complete By Date. -Receive the GFOA Distinguished Budget Award by achieving the highest rating in accordance with award criteria.
Goal	Provide a centralized grants coordination function to ensure grant match funding and future funding when grants are received.
Related Council Goal	A city that is fiscally sound
Activities	Work with departments to identify projects for which grant funds are available, help prepare accurate and complete grant applications and resolve grant administration issues that might arise once funding is awarded.
Desired Outcomes (Perf. Measures)	Percentage of grant applications written by the Grants Administration staff that are funded.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

Staff created a new CIP report that is sent to departments on a monthly basis. It provides a snapshot of the progress of all projects by funding source. The report identifies each project's annual budget, transfers, encumbrances, expenditures and available balance and summarizes these figures for a bottom-;ine fund total. This reports is an improvement from the on-line budget control report.

Accomplishments:

- The Budget Control Reports (BCRs) are used by departments as a tool for monitoring their budget. In the current fiscal year staff identified a number of instances where there were discrepancies between the actual ledger and budget ledger. Budget staff was also able to identify a fix that was provided to Finance (the department responsible for updating the BCR's) for testing and implementation.

- A stadium-tracking database has been created that consolidates staffing expenses for various departments related to events at University of Phoenix Stadium. Multiple queries and reports have been designed for reporting in a number of formats (i.e. staffing costs by department for each event or staffing by event for each department). The consolidation of the staffing into a single database has provided management a report with a uniform format for all departments. The reports have also been used to assist departments in developing their supplemental requests for Stadium Activities and National Events.

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and Council as it relates to the city budget. Use the same information to produce a reliable annual budget document that meets the financial objectives of the city.
Related Council Goal	A city that is fiscally sound
Was the goal met?	Yes
What were the Performance Measures?	The 1st Quarter & 2nd Quarter reports have been presented to Council, management and departments. Council Packets were delivered March 13 in preperation for the budget workshops. The GFOA Distinguished Budget Award was obtained for the FY 2007 Budget Book and the department plans to continue the trend for FY 2008.
Obstacles/Challenges	None
Goal	Provide a centralized grants coordination function to ensure grant match funding and future funding when grants are received.
Related Council Goal	A city that is fiscally sound
Was the goal met?	Yes
What were the Performance Measures?	The centralized grant coordinator function is in place and operational.
Obstacles/Challenges	Some departments have decided to forego pursuing grant opportunities due to current workload.

FISCAL YEAR 2006

Accomplishments:

- Revised the budget reporting set-up for the revenues and expenditures related to the city's special event programs in the Marketing & Communication Department to better track event-generated financial transactions. Also created a quarterly report so staff can better monitor and evaluate performance related to the revenues and expenditures for the city's special events.

- Finalized and distributed the Grants City Manager Directive, and the Grants Policies and Procedures Manual to departments. Also posted a copy of the manual on the city's website. The manual is designed to assist departments as they go through the internal grant process from the project selection phase through final approval, award and implementation.

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and Council as it relates to the city budget.
Was the goal met?	Yes
What were the Performance Measures?	Provided quarterly reports and a FY end report for Council, executive management and departments. Received the GFOA Distinguished Budget Presentation Award for the FY beginning July 1, 2005.
Obstacles/Challenges	None
Goal	Provide a centralized grants-coordination function to seek external funding resources and to maximize grant funding alternatives.
Was the goal met?	Yes
What were the Performance Measures?	Consistently provided city departments with advice and assistance in writing and administering grants.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Management & Budget

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Budget & Research	$575,039	$626,271	$626,271	$684,231	9%
(1000) Grants Administration	$126,146	$154,578	$154,578	$160,960	4%
(1840) Grant Match Funds - Mgt & Bdgt	$209,805	$150,000	$150,000	$150,000	0%
Total - Management & Budget	**$910,990**	**$930,849**	**$930,849**	**$995,191**	**7%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$657,125	$725,226	$725,226	$789,005	9%
Supplies and Contracts	$240,524	$190,774	$190,774	$191,859	1%
Internal Premiums	$10,777	$12,417	$12,417	$12,505	1%
Internal Service Charges	$2,564	$2,432	$2,432	$1,822	-25%
Total - Management & Budget	**$910,990**	**$930,849**	**$930,849**	**$995,191**	**7%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Budget & Research	6	6	6	6	0%
Grants Administration	1.5	1.5	1.5	1.5	0%
Total -Management & Budget	**7.5**	**7.5**	**7.5**	**7.5**	**0%**

Luke Link provides transportation between Downtown Glendale and the base commissary and hospital.

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT ADMINISTRATION
BUILDING SAFETY
CODE COMPLIANCE
ENGINEERING
PLANNING
TRANSPORTATION

Grand Avenue underpass traveling SE under 59th and Glendale Avenues

Return to TOC

City of Glendale
Budget Summary by Department

Community Dev Admin

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) CD Deputy City Manager	$447,248	$427,215	$428,365	$461,513	8%
Total - Community Dev Admin	**$447,248**	**$427,215**	**$428,365**	**$461,513**	**8%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$381,301	$411,680	$411,680	$445,978	8%
Supplies and Contracts	$61,791	$11,379	$12,529	$11,703	3%
Internal Premiums	$3,919	$3,922	$3,922	$3,497	-11%
Internal Service Charges	$237	$234	$234	$335	43%
Total - Community Dev Admin	**$447,248**	**$427,215**	**$428,365**	**$461,513**	**8%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
CD Deputy City Manager	4	4	4	4	0%
Total -Community Dev Admin	**4**	**4**	**4**	**4**	**0%**

BUILDING SAFETY

Deborah Mazoyer

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.

Interesting Department Fact:
The Development Services Center greets an average of 80 walk-in customers per day and answers over 200 phone calls per week. These four employees take plans in for review for commercial construction projects, issue permits for small residential projects (pools, patio covers, gas lines) and answer all general development questions.

Mission Statement:
The Building Safety Department is a team of professionals dedicated to providing exceptional customer service and through the spirit of cooperation and partnership with our citizens and development customers, we ensure a safer and stronger community.

FISCAL YEAR 2008

GOALS	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable and accessible built environment.
Related Council Goal	A community with high quality services for citizens
Activities	Continue the quality assurance program in plan review and inspection to ensure consistency and accuracy and develop and maintain policy and procedure manuals to increase consistency and accuracy.
Desired Outcomes (Perf. Measures)	Through input from quality assurance program, achieve a 90% rating on accuracy of plan review and inspection for each employee.
Goal	Provide responsive, proactive, efficient, consistent and cost-effective service.
Related Council Goal	A community with high quality services for citizens
Activities	Review existing project review times to determine which departments are consistently meeting or missing time goals and report to each department monthly and deputy city manager quarterly.

Desired Outcomes (Perf. Measures)	90% rating for Building Safety in meeting established review times.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
Service delivery to both our internal and external customers for business licenses was evaluated. Business licenses are reviewed for compliance with development and life safety regulations prior to them being issued by the Finance Department. This two year-old process needed to be streamlined and is still a valuable tool for the city and customer. When license applications are not reviewed prior to issuance, businesses have located in buildings that were not suitable for their business use. It was then time consuming for staff and costly for the business to determine what correction needed to be made in the building or if they needed to relocate. A new database listing all applications has been created, allowing staff from Community Development, Fire and Finance to look up the status of the application and enter their comments—ensuring that the customer is always kept up to date on their application.

Accomplishments:

- The newly implemented P.A.S.S. (Permit and Safety Sequence) program has assisted 6 hotels in reaching their timeline goals for obtaining building permits and hopefully be open by the Super Bowl 2008. The program was designed to shorten the length of time a project would be in plan review by assisting owners and developers with the review and permitting process. The process is streamlined to provide extra customer service and includes all steps from initial submittal requirements through obtaining certificate of occupancy.
- The 2006 sports season was highlighted with Habitat for Humanity completing a home within one week. The building inspection team was on call everyday to perform the needed inspections –even on the weekend and during the evening.

GOAL UPDATES	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient and accessible built environment.
Related Council Goal	A community with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Achieve a 90% rating on accuracy of plan review and inspection for each employee.
Obstacles/Challenges	A number of new inspectors were still learning their jobs and the high workload has also been an obstacle.
Goal	Provide responsive, pro-active, efficient, consistent and cost effective service.
Related Council Goal	A community with high quality services for citizens

Was the goal met?	Yes
What were the Performance Measures?	90% rating for Building Safety to meet established review times.
Obstacles/Challenges	High workload has been an obstacle.

FISCAL YEAR 2006

Accomplishments:

- Implemented customer service enhancements that streamlined the development process and reduced review times.
- The creativity of our Building Inspectors kept the Cabela's project moving forward. This project was on a fast track and the plans were fully approved when Cabela's decided to revise the entire interior of the store. Everyday several revisions were faxed to the jobsite and the inspectors were not waiting for those to be approved in our offices prior to inspecting to them. The inspectors were reviewing the changes and inspecting them at the same time, saving time and money for the customer. At the end of the project, an as-built set was submitted and kept as the plans of record. This reviewing and inspecting, "on the fly", had never been done in our department and very rarely by any municipality on such a large project. This project, start to finish, took only 6 months to complete.

GOAL UPDATES	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient, and accessible built environment.
Was the goal met?	Yes
What were the Performance Measures?	Continual feedback on work quality has improved the work product for all divisions.
Obstacles/Challenges	None
Goal	Provide responsive, pro-active, efficient, consistent and cost effective service.
Was the goal met?	
What were the Performance Measures?	A new streamlined Certificate of Occupancy process was implemented. We exceeded the performance measurement in timeliness of inspections – 93% of inspections were made within 24 business hours of the request.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Building Safety

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Building Safety	$1,786,559	$2,337,504	$2,337,304	$2,518,943	8%
(1000) Development Services Center	$623,763	$724,654	$724,654	$736,061	2%
(1000) Westgate-Bldg Safety Rvw/Insp.	$544,561	$977,908	$977,908	$1,239,552	27%
(1280) Stadium - Development Services	$775,734	$73,832	$73,832	$0	-100%
(2400) Cross Connection Control	$186,665	$215,145	$215,145	$225,447	5%
Total - Building Safety	**$3,917,282**	**$4,329,043**	**$4,328,843**	**$4,720,003**	**9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$3,466,201	$3,736,742	$3,737,698	$4,242,469	14%
Supplies and Contracts	$234,257	$349,534	$340,182	$250,720	-28%
Internal Premiums	$138,203	$168,557	$168,557	$155,571	-8%
Internal Service Charges	$78,621	$74,210	$82,406	$71,243	-4%
Total - Building Safety	**$3,917,282**	**$4,329,043**	**$4,328,843**	**$4,720,003**	**9%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Building Safety	22	26	26	26	0%
Development Services Center	10	10	10	10	0%
Westgate-Bldg Safety Rvw/Insp.	10	10	10	15	50%
Stadium - Development Services	11	3	3		
Cross Connection Control	2.75	2.75	2.75	2.75	0%
Total -Building Safety	**55.75**	**51.75**	**51.75**	**53.75**	**4%**

CODE COMPLIANCE

Dan Gunn

Department Description:
Code Compliance is responsible for ensuring compliance with various city codes that promote public health and safety, eliminate conditions that contribute to blight and deterioration and preserve the quality of life in neighborhoods.

Mission Statement:
To maintain established community standards that preserve and promote the health, safety and living environment of the community and neighborhoods.

Interesting Department Fact:
Through the "Let's Dump It" component of the Neighborhood Focus Program large roll-off trash containers are made available to neighborhoods for organized cleanups. These voluntary cleanups engage area residents in improving their neighborhoods by eliminating potential safety hazards and other city code violations. Through this cooperative effort 135 tons of trash and debris were removed in an eight month period.

FISCAL YEAR 2008

GOALS	
Goal	Maintain an increased level of code compliance within residential neighborhoods.
Related Council Goal	A city with high quality services for citizens
Activities	Increase proactive and responsive code enforcement with a concentration on reducing recidivism.
Desired Outcomes (Perf. Measures)	Increase proactive inspections in residential neighborhoods by 10% and increase court action taken on repeat offenders by 25%.
Goal	To protect mature residential neighborhoods from the negative impact of blight and deterioration.
Related Council Goal	One community with strong neighborhoods
Activities	Continue to expand the Neighborhood Focus Program and ensure that compliance in high needs focus areas are maintained.
Desired Outcomes (Perf. Measures)	Generate 3,000 new code cases in assigned focus areas and maintain a maximum three-month inspection rotation in areas with a high violation rate.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
Code Compliance manages the Vacant Parcel Program that contains a database of 425 vacant parcels citywide. Typical violations associated with vacant parcels are excessive overgrown

vegetation and/or accumulation of trash/debris. Left unchecked these conditions become safety hazards and contribute to blight. An analysis of inspection data revealed that regular inspections were not being maintained due to increased demand in other service areas. Service delivery improvements were accomplished by changing business practices and training volunteers to assist in identifying violations at vacant parcels. Through these improvements inspection timeframes were improved and the need to involve professional code inspection staff was significantly reduced. This has enabled management to more effectively utilize resources and enhance support to the community and neighborhoods.

Accomplishments:

- In collaboration with the Attorney's Office, City Court and the Police Department, Code Compliance implemented a civil citation process that provides code inspectors the ability to issue civil citations for non-compliance. This improved process expedites compliance and brings accelerated relief to impacted neighborhoods.
- Process improvements were made to the Neighborhood Focus Program. A new notification process was implemented that better informs citizens when focus area inspectors will be working in their neighborhoods. This notification provides area residents an opportunity to correct violations prior to initial inspections. The "Let's Dump It" program was created that proactively provides large roll-off trash containers to neighborhoods for organized cleanups. The program has had a very positive impact.

GOAL UPDATES	
Goal	Maintain community standards that promote a clean, safe and healthy living environment.
Related Council Goal	One community with strong neighborhoods
Was the goal met?	Yes
What were the Performance Measures?	Respond to call-in complaints within two business days of receiving the complaint 95% of the time and achieve a 99% voluntary compliance rate in correcting city code violations that negatively impact neighborhoods.
Obstacles/Challenges	None
Goal	Maintain community standards that promote a clean, safe and healthy living environment.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Decrease the number of complaints that are directly related to Code Compliance service delivery. Analysis of data resulted in the determination that there were no credible complaints related to inadequate service delivery by Code Compliance staff.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- Completed a major remodel of the Code Compliance offices that allowed a total of five more workspaces to be added within the existing space. With the shortage of office space throughout City buildings, Code staff was very innovative in creating a pleasing work environment for staff as well as reorganizing the offices to allow for more personnel in the available office space.
- Designed and implemented a user-friendly court report in Hansen that will allow inspectors to prepare a court report more efficiently, thus eliminating the need to enter information into a separate system. The information entered is more consistent and accurate which is critical for successful prosecution on noncompliance cases.

GOAL UPDATES	
Goal	Develop and implement a program to address code related issues in aging neighborhoods.
Was the goal met?	No
What were the Performance Measures?	Generate 3,000 new code cases by conducting inspections in assigned neighborhood focus areas.
Obstacles/Challenges	The goal was 86% accomplished due to the necessary reworking of the program prior to roll out and the program not being staffed the entire fiscal year.
Goal	Provide Glendale residents effective and efficient access to Code Compliance services.
Was the goal met?	Yes
What were the Performance Measures?	Develop and implement a system for tracking complaints directly related to service delivery.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Code Compliance

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Code Compliance	$1,208,784	$1,425,557	$1,411,857	$1,685,573	18%
Total - Code Compliance	**$1,208,784**	**$1,425,557**	**$1,411,857**	**$1,685,573**	**18%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,050,278	$1,255,344	$1,255,344	$1,444,623	15%
Supplies and Contracts	$43,521	$61,870	$60,950	$91,334	48%
Internal Premiums	$44,056	$46,298	$46,298	$50,188	8%
Internal Service Charges	$43,298	$62,045	$49,265	$66,928	8%
Operating Capital	$27,631			$32,500	
Total - Code Compliance	**$1,208,784**	**$1,425,557**	**$1,411,857**	**$1,685,573**	**18%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Code Compliance	19.5	19.5	19.5	21.5	10%
Total -Code Compliance	**19.5**	**19.5**	**19.5**	**21.5**	**10%**

ENGINEERING

Larry Broyles

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 plan reviews, property management and acquisition, landscaping plan review and inspection, mapping, records and floodplain ordinance administration.

Mission Statement:
To be recognized as an important resource in developing and designing capital projects, reviewing and inspecting private development and maintaining accurate mapping and property records to successfully meet the needs of our community.

Interesting Department Fact:
The CIP group in the Engineering Department procure and manage around 200 design and construction contracts per year; the Land Development group review 2,800 constructions drawing sheets, provide 3,500 civil construction and utilities inspections; complete 6,000 material lab tests per year; and the GIS/Mapping group received and helped an average of 7,500 customers contacts, producing 11,000+prints and copies of maps, quarter sections, and as-builts of City's Facilities. While maintaining and adding to the current GIS data sets for water (7,942 fire hydrant, 23,469 valves, and 1,000 miles water mains); wastewater (13,316 manholes, 1,733 cleanouts, and 703 miles sewer mains); and land base (58,115 address and 45,277 apn).

FISCAL YEAR 2008

GOALS	
Goal	Ensure all private development projects constructed within Glendale are reviewed in a timely manner.
Related Council Goal	A city with high quality services for citizens
Activities	Plan Review service: Provides plan review for drainage, grading, and right of way construction plans that come to the city for review. Testing services: Services required by City Code 30-24, provides for the proper installation through specified field and laboratory construction material testing of soils, concrete, aggregate and asphalt.
Desired Outcomes (Perf. Measures)	Complete 90% plan review within established timelines (20 working days) Complete 90% of scheduled material test within 48 hours.

Goal	Provide a Capital Improvement Program that assures accurate information, optimizes available resources and provides needed projects for our community.
Related Council Goal	A city that is fiscally sound One community with a vibrant city center A city with high quality services for citizens
Activities	Procure and manage engineering and construction consultant services to all city departments for the city's capital and operating projects. Manage public relations for capital projects: Provides public information on current capital projects through the use of neighborhood meetings, newsletters and press releases.
Desired Outcomes (Perf. Measures)	-Conduct an end of project report on 100% of all completed projects. -Conduct a survey at 100% of neighborhood meetings to gauge public relations effectiveness

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

CIP Division Customer Service was improved by increasing client contact and by providing our client departments regularly scheduled project reporting for each project.

Previously, our clients departments were not formally informed of the financial status, scheduling or progress of each project. This resulted in the client relying on their project managers', and his/her availability, to provide or discuss information on the progress or issues of each of their projects. In fact, in a few occasions, clients were given no information or inaccurate information regarding the projects. After a comprehensive review and evaluation, the CIP Division developed a new process to ensure our clients are updated on each of their projects on a regular basis. This resulted in an increased awareness of project budget and schedule status, and the ability to resolve issues in a timely manner. This new process includes required monthly project review meetings with each client (department head and their staff) where they meet with the CIP administrative group and project managers to provide monthly financial status reports, schedule reports and provide updates on progress reports for each project the CIP division managed for the client.

This new process has increased the communication of each project specific's between the client and the project managers and has fostered a spirit of client collaboration and ownership, and has decreased issues that may have arisen due to miscommunication.

It has also improved the communication of project information to client management for timely decisions.

Accomplishments:

- Began the Design of Downtown Parking Garage; Ciy Court Building; Relocation of Fire Station 151; Pendergast Youth Field Phase II; T-Bird Paseo-Culvert Drainage; 84th Ave. and Berridge-street Island; 59th Ave. Storm Drain, Brown to Olive, Street Improvements at 67th Ave. Olive to Bell Rd.; Coyote Lake Fiber Optic Telemetry Improvements; ARWRF Additional Recharge Wells; Cholla WTP/Telemetry Improvements Phase III; Street Scallop: Greenbrier-59th Ave. to 61st Ave.; Parks Redevelopment:Bicentenial, Sands, Butler & Rose Ln.; Multi-use Pathway Grand Canal; New River Multi-Use Pathway; Grand Ave, Access Enhancements; Sunnyside Bridge; West Area Reuse Pipelines; Water Line Replacement: City Wide Program Phase II-B; Sweetwater & 55th SLS; 67th & Beardsley Mod.; Sand Filters & Distribution System AWRF/AWRF; Zone 4 Groundwater Treatment Plant; Arrowhead Sewer Lines; and Fire Station 151 Relocation.
- Complete the construction of 63rd & Northern Park; Desert Valley Park Improvements; Park and Future Fields Phase I; Westgate transmission line; Street Improvements at 91st Ave. Camelback to Maryland; Improvements to crosswalk at 50th, 60th and 61th Ave.; Glendale Airport Replace Fencing; Drainage Improvements at 47th & Missouri; Older Parks Renovations; Civic Center Landscape & Lighting; Westgate Hickman Lots Cadinals Overflow Parking; Bell Rd. median Island 51st-67th; West Area WWRP/ Facility Vegetation Removal; Glen Harbor Boulevard Landscape; Catlin Court Neighborhood Improvements; Bethany Home Rd. between 91st Ave. and Loop 101; Water Security System Enhancement Phase I; Mary Silva Park Improvements; Bethany Home Rd. Improvements; 61st Ave. Relief Sewer; Improvements to 91st Ave from Missouri-Glendale; Foothills Recreation & Aquatic Center; Pyramid Peak WTP 10MGD Reservoir-Phase II; Western Area Regional Park Phase II; Western Area Regional Facility Skate Park; 95th Odor Control Dosing Station; 75th Ave. & Camelback Sewer Rehab.; 61st Ave Sewer Line-Northern Ave. to Alice Ave.; Street Improvements at 75th/83rd/Glendale; 75th Ave. Deer Valley to Hillcrest Street; Cabelas' Retail offsite Improvements; and construction of Western Area Regional Facility Skate Park.

GOAL UPDATES	
Goal	To provide the City of Glendale with a Capital Improvement Program that assures accurate information, optimizes available resources and provides needed projects for our community.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	A survey was conducted to 100% of the neighborhood meeting. During FY 2007, an end of project report was conducted to 100% of all completed projects.
Obstacles/Challenges	None

Goal	Ensure all private development projects constructed within Glendale are constructed in a timely and cost effective manner.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	-Complete 90% Plan reviews services within the established timelines (20 workings days) -Complete 90% of scheduled inspections (material testing within 48 hours)
Obstacles/Challenges	Temporary shortage of staff.

FISCAL YEAR 2006

Accomplishments:

- Began design of a new neighborhood park at 87th and Missouri avenues, Park & Feature Fields-Pendergast/Youth Sports Fields, Phase I, local drainage projects and 95th Ave. Odor Control Dosing.
- Water Security System Enhancements, 67th Ave. and Greenway lift station, street beautification at Bell Rd and 69th Ave., scalloped street/Orangewood Ave. 69th Ave. to 71st Ave., Greenbrier 59th to 61st Ave., 63rd Butler Park Development, 71st Orangewood Park Development.

GOAL UPDATES	
Goal	Ensure all private development projects constructed within Glendale are constructed in a timely and cost effective manner.
Was the goal met?	Yes
What were the Performance Measures?	75% of the Right-of-way Permits were completed within established timelines, 95% of the construction plan reviews were complete within the established timelines, Inspection Services, 80% completion rate.
Obstacles/Challenges	None
Goal	To provide the City of Glendale with a Capital Improvement Program that assures accurate information, optimizes available resources and provides needed projects for our community.
Was the goal met?	Yes
What were the Performance Measures?	80% of in-house designs were complete within approved time.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Engineering

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) BofA Bank Building	$434,000	$444,750	$444,750	$320,221	-28%
(1000) CIP Administration	$213,472	$374,070	$374,070	$305,479	-18%
(1000) CIP Construction	$276,478	$302,478	$302,478	$330,551	9%
(1000) CIP Design	$341,650	$353,931	$353,931	$341,351	-4%
(1000) Construction Inspection	$542,403	$610,084	$609,364	$645,026	6%
(1000) Engineering Administration	$392,606	$418,248	$418,048	$433,383	4%
(1000) Land Development Division	$333,441	$399,836	$384,554	$498,176	25%
(1000) Mapping and Records	$272,876	$288,201	$288,801	$289,979	1%
(1000) Materials Testing	$244,536	$257,695	$255,695	$253,794	-2%
(1000) New River 404 Permit	$0	$50,000	$0	$0	-100%
(1000) Property Management	$206,766	$274,237	$273,637	$236,211	-14%
(1000) Utility Inspection	$191,441	$219,693	$237,695	$230,728	5%
(1660) Transportation Engineering Pgm	$90,856	$105,655	$105,655	$111,635	6%
Total - Engineering	**$3,540,525**	**$4,098,878**	**$4,048,678**	**$3,996,534**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$3,321,471	$3,763,399	$3,760,484	$3,821,644	2%
Supplies and Contracts	$736,699	$814,204	$731,656	$625,212	-23%
Internal Premiums	$105,544	$127,407	$127,407	$144,441	13%
Internal Service Charges	$67,586	$55,868	$91,131	$67,237	20%
Work Order Credits	($690,775)	($662,000)	($662,000)	($662,000)	0%
Total - Engineering	**$3,540,525**	**$4,098,878**	**$4,048,678**	**$3,996,534**	**-2%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
CIP Administration	9	10	10	9	-10%
CIP Construction	3	3	3	3	0%
CIP Design	4	4	4	4	0%
Construction Inspection	7	7	7	7	0%
Engineering Administration	4	4	4	4	0%
Land Development Division	5	4	4	5	25%
Mapping and Records	4	3	3	3	0%
Materials Testing	3	3	3	3	0%
Property Management	3	3	3	3	0%
Utility Inspection	3	3	3	3	0%
Transportation Engineering Pgm	1	1	1	1	0%
Total -Engineering	**46**	**45**	**45**	**45**	**0%**

PLANNING

Jon Froke

Department Description:
The Planning Department has three major functions, Long Range Planning and Research, Current Planning and Zoning Administration.

Interesting Department Fact:
Glendale will host the Arizona Planning Association Conference in 2007. Glendale also hosted the conference in 2003.

The Long Range Planning and Research function is responsible for the long-range physical planning of the monitoring and update of the General Plan, special studies, research, quarterly population estimates, GIS and mapping services, annexation analysis and application processing. In addition, the division administers the Historic Preservation Ordinance, maintains the program, coordinates preparation of national and local register nominations and staffs the Historic Preservation Commission.

The Current Planning and Zoning Administration function manages the processing and review of land use applications including: general plan amendments, rezoning, conditional use permits, preliminary and final plats, residential and commercial reviews, variances, group home review, appeals, zoning administrative review and relief requests, commercial tenant improvements, special events, liquor licenses, business license reviews and custom home reviews.

The Administration function prepares staff reports and provides staff support for City Council, Planning Commission, Historic Preservation Commission, and Board of Adjustment public hearings and workshops. This function also ensures proper advertising and notification processes are complete and in conformance with state open meeting laws. The Administrative function also manages the departmental budget, Citizen Participation Ordinance and RFS (Request for Service) inquiries.

Mission Statement:
The Glendale Planning Department provides professional quality service in a friendly and responsive manner. The mission includes:

- Assist elected and appointed officials in planning for future land use, development, and redevelopment in harmony with community values.
- Facilitate community involvement in the decision-making process.
- Administer adopted regulations and guidelines in a fair and impartial manner.
- Manage the zoning, subdivision and Design Review process efficiently.
- Resolve to the best of our ability the inevitable issues and conflicts associated with changing land use and development.

FISCAL YEAR 2008

GOALS	
Goal	Use Technology to improve customer service.
Related Council Goal	A city with high quality service for citizens
Activities	Provide a list of finalized and pending staff reports for Planning Commission and City Council public hearings.
Desired Outcomes (Perf. Measures)	The ability to refer citizens to the Internet to access the information they need. This will save staff time by reducing the number of calls requesting the reports and will be more convenient for citizens.
Goal	Enhance general plan and historic preservation by planning the future and preserving the past.
Related Council Goal	One community with a vibrant city center
Activities	Restore the Morcomb site and gas station, amend the General Plan and Zoning Map in the downtown for conformance, and prepare specific plans to address area development needs.
Desired Outcomes (Perf. Measures)	-The preservation and enhancement of a historic entryway to downtown Glendale. -Additional downtown development and an economically stronger city. -A better understanding by developers and staff of the General Plan and Zoning Ordinance

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

The Planning Department optimized customer service provided to citizens by creating a dedicated "Planning Hotline" where citizen can leave their planning/zoning related inquiries and have them answered within a 24 hour period. A Planning Information link was added to the website so citizens can e-mail the department directly with questions.

Accomplishments:

- HP Element Adoption.
- Processed eight annexations totaling 550 acres.

GOAL UPDATES	
Goal	Improve "excellent" rating to 90% per customer service surveys.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Almost – Excellent rating was 85.7%

What were the Performance Measures?	90% of customers responding to the survey felt the service was good or excellent.
Obstacles/Challenges	Realizing that people who have positive experiences are less likely to submit the survey than those with negative experiences, we believe the main obstacle was the fact that those with positive experiences did not return the surveys.
Goal	Implement special projects citywide with an emphasis on the western area and mega events.
Related Council Goal	One community with a vibrant city center
Was the goal met?	Yes
What were the Performance Measures?	A design package was created for the city entry monument and Signage Program that was approved by Council.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- On April 6, 2006, the State Historic Preservation Office informed the Planning Department that the Floralcroft Historic District was officially listed on the National Register of Historic Places.
- Enhanced customer service by creating a dedicated telephone line and e-mail address for planning related inquiries. Implemented the On-Call Planner Program to ensure that a Planner is on-call and available at all times to assist the DSC Counter with the more complex planning inquiries. Continue to make more information and forms available online.

GOAL UPDATES	
Goal	Process land development and Zoning Ordinance administration applications with efficiency and strong customer service results.
Was the goal met?	Yes
What were the Performance Measures?	Updated web site for ease of use and to provide more information. Improved Hansen for better project tracking. Customer surveys show "excellent" rating increased by 8% over last year to 85%. Majority of movement was from good to excellent. 12% good, 3% fair and 0% poor.
Obstacles/Challenges	None
Goal	Plan the future and preserve the past
Was the goal met?	Yes
What were the Performance Measures?	Continue to make progress on Loop 303 annexations and updating the General Plan. Floralcroft Historic District listed on National Register. 3rd Annual Historic Preservation Tour scheduled for May 13, 2006.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Planning

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Current Planning	$631,056	$821,578	$821,578	$751,615	-9%
(1000) Long-Range Planning & Research	$276,533	$294,978	$294,978	$278,179	-6%
(1000) Planning Administration	$495,846	$486,993	$486,793	$522,292	7%
(1000) Zoning Admin & Tech. Assist.	$314,167	$357,851	$357,851	$411,281	15%
Total - Planning	**$1,717,602**	**$1,961,400**	**$1,961,200**	**$1,963,367**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,584,726	$1,808,383	$1,808,383	$1,823,296	1%
Supplies and Contracts	$93,266	$109,459	$109,259	$93,688	-14%
Internal Premiums	$35,049	$38,806	$38,806	$39,349	1%
Internal Service Charges	$4,561	$4,752	$4,752	$7,034	48%
Total - Planning	**$1,717,602**	**$1,961,400**	**$1,961,200**	**$1,963,367**	**0%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Current Planning	7	9	9	8	-11%
Long-Range Planning & Research	3	3	3	3	0%
Planning Administration	5	5	5	5	0%
Zoning Admin & Tech. Assist.	4	4	4	5	25%
Total -Planning	**19**	**21**	**21**	**21**	**0%**

TRANSPORTATION

Jamsheed Mehta

Department Description:
The Transportation Department provides transportation planning, traffic engineering, traffic signals, signs, striping, street lighting, transit, airport operation and educational program services to meet the transportation needs of the City of Glendale.

Mission Statement:
To ensure the safe, efficient transportation of people and goods in the City of Glendale.

Interesting Department Fact:
The Transit Division of the Transportation Department received the 2007 Outstanding Transit Organization by the Arizona Transit Association. Staff was honored with this award in recognition of the quality transportation service options provided in Glendale. Services provided include fixed route, Dial-A-Ride, Gus Bus, ADA (Americans with Disability Act), taxi-subsidy program and special transportation services. These programs provided over 2.6 million rides in Glendale last year.

FISCAL YEAR 2008

GOALS	
Goal	Complete the Park and Ride Project at Loop 101 and Glendale Avenue and identify Transit Center sites in the downtown and Arrowhead areas.
Related Council Goal	A city with high quality services for citizens
Activities	Construction of Park and Ride lot and viable site identification for Transit center locations downtown and Arrowhead areas. This goal will be achieved by providing transportation options for Glendale commuters and visitors and improving access to the sports, retail and entertainment amenities in the city.
Desired Outcomes (Perf. Measures)	Park and Ride project completed in FY 2008. Transit Center site alternatives and recommendations to management by December 2007.
Goal	Initiate a barricade and lane restriction process that will minimize the construction impacts in the city's right-of-way to the traveling public.
Related Council Goal	A city with high quality services for citizens
Activities	Marketing and outreach to development and construction contractors are in process. In addition, permit tracking and detail fee collection processes need to be integrated with the current city system. Training and certification of staff for program

	implementation also is scheduled to occur. This goal will be achieved by providing additional oversight within construction zones that will minimize the duration of roadway construction and travel restrictions.
Desired Outcomes (Perf. Measures)	Program in place by December 2007.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
The Transportation Department is currently installing a remote monitoring system for the city's streetlighting system. This cutting edge technology will allow the Transportation Department to respond immediately when a streetlight is out. Currently the department relies on citizens to report outages and conducts periodic night time "sweeps" to check the streetlights. With the new Remote Operation Asset Management (ROAM) devices deployed on the streetlighting system, staff will be able to respond to outages more quickly and know with a click of a mouse what specifically is wrong with the streetlight. The level of service will greatly improve by reducing the time a streetlight is out.

Accomplishments:

- The Transportation Department served as the lead group on the successful development of a comprehensive transportation management plan to safely direct approximately 330,000 event related vehicles to and from theUniversity of Phoenix Stadium for 12 football games held during the inaugural season. Together with the Police Department, the Transportation Department was also an integral partner in implementation of the plan including deployment of hundreds of traffic signs and thousands of traffic cones as well as transporting approximately 6,000 football fans via shuttle for each game.
- It has been a banner year for the GO Program. Construction contracts have been awarded to improve 11 intersections (including: bus bays, turning lanes, landscaping, signal modifications, and lighting) for a cost of $15 million. Construction of Downtown Pedestrian Improvements (including: street widening, parking, landscaping, pedestrian lighting, crosswalks, and aesthetic improvements) has begun for $16 million, and on the Northern Parkway Project, 7 parcels for the advance purchase of right-of-way for the future parkway have been purchased at total cost of $3.4 million.

GOAL UPDATES	
Goal	Partner and lead city departments in installing the city’s fiber optic system
Related Council Goal	A City with high quality services for Citizens
Was the goal met?	Yes
What were the Performance Measures?	Identify fiber optic communication lines citywide and provide assistance in network expansion, maintenance, and arrange

	emergency response to breakdowns in critical areas.
Obstacles/Challenges	Documentation of fiber communications lines and use of the infrastructure in order to expand the system is complex and challenging. Transportation has taken the lead to purchase software to track this critical infrastructure.
Goal	Update the city's Transportation Master Plan.
Related Council Goal	A City with high quality services for Citizens`
Was the goal met?	Yes-in process
What were the Performance Measures?	Develop a strategy for implementation, review current plan performance, and identify new plan elements based on the changing environment.
Obstacles/Challenges	This is a very large multi-faceted project. All forms of transportation will be explored including: transit, pedestrian, bicycle, and motor vehicle modes. A consultant to assist with the Master Plan update has been chosen and initial steps are underway. The Master Plan update will have several public participation components including a citizen survey and public meetings to discuss the transportation needs of the city.

FISCAL YEAR 2006

Accomplishments:

- Installed ten miles of fiber optic cable to connect six additional city facilities (EOC, Gateway Public Safety, Cholla Water Treatment Plant, West Area Water Reclamation Facility, Landfill and Foothills Library) giving them access to the city network through fiber optic cable. We also added six intersections to our Intelligent Transportation System.
- Completed the Thunderbird Paseo Shared Use Pathway project, which closed a gap in the 55th Avenue bicycle route that stretches from Union Hills Drive to Camelback Road.

GOAL UPDATES	
Goal	Provide transportation alternatives to the citizens of Glendale.
Was the goal met?	Yes
What were the Performance Measures?	Dial-A-Ride ridership increased by 1.5% to 89,150.
Obstacles/Challenges	None
Goal	Promote economic development and activities at the Glendale Municipal Airport.
Was the goal met?	2 out of 3 were met

What were the Performance Measures?	Takeoffs and landings increased by 14,595 to 132,635. Fuel sales increased by 2,611 gallons to 495,019 gallons and the number of aircraft based at the airport remained at 380.
Obstacles/Challenges	No new hangars came on-line this past year. Twenty-two new hangars are scheduled to become available this coming year.

TRANSPORTATION STATISTICS

	FY 06 ACTUALS	FY 07 ESTIMATE	FY 08 BUDGET
Inputs:			
Number of full time employees - Transportation Admin.	3	5	5
Number of full time employees - Traffic Engineering	11	10	10
Number of full time employees - Signs & Markings	10	10	10
Number of full time employees - Traffic Signals	10	10	10
Number of full time employees - Airport Operations	5	5	5
Number of full time employees - Transit	42.25	48.25	49.25
Department operating expenditures	$13,815,938	$15,912,992	$23,135,539
Outputs:			
Transportation Management Systems			
Miles of fiber optic cable connecting traffic signal system	18.5	25	61.5
Number of CCTV cameras at city intersections	15	15	41
Number of intersections with remote access	25	45	73
Transportation Signs and Markings			
Number of miles striped	500	550*	650
Number of traffic signs repaired	3,900	5,200*	6,000
Traffic Signals			
Signalized Intersections	180	189	194
Transit - Fixed Route			
Ridership for Glendale Urban Shuttle (GUS)	96,258	97,717*	99,671
Effectiveness Measures:			
Airport Operations			
Number of operations (takeoffs or landings)	143,798	165,854*	182,440
Transit - Fixed Route			
GUS ridership per 1,000 population	407.90	400.67	404.90
Efficiency Measures:			
Number of intersections with signals maintained per FTE	18.0	18.9	19.4
Number of traffic signs repaired per FTE	390	520	600
Miles of striping installed per FTE	50	55	65
Number of airport operations per FTE	28,760	33,171	36,488

*Estimates based on YTD numbers through May

City of Glendale
Budget Summary by Department

Transportation

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1010) Transp - BCS Event	$0	$100,000	$100,000	$0	-100%
(1010) Transp - Fiesta Bowl Event	$129,805	$130,000	$130,000	$0	-100%
(1010) Transp - Super Bowl Event	$0	$0	$0	$439,729	NA
(1340) Arena - Transportation Ops.	$0	$78,779	$11,676	$78,779	0%
(1340) Signs & Markings	$773,212	$908,186	$908,186	$940,508	4%
(1340) Stadium - Transportation Ops.	$0	$473,000	$473,000	$723,113	53%
(1340) Street Light Management	$1,683,086	$1,640,893	$1,640,893	$1,615,702	-2%
(1340) Traffic Design and Development	$286,349	$272,773	$272,773	$300,512	10%
(1340) Traffic Signals	$1,321,485	$1,760,466	$1,390,466	$1,647,536	-6%
(1340) Traffic Studies	$333,055	$485,492	$435,492	$488,296	1%
(1340) Transp - Fiesta Bowl Event	$0	$0	$0	$106,623	NA
(1340) Transportation Administration	$440,009	$579,288	$579,088	$608,761	5%
(1340) Transportation Planning	$88,560	$81,615	$81,615	$79,605	-2%
(1660) Demand Management	$15,601	$118,160	$28,185	$65,310	-45%
(1660) Dial-A-Ride	$2,491,886	$2,765,804	$3,030,326	$2,990,075	8%
(1660) Fixed Route	$3,581,056	$4,935,981	$3,833,621	$5,111,711	4%
(1660) Intelligent Transportation Sys	$399,593	$630,246	$630,246	$679,652	8%
(1660) Red Light Enforcement	$0	$0	$0	$402,200	NA
(1660) Traffic Mitigation	$147,046	$259,142	$259,142	$370,640	43%
(1660) Trans. Program Education	$7,940	$0	$1,572	$0	NA
(1660) Transportation CIP O&M	$0	$0	$0	$81,413	NA
(1660) Transportation Education	$211,201	$257,953	$257,953	$266,955	3%
(1660) Transportation Program Mgmt	$1,353,187	$1,276,694	$1,275,122	$5,547,621	335%
(1760) Airport Operations	$552,867	$573,636	$573,636	$590,798	3%
Total - Transportation	**$13,815,938**	**$17,328,108**	**$15,912,992**	**$23,135,539**	**34%**

City of Glendale
Budget Summary by Department

Transportation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$5,356,423	$6,469,097	$6,499,384	$6,767,976	5%
Supplies and Contracts	$6,620,211	$9,067,884	$7,325,613	$10,679,713	18%
Internal Premiums	$289,132	$335,665	$335,665	$465,256	39%
Internal Service Charges	$1,538,759	$1,562,817	$1,612,330	$1,791,238	15%
Operating Capital	$11,413	$40,000	$140,000	$3,500,000	8650%
Work Order Credits		($147,355)		($68,644)	-53%
Total - Transportation	**$13,815,938**	**$17,328,108**	**$15,912,992**	**$23,135,539**	**34%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Signs & Markings	10	10	10	10	0%
Street Light Management	2	2	2	2	0%
Traffic Design and Development	3	3	3	3	0%
Traffic Signals	10	10	10	10	0%
Traffic Studies	4	4	4	4	0%
Transportation Administration	3	5	5	5	0%
Transportation Planning	2	1	1	1	0%
Dial-A-Ride	34.25	39.25	39.25	39.25	0%
Intelligent Transportation Sys	4	5	5	5	0%
Traffic Mitigation	1	1	1	1	0%
Transportation Education	1	1	1	1	0%
Transportation Program Mgmt	2	2	2	3	50%
Airport Operations	5	5	5	5	0%
Total -Transportation	**81.25**	**88.25**	**88.25**	**89.25**	**1%**

World's first suspended playground at Sahuaro Ranch Park

COMMUNITY SERVICES

COMMUNITY SERVICES ADMINISTRATION
COMMUNITY PARTNERSHIP
NEIGHBORHOOD IMPROVEMENT GRANTS
RESIDENTIAL INFILL HOUSING
LIBRARY & ARTS
PARKS & RECREATION

Aquatic playground, lazy river and slides at Foothills Recreation & Aquatic Center

Return to TOC

City of Glendale
Budget Summary by Department

Comm. Services Adm

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Comm. Services Admin.	$261,695	$271,243	$271,243	$282,995	4%
Total - Comm. Services Adm	**$261,695**	**$271,243**	**$271,243**	**$282,995**	**4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$248,686	$257,338	$257,338	$269,034	5%
Supplies and Contracts	$11,445	$10,927	$10,927	$11,051	1%
Internal Premiums	$1,425	$2,758	$2,758	$2,520	-9%
Internal Service Charges	$139	$220	$220	$390	77%
Total - Comm. Services Adm	**$261,695**	**$271,243**	**$271,243**	**$282,995**	**4%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Comm. Services Admin.	2	2	2	2	0%
Total -Comm. Services Adm	**2**	**2**	**2**	**2**	**0%**

COMMUNITY PARTNERSHIP

Erik Stunk

Department Description:
The Community Partnerships Department is made up of three operational divisions that provide direct city services, maintain the quality of life and build stronger neighborhoods for all residents. The Community Housing Division is responsible for addressing the housing needs of over 4,400 Glendale residents who cannot afford housing and owns and operates three public housing complexes. The Community Revitalization Division provides affordable housing, housing rehabilitation assistance and emergency home repair for eligible Glendale residents. It also administers the federal Community Development Block Grant (CDBG) and other related federal programs. The Neighborhood Partnership Office is responsible for the administration of Glendale University, Homeowners' Association Training Academy, Neighborhood Improvement Grants Program, Community Mediation Program, Community Volunteer Program and provides direct services to over 190 different registered neighborhood associations.

Interesting Department Fact:
In FY 2007, the Community Partnerships Department leveraged approximately $7.1 million in matching funds, volunteer activities, and community donations of materials and cash.

Mission Statement:
Connecting people through the power of community.

FISCAL YEAR 2008

GOALS	
Goal	Maintain the financial stability of the Community Housing and Community Revitalization divisions.
Related Council Goal	• A city that is financially sound • A city with high quality services for citizens
Activities	Continue to identify streamlined business practices to mitigate the impact of reduced federal funding on residents and other clients.
Desired Outcomes (Perf. Measures)	Hold our clients "harmless" from any reduction in federal funding.
Goal	Continue the implementation of the City's five-year neighborhood revitalization plan.
Related Council Goal	One community with strong neighborhoods
Activities	a) Continued implementation of the new "Neighborhood GIS" (Geographic Information System); b) Conduct a physical assessment of Glendale's neighborhoods.

Desired Outcomes (Perf. Measures)	a) Addition of new Phase II and Phase III indicators to new Neighborhood GIS system; b) Completion of a physical assessment of Glendale neighborhoods, with accompanying report and presentation.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

The Community Revitalization Division is responsible for the administration of the federally-funded Community Development Block Grant program (CDBG). In FY 2007, we partnered with the Valley of the Sun United Way to automate the CDBG application process. As a result, the division was able to transition its traditional paper-based application process to an on-line, intranet-based application process. This innovation resulted in a substantial improvement to customer service levels and a significant reduction in the amount of staff time it took to assemble paper-based applications for review and consideration by the members of the Community Development Advisory Committee (CDAC).

Accomplishments:

- The Neighborhood Partnership Office implemented significant changes to the Neighborhood Improvement Grants Program and established a new "Small Grants Program." The grants program was modified to allow different community partners (schools, businesses, non-profits, etc.) to take a lead role and apply for grant funds – as a long as they are working with the proper neighborhood leadership.
- The department addressed concerns about cut-through traffic and on-street parking in the neighborhoods adjacent to University of Phoenix Stadium. As a result, the department distributed 39,736 event notification postcards, developed a parking placard system for residents, and administered a new telephone hotline that was set up to take calls by area residents with concerns.

GOAL UPDATES	
Goal	Implement the new, 5-year neighborhood revitalization plan.
Related Council Goal	One community with strong neighborhoods
Was the goal met?	Yes
What were the Performance Measures?	Implementation of the new Neighborhood GIS in June 2007; 190 registered neighborhood associations; COX Communications' $10,000 donation to GU; success of the infill housing program.
Obstacles/Challenges	Availability of financial and staff resources.
Goal	Administer federal grant programs in accordance with federal guidelines so residents continue to experience excellent service.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes

What were the Performance Measures?	Community Housing received "high performer" status as a result of its annual public housing assessment inspection.
Obstacles/Challenges	Reduced federal funding impacts made the timely maintenance of public housing facilities more difficult.

FISCAL YEAR 2006

Accomplishments:

- During FY 2006, the department conducted an extensive participation process to gather input from both city staff and residents on their concerns about neighborhoods. The data served as the basis for the new, comprehensive five-year Neighborhood Revitalization Strategy.
- Glendale welcomed 113 families impacted by Hurricane Katrina & was able to provide 83 with housing by identifying available federal funds to assist in their recovery.

GOAL UPDATES	
Goal	In conjunction with our nonprofit partners (Habitat for Humanity; Chicanos por La Causa; Community Services of Arizona), acquire vacant, infill properties for the construction of new affordable housing.
Was the goal met?	Yes
What were the Performance Measures?	Approximately $400,000 in HOME investment funds are being used to purchase land to build new infill housing resulting in the construction of nine new affordable and/or replacement homes. Federal funds were also used to construct new low-income units for seniors.
Obstacles/Challenges	The escalating price of vacant land is making the purchase price more expensive for infill housing.
Goal	Seek out and develop new relationships to leverage resources for our neighborhoods and encourage greater involvement in community building, volunteerism and the revitalization of Glendale's older neighborhoods.
Was the goal met?	Yes
What were the Performance Measures?	Over the past year, 14 different neighborhood grants were funded, totaling $540,000 in planned construction for Glendale's older neighborhoods; the Community Volunteer Program coordinated 82 projects, resulting in an estimated $200,821 of volunteered time by 2,682 individuals.
Obstacles/Challenges	A reduction in federal funding lead to fewer dollars to distribute to non-profits and to complete revitalization projects. More residents must overcome apathy to become involved in neighborhood and volunteer activities.

City of Glendale
Budget Summary by Department

Comm. Partnerships

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Community Revitalization	$475,690	$525,335	$512,835	$526,020	0%
(1000) Mega Events - N'Hood/Volunteer	$0	$48,820	$0	$73,434	50%
(1000) Neighborhood Partnership	$389,451	$560,506	$520,280	$579,733	3%
(1000) Neighborhood Volunteer Program	$79,762	$614	$0	$0	-100%
(1300) HOME Program	$271,874	$1,832,418	$1,033,915	$1,593,837	-13%
(1320) CDBG Programs	$1,574,027	$4,230,482	$2,417,699	$4,118,886	-3%
(1320) Comm Housing Upgrades-CDBG	$9,700	$0	$0	$0	NA
(1830) Emergency Shelter Grant	$0	$105,382	$102,436	$99,946	-5%
(1830) Glendale Human Srvs Council-ES	$19,201	$0	$0	$0	NA
(2500) Community Housing	$1,615,522	$8,374,212	$8,649,212	$8,706,854	4%
Total - Comm. Partnerships	**$4,435,227**	**$15,677,769**	**$13,236,377**	**$15,698,710**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$2,534,609	$2,968,567	$2,947,702	$3,065,536	3%
Supplies and Contracts	$1,720,211	$12,576,987	$9,881,460	$12,205,128	-3%
Internal Premiums	$75,476	$93,472	$94,042	$121,552	30%
Internal Service Charges	$25,169	$30,129	$30,173	$31,494	5%
Operating Capital		$8,000	$283,000	$275,000	3338%
Total - Comm. Partnerships	**$4,355,465**	**$15,677,155**	**$13,236,377**	**$15,698,710**	**0%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Community Revitalization	2	2	2	2	0%
Mega Events - N'Hood/Volunteer				0.5	
Neighborhood Partnership	4	5	5	5	0%
Neighborhood Volunteer Program	1				
CDBG Programs	8.75	8.75	8.75	8.75	0%
Community Housing	25	25	25	25	0%
Total -Comm. Partnerships	**40.75**	**40.75**	**40.75**	**41.25**	**1%**

City of Glendale
Budget Summary by Department

Neighborhood Imp Gr

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Neighborhood Improvement Grant	$444,150	$1,219,847	$366,502	$1,580,345	30%
Total - Neighborhood Imp Gr	**$444,150**	**$1,219,847**	**$366,502**	**$1,580,345**	**30%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Supplies and Contracts	$313,817	$1,049,109	$366,502	$1,398,067	33%
Operating Capital	$130,333	$170,738		$182,278	7%
Total - Neighborhood Imp Gr	**$444,150**	**$1,219,847**	**$366,502**	**$1,580,345**	**30%**

City of Glendale
Budget Summary by Department

Res. Infill Housing

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Res. Infill Housing Incentives	$56,243	$96,944	$46,512	$100,432	4%
Total - Res. Infill Housing	**$56,243**	**$96,944**	**$46,512**	**$100,432**	**4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Supplies and Contracts	$56,243	$96,944	$46,512	$100,432	4%
Total - Res. Infill Housing	**$56,243**	**$96,944**	**$46,512**	**$100,432**	**4%**

LIBRARY & ARTS
RODEANE WIDOM

Department Description:
The Library serves the needs of Glendale citizens by providing books, programming, audio-visual materials and electronic resources that inform, educate and entertain residents. The Arts and Culture maintenance division administers the city's Public Art and Performing Arts grant programs.

Interesting Department Fact:
Last year the library circulated 3,738,960 pounds of materials--and each day 3,646 citizens visit the libraries in Glendale.

Mission Statement:
Glendale Public Library provides information, programs and services that promote life long learning, literacy and the love of reading to enrich the quality of life of Glendale residents.

The City of Glendale is committed to a Public Art Program that brings meaningful art to citizens and celebrates both diversity and commonality in Glendale.

FISCAL YEAR 2008

GOALS	
Goal	Increase citizen access to a broad range of arts and cultural experiences.
Related Council Goal	A city with high quality services for citizens
Activities	-Commission public art projects, -Award grants to fully or partially fund arts projects, -Produce new programs with in-house staff and resources, and -Market programs to a broad-based audience of visitors and Residents.
Desired Outcomes (Perf. Measures)	-Sponsor public art and performing arts and education programs, including but not limited to libraries, community centers, schools and other public settings. -Commission and support production and presentation of the arts that is as diverse as Glendale's population
Goal	Increase citizen access to library resources.
Related Council Goal	A city with high quality services for citizens
Activities	-Access to resources available through direct and remote delivery. -State-of-the-art technology and staff resources are optimized to provide access to information and services. -Tools and resources are created to assist in locating information.

Desired Outcomes (Perf. Measures)	-Number of: remote users, searches on library catalog, hours of electronic workstation usage, automated phone renewals, materials self-checked, phones calls for holds, customer placed holds, database hits and patrons using wireless Internet provided at all Glendale Public Libraries. -Statistics on usage of web subscriptions, indices and full text databases.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
Perfetto de Café opened on April 1, 2006, and is a full-service coffee bar just inside the north entrance of Glendale Main Library. Attractive, comfortable tables and chairs are placed in the outer lobby to make lingering over a delicious drink or meal an enjoyable experience. The coffee bar is open during library hours.

Accomplishments:

- All three Glendale Public Libraries began offering free wireless Internet service for library users during the month of September 2006.
- The library's new cable show "Check It Out @ the Library" premiered on City Cable station, Channel 11. The library will continue to promote programs and services by producing two shows per year.

GOAL UPDATES	
Goal	Attract new users through innovative marketing strategies and activities.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	There are currently 159,422 registered library borrowers, up 16% over the same time last year when the number was 137,867.
Obstacles/Challenges	None
Goal	Increase art awareness and appreciation through public art purchases, awarding performing arts grants to support arts projects, hold exhibitions and to provide arts education services such as professional development training for arts and classroom teachers.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes

What were the Performance Measures?	A downtown art feature and 30 portable art works were purchased. Two art exhibits were staged in cooperation with the Glendale Arts Council and seven art exhibits were staged at the Glendale Adult Center. Twenty arts grants were awarded, three workshops were held for preschool and elementary school teachers and a Summer Art Camp was held with three one-week sessions for students.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- Began use of a book rental program to provide adequate number of best sellers for patrons.
- Completion of the long-range plan, Guidelines for the Arts 2005.

GOAL UPDATES	
Goal	Provide best sellers in quantity to meet customer demand.
Was the goal met?	Yes
What were the Performance Measures?	Patrons placed fewer holds on items because more copies were available for use. Hold statistics indicate that we met our goal of a 75% reduction in the number of holds.
Obstacles/Challenges	None
Goal	Distribute arts and culture throughout the city, accessible to all residents.
Was the goal met?	Yes
What were the Performance Measures?	Three artworks were purchased for the western area Public Safety building, Foothills Recreation & Aquatics Center and Fire Station #159. Two outdoor artworks were reinstalled at different facilities, a "Night with the Artist" was held and the Arts Commission sponsored a youth exhibit.
Obstacles/Challenges	None

LIBRARY STATISTICS

	FY 05 ACTUALS	FY 06 ACTUALS	FY 07 ESTIMATE	FY 08 BUDGET
Inputs:				
Total number of full time employees	86.76	86.76	86.76	86.76
Service population	233,281	235,987	243,881	246,160
Number of Librarians	35.25	37.25	37.25	37.25
Number of temporary staff	32.29	22.99	22.99	22.99
Number of Public Service hours	10,004	10,004	10,021	10,028
Department Expenditures*	$7,749,041	$8,148,485	$8,861,132	$8,880,321

Outputs:				
Material				**FY 06-FY 07 % Change**
Number of printed materials	531,279	508,152	482,745	-5.00%**
Number of electronic books	6,752	15,924	19,246	20.86%
Number of audio materials	36,444	28,018	26,043	-7.05%**
Number of video materials	34,711	37,138	39,737	7.00%
Number of printed materials for children	233,762	220,572	212,289	-3.76%**
Number of other material for children	22,207	21,186	20,167	-4.81%**
Programs				
Number of adult programs held	631	613	640	4.40%
Number of youth & teen programs held	2,394	3,049	3,112	2.07%
Public Use Computers				
Number of Internet computers available for public use	119	148	150	1.35%
Meeting Rooms				
Number of meeting/study/class rooms available for public use	8	8	8	0.00%
Effectiveness Measures:				
Material				**FY 06-FY 07 % Change**
Total number of reference / information transactions handled - all public service	537,906	559,950	563,498***	0.63%
Total number of circulation transactions	2,473,267	2,492,640	2,508,830***	0.65%
Total circulation of children material	1,186,506	1,191,778	1,196,779***	0.42%
Total number of active registrations	116,407	140,168	162,237	15.74%
Total number of registered borrowers (Ages 0-14)	20,953	25,078	29,202	16.44%
Number of Interlibrary loans provided	4,206	4,965	4,752***	-4.29%
Number of Interlibrary loans received	3,023	3,253	3,387***	4.12%
Library walk-in count	1,388,541	1,294,500	1,184,383***	-8.51%
Programs				
Total attendance of programs held	101,365	117,409	138,824***	18.24%
Total attendance of youth & teen programs held	83,484	101,179	102,696***	1.50%
Public Use Computers				
Number of Users of Public Internet Computers	417,040	347,245	349,252***	0.58%
Efficiency Measures:				
Material				**FY 06-FY 07 % Change**
Number of reference / information transactions handled per FT Library Staff	6,200	6,454	6,495	0.63%
Number of reference / information transactions handled per hour all public locations	53.77	55.97	56.23	0.46%
Interlibrary loans provided to loans received ratio	1.39	1.53	1.40	-8.08%
Programs				
Number of programs held / study room available	79	77	80	4.40%
Average attendance of all programs held	33.51	32.06	37.00	15.40%
Public Use Computers				
Number of people using internet computers / number of public internet computers available	3,505	2,346	2,328	-0.76%
Library Department				
Department expenditures per capita	$33.22	$34.53	$36.33	$36.08

*Excludes grant funding

**Decreases in materials due to extensive remodel of the libraries

***Estimates based on YTD numbers through May

City of Glendale
Budget Summary by Department

Library & Arts

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Arts Maintenance - Admin.	$0	$0	$142,552	$153,911	NA
(1000) Historic Sahuaro Ranch	$84,101	$234,200	$0	$0	-100%
(1000) Library	$7,915,063	$8,524,979	$8,524,979	$8,544,168	0%
(1220) Arts Maintenance	$167,783	$233,572	$87,354	$127,787	-45%
(1260) Library Book Fund	$141,084	$231,003	$231,003	$231,003	0%
(1260) Library Special Revenue	$92,338	$105,150	$105,150	$105,150	0%
(1840) Computer Training for Teens	$23,580	$0	$0	$0	NA
(1840) Grant Approp - Library	$0	$500,000	$158,419	$500,000	0%
(1840) LSTA Operation Health Outreach	$12,585	$0	$0	$0	NA
(1840) Summer of Cinema	$750	$0	$0	$0	NA
(1840) Women Business Bldrs Online	$24,936	$0	$0	$0	NA
Total - Library & Arts	**$8,462,220**	**$9,828,904**	**$9,249,457**	**$9,662,019**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$6,350,416	$6,821,223	$6,810,094	$7,005,982	3%
Supplies and Contracts	$1,806,778	$2,440,387	$2,106,269	$2,390,370	-2%
Internal Premiums	$162,656	$266,540	$266,540	$197,693	-26%
Internal Service Charges	$58,269	$66,554	$66,554	$67,974	2%
Total - Library & Arts	**$8,378,119**	**$9,594,704**	**$9,249,457**	**$9,662,019**	**1%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Arts Maintenance - Admin.				1	
Historic Sahuaro Ranch		1	1		
Library	86.76	86.76	86.76	86.76	0%
Arts Maintenance	1	1	1		
Total -Library & Arts	**87.76**	**88.76**	**88.76**	**87.76**	**-1%**

PARKS & RECREATION

Rebecca Benna

Department Description:
The Parks and Recreation Department offers opportunities to enhance the social, physical, mental and economic health of the community. Glendale citizens – from toddler to senior adult – have the opportunity to participate in a wide variety of programs and events. The department maintains, protects and manages parks, open spaces, trails and aquatic and recreational facilities located throughout the community.

Interesting Department Fact:
The Parks and Recreation Department recently received a $150,000 grant from the National Recreation and Park Association and USA Football. The "Youth Football Hub" program will provide national recognition for Glendale as one of five communities in the country leading this effort to improve and grow youth football.

Mission Statement:
To provide safe, high quality parks, open space and recreational facilities that encourage residents, businesses and visitors to live, invest and play in the community.

FISCAL YEAR 2008

GOALS	
Goal	Provide safe and attractive park and open space amenities through preventative maintenance and park redevelopment.
Related Council Goal	One community with strong neighborhoods
Activities	Conduct redevelopment of three parks in conjuction with the Parks and Recreation Advisory Commission in determining prioritization of parks scheduled for redevelopment. Inspect parks and facilities frequently and perform preventative maintenance to ensure safety and protection of amenities.
Desired Outcomes (Perf. Measures)	Renovate a minimum of three older parks.
Goal	Provide opportunities for residents to participate in the redevelopment of older parks facilities.
Related Council Goal	One community with strong neighborhoods
Activities	Public meetings, interactive website, emails and surveys.
Desired Outcomes (Perf. Measures)	Opportunities for public input are provided for all park improvement projects 100% of the time, measured by public input opportunities.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

The Parks and Recreation Department recently partnered with the Information Technology Department to create a state-of-the-art park locator on the Parks and Recreation web page. Citizens and staff can access the web page and find any Glendale park they choose and can determine if the park amenities are suitable for their activity. By simply clicking on "need directions" the park finder will provide directions from the patron's door step to the park.

Accomplishments:

- The Foothills Recreation and Aquatics Center opened to the public on September 30, 2006 with over 1,200 visitors attending the dedication ceremony. The 69,800 square foot center features a full size gymnasium, six classrooms, culinary arts kitchen, two exercise studios, child care room, activity room that is free to the public, jogging track, walking track, rock climbing wall, three indoor racquetball courts, fitness area and a multipurpose room with catering kitchen. The 13,000 square foot outdoor aquatics center features a heated 6-lane lap pool, diving well, lazy river, two giant slides, leisure pool with aquatic playground and an outdoor concessions area.. The center currently hosts 18,000 users on a monthly basis.
- Northern Horizon Community Park was dedicated in August. The 11-acre community park includes a ramada, three-acre dog park, play structure and multi-use pathway. In addition, Parks and Recreation partnered with the Transportation Department to provide a bicycle safety course in the park. The New Times magazine voted this facility the Best Dog Park in 2006.

GOAL UPDATES	
Goal	Provide an equitable distribution of city parks throughout the community.
Related Council Goal	One community with strong neighborhoods
Was the goal met?	Yes
What were the Performance Measures?	-The Parks and Recreation Master Plan is followed to ensure equitable distribution of parks and facilities. The most recent additions include: Northern Horizon Community Park, additional nodes along Grand Canal Linear Park, Youth Sports Complex near the University of Phoenix Stadium, Foothills Recreation and Aquatic Center and Phase I of a joint-use park at 79th Avenue and Orangewood. -Projects under construction include: a ten-acre park at 87th Avenue and Missouri, an equestrian staging area, major infrastructure improvements and a multi-use BMX/Skate Court at the regional park site located at 83rd Avenue and Bethany Home Road.

Obstacles/Challenges	The rapid growth in the valley has utility service providers working diligently to keep up with demands for service causing some delays during the construction process.
Goal	Provide protection of environment by establishing greenways, natural areas and open space.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	The department offers programs and events for a mix of sports, cultural and historical programs and special events, dance, exercise and other self-improvement classes, adaptive recreation, senior/adult, pre-school, before and after school programs and clubs, teen events, outdoor activities and a new workforce development program. Facilities and programs are located throughout the city to assure accessibility. Senior programs are offered at Glendale Community Center, Glendale Adult Center and Foothills Recreation and Aquatics Center. Programs fees are reviewed through a recreation management staff fees committee to determine if they fit the Council-adopted fee philosophy for core programs or tiered programs assuring economically accessible programs. Many program flyers are prepared and distributed in both the English and Spanish language.
Obstacles/Challenges	A 580% increase in the number of participants at the renovated Rose Lane Aquatics Center has required more aquatics staff than anticipated. Demand across the valley for certified lifeguards remains very high and competitive.

FISCAL YEAR 2006

Accomplishments:

- The new $3.8 million Rose Lane Aquatic Center that includes a beach entry leisure pool, interactive play structures, water slide, splash pad and a competitive pool was completed and opened in May 2006.
- The department was very successful in establishing partnerships to better serve the residents. The department collaborated with Tolleson Union High School District to develop and implement a youth development program at Copper Canyon High School for teens on campus. The program includes performing arts, life skill development, culinary arts, sports medicine, public safety and media production in collaboration with the Phoenix Coyotes, Aramark, Latino Vibe 95.1, Girls Scouts of Arizona Cactus Pine, Call-A-Teen and Touchstone Behavioral Health. Over 150 students have been enrolled in the program.

GOAL UPDATES	
Goal	Develop programs targeted toward grade school children, teens, families, seniors and special populations.
Was the goal met?	Yes
What were the Performance Measures?	Participation of various programs included: Adult Center participation (142,588 visits), Adult sports (5,100 participants & 273 teams), Youth sports (4,000 participants), Swim lessons (6,000 participants), Special Interest Classes (4,325 youth & adults in 736 classes), Meals to seniors at the Adult Center and Community Center (21,000).
Obstacles/Challenges	None
Goal	To provide safe and attractive open space amenities by protecting Glendale's parks through preventative maintenance and park renovation.
Was the goal met?	Yes
What were the Performance Measures?	The following parks and facilities were improved: Glendale community pool, Desert Valley Park, Cholla Park, basketball and racquetball courts at Montara, Arrowhead Lakes, Oasis, Sunset Vista and Mission Parks, Murphy Park, Bonsall Lake Park. Shade structures were added at Bonsall, Oasis, Sierra Verde and Arrowhead Lakes Parks. Began improvements of trails at Thunderbird Conservation Park, Rose Lane Aquatics Center, El Barrio Park and Glendale Community Center, O'Neil Community Center and Youth Sports Fields
Obstacles/Challenges	None

PARKS & RECREATION STATISTICS

	FY 06 ACTUALS	FY 07 ESTIMATE	FY 08 BUDGET
Inputs:			
Parks Administration & Support Staff			
Total number of full time employees	12	14	13
Department expenditures*	$1,528,298	$1,579,580	$1,655,316
Park & Pool Maintenance and Park Rangers			
Total number of full time employees	45	43	42
Department expenditures*	$5,425,004	$6,137,872	$5,978,260
Recreation			
Total number of full time employees	22.75	22.75	24.25
Department expenditures*	$2,511,429	$2,921,287	$3,200,100
Aquatics			
Total number of staff including temporary/seasonal	156 (Seasonal)	206 (Seasonal)	1 FTE+Seasonal
Department expenditures*	$479,667	$636,282	$631,163
Adult, Community & Recreation Centers			
Total number of full time employees	10	19	19
Department expenditures*	$1,026,159	$2,586,717	$2,573,701

	FY 06 ACTUALS	FY 07 ESTIMATE	FY 08 BUDGET
Outputs:			
Park & Pool Maintenance and Park Rangers			**FY 06-FY 07 % Change**
Number of ramadas	108	117	8.33%
Number of skate parks maintained	1	1	0.00%
Number of dog parks maintained	2	3	50.00%
Number of developed parks maintained	68	70	2.94%
Number of acreage maintained by Parks & Recreation	2,105	2,149	2.11%
Number of municipal facilities maintained		6	N/A
Number of trees maintained		13,098	N/A
Number of playgrounds maintained	57	58	1.75%
Number of athletic fields maintained		63	N/A
Number of athletic courts maintained		104	N/A
Number of irrigation systems maintained		140	N/A
Number of sprinkler heads maintained		27,000	N/A
Number of park restrooms cleaned/maintained		42	N/A
Recreation			
Special events	8	10	25.00%
Number of summer youth program sites	17	18	5.88%
Number of after-school drop-in sites	14	13	-7.14%
Aquatics**			
Number of public pools	7	8	14.29%
Days open for public use during season (any pool)	66	86	30.30%
Scheduled days open for public swim & programs (all pools)	388	478	23.20%
Hours for public swim	1,508	1,912	26.74%
Hours for programs (lessons, swim & dive teams)	1,237	1,413	14.22%
Total hours of operation (pools)	2,746	3,324.75	21.09%
Scheduled number of lessons offered all pools	909	1,020	12.21%
Adult, Community & Recreation Centers			
Number of adult & community centers	5	6	20.00%
Days open to the public		1,800	N/A
Hours open to the public		18,000	N/A
Number of special interest classes offered	736	1,245	69.16%
Number of programs offered by the Adult Center	55	55	0.00%
Effectiveness Measures:			
Park & Pool Maintenance and Park Rangers			**FY 06-FY 07 % Change**
Number of ramada rentals		1,500	N/A
Recreation			
Youth and adult sports participants	9,100	8,700	-4.40%
Summer youth program participants	1,201	1,307	8.83%
After-school drop-in participants	12,639	13,502	6.83%
Special event attendance	9,577	16,888	76.34%
Aquatics**			
Number of recreation swim participants	88,439		N/A
Number of swim lesson participants	5,532		N/A
Number of swim/dive team participants	474		N/A
Adult, Community & Recreation Centers			
Meals to seniors (Adult Center)	21,000	25,000	19.05%
Adult Center members		3,800	N/A
Participation in programs offered by the Adult Center	134,678	139,783	3.79%

	FY 06 ACTUALS	FY 07 ESTIMATE	FY 08 BUDGET
Adult, Community & Recreation Centers			
Participation in special events hosted by the Adult Center	5,649	6,612	17.05%
Number of rentals/group use (Adult Center)	314	471	50.00%
Total attendance Foothills Rec. & Aquatics Center (nine months)		196,923	N/A
Special interest class participants	4,325	6,097	40.97%
Efficiency Measures:			
Parks Administration & Support Staff			
Expenditures per capita	$6.48	$6.48	$6.72
Park & Pool Maintenance and Park Rangers			
Number of acres maintained per full time employee	70.17	71.65	N/A
Maintenance cost per acres maintained	$1,943	$1,981	N/A
Expenditures per capita	$22.99	$25.17	$24.29
Recreation			
Expenditures per capita	$10.64	$11.98	$13.00
Aquatics			
Per hour cost of operation	$174.70	$191.38	N/A
Cost of service provided per participant (rec swim/lessons/teams)	$5.08	N/A	N/A
Expenditures per capita	$2.03	$2.61	$2.56
Adult, Community & Recreation Centers			
Per hour cost of operation	N/A	$143.71	N/A
Cost of service provided per participant (Programs/Special Events/ Interest Classes/Foothills Attendance)	$7.09	$7.40	N/A
Avg. daily attendance at Foothills Recreation & Aquatic Center	N/A	727	N/A
Expenditures per capita***	$4.35	$10.61	$10.46

*Excludes grant funding

**Program runs over two fiscal years, data is for the first fiscal year (i.e. season starts in May of 2006 and ends in Sept. of 2007 = FY07)

***Foothills Recreation & Aquatic Center opened during FY 07; does not take revenue generation into account

City of Glendale
Budget Summary by Department

Parks & Recreation

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Adult Center	$415,814	$462,876	$462,876	$431,542	-7%
(1000) Aquatics	$477,431	$508,299	$608,363	$585,244	15%
(1000) Audio/Visual	$234,032	$229,374	$229,374	$251,894	10%
(1000) Copper Canyon HS Youth Dev Prg	$64,906	$0	$0	$32,490	NA
(1000) Elsie McCarthy Pk. Maintenance	$31,085	$44,048	$44,048	$44,048	0%
(1000) Foothills Recreation Center	$415,704	$1,908,940	$1,908,940	$1,904,051	0%
(1000) GESD-Reimb Division	$103,348	$102,000	$102,000	$0	-100%
(1000) Glendale Community Center	$194,641	$214,901	$214,901	$238,108	11%
(1000) Historic Sahuaro Ranch	$0	$0	$290,545	$339,247	NA
(1000) Marketing - Parks & Rec	$170,624	$173,350	$173,350	$156,608	-10%
(1000) Park Irrigation	$315,981	$359,321	$359,321	$370,296	3%
(1000) Park Rangers	$339,411	$386,274	$382,274	$383,541	-1%
(1000) Parks & Recreation Admin.	$215,546	$305,939	$231,326	$242,827	-21%
(1000) Parks CIP & Planning	$330,434	$296,964	$296,964	$330,725	11%
(1000) Parks Maintenance	$2,129,031	$2,244,584	$2,244,584	$4,131,720	84%
(1000) Parks North District	$1,960,315	$2,014,419	$2,014,419	$0	-100%
(1000) Pool Maintenance	$256,795	$263,073	$263,073	$267,741	2%
(1000) Recreation Support Services	$908,096	$941,530	$945,530	$1,003,987	7%
(1000) Special Events and Programs	$314,574	$493,970	$212,763	$213,443	-57%
(1000) Sports and Health	$274,439	$295,958	$348,185	$511,375	73%
(1000) Youth and Teen	$899,955	$993,639	$941,412	$924,921	-7%
(1280) Glendale Youth Sports Complex	$0	$310,189	$310,189	$267,189	-14%
(1840) Grant Approp - Parks & Rec	$9,497	$500,000	$0	$500,000	0%
(1840) Youth Football Hub Grant	$0	$0	$0	$60,211	NA
(1880) Adult Center Self Sustaining	$17,910	$85,000	$85,000	$85,000	0%
(1880) Apollo Pool Repair	$10,573	$10,000	$10,000	$10,000	0%
(1880) Aquatic Self Sustaining	$2,236	$27,919	$27,919	$45,919	64%
(1880) Arrowhead Amenities Sinking F	$13,158	$18,000	$18,000	$18,000	0%
(1880) Cactus Pool Repair	$8,435	$10,000	$10,000	$10,000	0%
(1880) Cardinal Pool Repair	$9,505	$35,000	$35,000	$10,000	-71%
(1880) Dedicate A Tree	$136	$5,000	$5,000	$5,000	0%
(1880) Desert Gardens Park	$0	$7,000	$7,000	$7,000	0%
(1880) Desert Mirage Park	$0	$7,000	$7,000	$7,000	0%
(1880) Desert Valley Park	$0	$2,000	$2,000	$2,000	0%
(1880) Discovery Park	$0	$7,000	$7,000	$7,000	0%
(1880) GCC Pool Repair	$2,935	$25,000	$25,000	$10,000	-60%
(1880) GESD ES Ballfields	$0	$7,000	$7,000	$7,000	0%
(1880) Ironwood HS Lights	$0	$5,000	$5,000	$5,000	0%
(1880) Ironwood Pool Repair	$17,210	$35,000	$35,000	$35,000	0%
(1880) Rec Self Sust-Administration	$4,575	$55,000	$55,000	$55,000	0%
(1880) Rec Self Sust-Audio/Visual	$4,936	$21,650	$21,650	$21,650	0%
(1880) Rec Self Sust-Spec Int Classes	$191,304	$137,598	$137,598	$207,598	51%
(1880) Spec Events & Prgm Self Sust	$58,624	$164,213	$36,759	$164,213	0%
(1880) Sports Self Sustaining	$229,366	$325,067	$325,067	$277,067	-15%
(1880) Youth and Teen Self Sustaining	$347,492	$365,308	$365,308	$368,096	1%
Total - Parks & Recreation	**$10,980,054**	**$14,404,403**	**$13,811,738**	**$14,548,751**	**1%**

City of Glendale
Budget Summary by Department

Parks & Recreation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$6,915,852	$8,709,503	$8,761,467	$8,977,780	3%
Supplies and Contracts	$3,341,867	$5,049,317	$4,397,425	$4,829,334	-4%
Internal Premiums	$285,342	$359,674	$359,986	$412,642	15%
Internal Service Charges	$373,100	$269,609	$275,985	$328,995	22%
Operating Capital	$63,893	$16,300	$16,875		
Total - Parks & Recreation	**$10,980,054**	**$14,404,403**	**$13,811,738**	**$14,548,751**	**1%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Adult Center	6	6	6	6	0%
Aquatics				1	
Audio/Visual	2	2	2	2	0%
Copper Canyon HS Youth Dev Prg				0.75	
Foothills Recreation Center	1	10	10	10	0%
Glendale Community Center	3	3	3	3	0%
Historic Sahuaro Ranch				3	
Marketing - Parks & Rec	1	1	1	1	0%
Park Irrigation	4	4	4	4	0%
Park Rangers	4	4	4	4	0%
Parks & Recreation Admin.	3	3	3	2	-33%
Parks CIP & Planning	4	2	2	3	50%
Parks Maintenance	18	18	18	28	56%
Parks North District	12	12	12		
Pool Maintenance	3	3	3	3	0%
Recreation Support Services	6	8	8	8	0%
Special Events and Programs	3.75	5.75	5.75	2	-65%
Sports and Health	3	3	3	5	67%
Youth and Teen	11	9	9	7.5	-17%
Youth Football Hub Grant				1	
Spec Events & Prgm Self Sust	3				
Youth and Teen Self Sustaining	2	5	5	5	0%
Total -Parks & Recreation	**89.75**	**98.75**	**98.75**	**99.25**	**1%**

The Glendale Convention & Media Center with the Renaissance Phoenix-Glendale Hotel in the background.

INTERNAL SERVICES

CITY AUDITOR
CITY MANAGER'S OFFICE
COMMUNITY ACTION PROGRAM
CIVIC CENTER
HUMAN RECOURCES
EMPLOYEE GROUPS
INTERGOVERNMENTAL PROGRAMS
MARKETING AND COMMUNICATIONS
CONVENTION CENTER, MEDIA CENTER & PARKING GARAGE

The Glendale Civic Center

Return to TOC

CITY AUDITOR'S OFFICE

Candace MacLeod

Department Description:
The City Auditor's Office provides audit and consulting services to management. These services help the city accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Interesting Department Fact:
It is estimated that fraud costs the United States $652 billion annually. The median loss is $159,000. Fraud losses are much smaller in organizations with anonymous fraud hotlines, internal audit departments, and where anti-fraud training is provided to employees.

Mission Statement:
To conduct independent, objective assurance and consulting activities that add value and improve operations. These activities are conducted in accordance with generally accepted government auditing standards.

FISCAL YEAR 2008

GOALS	
Goal	Allocate audit resources to the areas that pose the greatest risk to the city.
Related Council Goal	A city that is fiscally sound
Activities	Develop a quarterly risk-based audit plan that incorporates management's concerns.
Desired Outcomes (Perf. Measures)	Risk-based audit plan with focus on improved business processes.
Goal	Assess the risk of the city's information technology environment.
Related Council Goal	A city with high quality services for citizens
Activities	Allocate resources to the areas that pose the greatest risk to the city.
Desired Outcomes (Perf. Measures)	Every audit includes recommendations to reduce associated risks to the city.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
Expanded the citywide continuous monitoring program to include payroll transactions and contracts.

Accomplishments:

- Performed ten performance audits, six audit follow-ups and 12 contract audits.
- Conducted four information technology audits and one follow-up.

GOAL UPDATES	
Goal	Allocate audit resources to the areas that pose the greatest risk to the city.
Related Council Goal	A city that is fiscally sound
Was the goal met?	Yes
What were the Performance Measures?	Developed a quarterly risk-based audit plan that incorporated management's concerns.
Obstacles/Challenges	None
Goal	Assess the effectiveness of the city's information technology security and control systems.
Related Council Goal	A city that is fiscally sound
Was the goal met?	Yes
What were the Performance Measures?	Every audit included a review of applicable business systems.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- Completed ten operational audits and twelve audit follow-ups.
- Conducted three information systems audits and one follow-up.

GOAL UPDATES	
Goal	Allocate audit resources to the areas that pose the greatest risk to the city.
Was the goal met?	Yes
What were the Performance Measures?	A quarterly risk-based audit plan was developed that improved business processes and incorporated management's concerns.
Obstacles/Challenges	None
Goal	Consider the effectiveness of the city's information technology security and control systems.
Was the goal met?	Yes
What were the Performance Measures?	Information systems audits were conducted and recommendations were made to enhance security and control systems.
Obstacles/Challenges	Delays in scheduling audits and obtaining timely responses to audit recommendations.

City of Glendale
Budget Summary by Department

City Auditor

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) City Auditor	$373,885	$408,913	$408,913	$428,272	5%
Total - City Auditor	**$373,885**	**$408,913**	**$408,913**	**$428,272**	**5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$359,660	$388,506	$388,506	$408,265	5%
Supplies and Contracts	$7,666	$12,459	$12,459	$12,333	-1%
Internal Premiums	$5,474	$6,807	$6,807	$6,187	-9%
Internal Service Charges	$1,085	$1,141	$1,141	$1,487	30%
Total - City Auditor	**$373,885**	**$408,913**	**$408,913**	**$428,272**	**5%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
City Auditor	4	4	4	4	0%
Total -City Auditor	**4**	**4**	**4**	**4**	**0%**

CITY MANAGER'S OFFICE

Department Description:
The City Manager's Office is responsible for providing policy advice to the City Council and to ensure Council goals are implemented and met through administration of the day-to-day operations of the city.

Mission Statement:
To enhance the quality of life for Glendale residents by providing collaborative and supportive leadership for the organization as it implements City Council policy and goals in the provision of valued services to the community.

Interesting Department Fact:
From August 2006 through March 2007, just over one million people visited University of Phoenix Stadium. The City Manager's Office responded to less than 200 requests for service (75% of which came from out-of-town visitors) related to the first eight months of stadium operations.

FISCAL YEAR 2008

GOALS	
Goal	Ensure the best possible visitor experience for the 2008 Super Bowl and associated events without impact to delivery of public services to residents and businesses
Related Council Goal	A city with high quality services for citizens
Activities	Coordinate and manage the city's Super Bowl planning efforts with internal and external partners including the NFL, AZ Super Bowl Host Committee, Global Spectrum, AZ Sports and Tourism Authority and other Valley cities. Develop and implement a strategic plan that prioritizes public safety, transportation, beautification, marketing, and community involvement & outreach.
Desired Outcomes (Perf. Measures)	A coordinated multi-disciplinary approach to successful staging of Super Bowl XLII on February 3, 2008.
Goal	Provide leadership, vision and accountability for the organization as economic development opportunities surface and require Council action.
Related Council Goal	One community with quality economic development
Activities	Identify, build upon and complete priority economic development agreements, partnerships and projects in the areas of downtown Glendale, the sports and entertainment district, and Loop 303.
Desired Outcomes (Perf. Measures)	• Cactus League Training agreements completed and construction on facility and surrounding office and retail begins. • Six new hotels opened before 2008 Super Bowl in the sports and entertainment district. • Downtown parking garage constructed with retail component.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

During FY06/07 the City Manager's Office reviewed the process of compiling and producing the agendas and made a number of changes to enhance the agenda process for departments across the city:

- Added the Agenda Manual and all associated agenda forms to the City Manager's intranet site. With the addition of these forms to the intranet, departments have ready access to all necessary forms as well as the agenda manual to assist them in understanding the submission and review process and the proper completion of the forms.
- A review of the forms required for departmental submission of agenda items revealed that there was redundancy in signature requirements. Several forms that were unnecessary were removed from the process.
- With Information Technology's assistance, a shared network drive in which departments could place large, unusual backup documentation needed for an agenda item can be placed. Large documents no longer need to be emailed and departments no longer need to provide 15 hard copies for addition to the agenda book.
- Working with a new contract mail/duplication service, a file transfer protocol (FTP) process which allows documents to be sent directly to the contractor for processing was implemented. Turnaround time for the agenda printing was reduced from two days to four hours.

Accomplishments:

- In alignment with the City Council's goal of one community with quality economic development, Cabela's, the University of Phoenix Stadium and Westgate City Center all opened in the sports and entertainment district in a span of three months.
- Internally, the City Manager's Office implemented new ethics guidelines (with a handbook) and a mandatory training program for all employees.

GOAL UPDATES	
Goal	Provide leadership, vision and accountability for the organization.
Related Council Goal	A city that is fiscally sound
Was the goal met?	Yes
What were the Performance Measures?	Quarterly operational, business plan and financial reviews positioned the city well for development of the proposed FY07-08 budget. Council's strategic goals were addressed during the budget process.
Obstacles/Challenges	None
Goal	Ensure the best possible visitor experience for all Glendale mega events without impact to delivery of public services to residents and businesses.

Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Bi-monthly stakeholder meetings (internal & external) resulted in successful implementation of all elements of the mega event strategic plan focused on public safety, transportation, beautification, marketing and community involvement and outreach.
Obstacles/Challenges	Communication across all city departments and with six major external stakeholder groups.

FISCAL YEAR 2006

Accomplishments:

- In alignment with the City Council's goals, construction began on several significant Capital Improvement Program projects including the Downtown Plaza Project, the Regional Public Safety Training Facility, the Emergency Operations Center, and a Media Center, Conference Center and Parking Garage in the family sports and entertainment district in western Glendale.
- Internally, the City Manager worked with Police and Fire to formalize the Organizational Cooperative Process (OCP) through adoption of an ordinance by the City Council that provided the public safety groups a voice in the city's annual budget process.

GOAL UPDATES	
Goal	Provide leadership, vision and accountability for the organization.
Was the goal met?	Yes
What were the Performance Measures?	Quarterly operational, business plan and financial reviews positioned the city well for development of the proposed FY06-07 budget. Council's new strategic goals were addressed during the budget process.
Obstacles/Challenges	None
Goal	Build self-sustainability of individuals and families experiencing ongoing difficult socioeconomic conditions or stressful events.
Was the goal met?	Yes
What were the Performance Measures?	The Community Action Program ensured all clients received their informational packets prior to their appointments 100% of the time and assessments were completed within 5 business days.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

City Manager

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) City Manager	$1,175,429	$1,271,327	$1,271,327	$1,343,725	6%
Total - City Manager	**$1,175,429**	**$1,271,327**	**$1,271,327**	**$1,343,725**	**6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$980,843	$1,026,085	$1,020,222	$1,099,577	7%
Supplies and Contracts	$161,351	$215,423	$221,286	$210,221	-2%
Internal Premiums	$28,489	$25,504	$25,504	$28,890	13%
Internal Service Charges	$4,746	$4,315	$4,315	$5,037	17%
Total - City Manager	**$1,175,429**	**$1,271,327**	**$1,271,327**	**$1,343,725**	**6%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
City Manager	8	8	8	8	0%
Total -City Manager	**8**	**8**	**8**	**8**	**0%**

City of Glendale
Budget Summary by Department

Comm. Action Program

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) CAP Local Match	$15,431	$24,874	$24,874	$26,181	5%
(1820) Community Action Program (CAP)	$396,481	$444,492	$444,492	$466,128	5%
Total - Comm. Action Program	**$411,912**	**$469,366**	**$469,366**	**$492,309**	**5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$391,385	$436,105	$436,105	$457,741	5%
Supplies and Contracts	$11,415	$13,566	$16,566	$16,566	22%
Internal Premiums	$3,529	$6,426	$6,426	$7,299	14%
Internal Service Charges	$5,583	$13,269	$10,269	$10,703	-19%
Total - Comm. Action Program	**$411,912**	**$469,366**	**$469,366**	**$492,309**	**5%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Community Action Program (CAP)	7	7	7	7	0%
Total -Comm. Action Program	**7**	**7**	**7**	**7**	**0%**

GLENDALE CIVIC CENTER

John Moses

Department Description:
The Civic Center provides competitively priced function space and services for businesses, social gatherings and the special-event needs of the community. The ability to provide state-of-the-art conference support and technology has an appeal to business groups and associations looking for a full-service conference center. The Civic Center serves as a hospitality venue that introduces residents and non-residents to downtown Glendale, which produces a positive economic impact for Glendale.

Interesting Department Fact:
The Glendale Civic Center has been rated one of the top ten meeting / convention centers in the state of Arizona by the Arizona Business Magazine for 2007.

Mission Statement:
The Civic Center will provide high-quality meeting and banquet facilities and service to encourage local economic growth and to promote a positive identity for Glendale.

FISCAL YEAR 2008

GOALS	
Goal	Increase patron attendance at the Glendale Civic Center.
Related Council Goal	One community with a vibrant city center
Activities	Proactively book events utilizing the civic center's inside sales and new outside sales program.
Desired Outcomes (Perf. Measures)	5% increase in patron attendance over the previous fiscal year.
Goal	Maintain a high level of customer satisfaction demonstrated through customer service evaluations.
Related Council Goal	A city with high quality services for citizens
Activities	All staff to provide outstanding customer service and create a positive guest experience for all attendees of civic center events.
Desired Outcomes (Perf. Measures)	Exceed the minimum service approval rating of 90% through client evaluations.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
The Civic Center has been able to implement a new outside sales program with the addition of a new sales/event coordinator. Previously, sales and networking were limited to in-house event coordinators. The high volume of inquiries for meeting facilities and event space precluded

instituting an outside sales effort with the prior staffing levels. It is anticipated the new outside sales program will have a significant impact in acquiring new business for the Civic Center.

Accomplishments:

- The new caterer for the civic center, the RK Group, agreed and committed personnel and resources to assist in a new "outside sales" program designed to increase sales for the civic center. The program will include familiarization tours and new client receptions to introduce the services of the facility to new clients.
- The Fountain Terrace, an outdoor courtyard, was completely renovated to provide a more desirable location for outdoor events. Some of the improvements include the installation of three pergolas, a fountain and pond along with improved landscape and hardscape areas.

GOAL UPDATES	
Goal	To increase patron attendance at the Civic Center.
Related Council Goal	One community with a vibrant city center
Was the goal met?	Yes - YTD
What were the Performance Measures?	Increase in event attendance over the previous fiscal year. The Civic Center is on track to surpass last year's patron attendance numbers. The first 9 months show an increase in attendance of 1,292 people.
Obstacles/Challenges	Increase in local competition.
Goal	Increase the number of events/event days at the Civic Center.
Related Council Goal	One community with a vibrant city center
Was the goal met?	Yes - YTD
What were the Performance Measures?	Increase in event bookings/event days over the previous fiscal year. The Civic Center is on track to surpass last year's bookings/event days. The first 9 months show an increase of 42 event days over the previous year.
Obstacles/Challenges	Increase in local competition.

FISCAL YEAR 2006

Accomplishments:

- Updated the marketing strategy of the Civic Center to include promotion of the Civic Center Annex.
- Completed a meeting planners event package to promote the corporate market.

GOAL UPDATES	
Goal	Increase facility usage.
Was the goal met?	Yes
What were the Performance Measures?	The Civic Center is on target to surpass last year's facility usage numbers by 5%. The goal to increase facility usage ties into the 2004-2005 goal to increase awareness of Civic Center services, which resulted in a 7% increase in facility usage from the previous year.
Obstacles/Challenges	None
Goal	Maintain a high level of customer satisfaction demonstrated through customer service evaluations.
Was the goal met?	Yes
What were the Performance Measures?	The Civic Center is on target to exceed the minimum service approval rating of 90% through client evaluations. The 2004-2005 goal to maintain a high level of customer satisfaction realized a 98% service approval rating by clients.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Civic Center

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1740) Civic Center	$758,463	$933,085	$933,085	$908,313	-3%
Total - Civic Center	**$758,463**	**$933,085**	**$933,085**	**$908,313**	**-3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$527,579	$665,953	$647,653	$675,058	1%
Supplies and Contracts	$209,576	$239,512	$257,512	$197,121	-18%
Internal Premiums	$13,964	$17,043	$17,043	$20,360	19%
Internal Service Charges	$7,344	$10,577	$10,877	$15,774	49%
Total - Civic Center	**$758,463**	**$933,085**	**$933,085**	**$908,313**	**-3%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Civic Center	6	7	7	7	0%
Total -Civic Center	**6**	**7**	**7**	**7**	**0%**

HUMAN RESOURCES

Alma Carmicle

Department Description:
The Glendale Human Resources Department provides proactive, innovative and quality customer service and consultation in the areas of Total Compensation, Organizational Development, Employee Relations, Staffing and Risk Management & Safety.

Interesting Department Fact:
Collectively Human Resources staff has over 480 years of service in the human resources and risk management/safety fields to help meet the needs of our customers.

Mission Statement:
Collaborate and partner with our internal and external customers to hire, compensate, support and develop a diverse workforce committed to delivering the highest quality of service.

FISCAL YEAR 2008

GOALS	
Goal	Implement online application system (Candidate Gateway)
Related Council Goal	A city with high quality services for citizens
Activities	In partnership with Information Technology, we will implement the Candidate Gateway module into PeopleSoft.
Desired Outcomes (Perf. Measures)	Complete installation of Candidate Gateway by June 2008
Goal	Implement components of the Workforce Development Plan
Related Council Goal	A city that is fiscally sound
Activities	•Develop and implement strategies to attract a more diverse pool of applicants, including retirees, ex-military and high school students, into critical positions •Develop and implement an internship program for high school students for critical positions in the city (e.g., Utilities, Building Safety). Reach out to retirees to assist with program
Desired Outcomes (Perf. Measures)	•Attract a more diverse pool of applicants for critical positions •Establish two internship programs, one in Utilities and one in Building Safety, to introduce high school students to career opportunities in the city of Glendale for critical positions by the Fall of 2007 •Provide an opportunity for potential retirees to become mentors and contribute to the organization beyond retirement

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

1. The Performance Management forms were modified to improve usefulness. The previous forms did not allow the user to use certain features such as "spell check", formatting, or "track changes." The modified forms provide greater flexibility to the users. The new forms were made available to the organization in April, thus allowing managers, supervisors and employees the opportunity to use them for the annual performance review period in June 2007.
2. With receipt of over 10,000 applications each year, the time to process an application has increased. Human Resources staff reviewed and redesigned the application process to allow the entry of applications into PeopleSoft as they are received rather than after the position closes. This change reduced the time to get the eligibility lists to the hiring departments from 17 days to approximately 5 days while, at the same time, reducing the time it takes to notify the applicant that their application was received.
3. Human Resources redesigned and improved the applicant notification process by adding additional points of contact for applicants and by working more closely with hiring departments to ensure continued notification throughout the process, including:
   - HR now sends three additional forms to communicate the applicants' status in the recruitment process. This is in addition to the card the applicant already received indicating receipt of their application.
   - A memo is given to hiring supervisor along with the applications and eligibility lists that remind them to notify candidates interviewed but not selected in a timely manner.
   - A report indicating the status of recruitments is posted on the HR website and updated on a weekly basis.
   - A one-page handout describing the entire application and recruitment process was developed and is being given out at the front desk or e-mailed upon receipt of an application. This handout is also available on the Internet.

Accomplishments:

- In partnership with Information Technology, Budget and Accounting, the Human Resources Information System (PeopleSoft) upgrade was completed in April 2007. The new version provides a central means to manage the entire workforce and provides improved reporting systems and security controls.
- The Employee Relations division met with all managers and supervisors in the city to provide information on how Employee Relations can assist managers and supervisors to effectively address potential employee issues/concerns and to assist in reaching resolution.

GOAL UPDATES	
Goal	Recruitment Process: Attract and retain a qualified and diverse workforce to support City services.
Related Council Goal	A city with high quality services for citizens

Was the goal met?	Yes
What were the Performance Measures?	We utilize more non-traditional resources to reach out to different segments of the community to attract a more diverse applicant pool. We offer classes to citizens on applying for a job in Glendale; we advertise in market-specific media; and we attend job fairs. Through employee education and outreach, the percentage of employees terminating employment for reasons other than retirement is lower than the previous fiscal year.
Obstacles/Challenges	As the labor market gets tighter, we are receiving fewer applicants per recruitment, making it more difficult to quickly find qualified people to fill our vacancies.
Goal	Risk Management & Safety: Provide safety and risk management support services for City departments.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Keep the cost of risk as percent of operating budget below the national benchmark standard of 2% (we are at 1.2%). To help achieve this performance, we: published a Safety Management Performance Report including benchmarks for major departments; realigned existing staffing to dedicate two rather than one position exclusively for safety; instituted a Safety Coordinator Committee composed of representatives from seven key departments that have the highest risk exposure; conducted supervisor safety training classes, new-hire basic OSHA training; and coordinated annual refresher OSHA training classes.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- Recruitment and Staffing: Reduced average time-to-fill by 10.6% from 95 days in 2004 to 84 days in 2005 and made improvements to the online employment opportunity website by providing applicants with easier access to recruitment status information.
- Strategy and Communications: Began the HR liaison program in four areas – offering an increased level of service and "one-stop" shopping for HR services to larger departments.

GOAL UPDATES	
Goal	Continuous improvement of Human Resources services in alignment with the strategic priorities of the organization.

Was the goal met?	Yes
What were the Performance Measures?	We maintained market competitiveness by successfully keeping benchmark positions within 5% of market midpoint. We revised and simplified the forms, reports and process for classification reviews and benefits data entry and designed and implemented a new retiree health savings plan to enable employees to save considerable tax dollars to help pay for health expenses in retirement.
Obstacles/Challenges	None
Goal	To provide city departments with an effective and improved human resources system that focuses on implementation of best practices.
Was the goal met?	Yes
What were the Performance Measures?	Completed training sessions for all departments to transition to new Performance Management evaluation tool. New Employee Orientation was offered to all new employees within the first two weeks of hire (the majority attended on their first two days). Assisted 115 employees receive educational assistance funds to continue their education. Provided a leadership development series under the GLAD Program for new supervisors. 122 employees completed the program. Developed revised Ethics Training Program for rollout to all employees in 2006.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Human Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Compensation	$374,561	$408,425	$381,366	$431,447	6%
(1000) Employee Benefits	$385,542	$370,742	$361,230	$365,951	-1%
(1000) Employee Relations	$364,704	$284,722	$284,499	$185,400	-35%
(1000) Employment Services	$378,707	$422,217	$424,495	$441,104	4%
(1000) Human Resources Administration	$660,321	$779,933	$830,528	$904,025	16%
(1000) Organizational Development	$365,100	$428,239	$389,486	$346,071	-19%
(1000) Risk Management/Safety	$468,732	$553,161	$551,550	$556,407	1%
(2540) Risk Mgmt Trust Fund	$2,132,637	$2,760,000	$2,760,000	$2,760,000	0%
(2560) Worker's Compensation	$979,111	$1,407,000	$1,407,000	$1,407,000	0%
(2580) Benefit Programs	$17,244,122	$19,600,000	$19,600,000	$23,066,000	18%
Total - Human Resources	**$23,353,537**	**$27,014,439**	**$26,990,154**	**$30,463,405**	**13%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$2,290,923	$2,587,676	$2,596,718	$2,676,508	3%
Supplies and Contracts	$20,988,636	$24,340,802	$24,308,469	$27,702,702	14%
Internal Premiums	$63,585	$75,300	$75,300	$70,724	-6%
Internal Service Charges	$10,393	$10,661	$9,667	$13,471	26%
Total - Human Resources	**$23,353,537**	**$27,014,439**	**$26,990,154**	**$30,463,405**	**13%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Compensation	4	4	4	4	0%
Employee Benefits	3.5	3.75	3.75	3.75	0%
Employee Relations	3	3	3	2	-33%
Employment Services	5	5.5	5.5	5.75	5%
Human Resources Administration	5.5	6.75	6.75	7.5	11%
Organizational Development	2	2	2	2	0%
Risk Management/Safety	5	5	5	5	0%
Total -Human Resources	**28**	**30**	**30**	**30**	**0%**

City of Glendale
Budget Summary by Department

Employee Groups

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1190) Diversity Committee	$10,489	$12,636	$12,636	$54,909	335%
(1190) GEMS	$15,583	$12,637	$12,637	$0	-100%
(1190) Glendale Hispanic Network	$19,391	$12,636	$12,636	$0	-100%
(1190) Holiday Event	$36,530	$30,000	$30,000	$30,000	0%
Total - Employee Groups	**$81,993**	**$67,909**	**$67,909**	**$84,909**	**25%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Supplies and Contracts	$81,993	$67,909	$67,909	$84,909	25%
Total - Employee Groups	**$81,993**	**$67,909**	**$67,909**	**$84,909**	**25%**

INTERGOVERNMENTAL PROGRAMS

Dana Tranberg

Department Description:
The City of Glendale Intergovernmental Programs Department (IGP) coordinates the city's dealings with federal, state and other local governments, seeking to foster constructive links between the city and these entities. The IGP Department keeps the Mayor and Council informed about intergovernmental issues and often represents the city's interests in these matters. In addition, the IGP Department handles special projects as assigned by the Mayor, Council and city management.

Interesting Department Fact:
During the 2007 State Legislative Session, 1,526 bills were introduced.

Mission Statement:
The mission of the Intergovernmental Programs Department is to develop, represent and advocate the city's legislative policy decisions by consistently and effectively interacting with other governmental and non-governmental entities.

FISCAL YEAR 2008

GOALS	
Goal	Educate Glendale residents on the state legislative process and encourage their active involvement on issues of importance to the city.
Related Council Goal	One community with strong neighborhoods
Activities	Communicate with residents on how a bill becomes a law and how to effectively communicate with legislators. Communicate with residents on legislative issues of importance to municipalities and issues of importance to neighborhoods.
Desired Outcomes (Perf. Measures)	Conduct Glendale Legislative Link classes and have a satisfactory rating with the quality of the sessions. During the session, provide weekly neighborhood email updates to residents subscribed in a useful format.
Goal	Administer a federal program that assures full participation in federal issues of all types to enhance the quality of life for Glendale residents.
Related Council Goal	• A city with high quality services for citizens • One community focused on public safety for citizens and visitors • One community with quality economic development
Activities	Actively work with Congress and agencies to assure issues arising at the federal level promote quality of life for city residents through beneficial legislation, grant opportunities and regulatory revisions.

Desired Outcomes (Perf. Measures)	Increase federal issues the IGP department becomes involved with and is actively engaged in at the federal level resulting in favorable results for the city.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
Departmental functions were streamlined by reallocating resources. Customer service delivery was improved by assigning each department an Intergovernmental Liaison to provide enhanced engagement on city issues and priorities.

Accomplishments:

- Successful state legislative session in which numerous negative legislative proposals were defeated and proactive measures enacted.
- Secured federal representation to elevate Glendale federal priorities and issues with Members of Congress, the Arizona Delegation and the Administration.

GOAL UPDATES	
Goal	Successfully advocate the City's position on issues at the legislature, congress and other governmental bodies.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Succesfully advocated for bills with positive municipal impacts and against bills with a negative impact on the city. Successfully defeated problematic bills and reached compromise amendments on other legislative measures.
Obstacles/Challenges	None
Goal	Educate Glendale residents on the legislative process and encourage their active involvement on issues of importance to the city.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	A new, six-session Neighborhood Legislative Link Program was designed and implemented. The program is designed to educate Glendale residents about the legislative process and keep them engaged throughout the session. Measurement was positive feedback from residents on the program.
Obstacles/Challenges	None

FISCAL YEAR 2006

Accomplishments:

- Successfully advocated for two direct federal appropriations for the City: $150,000 for Regional Public Safety Training Facility; $220,000 for Metropolitan Medical Response System.
- Successfully coordinated the Glendale Special Census 2005 project by developing and implementing a successful outreach campaign.

GOAL UPDATES	
Goal	Continue to develop and implement a comprehensive federal program.
Was the goal met?	Yes
What were the Performance Measures?	Staff increased the number of federal issues the city was actively engaged on. Additionally, the city saw an increase in federal dollars received.
Obstacles/Challenges	None
Goal	Foster positive relationships with congressional delegation, state legislators, the Governor's office, other governmental agencies and the private sector.
Was the goal met?	Yes
What were the Performance Measures?	Increased awareness of Glendale's issues by organizations, governmental agencies and the private sector.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Intergovt. Programs

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Intergovernmental Programs	$552,154	$528,626	$528,626	$631,513	19%
Total - Intergovt. Programs	**$552,154**	**$528,626**	**$528,626**	**$631,513**	**19%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$374,267	$402,585	$402,585	$397,083	-1%
Supplies and Contracts	$170,176	$118,215	$118,215	$227,296	92%
Internal Premiums	$6,260	$6,562	$6,562	$5,835	-11%
Internal Service Charges	$1,451	$1,264	$1,264	$1,299	3%
Total - Intergovt. Programs	**$552,154**	**$528,626**	**$528,626**	**$631,513**	**19%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Intergovernmental Programs	4	4	4	4	0%
Total -Intergovt. Programs	**4**	**4**	**4**	**4**	**0%**

MARKETING/COMMUNICATIONS

Julie Frisoni

Department Description:
Marketing/Communications consists of eight divisions, including Administration, Glendale Civic Center, Glendale 11, Graphics, Public Information / Communications, Special Events, Tourism & Web Services. The department is also responsible for the management of the new Glendale Media Center / Cable Studio, located at Westgate City Center. The city's special events, which are produced within this department, draw almost one-half million visitors to Downtown Glendale annually. Marketing/Communications produces and oversees Glendale's print and electronic communications with the public as well as develops communication strategies and marketing campaigns that enhance the city's image.

Interesting Department Fact:
Glendale hotel properties saw a 9% increase in room sales from calendar year 2005 to 2006. With several new hotels slated to come on-line in the next several years, the city can expect to see this number continue to grow in the years to come.

Mission Statement:
To develop and implement marketing services, resident communications, visitors services and programs that promote Glendale and ensure the city's key messages are delivered to target audiences in a timely, accurate and cost-effective manner.

FISCAL YEAR 2008

GOALS	
Goal	Position Glendale as a premiere destination with Valley residents and out-of-state visitors.
Related Council Goal	One community with quality economic development
Activities	Promote, publicize and market Glendale as home to Super Bowl VXII and a vibrant downtown destination; produce signature downtown festivals; quality programming on Glendale 11 and advertising buys in key media markets.
Desired Outcomes (Perf. Measures)	Increase number of inquiries at visitor center, increase attendance at special events and reach specific geographic markets through advertising campaign.
Goal	Develop Web and e-newsletter strategies to better "message" City services and programs to residents and others.
Related Council Goal	A city with high quality services for citizens
Activities	Work with departments and customize new web features and pages, such as weekly or monthly e-newsletters and subscription-based informational services, to educate residents on City programs.

Desired Outcomes (Perf. Measures)	Increase number of participating departments by 20%.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
Each year, the Public Information/Communications Division researches and tracks current issues affecting the City. Based on this research and information, the public information officers adjust how they approach various media strategies. With the execution of the mega events over the past year, the division focused on "pitching" national media more so than in any other year. A subscription to a national media database and media clipping services was purchased and proved to be a valuable tool for staff as they were able to track their interaction with national media representatives. This enabled them to create a database of media contacts that will enable staff to continue to capitalize on these relationships throughout the coming year.

Accomplishments:

- The city of Glendale received unprecedented media coverage during the months of October, November, December 2006 and January 2007. Hundreds of media inquiries resulted in thousands of television, print, radio and Internet stories. Glendale was mentioned 8,487 times in print and Internet stories during this time period.
- For the 5th year in a row, the Glendale Visitor Center received a perfect score on its Local Visitor Information Center evaluation from the Arizona Office of Tourism.

GOAL UPDATES	
Goal	Increase tourism-related revenue collected by the city and position Glendale as a premiere destination.
Related Council Goal	One community with a vibrant city center
Was the goal met?	Yes
What were the Performance Measures?	This year, 1,055 Glendale gift cards were sold (Glendale's private label gift card program) totaling $11,799. The cards are redeemed at participating shops in historic downtown Glendale. The Gift Card program debuted in November 2005, and there was a 46% increase in sales from year to year (the program operated 8 months during the previous fiscal year). The Visitor Center Gift Shop increased retail sales in calendar year 2006 by 9% and added Glendale's Got Game merchandise and apparel items. The city produced the first edition of a Glendale Pocket Guide this year and 50,000 copies were printed. The guides were distributed to the media, chambers/visitors centers statewide, Phoenix Sky Harbor International Airport, Columbus Regional Airport and Fiesta Bowl Alumni, as well as to downtown visitors. The pocket guide featured a user-friendly map, visitor information, an overview of

What were the Performance Measures? (continued)	Glendale and provided a listing of local businesses. Local, full-service restaurants were given the opportunity to be included in the guide for a nominal fee, 33 restaurants chose to participate in the guide.
Obstacles/Challenges	Increased programs and sales without the addition of staff.
Goal	Develop a new cable studio and media center at Westgate in conjunction with the Renaissance Hotel & Spa and Conference Center.
Related Council Goal	One community with quality economic development
Was the goal met?	Yes
What were the Performance Measures?	This year the city developed a state-of-the-art cable studio and media center that meets the needs of both our Glendale Channel 11 (full-service, city-run cable television station) and the local / national media who will be utilizing the space during mega events. The new media center and expo hall were used by the media and for special events during the 2007 Fiesta Bowl and BCS Championship Game. The facility was also used for press conferences this year as well.
Obstacles/Challenges	Construction constraints and timelines

FISCAL YEAR 2006

Accomplishments:

- The City of Glendale's official Web site was redesigned and launched in September 2005. This enormous undertaking was completed in less than six weeks with a staff of two Web content managers. The new GlendaleAZ.com, which includes more than 7,000 pages of information, is a virtual neighborhood that serves as a dynamic online community for residents, visitors, city partners, businesses and more. The site was visited more than 222,000 times in January 2006, marking the most visits in the Web site's history and an extraordinary increase since the Web site's re-launch with a fresh new design and navigation. This new and improved tool provides another avenue of excellent customer service to residents, as well as internal city departments, and increased customer satisfaction.
- "That Thursday Thing!" events were developed in October 2005 to attract visitors to downtown Glendale shops, restaurants and museums during evening hours despite Grand Avenue construction. This new event has a strong call-to-action, which invites and encourages participants to visit downtown businesses. Each event has shopping, dining and entertainment elements and has its own exciting theme. Examples of this year's themes include: Cirque du Glendale, Recipes to Warm the Heart, Shop Glendale, Get Fit in Historic Downtown Glendale and Celebrate Friendships. "That Thursday Thing!" has provided a direct economic impact to downtown Glendale

businesses. The inaugural two-evening event brought nearly 15,000 visitors to the downtown and each subsequent event has attracted over 300 visitors. These events brought increased traffic and sales to the downtown merchants, which resulted in increased retail sales tax revenue as well as positive exposure for the city – positioning Downtown Glendale as a premiere destination.

GOAL UPDATES	
Goal	Position Glendale as a premiere destination with the development of new economic development projects.
Was the goal met?	Yes
What were the Performance Measures?	Marketing worked closely with the Economic Development Department to attract several new companies and new developments to Glendale. Examples of new businesses and development include: Cabela's, Renaissance Hotel & Spa, AAA and Zanjero.
Obstacles/Challenges	None
Goal	Provide excellent customer serviceto residents, as well as internal city departments.
Was the goal met?	Yes
What were the Performance Measures?	The Graphics Division was able to improve customer satisfaction and turn around times. The division implemented new logging and tracking procedures and hired a new graphics manager and senior graphics designer.
Obstacles/Challenges	The biggest challenge in achieving this goal related to staffing turnover. Two long-standing graphics designers sought new professional development opportunities and were hired in other departments. Contract employees were utilized in the interim until new graphics designers were hired.

City of Glendale
Budget Summary by Department

Marketing and Comm.

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Cable Communications	$812,586	$796,072	$796,072	$827,269	4%
(1000) City-Wide Special Events	$193,380	$269,643	$269,643	$342,705	27%
(1000) Marketing	$1,165,609	$1,269,753	$1,269,753	$1,221,272	-4%
(1000) Mkt'g - Fiesta Bowl Event	$0	$0	$0	$169,000	NA
(1000) Special Events Prod. Support	$64,199	$67,083	$67,083	$67,083	0%
(1000) Tourism	$383,829	$579,780	$579,780	$441,136	-24%
(1010) Mkt'g - BCS Event	$0	$50,000	$50,000	$0	-100%
(1010) Mkt'g - Fiesta Bowl Event	$0	$345,000	$345,000	$0	-100%
(1010) Mkt'g - Super Bowl Event	$0	$0	$0	$194,000	NA
(1160) Communications Production	$11,783	$56,417	$56,417	$54,700	-3%
(1870) 4th of July	$38,936	$25,000	$40,000	$40,000	60%
(1870) Arvizu Events	$0	$0	$30,000	$30,000	NA
(1870) Chocolate Affaire	$109,772	$90,000	$90,000	$90,000	0%
(1870) Enchanted Evening	$110,628	$30,000	$55,000	$75,000	150%
(1870) Fiesta Glendale	$0	$0	$0	$60,000	NA
(1870) Glitter and Glow	$84,736	$50,000	$100,000	$100,000	100%
(1870) Glitter Spectacular	$123,772	$90,000	$111,000	$111,000	23%
(1870) Glitters Light	$160,000	$235,798	$185,798	$175,798	-25%
(1870) Jazz Festival	$138,142	$170,000	$150,000	$160,000	-6%
(1870) Other Special Events	$102,615	$60,000	$30,000	$30,000	-50%
(1870) Tourism - Souvenir Program	$2,298	$51,000	$10,000	$10,000	-80%
Total - Marketing and Comm.	**$3,502,285**	**$4,235,546**	**$4,235,546**	**$4,198,963**	**-1%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,912,302	$2,219,474	$2,222,539	$2,404,424	8%
Supplies and Contracts	$1,450,174	$1,858,933	$1,856,424	$1,621,231	-13%
Internal Premiums	$116,614	$136,056	$136,056	$144,926	7%
Internal Service Charges	$23,195	$21,083	$20,527	$28,382	35%
Total - Marketing and Comm.	**$3,502,285**	**$4,235,546**	**$4,235,546**	**$4,198,963**	**-1%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Cable Communications	7	7	7	7	0%
City-Wide Special Events	3	3	3	4	33%
Marketing	12	12	12	12	0%
Tourism	3	3.5	3.5	3.5	0%
Total -Marketing and Comm.	**25**	**25.5**	**25.5**	**26.5**	**4%**

City of Glendale
Budget Summary by Department

Conv./Media/Parking

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Convention/Media/Parking	$0	$847,474	$847,474	$2,295,474	171%
Total - Conv./Media/Parking		**$847,474**	**$847,474**	**$2,295,474**	**171%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits				$98,634	
Supplies and Contracts		$832,891	$822,474	$1,810,882	117%
Internal Premiums				$324,958	
Internal Service Charges		$14,583	$25,000	$61,000	318%
Total - Conv./Media/Parking		**$847,474**	**$847,474**	**$2,295,474**	**171%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Convention/Media/Parking				1	
Total -Conv./Media/Parking				**1**	

The Glendale Emergency Operation Center

PUBLIC SAFETY

GLENDALE FIRE DEPARTMENT
GLENDALE POLICE DEPARTMENT
HOMELAND SECURITY

The Public Safety Training Facility will be utilized by MCCCD, Surprise, Peoria, Avondale & Glendale.

Return to TOC

GLENDALE FIRE DEPARTMENT

Chief Mark Burdick

Department Description:
The Glendale Fire Department (GFD) provides core life safety services through the following divisions and programs: Fire Suppression and Property Preservation; Basic and Advanced Life Support (Paramedics); Hazardous and Technical Response Teams; Bicycle Medic Team; Child Safety Car Seat Installation; Fire Code Enforcement; Fire Investigation; Urban Survival Instructors; S.W.A.T Paramedics; Disaster Management Programs; Alternative Response; Juvenile Fire Setter Program; Community Education.

Interesting Department Fact:
For the period 2001 to 2006 Glendale Fire's historical employee injury costs were 36% below the benchmark for fire departments and the number of injury claims was 38% below the benchmark. In a recent survey comparing fire departments in the metropolitan Phoenix area for 2006, Glendale Fire lost 39% fewer days due to on-the-job injuries than their peer departments.

Mission Statement:
Fast – Caring - Innovative - Professional

FISCAL YEAR 2008

GOALS	
Goal	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	One-time funding has allowed the GFD to staff two, two person fast response vehicles during peak demand hours, which has shown to improve response times to our community.
Desired Outcomes (Perf. Measures)	Obtain ongoing funding to staff both medic units 12-hours per day. Respond within four minutes travel time 90% of the time to medical incidents, which require Basic Life Support, and within eight minutes travel time 90% of the time to medical incidents, which require Advanced Life Support.
Goal	Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	Hire additional firefighters that are certified to provide basic life support, cardio pulmonary resuscitation and to utilize automatic external defibrillators.

Desired Outcomes (Perf. Measures)	By strategically increasing the number of firefighters available to meet fire department training and staffing needs, the citizens of Glendale will experience limited reduction in emergency response services. Additionally, increasing staffing levels will reduce overtime requests in future budgets.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
During FY 2007 the GFD worked diligently in researching and compiling the department's critical needs. Through the development of the 2007 – 2010 Needs Assessment document the department identified and prioritized the organizations service delivery demands and resources needed to provide the highest level of service to the citizens of Glendale.

Accomplishments:

- GFD is one of approximately 100 Fire Departments worldwide that is Internationally Accredited. Recently the GFD was recommended for renewal of accreditation for an additional five years.
- Completion of the Glendale Regional Public Training Faciltiy with the first Fire Academy class scheduled to begin July 23, 2007.

GOAL UPDATES	
Goal	Prevent and reduce the loss of life and property within our community through fair and consistent fire code management.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	**Plan review business practice**: Complete plan review of first submittal for new commercial construction in 17 business days, 90 percent of the time. Complete plan review for tenet improvement in 10 business days, 90 percent of the time. **New construction business practice**: Respond to a request for an inspection within two business days, 90 percent of the time. **Existing commercial building inspection business practice**: Inspect 100 percent of identified existing buildings according to risk-based inspection program. **Fire investigations**: Conduct a comprehensive cause and origin fire investigation of working fires.
Obstacles/Challenges	Staffing issues were the primary obstacles/challenges in meeting this goal.
Goal	Reduce impact of pain and suffering within our community through crisis intervention and response.
Related Council Goal	A city with high quality services for citizens

Was the goal met?	No
What were the Performance Measures?	90% excellent rating. Staff the unit 24 hours, seven days a week, (based on volunteer availability). Reduce the out of service time for fire companies and police units.
Obstacles/Challenges	The Crisis Response Team continues to serve the needs of the community when volunteer staffing is available and makes a positive impact on the community. Limited resources and operating budget are the major challenges for meeting the programs 24/7 goal. Due to growth in the West Valley, the demand for this type of service continues to exceed our capacity.

FISCAL YEAR 2006

Accomplishments:

- Continued to maintain compliance with the Commission on Fire Accreditation International as an internationally accredited agency.
- Glendale Regional Public Safety Training Facility: This project located at 11550 West Glendale Avenue continues to develop. Phase I of the 80-acre site is currently being planned, designed and constructed to keep the project on schedule to open in early 2007.

GOAL UPDATES	
Goal	Complete design and construction of Fire Station 159 at 17159 N. 63rd Ave. by July 1, 2005 and begin the process for the relocation of Fire Station 151 at 52nd Ave. and Lamar Rd.
Was the goal met?	Yes
What were the Performance Measures?	Fire Station 159 opened in July 2005. The process has begun for relocation of Fire Station 151. Land has been secured and funds have been identified in the CIP for design and construction in FY 2007.
Obstacles/Challenges	None
Goal	Place in service a second peak-time two person advanced life support unit to reduce response times in areas of the city that are not meeting the desired response time goals.
Was the goal met?	Yes
What were the Performance Measures?	Staff has received funding for one additional medic unit. This unit demonstrated some improvement in reduced response times.
Obstacles/Challenges	Delay in delivery of new unit impacted three months of response time data.

GLENDALE FIRE STATISTICS

(reported on a calendar year (CY) basis unless noted otherwise)

	CY 05 ACTUALS	CY 06 ACTUALS	CY 07 ESTIMATE
Inputs:			
Number of authorized positions (fiscal year)*	215	237.5	251.5
Number of firefighting positions (excludes admin staff)	187	207	223
Number of Emergency Medical Technicians	N/A	111	114
Number of Paramedics	N/A	92	114
Number of Fire Inspection Staff	9	8	9.5
Number of Public Education Officers	1	1	1
Number of firefighting authorized apparatus	28	34	38
Number of pumper companies with minimum four (persons)	9	10	10
Department expenditures (fiscal year)*	$19,043,578	$21,989,144	$27,446,027
Outputs:			
Fire Alarms			
Total alarms	38,448	39,561	40,748
EMS alarms	29,985	34,181	35,206
Fire alarms	5,695	3,956	4,075
Special Operations alarms	978	474	489
Miscellaneous alarms	1,790	950	978
Operations			
Number of staff vehicles for fire service personnel	35	39	46
Fire Prevention			
Fire prevention presentations	225	225	237
Fire prevention inspections	3,091.00	2,725.00	707**
Fire investigations completed by Fire Marshal's Office	76	101	125
Training			
Continuous education hours	31,102	30,183	31,000
Effectiveness Measures:			
Response times: percent of time on scene in 6 min. or less	93%	93%	90%
Reported to dispatch within 120 seconds	93%	91%	90%
Effeciency Measures:			
Average number of inspections per inspector per month	28.62	28.39	24.60
Number of firefighting positions per 1,000 population	0.80	0.88	0.91
Number of firefighting positions per square mile	3.29	3.64	3.89

*Excludes grant funded FTE's (Fund 1840) and grant funding

**Through first quarter of calendar year 2006

City of Glendale
Budget Summary by Department

Fire Department

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Ambulance Services	$461,487	$505,014	$503,189	$487,005	-4%
(1000) Arena - Fire Event Staffing	$172,597	$304,731	$304,731	$311,733	2%
(1000) Fire - Fiesta Bowl Event	$0	$0	$0	$264,726	NA
(1000) Fire Administration	$712,488	$757,643	$693,300	$823,622	9%
(1000) Fire Assessment & Planning	$88,072	$99,571	$99,571	$110,632	11%
(1000) Fire Community Services	$235,885	$292,480	$294,537	$391,749	34%
(1000) Fire Financial Resources	$123,416	$154,345	$158,845	$162,526	5%
(1000) Fire Life Safety Services Adm.	$331,018	$231,613	$235,027	$437,244	89%
(1000) Fire Logistical Services Adm.	$159,262	$149,762	$148,706	$0	-100%
(1000) Fire Marshal's Office	$750,180	$1,129,318	$1,168,750	$1,150,106	2%
(1000) Fire Medical Services & Health	$425,370	$404,356	$368,926	$515,885	28%
(1000) Fire Operations	$14,356,840	$16,684,352	$16,505,921	$18,056,067	8%
(1000) Fire Resource Management	$2,265,782	$2,859,379	$2,875,697	$3,124,060	9%
(1000) Fire Special Operations	$192,292	$255,328	$299,673	$128,235	-50%
(1000) Fire Training	$271,611	$370,337	$368,003	$440,833	19%
(1000) PS Training Fac - Fire	$0	$131,052	$131,052	$720,820	450%
(1000) Stadium - Fire Event Staffing	$0	$386,770	$386,770	$517,099	34%
(1010) Fire - BCS Event	$0	$263,711	$263,711	$0	-100%
(1010) Fire - Fiesta Bowl Event	$0	$258,182	$258,182	$0	-100%
(1010) Fire - Super Bowl Event	$0	$0	$0	$921,409	NA
(1720) Fire - Special Revenue Fund	$1,442,844	$1,838,262	$1,838,262	$2,070,860	13%
(1840) Grant Approp - Fire Dept	$208,154	$2,425,000	$2,225,000	$3,025,000	25%
(2530) PS Training Ops - Fire	$0	$192,416	$192,416	$1,097,725	470%
Total - Fire Department	**$22,197,298**	**$29,693,622**	**$29,320,269**	**$34,757,336**	**17%**

City of Glendale
Budget Summary by Department

Fire Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$18,983,747	$23,607,699	$23,463,050	$26,265,329	11%
Supplies and Contracts	$1,742,585	$4,328,556	$4,071,009	$6,199,076	43%
Internal Premiums	$730,401	$771,473	$771,473	$889,050	15%
Internal Service Charges	$856,253	$909,894	$938,737	$1,107,205	22%
Operating Capital	$131,710	$76,000	$76,000	$296,676	290%
Work Order Credits	($247,398)				
Total - Fire Department	**$22,197,298**	**$29,693,622**	**$29,320,269**	**$34,757,336**	**17%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Ambulance Services	2	2	2	2	0%
Arena - Fire Event Staffing	1	1	1	1	0%
Fire Administration	4.5	3.5	3.5	4.5	29%
Fire Assessment & Planning	1	1	1	1	0%
Fire Community Relations	1	2	2		
Fire Community Services	1	1	1	4	300%
Fire Financial Resources	1	2	2	2	0%
Fire Information/Technology	1	1	1		
Fire Life Safety Services Adm.	4	2	2	3	50%
Fire Logistical Services Adm.	1	1	1		
Fire Marshal - Code Developmnt	1	1	1		
Fire Marshal's Office	9	11	11	12	9%
Fire Medical Services & Health	2	2	2	3	50%
Fire Office Systems	1	2	2		
Fire Operations	177	189	189	192	2%
Fire Resource Management	3	4	4	7	75%
Fire Special Operations	3	2	2	1	-50%
Fire Training	2	3	3	4	33%
Logistical Services	1	1	1		
Westgate-Fire Marshal's Office	1				
Stadium -Fire Marshal's Office	2				
Fire - Special Revenue Fund	18	18	18	21	17%
PS Training Ops - Fire		2	2	6	200%
Total -Fire Department	**237.5**	**251.5**	**251.5**	**263.5**	**5%**

GLENDALE POLICE DEPARTMENT

Chief Steve Conrad

Department Description:
The Glendale Police Department (GPD) 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. Citizens, in partnership with the police, are vital for effective maintenance of order and crime control; therefore, the department is continuing to expand the community policing philosophy into all aspects of police activity. The GPD understands and embraces the concept that public safety is not just law enforcement but also a combined effort of all city departments such as Parks and Recreation, Public Works and Community Partnerships.

Interesting Department Fact:
For calendar year 2006, the Detention personnel processed over 11,000 bookings and the vehicle fleet traveled over 2.9 million miles.

Mission Statement:
The mission of the GPD is to protect the lives and property of the people we serve.

FISCAL YEAR 2008

GOALS	
Goal	Focus on known and repeat offenders.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	Work with other police agencies, County Attorney's Office and internal divisions to focus repeat offenders.
Desired Outcomes (Perf. Measures)	Successful coordination of efforts with Patrol and Criminal Investigation Divisions to increase utilization of the Repeat Offender Program (ROP); creation of a known sex offender verification program; continued routine tracking updates of probation and parole offenders; and increase of violent offender warrants arrests.
Goal	Increased traffic safety.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	Enhanced speed and DUI enforcement through public education and increased focus on impaired driving.
Desired Outcomes (Perf. Measures)	Increases in DUI and speed enforcement campaigns through public education, targeted enforcements efforts, and focus on high volume accident locations.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

The GPD implemented a "Stakeholders" group that met weekly to discuss the operations of the stadium/arena events and bowl games. This group consisted of representatives that varied from event to event, depending on the size or complexity of the event. The city departments included members from Police, Fire, City Manager's Office, Transportation and Special Events. Other stakeholders often attending included outside police agencies (DPS, MCSO, FBI and ACTIC) and our partners from the Stadium (Global Spectrum, ProEm, SAFE, NFL and Fiesta Bowl Committee members). The purpose of these weekly meetings was to discuss upcoming events, routine operations, identify problems or concerns, suggest solutions, describe procedures and share information. These meetings have strengthened partnerships and relationships with the stakeholders, fostered better communications and fine tuned planning efforts.

Accomplishments:

- Department reorganization – The GPD conducted a major structural reorganization and now consists of three functional bureaus – Patrol, Support and Administration. The most significant change in the Support Bureau was the newly formed Special Events Planning Unit and the centralized Traffic Unit. The most significant change in the Patrol Bureau has been the re-institution of the Neighborhood Response Squads and the new Downtown Squad. These squads are responsible for problem solving and pro-active policing efforts in Glendale's neighborhoods.
- Opening of the Unified Command Center (UCC) and the Glendale Regional Public Safety Training Facility – The UCC was utilized during the many Cardinal games, Fiesta Bowl, BCS National Championship and other mega events.

GOAL UPDATES	
Goal	Ensure the efficiency and effectiveness of all processes within the GPD.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Accredited by the Commission on Accreditation for Law Enforcement (CALEA) in August 2007.
Obstacles/Challenges	Providing proof of compliance with hundreds of standards every year and re-accreditation every third year.
Goal	Reduce crime and the fear of crime in the community.
Related Council Goal	One community with strong neighborhoods
Was the goal met?	No

What were the Performance Measures?	Reduce response times for calls for service. Priority one and two calls to five minutes, priority three to 15 minutes, and priority four to 35 minutes. The outcome was a decrease in priority one calls from 5:19 to 5:10 minutes; priority two calls increased from 6:41 to 7:11 minutes; priority three calls decreased from 28:42 to 26:47 minutes; and priority four (report only) calls decreased from 49:28 to 47:52 minutes.
Obstacles/Challenges	Inadequate staffing, many vacancies created by retirements and/or separations, and increased population and traffic congestions.

FISCAL YEAR 2006

Accomplishments:

- In November 2005 the GPD was awarded a Community Oriented Policing Services (COPS) grant to hire thirteen new full-time police officers. Glendale is one of only 25 agencies nationwide that was awarded COPS grant funding for that year.
- In January 2006 a department Staff Study was completed. The study was intended to provide accurate and comprehensive information regarding police staffing needs. Each year this study will be updated and focus primarily on four basis principles of crime prevention, crime control, community involvement and fair and equitable treatment internally and externally.

GOAL UPDATES	
Goal	Provide exceptional customer service through interactive management with both internal and external customers.
Was the goal met?	Yes
What were the Performance Measures?	Dedicated an officer to both Joint Terrorism Task Force (JTTF) and Arizona Counter Terrorism Information Center (ACTIC).
Obstacles/Challenges	None
Goal	Ensure physical well-being, security of personal property and sense of safety among citizens, business, government, employees and visitors.
Was the goal met?	No
What were the Performance Measures?	Priority one calls were responded to in 5:14 minutes, down from 5:34 minutes. However, priority two and three calls had an increased response time.
Obstacles/Challenges	Officer vacancies and increase in the time spent on more detailed type reports.

GLENDALE POLICE STATISTICS

	FY 05 Actuals	FY 06 Actuals	FY 07 Estimate	FY 08 Budget
Inputs:				
Number of sworn personnel	371	384	395	401
Number of non-sworn personnel	138.5	138.5	151.5	156.5
Total number of authorized personnel	509.5	522.5	546.5	557.5
Estimated Population (July 1 of FY)	233,281	235,987	243,881	246,160
Department expenditures*	$39,082,866	$46,404,324	$56,236,837	$65,689,401
Outputs:				
				FY 06-FY 07 % Change
Total Part 1 Crimes	14,537	13,144	14,639**	11.37%
Calls for service	158,508	148,634	154,624**	4.03%
Effectiveness Measures:				
				FY 06-FY 07 % Change
Average response time - Priority 1 Call	0:05:17	0:05:13	0:05:11	-0.64%
Efficiency Measures:				
Number of sworn personnel per 1,000 population	1.590	1.627	1.620	1.629
Number of support staff per sworn personnel	0.37	0.36	0.38	0.39
				FY 06-FY 07 % Change
Number Part 1 crimes per 1,000 population	62.32	55.70	60.02	7.77%
Number of calls for service per 1,000 population	679.47	629.84	634.02	0.66%

*Excludes grant funding

**Projected using YTD numbers as of May 31, 2007

City of Glendale
Budget Summary by Department

Police Department

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Arena - PD Event Staffing	$587,631	$854,868	$829,284	$847,751	-1%
(1000) Central Patrol Bureau	$13,121,762	$14,970,466	$14,559,844	$11,284,505	-25%
(1000) Crime Investigations	$5,897,766	$6,554,357	$6,402,175	$7,983,289	22%
(1000) Foothills Patrol Bureau	$9,187,852	$10,010,355	$9,739,725	$9,897,958	-1%
(1000) PD - Communications	$0	$477,659	$482,474	$2,363,738	395%
(1000) PD - Detention	$0	$1,560,386	$1,560,386	$3,066,045	96%
(1000) PD - Fiesta Bowl Event	$0	$0	$0	$1,455,822	NA
(1000) PD - Fiscal Management	$0	$2,438,534	$2,438,534	$3,802,812	56%
(1000) PD - Homeland Security	$0	$353,344	$341,544	$0	-100%
(1000) PD - Special Operations	$0	$0	$275	$4,139,461	NA
(1000) Police Administration	$3,727,920	$3,488,598	$3,557,758	$2,822,332	-19%
(1000) Police Legal Services	$334,765	$351,399	$341,140	$412,458	17%
(1000) Police Personnel Management	$1,107,767	$1,271,280	$1,238,800	$1,933,737	52%
(1000) Police Support Services	$8,736,262	$7,201,354	$7,161,728	$4,670,222	-35%
(1000) PS Training Fac - Police	$0	$131,051	$131,051	$720,819	450%
(1000) Stadium - PD Event Staffing	$0	$997,752	$997,752	$1,621,611	63%
(1010) PD - BCS Event	$0	$409,130	$409,130	$0	-100%
(1010) PD - Fiesta Bowl Event	$0	$1,212,803	$1,212,803	$0	-100%
(1010) PD - Super Bowl Event	$0	$0	$0	$1,039,362	NA
(1700) Patrol - Special Revenue Fund	$3,244,433	$3,056,258	$3,056,258	$4,002,264	31%
(1840) Grant Approp - Police Dept	$431,708	$1,125,000	$2,125,000	$3,697,737	229%
(1840) Victim Rights - PD	$69,887	$22,800	$22,800	$22,800	0%
(1840) VOCA 2003-113	$101,003	$163,717	$163,717	$179,023	9%
(1860) Federal RICO	$0	$135,000	$135,000	$225,000	67%
(1860) State RICO	$458,166	$762,360	$762,360	$1,095,714	44%
(2530) PS Training Ops - Police	$0	$157,130	$157,130	$384,557	145%
Total - Police Department	**$47,006,922**	**$57,705,601**	**$57,826,668**	**$67,669,017**	**17%**

City of Glendale
Budget Summary by Department

Police Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$39,071,802	$46,467,815	$45,463,495	$50,048,555	8%
Supplies and Contracts	$4,895,672	$6,022,887	$7,067,505	$10,406,328	73%
Internal Premiums	$2,095,240	$2,396,233	$2,396,233	$2,849,041	19%
Internal Service Charges	$1,655,974	$1,692,621	$1,710,544	$2,506,258	48%
Operating Capital	$265,829	$1,126,045	$1,214,552	$1,858,835	65%
Work Order Credits	($977,595)		($25,661)		
Total - Police Department	**$47,006,922**	**$57,705,601**	**$57,826,668**	**$67,669,017**	**17%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Arena - PD Event Staffing	1	1	1	1	0%
Central Patrol Bureau	155	178	178	134	-25%
Crime Investigations	68	72	72	81	13%
Foothills Patrol Bureau	110	114	114	113	-1%
PD - Communications		1	1	30.25	2925%
PD - Detention		1	1	12	1100%
PD - Special Operations				42	
Police Administration	14	15	15	11	-27%
Police Legal Services	3	3	3	4	33%
Police Personnel Management	13	14	14	19	36%
Police Support Services	106	105	105	61.75	-41%
Stadium - PD Event Staffing		2	2	2	0%
Patrol - Special Revenue Fund	33	33	33	42	27%
VOCA 2002-301	1				
VOCA 2003-113	2	2	2	2	0%
State RICO	0.5	0.5	0.5	0.5	0%
PS Training Ops - Police		2	2	2	0%
Total -Police Department	**506.5**	**543.5**	**543.5**	**557.5**	**3%**

HOMELAND SECURITY

Rob Gunter

Department Description:
The Department of Homeland Security coordinates all city departments to effectively prepare for disasters and emergencies. Essential functions include: emergency management and preparedness, homeland security, civil defense, enhancement of the city, state, and federal emergency management partnerships, integration of effective communication during emergency situations and management of the emergency operations support complex.

Interesting Department Fact:
The City of Glendale is one of over 19,500 municipal governments in the United States. If they are ranked from largest to smallest in terms of population, the Glendale Homeland Security Department is responsible for the 73rd largest city in America and the 4th largest city, by population, in Arizona.

Mission Statement:
The Department of Homeland Security coordinates plans and programs that prepare the city to effectively prevent, respond to and recover from the effects of catastrophic disasters and emergencies whether natural or human caused. This department serves as the primary contact during emergency or homeland security related situations and works closely with all city departments to ensure the city maintains an effective emergency management program.

FISCAL YEAR 2008

GOALS	
Goal	Develop a long term disaster recovery plan.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	Plan development.
Desired Outcomes (Perf. Measures)	Yes/No a long-term recovery plan is developed, properly reviewed and promulgated by the appropriate city authority by June 30, 2008.
Goal	Develop an emergency preparedness training program.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	Training needs assessment and course catalog development.
Desired Outcomes (Perf. Measures)	Yes/No – Emergency preparedness training program will be developed, classes will be scheduled and curriculum created by June 30, 2008.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

The department completed a National Incident Management System (NIMS) compliant Standard Operating Procedure (SOP) for the city's Emergency Operations Center (EOC). This procedure delineates the full range of complex processes used to coordinate or respond to threats or acts of terrorism, emergencies or disasters. Consistent with the model provided in the NIMS, the EOC can be partially or fully activated in the context of a threat, anticipation of a significant event, or the response to a significant event. The SOP is used in conjunction with the city's Emergency Operations Plan (EOP) to selectively implement specific components in unique situations or can be fully implemented to coordinate the full efforts and resources of the city. The procedures outlined will ensure critical actions are not inadvertently overlooked under the pressures associated with disaster response activities. The procedure was validated during the January 2007 Fiesta and BCS Games.

Accomplishments:

- In FY 2007, the department brought on line the city's EOC. In just over 13 months, the EOC went from concept design to fully operational. This facility is the cornerstone of the emergency management program, providing a physical location where the coordination of information and resources to support incident management and recovery activities takes place. The EOC integrates state of the art geospatial, communications, and incident management technology to provide situational awareness to city decision makers day to day, and in times of emergency. This facility greatly enhances the city's ability to communicate, synthesize information, and coordinate response efforts for both planned and unplanned events. The EOC will also serve as the command center for national events such as Super Bowl XLII in 2008.
- In FY 2007 the department completely revised the city's EOP to comply with the most current Federal and State guidelines. The EOP identifies the roles, responsibilities and actions of city government during emergencies or disasters. This plan addresses the ability to direct, control, coordinate and manage emergency operations, and delineates emergency response procedures, responsibilities, lines of authority and continuity of government. In accordance with this plan, the city will modify normal operations and redirect resources to assist and support incident management actions in saving lives, relieving human suffering, sustaining survivors, protecting property and reestablishing essential services. Using an emergency support functional approach to providing assistance, the plan format is compatible with the State of Arizona Emergency Response and Recovery Plan, and the National Response Plan (NRP).

GOAL UPDATES	
Goal	Develop a fully functional City of Glendale EOC.
Related Council Goal	High quality services for citizens
Was the goal met?	Yes

What were the Performance Measures?	Yes/No – A primary emergency operations center was designed, built and prepared for operation by December 31, 2006.
Obstacles/Challenges	Timelines were tight but were overcome through teamwork.
Goal	Implement the City of Glendale EOP.
Related Council Goal	High quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	Yes/No – An EOP is developed, properly reviewed and prepared for promulgation by city council before June 30, 2007.
Obstacles/Challenges	Staff review process has been a challenge, however cooperation has been wonderful.

FISCAL YEAR 2006

Accomplishments:

- Led the completion of the National Incident Management System (NIMS) Compliance Assessment for the City.
- Coordinated the training of over 800 employees in the new NIMS awareness training course.

GOAL UPDATES	
Goal	Identify and understand the local and regional threats, assess vulnerabilities, determine potential impacts and disseminate timely information to our regional homeland security partners, the state and federal government and the citizens of Glendale.
Was the goal met?	Yes
What were the Performance Measures?	The performance measure for this objective was the NIMS compliance requirement for emergency operations plans as well as the emergency management accreditation standard for emergency planning.
Obstacles/Challenges	None
Goal	Lead, manage and coordinate the local and regional response to acts of terrorism, natural disasters and other emergencies.
Was the goal met?	Yes
What were the Performance Measures?	The Homeland Security Department has produced the following draft plans and procedures that are currently being reviewed: 1) Emergency Operations Plan 2) Exercise Evaluation Guide 3) Threat Advisory System Guide
Obstacles/Challenges	Limited department staff created challenges to the coordination of plans across city departments and agencies.

City of Glendale
Budget Summary by Department

Homeland Security

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Emergency Operations Ctr (EOC)	$0	$1,044,492	$975,492	$854,845	-18%
(1000) Homeland Security Admin.	$138,364	$101,663	$101,663	$122,542	21%
(1010) EOC - Super Bowl Event	$0	$0	$0	$279,350	NA
Total - Homeland Security	**$138,364**	**$1,146,155**	**$1,077,155**	**$1,256,737**	**10%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$98,444	$584,166	$584,166	$777,176	33%
Supplies and Contracts	$39,794	$414,288	$412,166	$232,553	-44%
Internal Premiums		$3,801	$3,801	$12,709	234%
Internal Service Charges	$126	$1,200	$3,322	$5,299	342%
Operating Capital		$142,700	$73,700	$229,000	60%
Total - Homeland Security	**$138,364**	**$1,146,155**	**$1,077,155**	**$1,256,737**	**10%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Emergency Operations Ctr (EOC)		6	6	6	0%
Homeland Security Admin.		1	1	1	0%
Total -Homeland Security		**7**	**7**	**7**	**0%**

Sanitation Sideloader Truck

PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION
ENVIORNOMENTAL RESOURCES
FIELD OPERATIONS
UTILITIES

Water Conservation staff member talks to kids about saving water

Return to TOC

City of Glendale
Budget Summary by Department

Public Works Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Public Works Administration	$188,536	$200,846	$200,846	$208,080	4%
Total - Public Works Admin.	**$188,536**	**$200,846**	**$200,846**	**$208,080**	**4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$178,195	$189,725	$189,725	$196,447	4%
Supplies and Contracts	$7,485	$8,728	$8,728	$8,696	0%
Internal Premiums	$1,673	$1,225	$1,225	$1,731	41%
Internal Service Charges	$1,183	$1,168	$1,168	$1,206	3%
Total - Public Works Admin.	**$188,536**	**$200,846**	**$200,846**	**$208,080**	**4%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Public Works Administration	1	1	1	1	0%
Total -Public Works Admin.	**1**	**1**	**1**	**1**	**0%**

ENVIRONMENTAL RESOURCES

Doug Kukino

Department Description:
The Environmental Resources Department provides policy analysis and planning services to elected officials, city leadership and departments on issues pertaining to water resources, water/air quality, and environmental management/compliance. The Department assists the city in conducting its operations in an environmentally responsible manner and creates an organizational culture that strives for excellence in environmental stewardship and performance.

Interesting Department Fact:
The department obtained 7,832 acre-feet (or approx. 2.6 billion gallons) of water by retiring grandfathered groundwater irrigation water rights in FY 2007 acquired at nominal cost to the City. The water right is valued at $845,000, an amount equal to 37% of the department's entire budget for the year.

The department is comprised of the Environmental Division, Water Conservation Office and Water Quality Laboratory.

Mission Statement:
The Department's overall mission is to ensure that the city has sufficient water resources for sustainable development and is a leader in environmental stewardship.

The Environmental Division's mission is to establish and implement an environmental management system that assists the city to operate in an environmentally responsible manner.

The Water Conservation Office's mission is to develop a progressive and comprehensive water conservation program that promotes efficient water use by providing the information and inspiration needed to save water.

The Water Quality Laboratory's mission is to protect public health and the environment by testing and documenting the quality of drinking and reclaimed water, and reporting the results to regulatory agencies and the public.

FISCAL YEAR 2008

GOALS	
Goal	To create an organizational culture that strives for high-level and continual improvement in environmental stewardship and performance.
Related Council Goal	A city with high quality services to citizens
Activities	To negotiate a new Municipal Separate Storm Sewer System (MS4) permit with the Arizona Department of Environmental Quality.

Desired Outcomes (Perf. Measures)	Obtain a new storm water permit that is legally and technically sound. The storm water permit must be practical and economically feasible.
Goal	To create an organizational culture that strives for high-level and continual improvement in environmental stewardship and performance.
Related Council Goal	A city with high quality services to citizens
Activities	Implement an environmental compliance facility assessment program.
Desired Outcomes (Perf. Measures)	To complete environmental compliance visits for at least three City facilities/operations. The compliance visits help to achieve and maintain sound environmental practices at facilities/operations. The program can result in reducing environmental liabilities and costs. It also helps to build and retain knowledge regarding good environmental practices and housekeeping at the facility-level.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

One of the major challenges facing the department is the loss of employees due to retirements, transfers and resignations. The department has developed a knowledge retention program to capture and retain key knowledge from current employees and communicate that knowledge to future employees. The ultimate result should be a more seamless transition in the quality of city services even when a valued and seasoned employee leaves city service.

Accomplishments:

- Completed and began the use of the regional New River Agua Fria Underground Storage Facility. The facility provides Glendale with an additional 6,000 acre-feet per year capacity to store water for future use.
- Prepared and implemented (with the Utilities Department) the City's annual water production plan enabling the City to provide normal water services throughout the year even though Arizona is in the midst of a long-term drought.

GOAL UPDATES	
Goal	To create an organizational culture that strives for high-level and continual improvement in environmental stewardship and performance.
Related Council Goal	A city with high quality services to citizens
Was the goal met?	Yes

What were the Performance Measures?	Prepared a new air quality plan for particulate pollution as part of the regional Maricopa Association of Governments (MAG) plan development and submittal to the United States Environmental Protection Agency. The plan included several changes to existing city ordinances.
Obstacles/Challenges	The City had to work with other MAG member agencies to determine the package of air emission control measures to include in the plan. The City also had to work with the state legislature to determine the legislative package required to assist in implementing the air emission control measures.
Goal	To ensure that the city has sustainable water resources to meet current and future water demand.
Related Council Goal	A city with high quality services to citizens
Was the goal met?	Yes
What were the Performance Measures?	Prepare a set of policy statements to voice the concerns of the Arizona Municipal Water Users Association (AMWUA) regarding the Central Arizona Groundwater Replenishment District (CAGRD). The satisfaction level of the Mayor and the City Manager with the quality of staff work.
Obstacles/Challenges	Obtaining a consensus position in AMWUA and to effectively address a vitally important issue of maintaining a sustainable water supply for Central Arizona.

FISCAL YEAR 2006

Accomplishments:

- The Water Quality Laboratory analyzed (tested) over 21,000 water and wastewater samples without any significant laboratory errors or omissions.
- The Environmental Division worked with the City Attorney's Office and regional partners to successfully negotiate the Arizona Water Settlements Act, which was approved by the Mayor and Council. The Arizona Water Settlements Act was the single largest water settlement legislation in our nation's history.

GOAL UPDATES	
Goal	To create an organizational culture that strives for high-level and continual improvement in environmental stewardship and performance.
Was the goal met?	Yes
What were the Performance Measures?	Completed Phase I of improving the department's existing Environmental Management System. Phase I was a third party review and Gap Analysis to identify strengths and opportunities for improvement.

Obstacles/Challenges	The department had to fill a vacant position in the Environmental Division in order to have the needed resources to complete the Phase I Gap Analysis and program assessment.
Goal	To provide a comprehensive water conservation program that prepares our city to meet current and future challenges.
Was the goal met?	Yes
What were the Performance Measures?	The Water Conservation Office redesigned its water conservation program. The number of low water use landscape rebates awarded to homeowners doubled to 150. Requests for water conservation information and assistance tripled over the previous year. Regionally, the city partnered with a number of organizations to promote the wise use of water.
Obstacles/Challenges	The increased activity continued to stretch staff's ability to respond timely and effectively. The Water Conservation Office utilized volunteers and part-time contract employees to keep service levels at a high-level.

City of Glendale
Budget Summary by Department

Env. Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) HazMat Incidence Response	$32,635	$44,477	$35,000	$44,477	0%
(1840) Brownfields Assessment Grant	$13,112	$167,702	$13,162	$0	-100%
(2360) Environmental Resources	$411,506	$435,440	$424,977	$570,042	31%
(2360) Water Quality	$1,024,585	$1,309,135	$1,309,135	$1,210,370	-8%
(2400) Water Conservation	$264,514	$316,422	$316,422	$323,770	2%
Total - Env. Resources	**$1,746,352**	**$2,273,176**	**$2,098,696**	**$2,148,659**	**-5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$1,115,229	$1,362,722	$1,351,850	$1,423,312	4%
Supplies and Contracts	$601,616	$879,010	$716,407	$685,984	-22%
Internal Premiums	$12,322	$11,597	$11,597	$20,253	75%
Internal Service Charges	$17,185	$19,847	$18,842	$19,110	-4%
Total - Env. Resources	**$1,746,352**	**$2,273,176**	**$2,098,696**	**$2,148,659**	**-5%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Environmental Resources	4	4	4	5	25%
Water Quality	11	11	11	10	-9%
Water Conservation	2	2	2	2	0%
Total -Env. Resources	**17**	**17**	**17**	**17**	**0%**

FIELD OPERATIONS

Stuart Kent

Department Description:
The Field Operations Department consists of six primary operating divisions and several "sub-divisions" that have key operational functions within the primary divisions. The Equipment Management Division has four sub-divisions consisting of fleet maintenance and repairs, fuel services, parts acquisitions, and vehicle replacement. The Streets division consists of street maintenance and repairs, street cleaning and right-of-way-maintenance. Sanitation Collection has five service functions consisting of commercial roll-off and frontload services, residential curbside and recycling services, and monthly residential loose trash services. The department also has Sanitation Disposal services consisting of a city owned and operated landfill operation, a materials recovery facility, and gas management systems. The department's Facilities Management Division consists of citywide facility maintenance and repairs, custodial services and graffiti removal. The department also has an Administrative division that supports all the billing and customer service calls associated with the departmental service functions, and oversees the administrative support functions for the city's memorial cemetery.

Interesting Department Fact:
Did you know that the average garbage truck makes about 1,000 residential stops a day, and the average recycle truck makes about 1,600 residential stops a day? The reason is that there is typically less material in each recycle container in comparison to the garbage container, which in turn does not fill up the truck storage area so quickly. The recyclable material also compacts much easier than garbage, leaving more room in the truck allowing for more residential stops each day.

Mission Statement:
The Field Operations Department mission focuses on providing services in support of the City Council's 2006-2007 Strategic Goals and Key Objectives of providing high quality services for citizens. The department accomplishes its mission by incorporating the City Manager's strategic priorities of coordinating exceptional service delivery through an integrated approach, maintaining and building quality infrastructure throughout the city, and striving to enhance the quality of life for Glendale residents.

FISCAL YEAR 2008

GOALS	
Goal	Provide efficient and effective preventative maintenance to all city vehicles and equipment.
Related Council Goal	A city with high quality services for citizens.
Activities	Provide scheduled preventative maintenance services to all city vehicles and equipment to ensure maximum life cycle potential and minimize equipment failures.

Desired Outcomes (Perf. Measures)	Complete 85% of periodic maintenance services within 30 days of the scheduled due date.
Goal	Provide quality sanitation inspection services for citizens.
Related Council Goal	A city with high quality services for citizens.
Activities	Conduct daily residential sanitation inspection services for curbside refuse, recycling and loose trash.
Desired Outcomes (Perf. Measures)	Conduct a minimum of 50,000 residential sanitation inspections annually: 2,500 refuse, 2,500 loose trash and 45,000 recycling inspections.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:
The Sanitation division completely revamped its Household Hazardous Waste Day program from one large event conducted on city property, to having a company who specializes in hazardous materials go to residents' homes on an appointment basis and pick up the materials from them directly twice a year. This business practice change allowed the city to service three times more residents during two separate three-week periods.

Accomplishments:

- The Streets division met its goal by completing the sealcoating of 64 miles of city streets.
- The Equipment Management division increased the preventative maintenance compliance rate to 84% during the year.

GOAL UPDATES	
Goal	Provide quality sanitation inspection services for citizens.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes, the Sanitation Division has increased the number of inspections to 17,431 quarterly.
What were the Performance Measures?	Conduct a minimum of 50,000 residential sanitation inspections annually: 2,500 refuse, 2,500 loose trash, and 45,000 recycling inspections.
Obstacles/Challenges	The sanitation inspectors also complete special events, household hazardous waste collections and educational events.
Goal	Provide efficient and effective preventative maintenance to all city vehicles and equipment.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	The division has completed 84% of periodic maintenance within 30 days of the scheduled due date.

What were the Performance Measures?	Complete 85% of periodic maintenance services within 30 days of the scheduled due date.
Obstacles/Challenges	The division is going to work closely with larger departments to more efficiently coordinate scheduled maintenance activities.

FISCAL YEAR 2006

Accomplishments:

- The Facilities Management Graffiti Busters division responds to citizen calls for service within 24 hours of receiving the call and in most cases, removes the graffiti within 48 hours. During the calendar year 2005, (January 1, 2005 to December 31, 2005), the Graffiti Busters program removed 14,540 acts of graffiti throughout the city. This is a 65% increase from the 2004 calendar year, which removed 9,447 acts of graffiti citywide.
- In September 2005, the department launched a twelve month, in-house, leadership development program for supervisory staff within the department. Field Operations Superintendents, Supervisors and Crew Leaders are required to attend the leadership development program, which offers one-course option per month. The purpose of this program is to provide staff the continuing opportunities to develop personally and professionally, so that they can perform well in their current jobs, and prepare themselves for possible promotion. Courses include: Hiring and Interviewing, Disciplinary Procedures, Counseling and Performance Evaluations, Customer Service, Active Listening, Press Relations/Crisis Media Management, Budgeting, Procurement Policies and Procedures, Conflicts of Interest and Ethics, Accident Prevention, Safety Training and Accident Investigation and Workers Compensation. The program ends with an employee graduation gathering.

GOAL UPDATES	
Goal	Preserve the physical integrity of city street assets, through effective preventative maintenance and timely repairs.
Was the goal met?	Yes
What were the Performance Measures?	The Streets division met its goal by completing the seal coating of 64 miles of city streets. The performance measurement was to fog and slurry seal 60-70 miles of the city street network.
Obstacles/Challenges	The division faced obstacles, such as equipment breakdowns and escalating costs of materials needed for both the fog and slurry sealing (oil and sand).
Goal	Provide efficient and effective preventative maintenance to all city vehicles and equipment.
Was the goal met?	Yes

What were the Performance Measures?	The Equipment Management division increased the preventative maintenance compliance rate to 84% during the year. The division exceeded their goal of 70% of the vehicles and equipment preventative maintenance services to be completed within 30 days of the scheduled service date.
Obstacles/Challenges	Obstacles in achieving preventative maintenance compliance are effective and timely communication and response between divisional maintenance requests and internal customers.

City of Glendale
Budget Summary by Department

Field Operations

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Cemetery	$226,486	$237,923	$237,923	$245,567	3%
(1000) Custodial Services	$1,287,025	$1,388,818	$1,345,011	$1,453,820	5%
(1000) Downtown Parking Garage	$0	$0	$0	$124,367	NA
(1000) Facilities Management	$4,306,560	$4,457,955	$4,437,955	$4,469,878	0%
(1000) Field Operations Admin.	$1,009,066	$1,077,768	$1,077,768	$1,106,465	3%
(1000) Graffiti Removal	$265,362	$226,800	$290,607	$236,840	4%
(1000) Manistee Ranch Maintenance	$10,978	$12,117	$12,117	$12,117	0%
(1000) Right-of-Way Maintenance	$0	$0	$0	$24,000	NA
(1010) Right-of-Way - Mega Events	$0	$1,241,450	$1,241,450	$452,088	-64%
(1040) Equipment Management	$3,626,333	$3,911,558	$3,971,558	$4,194,451	7%
(1040) Fuel Services	$2,999,455	$3,260,875	$3,260,875	$3,261,139	0%
(1040) Parts Store Operations	$1,720,104	$1,597,007	$1,537,007	$1,750,075	10%
(1120) Equipment Replacement	$2,097,240	$3,173,741	$3,173,741	$3,029,741	-5%
(1280) Stadium-Facilities Management	$0	$126,731	$126,731	$126,731	0%
(1340) Arena - ROW Maintenance	$24,762	$62,500	$62,500	$62,500	0%
(1340) Right-of-Way Maintenance	$2,106,033	$2,492,867	$2,492,867	$2,579,905	3%
(1340) Street Cleaning	$650,580	$655,438	$655,438	$696,228	6%
(1340) Street Maintenance	$5,901,848	$6,942,675	$7,260,675	$4,037,409	-42%
(2440) Gas Management System	$32,054	$84,000	$84,000	$84,000	0%
(2440) Landfill	$2,905,204	$3,098,530	$3,098,530	$3,124,645	1%
(2440) MRF Operations	$2,169,398	$2,444,326	$2,444,326	$2,578,006	5%
(2440) Recycling	$1,115,123	$829,988	$829,988	$866,467	4%
(2440) Solid Waste Admin	$838,986	$902,505	$902,505	$892,236	-1%
(2480) Curb Service	$6,866,720	$7,418,328	$7,418,328	$7,275,497	-2%
(2480) Residential-Loose Trash Collec	$1,875,274	$2,129,649	$2,129,649	$2,621,349	23%
(2480) Sanitation Frontload	$3,349,368	$3,505,890	$3,505,890	$3,565,037	2%
(2480) Sanitation Roll-off	$983,471	$1,063,585	$1,063,585	$1,230,639	16%
(2530) PS Training Ops - Fac. Mgmt.	$0	$0	$0	$705,972	NA
Total - Field Operations	**$46,367,430**	**$52,343,024**	**$52,661,024**	**$50,807,169**	**-3%**

City of Glendale
Budget Summary by Department

Field Operations

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$14,869,612	$16,758,859	$17,003,715	$18,036,331	8%
Supplies and Contracts	$16,320,996	$17,382,709	$17,377,608	$17,021,930	-2%
Internal Premiums	$1,010,170	$1,200,803	$1,200,803	$1,266,936	6%
Internal Service Charges	$10,001,103	$10,840,994	$10,601,239	$11,045,143	2%
Operating Capital	$4,165,549	$6,159,659	$6,477,659	$3,436,829	-44%
Total - Field Operations	**$46,367,430**	**$52,343,024**	**$52,661,024**	**$50,807,169**	**-3%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Cemetery	2	2	2	2	0%
Custodial Services	20	20	20	20	0%
Facilities Management	21	21	21	21	0%
Field Operations Admin.	10	8	8	8	0%
Graffiti Removal	3	3	3	3	0%
Equipment Management	38	41	41	41	0%
Parts Store Operations	1	1	1	1	0%
Right-of-Way Maintenance	17	17	17	17	0%
Street Cleaning	5	5	5	5	0%
Street Maintenance	40	40	40	40	0%
Landfill	16	18	18	19	6%
MRF Operations	11	11	11	11	0%
Recycling	5	6	6	6	0%
Solid Waste Admin	7	7	7	7	0%
Curb Service	38	40	40	40	0%
Residential-Loose Trash Collec	14	14	14	18	29%
Sanitation Frontload	14	13	13	13	0%
Sanitation Roll-off	3	3	3	4	33%
PS Training Ops - Fac. Mgmt.				4	
Total -Field Operations	**265**	**270**	**270**	**280**	**4%**

UTILITIES

Roger Bailey

Department Description:
The Utilities Department operates as an enterprise fund and is responsible for treating and distributing potable water that meets all federal and state drinking water standards; collects and treats the city's wastewater in compliance with all regulatory requirements; implements odor and roach infestation control measures; and reads all water meters on a monthly basis.

Interesting Department Fact:
Did you know that Glendale's water distribution system utilizes enough pipeline to stretch from Glendale to San Diego and back?

Mission Statement:
To provide safe and reliable water and wastewater services to its citizens; comply with all environmental and health standards; anticipate and respond to emergencies in a timely, appropriate manner and accommodate growth and new demand within the city.

FISCAL YEAR 2008

GOALS	
Goal	Begin the design and construction phase of the 10 million gallon per day (MGD) groundwater treatment plant located at the Oasis Water Campus. This facility will augment existing water supplies and help meet peak demands.
Related Council Goal	A city with high quality services for citizens
Activities	•Hire a consultant for the design and construction management; •Hire a contractor and construction manager at risk for pre-construction and the start of construction.
Desired Outcomes (Perf. Measures)	•Completion of the preliminary design of the groundwater treatment plant.
Goal	To start-up and operate the new fully automated and computer controlled state of the art 10 MGD water treatment plant located at the Oasis Water Campus by October 2007.
Related Council Goal	• A city with high quality services for citizens • A city that is fiscally sound
Activities	•Provide oversight and contractor/designer interface for the final construction activities and start up of the plant. •Comply with the Maricopa County Health Services Department regulatory requirements.
Desired Outcomes (Perf. Measures)	A water treatment plant that is operationally effective, on schedule, and within budget.

FISCAL YEAR 2007

Business Practice/Service Delivery Improvement:

A new business practice of the Utilities Department is the implementation of a Criteria-Based Promotion Program to better attract and retain skilled utilities employees. The program will provide cross-training opportunities for employees through the different divisions of the operation. An employee who successfully completes different training modules will have the ability to operate in a variety of areas in the Utilities operation. Also, employees will receive remuneration for each training module successfully completed. The program was developed by Utilities staff in conjunction with the Human Resources Department to develop more knowledgeable, experienced and capable Utilities staff that provide a higher level and quality of service to customers.

Accomplishments:

- Received the prestigious "Gold Award for Competitiveness Achievement" from the Association of Metropolitan Water Agencies for providing quality drinking water to residents. The department was one of seven drinking water utilities across the nation and the only Arizona water agency so honored. The department was recognized for its current plant expansion, water main replacement program and meter testing and reading program.
- Updated the current Utilities miscellaneous customer service fees. The proposed customer service fees will provide the revenue necessary to maintain the current high level of customer service and will include after-hour water reconnection services.

GOAL UPDATES	
Goal	Reassess the Utilities infrastructure needs in conjunction with the financial resources to ensure fiscal stability of utilities operations.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	Yes
What were the Performance Measures?	•Completed an updated infrastructure needs assessment; •Completed CIP budget consistent with the needs assessment.
Obstacles/Challenges	Increasing costs of construction, electricity, chemicals and other line supplies provided challenges that staff have successfully met.
Goal	Implementation of the Interactive Voice Recognition/Interactive Web Recognition (IVR/IWR) System.
Related Council Goal	A city with high quality services for citizens
Was the goal met?	The IWR was successfully launched in March 2007 and is functional and providing quality service to an ever-increasing number of customers. The IVR will be completed in the near future.
What were the Performance Measures?	Provide customers with the ability to utilize the internet and telephone to pay their Utility bills.

Obstacles/Challenges	Staff had to deal with unforeseen technological challenges in launching the IVR system.

FISCAL YEAR 2006

Accomplishments:

- Completed the QualServe Peer Review Process, a program managed by the American Water Works Association, in conjunction with the Water Environment Federation, to assist utility managers with assessing the current business practices at their utility department.
- The peer review team evaluated the 26 business process categories and presented their report that identified a number of strengths and opportunities for improvement.
- In response to the report, the Utilities Department completed an internal report that addressed each of the identified opportunities for improvement and an action plan to implement the recommendations of the QualServe Peer Review Process.
- Completed process improvements and enhancements at the Pyramid Peak Water Treatment Plant. These included increased production capacity from 39 MGD to 48 MGD and a 10 MGD reservoir. These improvements enhanced production and operational flexibility to ensure the delivery of safe drinking water of the highest quality that meet all federal, state and local regulatory requirements.

GOAL UPDATES	
Goal	Continue to operate the Utilities Department in an efficient and effective manner to ensure the highest quality of service to our community.
Was the goal met?	Yes
What were the Performance Measures?	The department maintained its high quality of water and sewer services, meeting all regulatory standards and within the allocated budget.
Obstacles/Challenges	The inflationary trend in the electricity, chemicals and other line supplies provided challenges but did not prevent the goal from being met in FY 2006.
Goal	To provide safe and reliable water to the city's service area.
Was the goal met?	Yes
What were the Performance Measures?	Safe and reliable water was provided to all city customers during FY 2006. This was measured by not receiving any citations for regulatory violations and by immediately addressing any and all customer complaints.
Obstacles/Challenges	None

City of Glendale
Budget Summary by Department

Utilities

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(2360) Arrowhead Reclamation Plant	$1,653,337	$2,139,239	$2,139,239	$2,219,154	4%
(2360) Information Management	$958,294	$1,070,642	$1,070,642	$1,109,945	4%
(2360) Lazy J Trailer Park	$62,036	$0	$0	$0	NA
(2360) Public Service Representatives	$254,637	$291,518	$291,518	$310,120	6%
(2360) Safety Administration	$0	$0	$0	$138,970	NA
(2360) System Security	$40,408	$318,367	$318,367	$728,979	129%
(2360) Utilities Administration	$6,493,405	$6,459,484	$6,459,484	$6,552,552	1%
(2360) West Area Plant	$2,602,891	$2,971,170	$2,946,170	$3,151,448	6%
(2400) Central System Control	$1,272,124	$1,411,873	$1,411,873	$1,521,349	8%
(2400) Central System Maintenance	$415,866	$409,831	$409,831	$775,580	89%
(2400) Cholla Treatment Plant	$3,153,121	$3,298,070	$2,918,070	$3,699,583	12%
(2400) Customer Service - Field	$1,004,200	$1,286,590	$1,036,590	$1,348,005	5%
(2400) Irrigation	$208,848	$170,283	$170,283	$200,105	18%
(2400) Major Maintenance	$236,688	$332,802	$332,802	$0	-100%
(2400) Meter Maintenance	$1,417,129	$1,264,641	$1,264,641	$1,364,145	8%
(2400) Oasis Water Campus	$40,104	$670,010	$420,010	$5,453,389	714%
(2400) Pyramid Peak Plant	$1,304,470	$1,624,677	$1,624,677	$1,585,300	-2%
(2400) Raw Water Usage	$2,138,035	$3,482,182	$3,482,182	$3,482,182	0%
(2400) Water Distribution	$2,953,533	$3,483,640	$3,335,639	$3,876,773	11%
(2420) Pretreatment Program	$481,450	$548,598	$573,598	$559,509	2%
(2420) SROG (91st Ave) Plant	$2,288,319	$4,000,000	$4,000,000	$5,400,000	35%
(2420) Wastewater Collection	$2,199,322	$2,900,026	$2,900,026	$3,311,317	14%
Total - Utilities	**$31,178,217**	**$38,133,643**	**$37,105,642**	**$46,788,405**	**23%**

City of Glendale
Budget Summary by Department

Utilities

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$9,608,539	$11,511,298	$11,728,591	$13,750,281	19%
Supplies and Contracts	$14,745,359	$19,578,276	$18,872,314	$25,486,990	30%
Internal Premiums	$1,039,353	$1,017,857	$1,017,857	$1,173,773	15%
Internal Service Charges	$5,268,524	$5,480,692	$5,383,053	$5,496,968	0%
Operating Capital	$516,442	$545,520	$103,827	$880,393	61%
Total - Utilities	**$31,178,217**	**$38,133,643**	**$37,105,642**	**$46,788,405**	**23%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Arrowhead Reclamation Plant	8	12	12	13	8%
Information Management	5	6	6	6	0%
Public Service Representatives	3	4	4	4	0%
Safety Administration				1	
System Security	1	2	2	8	300%
Utilities Administration	8	11	11	10	-9%
West Area Plant	13	14	14	14	0%
Central System Control	10	9	9	10	11%
Central System Maintenance	5	5	5	6	20%
Cholla Treatment Plant	7	9	9	9	0%
Customer Service - Field	15	15	15	15	0%
Irrigation	1	1	1	1	0%
Major Maintenance	3	1	1		
Meter Maintenance	10	11	11	11	0%
Oasis Water Campus		2	2	15	650%
Pyramid Peak Plant	9	10	10	9	-10%
Water Distribution	27	30	30	30	0%
Pretreatment Program	5	6	6	6	0%
Wastewater Collection	16	17	17	18	6%
Total -Utilities	**146**	**165**	**165**	**186**	**13%**

Catlin Court in Historical Downtown Glendale

OTHER

GRANTS
NON-DEPARTMENTAL

The Equipment Exhibit at Manistee Ranch

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City of Glendale
Budget Summary by Department

Grants

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1840) Domestic Violence Grant	$53,107	$202,890	$202,890	$71,937	-65%
(1840) Miscellaneous Grants	$390,246	$350,000	$342,500	$500,000	43%
Total - Grants	**$443,353**	**$552,890**	**$545,390**	**$571,937**	**3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$46,262	$259,133	$258,112	$221,937	-14%
Supplies and Contracts	$397,091	$293,757	$287,278	$350,000	19%
Total - Grants	**$443,353**	**$552,890**	**$545,390**	**$571,937**	**3%**

STAFFING BY PROGRAM	FY 05-06 Authorized	FY 06-07 Authorized	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Domestic Violence Grant		1	1	1	0%
Total -Grants		**1**	**1**	**1**	**0%**

City of Glendale
Budget Summary by Department

Non-Departmental

FUND NUMBER / BUDGET BY PROGRAM	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
(1000) Fund 1000 Non-Dept	$762,290	$1,603,774	$2,349,281	$1,631,667	2%
Total - Non-Departmental	**$762,290**	**$1,603,774**	**$2,349,281**	**$1,631,667**	**2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 05-06 Actual	FY 06-07 Budget	FY 06-07 Estimate	FY 07-08 Budget	Percent Over Last Year
Wages/Salaries/Benefits	$164,138	$350,360	$1,270,285	$350,360	0%
Supplies and Contracts	$590,159	$810,606	$636,188	$911,307	12%
Internal Premiums	$7,993	$5,316	$5,316		
Internal Service Charges		$437,492	$437,492	$370,000	-15%
Total - Non-Departmental	**$762,290**	**$1,603,774**	**$2,349,281**	**$1,631,667**	**2%**

CAPITAL IMPROVEMENT PLAN

2008 - 2017

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INTRODUCTION

What are Capital Improvements?

The Capital Improvement Plan (CIP) is a ten-year roadmap for creating, maintaining and paying for Glendale's present and future infrastructure needs. The CIP outlines project costs, funding sources and future operating costs associated with each capital improvement. 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.

Capital improvement projects are non-routine capital expenditures that generally cost more than $50,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city.

Capital improvements make up the bricks and mortar, or infrastructure that all cities must have in place in order to provide essential services to current residents and support new growth and development. Capital improvements consist of streets, fire and police stations, water and wastewater treatment plants, parks and other recreation facilities, landscape beautification projects and major equipment purchases.

Rapidly growing municipalities, including Glendale, 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.

Glendale has kept pace with its rapid growth through many significant public improvements. Notable projects since 1996 include:

1996 Union Hills Bridge at 83rd Avenue
1997 Fire Station 157
1999 Foothills Branch Library
1999 Glendale Civic Center
2000 Arrowhead Wastewater Plant Expansion
2001 Tourism Visitor Center
2002 Manistee Land Redevelopment
2003 NHL Coyotes Arena
2004 New Adult Center Facility
2004 Pyramid Peak WTP – Solid Handling Exp
2005 99th Avenue Metering Station Improvements
2006 Field Operations Complex
2006 Fire Station 159

2006 Rose Lane Pool Restoration
2007 Foothills Recreation & Aquatic Center
2007 Downtown Campus
2007 Emergency Operations Center
2007 Convention Center/Media Center/Parking Garage

The following projects have been funded and are in various stages of implementation:

- Public Safety Training Facility Phase I
- Bethany Home Outfall Channel
- Grand Canal Linear Park

To ensure that all Glendale residents share equally in high-quality 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 costs and financing options (i.e. 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 involves many familiar questions.

- Do I need a new home or car or just "want" one?
- Can I wait another year or two?
- Are there other alternatives such as remodeling, using public transit or carpooling?
- What other purchases 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. The city, just like most families, needs to find longer-term bank financing to cover certain costs for capital improvements. Repaying the loan might require cutting other expenses like eating at restaurants, or increasing income by taking a second part-time job. An unanticipated inheritance may speed up the timetable; a negative event, such as a flood, might delay the plan.

Similarly, most large capital improvements cannot be financed solely from a single year's annual operating budget by simply increasing income or decreasing expenses. For a more detailed discussion about this issue see the "Impacts of the CIP on the Operating Budget".

Guidelines and Policies Used in Developing the CIP

City Council directives and the city's financial policies also affect the use and issuance of bonds for CIP projects. Glendale's CIP must comply with the following requirements and limitations without requiring an increase in the secondary property tax rate.

The CIP must:

- Support City Council goals and objectives;
- Satisfactorily address all state and city legal and financial requirements;
- 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 quality 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;
- Generally cost more than $50,000 with an expected useful life of at least five years.

Master plans help determine which projects will be included in the CIP and the timeframes in which the projects should be completed. For example, the Parks and Recreation Master Plan guidelines for neighborhood parks mandate one acre of park land 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, Water & Sewer 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.

Economic forecasts are a critical source of information and guidance throughout the capital planning process. They provide the contextual framework within which our City Council develops its annual and long-term goals and objectives. The forecasts assess 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.

Glendale's CIP Process

In conjunction with the annual budgeting process, the Management and Budget Department 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 2008 budget. The first year of the plan is the only year appropriated by Council. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by City Council.

Council's strategic goals and key objectives determine the broad parameters for adding new capital improvement projects to the CIP. City staff members from all departments participate in an extensive review of past project accomplishments and the identification of new projects for inclusion in the CIP. The City Council's commitment to the needs and desires of Glendale's citizens is an important factor considered during the capital planning process, along with ensuring that projects remain within legal limits and financial resources.

Once the projects are selected for inclusion in the Capital Plan, staff 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.

Prior to Council's consideration of the proposed CIP, the Finance and Budget Departments evaluate various debt issues to ensure the proposed expenditures meet all debt coverage requirements as discussed in the city's Debt Management Plan. The Finance Department annually updates the Debt Management Plan to include the most recent debt issuances.

The City Council reviews all projects, consider citizen requests and evaluate financial, management and planning staff recommendations before making the final decision about which projects should be included in which years of the CIP. These decisions are made during the Council budget workshops held each spring.

Citizen Involvement in the CIP Process

The CIP is an important financial, planning and public communication tool. 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% of the $411.5 million in bond requests. In 2006, City Council established an Ad-Hoc Citizens Bond Election Committee to consider whether additional bond authorization was needed to complete the Council approved CIP. On May 15, 2007, voters approved $218 million of the $270 million in bond requests.

We encourage and welcome your comments and suggestions for improving Glendale's annual CIP. Please share your thoughts, concerns and suggestions with the city staff in the Management and Budget Department.

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Management and Budget Department
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FINANCING THE CIP

Key to financing the CIP is managing the overall debt incurred for past projects while including bond issues for future projects. Glendale has a formal debt management plan that is produced as a separate document from the annual budget book. For the purposes of this discussion, portions of the Debt Management Plan (DMP) issued in May 2006 are reflected below.

The purpose of the City's DMP is to manage the issuance of the City's debt obligations and maintain the city's ability to incur debt and other long-term obligations at favorable interest rates for capital improvements, facilities, and equipment necessary for essential city services. Analysis of the city's debt position is important, as growth in the City could result in an increased need for capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the City and the amount of equity (cash) dedicated in a given fiscal year to capital outlay. Glendale believes that a disciplined, systematic approach to debt management will allow the City to maintain its excellent credit rating.

The Chief Financial Officer has instituted a conservative plan of finance for the City's capital projects. The main objectives of that plan are:

- Evaluate all possible funding mechanisms to insure the city will receive the best possible terms/conditions on transactions;
- To use debt structures that match the useful lives of the projects being financed or fall within accepted maturity guidelines;
- To use revenue-based bond issues, where feasible, e.g., water and sewer and highway user revenue bonds;
- To use excise tax secured bond issues when appropriate; and
- To finance, on a general obligation basis, the majority of the remaining projects.

Furthermore, the DMP states that the city's direct net tax-supported debt should be maintained at a level considered manageable by the rating agencies based upon current economic conditions, including, among others, population, per capita income and assessed valuation.

Within the context of the DMP, the ten-year CIP is developed. 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 (DIFs) or Glendale's dedicated transportation sales tax. In many cases, a large or multi-year project will be financed using a mix of these funding sources.

Financial constraints and limited staff resources 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. 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 a new library may be 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's constitutional limit on parks G.O. bond debt is three times greater than its limit for library bond debt. These limits affect the number of park and library 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, county and municipal governments and outside entities. For example, street improvements may need to be coordinated with one or more utility companies to minimize the amount of new street surface that must 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. A project might also be accelerated if a resident group formed a LID, 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. These financial projections are jointly coordinated by the Budget and Finance Departments and are updated annually to reflect changes in the economic environment.

General Obligation Bonds

Issuing city bonds is a major source of funding for large capital improvements. However, Arizona state law and the city's internal financial policies limit Glendale's capacity to issue bonds and the amounts and purposes for which bond funds may be used.

General Obligation (G.O.) bonds are direct and general obligations of the city. Municipalities use G.O. bonds to fund many large-scale 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, state law mandates the separation of city property taxes into two components, the primary tax levy and the secondary tax levy. Municipalities pay the principal and interest on G.O. bonds using the revenue generated from the secondary property tax levy. Utility revenues are primarily used to pay for water/sewer G.O. bond debt. However, if adequate utility revenue is not available, the city can fall back on the secondary property tax for water/sewer G.O. bond debt.

Debt Limit

There are limitations to the issuance of bonds, as defined by the State Constitution. Arizona's State Constitution limits the total outstanding principal on most G.O. bonds to 6% of the city's total secondary assessed valuation. Previously, the 6% constitutional limitation applied to all capital projects funded with G.O. bonds except parks, flood control, open space, artificial light or water/sewer projects, including storm sewers. In these categories, the total outstanding indebtedness cannot exceed 20% of assessed value at the time of a bond sale. Voter approved Proposition 104 moved public safety, streets/parking and transportation facilities into the 20% category.

Table 2-1 reflects the city's outstanding G.O. indebtedness with respect to its constitutional G.O. debt limitation as of May 1, 2007. Public safety, streets/parking and transportation facilities debt outstanding are not reflected in the table below. The amount of debt outstanding excludes debt service fund balances.

TABLE 2-1
Constitutional Debt Limitation
IN THOUSANDS ($)

General Municipal Purpose Bonds		Water, Light, Sewer, Open Space, Flood Control,and Park Bonds	
6% Limitation[1]	$82,259	20% Limitation[1]	$274,197
Less Direct Bonded Debt to be Outstanding	$61,630	Less Direct Bonded Debt to be Outstanding	$174,720
Unused 6% Borrowing Capacity	$20,629	Unused 20% Borrowing Capacity	$99,477

[1] Based on the 2007 secondary assessed value of $1,370,989,076.

[1] 20% outstanding debt does not include public safety, streets/parking and transportation facilities.

Table 2-2 shows the projected maximum dollar amounts (the bond capacity) available for the 6% and 20% limitation bond categories, before future bond sales, 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. The city's bond capacity will grow as assessed value grows and as outstanding bonds are paid off.

TABLE 2-2
Projected G.O. Debt Capacity Before New Bonds
IN THOUSANDS ($)

Fiscal Year	6% Bonds	20% Bonds	Total
FY 2008	$59,961	$252,404	$312,365
FY 2009	$74,776	$269,295	$344,071
FY 2010	$89,576	$285,886	$375,462
FY 2011	$103,969	$304,120	$408,089
FY 2012	$116,321	$325,666	$441,987

Table 2-3 summarizes the projected effect on 6% and 20% bond capacities as CIP projects are implemented.

TABLE 2-3
Capital Plan Effect on G.O. Bond Capacity
IN THOUSANDS ($)

Fiscal Year	New Bond Sale		Remaining Capacity	
	6%	20%	6%	20%
FY 2008	$0	$12,200	$59,961	$240,204
FY 2009	$7,852	$32,642	$66,924	$236,653
FY 2010	$1,025	$21,635	$88,551	$264,251
FY 2011	$0	$4,834	$103,969	$299,286
FY 2012	$0	$0	$116,321	$325,666

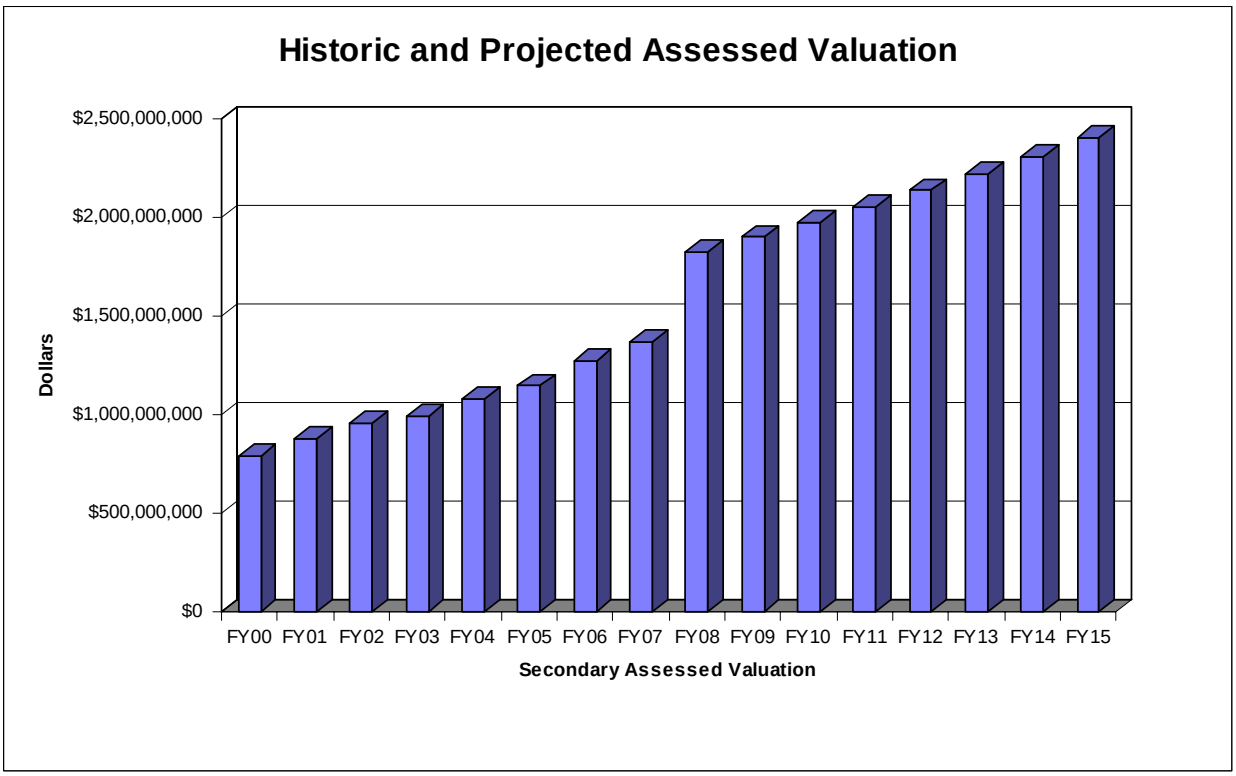
Assessed Valuation

Over the past three years the City of Glendale's assessed valuation increased an average of 8%. For FY 2008 the city realized a 33% increase in secondary assessed valuation. The increases are the result of both the rise in property values, as well as continued growth in new construction activity. The city will continue to see growth due to new development throughout the city.

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. Increases allow the city to

generate additional property tax revenue without raising the tax rate. The additional valuation also increases the city's debt capacity and ability to finance capital projects. While we have seen some dramatic increases in assessed valuation over the past few years, we are assuming a conservative 4.0% growth rate in FY 2009 and for future years. With this approach, we prudently budget capital projects.

The following graph shows the historic and projected assessed valuation rates for the city.



Capital Plan Implications

Bonds are typically paid back over 10 to 15 years by taxpayers or ratepayers as the improvement is used. Capital projects are staged over time and new debt is issued for new projects only as existing debt is paid off and as new residents and businesses increase the tax base. 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.

Table 2-4 summarizes the impact of issuing G.O. bonds. The estimated tax rate assumes a $1.3519 secondary property tax rate per $100 of assessed valuation in FY 2008 thru FY 2012.

Also, the table reflects the estimated debt service payment with future bond sales. While the estimated tax revenue is less than the proposed debt service payment, the city is able to use debt

service fund balance and development impact fee revenue to meet future debt payments. Over the years, the city has built a fund balance in the debt service fund for future uses. The city will strive to maintain a debt service fund balance of at least 10% of next year's debt service in the secondary property tax debt service fund. The city's June 30, 2006 fund balance was $9.6 million, which is 40% of next year's debt service.

Also, the assessed valuation assumptions beginning in FY 2009 are conservative compared to the 8% average growth over the last three years. The current G.O. debt is documented in Schedule 7 of this budget book.

TABLE 2-4
General Obligation Property Tax Bonds
IN THOUSANDS ($)

Fiscal Year	Assessed Value Growth Rate	Assessed Valuation Growth	Estimated Tax Rate	Estimated Property Tax Rev.	Existing Debt*	Proposed Debt*	Total Debt
FY 2008	33.00%	$1,827,019	$1.3519	$24,699	$24,301		$24,301
FY 2009	4.00%	$1,900,099	$1.3519	$25,687	$22,800	$1,376	$24,176
FY 2010	4.00%	$1,976,103	$1.3519	$26,715	$22,930	$6,621	$29,551
FY 2011	4.00%	$2,055,148	$1.3519	$27,784	$22,883	$9,699	$32,582
FY 2012	4.00%	$2,137,354	$1.3519	$28,895	$23,750	$10,355	$34,106

* Excludes water, sewer and landfill general obligations.

Voter Authorization

Under Arizona law, cities can only borrow money through the use of G.O. bonds with the approval of voters. On November 2, 1999, the City Council placed on the ballot a variety of proposed capital improvements recommended by the Citizen Bond Election Committee and the Management Team. Of the $411.5 million in bond requests, voters approved all $411.5 million.

In 2006, City Council established an Ad-Hoc Citizens Bond Election Committee to consider whether additional authorization was needed to support the Council approved FY 2007-16 CIP. On May 15, 2007, voters approved $218 million of the $270 million bond request recommended by the 2006 Ad-Hoc Citizen Bond Election Committee.

The time between a bond election varies depending on how much the voters approve in a given election and how many capital projects are needed. 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.

Table 2-5 shows the projected remaining voter authorization for G.O. bonds by bond authorization category. The remaining authorization numbers reflect authorization from October 1981, March 1987, November 1999 and May 2007 bond elections.

TABLE 2-5
Projected Remaining G.O. Bond Voter Authorization
IN THOUSANDS ($)

Category	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Public Safety	$116,773	$104,573	$91,082	$86,951	$86,951
Water & Sewer[1]	$16,343	$16,343	$16,343	$16,343	$16,343
Landfill	$15,540	$15,540	$15,540	$15,540	$15,540
Library	$17,096	$17,096	$9,244	$9,244	$9,244
Streets/Parking[2]	$67,335	$67,335	$56,713	$56,713	$56,713
Cultural/Historical[2]	$13,721	$13,721	$13,721	$13,721	$13,721
Transit[2]	$6,750	$6,750	$6,750	$6,750	$6,750
Econ. Development	$34,412	$34,412	$34,412	$33,387	$33,387
Govt. Facilities[3]	$34,725	$34,725	$34,725	$34,725	$34,725
Open Space/Trails	$50,525	$50,525	$48,586	$48,586	$48,586
Parks	$23,602	$23,602	$10,888	$4,170	$4,170
Flood Control	$24,107	$24,107	$19,609	$8,823	$3,989

[1] $10M of remaining authorization to be used exclusively for septic sewer conversion.

[2] Certain G.O. Bonds or Revenue Bonds can be issued as G.O. Bonds, Revenue Bonds or a combination thereof.

[3] Government Facilities includes October 1981 authorization for an Operations Center in North Glendale.

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, however they do require voter authorization unless an alternative form of financing is chosen.

Street Revenue Bonds

The State of Arizona shares a portion of the revenues it collects from highway users (e.g., fuel taxes) with cities to be used for street and highway purposes. This revenue is commonly called Highway User Revenue (HURF). The city of Glendale uses HURF revenue to pay street operating cost and the principal and interest on street revenue bonds (i.e. HURF bonds).

As with G.O. bonds, revenue bond-funded projects can only be undertaken after voter approval through a citywide bond election. 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. Because of the volatility of highway user revenues, the City Council directed staff 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 .45 debt service to revenue ratio.

The Arizona Legislative has in the past altered and may in the future alter the type and/or rate of taxes, fees and charges for HURF revenues and the allocation of monies among the Arizona Department of Transportation (ADOT), cities, counties and other purposes. As a result, the revenue collected is not enough to support street operating costs and the debt service payment for street related capital projects. Therefore, General Fund operating funds are used to support the shortfall.

In FY 2008, the city projects it will collect $16.9 million in HURF revenue and realize street operating costs of $14.5 million and HURF debt of $4.7 million resulting in a $2.4 million shortfall to be funded in part with General Fund operating budget monies and $1 million in funding from the GO! Transportation Program.

Table 2-6 summarizes the impact of capital plan projects on street revenue bond capacity, future coverage and the effect of additional bond sales on future debt service costs. For the purpose of the table, no increase in revenue is projected. The current HURF debt is documented in Schedule 7 of this budget book.

TABLE 2-6
Street Revenue Bonds
IN THOUSANDS ($)

Fiscal Year	Highway User Tax Revenues	Existing Debt	New Debt	Total Debt	Annual Coverage	% of Revenues Used
FY 2008	$16,986	$4,715		$4,715	3.60	28%
FY 2009	$16,986	$4,707		$4,707	3.61	28%
FY 2010	$16,986	$4,709		$4,709	3.61	28%
FY 2011	$16,986	$4,700	$881	$5,581	3.04	33%
FY 2012	$16,986	$4,700	$881	$5,581	3.04	33%

Table 2-7 reflects zero remaining voter authorization for street revenue bonds as of June 30, 2006; therefore, the $10.6 million bond sale scheduled for FY 2009 will utilize the voter authorization from the streets and parking G.O. category.

TABLE 2-7
Street Revenue Bonds Remaining Voter Authorization
IN THOUSANDS ($)

Fiscal Year	New Bonds Sold	Remaining Voter Authorization
FY 2008	$0	$0
FY 2009	$10,622	$0
FY 2010	$0	$0
FY 2011	$0	$0
FY 2012	$0	$0

Transportation Sales Tax

On November 6, 2001, Glendale held a special election where voters passed a new half-cent sales tax to fund a new transportation plan to improve service for all modes of transportation, including transit, street, bicycle, pedestrian and aviation. Of the 13,019 ballots cast for this proposition, 64% were in favor and 36% were in opposition. By their votes, Glendale residents indicated that having transportation choices and being connected to regional activities and employment centers were important to maintaining Glendale's high quality of life.

Everyone who shops in Glendale pays the half-cent sales tax, which became effective January 1, 2002. The revenues are dedicated to funding the implementation of the Glendale Onboard (GO!) Transportation Plan. While the sales tax will fund more than half of the plan, almost one-third will come from federal matching funds, state and/or regional sources and 10% from other sources, including transit user fees and city general funds.

The sales tax has no termination date because it will be used for future transit operating costs that are ongoing. The transportation capital and operating budgets will be balanced yearly. Table 2-8 displays proposed revenue bond sales to support capital projects in the Transportation Sales Tax program. The proposed bond sales include an additional $11.5 million in FY 2008 – FY 2012 for the Pavement Management Program (1-inch and 2-inch overlay). The table also summarizes the impact of transportation revenue bonds, future debt service and coverage ratio. For the purposes of the table, no increase in transportation sales tax revenue is projected. Please see the Glendale Onboard Annual Report for more information.

TABLE 2-8
Capital Plan Projections: Transportation Revenue Bonds
IN THOUSANDS ($)

Fiscal Year	Transportation Sales Tax Revenue[1]	Bond Sales	Proposed Debt	Annual Coverage
FY 2008	$23,215	$101,500		
FY 2009	$23,215	$51,500	$9,409	2.47
FY 2010	$23,215	$41,500	$14,459	1.61
FY 2011	$23,215	$91,500	$18,709	1.24
FY 2012	$23,215	$101,500	$27,407	0.85

[1] For purposes of this table, no increase in transportation sales tax revenue is projected.

Water/Sewer Revenue Bonds

In addition to water/sewer G.O. bonds, the city sells 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." Adjustments in net revenue may be made in certain circumstances; restatement of debt service on variable rate and certain other types of debt is permitted; and refunding and compound interest bonds may be issued under different tests.

FY 2008-12 water/sewer CIP projects will be funded from operating revenues, subordinate lien water and/or sewer revenue obligations. In December 2003, the city entered into a Trust Agreement and issued subordinate lien obligations. Subordinate lien obligations are not bonds and are junior and subordinate to existing City revenue bonds' lien on water/sewer system revenues. Obligations offer the City the ability to take advantage of historically low interest rates at a time when adequate bond authorization is unavailable. Bonds scheduled in FY 2008 total $65.5 million.

Table 2-9 displays projected water/sewer bond sales and coverage ratios. The current water/sewer debt is documented in Schedule 7 of this budget book.

TABLE 2-9
Water/Sewer Planned Revenue Bonds & Coverage Ratios
IN THOUSANDS ($)

Fiscal Year	Bond Sales	Annual Coverage Ratio
FY 2008	$65,500	1.26
FY 2009	$66,500	1.25
FY 2010	$56,500	1.25
FY 2011	$42,500	1.25
FY 2012	$34,000	1.25

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's residential and commercial solid waste operations. 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, 2006, 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. In addition, it may be difficult to obtain the consent of the number of property owners needed to create a LID. Moreover, residential property owners and business property owners in the same area may have different concerns, priorities and financial assets. Finally, a 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 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 a 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). In fact, MPC debt service is paid with General Fund operating dollars and these debt service payments are included in the General Fund operating budget. This is a serious limitation of MPC debt. While the city has a large amount of potential MPC bond capacity, a large issuance of MPC bonds could place a significant strain on the overall operating budget.

Before entering into a purchase agreement with the MPC, the city will also pledge that 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 to sell MPC bonds to fund several construction projects, including the Glendale Municipal Office Complex, Jobing.com Arena, a portion of the Regional PS Training Facility, the Zanjero mixed-use development and a new Parking Garage/Convention Center/ Media Center. MPC bonds for future projects are reflected in Table 2-10.

TABLE 2-10
Future MPC Bonds
IN THOUSANDS ($)

Fiscal Year	MPC Bonds
FY 2008	$5,075
FY 2009	$11,134
FY 2010	$12,738
FY 2011	$0
FY 2012	$0

Table 2-11 shows the current amount of MPC principal debt outstanding as of June 30, 2006. It is anticipated that the debt service on these obligations would be paid by city sales tax receipts by the projects that benefit from the capital improvements. The current Municipal Property Corporation debt is documented in Schedule 7 of this budget book.

TABLE 2-11
Outstanding MPC Bonds
IN THOUSANDS ($)

Issue	Year Issued	Principal Balance Outstanding
MPC Bonds	1999	$3,380,000
AMFP - Arena	2002	$5,055,000
AMFP - Refunding - Arena	2003	$7,250,000
MPC Bonds - Arena Taxable	2003B	$96,840,000
MPC Bonds - Arena Tax Exempt	2003A	$49,625,000
MPC Bonds - Refund Imp Dist	2004A	$8,415,000
MPC Bonds - GRPSTF/Zanjero	2006A	$33,030,000
MPC Bonds - H/Conv/Media	2006B	$96,450,000
TOTAL		$300,045,000

Lease

Lease financing provides long-term financing of equipment or other capital improvements through a lease (with a mandatory purchase provision) that does not affect the city's G.O. bond capacity and does not require voter approval. In a lease transaction the asset being financed can include new capital needs, assets under existing lease agreements, or, in some cases, equipment purchased in the past for which the government or municipal unit would prefer to be reimbursed and paid over time. At the end of the lease term title to the asset is transferred to the city.

Table 2-12 reflects the principal balance of capital leases and notes under contract by the city. The current lease/note debt is documented in Schedule 8 of this budget book.

TABLE 2-12
Outstanding Leases
IN THOUSANDS ($)

Lease Financing	Year Issued	Original Amount	Total Balance Outstanding	Year Matures
LaSalle Lease	2000	$24,614,627	$1,668,440	2010
Equipment Lease	2003	$1,240,330	$420,715	2009
Hickman/Motorola Lease	2003	$10,800,000	$9,800,000	2012
Library	2003	$392,915	$148,150	2009
Copier Lease	2004	$26,374	$4,722	2008
Equipment Lease	2004	$665,000	$309,258	2009
Equipment Lease	2006	$1,370,300	$1,119,032	2011
Equipment Lease	2007	$1,368,800	$1,368,800	2016
Total Lease Financing			$14,839,117	
Notes[1]				
Downtown Building Purchase	2000B	$1,779,000	$380,968	2008
Northern Crossing Note	2002	$14,500,000	$4,277,778	2012
Larry Miller Note	2004	$2,700,000	$1,620,000	2009
Total Note Financing			$6,278,746	
Grant Total			$21,117,863	

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. The former Federal Community-Oriented Policing Services (COPS) grants for police officers and existing Heritage Fund grants for parks 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 (CDBG) are considered entitlement grants and typically must benefit low-moderate income residents.

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 5% to 75%.

Federal Transportation Administration grants for public 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 and/or the Transportation Sales tax.

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 General Fund department operating budgets, G.O. bonds or development impact fees.

There is always a possibility that some of the grant funded projects 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, modified to reduce costs, or funded using alternative means.

Operating Budget - Pay-As-You-Go

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 2008 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 computer servers, optical scanning equipment, and other technologies are included in the operating budget. Typically, each department pays annually into each fund based on the equipment in its inventory and the expected life span and value of the equipment.

Specialized vehicles, such as street sweepers, and recurring maintenance costs, such as street asphalt overlay and pool re-plastering, 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 with other financing mechanisms.

Other Financing Alternatives

The City of Glendale's ongoing challenge 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. 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 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. Currently, the city does not use this method.

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 LID's, but a CFD is given much broader authority in the type of tax or fee implemented and the use of the revenue than an LID. As an example, a CFD can levy a tax or fee for the ongoing maintenance of a capital improvement. Currently, the city does not use this method.

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, repair and maintenance upon completion or acquisition. Also, many new capital facilities require the addition of new positions. As they age, city facilities and equipment that were once considered state-of-the-art will require rehabilitation, renovation or upgrades for new uses and/or safety and structural improvements. Older facilities usually involve higher maintenance and repair costs as well. Pay-as-you-go capital projects, grant-matching funds, and payments for HURF bonds and lease/purchase capital 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 2007 the estimated operating cost for capital facilities were as follows:

- $0.143/sq. ft. for building water usage;
- $0.17/square foot annually to maintain (including water and electricity) most street medians and right of way landscaping; and
- $1.00/sq. ft. to $2.50/sq. ft. annually for electrical costs in a building.

These operating costs are carefully considered in deciding which projects move forward in the CIP. This is done so the city's operating budget is able to absorb the additional costs. City Council carefully staggers capital projects so the operating impacts are manageable. Council reviews operating and maintenance costs associated with capital projects scheduled to come on-line in the next fiscal year during the operating budget process. Departments are required to submit a supplemental request to receive funding. Supplemental requests for CIP operating and maintenance costs are balanced against other requests for additional funding.

CIP projects involving land acquisitions in anticipation of future needs (land banking) increase costs in the operating budget. These parcels can mean maintenance costs related to fencing, security, weed control, etc. until the land is needed for new parks, libraries, water treatment facilities, etc. However, given the dramatic growth in assessed valuation over recent years, 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 new development—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 below summarizes the projected cumulative impact of the CIP on the city's operating budget over the next five years, by category. This year detailed operating cost and descriptions are included in the project detail section of the CIP. If applicable, each detailed sheet contains an operating and maintenance description and projected operating costs for the first five years and a five-year aggregate estimate for the second five years for personnel, supplies, utilities, insurance, etc.

OPERATING IMPACT BY CIP PROJECT TYPE

IN THOUSANDS ($)

Project Type	2007-08	2008-09	2009-10	2010-11	2011-12
Water & Sewer Projects	$4,937	$5,725	$6,106	$7,406	$8,146
Transportation Sales Tax Projects	$101	$343	$661	$932	$960
All Other Transportation Projects (DIF, HURF and Streets)	$146	$497	$520	$552	$569
Open Space/Trails Projects	$45	$224	$236	$243	$246
Park Projects	$349	$708	$1,440	$1,497	$1,551
Library Projects	$0	$2,675	$2,755	$2,838	$2,923
Public Safety Projects	$0	$2,662	$2,616	$2,901	$3,213
Landfill/Sanitation Projects	$467	$596	$633	$851	$877
Economic Development Projects	$0	$0	$2	$2	$2
Other Projects	$0	$23	$43	$114	$135
TOTAL Operating Impact	$6,044	$13,453	$15,012	$17,336	$18,622

DEVELOPMENT IMPACT FEES

The city's financial policy, as published in this document, states that, "Revenues from growth or development should be targeted to development, or invested in improvements that will benefit future residents or make service provisions efficient." The City Council's implementation of development impact fees (DIFs) 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, police, fire, solid waste services, roadway improvements, general government and water/sewer. In 1994, the City undertook an impact fee study that was completed and implemented on February 1, 1997 to assist in recovering costs related to water and sewer infrastructure, streets, parks (neighborhood and community parks), libraries, police and fire services. In 2000, fees were implemented for solid waste (sanitation and landfill), roadways and general government. The public safety fees were also separated into police facilities and fire/emergency medical services categories.

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.

Parks DIF have a citywide component for parks, recreation facilities and open space and trails, as well as a neighborhood park component. The neighborhood parks portion of the fee may only be used for neighborhood 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.

In FY 2003-04 separate fund numbers by category were established to make it easier for end users to access information about projects. The chart on the following page projects parks, roadway improvements, library, police, fire and EMS, solid waste and general government DIF revenues and expenses during the next five to ten years. Lastly, staff is currently working on the 2007 update to the City's development impact fees with an anticipated effective date in the fall of 2007.

Above: Equestrian Staging Area project funded with development impact fees. Project 1520-70451.

DIF FUNDS BUDGET PROJECTIONS
(All Dollars in Thousands)
(Excludes Contingency Appropriation)

FUND 1380: Library Buildings	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$2,638	$161	$167	$173	$181	$190
Development Fees	0	0	0	0	0	0
Investment Income	60	6	7	8	9	45
Project Expenses	2,537	0	0	0	0	0
Carryover Expenses	0	0	0	0	0	0
Ending Balance	$161	$167	$173	$181	$190	$236

FUND 1400: Library Books	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$309	$4	$4	$4	$4	$4
Development Fees	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0
Project Expenses	0	0	0	0	0	0
Carryover Expenses	305	0	0	0	0	0
Ending Balance	$4	$4	$4	$4	$4	$4

FUND 1420: Fire Facilities	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$798	$412	$735	$1,075	$1,550	$2,178
Development Fees	608	608	608	608	608	3,368
Investment Income	24	14	29	28	20	100
Project Expenses	0	0	0	0	0	0
Carryover Expenses	718	0	0	0	0	0
Debt Payment[1]	300	300	298	161	0	0
Ending Balance	$412	$735	$1,075	$1,550	$2,178	$5,646

FUND 1440: Police Facilities	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$1,499	$1,701	$2,133	$2,594	$3,237	$4,093
Development Fees	770	770	770	770	770	3,850
Miscellaneous Revenue	0	0	0	0	0	0
Investment Income	45	60	85	87	87	435
Project Expenses	0	0	0	0	0	0
Carryover Expenses	216	0	0	0	0	0
Debt Payment[1]	398	397	395	214	0	0
Ending Balance	$1,701	$2,133	$2,594	$3,237	$4,093	$8,378

FUND 1460: Parks - Citywide	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$1,737	$60	$72	$85	$99	$114
Development Fees	414	414	414	414	414	2,070
Investment Income	52	2	3	4	5	28
Project Expenses	404	404	404	404	404	2,020
Budget Transfer Out	0	0	0	0	0	0
Carryover Expenses	1,740	0	0	0	0	0
Ending Balance	$60	$72	$85	$99	$114	$192

FUND 1480: Rec Facilities - Citywide	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$1,294	$37	$40	$271	$514	$769
Development Fees	230	230	230	230	230	1,150
Investment Income	39	1	2	12	26	120
Project Expenses	229	229	0	0	0	0
Carryover Expenses	1,296	0	0	0	0	0
Ending Balance	$37	$40	$271	$514	$769	$2,039

DIF FUNDS BUDGET PROJECTIONS
(All Dollars in Thousands)
(Excludes Contingency Appropriation)

FUND 1500: Library	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$3,245	$89	$204	$295	$360	$401
Development Fees	497	497	497	497	497	2,484
Investment Income	97	3	8	13	18	100
Project Expenses	2,291	385	414	444	475	2,041
Carryover Expenses	1,459	0	0	0	0	0
Ending Balance	$89	$204	$295	$360	$401	$944

FUND 1520: Open Space/Trails	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$457	$12	$13	$90	$170	$254
Development Fees	76	76	76	76	76	380
Investment Income	14	0	1	4	8	40
Project Expenses	75	75	0	0	0	0
Carryover Expenses	459	0	0	0	0	0
Ending Balance	$12	$13	$90	$170	$254	$674

FUND 1540: N'hood Parks - Zone 1	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$1,109	$227	$235	$391	$546	$701
Development Fees	147	147	147	147	147	735
Intergovernmental	0	0	0	0	0	0
Investment Income	0	8	9	9	7	35
Project Expenses	148	148	0	0	0	0
Carryover Expenses	881	0	0	0	0	0
Ending Balance	$227	$235	$391	$546	$701	$1,471

FUND 1560: N'hood Parks - Zone 2	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$923	$40	$54	$91	$225	$367
Development Fees	130	130	130	130	130	650
Investment Income	28	1	2	4	11	92
Project Expenses	118	118	95	0	0	969
Carryover Expenses	923	0	0	0	0	0
Ending Balance	$40	$54	$91	$225	$367	$140

FUND 1580: N'hood Parks - Zone 3	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$234	$0	$0	$7	$14	$21
Development Fees	18	27	27	27	27	135
Investment Income	1	0	0	0	0	0
Budget Transfer In/Out	0	0	0	0	0	0
Project Expenses	39	27	20	20	20	100
Carryover Expenses	214	0	0	0	0	0
Ending Balance	$0	$0	$7	$14	$21	$56

FUND 1600: Roadway Improvements	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$7,719	$0	$1,195	$2,438	$3,519	$4,666
Development Fees	2,374	2,374	2,374	2,150	2,150	10,750
Investment Income	80	0	48	110	176	1,945
Intergovernmental	0	0	0	0	0	0
Project Expenses	1,461	1,179	1,179	1,179	1,179	13,017
Budget Transfer Out	0	0	0	0	0	0
Carryover Expenses	8,712	0	0	0		0
Ending Balance	$0	$1,195	$2,438	$3,519	$4,666	$4,344

DIF FUNDS BUDGET PROJECTIONS
(All Dollars in Thousands)
(Excludes Contingency Appropriation)

FUND 1620: General Government	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$2,072	$2,098	$2,259	$2,453	$3,530	$5,207
Development Fees	1,760	1,760	1,760	1,587	1,587	7,934
Investment Income	62	73	90	90	90	455
Project Expenses	567	558	549	0	0	0
Carryover Expenses	111	0	0	0	0	0
Debt Payment[1]	1,118	1,115	1,108	600	0	0
Ending Balance	$2,098	$2,259	$2,453	$3,530	$5,207	$13,596

[1] Debt payment for bond sales for West Public Safety Building (2003) and Field Operations Center (2004).

CONSTRUCTION FUNDS

Construction funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. They are based on the type of general obligation bonds and alternative financing that the city can issue. Beginning balances are based on prior bond proceeds until expended. Additional bond sales during the specified years, along with estimated investment income, and expected grant revenues, increase the beginning balances. Project expenses and carryover reduce the beginning balances. The chart on the following pages summarize anticipated revenue and expenses during the next five to ten years for the general obligation bond and alternative financing categories used to pay for planned capital projects.

Above: Construction of the Downtown Parking Garage. Project 1980-68113.

CONSTRUCTION FUNDS BUDGET PROJECTIONS

(All Dollars in Thousands)

(Excludes Contingency Appropriation)

FUND 1220: Arts Commission	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$3,243	$3,755	$3,405	$3,055	$2,705	$2,355
Revenue	990	0	0	0	0	0
Budget Transfer In	0	0	0	0	0	1,477
Project Expenses	350	350	350	350	350	2,100
Operating Expense	128	0	0	0	0	0
Budget Transfer Out	0	0	0	0	0	0
Carryover Projects	0	0	0	0		0
Ending Balance	$3,755	$3,405	$3,055	$2,705	$2,355	$1,732

FUND 1270: G.F. Revenue Obligations[1]	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2010-12	FY 2013-17
Beginning Balance	$21,986	$10,139	$10,263	$10,387	$10,511	$10,635
Bond Sales/Proceeds	5,075	11,134	12,738	0	0	29,523
Investment Income	108	124	124	124	124	2,659
Project Expenses	5,075	11,134	12,738	0	0	42,817
Carryover Projects	11,929	0	0	0	0	0
Advisor Fee	27	0	0	0	0	
Ending Balance	$10,139	$10,263	$10,387	$10,511	$10,635	$0

FUND 1980: Streets/Parking	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$25,139	$3,216	$3,134	$1,761	$1,679	$1,679
Bond Sales/Proceeds	0	0	0	0	0	120,579
Revenue Bonds	8,000	8,000	8,000	8,000	8,000	36,000
Investment Income	0	0	0	0	0	420
Miscellaneous Revenue	0	0	0	0	0	0
Intergovernmental Revenue	0	0	0	0	0	0
Budget Transfer In/Out	0	0	0	0	0	0
Project Expenses	25,937	8,082	9,373	8,082	8,000	158,678
Carryover Projects	3,980	0	0	0	0	0
Advisor Fee	5	0	0	0	0	0
Ending Balance	$3,216	$3,134	$1,761	$1,679	$1,679	$0

FUND 2000: Highway User Revenue[1]	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$9,596	$1,050	$8,765	$306	$318	$333
Bond Sales/Proceeds	0	10,622	0	0	0	8,205
Investment Income	38	32	22	12	14	83
Project Expenses	2,610	2,939	8,481	0	0	8,621
Carryover Projects	5,971	0	0	0	0	0
Budget Transfer Out	0	0	0	0	0	0
Advisor Fee	3	0	0	0	0	0
Ending Balance	$1,050	$8,765	$306	$318	$333	$0

CONSTRUCTION FUNDS BUDGET PROJECTIONS

(All Dollars in Thousands)

(Excludes Contingency Appropriation)

FUND 2040: Public Safety Bonds	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$22,940	$16,468	$2,280	$2,280	$2,280	$2,280
Bond Sales Public Safety	12,200	13,491	4,131	0	0	124,013
Investment Income	0	0	0	0	0	0
Project Expenses	4,809	27,679	4,131	0	0	126,293
Carryover Projects	13,861	0	0	0	0	0
Budget Transfer Out	0	0	0	0	0	0
Advisor Fee	2	0	0	0	0	0
Ending Balance	$16,468	$2,280	$2,280	$2,280	$2,280	$0

FUND 2060: Park Bonds	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$8,602	$3,409	$3,476	$777	$376	$51
Bond Sales/Proceeds	0	12,714	6,718	0	0	204,645
Investment Income	58	67	97	31	20	85
Project Expenses	692	12,714	9,514	432	344	204,780
Carryover Projects	4,547	0	0	0	0	0
Advisor Fee	12	0	0	0	0	0
Ending Balance	$3,409	$3,476	$777	$376	$51	$1

FUND 2080: Gov't Facility	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$248	$8	$8	$8	$8	$8
Bond Sales/Proceeds	0	0	0	0	0	63,087
Miscellaneous Revenue	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0
Budget Transfer In/Out	0	0	0	0	0	0
Project Expenses	0	0	0	0	0	63,095
Carryover Projects	240	0	0	0	0	0
Ending Balance	$8	$8	$8	$8	$8	$0

FUND 2100: Economic Development	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$549	$25	$25	$25	$25	$25
Bond Sales/Proceeds	0	0	1,025	0	0	89,156
Investment Income	0	0	0	0	0	0
Project Expenses	0	0	1,025	0	0	89,181
Carryover Projects	524	0	0	0	0	0
Ending Balance	$25	$25	$25	$25	$25	$0

FUND 2130: Cultural Facility	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$921	$919	$919	$919	$919	$919
Bond Sales/Proceeds	0	0	0	0	0	25,483
Investment Income	0	0	0	0	0	0
Budget Transfer In/Out	0	0	0	0	0	0
Project Expenses	0	0	0	0	0	26,401
Carryover Projects	0	0	0	0	0	0
Advisor Fee	2	0	0	0	0	0
Ending Balance	$919	$919	$919	$919	$919	$0

CONSTRUCTION FUNDS BUDGET PROJECTIONS

(All Dollars in Thousands)

(Excludes Contingency Appropriation)

FUND 2140: Open Space/Trails	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$1,151	$510	$1,230	$32	$34	$35
Bond Sales/Proceeds	0	1,939	0	0	0	73,815
Investment Income	35	15	43	1	2	9
Intergovernmental Revenue	0	0	0	0	0	0
Project Expenses	0	1,234	1,241	0	0	73,859
Carryover Projects	674	0	0	0	0	0
Advisor Fee	1	0	0	0	0	0
Ending Balance	$510	$1,230	$32	$34	$35	$0

FUND 2160: Library Bonds	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$10	$10	$10	$10	$10	$10
Bond Sales/Proceeds	0	7,852	0	0	0	12,445
Investment Income	0	0	0	0	0	3
Project Expenses	0	7,852	0	0	0	12,458
Carryover Projects	0	0	0	0	0	0
Ending Balance	$10	$10	$10	$10	$10	$0

FUND 2180: Flood Control Bonds	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$15,016	$891	$1,867	$3,820	$3,147	$1
Bond Sales/Proceeds	0	4,498	10,786	4,834	0	17,579
Investment Income	20	27	15	3	0	0
Intergovernmental Revenue	950	950	1,935	3,185	2,250	0
Project Expenses	5,809	4,499	10,783	8,695	5,396	17,580
Carryover Projects	9,281	0	0	0	0	0
Advisor Fee	4	0	0	0	0	0
Ending Balance	$891	$1,867	$3,820	$3,147	$1	$1

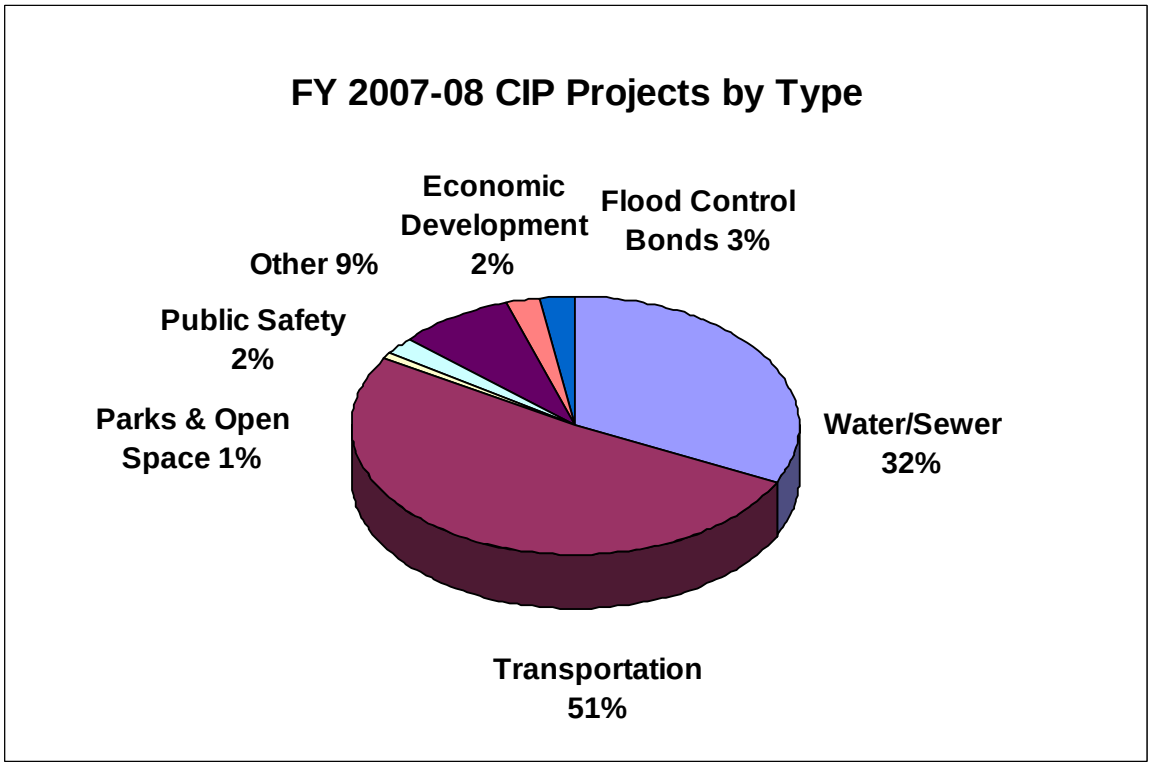
FUND 2280: Cemetary Perpetual Care	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2013-17
Beginning Balance	$5,102	$5,228	$5,228	$5,228	$5,228	$5,228
Revenue	126	0	0	0	0	0
Project Expenses	0	0	0	0	0	0
Carryover Projects	0	0	0	0	0	0
Ending Balance	$5,228	$5,228	$5,228	$5,228	$5,228	$5,228

G.O. Bond Sales	$12,200	$40,494	$22,660	$4,834	$0	$730,802
[1]Revenue Bond Sales	$5,075	$21,756	$12,738	$0	$0	$37,728

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 CIP 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 bond issues. The graph below shows FY 2008 CIP projects by major category type (does not include carryover).



The following section includes a summary of all capital projects by fund. A narrative description of the major CIP categories precedes the project detail sheets for each project. 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 (including carryover funding from the previous years CIP, if applicable), a five-year aggregate estimate for the second five years and the operating impact, if any. This year the operating impact is expanded to show how much will be spent on personnel, supplies, utilities, insurance, etc. along with a description of the operating impact.

New projects are identified with a double asterisk --**-- in the project's title for the detailed description of each project. Projects that do not have funding in the first year are assigned a "T" (temporary) number until design or construction begins.

2008 - 2017 Capital Improvement Plan
Summary of ALL Capital Projects by Fund

Fund #	Fund Name	FY 07-08*	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 13-17
2360	Water & Sewer Fund	$11,965,931	$4,837,706	$3,980,637	$2,861,269	$5,101,281	$5,237,813
2400	Water	$84,383,071	$48,986,414	$42,113,970	$15,580,554	$15,697,672	$72,613,299
2420	Sewer	$51,268,769	$18,603,552	$16,450,328	$22,538,527	$25,840,043	$54,667,752
2210	Transportation Construct	$106,041,021	$37,471,934	$26,289,094	$70,818,557	$80,011,830	$146,107,752
1650	Transportation Grants	$15,555,025	$8,900,000	$9,100,000	$8,700,000	$2,000,000	$10,000,000
1600	DIF-Roadway Imp	$10,172,572	$1,178,645	$1,178,645	$1,178,645	$1,178,645	$13,017,128
1980	Street Construction	$29,917,640	$8,081,843	$9,372,860	$8,081,843	$8,000,000	$158,678,141
2000	HURF Bonds	$8,581,311	$2,938,552	$8,480,939	$0	$0	$8,620,763
1340	Street Fund	$502,000	$0	$0	$0	$0	$635,000
2140	Open Space/Trails	$674,474	$1,234,143	$1,241,055	$0	$0	$73,858,509
1520	DIF-Citywide Open Spaces	$534,306	$75,327	$0	$0	$0	$0
2060	Park Bond Fund	$5,239,010	$12,713,860	$9,514,191	$432,243	$344,481	$204,780,298
1460	DIF-Citywide Parks	$2,143,859	$403,924	$403,924	$403,924	$403,924	$2,019,619
1480	DIF-Citywide Rec Fac's	$1,525,270	$228,962	$0	$0	$0	$0
1540	DIF-Park Dev Zone 1	$1,028,773	$147,538	$0	$0	$0	$0
1560	DIF-Park Dev Zone 2	$1,040,187	$117,600	$95,256	$0	$0	$968,993
1580	DIF-Park Dev Zone 3	$252,880	$27,001	$20,000	$20,000	$20,000	$100,000
2160	Library Bonds	$0	$7,852,125	$0	$0	$0	$12,458,191
1380	DIF-Library Buildings	$2,536,942	$0	$0	$0	$0	$0
1400	DIF-Library Books	$304,871	$0	$0	$0	$0	$0
1500	DIF-Libraries	$3,749,859	$385,340	$414,444	$444,394	$474,605	$2,040,855
2040	Public Safety	$18,670,015	$27,678,954	$4,131,262	$0	$0	$126,293,307
1440	DIF-Police Facilities	$215,725	$0	$0	$0	$0	$0
1420	DIF-Fire Protect Fac	$717,590	$0	$0	$0	$0	$0
2080	Government Facility	$240,296	$0	$0	$0	$0	$63,094,790
1620	DIF-General Government	$678,573	$558,144	$549,072	$0	$0	$0
2480	Sanitation Fund	$2,814,594	$1,612,050	$1,732,800	$2,238,120	$1,659,240	$17,267,088
2440	Landfill	$2,599,832	$11,319,102	$5,001,082	$6,159,512	$246,000	$14,698,067
2120	Airport Capital	$10,916,499	$0	$0	$0	$0	$0
1840	Other Grants	$3,939,066	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
2130	Cultural Facility	$0	$0	$0	$0	$0	$26,401,373
2100	Economic Development	$523,951	$0	$1,025,000	$0	$0	$89,181,250
1270	G.F. Revenue Oblgs	$17,003,601	$11,133,791	$12,738,390	$0	$0	$42,816,816
2180	Flood Control Bonds	$15,090,705	$4,498,841	$10,783,433	$8,694,773	$5,395,736	$17,579,904
1000	General Fund	$7,439,300	$1,829,481	$1,981,739	$1,209,418	$1,487,194	$13,740,611
1740	Civic Center	$134,000	$100,000	$2,600,000	$100,000	$100,000	$17,622,000
2150	Technology Infrastructure	$0	$0	$0	$0	$0	$23,925,246
1220	Arts Commission	$350,000	$350,000	$350,000	$350,000	$350,000	$2,100,000
Grand Total		**$418,751,518**	**$215,264,829**	**$171,548,121**	**$151,811,779**	**$150,310,651**	**$1,230,524,565**

* FY 2007-08 includes carryover

WATER/SEWER

Water and sewer capital projects account for the largest portion of the capital improvement plan. These projects will be funded from water/sewer fund revenues. The FY 2008-17 budget reflects the inflationary trend in the construction market and recommendations from the Red Oak Consulting study completed in 2007.

FY 2008 carryover in the water fund (fund 2400) reflect completion of the Oasis Water Treatment Plant in west Glendale; continued funding of the Cholla Water Treatment Plan filter enhancement project; and replacement and rehabilitation of the water distribution system throughout the city.

In FY 2008, sewer (fund 2420) projects include sewer line replacement, an interceptor sewer to serve new development west of 91st Avenue and south of Glendale Avenue; and inspection and repair of the 99th Avenue sewer line that connects to the Phoenix/Sub-Regional Operating Group (SROG).

Combined water/sewer (fund 2360) projects in FY 2008 include carryover for replacement and implementation of a new utility billing system and security enhancements to the water treatment plants and water reclamation and recharge facilities.

Funding continues for construction/expansion of the 91st Ave wastewater treatment plant co-owned by the City of Phoenix and the Sub-Regional Operating Group (SROG). Projects are also planned for the replacement and extension of various water and sewer lines throughout the city.

Above: The Western Area Water Reclamation Facility expanded to a 10 MGD facility. Project 2360-60003 West Area WWRP.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Water & Sewer Fund (2360) — Category: Revenue

	Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
60000	*Utility Billing System Repl.	$2,701,967	$0	$0	$0	$0	$0
60001	*Water Quality Lab Instruments	$527,805	$147,000	$0	$0	$0	$1,042,189
60002	*Addtl Recharge Capacity	$2,399,370	$0	$0	$0	$0	$0
60003	*West Area WWRP	$1,798,162	$0	$0	$0	$0	$0
60004	*Arrowhead WRF	$258,316	$0	$0	$0	$0	$0
60006	*Sand Filtrs & Dis Sys - AWRF	$1,352,707	$3,711,823	$1,825,399	$0	$0	$3,502,773
60007	*Arrwhd Wtr Reclam Fac Imps	$2,927,604	$978,883	$2,155,238	$468,419	$2,649,920	$500,635
T2160	Insertion Machine: W & S Fund	$0	$0	$0	$0	$0	$66,000
T2170	Cashier Security Remodel	$0	$0	$0	$0	$0	$126,216
T2230	**WAWRF RSPS Improvements	$0	$0	$0	$2,392,850	$0	$0
T2240	**WAWRF ARF Improvements	$0	$0	$0	$0	$541,688	$0
T2250	**WAWRF Clarifier Replacement	$0	$0	$0	$0	$271,863	$0
T2270	**WAWRF Fine Screen Replacement	$0	$0	$0	$0	$670,250	$0
T2280	**WAWRF Odor ControlReplacement	$0	$0	$0	$0	$967,560	$0
Total Water & Sewer Fund Projects:		**$11,965,931**	**$4,837,706**	**$3,980,637**	**$2,861,269**	**$5,101,281**	**$5,237,813**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water & Sewer Fund (2360) — Category: Revenue

Project: 60000 - *Utility Billing System Repl. **Funding Source:** Water & Sewer Revenues

Project Description: Replacement and implementation of a new utility billing system. The cost includes software, professional services and fees, and annual service and maintenance.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$2,701,967	$0	$0	$0	$0	$0	$0
TOTAL	**$2,701,967**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 60001 - *Water Quality Lab Instruments **Funding Source:** Water & Sewer Revenues

Project Description: A replacement program for major analytical instrumentation at the city's water quality laboratory. Highly sensitive and precise analytical instrumentation is required for regulatory analysis of the city's water.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$527,805	$0	$147,000	$0	$0	$0	$1,042,189
TOTAL	**$527,805**	**$0**	**$147,000**	**$0**	**$0**	**$0**	**$1,042,189**

Operating Description: No O&M at this time.

Project: 60002 - *Addtl Recharge Capacity **Funding Source:** Water & Sewer Revenues

Project Description: Provide contingency recharge capacity for the Arrowhead Ranch Water Reclamation Facility to comply with Capacity Management Operation and Maintenance (CMOM) and prevent possible sanitary sewer overflows due to loss of discharge pathway to Arrowhead amenities during normal operations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$150,000	$0	$0	$0	$0	$0
Design	$0	$150,000	$0	$0	$0	$0	$0
Construction	$559,450	$1,400,000	$0	$0	$0	$0	$0
Finance Charges	$0	$50,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$43,000	$0	$0	$0	$0	$0
Arts	$7,920	$14,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$25,000	$0	$0	$0	$0	$0	$0
TOTAL	**$592,370**	**$1,807,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Well maintenance rehab is listed under equipment maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$30,000	$30,900	$31,827	$174,043
TOTAL	**$0**	**$0**	**$30,000**	**$30,900**	**$31,827**	**$174,043**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water & Sewer Fund (2360) — Category: Revenue

Project: 60003 - *West Area WWRP **Funding Source:** Water & Sewer Revenues

Project Description: Expansion of Western Area Water Reclamation Facility (WAWRF).

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$31,500	$0	$0	$0	$0	$0	$0
Land	$767,376	$0	$0	$0	$0	$0	$0
Design	$908,511	$0	$0	$0	$0	$0	$0
Engineering Charges	$76,775	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$14,000	$0	$0	$0	$0	$0	$0
TOTAL	**$1,798,162**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 60004 - *Arrowhead WRF **Funding Source:** Water & Sewer Revenues

Project Description: The Arrowhead Wastewater Reclamation Plant is being expanded to increase capacity from 2.2 to 5.5 million gallons per day. The plant provides treated effluent for use in landscaped areas in northern Glendale.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$258,316	$0	$0	$0	$0	$0	$0
TOTAL	**$258,316**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water & Sewer Fund (2360) — Category: Revenue

Project: 60006 - *Sand Filtrs & Dis Sys - AWRF **Funding Source:** Water & Sewer Revenues

Project Description: Replace aging sand filters and ultra violet light disinfection system at the Arrowhead Ranch Water Reclamation Facility.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$3,201	$10,506	$33,823	$16,399	$0	$0	$31,773
Arts	$0	$9,000	$33,000	$16,000	$0	$0	$31,000
Finance Charges	$0	$5,000	$45,000	$40,000	$0	$0	$40,000
Construction	$0	$900,000	$3,300,000	$1,600,000	$0	$0	$3,100,000
Design	$300,000	$125,000	$0	$0	$0	$0	$0
Contingency	$0	$0	$300,000	$153,000	$0	$0	$300,000
TOTAL	**$303,201**	**$1,049,506**	**$3,711,823**	**$1,825,399**	**$0**	**$0**	**$3,502,773**

Operating Description: Electrical power requirements for the new disinfection system are expected to increase due to additional equipment. This new system has not been designed at this time but is expected to be either UV with a secondary Ozone system or an Ozone system, which does require a higher electrical use than the current UV system. The current system is not adequate and regulatory issues have arisen due to incomplete disinfection.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$5,305	$29,007
Utilities	$0	$0	$0	$0	$81,955	$448,161
TOTAL	**$0**	**$0**	**$0**	**$0**	**$87,260**	**$477,168**

Project: 60007 - *Arrwhd Wtr Reclam Fac Imps **Funding Source:** Water & Sewer Revenues

Project Description: To ensure reliable and safe treatment of wastewater in the Arrowhead area, the treatment plant processes will be upgraded or expanded to meet A+ effluent water quality requirements.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$164,884	$820,000	$0	$0	$463,000	$0	$0
Construction	$595,603	$1,060,000	$870,000	$1,900,000	$0	$2,300,000	$490,000
Finance Charges	$10,000	$30,000	$10,000	$34,000	$0	$40,000	$0
Engineering Charges	$14,613	$22,004	$10,183	$22,238	$5,419	$26,920	$5,735
Contingency	$30,000	$160,000	$80,000	$180,000	$0	$260,000	$0
Arts	$9,900	$10,600	$8,700	$19,000	$0	$23,000	$4,900
TOTAL	**$825,000**	**$2,102,604**	**$978,883**	**$2,155,238**	**$468,419**	**$2,649,920**	**$500,635**

Operating Description: Equipment maintenance is to purchase supplies and performance preventative maintenance on equipment beginning January 2011.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$15,000	$15,450	$90,000
TOTAL	**$0**	**$0**	**$0**	**$15,000**	**$15,450**	**$90,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water & Sewer Fund (2360) — Category: Revenue

Project: T2160 - Insertion Machine: W & S Fund **Funding Source:** Water & Sewer Revenues

Project Description: Replace current insertion machine. The machine performs insertion for all departments, including sales tax, water and sewer, sanitation, marketing, human resources, council, landfill and payroll.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$66,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$66,000**

Operating Description: This piece of equipment will be included in the technology replacement fund. A one year service preventative maintenance agreement (PMA) is built into the cost of $15,000 for the next five years (33% cost to water and sewer fund = $24,750, 33% cost to general fund = $24,750 and 34% to sanitation = $25,500).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$24,750
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$24,750**

Project: T2170 - Cashier Security Remodel **Funding Source:** Water & Sewer Revenues

Project Description: Bullet-proof security glass and related improvements for cashier area. This request will protect our employee and monetary assets. This area receives the most walk-in traffic and money in the city. Employee safety is important, especially when a water customer is upset due to a service interruption caused by non-payment.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$10,340
Construction	$0	$0	$0	$0	$0	$0	$84,000
Arts	$0	$0	$0	$0	$0	$0	$840
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$21,036
Design	$0	$0	$0	$0	$0	$0	$10,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$126,216**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water & Sewer Fund (2360) Category: Revenue

Project: T2230 - **WAWRF RSPS Improvements **Funding Source:** Water & Sewer Revenues

Project Description: The current pumps at the Raw Sewage pumping Station are costly to operate and maintain. These pumps have been in service for five years and have experienced repetitive bearing failures. These pumps should be replaced due to the high maintenance cost

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$300,000	$0	$0
Construction	$0	$0	$0	$0	$1,785,000	$0	$0
Finance Charges	$0	$0	$0	$0	$35,000	$0	$0
Engineering Charges	$0	$0	$0	$0	$55,000	$0	$0
Arts	$0	$0	$0	$0	$17,850	$0	$0
Contingency	$0	$0	$0	$0	$200,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$2,392,850**	**$0**	**$0**

Operating Description: Equipment maintenance begins FY 2013. No additional utilities.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$75,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$75,000**

Project: T2240 - **WAWRF ARF Improvements **Funding Source:** Water & Sewer Revenues

Project Description: The West Area Water Reclamation Facility Aquifer Recharge Facility requires the installation of telemetry improvements and power sources to more effectively and efficiently operate the system. This will help assure compliance with required regulatory sampling.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$52,000	$0
Construction	$0	$0	$0	$0	$0	$460,000	$0
Engineering Charges	$0	$0	$0	$0	$0	$25,088	$0
Arts	$0	$0	$0	$0	$0	$4,600	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$541,688**	**$0**

Operating Description: Electrical cost is estimated at $2,500 per year starting in FY 2014 due to lighting and electric sampling equipment.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Bldg. Maint.	$0	$0	$0	$0	$0	$20,000
Utilities	$0	$0	$0	$0	$0	$10,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$30,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water & Sewer Fund (2360) — Category: Revenue

Project: T2250 - **WAWRF Clarifier Replacement **Funding Source:** Water & Sewer Revenues

Project Description: This request is to repair and replace the clarifier mechanical drive units and associated equipment at the WAWRF in three of the six clarifiers. These structures are mechanical in nature with equipment that includes heavy drive motors, pulleys, chains, bearings and scrapers, all of which will wear out over time.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$227,000	$0
Engineering Charges	$0	$0	$0	$0	$0	$12,593	$0
Arts	$0	$0	$0	$0	$0	$2,270	$0
Design	$0	$0	$0	$0	$0	$30,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$271,863**	**$0**

Operating Description: Other than equipment maintenance no increased costs for O&M is expected as the new equipment replaces existing equipment being maintained.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Bldg. Maint.	$0	$0	$0	$0	$0	$16,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,000**

Project: T2270 - **WAWRF Fine Screen Replacement **Funding Source:** Water & Sewer Revenues

Project Description: The WAWRF fine screens are mechanical devices removing solid materials from the WAWRF influent flows. These mechanical devices are subject to wear and tear and need to be replaced periodically.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$50,000	$0
Construction	$0	$0	$0	$0	$0	$585,000	$0
Engineering Charges	$0	$0	$0	$0	$0	$29,400	$0
Arts	$0	$0	$0	$0	$0	$5,850	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$670,250**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water & Sewer Fund (2360) Category: Revenue

Project: T2280 - **WAWRF Odor Control Replacement **Funding Source:** Water & Sewer Revenues

Project Description: The West Area Water Reclamation Facility odor control system is required to meet air quality regulatory standards and eliminate odor complaints from nearby property owners. The odor control system will require replacement in the outgoing CIP years due to wear & tear.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$8,000	$0
Design	$0	$0	$0	$0	$0	$120,000	$0
Construction	$0	$0	$0	$0	$0	$800,000	$0
Engineering Charges	$0	$0	$0	$0	$0	$39,560	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$967,560**	**$0**

Operating Description: Equipment maintenance to keep system in operation is estimated at $3,000 per year. Chemicals and supplies to operate the odor control system are estimated to be $37,500 per year starting in FY 2012.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
Supplies/Contr	$0	$0	$0	$0	$37,500	$205,065
TOTAL	**$0**	**$0**	**$0**	**$0**	**$37,500**	**$220,065**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Water (2400) — Category: Revenue

	Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
61000	*Pyramid Peak WTP-Solid Exp	$180,927	$0	$0	$0	$0	$0
61001	*Fire Hydrant Replacement	$3,687,560	$0	$0	$0	$1,916,750	$3,546,500
61003	*Oasis Water Campus	$33,393,456	$4,381,700	$0	$0	$0	$0
61004	*CAP Water Purchase	$3,420,132	$0	$0	$0	$0	$184,120
61005	*Cholla Telemetry	$913,685	$0	$0	$0	$0	$0
61007	*Zone 4 Reservoir Fill Line	$6,708,839	$0	$0	$0	$0	$0
61008	*Zone 4 WTP to 83rd/Orangewood	$3,302,201	$0	$0	$0	$0	$0
61009	*Drinking Water Well Head Trmt	$1,901,303	$2,202,922	$0	$0	$0	$0
61010	*Zone 3 Pump Improvements	$78,395	$0	$0	$0	$0	$0
61012	Irrigation	$0	$339,554	$541,030	$0	$0	$0
61013	*Line Replacement & Extension	$7,041,306	$6,765,600	$6,353,618	$6,530,677	$5,483,923	$35,665,713
61015	*Outer Loop Effluent Line	$210,000	$0	$0	$1,215,538	$786,220	$1,236,228
61016	*Cholla WTP Expansion	$72,808	$0	$0	$0	$0	$0
61017	*Pyramid Peak Storage	$2,233,338	$0	$0	$0	$0	$0
61019	Storage and Recovery Well	$0	$0	$0	$0	$0	$4,737,988
61020	*West Area Reuse Pipelines	$647,346	$637,670	$0	$0	$810,415	$1,697,750
61021	*N River/Agua Fria Storage Proj	$879,015	$58,845	$0	$0	$0	$117,690
61023	*Water System Security	$6,078,865	$0	$0	$0	$0	$0
61024	*Cholla Water Plant Process Imp	$3,870,357	$0	$0	$0	$0	$0
61027	*Water Line Extension	$506,125	$272,553	$287,980	$302,458	$317,835	$1,774,600
61028	*Zone 4 WTP to Zn 1 Trans Main	$2,122,511	$0	$0	$0	$0	$0
61029	Regional GAC Plant	$0	$1,058,400	$451,500	$0	$0	$0
61031	*Westgate Transmission Line	$61,789	$0	$0	$0	$0	$0
61035	*83rd Ave Trn Main Orgewd to Gd	$2,407,990	$0	$0	$0	$0	$0
61036	*Zn4 Groundwater Trtment Plant	$4,665,123	$33,073,505	$30,679,512	$0	$0	$0
T3470	67th Ave. Wtr Mn Brdly to Utop	$0	$0	$0	$0	$1,135,675	$0
T3480	**95th A Wtr Trn Lne Orgewd to G	$0	$0	$0	$0	$1,464,000	$0
T3490	**Acoma Rd Trn Mn Zn 2 GrndTrt P	$0	$0	$0	$0	$0	$393,375
T3500	Glendale Ave. Water Trans Mn	$0	$0	$0	$0	$0	$3,503,800
T3510	**Orngewood Ave Wtr Trans Mn	$0	$0	$0	$0	$339,465	$2,810,535
T3520	Zne 2 Grndwater Trtmnt Plant	$0	$0	$0	$0	$0	$16,945,000
T3530	Pyramid Pk WTP Train #1 Equip	$0	$0	$0	$3,284,811	$3,443,389	$0
T3540	**WTPs Chlorine Gas Elimination	$0	$0	$3,482,630	$4,247,070	$0	$0

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Water (2400) | **Category: Revenue**

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
T3550 **Hillcrest Ranch Booster Rehab	$0	$195,665	$317,700	$0	$0	$0
Total Water Projects:	**$84,383,071**	**$48,986,414**	**$42,113,970**	**$15,580,554**	**$15,697,672**	**$72,613,299**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61000 - *Pyramid Peak WTP-Solid Exp **Funding Source:** Water & Sewer Revenues

Project Description: Installation of additional solids handling facilities to accommodate increased solids production.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$180,927	$0	$0	$0	$0	$0	$0
TOTAL	**$180,927**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 61001 - *Fire Hydrant Replacement **Funding Source:** Water & Sewer Revenues

Project Description: Replacement of old fire hydrants in excess of 25 years old that do not meet current city design guidelines or AWWA annual inspection recommendations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$661,413	$2,670,000	$0	$0	$0	$1,870,000	$3,460,000
Finance Charges	$35,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$72,237	$40,050	$0	$0	$0	$28,050	$51,900
Arts	$32,160	$26,700	$0	$0	$0	$18,700	$34,600
Contingency	$150,000	$0	$0	$0	$0	$0	$0
TOTAL	**$950,810**	**$2,736,750**	**$0**	**$0**	**$0**	**$1,916,750**	**$3,546,500**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61003 - *Oasis Water Campus **Funding Source:** Water & Sewer Revenues

Project Description: Completion of a new 10 million gallon per day (MGD) surface water treatment plant to serve mainly western Glendale with fresh drinking water.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$15,489,872	$13,000,000	$4,300,000	$0	$0	$0	$0
Finance Charges	$644,367	$200,000	$0	$0	$0	$0	$0
Engineering Charges	$129,836	$117,000	$38,700	$0	$0	$0	$0
Arts	$366,497	$130,000	$43,000	$0	$0	$0	$0
Contingency	$1,000,000	$1,300,000	$0	$0	$0	$0	$0
Design	$1,015,884	$0	$0	$0	$0	$0	$0
TOTAL	**$18,646,456**	**$14,747,000**	**$4,381,700**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M estimated needs includes additional staff: (1 WTP Supervisor at $70,000 per year, 5 WTP operators at $50,000 per operator per year, 3 maintenance. staff at $40,000 per person per year and 1 admin staff at $40.000 per year), raw water, power, chemicals, replacement parts and other materials and services.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$5,000	$5,150	$5,305	$5,464	$5,628	$30,774
PC/Vehicle Replacement	$339,880	$350,076	$360,579	$371,396	$382,538	$2,091,874
Insurance	$25,480	$26,244	$27,032	$27,843	$28,678	$156,823
Equip. Maint.	$180,000	$185,400	$190,962	$196,691	$202,592	$1,107,854
Bldg. Maint.	$2,500	$2,575	$2,652	$2,732	$2,814	$15,387
Utilities	$555,000	$571,650	$588,800	$606,463	$624,657	$3,415,883
Supplies/Contr	$2,614,593	$2,693,031	$2,773,822	$2,857,036	$2,942,747	$16,092,149
Staffing	$820,592	$845,210	$870,566	$896,683	$923,584	$5,050,533
TOTAL	**$4,543,045**	**$4,679,336**	**$4,819,718**	**$4,964,308**	**$5,113,238**	**$27,961,277**

Project: 61004 - *CAP Water Purchase **Funding Source:** Water & Sewer Revenues

Project Description: Glendale is expected to purchase an additional allocation of 3,053 acre-feet per year of Central Arizona Project water, pending final authorization of the Arizona Water Settlements Act.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$3,420,132	$0	$0	$0	$0	$0	$184,120
TOTAL	**$3,420,132**	**$0**	**$0**	**$0**	**$0**	**$0**	**$184,120**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61005 - *Cholla Telemetry **Funding Source:** Water & Sewer Revenues

Project Description: Completion of phase III of the radio telemetry project will add 1.2 GHz microwave radio communication equipment to the Arrowhead Water Reclamation Facility, Cholla Water Treatment Plant, Pyramid Peak Water Treatment Plant, West Area Water Reclamation Facility and the Utilities department at the Field Operations Center.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$30,651	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$4,280	$813,800	$0	$0	$0	$0	$0
Engineering Charges	$16,219	$0	$0	$0	$0	$0	$0
Design	$45,885	$0	$0	$0	$0	$0	$0
Arts	$2,850	$0	$0	$0	$0	$0	$0
TOTAL	**$99,885**	**$813,800**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: After warranty annual maintenance is required.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$15,000	$15,450	$15,914	$87,022
Utilities	$0	$10,000	$10,300	$10,609	$10,927	$59,755
TOTAL	**$0**	**$10,000**	**$25,300**	**$26,059**	**$26,841**	**$146,777**

Project: 61007 - *Zone 4 Reservoir Fill Line **Funding Source:** Water & Sewer Revenues

Project Description: Completion of water transmission main to improve water quality in Water Pressure Zone 4.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$190,000	$0	$0	$0	$0	$0	$0
Finance Charges	$50,000	$0	$0	$0	$0	$0	$0
Construction	$5,424,860	$0	$0	$0	$0	$0	$0
Engineering Charges	$52,722	$0	$0	$0	$0	$0	$0
Arts	$55,650	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$24,000	$0	$0	$0	$0	$0	$0
Design	$911,607	$0	$0	$0	$0	$0	$0
TOTAL	**$6,708,839**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61008 - *Zone 4 WTP to 83rd/Orangewood **Funding Source:** Water & Sewer Revenues

Project Description: A 30" water transmission main pipeline intended to convey drinking water from the Zone 4 Water Treatment Plant into the Zone 4 Water Pressure Zone as far as 83rd Avenue and Orangewood.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$30,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$92,000	$0	$0	$0	$0	$0	$0
Construction	$2,262,439	$0	$0	$0	$0	$0	$0
Design	$795,382	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$25,500	$0	$0	$0	$0	$0	$0
Contingency	$60,000	$0	$0	$0	$0	$0	$0
Arts	$36,880	$0	$0	$0	$0	$0	$0
TOTAL	**$3,302,201**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 61009 - *Drinking Water Well Head Trmt **Funding Source:** Water & Sewer Revenues

Project Description: Conduct an engineering study to evaluate the various treatment technologies available to treat nitrates, arsenic and/or radon at various drinking water wells throughout the City. Test leased equipment as pilot projects.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$53,097	$16,078	$55,922	$0	$0	$0	$0
Miscellaneous/Other	$0	$25,000	$127,000	$0	$0	$0	$0
Arts	$16,160	$5,750	$20,000	$0	$0	$0	$0
Construction	$1,050,218	$575,000	$2,000,000	$0	$0	$0	$0
Contingency	$150,000	$10,000	$0	$0	$0	$0	$0
TOTAL	**$1,269,475**	**$631,828**	**$2,202,922**	**$0**	**$0**	**$0**	**$0**

Operating Description: Additional power and chemical costs at the well sites for treatment equipment will be required.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$15,000	$15,450	$15,914	$87,022
Utilities	$0	$12,000	$12,360	$12,731	$13,113	$71,706
Supplies/Contr	$0	$30,000	$30,900	$31,827	$32,782	$179,264
TOTAL	**$0**	**$42,000**	**$58,260**	**$60,008**	**$61,809**	**$337,992**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61010 - *Zone 3 Pump Improvements **Funding Source:** Water & Sewer Revenues

Project Description: This improvement will provide better water pressure for the area of the City located west of 67th Avenue and north of Deer Valley Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$78,395	$0	$0	$0	$0	$0	$0
TOTAL	**$78,395**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 61012 - Irrigation **Funding Source:** Water & Sewer Revenues

Project Description: The downtown flood irrigation system needs rehabilitation or repair. The work will be done in phases. Irrigation pipelines and irrigation structures will be rehabilitated or replaced to stop existing irrigation leaks.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$18,000	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$43,000	$0	$0	$0	$0
Contingency	$0	$0	$4,000	$4,000	$0	$0	$0
Arts	$0	$0	$2,600	$5,100	$0	$0	$0
Construction	$0	$0	$260,000	$510,000	$0	$0	$0
Engineering Charges	$0	$0	$11,954	$21,930	$0	$0	$0
TOTAL	**$0**	**$0**	**$339,554**	**$541,030**	**$0**	**$0**	**$0**

Operating Description: Annual equipment maintenance will begin at close of warranty on 6/30/2011.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Bldg. Maint.	$0	$0	$0	$0	$35,000	$191,394
TOTAL	**$0**	**$0**	**$0**	**$0**	**$35,000**	**$191,394**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61013 - *Line Replacement & Extension — **Funding Source:** Water & Sewer Revenues

Project Description: Replacement/rehabilitation of water lines, throughout the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$225,000	$500,000	$600,000	$250,000	$460,000	$1,530,000
Arts	$30,790	$40,000	$52,000	$47,000	$52,000	$40,000	$300,000
Miscellaneous/Other	$13,425	$0	$0	$0	$0	$0	$0
Design	$915,000	$915,000	$930,000	$915,000	$950,000	$915,000	$3,432,000
Construction	$773,405	$4,000,000	$5,200,000	$4,700,000	$5,200,000	$4,000,000	$30,000,000
Finance Charges	$40,000	$50,000	$60,000	$70,000	$55,000	$50,000	$275,000
Engineering Charges	$19,763	$18,923	$23,600	$21,618	$23,677	$18,923	$128,713
TOTAL	**$1,792,383**	**$5,248,923**	**$6,765,600**	**$6,353,618**	**$6,530,677**	**$5,483,923**	**$35,665,713**

Operating Description: No O&M at this time.

Project: 61015 - *Outer Loop Effluent Line — **Funding Source:** Water & Sewer Revenues

Project Description: Project to transport, store, recharge, recover and reuse water for Arrowhead Ranch and area-wide.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$3,400	$0	$0	$0	$11,750	$7,600	$11,950
Construction	$176,023	$0	$0	$0	$1,175,000	$760,000	$1,195,000
Miscellaneous/Other	$6,577	$0	$0	$0	$0	$0	$0
Engineering Charges	$24,000	$0	$0	$0	$28,788	$18,620	$29,278
TOTAL	**$210,000**	**$0**	**$0**	**$0**	**$1,215,538**	**$786,220**	**$1,236,228**

Operating Description: Annual maintenance begins on 12/01/2014 following warranty.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$75,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$75,000**

Project: 61016 - *Cholla WTP Expansion — **Funding Source:** Water & Sewer Revenues

Project Description: Design and construction of facilities at the Cholla WTP to meet solids handling regulations of the EPA.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$72,808	$0	$0	$0	$0	$0	$0
TOTAL	**$72,808**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61017 - *Pyramid Peak Storage **Funding Source:** Water & Sewer Revenues

Project Description: Installation of a new 10-MGD reservoir, piping changes and related process equipment.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$47,513	$0	$0	$0	$0	$0	$0
Arts	$30,000	$0	$0	$0	$0	$0	$0
Construction	$2,155,825	$0	$0	$0	$0	$0	$0
TOTAL	**$2,233,338**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 61019 - Storage and Recovery Well **Funding Source:** Water & Sewer Revenues

Project Description: The project is a long term project to install one or more groundwater recharge and recovery wells for the purpose of recharging effluent and/or recovering recharge credits by pumping groundwater using a large 2 MGD turbine pump recovery well. The goal is to pump the recovered groundwater to Arrowhead amenities.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$400,000
Design	$0	$0	$0	$0	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$0	$3,575,000
Finance Charges	$0	$0	$0	$0	$0	$0	$50,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$77,238
Arts	$0	$0	$0	$0	$0	$0	$35,750
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,737,988**

Operating Description: Three years of O&M costs only.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$45,000
Utilities	$0	$0	$0	$0	$0	$240,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$285,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61020 - *West Area Reuse Pipelines **Funding Source:** Water & Sewer Revenues

Project Description: Malcolm Pirnie prepared a water reuse master plan for the reuse of effluent from WAWRF. Reuse pipelines projects will be developed and scheduled as required.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$155,000
Arts	$13,000	$3,000	$6,200	$0	$0	$5,800	$15,000
Engineering Charges	$26,525	$9,435	$11,470	$0	$0	$14,615	$27,750
Finance Charges	$15,000	$0	$0	$0	$0	$0	$0
Design	$60,000	$210,000	$0	$0	$0	$210,000	$0
Construction	$10,386	$300,000	$620,000	$0	$0	$580,000	$1,500,000
TOTAL	**$124,911**	**$522,435**	**$637,670**	**$0**	**$0**	**$810,415**	**$1,697,750**

Operating Description: Pipeline maintenance will be required on 3.5 miles of existing pipeline and following the new construction warranty period annual maintenance will begin on the new pipelines.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$47,000	$63,000	$64,890	$354,845
TOTAL	**$0**	**$0**	**$47,000**	**$63,000**	**$64,890**	**$354,845**

Project: 61021 - *N River/Agua Fria Storage Proj **Funding Source:** Water & Sewer Revenues

Project Description: A new underground storage facility that will store additional reclaimed water (effluent) processed at WAWRF.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$761,325	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$58,845	$58,845	$58,845	$0	$0	$0	$117,690
TOTAL	**$820,170**	**$58,845**	**$58,845**	**$0**	**$0**	**$0**	**$117,690**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) Category: Revenue

Project: 61023 - *Water System Security **Funding Source:** Water & Sewer Revenues

Project Description: Installation of additional or new equipment to provide greater security to the city's water source supply, treatment plants and distribution system.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$993,055	$0	$0	$0	$0	$0	$0
Arts	$14,400	$37,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$747,579	$0	$0	$0	$0	$0	$0
Design	$0	$61,000	$0	$0	$0	$0	$0
Construction	$46,401	$3,700,000	$0	$0	$0	$0	$0
Finance Charges	$20,000	$34,000	$0	$0	$0	$0	$0
Engineering Charges	$37,851	$69,579	$0	$0	$0	$0	$0
Contingency	$18,000	$300,000	$0	$0	$0	$0	$0
TOTAL	**$1,877,286**	**$4,201,579**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Staffing required for the security monitoring facility. The water treatment department will fund four of the FTEs for manning of the monitoring facility in 2008. Security software in the amount of $11,846 has been budget started in FY2008. Equipment maintenance begins July 2009.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$21,966	$22,625	$23,304	$24,003	$24,723	$135,195
Electrical	$0	$12,201	$12,567	$12,944	$13,333	$72,909
Insurance	$7,840	$8,075	$8,317	$8,567	$8,824	$48,253
Equip. Maint.	$0	$0	$75,000	$77,250	$79,568	$435,108
Supplies/Contr	$1,440	$1,483	$1,528	$1,574	$1,621	$8,863
Staffing	$218,130	$224,674	$231,414	$238,357	$245,507	$1,342,534
TOTAL	**$249,376**	**$269,058**	**$352,130**	**$362,695**	**$373,576**	**$2,042,862**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61024 - *Cholla Water Plant Process Imp **Funding Source:** Water & Sewer Revenues

Project Description: Improvements to Cholla WTP to meet water treatment regulations. Work consists of improvements to existing sand filters and addition of new filters.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$2,200,000	$0	$0	$0	$0	$0
Finance Charges	$45,400	$0	$0	$0	$0	$0	$0
Engineering Charges	$56,415	$72,000	$0	$0	$0	$0	$0
Arts	$30,500	$22,000	$0	$0	$0	$0	$0
Contingency	$300,000	$175,000	$0	$0	$0	$0	$0
Design	$969,042	$0	$0	$0	$0	$0	$0
TOTAL	**$1,401,357**	**$2,469,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Additional power costs at the well sites for treatment of equipment will be required. Equipment maintenance begins July 2009.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$18,000	$18,540	$19,096	$104,426
Utilities	$0	$4,371	$4,502	$4,638	$4,777	$26,121
TOTAL	**$0**	**$4,371**	**$22,502**	**$23,178**	**$23,873**	**$130,547**

Project: 61027 - *Water Line Extension **Funding Source:** Water & Sewer Revenues

Project Description: Installation of water line extensions.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$130,000
Miscellaneous/Other	$3,750	$0	$0	$0	$0	$0	$0
Arts	$7,250	$1,500	$2,650	$2,800	$2,000	$2,100	$15,000
Engineering Charges	$23,002	$4,625	$4,903	$5,180	$5,458	$5,735	$29,600
Finance Charges	$7,000	$0	$0	$0	$0	$0	$0
Construction	$108,998	$150,000	$265,000	$280,000	$200,000	$210,000	$1,500,000
Design	$100,000	$100,000	$0	$0	$95,000	$100,000	$100,000
TOTAL	**$250,000**	**$256,125**	**$272,553**	**$287,980**	**$302,458**	**$317,835**	**$1,774,600**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61028 - *Zone 4 WTP to Zn 1 Trans Main **Funding Source:** Water & Sewer Revenues

Project Description: A dedicated 24"water transmission main to convey drinking water from the planned Zone 4 Water Treatment Plant (exact location not yet established) to the existing Zone 1 Transmission Main near 67th Avenue & Orangewood Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$1,590,695	$0	$0	$0	$0	$0	$0
Finance Charges	$15,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$61,376	$0	$0	$0	$0	$0	$0
Arts	$15,940	$0	$0	$0	$0	$0	$0
Contingency	$50,000	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$4,500	$0	$0	$0	$0	$0	$0
Design	$385,000	$0	$0	$0	$0	$0	$0
TOTAL	**$2,122,511**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 61029 - Regional GAC Plant **Funding Source:** Water & Sewer Revenues

Project Description: Co-ownership of a regional GAC regeneration plant and site. Glendale will be a member of the IGA group on this project.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$0	$1,058,400	$451,500	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,058,400**	**$451,500**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 61031 - *Westgate Transmission Line **Funding Source:** Water & Sewer Revenues

Project Description: Installation of new water mains to provide adequate water flows and pressures to western Glendale.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$15,269	$0	$0	$0	$0	$0	$0
Engineering Charges	$43,000	$0	$0	$0	$0	$0	$0
Arts	$3,520	$0	$0	$0	$0	$0	$0
TOTAL	**$61,789**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61035 - *83rd Ave Trn Main Orgewd to Gd **Funding Source:** Water & Sewer Revenues

Project Description: A 20" water transmission main to convey water from the new water zone 4 transmission main in Orangewood Avenue to the existing zone 4 transmission main in Glendale Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$122,000	$35,000	$0	$0	$0	$0	$0
Construction	$425,000	$1,560,000	$0	$0	$0	$0	$0
Finance Charges	$3,750	$25,000	$0	$0	$0	$0	$0
Engineering Charges	$17,527	$43,863	$0	$0	$0	$0	$0
Arts	$4,250	$15,600	$0	$0	$0	$0	$0
Contingency	$40,000	$116,000	$0	$0	$0	$0	$0
TOTAL	**$612,527**	**$1,795,463**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Staffing needs: 0.4 FTE, utilities crew member @ $35,000 per crew member per year. Supplies will need to be purchased in order to provide routine and emergency maintenance on the pipes and valves.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Insurance	$0	$2,014	$2,074	$2,136	$2,200	$12,033
Supplies/Contr	$0	$10,321	$10,630	$10,949	$11,278	$61,671
Staffing	$0	$19,609	$20,197	$20,803	$21,427	$117,174
TOTAL	**$0**	**$31,944**	**$32,901**	**$33,888**	**$34,905**	**$190,878**

Project: 61036 - *Zn4 Groundwater Trtment Plant **Funding Source:** Water & Sewer Revenues

Project Description: An expansion of the Oasis water treatment plant intended to treat 10 million gallons per day (MGD) of groundwater. This facility will provide needed drinking water when surface water plants are off line during canal dry-ups.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$2,980,000	$30,300,000	$27,790,000	$0	$0	$0
Contingency	$0	$400,000	$1,050,000	$1,000,000	$0	$0	$0
Arts	$0	$29,800	$303,000	$277,900	$0	$0	$0
Finance Charges	$0	$40,000	$300,000	$300,000	$0	$0	$0
Design	$192,685	$1,000,000	$1,000,000	$1,200,000	$0	$0	$0
Engineering Charges	$7,315	$15,323	$120,505	$111,612	$0	$0	$0
TOTAL	**$200,000**	**$4,465,123**	**$33,073,505**	**$30,679,512**	**$0**	**$0**	**$0**

Operating Description: Staffing needs: estimate 3 FTEs, WTP Operators @ $50,000 per operator per year. Other O&M estimates are based roughly on Cholla WTP estimated O&M costs.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Insurance	$0	$0	$0	$6,409	$6,601	$36,098
Equip. Maint.	$0	$0	$0	$0	$50,000	$273,420
Utilities	$0	$0	$0	$54,636	$56,275	$307,737
Supplies/Contr	$0	$0	$0	$360,600	$371,418	$2,031,065
Staffing	$0	$0	$0	$212,918	$219,305	$1,199,252
TOTAL	**$0**	**$0**	**$0**	**$634,563**	**$703,599**	**$3,847,572**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3470 - 67th Ave. Wtr Mn Brdly to Utop **Funding Source:** Water & Sewer Revenues

Project Description: A new 12" diameter water main which will improve water distribution within Water Pressure Zone 2. This new water main will be located within 67th Avenue from Beardsley Road south to Utopia Road. This will serve as a Zone 2 water line running parallel to the existing 12-inch main in 67th Avenue that serves Water Pressure Zone 3.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$875,000	$0
Contingency	$0	$0	$0	$0	$0	$100,000	$0
Arts	$0	$0	$0	$0	$0	$8,750	$0
Engineering Charges	$0	$0	$0	$0	$0	$41,925	$0
Finance Charges	$0	$0	$0	$0	$0	$10,000	$0
Design	$0	$0	$0	$0	$0	$100,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,135,675**	**$0**

Operating Description: Preventative maintenance and future regulations by distribution management operation and maintenance (DMOM) are the driving factor for the O&M adjustments. O&M is estimated at $15,000 per year beginning in FY 2014.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$60,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$60,000**

Project: T3480 - **95th A Wtr Trn Lne Orgewd to G **Funding Source:** Water & Sewer Revenues

Project Description: A new 16" diameter water transmission main which will improve water distribution within Water Pressure Zone 4. This new water line will be located within 95th Avenue from Orangewood Avenue south to Glendale Avenue. The source water will come from the Oasis Water Campus.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$1,100,000	$0
Contingency	$0	$0	$0	$0	$0	$100,000	$0
Arts	$0	$0	$0	$0	$0	$11,000	$0
Finance Charges	$0	$0	$0	$0	$0	$20,000	$0
Design	$0	$0	$0	$0	$0	$190,000	$0
Engineering Charges	$0	$0	$0	$0	$0	$43,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,464,000**	**$0**

Operating Description: Preventative maintenance and future regulations by distribution management operation and maintenance (DMOM) are the driving factor for the O&M adjustments. O&M is estimated at $7,000 per year beginning in FY 2013.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$35,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$35,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3490 - **Acoma Rd Trn Mn Zn 2 GrndTrt P **Funding Source:** Water & Sewer Revenues

Project Description: A new 24" diameter water transmission main which will convey water from the planned Zone 2 Groundwater Treatment Plant into Water Pressure Zone 2. This new water line will generally follow the Acoma Road alignment from approximately 69th Avenue east to 67th Avenue. The source water will be the Zone 2 Groundwater Treatment Plant.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$375,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$18,375
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$393,375**

Operating Description: Preventative maintenance and future regulations by distribution management operation and maintenance (DMOM) are the driving factor for the O&M adjustments.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$28,162
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$28,162**

Project: T3500 - Glendale Ave. Water Trans Mn **Funding Source:** Water & Sewer Revenues

Project Description: A new 16" diameter water transmission main which will improve water distribution within Water Pressure Zone 4. This new water line will be located within Glendale Avenue from 99th Avenue west to 109th Avenue. The source water will be the Zone 4 Reservoir and Booster Station.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$25,000
Contingency	$0	$0	$0	$0	$0	$0	$105,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$61,050
Design	$0	$0	$0	$0	$0	$0	$800,000
Construction	$0	$0	$0	$0	$0	$0	$2,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$12,750
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,503,800**

Operating Description: Assumes an estimate of $10,000 per year per mile of water main for maintenance on new water lines beginning July 2014.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$30,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$30,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3510 - **Orngewood Ave Wtr Trans Mn **Funding Source:** Water & Sewer Revenues

Project Description: A new 16" water transmission main which will improve water distribution within Water Pressure Zone 4. This new water line will be located within Orangewood Avenue from 99th Avenue west to 105th Avenue. The source water will be the Oasis Water Campus.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$333,000	$0
Finance Charges	$0	$0	$0	$0	$0	$0	$22,000
Engineering Charges	$0	$0	$0	$0	$0	$6,465	$48,535
Arts	$0	$0	$0	$0	$0	$0	$25,000
Contingency	$0	$0	$0	$0	$0	$0	$215,000
Construction	$0	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$339,465**	**$2,810,535**

Operating Description: A new 16" water transmission main will improve water distribution within Water Pressure Zone 4. Due to the complexity of the line additional maintenance costs are necessary in years 2013-2017. In addition to the preventative maintenance costs, future regulations of distribution management and operations maintenance (DMOM) are a driving factor for the increased maintenance costs. Although the project design is for .75 miles of main it is estimated an additional $10,000 is necessary for maintenance costs beginning July 2014.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$30,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$30,000**

Project: T3520 - Zne 2 Grndwater Trtmnt Plant **Funding Source:** Water & Sewer Revenues

Project Description: A new "off project" water treatment plant intended to treat 10 million gallons per day (MGD) of groundwater to remove nitrates and other contaminants. This facility will provide needed drinking water when surface water plants are off line.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$2,840,000
Contingency	$0	$0	$0	$0	$0	$0	$1,800,000
Construction	$0	$0	$0	$0	$0	$0	$9,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$100,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$90,000
Land	$0	$0	$0	$0	$0	$0	$3,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,945,000**

Operating Description: Staffing needs: estimate 3 FTEs, WTP operators @ $50,000 per operator per year. Other O&M costs are based roughly on Cholla WTP estimated O&M costs.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3530 - Pyramid Pk WTP Train #1 Equip **Funding Source:** Water & Sewer Revenues

Project Description: Replace all equipment related to water pathway #1 and any other original treatment equipment at Pyramid Peak WTP. This equipment will be approximately twenty one years old. The IGA with Peoria will make them responsible for about 23% of the project costs.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$44,311	$48,189	$0
Arts	$0	$0	$0	$0	$23,500	$30,200	$0
Finance Charges	$0	$0	$0	$0	$40,000	$45,000	$0
Construction	$0	$0	$0	$0	$2,350,000	$3,020,000	$0
Design	$0	$0	$0	$0	$427,000	$0	$0
Contingency	$0	$0	$0	$0	$400,000	$300,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$3,284,811**	**$3,443,389**	**$0**

Operating Description: No O&M at this time.

Project: T3540 - **WTPs Chlorine Gas Elimination **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the removal of the on site storage and use of chlorine gas for the disinfection of the drinking water. The chlorine gas will be replaced with the on site generation of Sodium Hypochlorite as the disinfection chemical for the two water treatment plants.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$680,000	$0	$0	$0
Construction	$0	$0	$0	$2,500,000	$3,720,000	$0	$0
Finance Charges	$0	$0	$0	$35,000	$40,000	$0	$0
Engineering Charges	$0	$0	$0	$42,630	$49,870	$0	$0
Arts	$0	$0	$0	$25,000	$37,200	$0	$0
Contingency	$0	$0	$0	$200,000	$400,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$3,482,630**	**$4,247,070**	**$0**	**$0**

Operating Description: Additional annual cost for supplies and electricity are $20,000 and $15,000 respectively.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Utilities	$0	$0	$0	$0	$15,000	$82,026
Supplies/Contr	$0	$0	$0	$0	$20,000	$109,368
TOTAL	**$0**	**$0**	**$0**	**$0**	**$35,000**	**$191,394**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3550 - **Hillcrest Ranch Booster Rehab **Funding Source:** Water & Sewer Revenues

Project Description: This drinking water booster station went out of service in 1998 when the drinking water reservoir went online at the Pyramid Peak Water Treatment Plant (PPWTP). To serve as an emergency back up supply of water pressure for the Zone 3 water pressure zone, the pumps and electrical controls will be rehabilitated or replaced.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$1,600	$3,000	$0	$0	$0
Design	$0	$0	$25,000	$0	$0	$0	$0
Construction	$0	$0	$160,000	$300,000	$0	$0	$0
Engineering Charges	$0	$0	$9,065	$14,700	$0	$0	$0
TOTAL	**$0**	**$0**	**$195,665**	**$317,700**	**$0**	**$0**	**$0**

Operating Description: Following construction warranty equipment maintenance will be $18,000 per year.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Bldg. Maint.	$0	$0	$0	$0	$18,000	$98,431
TOTAL	**$0**	**$0**	**$0**	**$0**	**$18,000**	**$98,431**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Sewer (2420) — **Category: Revenue**

	Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
63000	67th - 115th, Northern-C'Back	$0	$2,754,458	$0	$4,551,205	$5,102,863	$9,642,336
63001	*Arrowhead Ranch WRF Bypass	$59,969	$0	$0	$0	$0	$0
63002	*83rd Ave & Bell Rd Lift Stat	$294,126	$0	$0	$0	$0	$0
63003	*99th Ave Interceptor Line	$4,375,267	$0	$2,311,772	$3,846,878	$4,912,049	$1,336,572
63004	*Arrowhead Ranch Sewer Odor Con	$665,164	$0	$0	$0	$0	$0
63005	*Sewer System Evaluation	$305,634	$0	$0	$0	$0	$0
63006	*Arrowhead Sewer Lines	$2,298,085	$0	$0	$2,064,046	$427,275	$1,313,694
63007	Sewer 99th Ave.W.. Water Meter	$0	$0	$0	$601,083	$3,815,788	$3,289,729
63008	*Sewers for Areas on Septic Sys	$100,096	$75,245	$231,414	$243,799	$255,518	$1,764,841
63009	*67/Ave Swge Lft Sta. Odor Con.	$2,913,648	$0	$0	$0	$0	$0
63010	*91st Ave. Construction	$14,205,967	$8,139,000	$6,025,000	$7,378,000	$8,377,435	$10,000,000
63012	*61st Ave. Sewer Line	$307,751	$0	$0	$0	$0	$0
63013	*67th Ave. Lift Station	$1,968,805	$220,500	$0	$0	$0	$0
63014	*67th and 83rd Avenue SLS Mode	$483,511	$0	$0	$0	$0	$4,579,138
63015	*CMOM Implementation	$1,137,200	$0	$0	$573,494	$0	$0
63016	*Sewer Line Replacement	$3,685,813	$3,226,075	$3,813,168	$2,601,392	$2,244,219	$10,104,570
63017	*Sewer Line Extension	$963,766	$275,766	$287,557	$301,847	$317,929	$1,763,940
63018	*Camelback Ser Rehab	$3,602,692	$634,723	$0	$0	$0	$0
63019	*Western Area Odor Control	$26,857	$0	$0	$0	$0	$0
63020	*Security Enhance Wastewtr Ops	$4,553,667	$2,802,833	$3,781,417	$376,783	$386,967	$5,795,333
63021	*Sweetwater & 55th Ave SLS	$4,661,031	$0	$0	$0	$0	$0
63022	**95th Ave Sewer Connection	$683,400	$0	$0	$0	$0	$0
63023	**City Wide Sewer Odor Control	$3,976,320	$149,032	$0	$0	$0	$1,762,099
T3610	Bethany Hme Rd Interceptor	$0	$325,920	$0	$0	$0	$3,315,500
Total Sewer Projects:		**$51,268,769**	**$18,603,552**	**$16,450,328**	**$22,538,527**	**$25,840,043**	**$54,667,752**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63000 - 67th - 115th, Northern-C'Back — **Funding Source:** Water & Sewer Revenues

Project Description: Installation of new sewer lines to relieve existing sewer mains. These sewers are growth related.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$2,130,000	$0	$3,650,000	$4,012,000	$7,570,000
Finance Charges	$0	$0	$33,000	$0	$40,000	$22,000	$150,000
Engineering Charges	$0	$0	$15,158	$0	$24,705	$28,743	$51,636
Arts	$0	$0	$21,300	$0	$36,500	$40,120	$75,700
Contingency	$0	$0	$200,000	$0	$400,000	$300,000	$900,000
Design	$0	$0	$355,000	$0	$400,000	$700,000	$895,000
TOTAL	**$0**	**$0**	**$2,754,458**	**$0**	**$4,551,205**	**$5,102,863**	**$9,642,336**

Operating Description: No O&M at this time.

Project: 63001 - *Arrowhead Ranch WRF Bypass — **Funding Source:** Water & Sewer Revenues

Project Description: Funding to review changes and improvements necessary to divert sanitary sewer flow from ARWRF to 91st Avenue WTP.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$59,969	$0	$0	$0	$0	$0	$0
TOTAL	**$59,969**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 63002 - *83rd Ave & Bell Rd Lift Stat — **Funding Source:** Water & Sewer Revenues

Project Description: Relocation of 83rd Avenue and Bell Road sewage lift station.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$294,126	$0	$0	$0	$0	$0	$0
TOTAL	**$294,126**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63003 - *99th Ave Interceptor Line **Funding Source:** Water & Sewer Revenues

Project Description: Rehabilitate the main sewer line to the Sub-Regional Operating Group (SROG).

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$200,000	$300,000	$470,000	$112,000
Design	$245,340	$0	$0	$0	$550,000	$600,000	$0
Construction	$3,990,590	$0	$0	$2,040,000	$2,887,000	$3,700,000	$1,200,000
Finance Charges	$40,000	$0	$0	$30,000	$45,000	$60,000	$0
Engineering Charges	$59,129	$0	$0	$21,372	$36,008	$45,049	$12,572
Arts	$40,208	$0	$0	$20,400	$28,870	$37,000	$12,000
TOTAL	**$4,375,267**	**$0**	**$0**	**$2,311,772**	**$3,846,878**	**$4,912,049**	**$1,336,572**

Operating Description: Rehabilitation of the interceptor is scheduled starting in 2011 but continuing chemical treatment is required to prevent recurrence.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$424,360	$437,091	$2,390,192
TOTAL	**$0**	**$0**	**$0**	**$424,360**	**$437,091**	**$2,390,192**

Project: 63004 - *Arrowhead Ranch Sewer Odor Con **Funding Source:** Water & Sewer Revenues

Project Description: Permanent hydrogen peroxide chemical dosing stations will be built along the larger diameter (15" - 42") sewer mains near Arrowhead Ranch to control sewer gases.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$5,376	$0	$0	$0	$0	$0	$0
Construction	$636,224	$0	$0	$0	$0	$0	$0
Engineering Charges	$23,564	$0	$0	$0	$0	$0	$0
TOTAL	**$665,164**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 63005 - *Sewer System Evaluation **Funding Source:** Water & Sewer Revenues

Project Description: A 5- year project, now in its 4th year, to rehabilitate and replace deteriorated sewers and manholes.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$305,634	$0	$0	$0	$0	$0	$0
TOTAL	**$305,634**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63006 - *Arrowhead Sewer Lines **Funding Source:** Water & Sewer Revenues

Project Description: Rehabilitation/replacement of various wastewater collection lines in Arrowhead Ranch to improve sewer flow conditions and reduce sewer odors.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$410,000	$0	$0	$350,000	$420,000	$0
Construction	$173,100	$1,500,000	$0	$0	$1,500,000	$0	$1,160,000
Finance Charges	$0	$0	$0	$0	$17,000	$0	$15,000
Engineering Charges	$13,440	$33,085	$0	$0	$32,046	$7,275	$20,094
Arts	$5,588	$15,000	$0	$0	$15,000	$0	$11,600
Contingency	$0	$140,000	$0	$0	$150,000	$0	$107,000
Miscellaneous/Other	$7,872	$0	$0	$0	$0	$0	$0
TOTAL	**$200,000**	**$2,098,085**	**$0**	**$0**	**$2,064,046**	**$427,275**	**$1,313,694**

Operating Description: No O&M at this time.

Project: 63007 - Sewer 99th Ave.W.. Water Meter **Funding Source:** Water & Sewer Revenues

Project Description: This project will construct sewage metering stations located on 99th Avenue south of Camelback Road and Northern Avenue equal to the approved design studied by the SROG prototype meter station project in Scottsdale.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$585,000	$3,375,000	$2,900,000
Contingency	$0	$0	$0	$0	$0	$300,000	$280,000
Arts	$0	$0	$0	$0	$5,850	$33,750	$29,000
Engineering Charges	$0	$0	$0	$0	$10,233	$59,038	$50,729
Finance Charges	$0	$0	$0	$0	$0	$48,000	$30,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$601,083**	**$3,815,788**	**$3,289,729**

Operating Description: The metering stations will require specialized contracted maintenance on a consistent basis. Additional power requirements for the new electric services will cause a higher standard monthly charge than the former sites.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$250,000	$1,367,102
Utilities	$0	$0	$0	$0	$5,464	$29,877
TOTAL	**$0**	**$0**	**$0**	**$0**	**$255,464**	**$1,396,979**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63008 - *Sewers for Areas on Septic Sys **Funding Source:** Water & Sewer Revenues

Project Description: Installation of sewers in areas currently on septic systems. This is a citizen driven program in which citizens must request that their area (subdivision, neighborhood, street, etc.) be served by the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$50,000	$0	$0	$0	$250,000	$0
Construction	$48,992	$0	$70,000	$200,000	$212,000	$0	$1,710,000
Engineering Charges	$0	$1,104	$1,545	$4,414	$4,679	$5,518	$37,741
Arts	$0	$0	$700	$2,000	$2,120	$0	$17,100
Contingency	$0	$0	$3,000	$25,000	$25,000	$0	$0
TOTAL	**$48,992**	**$51,104**	**$75,245**	**$231,414**	**$243,799**	**$255,518**	**$1,764,841**

Operating Description: Sewer maintenance required for sewers installed through this program is estimated at approximately $10,000 per mile of sewer per year.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**

Project: 63009 - *67/Ave Swge Lft Sta. Odor Con. **Funding Source:** Water & Sewer Revenues

Project Description: Permanent hydrogen peroxide chemical dosing stations for odor control.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$55,000	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$15,640	$0	$0	$0	$0	$0	$0
Arts	$12,913	$0	$0	$0	$0	$0	$0
Engineering Charges	$39,016	$0	$0	$0	$0	$0	$0
Construction	$2,656,079	$0	$0	$0	$0	$0	$0
Design	$135,000	$0	$0	$0	$0	$0	$0
TOTAL	**$2,913,648**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 63010 - *91st Ave. Construction **Funding Source:** Water & Sewer Revenues

Project Description: Expansion of 91st Avenue WTP from 153 MGD to 250 MGD.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$3,409,826	$10,765,000	$8,139,000	$6,025,000	$7,378,000	$8,377,435	$10,000,000
Construction	$31,141	$0	$0	$0	$0	$0	$0
TOTAL	**$3,440,967**	**$10,765,000**	**$8,139,000**	**$6,025,000**	**$7,378,000**	**$8,377,435**	**$10,000,000**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63012 - *61st Ave. Sewer Line — **Funding Source:** Water & Sewer Revenues

Project Description: Pump replacement in the sewage lift station.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$307,751	$0	$0	$0	$0	$0	$0
TOTAL	**$307,751**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 63013 - *67th Ave. Lift Station — **Funding Source:** Water & Sewer Revenues

Project Description: Equipment upgrades to the sewage lift station on 67th Avenue to ensure the system remains fully functional and does not violate regulations.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$72,150	$110,000	$0	$0	$0	$0	$0
Construction	$98,375	$1,500,000	$200,000	$0	$0	$0	$0
Engineering Charges	$8,785	$44,275	$5,500	$0	$0	$0	$0
Arts	$0	$15,000	$2,000	$0	$0	$0	$0
Contingency	$0	$115,000	$13,000	$0	$0	$0	$0
Miscellaneous/Other	$5,220	$0	$0	$0	$0	$0	$0
TOTAL	**$184,530**	**$1,784,275**	**$220,500**	**$0**	**$0**	**$0**	**$0**

Operating Description: Increase in power costs for an odor control system will require additional funding. However, the annual maintenance costs will not experience an increase (except inflation) until 2011 due to the new construction warranty and the new hours for the equipment. Landscape maintenance has recently become an issue and requires the indicated funding.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Landscape	$2,000	$2,060	$2,122	$2,185	$2,251	$12,309
Equip. Maint.	$0	$0	$0	$28,000	$28,840	$157,709
Utilities	$6,000	$6,180	$6,365	$6,556	$6,753	$36,928
TOTAL	**$8,000**	**$8,240**	**$8,487**	**$36,741**	**$37,844**	**$206,946**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63014 - *67th and 83rd Avenue SLS Mode **Funding Source:** Water & Sewer Revenues

Project Description: Equipment upgrades to the sewage lift station near Arrowhead Ranch to ensure the system remains fully functional and does not violate regulations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$33,750
Design	$0	$0	$0	$0	$0	$0	$700,000
Construction	$483,511	$0	$0	$0	$0	$0	$3,375,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$75,388
Contingency	$0	$0	$0	$0	$0	$0	$350,000
Finance Charges	$0	$0	$0	$0	$0	$0	$45,000
TOTAL	**$483,511**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,579,138**

Operating Description: Additional power requirements are due to larger capacity odor control equipment.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$2,000	$2,060	$2,122	$2,185	$11,951
Equip. Maint.	$0	$0	$0	$0	$0	$60,000
Utilities	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$2,000**	**$2,060**	**$2,122**	**$2,185**	**$121,951**

Project: 63015 - *CMOM Implementation **Funding Source:** Water & Sewer Revenues

Project Description: The United States Environmental Protection Agency (USEPA) has mandated a new Capacity Management Operations and Maintenance (CMOM) program for the sanitary sewer systems nationwide. The proposed program will assist in protecting the sewer system.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$423,636	$668,000	$0	$0	$554,000	$0	$0
Engineering Charges	$11,418	$23,506	$0	$0	$19,494	$0	$0
Contingency	$3,260	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$7,380	$0	$0	$0	$0	$0	$0
TOTAL	**$445,694**	**$691,506**	**$0**	**$0**	**$573,494**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63016 - *Sewer Line Replacement **Funding Source:** Water & Sewer Revenues

Project Description: Replacement/rehabilitation of existing sewer lines in various locations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$542,544	$460,000	$490,000	$0	$520,000	$190,000	$570,000
Contingency	$43,000	$200,000	$220,000	$315,000	$200,000	$200,000	$900,000
Arts	$17,310	$15,400	$24,500	$34,000	$18,200	$18,000	$84,000
Engineering Charges	$0	$11,275	$16,575	$19,168	$13,192	$11,219	$50,570
Construction	$806,284	$1,540,000	$2,450,000	$3,400,000	$1,820,000	$1,800,000	$8,400,000
Finance Charges	$25,000	$25,000	$25,000	$45,000	$30,000	$25,000	$100,000
TOTAL	**$1,434,138**	**$2,251,675**	**$3,226,075**	**$3,813,168**	**$2,601,392**	**$2,244,219**	**$10,104,570**

Operating Description: No O&M at this time.

Project: 63017 - *Sewer Line Extension **Funding Source:** Water & Sewer Revenues

Project Description: Sewer extension at various locations due to growth. These extensions will convey wastewater from new developments.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$172,600	$0	$150,000	$0	$100,000	$50,000	$140,000
Contingency	$0	$0	$20,000	$20,000	$25,000	$20,000	$160,000
Arts	$2,500	$2,550	$1,000	$2,600	$1,700	$2,400	$14,200
Engineering Charges	$9,297	$4,861	$4,766	$4,957	$5,147	$5,529	$29,740
Construction	$513,208	$255,000	$100,000	$260,000	$170,000	$240,000	$1,420,000
Finance Charges	$3,750	$0	$0	$0	$0	$0	$0
TOTAL	**$701,355**	**$262,411**	**$275,766**	**$287,557**	**$301,847**	**$317,929**	**$1,763,940**

Operating Description: No O&M at this time.

Project: 63018 - *Camelback Ser Rehab **Funding Source:** Water & Sewer Revenues

Project Description: Funding to replace sewer and concrete structures in this area over the next two fiscal years. Two former meter station structures need to be permanently abandoned and one 24 inch sewer pipe has to be permanently plugged and abandoned.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$1,767,095	$1,510,000	$550,000	$0	$0	$0	$0
Finance Charges	$30,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$72,000	$52,777	$19,223	$0	$0	$0	$0
Arts	$25,720	$15,100	$5,500	$0	$0	$0	$0
Contingency	$30,000	$100,000	$60,000	$0	$0	$0	$0
TOTAL	**$1,924,815**	**$1,677,877**	**$634,723**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63019 - *Western Area Odor Control — **Funding Source:** Water & Sewer Revenues

Project Description: Hydrogen peroxide chemical dosing stations to control sewer gases.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$26,857	$0	$0	$0	$0	$0	$0
TOTAL	**$26,857**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 63020 - *Security Enhance Wastewtr Ops — **Funding Source:** Water & Sewer Revenues

Project Description: Add various security enhancements to the city's water reclamation facilities, effluent recharge facilities and sewer lift stations to meet anticipated requirements of Homeland Security.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$1,654,049	$1,700,000	$2,200,000	$3,350,000	$370,000	$380,000	$5,200,000
Arts	$41,000	$17,000	$22,000	$33,500	$3,700	$3,800	$52,000
Contingency	$100,000	$200,000	$200,000	$330,000	$0	$0	$500,000
Design	$400,000	$300,000	$300,000	$0	$0	$0	$0
Engineering Charges	$44,951	$16,667	$20,833	$27,917	$3,083	$3,167	$43,333
Finance Charges	$60,000	$20,000	$60,000	$40,000	$0	$0	$0
TOTAL	**$2,300,000**	**$2,253,667**	**$2,802,833**	**$3,781,417**	**$376,783**	**$386,967**	**$5,795,333**

Operating Description: Staffing required for the security monitoring facility.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$10,984	$11,314	$11,653	$12,003	$12,363	$67,604
Insurance	$3,920	$4,038	$4,159	$4,283	$4,412	$24,127
Equip. Maint.	$720	$742	$764	$787	$810	$4,431
Supplies/Contr	$1,670	$1,720	$1,772	$1,825	$1,880	$10,278
Staffing	$119,075	$122,647	$126,327	$130,116	$134,020	$732,876
TOTAL	**$136,369**	**$140,461**	**$144,675**	**$149,014**	**$153,485**	**$839,316**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63021 - *Sweetwater & 55th Ave SLS **Funding Source:** Water & Sewer Revenues

Project Description: Equipment upgrades to the sewage lift station near 55th Avenue & Sweetwater to ensure the system remains fully functional and does not violate regulations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$196,347	$0	$0	$0	$0	$0	$0
Construction	$1,703,000	$2,300,000	$0	$0	$0	$0	$0
Finance Charges	$25,000	$30,000	$0	$0	$0	$0	$0
Engineering Charges	$44,654	$72,000	$0	$0	$0	$0	$0
Arts	$17,030	$23,000	$0	$0	$0	$0	$0
Contingency	$50,000	$200,000	$0	$0	$0	$0	$0
TOTAL	**$2,036,031**	**$2,625,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$2,000	$2,060	$2,122	$2,185	$11,951
Equip. Maint.	$0	$0	$9,000	$9,270	$9,548	$52,213
Utilities	$0	$5,000	$5,150	$5,305	$5,464	$29,877
TOTAL	**$0**	**$7,000**	**$16,210**	**$16,697**	**$17,197**	**$94,041**

Project: 63022 - **95th Ave Sewer Connection **Funding Source:** Water & Sewer Revenues

Project Description: The existing sewer connection at the NE corner of 95th Avenue and Camelback Road will be improved to allow a free flow of wastewater from the 36-inch sewer line in 95th Avenue entering the 48-inch sewer line in Camelback Road. Currently the crowns of the two sewer lines match elevations. The top of the 36-inch line will be raised.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$6,000	$0	$0	$0	$0	$0
Contingency	$0	$10,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$29,400	$0	$0	$0	$0	$0
Construction	$0	$600,000	$0	$0	$0	$0	$0
Design	$0	$38,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$683,400**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63023 - **City Wide Sewer Odor Control **Funding Source:** Water & Sewer Revenues

Project Description: This project will add permanent hydrogen peroxide chemical dosing stations to various sewer lines for odor control.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$3,400,000	$145,000	$0	$0	$0	$1,450,000
Finance Charges	$0	$40,000	$0	$0	$0	$0	$20,000
Engineering Charges	$0	$62,320	$2,582	$0	$0	$0	$27,599
Arts	$0	$34,000	$1,450	$0	$0	$0	$14,500
Contingency	$0	$340,000	$0	$0	$0	$0	$150,000
Design	$0	$100,000	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$3,976,320**	**$149,032**	**$0**	**$0**	**$0**	**$1,762,099**

Operating Description: Additional dosing stations will increase the annual usage and cost of the hydrogen peroxide chemical used by the dosing stations. No FTEs will be required but one vehicle will be required for general maintenance work.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$24,253	$24,981	$25,730	$26,502	$144,926
Equip. Maint.	$0	$530	$546	$563	$580	$3,170
Bldg. Maint.	$0	$530	$546	$563	$580	$3,170
Utilities	$0	$5,570	$5,737	$5,909	$6,087	$33,285
Supplies/Contr	$0	$500,000	$515,000	$530,450	$546,364	$2,987,740
TOTAL	**$0**	**$530,883**	**$546,810**	**$563,215**	**$580,113**	**$3,172,291**

Project: T3610 - Bethany Hme Rd Interceptor **Funding Source:** Water & Sewer Revenues

Project Description: This project will fund an interceptor sewer along the Bethany Home Road alignment from 83rd to 95th Avenue. The interceptor is designed to intercept flows from the existing sewers in 83rd & 91st Avenues that had to be altered due to construction of the Bethany Home Outfall.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$200,000
Design	$0	$0	$320,000	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0	$3,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$30,000
Engineering Charges	$0	$0	$5,920	$0	$0	$0	$55,500
Arts	$0	$0	$0	$0	$0	$0	$30,000
TOTAL	**$0**	**$0**	**$325,920**	**$0**	**$0**	**$0**	**$3,315,500**

Operating Description: It is estimated that interceptor sewer maintenance will cost approximately $20,000 per mile per year for 1.5 miles. Additional staffing will be required in 2013-2017 for routine cleaning and preventative maintenance.

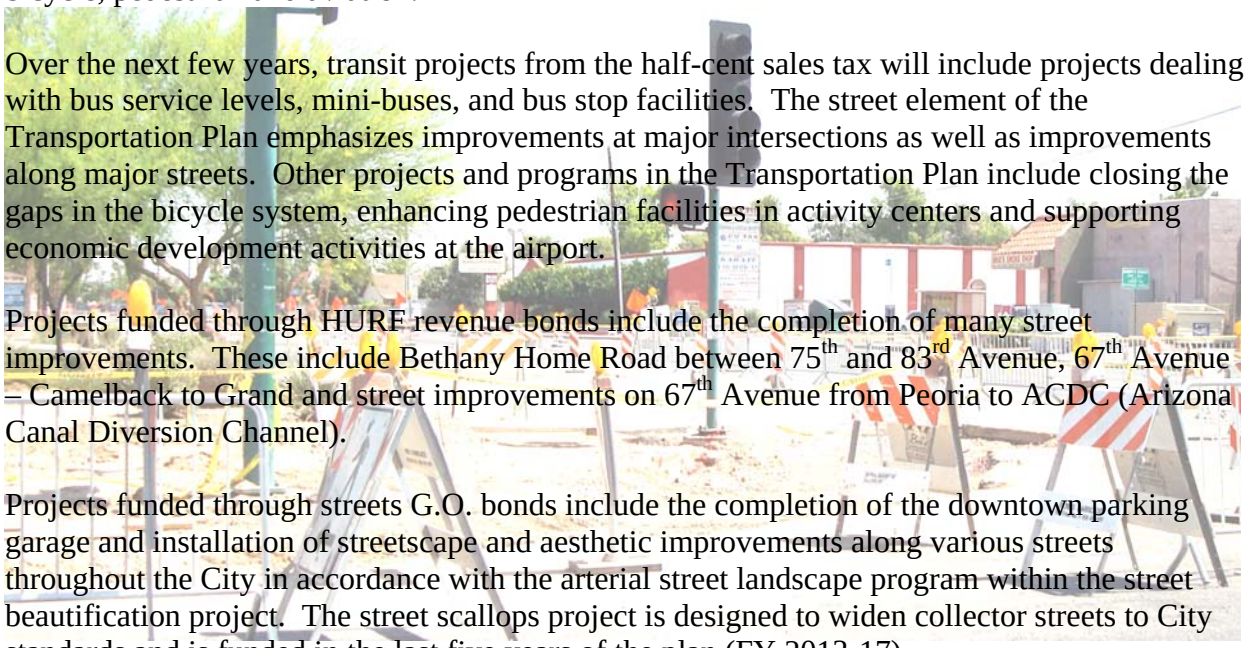
Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$180,000
Staffing	$0	$0	$0	$0	$0	$97,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$277,500**

***Project includes carryover funding**

**** New Project**

TRANSPORTATION

This category involves several funding sources including HURF, G.O. bonds, development impact fees and the half-cent transportation sales tax approved by voters in 2001. The half-cent sales tax will fund improvement projects for all modes of transportation including transit, street, bicycle, pedestrian and aviation.



Over the next few years, transit projects from the half-cent sales tax will include projects dealing with bus service levels, mini-buses, and bus stop facilities. The street element of the Transportation Plan emphasizes improvements at major intersections as well as improvements along major streets. Other projects and programs in the Transportation Plan include closing the gaps in the bicycle system, enhancing pedestrian facilities in activity centers and supporting economic development activities at the airport.

Projects funded through HURF revenue bonds include the completion of many street improvements. These include Bethany Home Road between 75th and 83rd Avenue, 67th Avenue – Camelback to Grand and street improvements on 67th Avenue from Peoria to ACDC (Arizona Canal Diversion Channel).

Projects funded through streets G.O. bonds include the completion of the downtown parking garage and installation of streetscape and aesthetic improvements along various streets throughout the City in accordance with the arterial street landscape program within the street beautification project. The street scallops project is designed to widen collector streets to City standards and is funded in the last five years of the plan (FY 2013-17).

Street projects that will be funded with development impact fees include the matching money for developmental agreements for street arterial improvements in FY 2008 through FY 2017, the installation of traffic signals at various locations throughout the City as required by growth and the acquisition of necessary right of way and ½ street improvements. Lastly, funding is included for the completion of street improvements on Bethany Home Road from 91st to 83rd Avenues & 75th to 83rd Avenues and 59th Avenue from Melinda to Pinnacle Peak.

The transportation grant fund was established during FY 2004 to accommodate transportation grants for capital projects from federal and state government. The grants in this category are open, competitive grant programs and are awarded through a competitive review process. Grant projects are budgeted in transportation grants when the city receives notification that the project has been approved for grant funding. Transportation projects in which the city applies for reimbursement in a future year are budgeted in the transportation sales tax fund and any reimbursements are credited to the transportation sales tax fund as grant revenue when received.

Picture: Intersection improvements along 43rd Avenue between Bethany Home Road and Peoria Avenue.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Transportation Construct (2210) — Category: Transportation

	Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
65003	*Multi-Use Bridge Skunk Creek	$84,584	$0	$0	$0	$0	$0
65004	Buses / Vans	$507,500	$507,500	$257,500	$257,500	$257,500	$1,664,105
65005	*Smart Traffic Signals	$3,757,299	$727,149	$0	$727,149	$0	$727,149
65006	*Bus Pullouts	$37,688	$0	$0	$0	$0	$364,827
65007	*Grand Ave Access Enhancements	$9,829,599	$8,080,000	$0	$0	$0	$0
65008	*Intersection Improvements	$1,565,996	$0	$0	$0	$0	$0
65010	*51st / Camelback to Peoria	$7,761,175	$0	$0	$0	$0	$0
65013	*Bus Stops and Shelters	$388,477	$107,243	$110,459	$113,884	$115,505	$626,808
65014	*Transit Support Capital	$270,327	$159,676	$164,866	$170,306	$176,012	$975,963
65015	*L101/Glendale Pk & Ride Lot	$8,958,228	$0	$0	$0	$0	$0
65016	*Northern Ave Super Street	$3,388,646	$300,000	$0	$1,200,000	$1,200,000	$1,200,000
65017	*Rail System	$206,750	$1,026,824	$1,060,196	$10,720,921	$17,945,472	$56,896,139
65019	*Bike Rte Imp/ 63rd - Grand Ave	$348,051	$0	$0	$0	$0	$0
65022	*PE & Oversight for Transp. Pkg	$2,758,102	$1,683,745	$1,751,094	$1,215,260	$0	$0
65024	*Lane Drop Elimination Project	$79,349	$0	$0	$0	$0	$0
65027	*Downtown Ped Circ	$9,077,922	$0	$0	$0	$0	$0
65028	*Grand Ave Grade Separation Enh	$52,695	$0	$0	$0	$0	$0
65029	*Smart Traffic Signal Equipment	$383,278	$0	$0	$0	$0	$0
65030	*Multi-Use Pathway Grand Canal	$308,173	$837,825	$0	$0	$0	$0
65032	*Bike- Widen Bridge, Glen/New R	$100,415	$0	$0	$0	$0	$0
65033	*Northern Ave Superstreet Eng.	$10,187,366	$3,000,000	$15,400,000	$28,800,000	$0	$14,800,000
65037	*57th / Skunk Creek	$4,403,314	$0	$0	$0	$0	$0
65038	*67th Ave.:Camelback to Grand	$1,467,636	$0	$0	$0	$0	$0
65039	*67th Ave: Olive to Bell Rd Imp	$3,986,409	$5,789,904	$0	$0	$0	$0
65040	*Catlin Court Alley (Match)	$524,015	$0	$0	$0	$0	$0
65042	*51st Ave/Bell Intersection Imp	$20,450	$572,831	$572,831	$0	$0	$0
65044	Airport - Tower and Radio Upgr	$15,700	$0	$0	$0	$0	$0
65046	75ht/83rd/Glendale-Street Impr	$4,958,593	$0	$0	$0	$0	$0
65047	*75th Ave/Bethany Home - Inters	$65,284	$0	$0	$0	$0	$0
65048	Loop 101 North Park & Ride Lot	$0	$0	$0	$0	$0	$1,010,000
65050	*43rd Ave/Bethany Hm to Peoria	$8,076,508	$0	$0	$0	$0	$0
65051	*59th Ave/Bethany Hme Intersect	$20,450	$2,224,492	$2,296,788	$0	$0	$0
65052	Transit Center	$509,250	$1,765,450	$1,765,450	$0	$0	$0

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Transportation Construct (2210) — Category: Transportation

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
65053	*Northern Ave Pkwy Advance Medi	$4,024,584	$600,000	$2,300,000	$27,000,000	$59,700,000	$51,600,000
65054	*63rd Ave/Loop101-Bike Overpass	$5,169,780	$0	$0	$0	$0	$0
65060	*Street Scallops	$1,300,234	$0	$0	$0	$0	$0
65062	*Glendale Sports Fac-Sign	$3,014,654	$0	$0	$0	$0	$0
65063	*New River Multi-use Pathway	$178,215	$4,657,223	$0	$0	$0	$0
65064	*Arrowhead Ped Enhancements	$43,512	$0	$0	$0	$0	$0
65065	*Airport-Northwest Land Purch	$1,006,600	$0	$0	$0	$0	$0
65068	*LPS Streetlight Conversion	$3,169,985	$0	$0	$0	$0	$0
65069	*Glendale Transportation Plan	$821,169	$0	$0	$0	$0	$0
65070	*Union Hills/Skunk Cr. Path	$76,288	$82,304	$0	$0	$0	$0
65072	Expanded Safety Program	$403,150	$406,451	$409,910	$413,537	$417,341	$650,643
65073	*Old Roma Alley Ped Project	$172,100	$0	$0	$0	$0	$0
65077	Airport-Runway/Taxiway Asph.	$135,705	$0	$0	$0	$0	$0
65078	Airport Matching Funds	$700,000	$200,000	$200,000	$200,000	$200,000	$1,500,000
65079	**95th Ave-Glendale to Cabela	$1,209,706	$1,248,417	$0	$0	$0	$0
65080	**Arrowhead Mall Transit Center	$516,110	$2,084,640	$0	$0	$0	$0
T0960	Downtown Park-and-Ride	$0	$0	$0	$0	$0	$7,472,661
T0990	LRT St. Related Improvements	$0	$0	$0	$0	$0	$6,619,457
T7400	**51st Avenue HES Projects	$0	$1,410,260	$0	$0	$0	$0
Total Transportation Construct Projects:		**$106,041,021**	**$37,471,934**	**$26,289,094**	**$70,818,557**	**$80,011,830**	**$146,107,752**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65003 - *Multi-Use Bridge Skunk Creek **Funding Source:** Half Cent Sales Tax

Project Description: Construction of a multi-use Bridge at Skunk Creek over 71st Ave. alignment drainage facility.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$11,000	$0	$0	$0	$0	$0	$0
Arts	$1,300	$0	$0	$0	$0	$0	$0
Equipment	$72,284	$0	$0	$0	$0	$0	$0
TOTAL	**$84,584**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65004 - Buses / Vans **Funding Source:** Half Cent Sales Tax

Project Description: Buses and vans will be needed to replace worn out buses and vans. Buses will be purchased to expand circulator service.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$7,500	$7,500	$7,500	$7,500	$7,500	$37,500
Equipment	$0	$500,000	$500,000	$250,000	$250,000	$250,000	$1,626,605
TOTAL	**$0**	**$507,500**	**$507,500**	**$257,500**	**$257,500**	**$257,500**	**$1,664,105**

Operating Description: O & M associated with staffing 3 drivers in 2009 and vehicle maintenance.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$51,200	$52,736	$54,318	$55,948	$305,945
Staffing	$0	$118,038	$121,579	$125,227	$128,983	$705,334
TOTAL	**$0**	**$169,238**	**$174,315**	**$179,545**	**$184,931**	**$1,011,279**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65005 - *Smart Traffic Signals **Funding Source:** Half Cent Sales Tax

Project Description: A smart traffic signal system will be implemented that includes more left turn arrows, roadway sensors and fiber optic connections to a control center to make traffic signals more responsive.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$18,336	$7,199	$0	$7,199	$0	$7,199
Engineering Charges	$81,200	$33,010	$12,950	$0	$12,950	$0	$12,950
Construction	$1,784,720	$1,627,117	$700,000	$0	$700,000	$0	$700,000
Design	$0	$157,210	$0	$0	$0	$0	$0
Arts	$39,435	$16,271	$7,000	$0	$7,000	$0	$7,000
TOTAL	**$1,905,355**	**$1,851,944**	**$727,149**	**$0**	**$727,149**	**$0**	**$727,149**

Operating Description: O & M costs associated with electricity for new signal heads, cameras and communication equipment as well as maintenance of fiber optic connections.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$23,484	$24,189	$24,914	$25,662	$140,330
Utilities	$0	$3,605	$3,713	$3,825	$3,939	$21,540
TOTAL	**$0**	**$27,089**	**$27,902**	**$28,739**	**$29,601**	**$161,870**

Project: 65006 - *Bus Pullouts **Funding Source:** Half Cent Sales Tax

Project Description: Bus pull-outs relieve congestion, improve air quality, and provide traffic and pedestrian safety. Bus pull-outs will be provided at major intersections where there are bus route extensions and new bus routes.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$0	$0	$0	$0	$0	$36,482
Design	$0	$0	$0	$0	$0	$0	$36,482
Construction	$37,688	$0	$0	$0	$0	$0	$270,089
Finance Charges	$0	$0	$0	$0	$0	$0	$4,051
Engineering Charges	$0	$0	$0	$0	$0	$0	$15,022
Arts	$0	$0	$0	$0	$0	$0	$2,701
TOTAL	**$37,688**	**$0**	**$0**	**$0**	**$0**	**$0**	**$364,827**

Operating Description: O & M associated with maintenance of landscaping around bus pullouts.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$1,690
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,690**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65007 - *Grand Ave Access Enhancements **Funding Source:** Half Cent Sales Tax

Project Description: This project will construct street improvements for local access along Grand Avenue including changes in access control and beautification.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$86,693	$80,000	$0	$0	$0	$0
Construction	$259,769	$2,342,503	$1,944,579	$0	$0	$0	$0
Engineering Charges	$9,250	$48,061	$35,975	$0	$0	$0	$0
Arts	$17,480	$23,425	$19,446	$0	$0	$0	$0
Land	$0	$6,000,000	$6,000,000	$0	$0	$0	$0
Design	$787,009	$255,409	$0	$0	$0	$0	$0
TOTAL	**$1,073,508**	**$8,756,091**	**$8,080,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M associated with landscaping maintenance and water.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$18,990	$19,560	$20,146	$110,169
Landscape	$0	$0	$170,900	$176,027	$181,308	$991,465
TOTAL	**$0**	**$0**	**$189,890**	**$195,587**	**$201,454**	**$1,101,634**

Project: 65008 - Intersection Improvements **Funding Source:** Half Cent Sales Tax

Project Description: Design and construct turning lanes and other improvements (such as median barriers and lane extensions) at warranted intersections.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$9,711	$0	$0	$0	$0	$0	$0
Contingency	$0	$1,531,500	$0	$0	$0	$0	$0
Engineering Charges	$5,248	$0	$0	$0	$0	$0	$0
Arts	$19,537	$0	$0	$0	$0	$0	$0
TOTAL	**$34,496**	**$1,531,500**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65010 - *51st / Camelback to Peoria **Funding Source:** Half Cent Sales Tax

Project Description: This project will construct intersection improvements at 51st & Glendale Avenues, 51st & Peoria Avenues, and 59th Avenue & Camelback Road. This project will add medians, bus bays, bus shelters, right turn lanes, asphalt pavement overlays, traffic signal relocations and street lighting at the intersections.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$120,000	$0	$0	$0	$0	$0
Arts	$0	$50,000	$0	$0	$0	$0	$0
Finance Charges	$0	$51,700	$0	$0	$0	$0	$0
Construction	$2,518,367	$5,000,000	$0	$0	$0	$0	$0
Design	$21,108	$0	$0	$0	$0	$0	$0
TOTAL	**$2,539,475**	**$5,221,700**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M associated with landscaping and other maintenance of medians, turning lanes, bus pullouts, and bus shelters.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$4,470	$4,604	$4,742	$4,884	$5,031	$27,512
TOTAL	**$4,470**	**$4,604**	**$4,742**	**$4,884**	**$5,031**	**$27,512**

Project: 65013 - *Bus Stops and Shelters **Funding Source:** Half Cent Sales Tax

Project Description: Bus shelters with shade and seating will be provided where bus transfers occur and at other high-demand locations. Benches will be provided at other bus stops as needed.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$300,000	$93,850	$96,246	$99,435	$100,000	$549,051
Engineering Charges	$13,883	$10,419	$3,254	$3,351	$3,455	$3,505	$19,016
Arts	$3,982	$3,000	$939	$962	$994	$1,000	$5,491
Design	$27,193	$30,000	$9,200	$9,900	$10,000	$11,000	$53,250
TOTAL	**$45,058**	**$343,419**	**$107,243**	**$110,459**	**$113,884**	**$115,505**	**$626,808**

Operating Description: O & M associated with the maintenance of bus shelters.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$15,000	$10,000	$10,300	$10,609	$10,927	$59,755
TOTAL	**$15,000**	**$10,000**	**$10,300**	**$10,609**	**$10,927**	**$59,755**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65014 - *Transit Support Capital — **Funding Source:** Half Cent Sales Tax

Project Description: Funding will be used for replacement of computer equipment, support vehicles and radio systems. These items are not included in the vehicle or technology replacement funds.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$115,602	$154,725	$159,676	$164,866	$170,306	$176,012	$975,963
TOTAL	**$115,602**	**$154,725**	**$159,676**	**$164,866**	**$170,306**	**$176,012**	**$975,963**

Operating Description: O&M for equipment and vehicle maintenance costs.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$4,500	$4,635	$4,774	$4,917	$5,065	$27,696
TOTAL	**$4,500**	**$4,635**	**$4,774**	**$4,917**	**$5,065**	**$27,696**

Project: 65015 - *L101/Glendale Pk & Ride Lot — **Funding Source:** Half Cent Sales Tax

Project Description: This project provides funds to construct a park and ride lot near Loop 101 and Glendale Avenue. This project includes paving for the parking area. An FTA grant for $2,819,236 is available in FY07. This project may have a future IGA.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$4,466,115	$2,986,694	$0	$0	$0	$0	$0
Finance Charges	$0	$44,800	$0	$0	$0	$0	$0
Engineering Charges	$0	$73,174	$0	$0	$0	$0	$0
Arts	$0	$29,867	$0	$0	$0	$0	$0
Miscellaneous/Other	$1,357,578	$0	$0	$0	$0	$0	$0
TOTAL	**$5,823,693**	**$3,134,535**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M associated with landscaping and other maintenance of park and ride lot.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$33,000	$33,990	$35,010	$36,060	$37,142	$203,107
TOTAL	**$33,000**	**$33,990**	**$35,010**	**$36,060**	**$37,142**	**$203,107**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65016 - *Northern Ave Super Street — **Funding Source:** Half Cent Sales Tax

Project Description: Right-of-way acquisition for protection of the Northern Parkway corridor alignment between Grand Avenue and L101 is targeted for completion by 2026. When completed the Northern Parkway will have six thru lanes and grade separations at major arterials. It will be a partially accessed controlled facility.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$21,155	$0	$0	$0	$0	$0	$0
Land	$0	$2,955,000	$300,000	$0	$1,182,000	$1,182,000	$1,182,000
Design	$367,491	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$45,000	$0	$0	$18,000	$18,000	$18,000
TOTAL	**$388,646**	**$3,000,000**	**$300,000**	**$0**	**$1,200,000**	**$1,200,000**	**$1,200,000**

Operating Description: Ownership of O & M costs associated with right-of-way acquisition is yet to be determined.

Project: 65017 - *Rail System — **Funding Source:** Half Cent Sales Tax

Project Description: Planning studies, design, ROW acquisition and construction of light rail facility to be located on an alignment to be determined. Federal and regional grants will fund 60% of the project. This project may have a future IGA.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$15,402	$15,903	$160,814	$269,182	$853,442
Miscellaneous/Other	$106,750	$100,000	$1,011,422	$1,044,293	$10,560,107	$17,676,290	$56,042,697
TOTAL	**$106,750**	**$100,000**	**$1,026,824**	**$1,060,196**	**$10,720,921**	**$17,945,472**	**$56,896,139**

Operating Description: Ownership of O & M costs associated with right-of-way acquisition is yet to be determined.

Project: 65019 - *Bike Rte Imp/ 63rd - Grand Ave — **Funding Source:** Half Cent Sales Tax

Project Description: Provide bicycle improvements on 63rd Avenue, Frier Drive, and 61st Avenue from Alice Avenue to Grand Avenue at Myrtle Avenue. The project will improve the streets for safer and more convenient bicycling.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$21,995	$0	$0	$0	$0	$0	$0
Construction	$92,672	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$233,384	$0	$0	$0	$0	$0
TOTAL	**$114,667**	**$233,384**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65022 - *PE & Oversight for Transp. Pkg **Funding Source:** Half Cent Sales Tax

Project Description: Professional engineering for preparation of design concepts, and administration cost for purchase of right-of-way.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$2,137,275	$1,667,075	$1,733,757	$1,203,228	$0	$0
Design	$599,455	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$21,372	$16,670	$17,337	$12,032	$0	$0
TOTAL	**$599,455**	**$2,158,647**	**$1,683,745**	**$1,751,094**	**$1,215,260**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65024 - *Lane Drop Elimination Project **Funding Source:** Half Cent Sales Tax

Project Description: Elimination of lane drops in congested areas along major arterials within the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$78,500	$0	$0	$0	$0	$0	$0
Construction	$849	$0	$0	$0	$0	$0	$0
TOTAL	**$79,349**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65027 - *Downtown Ped Circ **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for pedestrian circulation enhancements in the Downtown Central Business District to improve connections to businesses and services.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$689,517	$7,922,167	$0	$0	$0	$0	$0
Finance Charges	$0	$118,833	$0	$0	$0	$0	$0
Engineering Charges	$109,983	$120,000	$0	$0	$0	$0	$0
Arts	$38,200	$79,222	$0	$0	$0	$0	$0
TOTAL	**$837,700**	**$8,240,222**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M is for landscape maintenance, irrigation, site furnishings and signage elements.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$35,000	$36,050	$37,132	$38,245	$39,393	$215,416
TOTAL	**$35,000**	**$36,050**	**$37,132**	**$38,245**	**$39,393**	**$215,416**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) Category: Transportation

Project: 65028 - *Grand Ave Grade Separation Enh **Funding Source:** Half Cent Sales Tax

Project Description: Provides funds to enhance the beautification of the ADOT bridge structure at Northern Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$34,396	$0	$0	$0	$0	$0	$0
Engineering Charges	$15,515	$0	$0	$0	$0	$0	$0
Arts	$2,784	$0	$0	$0	$0	$0	$0
TOTAL	**$52,695**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65029 - *Smart Traffic Signal Equipment **Funding Source:** Half Cent Sales Tax

Project Description: Purchase of cabinets, trailers, etc for smart traffic signals (ITS).

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$383,278	$0	$0	$0	$0	$0	$0
TOTAL	**$383,278**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65030 - *Multi-Use Pathway Grand Canal **Funding Source:** Half Cent Sales Tax

Project Description: Construct a multi-use path from Loop 101 Freeway to New River. The project will provide a safe and convenient, off-street facility for bicyclists and pedestrians that extends the existing Grand Canal Linear Park path to the future New River Pathway.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$306,064	$0	$0	$0	$0	$0	$0
Engineering Charges	$2,109	$0	$39,600	$0	$0	$0	$0
Arts	$0	$0	$7,788	$0	$0	$0	$0
Construction	$0	$0	$778,755	$0	$0	$0	$0
Finance Charges	$0	$0	$11,682	$0	$0	$0	$0
TOTAL	**$308,173**	**$0**	**$837,825**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M associated with the maintenance of benches, drinking fountain, trash receptacles, lighting, and 30 feet of landscaped area along a 6,300 linear foot multi-use pathway.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$618	$637	$656	$3,585
Landscape	$0	$0	$33,094	$34,087	$35,110	$191,996
Equip. Maint.	$0	$0	$3,090	$3,183	$3,278	$17,925
TOTAL	**$0**	**$0**	**$36,802**	**$37,907**	**$39,044**	**$213,506**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65032 - *Bike- Widen Bridge, Glen/New R **Funding Source:** Half Cent Sales Tax

Project Description: Bridge reconstruction and widening for bicycle and pedestrian access over New River on Glendale Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$100,415	$0	$0	$0	$0	$0	$0
TOTAL	**$100,415**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65033 - *Northern Ave Superstreet Eng. **Funding Source:** Half Cent Sales Tax

Project Description: This project provides funds for right-of-way acquisition of property within the Northern Parkway corridor alignment and advances construction funding. Regional funds will pay 70% of the cost with local matching funds focused on right-of-way acquisition.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$149,682	$279,926	$0	$143,850
Land	$1,981,017	$4,300,000	$3,000,000	$0	$0	$0	$0
Design	$499,130	$3,271,903	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$14,968,168	$27,992,569	$0	$14,384,993
Finance Charges	$0	$115,500	$0	$224,523	$419,734	$0	$215,775
Engineering Charges	$7,219	$12,597	$0	$57,627	$107,771	$0	$55,382
TOTAL	**$2,487,366**	**$7,700,000**	**$3,000,000**	**$15,400,000**	**$28,800,000**	**$0**	**$14,800,000**

Operating Description: Ownership of O & M costs associated with right-of-way acquisition is yet to be determined.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$21,855	$22,511	$123,097
TOTAL	**$0**	**$0**	**$0**	**$21,855**	**$22,511**	**$123,097**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65037 - *57th / Skunk Creek **Funding Source:** Half Cent Sales Tax

Project Description: This project will construct a bridge over Skunk Creek at 57th Avenue. The proposed bridge will provide safe access for vehicular, bicycle, and pedestrian traffic during storm flows.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$41,464	$0	$0	$0	$0	$0
Engineering Charges	$4,279	$101,587	$0	$0	$0	$0	$0
Finance Charges	$0	$62,196	$0	$0	$0	$0	$0
Design	$47,374	$0	$0	$0	$0	$0	$0
Construction	$0	$4,146,414	$0	$0	$0	$0	$0
TOTAL	**$51,653**	**$4,351,661**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M for landscape maintenance and electricity.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$500	$515	$530	$546	$2,988
Landscape	$0	$638	$657	$677	$697	$3,811
TOTAL	**$0**	**$1,138**	**$1,172**	**$1,207**	**$1,243**	**$6,799**

Project: 65038 - *67th Ave.:Camelback to Grand **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including medians, turning lanes, bus pullouts and bus shelters for 67th Avenue/Glendale Avenue and 67th Avenue/Camelback Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$4,352	$0	$0	$0	$0	$0	$0
Construction	$1,434,559	$0	$0	$0	$0	$0	$0
Engineering Charges	$28,725	$0	$0	$0	$0	$0	$0
TOTAL	**$1,467,636**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65039 - *67th Ave: Olive to Bell Rd Imp **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including medians, turning lanes, bus pullouts, bus shelters and lanes for four intersections on 67th Avenue from Olive Avenue to Bell Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$72,340	$39,068	$80,932	$0	$0	$0	$0
Design	$229,272	$0	$0	$0	$0	$0	$0
Construction	$769,722	$2,688,666	$5,569,730	$0	$0	$0	$0
Finance Charges	$0	$40,330	$83,545	$0	$0	$0	$0
Arts	$20,124	$26,887	$55,697	$0	$0	$0	$0
Land	$0	$100,000	$0	$0	$0	$0	$0
TOTAL	**$1,091,458**	**$2,894,951**	**$5,789,904**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M for landscaping and maintenance of medians ($544), turn lanes ($213), bus pullouts and bus shelters ($300).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$1,088	$1,121	$1,154	$6,312
TOTAL	**$0**	**$0**	**$1,088**	**$1,121**	**$1,154**	**$6,312**

Project: 65040 - *Catlin Court Alley (Match) **Funding Source:** Half Cent Sales Tax

Project Description: Project includes underground utilities, night safety street lighting, realigning and widening the existing path, landscaping, seating walls and niches, public art alcoves, alley entry/exit features, shared used etiquette and signage.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$524,015	$0	$0	$0	$0	$0	$0
TOTAL	**$524,015**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65042 - *51st Ave/Bell Intersection Imp **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for intersection improvements including landscaping and an eastbound right turn lane on Bell Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$19,495	$0	$0	$0	$0	$0	$0
Construction	$955	$0	$535,446	$535,446	$0	$0	$0
Finance Charges	$0	$0	$8,031	$8,031	$0	$0	$0
Engineering Charges	$0	$0	$24,000	$24,000	$0	$0	$0
Arts	$0	$0	$5,354	$5,354	$0	$0	$0
TOTAL	**$20,450**	**$0**	**$572,831**	**$572,831**	**$0**	**$0**	**$0**

Operating Description: O&M is for water and landscape maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$273	$281	$1,539
Landscape	$0	$0	$0	$273	$281	$1,539
TOTAL	**$0**	**$0**	**$0**	**$546**	**$562**	**$3,078**

Project: 65044 - Airport - Tower and Radio Upgr **Funding Source:** Half Cent Sales Tax

Project Description: This is an FAA grant funded project to replace radio communications equipment in the air traffic control tower (ATCT) and the runway/taxiway precision approach path indicator (PAPI) lighting. This new equipment will increase safety, efficiency and reduce maintenance costs.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$15,700	$0	$0	$0	$0	$0
TOTAL	**$0**	**$15,700**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65046 - 75ht/83rd/Glendale-Street Impr **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including medians, turning lanes, bus pullouts and bus shelters at 75th Avenue, Glendale Avenue and Camelback Road. Project also includes street widening along Glendale Avenue from 75th to 83rd Avenues.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$70,870	$0	$0	$0	$0	$0
Engineering Charges	$0	$115,756	$0	$0	$0	$0	$0
Construction	$0	$4,724,720	$0	$0	$0	$0	$0
Arts	$0	$47,247	$0	$0	$0	$0	$0
TOTAL	**$0**	**$4,958,593**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M for landscape maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$3,943	$4,061	$4,183	$4,309	$4,438	$24,268
TOTAL	**$3,943**	**$4,061**	**$4,183**	**$4,309**	**$4,438**	**$24,268**

Project: 65047 - *75th Ave/Bethany Home - Inters **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including medians, turning lanes, bus pullouts and bus shelters at 75th Avenue and Bethany Home Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$7,132	$0	$0	$0	$0	$0	$0
Construction	$29,121	$0	$0	$0	$0	$0	$0
Engineering Charges	$27,023	$0	$0	$0	$0	$0	$0
Arts	$2,008	$0	$0	$0	$0	$0	$0
TOTAL	**$65,284**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65048 - Loop 101 North Park & Ride Lot **Funding Source:** Half Cent Sales Tax

Project Description: This project includes site selection and land acquisition to enhance transit ridership in the north Glendale area.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$0	$0	$0	$0	$0	$1,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$10,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,010,000**

Operating Description: O&M for landscaping, electricity and other maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$146,875
Utilities	$0	$0	$0	$0	$0	$9,375
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$156,250**

Project: 65050 - *43rd Ave/Bethany Hm to Peoria **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including medians, turning lanes, bus pullouts and bus shelters for five intersections on 43rd Ave from Bethany Home Road to Peoria Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$16,428	$0	$0	$0	$0	$0
Construction	$6,802,760	$1,095,235	$0	$0	$0	$0	$0
Arts	$39,857	$10,952	$0	$0	$0	$0	$0
Engineering Charges	$63,276	$48,000	$0	$0	$0	$0	$0
TOTAL	**$6,905,893**	**$1,170,615**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M for this project is for water and landscape maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$515	$530	$546	$563	$3,077
Landscape	$3,000	$3,090	$3,183	$3,278	$3,377	$18,464
TOTAL	**$3,000**	**$3,605**	**$3,713**	**$3,824**	**$3,940**	**$21,541**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65051 - *59th Ave/Bethany Hme Intersect **Funding Source:** Half Cent Sales Tax

Project Description: Intersection improvements including medians, turning lanes, bus pullouts and bus shelters at 59th Avenue and Bethany Home Road & 59th Avenue and Camelback Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$51,930	$53,617	$0	$0	$0
Design	$20,450	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$0	$31,794	$32,827	$0	$0	$0
Construction	$0	$0	$2,119,572	$2,188,459	$0	$0	$0
Arts	$0	$0	$21,196	$21,885	$0	$0	$0
TOTAL	**$20,450**	**$0**	**$2,224,492**	**$2,296,788**	**$0**	**$0**	**$0**

Operating Description: O&M associated with landscape maintenance of 5,000 sq. ft.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$1,093	$1,126	$6,155
Landscape	$2,000	$2,060	$2,122	$2,185	$2,251	$12,309
TOTAL	**$2,000**	**$2,060**	**$2,122**	**$3,278**	**$3,377**	**$18,464**

Project: 65052 - Transit Center **Funding Source:** Half Cent Sales Tax

Project Description: Acquire land, design and construct a transit center downtown. The site selection study and design concept will be accomplished as part of the Updated Transportation System Plan. This transit center is a project listed in the regional transportation plan, and is earmarked for regional half-cent sales tax funding.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$1,700,000	$1,700,000	$0	$0	$0
Finance Charges	$0	$0	$17,000	$17,000	$0	$0	$0
Engineering Charges	$0	$9,250	$31,450	$31,450	$0	$0	$0
Arts	$0	$0	$17,000	$17,000	$0	$0	$0
Design	$0	$500,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$509,250**	**$1,765,450**	**$1,765,450**	**$0**	**$0**	**$0**

Operating Description: O & M associated with maintenance of property, utilities, landscaping and building maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$5,305	$5,464	$29,877
Bldg. Maint.	$0	$0	$0	$210,058	$216,360	$1,183,145
Utilities	$0	$0	$0	$12,731	$13,113	$71,706
TOTAL	**$0**	**$0**	**$0**	**$228,094**	**$234,937**	**$1,284,728**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65053 - *Northern Ave Pkwy Advance Medi **Funding Source:** Half Cent Sales Tax

Project Description: Right-of-way acquisition of property within the Northern Parkway corridor alignment and funds to advance construction.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$486,919	$0	$0	$0	$0	$0	$0
Engineering Charges	$21,155	$0	$0	$0	$95,796	$223,400	$137,333
Construction	$0	$0	$0	$0	$24,882,149	$58,025,950	$35,670,901
Arts	$0	$0	$0	$0	$248,821	$580,260	$356,709
Land	$516,509	$2,955,001	$600,000	$2,265,500	$1,400,000	$0	$14,900,000
Finance Charges	$0	$45,000	$0	$34,500	$373,234	$870,390	$535,057
TOTAL	**$1,024,583**	**$3,000,001**	**$600,000**	**$2,300,000**	**$27,000,000**	**$59,700,000**	**$51,600,000**

Operating Description: Ownership of O & M costs associated with right-of-way acquisition is yet to be determined.

Project: 65054 - *63rd Ave/Loop101-Bike Overpas **Funding Source:** Half Cent Sales Tax

Project Description: Construct an overpass at Loop 101 near 63rd Avenue for safe bicycle and pedestrian crossing over Loop 101. The amount programmed in the FY08 is Glendale's match.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$484,640	$0	$0	$0	$0	$0
Arts	$0	$43,183	$0	$0	$0	$0	$0
Engineering Charges	$0	$105,798	$0	$0	$0	$0	$0
Finance Charges	$0	$64,775	$0	$0	$0	$0	$0
Design	$153,108	$0	$0	$0	$0	$0	$0
Construction	$0	$4,318,276	$0	$0	$0	$0	$0
TOTAL	**$153,108**	**$5,016,672**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M associated with maintenance of the bicycle/pedestrian overpass. These O & M costs include electricity.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$3,828	$3,943	$4,061	$4,183	$22,874
TOTAL	**$0**	**$3,828**	**$3,943**	**$4,061**	**$4,183**	**$22,874**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65060 - *Street Scallops **Funding Source:** Half Cent Sales Tax

Project Description: A planned program to widen collector streets to city standards in areas where sections remain unimproved. Includes curb, gutter, sidewalk and streetlighting.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$1,241,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$46,824	$0	$0	$0	$0	$0	$0
Arts	$12,410	$0	$0	$0	$0	$0	$0
TOTAL	**$1,300,234**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65062 - *Glendale Sports Fac-Sign **Funding Source:** Half Cent Sales Tax

Project Description: This project includes design, purchase, and installation of full matrix arterial street dynamic message signs (DMS) around the Glendale Sports Facilities in addition to the communications connections of the signs to the central control system.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$12,025	$0	$0	$0	$0	$0	$0
Design	$184,168	$0	$0	$0	$0	$0	$0
Equipment	$213,923	$2,565,470	$0	$0	$0	$0	$0
Finance Charges	$0	$39,068	$0	$0	$0	$0	$0
TOTAL	**$410,116**	**$2,604,538**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M for this project is for electrical costs of the message signs.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Electrical	$0	$1,000	$1,030	$1,061	$1,093	$5,975
Supplies/Contr	$0	$1,000	$1,030	$1,061	$1,093	$5,975
TOTAL	**$0**	**$2,000**	**$2,060**	**$2,122**	**$2,186**	**$11,950**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65063 - *New River Multi-use Pathway **Funding Source:** Half Cent Sales Tax

Project Description: Construct a multi-use path from the Bethany Home Road alignment to Northern Avenue. The project will provide a safe and convenient, off-street facility for bicyclists and pedestrians. This project is part of the regional West Valley Rivers Multimodal Corridor Master Plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$4,437,563	$0	$0	$0	$0
Finance Charges	$0	$0	$66,564	$0	$0	$0	$0
Engineering Charges	$4,372	$0	$108,720	$0	$0	$0	$0
Arts	$0	$0	$44,376	$0	$0	$0	$0
Design	$173,843	$0	$0	$0	$0	$0	$0
TOTAL	**$178,215**	**$0**	**$4,657,223**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M associated with 17 feet of landscaped area along a 12,200 linear foot multi-use pathway.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$36,316	$37,405	$38,527	$210,681
TOTAL	**$0**	**$0**	**$36,316**	**$37,405**	**$38,527**	**$210,681**

Project: 65064 - *Arrowhead Ped Enhancements **Funding Source:** Half Cent Sales Tax

Project Description: Provide pedestrian/bicycle improvements in the Arrowhead Town Center area to increase safety for pedestrians/cyclists and improve connections to stores and services.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$43,512	$0	$0	$0	$0	$0	$0
TOTAL	**$43,512**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65065 - *Airport-Northwest Land Purch **Funding Source:** Half Cent Sales Tax

Project Description: Purchase of land at the southeast corner of Glendale and Glen Harbor Blvd. to ensure continuity of land use.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$1,006,600	$0	$0	$0	$0	$0	$0
TOTAL	**$1,006,600**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) Category: Transportation

Project: 65068 - *LPS Streetlight Conversion **Funding Source:** Half Cent Sales Tax

Project Description: This project will convert 8,579 low pressure sodium streetlight fixtures to high pressure sodium. The low pressure sodium fixtures have experienced an increase in maintenance and/or replacement over the past year.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$16,168	$0	$0	$0	$0	$0
Equipment	$1,015,080	$1,086,050	$0	$0	$0	$0	$0
Engineering Charges	$23,678	$32,557	$0	$0	$0	$0	$0
Construction	$493,293	$493,293	$0	$0	$0	$0	$0
Arts	$4,933	$4,933	$0	$0	$0	$0	$0
TOTAL	**$1,536,984**	**$1,633,001**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M cost is for electricity only. The maintenance is already in the operating budget. Electrical usage to be funded by General Fund.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Electrical	$0	$40,000	$41,200	$42,436	$43,709	$239,019
TOTAL	**$0**	**$40,000**	**$41,200**	**$42,436**	**$43,709**	**$239,019**

Project: 65069 - *Glendale Transportation Plan **Funding Source:** Half Cent Sales Tax

Project Description: This project will update the 2001 City of Glendale Transportation Plan. This plan will include elements that address streets, transit, bicycle, pedestrian, ITS and public involvement.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$306,750	$514,419	$0	$0	$0	$0	$0
TOTAL	**$306,750**	**$514,419**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65070 - *Union Hills/Skunk Cr. Path **Funding Source:** Half Cent Sales Tax

Project Description: Construct a 10-foot wide, concrete multi-use path under the Union Hills Drive bridge at Skunk Creek. The project will connect existing segments of the Skunk Creek multi-use path on each side of Union Hills Drive allowing pathway users a safer crossing of this busy arterial street.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$43,753	$0	$0	$0	$0
Engineering Charges	$5,360	$2,200	$8,113	$0	$0	$0	$0
Design	$48,728	$20,000	$30,000	$0	$0	$0	$0
Arts	$0	$0	$438	$0	$0	$0	$0
TOTAL	**$54,088**	**$22,200**	**$82,304**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M associated with the maintenance of 3,750 sq. ft of landscaping.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$600	$618	$637	$3,483
TOTAL	**$0**	**$0**	**$600**	**$618**	**$637**	**$3,483**

Project: 65072 - Expanded Safety Program **Funding Source:** Half Cent Sales Tax

Project Description: Provide traffic safety improvements along city streets to improve the safety of motorists. Examples include safety mitigation at bridge crossing (blunt ends), lighting, signing, pedestrian and bicyclist safety improvements, discontinuous roadway sections (dropoffs) and access management.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$403,150	$406,451	$409,910	$413,537	$417,341	$650,643
TOTAL	**$0**	**$403,150**	**$406,451**	**$409,910**	**$413,537**	**$417,341**	**$650,643**

Operating Description: No O&M at this time.

Project: 65073 - *Old Roma Alley Ped Project **Funding Source:** Half Cent Sales Tax

Project Description: This project will improve the alley between 57th Drive and 58th Avenue, from Glendale Avenue to Glenn Drive. ADOT funds are available to pay for a portion of this project.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$172,100	$0	$0	$0	$0	$0	$0
TOTAL	**$172,100**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65077 - Airport-Runway/Taxiway Asph. **Funding Source:** Half Cent Sales Tax

Project Description: This is an FAA grant funded project to place a 2-inch layer of asphalt that will extend 15 feet from the edge of runway and taxiway into the infield area. The additional asphalt will reduce maintenance costs by eliminating the need to mow weeds in this area and around runway lighting.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$135,705	$0	$0	$0	$0	$0
TOTAL	**$0**	**$135,705**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 65078 - Airport Matching Funds **Funding Source:** Half Cent Sales Tax

Project Description: This project will provide matching funds for ongoing airport capital projects. Anticipated projects include (1) security upgrades; (2) purchase 36 acres of land north of Glendale Avenue as part of the runway protection zone; and (3) eastside improvements.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$700,000	$200,000	$200,000	$200,000	$200,000	$1,500,000
TOTAL	**$0**	**$700,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,500,000**

Operating Description: No O&M at this time.

Project: 65079 - **95th Ave-Glendale to Cabela **Funding Source:** Half Cent Sales Tax

Project Description: This project will widen 95th Avenue by 1,340 feet and include curb, gutter, storm drain, medians, sidewalk, fencing, access gates, box culvert, street lights, pavement markings (stripping), street signage, utility relocations, and landscaping.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$11,456	$11,823	$0	$0	$0	$0
Engineering Charges	$0	$35,433	$36,567	$0	$0	$0	$0
Construction	$0	$1,145,633	$1,182,293	$0	$0	$0	$0
Finance Charges	$0	$17,184	$17,734	$0	$0	$0	$0
TOTAL	**$0**	**$1,209,706**	**$1,248,417**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M for 1,340 sq. ft. of landscaping.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$500	$515	$530	$2,901
Landscape	$0	$0	$2,000	$2,060	$2,122	$11,603
TOTAL	**$0**	**$0**	**$2,500**	**$2,575**	**$2,652**	**$14,504**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: 65080 - **Arrowhead Mall Transit Center **Funding Source:** Half Cent Sales Tax

Project Description: This project will construct a Transit Center at Arrowhead Mall to serve the needs of transit passengers from multiple bus routes. The Transit Center will include benches, canopies, lights, trash cans, a transit information center security building and other amenities to provide a comfortable location for transit riders.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$5,110	$20,640	$0	$0	$0	$0
Design	$0	$500,000	$0	$0	$0	$0	$0
Construction	$0	$0	$2,000,000	$0	$0	$0	$0
Engineering Charges	$0	$11,000	$44,000	$0	$0	$0	$0
Arts	$0	$0	$20,000	$0	$0	$0	$0
TOTAL	**$0**	**$516,110**	**$2,084,640**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M for this project are for maintenance items including spray wash, trash collection, landscape and various upkeep.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$500	$515	$530	$2,901
Water	$0	$0	$500	$515	$530	$2,901
Landscape	$0	$0	$1,000	$1,030	$1,061	$5,801
Supplies/Contr	$0	$0	$38,000	$39,140	$40,314	$220,455
TOTAL	**$0**	**$0**	**$40,000**	**$41,200**	**$42,435**	**$232,058**

Project: T0960 - Downtown Park-and-Ride **Funding Source:** Half Cent Sales Tax

Project Description: This project includes site selection, land acquisition, design and construction of a paved, landscaped parking area. This park-and-ride will enhance transit ridership in the downtown area.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$4,000,000
Design	$0	$0	$0	$0	$0	$0	$574,055
Finance Charges	$0	$0	$0	$0	$0	$0	$73,986
Arts	$0	$0	$0	$0	$0	$0	$40,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$84,620
Land	$0	$0	$0	$0	$0	$0	$2,700,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,472,661**

Operating Description: O&M for general maintenance and electricity.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$29,375
Utilities	$0	$0	$0	$0	$0	$1,875
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$31,250**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Construct (2210) — Category: Transportation

Project: T0990 - LRT St. Related Improvements — **Funding Source:** Half Cent Sales Tax

Project Description: Roadway improvements related to light rail transit construction.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$57,634
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Finance Charges	$0	$0	$0	$0	$0	$0	$65,539
Construction	$0	$0	$0	$0	$0	$0	$5,763,405
Design	$0	$0	$0	$0	$0	$0	$640,379
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,619,457**

Operating Description: O & M associated with the maintenance of landscaping and light rail transit stops.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$12,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,000**

Project: T7400 - **51st Avenue HES Projects — **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for intersection capacity and safety improvements at the intersections of 51st Avenue & Camelback Rd and 51st Avenue & Northern Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$13,290	$0	$0	$0	$0
Construction	$0	$0	$1,329,035	$0	$0	$0	$0
Finance Charges	$0	$0	$19,935	$0	$0	$0	$0
Engineering Charges	$0	$0	$48,000	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,410,260**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M costs are for landscape maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$515	$530	$546	$563	$3,077
Landscape	$0	$515	$530	$546	$563	$3,077
TOTAL	**$0**	**$1,030**	**$1,060**	**$1,092**	**$1,126**	**$6,154**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Transportation Grants (1650) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
67503	*Loop 101/Glendale P&R Lot	$2,897,330	$0	$0	$0	$0	$0
67505	Grant Match - Capital	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
67511	*Old Roma Alley Ped Project	$557,695	$0	$0	$0	$0	$0
67517	**Northern Pkwy Sarival - Dysart	$10,100,000	$6,900,000	$2,100,000	$3,600,000	$0	$0
T0740	**Northern Pkwy Dysart - Loop101	$0	$0	$5,000,000	$3,100,000	$0	$0
Total Transportation Grants Projects:		**$15,555,025**	**$8,900,000**	**$9,100,000**	**$8,700,000**	**$2,000,000**	**$10,000,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Grants (1650) — Category: Other

Project: 67503 - *Loop 101/Glendale P&R Lot **Funding Source:** Grants

Project Description: Construct a park-and-ride lot near Loop 101 and Maryland Avenue. This project includes paving for the parking area. An FTA grant for the amount of $2,819,236 is available in FY 2006. This project may have a future IGA.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$11,170	$0	$0	$0	$0	$0	$0
Engineering Charges	$79,698	$0	$0	$0	$0	$0	$0
Construction	$2,415,607	$0	$0	$0	$0	$0	$0
Design	$390,855	$0	$0	$0	$0	$0	$0
TOTAL	**$2,897,330**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 67505 - Grant Match - Capital **Funding Source:** Grants

Project Description: This represents a reserve appropriation for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$0**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No O&M at this time. Project reflects appropriation only.

Project: 67511 - *Old Roma Alley Ped Project **Funding Source:** Grants

Project Description: Design and construct alley improvements between 57th Drive and 58th Avenue, from Glendale Avenue to Glenn Drive. Match funds will be provided by Glendale Onboard.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$4,929	$0	$0	$0	$0	$0	$0
Engineering Charges	$26,629	$0	$0	$0	$0	$0	$0
Construction	$492,922	$0	$0	$0	$0	$0	$0
Design	$33,215	$0	$0	$0	$0	$0	$0
TOTAL	**$557,695**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Transportation Grants (1650) — Category: Other

Project: 67517 - **Northern Pkwy Sarival - Dysart **Funding Source:** Grants

Project Description: This project provides grant funds for right-of-way acquisition of property within the Northern Parkway corridor alignment and advances construction funding. Regional funds will pay 70% of the cost with local matching funds focused on right-of-way acquisition.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$150,000	$103,500	$31,500	$54,000	$0	$0
Land	$0	$9,950,000	$6,796,500	$2,068,500	$3,546,000	$0	$0
TOTAL	**$0**	**$10,100,000**	**$6,900,000**	**$2,100,000**	**$3,600,000**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: T0740 - **Northern Pkwy Dysart - Loop101 **Funding Source:** Grants

Project Description: This project provides grant funding for right-of-way acquisition of property within the Northern Parkway corridor alignment and funds to advance construction.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$75,000	$46,500	$0	$0
Land	$0	$0	$0	$4,925,000	$3,053,500	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$5,000,000**	**$3,100,000**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Roadway Imp (1600) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
67801	Dev. Agree. - Mjr. Arterials	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
67802	Dev. Agree. - Arterials	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
67803	*Dev. Agree. - Signals	$1,040,937	$578,645	$578,645	$578,645	$578,645	$2,730,403
67804	*59th Ave/Melinda to Pinncle Pk	$6,708,980	$0	$0	$0	$0	$0
67808	*Bethany Home Rd-91st - 83rd Av	$691,375	$0	$0	$0	$0	$7,286,725
67810	*Bethany Home Rd - 75th-83rd	$493,215	$0	$0	$0	$0	$0
67811	*99th Ave Maryland-BH Road	$638,065	$0	$0	$0	$0	$0
Total DIF-Roadway Imp Projects:		**$10,172,572**	**$1,178,645**	**$1,178,645**	**$1,178,645**	**$1,178,645**	**$13,017,128**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Roadway Imp (1600) Category: DIF

Project: 67801 - Dev. Agree. - Mjr. Arterials **Funding Source:** Development Impact Fees

Project Description: This program will fund partial street improvements agreed to in development agreements for major arterials as an incentive to the developer. Some of the improvements could include widening, curb and gutter, sidewalks, landscaping, and street lights.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
TOTAL	**$0**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$1,500,000**

Operating Description: No O&M at this time.

Project: 67802 - Dev. Agree. - Arterials **Funding Source:** Development Impact Fees

Project Description: This program will fund partial street improvements agreed to in development agreements for arterial streets as an incentive to the developer. Some of the improvements could include pavement widening, curb and gutter, sidewalks, landscaping, and street lights.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
TOTAL	**$0**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$1,500,000**

Operating Description: No O&M at this time.

Project: 67803 - *Dev. Agree. - Signals **Funding Source:** Development Impact Fees

Project Description: Funds will be used to improve intersections that have experienced increased vehicular traffic generated by new development. This project provides for the installation or upgrades of traffic signals and intelligent transportation systems equipment at various locations throughout the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
Design	$0	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000
Construction	$432,622	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Finance Charges	$0	$14,113	$14,113	$14,113	$14,113	$14,113	$70,565
Engineering Charges	$23,220	$9,532	$9,532	$9,532	$9,532	$9,532	$44,838
Arts	$6,450	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
TOTAL	**$462,292**	**$578,645**	**$578,645**	**$578,645**	**$578,645**	**$578,645**	**$2,730,403**

Operating Description: O & M costs are for the electricity and maintenance of new traffic signal installations.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$5,090	$5,243	$5,400	$5,562	$5,729	$31,328
Utilities	$10,180	$10,485	$10,800	$11,124	$11,458	$62,655
TOTAL	**$15,270**	**$15,728**	**$16,200**	**$16,686**	**$17,187**	**$93,983**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Roadway Imp (1600) Category: DIF

Project: 67804 - *59th Ave/Melinda to Pinncle Pk **Funding Source:** Development Impact Fees

Project Description: Construct roadway improvements to 59th Avenue through Thunderbird Conservation Park between Melinda Lane and Pinnacle Peak Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$15,000	$0	$0	$0	$0	$0	$0
Design	$2,216,898	$0	$0	$0	$0	$0	$0
Engineering Charges	$54,000	$0	$0	$0	$0	$0	$0
Contingency	$120,000	$0	$0	$0	$0	$0	$0
Construction	$4,303,082	$0	$0	$0	$0	$0	$0
TOTAL	**$6,708,980**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 67808 - *Bethany Home Rd-91st - 83rd Av **Funding Source:** Development Impact Fees

Project Description: Project will pay for the construction of the north side of Bethany Home Road between 83rd and 91st Avenues only if the roadway is developed next to the Grand Canal by the developer. Funds will not be needed until a developer constructs the roadway in the future.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$134,500	$0	$0	$0	$0	$0	$5,700,000
Construction	$0	$0	$0	$0	$0	$0	$1,100,000
Finance Charges	$0	$6,875	$0	$0	$0	$0	$177,725
Engineering Charges	$0	$0	$0	$0	$0	$0	$48,000
Arts	$0	$0	$0	$0	$0	$0	$11,000
Contingency	$275,000	$275,000	$0	$0	$0	$0	$250,000
TOTAL	**$409,500**	**$281,875**	**$0**	**$0**	**$0**	**$0**	**$7,286,725**

Operating Description: No O&M at this time.

Project: 67810 - *Bethany Home Rd - 75th-83rd **Funding Source:** Development Impact Fees

Project Description: Construct street improvements including new bridge over the Grand Canal between 75th and 83rd Avenues.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$493,215	$0	$0	$0	$0	$0	$0
TOTAL	**$493,215**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Roadway Imp (1600) Category: DIF

Project: 67811 - *99th Ave Maryland-BH Road **Funding Source:** Development Impact Fees

Project Description: Construct street improvements along 99th Ave & Maryland.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$638,065	$0	$0	$0	$0	$0	$0
TOTAL	**$638,065**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Street Construction (1980) — Category: 20%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
68102	*Petition Lighting Program	$267,279	$81,843	$81,843	$81,843	$0	$408,608
68103	Street Scallop	$0	$0	$0	$0	$0	$8,991,986
68104	*Street Beautification	$1,337,653	$0	$1,291,017	$0	$0	$6,409,952
68113	*Downtown Parking Structure	$20,312,708	$0	$0	$0	$0	$20,551,000
68115	**Arterial Streets Overlay-2 in	$8,000,000	$8,000,000	$8,000,000	$8,000,000	$8,000,000	$35,537,145
T1210	**Orangewood 99th to Glendale	$0	$0	$0	$0	$0	$18,849,767
T1220	**Myrtle, 99th to Glendale	$0	$0	$0	$0	$0	$13,527,837
T1230	**New River Bridge at Maryland	$0	$0	$0	$0	$0	$54,401,846
Total Street Construction Projects:		**$29,917,640**	**$8,081,843**	**$9,372,860**	**$8,081,843**	**$8,000,000**	**$158,678,141**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Street Construction (1980) — Category: 20%

Project: 68102 - *Petition Lighting Program **Funding Source:** General Obligation Bonds

Project Description: This project installs additional street lighting in areas that have been determined to be inadequate.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$3,326	$1,996	$1,996	$1,996	$0	$9,375
Engineering Charges	$4,210	$6,828	$4,097	$4,097	$4,097	$0	$20,483
Arts	$863	$1,250	$750	$750	$750	$0	$3,750
Construction	$125,802	$125,000	$75,000	$75,000	$75,000	$0	$375,000
TOTAL	**$130,875**	**$136,404**	**$81,843**	**$81,843**	**$81,843**	**$0**	**$408,608**

Operating Description: O & M costs are for electricity and maintenance of new street lighting.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$6,125	$5,309	$5,468	$5,632	$5,801	$31,724
TOTAL	**$6,125**	**$5,309**	**$5,468**	**$5,632**	**$5,801**	**$31,724**

Project: 68103 - Street Scallop **Funding Source:** General Obligation Bonds

Project Description: The scallop street program is used to complete street improvements to reduce traffic accidents, enhance traffic flow, provide safety to adjacent pedestrian traffic, and to mitigate property flooding. Projects are selected based on need and available funding from a scallop street inventory maintained by the Engineering department.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$8,567,000
Finance Charges	$0	$0	$0	$0	$0	$0	$219,316
Engineering Charges	$0	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$0	$85,670
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,991,986**

Operating Description: O&M for landscape maintenance and electricity for approximately 9 lights and 13,200 sq. ft. of landscaping.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$11,220
Electrical	$0	$0	$0	$0	$0	$4,950
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,170**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Street Construction (1980) — Category: 20%

Project: 68104 - *Street Beautification **Funding Source:** General Obligation Bonds

Project Description: The street beautification program is used to complete landscaping improvements that were not required of the developer at the time of development. The objective of the program is to create an aesthetically pleasing landscape continuity.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$31,488	$0	$31,488	$0	$0	$156,340
Engineering Charges	$0	$17,229	$0	$17,229	$0	$0	$85,542
Construction	$46,636	$1,230,000	$0	$1,230,000	$0	$0	$6,107,000
Arts	$0	$12,300	$0	$12,300	$0	$0	$61,070
TOTAL	**$46,636**	**$1,291,017**	**$0**	**$1,291,017**	**$0**	**$0**	**$6,409,952**

Operating Description: No O&M at this time.

Project: 68113 - *Downtown Parking Structure **Funding Source:** General Obligation Bonds

Project Description: Construction of mixed-use parking structure at Bank of America site - one level below grade and 4 above grade, approx. 600 spaces, and 11,000 sq. ft of retail/office component.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$193,562	$0	$0	$0	$0	$0	$15,000,000
Design	$3,609,208	$0	$0	$0	$0	$0	$0
Construction	$0	$15,500,000	$0	$0	$0	$0	$4,000,000
Finance Charges	$0	$263,695	$0	$0	$0	$0	$475,000
Engineering Charges	$0	$139,500	$0	$0	$0	$0	$36,000
Arts	$0	$155,000	$0	$0	$0	$0	$40,000
Contingency	$0	$451,743	$0	$0	$0	$0	$1,000,000
TOTAL	**$3,802,770**	**$16,509,938**	**$0**	**$0**	**$0**	**$0**	**$20,551,000**

Operating Description: First year O&M reflects ongoing funding including electricity utility charges and service contracts (such as elevator, fire alarm & suppression, access control, CCTV contracts) and one-time expenses such as building services test equipment and communication equipment. Years 2 and forward reflects all estimated O&M costs to continue maintaining the garage (without consideration of any retail revenue component). Estimated need is one building maintenance worker and one custodian; 1 fully-equipped truck, building maintenance supplies and line supplies. Costs are doubled in out years for possibility of second parking structure.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$2,500	$2,575	$2,652	$2,732	$29,878
Electrical	$20,100	$131,400	$135,342	$139,402	$143,584	$785,178
Equip. Maint.	$0	$9,500	$9,785	$10,079	$10,381	$113,534
Bldg. Maint.	$0	$7,200	$7,416	$7,638	$7,868	$43,023
Utilities	$87,600	$135,342	$139,402	$143,584	$147,892	$808,733
Supplies/Contr	$16,667	$75,500	$77,765	$80,098	$82,501	$451,149
Staffing	$0	$107,155	$110,370	$113,681	$117,091	$1,170,910
TOTAL	**$124,367**	**$468,597**	**$482,655**	**$497,134**	**$512,049**	**$3,402,405**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Street Construction (1980) — Category: 20%

Project: 68115 - **Arterial Streets Overlay-2 in **Funding Source:** General Obligation Bonds

Project Description: Funding to implement an ongoing 2-inch rubberized asphalt overlay program for the arterial street network to double the life of the street condition to 15-20 years compared to 7-10 years as typically seen through a one-inch overlay.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$77,277	$77,277	$77,277	$77,277	$77,277	$343,354
Construction	$0	$7,727,650	$7,727,650	$7,727,650	$7,727,650	$7,727,650	$34,335,406
Finance Charges	$0	$195,073	$195,073	$195,073	$195,073	$195,073	$858,385
TOTAL	**$0**	**$8,000,000**	**$8,000,000**	**$8,000,000**	**$8,000,000**	**$8,000,000**	**$35,537,145**

Operating Description: No O&M at this time.

Project: T1210 - **Orangewood 99th to Glendale **Funding Source:** General Obligation Bonds

Project Description: This project will construct the extension of Orangewood Avenue west of 99th Avenue and connect back to Glendale Avenue east of the New River Bridge. The improvements include pavement, curb, gutter, raised median, sidewalks, landscaping, and street lights.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$3,651,025
Construction	$0	$0	$0	$0	$0	$0	$4,239,254
Finance Charges	$0	$0	$0	$0	$0	$0	$459,750
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$42,393
Contingency	$0	$0	$0	$0	$0	$0	$1,327,645
Land	$0	$0	$0	$0	$0	$0	$9,037,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$18,849,767**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Street Construction (1980) — Category: 20%

Project: T1220 - **Myrtle, 99th to Glendale **Funding Source:** General Obligation Bonds

Project Description: This project will construct the extension of Myrtle Avenue west of 99th Avenue and connect back to Glendale Avenue east of the New River Bridge. The improvements include pavement, curb, gutter, raised medians, sidewalks, landscaping, and street lights.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$3,121,489
Contingency	$0	$0	$0	$0	$0	$0	$950,849
Arts	$0	$0	$0	$0	$0	$0	$31,215
Finance Charges	$0	$0	$0	$0	$0	$0	$329,947
Design	$0	$0	$0	$0	$0	$0	$2,614,835
Land	$0	$0	$0	$0	$0	$0	$6,387,002
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,527,837**

Operating Description: No O&M at this time.

Project: T1230 - **New River Bridge at Maryland **Funding Source:** General Obligation Bonds

Project Description: This project will construct a new bridge over New River on the Maryland Avenue extension. The improvements include a bridge, pavement, curb, gutter, sidewalks, and street lighting to complete the necessary extension of the existing roadway to handle the increase in traffic volume.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$3,841,916
Land	$0	$0	$0	$0	$0	$0	$25,757,040
Design	$0	$0	$0	$0	$0	$0	$10,565,270
Construction	$0	$0	$0	$0	$0	$0	$12,662,125
Finance Charges	$0	$0	$0	$0	$0	$0	$1,326,874
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$0	$126,621
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$54,401,846**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: HURF Bonds (2000) — Category: HURF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
68900	*67th Ave Cactus to ACDC	$2,793,692	$2,207,099	$0	$0	$0	$0
68901	*Bethany Home - 75th to 83rd	$1,613,711	$0	$0	$0	$0	$0
68904	*91st Ave. Widening - Camelback	$560,455	$0	$0	$0	$0	$0
68906	*59th Ave Olive to Brown	$54,058	$0	$0	$0	$0	$0
68909	*67th Ave-Camelback to Grand	$3,559,395	$0	$0	$0	$0	$0
68911	Camelback Imp's-67th to 99th	$0	$0	$0	$0	$0	$3,226,700
68912	83rd Ave-Glendale to Northern	$0	$261,670	$2,480,205	$0	$0	$0
68913	99th Widening-Camelbck-Northrn	$0	$469,783	$6,000,734	$0	$0	$0
68914	Glendale Ave-67th to Litchfeld	$0	$0	$0	$0	$0	$5,394,063
Total HURF Bonds Projects:		**$8,581,311**	**$2,938,552**	**$8,480,939**	**$0**	**$0**	**$8,620,763**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: HURF Bonds (2000) — Category: HURF

Project: 68900 - *67th Ave Cactus to ACDC **Funding Source:** HURF Bonds

Project Description: Project will widen 67th Avenue to four through lanes and a continuous left turn lane. Construction will include curb, gutter, sidewalk, street lighting, underground utility conversion and landscaping.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$175,000	$375,000	$150,000	$0	$0	$0	$0
Construction	$0	$2,000,000	$0	$0	$0	$0	$0
Finance Charges	$4,281	$63,668	$53,832	$0	$0	$0	$0
Engineering Charges	$4,010	$51,733	$3,267	$0	$0	$0	$0
Arts	$0	$20,000	$0	$0	$0	$0	$0
Contingency	$0	$0	$2,000,000	$0	$0	$0	$0
Land	$0	$100,000	$0	$0	$0	$0	$0
TOTAL	**$183,291**	**$2,610,401**	**$2,207,099**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M for landscape maintenance at $0.17/square foot and power and electricity for approximately 40 street lights.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$2,000	$2,060	$2,122	$2,185	$11,951
Utilities	$0	$5,000	$5,150	$5,305	$5,464	$29,877
TOTAL	**$0**	**$7,000**	**$7,210**	**$7,427**	**$7,649**	**$41,828**

Project: 68901 - *Bethany Home - 75th to 83rd **Funding Source:** HURF Bonds

Project Description: Construct street improvements including new bridge over the Grand Canal between 75th and 83rd Avenues.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$1,212	$0	$0	$0	$0	$0	$0
Design	$963,737	$0	$0	$0	$0	$0	$0
Construction	$547,921	$0	$0	$0	$0	$0	$0
Finance Charges	$46,722	$0	$0	$0	$0	$0	$0
Engineering Charges	$54,119	$0	$0	$0	$0	$0	$0
TOTAL	**$1,613,711**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: HURF Bonds (2000) — Category: HURF

Project: 68904 - *91st Ave. Widening - Camelback **Funding Source:** HURF Bonds

Project Description: Construct street widening on 91st Avenue from Camelback to Maryland.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$17,245	$0	$0	$0	$0	$0	$0
Finance Charges	$139,136	$0	$0	$0	$0	$0	$0
Design	$144,693	$0	$0	$0	$0	$0	$0
Construction	$259,381	$0	$0	$0	$0	$0	$0
TOTAL	**$560,455**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 68906 - *59th Ave Olive to Brown **Funding Source:** HURF Bonds

Project Description: Construct street improvements on 59th Avenue between Olive and Mountain View Road. Construction to be partially funded with federal funds ($917,500).

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$19,526	$0	$0	$0	$0	$0	$0
Finance Charges	$19,232	$0	$0	$0	$0	$0	$0
Engineering Charges	$5,500	$0	$0	$0	$0	$0	$0
Arts	$9,800	$0	$0	$0	$0	$0	$0
TOTAL	**$54,058**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 68909 - *67th Ave-Camelback to Grand **Funding Source:** HURF Bonds

Project Description: Construct street improvements on 67th Avenue from Camelback to Grand Ave. The Glendale Onboard program will fund design and construction of 67th Avenue at Camelback & Glendale Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$17,685	$0	$0	$0	$0	$0	$0
Design	$97,705	$0	$0	$0	$0	$0	$0
Construction	$3,410,554	$0	$0	$0	$0	$0	$0
Arts	$10,000	$0	$0	$0	$0	$0	$0
Finance Charges	$23,451	$0	$0	$0	$0	$0	$0
TOTAL	**$3,559,395**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: HURF Bonds (2000) — Category: HURF

Project: 68911 - Camelback Imp's-67th to 99th **Funding Source:** HURF Bonds

Project Description: Complete street improvements on Camelback Road between 67th and 99th Avenues. Work will include curb, gutter, sidewalk, streetlights, landscaping.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$0	$2,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$78,700
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,500
Arts	$0	$0	$0	$0	$0	$0	$25,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$67,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,226,700**

Operating Description: No O&M at this time.

Project: 68912 - 83rd Ave-Glendale to Northern **Funding Source:** HURF Bonds

Project Description: Complete street improvements on 83rd Ave from Glendale to Northern. Improvements include curb, gutter, sidewalk, streetlights, and landscaping.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$20,000	$0	$0	$0
Design	$0	$0	$250,000	$350,000	$0	$0	$0
Construction	$0	$0	$0	$2,000,000	$0	$0	$0
Finance Charges	$0	$0	$6,382	$60,493	$0	$0	$0
Engineering Charges	$0	$0	$5,288	$49,712	$0	$0	$0
TOTAL	**$0**	**$0**	**$261,670**	**$2,480,205**	**$0**	**$0**	**$0**

Operating Description: O&M for landscape maintenance at $0.17/square foot and power and electricity for approximately 20 street lights ($125 ea/year).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$6,285	$6,474	$6,668	$36,462
Utilities	$0	$0	$2,500	$2,575	$2,652	$14,504
TOTAL	**$0**	**$0**	**$8,785**	**$9,049**	**$9,320**	**$50,966**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: HURF Bonds (2000) — Category: HURF

Project: 68913 - 99th Widening-Camelbck-Northrn **Funding Source:** HURF Bonds

Project Description: Complete street improvements on 99th Avenue from Camelback to Northern Avenues as the property develops. Improvements include curb, gutter, sidewalk, streetlights, landscaping and a bridge widening over the Grand Canal.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$2,000,000	$0	$0	$0
Arts	$0	$0	$0	$35,000	$0	$0	$0
Engineering Charges	$0	$0	$8,325	$69,375	$0	$0	$0
Finance Charges	$0	$0	$11,458	$146,359	$0	$0	$0
Design	$0	$0	$450,000	$250,000	$0	$0	$0
Construction	$0	$0	$0	$3,500,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$469,783**	**$6,000,734**	**$0**	**$0**	**$0**

Operating Description: O&M for approximately 132 street lights ($125 ea/yr). Landscaping will be maintained by the commercial developer adjacent to the roadway.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Utilities	$0	$0	$0	$16,500	$16,995	$92,936
TOTAL	**$0**	**$0**	**$0**	**$16,500**	**$16,995**	**$92,936**

Project: 68914 - Glendale Ave-67th to Litchfield **Funding Source:** HURF Bonds

Project Description: Complete street improvements along Glendale Avenue - 99th Avenue to Litchfield Road. Improvements include construction of curb, gutter, sidewalk and appurtenances. The street improvements between 67th and 99th Avenue will be completed by developers and Glendale Onboard.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$125,000
Design	$0	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$0	$4,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$131,563
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$45,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,394,063**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Street Fund (1340) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
69400	Street Maintenance Equipment	$240,000	$0	$0	$0	$0	$635,000
69410	Right of Way Maintenance Equip	$262,000	$0	$0	$0	$0	$0
Total Street Fund Projects:		**$502,000**	**$0**	**$0**	**$0**	**$0**	**$635,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Street Fund (1340) — Category: Other

Project: 69400 - Street Maintenance Equipment **Funding Source:** Highway User Revenue Fund

Project Description: Replace five pieces of equipment that are not in the vehicle replacement program, purchase a new sweeper, and add this equipment to the vehicle replacement program when purchased. In FY08, purchase one milling machine at a cost of $240,000.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$240,000	$0	$0	$0	$0	$635,000
TOTAL	**$0**	**$240,000**	**$0**	**$0**	**$0**	**$0**	**$635,000**

Operating Description: An Equipment Operator is needed to operate the new street sweeper to be purchased in FY13. Staffing cost for this position in FY13 is projected to be $62,500 including benefits. Vehicle replacement charges are based on a 10-year lifecycle with a 4% inflation adjustment. Additional equipment maintenance costs are only needed for the sweeper as all other equipment will replace existing equipment. All of this equipment will be added to the vehicle replacement fund and the annual rental rate for this replacement equipment will be paid from the operating budget.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$88,900
Equip. Maint.	$0	$0	$0	$0	$0	$38,036
Staffing	$0	$0	$0	$0	$0	$62,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$189,436**

Project: 69410 - Right of Way Maintenance Equip **Funding Source:** Highway User Revenue Fund

Project Description: Replace 4 pieces of equipment not in the vehicle replacement fund (VRP) and add them to the VRP upon purchase. Funding in FY08 for a 3/4 ton pickup with service body at a cost of $31,500, a grade tractor at a cost of $55,000, one small dump truck at a cost of $67,000, two one-ton trucks with service body at a cost of $45,000 each and a 3/4-ton pickup at a cost of $18,500.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$262,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$262,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

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.

FY 2008 includes carryover funds for the continuation of phase II of Thunderbird Paseo improvements that include additional turf and new amenities. Funding for further development of the Grand Canal Linear Park is scheduled for FY 2009 and FY 2010.

DIF funds will be used to complete the construction of a ten acre equestrian staging area and park node located at 82nd Avenue and Bethany Home along the Grand Canal Linear Park.

Left & Below: Thunderbird Paseo Park at 51st Avenue & Cactus through 72nd Avenue & Greenway.

Above: Thunderbird Conservation Park is located at 59th Avenue & Pinnacle Peak Road. Improvements are slated for the last five years of the capital plan (project 2140-T1630)

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Open Space/Trails (2140) — Category: 20%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
70000	*Thunderbird Paseo Park Develop	$564,046	$0	$0	$0	$0	$1,619,390
70001	*Skunk Creek Linear Park	$97,063	$0	$0	$0	$0	$0
70002	Grand Canal Linear Park	$0	$1,234,143	$894,489	$0	$0	$4,937,247
70003	*City-Wide Trails System	$13,365	$0	$0	$0	$0	$19,239,264
70005	West Valley Multi-Modal Corrid	$0	$0	$0	$0	$0	$2,044,673
T1600	Equestrian Bridge	$0	$0	$346,566	$0	$0	$0
T1610	WARP - Trail System	$0	$0	$0	$0	$0	$3,182,882
T1620	Land Acquisition	$0	$0	$0	$0	$0	$26,136,000
T1630	Thunderbird Park Improvements	$0	$0	$0	$0	$0	$4,545,628
T1760	River Walk	$0	$0	$0	$0	$0	$12,153,425
Total Open Space/Trails Projects:		**$674,474**	**$1,234,143**	**$1,241,055**	**$0**	**$0**	**$73,858,509**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Open Space/Trails (2140) Category: 20%

Project: 70000 - *Thunderbird Paseo Park Develop **Funding Source:** General Obligation Bonds

Project Description: Thunderbird Paseo Linear Park improvements.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$1,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$39,790
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$10,000
Equipment	$0	$0	$0	$0	$0	$0	$83,000
Contingency	$0	$0	$0	$0	$0	$0	$143,600
Design	$564,046	$0	$0	$0	$0	$0	$300,000
TOTAL	**$564,046**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,619,390**

Operating Description: O & M would vary based upon the specific type of future landscape improvements that are implemented. The staffing example is for part-time assistances. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water, $.143 per square foot for building water and $320 per month for trash services.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$3,750
Water	$0	$0	$0	$0	$0	$333
Landscape	$0	$0	$0	$0	$0	$69,870
Insurance	$0	$0	$0	$0	$0	$2,711
Equip. Maint.	$0	$0	$0	$0	$0	$75,000
Bldg. Maint.	$0	$0	$0	$0	$0	$90,000
Supplies/Contr	$0	$0	$0	$0	$0	$174,967
Staffing	$0	$0	$0	$0	$0	$85,626
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$502,257**

Project: 70001 - *Skunk Creek Linear Park **Funding Source:** General Obligation Bonds

Project Description: Construction of multi-use and equestrian trails system, which will connect anchor parks along the creek. The project includes 3-1/2 miles of trails, landscaping and rest stations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$97,063	$0	$0	$0	$0	$0	$0
TOTAL	**$97,063**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Open Space/Trails (2140) Category: 20%

Project: 70002 - Grand Canal Linear Park **Funding Source:** General Obligation Bonds

Project Description: Funding for design, development and enhancement of the Grand Canal Linear Park and trail from 75th Avenue to New River. Improvements include enhanced trail segments and amenities to meet the growing demand for multi-use pathways. This project has a partnership with the Flood Control District of Maricopa County (FCDMC).

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$9,426	$7,809	$0	$0	$37,097
Equipment	$0	$0	$0	$0	$0	$0	$68,245
Engineering Charges	$0	$0	$16,328	$11,763	$0	$0	$64,409
Finance Charges	$0	$0	$30,101	$21,816	$0	$0	$120,420
Construction	$0	$0	$942,631	$780,910	$0	$0	$3,709,661
Design	$0	$0	$141,394	$0	$0	$0	$566,449
Contingency	$0	$0	$94,263	$72,191	$0	$0	$370,966
TOTAL	**$0**	**$0**	**$1,234,143**	**$894,489**	**$0**	**$0**	**$4,937,247**

Operating Description: Supplies/contracts include $601 per acre x 20 acres. Building maintenance includes electricity maintenance of 50 low-level security light along the trail system. Landscape includes maintenance at $.090 per sq. ft. x 871,200 (area of the trail system), ramada cleaning (3) x $4,000, and landscape water $.045 sq. ft. x 871,200 sq. ft. Water for park without restroom using potable water is $1,370 per acre x 20 acres.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$1,207	$1,243	$1,281	$1,319	$7,212
Landscape	$0	$129,612	$133,500	$137,505	$141,631	$774,494
Bldg. Maint.	$0	$4,400	$4,532	$4,668	$4,808	$26,292
Supplies/Contr	$0	$12,020	$12,381	$12,752	$13,135	$71,825
TOTAL	**$0**	**$147,239**	**$151,656**	**$156,206**	**$160,893**	**$879,823**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Open Space/Trails (2140) Category: 20%

Project: 70003 - *City-Wide Trails System **Funding Source:** General Obligation Bonds

Project Description:

Implementation of master plan recommendations for open space acquisition, trailhead land purchases, pedestrian, bicycle and equestrian paths and trails and connectivity between areas of interest city-wide. This project relates to the Council goal of "Creating a Vibrant City Center" by connecting these multi-use trails to the downtown area.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$2,245,950
Construction	$0	$0	$0	$0	$0	$0	$14,973,000
Finance Charges	$13,365	$0	$0	$0	$0	$0	$258,284
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$149,730
Contingency	$0	$0	$0	$0	$0	$0	$1,497,300
TOTAL	**$13,365**	**$0**	**$0**	**$0**	**$0**	**$0**	**$19,239,264**

Operating Description:

Specific scope will determine the additional operations and maintenance to include utilities for additional lighting and signage maintenance, contracts for cleaning trails and rest nodes, landscape maintenance, water costs, and building maintenance for repairs and maintenance of drinking fountains.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$0	$0	$103,355
Landscape	$0	$0	$0	$0	$0	$38,758
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$18,000
Bldg. Maint.	$0	$0	$0	$0	$0	$100,000
Utilities	$0	$0	$0	$0	$0	$336,329
Supplies/Contr	$0	$0	$0	$0	$0	$155,889
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$752,331**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Open Space/Trails (2140) Category: 20%

Project: 70005 - West Valley Multi-Modal Corrid **Funding Source:** General Obligation Bonds

Project Description: Multi-modal trail system along New River and Agua Fria River Corridor as per the Maricopa Association of Governments West Valley Rivers Trails Plan. Trail system will link with other trails in and around the City of Glendale connecting parks and other recreation facilities.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$154,441
Design	$0	$0	$0	$0	$0	$0	$231,662
Construction	$0	$0	$0	$0	$0	$0	$1,544,414
Finance Charges	$0	$0	$0	$0	$0	$0	$49,870
Engineering Charges	$0	$0	$0	$0	$0	$0	$48,842
Arts	$0	$0	$0	$0	$0	$0	$15,444
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,044,673**

Operating Description: Supplies and contracts include $601 x 10 acres. Building maintenance costs include 34 low-level security lights for rest nodes and trail at $75 per and $13 per lamp for bulb replacement. Landscape includes maintenance of approximately 435,600 sq. ft. x $.090 per sq. ft., water at $.045 per sq. ft. x 435,600 sq. ft., and ramada cleaning/maintenance at $4,000 per ramada x three ramadas. Water includes park without restroom (three drinking fountains) x $60.39 annually.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$0	$0	$1,114
Landscape	$0	$0	$0	$0	$0	$435,793
Bldg. Maint.	$0	$0	$0	$0	$0	$18,415
Supplies/Contr	$0	$0	$0	$0	$0	$36,990
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$492,312**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Open Space/Trails (2140) Category: 20%

Project: T1600 - Equestrian Bridge **Funding Source:** General Obligation Bonds

Project Description: Equestrian bridge to cross AZ Canal on the south side of Thunderbird Paseo Linear Park and west of 51st Ave and south of Cactus Ave. to link equestrian neighborhood to T-Bird Paseo & Regional Sun Circle Trail. This project supports Council goals to "Create Strong Neighborhoods and providing Quality Services For Citizens."

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$27,067	$0	$0	$0
Construction	$0	$0	$0	$270,670	$0	$0	$0
Finance Charges	$0	$0	$0	$4,466	$0	$0	$0
Engineering Charges	$0	$0	$0	$14,589	$0	$0	$0
Arts	$0	$0	$0	$2,707	$0	$0	$0
Contingency	$0	$0	$0	$27,067	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$346,566**	**$0**	**$0**	**$0**

Operating Description: Supplies/contract is to clean, inspect, and make any repairs to the bridge that are needed on an annual basis computed at $55.50 a linear foot. Equipment maintenance is electricity for bridge lighting @ $75 for each of two poles. Building Maintenance is $1.25 sq. ft. X bridge surface (840 sq. ft). Landscape maintenance computed at $.090 cents for about 1,000 square feet of area at each end of the bridge.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$180	$185	$191	$1,044
Equip. Maint.	$0	$0	$150	$155	$159	$870
Bldg. Maint.	$0	$0	$1,050	$1,082	$1,116	$6,103
Supplies/Contr	$0	$0	$3,885	$4,005	$0	$21,901
TOTAL	**$0**	**$0**	**$5,265**	**$5,427**	**$1,466**	**$29,918**

Project: T1610 - WARP - Trail System **Funding Source:** General Obligation Bonds

Project Description: Develop and enhance an approx. 2.5 miles of meandering trail system in the western area regional park. This project will link with existing Grand Canal Linear Park Trail and create a seamless trail system throughout the western area regional park without crossing surface streets.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$24,208
Finance Charges	$0	$0	$0	$0	$0	$0	$77,631
Design	$0	$0	$0	$0	$0	$0	$363,125
Contingency	$0	$0	$0	$0	$0	$0	$242,083
Construction	$0	$0	$0	$0	$0	$0	$2,420,835
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,182,882**

Operating Description: Operating and maintenance costs are included in the Western Area Regional Park (2060-70532) operation and maintenance.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Open Space/Trails (2140) — Category: 20%

Project: T1620 - Land Acquisition **Funding Source:** General Obligation Bonds

Project Description: Funds to acquire property for future parks, open space and trailheads in various location identified in the Parks and Recreation 2002 Master Plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$0	$0	$0	$0	$0	$26,136,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$26,136,000**

Operating Description: No O&M at this time.

Project: T1630 - Thunderbird Park Improvements **Funding Source:** General Obligation Bonds

Project Description: Implementation of improvements to the park as identified in the 2006 Thunderbird Conservation Park Master Plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$3,000,000
Contingency	$0	$0	$0	$0	$0	$0	$450,000
Equipment	$0	$0	$0	$0	$0	$0	$18,000
Arts	$0	$0	$0	$0	$0	$0	$30,000
Finance Charges	$0	$0	$0	$0	$0	$0	$75,478
Design	$0	$0	$0	$0	$0	$0	$900,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$72,150
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,545,628**

Operating Description: Supplies are at $601 per acre X 5 acres plus ramada cleaning contract at $4,000 per ramada per yr. Utilities at $1.75 sq. ft. X 2,000 sq. ft. plus inflation plus 10 light poles @ $75 each. Building Maintenance @ $7.00 X 2,000 square feet, refuse @ 3,864 per year.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$22,498
Landscape	$0	$0	$0	$0	$0	$187,057
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$5,000
Equip. Maint.	$0	$0	$0	$0	$0	$7,500
Bldg. Maint.	$0	$0	$0	$0	$0	$70,000
Utilities	$0	$0	$0	$0	$0	$17,500
Supplies/Contr	$0	$0	$0	$0	$0	$213,775
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$523,330**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Open Space/Trails (2140) Category: 20%

Project: T1760 - River Walk **Funding Source:** General Obligation Bonds

Project Description: Dedication of approximately 10 acres of vacant land to develop a linear park as a result of development of a mixed use "River Walk " on approximately 28 acres of land designated for commercial development. The project's purpose is to create activity near the Cardinals Football Stadium and AZSTA Facility.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$2,460,000
Contingency	$0	$0	$0	$0	$0	$0	$1,000,000
Construction	$0	$0	$0	$0	$0	$0	$8,200,000
Finance Charges	$0	$0	$0	$0	$0	$0	$296,425
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$82,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,153,425**

Operating Description: Based on information provided by an outside consultant the River Walk O & M includes circulation pumps, an aerator, motor repairs and equipment maintenance, testing of discharge water, paint and light poles, sidewalk/wall repairs, landscaping, refuse clean-up, utilities, fish supply, and (1) maintenance waterway manager ($44,088) and (1) service worker II ($57,131). O&M costs for 1 year are estimated at $1.2 million.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$50,000
Water	$0	$0	$0	$0	$0	$500,000
Landscape	$0	$0	$0	$0	$0	$1,500,000
Electrical	$0	$0	$0	$0	$0	$100,000
Insurance	$0	$0	$0	$0	$0	$4,700
Equip. Maint.	$0	$0	$0	$0	$0	$2,000,000
Bldg. Maint.	$0	$0	$0	$0	$0	$1,000,000
Utilities	$0	$0	$0	$0	$0	$1,000,000
Supplies/Contr	$0	$0	$0	$0	$0	$25,000
Staffing	$0	$0	$0	$0	$0	$506,095
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,685,795**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Citywide Open Spaces (1520) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
70451	*Equestrian Staging Area	$484,579	$0	$0	$0	$0	$0
70452	**Park Improvements - City Wide	$49,727	$75,327	$0	$0	$0	$0
Total DIF-Citywide Open Spaces Project		**$534,306**	**$75,327**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Citywide Open Spaces (1520) — Category: DIF

Project: 70451 - *Equestrian Staging Area **Funding Source:** Development Impact Fees

Project Description: Complete the construction of the ten acre equestrian staging area and park node located at 82nd Avenue and Bethany Home Road along the Grand Canal Linear Park to meet growing service demands.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$37,156	$1,445	$0	$0	$0	$0	$0
Arts	$3,670	$158	$0	$0	$0	$0	$0
Engineering Charges	$20,680	$8,000	$0	$0	$0	$0	$0
Finance Charges	$3,670	$0	$0	$0	$0	$0	$0
Construction	$339,000	$15,750	$0	$0	$0	$0	$0
Design	$55,050	$0	$0	$0	$0	$0	$0
TOTAL	**$459,226**	**$25,353**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Staffing includes one Service Worker I. Additional O&M assumes $601 per acre for supplies and contracts, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M based on 435,600 square feet of landscape and 3 ramadas.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$18,092	$18,635	$19,194	$19,770	$20,363	$111,352
Supplies/Contr	$9,510	$9,795	$10,089	$10,392	$10,704	$58,532
Staffing	$17,128	$48,096	$49,539	$51,025	$52,556	$287,396
TOTAL	**$44,730**	**$76,526**	**$78,822**	**$81,187**	**$83,623**	**$457,280**

Project: 70452 - **Park Improvements - City Wide **Funding Source:** Development Impact Fees

Project Description: Develop and update parks city-wide to accommodate growth per the Parks and Recreation 2002 Master Plan. Funding will be used to develop facilities and parks to accommodate increased use by residents from new or growing residential developments.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$4,050	$6,135	$0	$0	$0	$0
Arts	$0	$405	$614	$0	$0	$0	$0
Engineering Charges	$0	$4,772	$7,228	$0	$0	$0	$0
Construction	$0	$40,500	$61,350	$0	$0	$0	$0
TOTAL	**$0**	**$49,727**	**$75,327**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

PARKS

Park projects are traditionally funded by a combination of park G.O. bonds and DIF. Park land acquisitions, renovations and enhancements to existing facilities will continue to be a major CIP priority during the next ten years.

Park redevelopment continues in FY 2008 and FY 2009 to renovate older parks per the Parks & Recreation Commission and staff recommendation. Renovations include armadas, turf, irrigation, playgrounds, sports courts and ballfields, security lighting and landscaping.

In FY 2008 DIF carryover will be used to complete phase II construction of a multi-use football/soccer field complex and community park at 71st and Orangewood Avenue. DIF funds will continue to be used for enhancements and renovations to neighborhood and community parks, defined as follows:

DIF Parks – Citywide (CW): Funds are eligible for use citywide.

DIF Parks – Zone 1: Funds are restricted to areas west of 75th Avenue, south of Greenway Road.

DIF Parks – Zone 2: Funds are restricted to areas east of 75th Avenue and south of Greenway Road.

DIF Parks – Zone 3: Funds are restricted to areas north of Greenway Road.

The following detail sheets provide specific information about all of the recreational projects included in the CIP.

Above: Foothills Recreation & Aquatics Center completed in FY 2007.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Park Bond Fund (2060) — Category: 20%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
70500	*Parks Redevelopment	$1,971,823	$1,675,845	$0	$0	$0	$18,409,272
70502	71st & Orangewood Soccer Cmplx	$0	$0	$0	$0	$0	$4,466,557
70503	Rose Lane Rec. Center Renov.	$0	$0	$0	$0	$0	$13,236,172
70504	*Foothills Center Restoration	$129,374	$0	$0	$0	$0	$1,183,350
70506	*63rd & Northern Park Dev	$188,840	$1,025,694	$0	$0	$0	$792,363
70507	Rose Lane Pool Restoration	$0	$0	$0	$0	$0	$893,903
70508	Murphy Park Improvements	$0	$0	$0	$0	$0	$658,296
70509	Manistee Ranch Development	$0	$0	$0	$0	$0	$173,487
70510	Park Enhancements	$0	$519,902	$0	$0	$0	$6,844,026
70510	*Park Enhancements	$143,450	$0	$0	$0	$0	$0
70511	Land Acquisition	$0	$0	$0	$0	$0	$6,150,000
70512	*Facilities Renovation	$391,815	$512,463	$261,462	$432,243	$344,481	$5,343,215
70513	Bonsall Park Improvements	$0	$0	$0	$0	$0	$1,796,568
70514	O'Neil Center Expansion	$0	$0	$0	$0	$0	$4,497,292
70515	*T'Bird Park Improvements	$87,297	$206,074	$0	$0	$0	$2,319,087
70516	GCC Community Pool Rest.	$0	$0	$0	$0	$0	$359,450
70517	Cardinal Pool Restoration	$0	$0	$0	$0	$0	$332,690
70518	Apollo Pool Restoration	$0	$253,823	$0	$0	$0	$0
70519	O'Neil Pool Restoration	$0	$0	$0	$0	$0	$332,690
70520	Sahuaro Ranch Park Improv.	$0	$3,195,086	$0	$0	$0	$1,610,761
70521	Indoor Multi-Sport/Aquatics	$0	$0	$0	$0	$0	$46,967,349
70522	Outdoor Multi-Sport Complex	$0	$0	$0	$0	$0	$22,899,300
70523	79th/Orangewood	$0	$757,993	$0	$0	$0	$0
70524	*Park Development-63rd/Maryland	$148,897	$0	$0	$0	$0	$835,755
70525	*Barnyard Additions	$153,864	$319,443	$0	$0	$0	$0
70526	*Multi-use Sports Lighting	$690,794	$0	$0	$0	$0	$2,629,125
70527	West Area Pool	$0	$3,421,900	$3,184,035	$0	$0	$0
70528	Family Recreation Center- West	$0	$0	$0	$0	$0	$26,992,760
70529	Zero Depth Aquatic Features	$0	$0	$0	$0	$0	$1,601,101
70530	*Skating Park North	$53,693	$0	$0	$0	$0	$0
70531	Sahuaro Ranch Visitor Ctr.	$160,568	$825,637	$0	$0	$0	$0
70532	*Western Area Regional Park	$1,118,595	$0	$6,068,694	$0	$0	$8,767,348
70533	Parks Maint. Bldg. - North	$0	$0	$0	$0	$0	$2,189,300

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Park Bond Fund (2060) — Category: 20%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
70534	Parks Maint. Bldg. - West	$0	$0	$0	$0	$0	$1,266,666
70535	Paseo Racquet Center Park	$0	$0	$0	$0	$0	$3,183,906
70537	Outdoor Adventure Ctr. - West	$0	$0	$0	$0	$0	$1,648,118
70538	Park & Feature Fields	$0	$0	$0	$0	$0	$9,325,068
T1710	Adult Center Expansion	$0	$0	$0	$0	$0	$7,075,323
Total Park Bond Fund Projects:		**$5,239,010**	**$12,713,860**	**$9,514,191**	**$432,243**	**$344,481**	**$204,780,298**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70500 - *Parks Redevelopment **Funding Source:** General Obligation Bonds

Project Description: Master Plan strategy to renovate older parks. Older parks are reviewed for priority renovation through the Parks and Recreation Advisory Commission. Renovations include items, such as ramadas, turf, irrigation, playgrounds, sport courts, ballfields, security lighting and landscaping.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$195,182	$0	$0	$0	$2,115,600
Construction	$1,773,470	$0	$1,294,550	$0	$0	$0	$14,104,000
Finance Charges	$34,585	$0	$32,363	$0	$0	$0	$449,006
Engineering Charges	$9,212	$0	$9,674	$0	$0	$0	$105,326
Arts	$13,999	$0	$12,946	$0	$0	$0	$141,040
Contingency	$112,884	$0	$131,130	$0	$0	$0	$1,494,300
Miscellaneous/Other	$27,673	$0	$0	$0	$0	$0	$0
TOTAL	**$1,971,823**	**$0**	**$1,675,845**	**$0**	**$0**	**$0**	**$18,409,272**

Operating Description: O & M cost estimates are based on 2006 park renovations. Improvements may include additional concrete, trees, turf , shrubs, open space, and/or active and passive recreation areas. Supplies and contract costs will increase by 33% over previous costs prior to the renovation. Supplies & contracts would include renovation of 20 acres of which 7 acres would include new improvements x $601. Building maintenance includes the addition of two volleyball courts and two basketball courts, including the operation and maintenance of court lighting at $750 per court x 4 courts and $133 per courts for lamp replacement. Other Building maintenance costs will be the addition of 8 low level security lights per park x five parks x $75 per light pole and x $13 per lamp for replacement. Landscape maintenance costs will be calculated at 7 acres x $.090 and landscape water will be calculated at 7 acres of improvements x $.045, and ramada cleaning would include 4 additional ramadas x $4,000. Water includes the addition of 4 drinking fountains at $61 per fountain.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$244	$251	$259	$267	$1,458
Landscape	$0	$57,164	$58,879	$60,645	$62,465	$341,582
Bldg. Maint.	$0	$7,052	$7,264	$7,481	$7,706	$42,139
Supplies/Contr	$0	$4,207	$4,333	$4,463	$4,597	$25,139
TOTAL	**$0**	**$68,667**	**$70,727**	**$72,848**	**$75,035**	**$410,318**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70502 - 71st & Orangewood Soccer Cmplx **Funding Source:** General Obligation Bonds

Project Description: Phase III development of a 40+ acre multi-use field complex and community park at 71st Avenue and Orangewood.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$3,400,608
Contingency	$0	$0	$0	$0	$0	$0	$340,260
Arts	$0	$0	$0	$0	$0	$0	$34,006
Finance Charges	$0	$0	$0	$0	$0	$0	$108,940
Design	$0	$0	$0	$0	$0	$0	$510,390
Engineering Charges	$0	$0	$0	$0	$0	$0	$72,353
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,466,557**

Operating Description: Staffing - 2 Service Workers, one Building Maintenance Worker and 2 Part-time employees. Supplies/contracts include $601 per acre x 40-acres. Utilities includes $1.75 per sq. ft.. x 3,000 sq. ft. Building maintenance costs include lights for five soccer fields x $15,000 per field, and five soccer fields x $2,666 per field for lamp replacement. Forty additional low level security lights will be maintained x $75 per fixture, $13 for lamp replacement per fixture, $3.70 per sq. ft. to maintain the plumbing in 800 sq. ft. restroom, HVAC and maintenance is $1.50 per sq. ft. x 3,000 sq. ft. control building, $1.80 per sq. ft. x 3,000 sq. ft. control building for custodial service, and $3.70 per sq. ft. for plumbing maintenance of the control building. Insurance is $610 per new employee. PC/Vehicle Replacement includes a one time charge $21,000 for a one-ton truck and $1,350 per year vehicle replacement charge. Refuse includes a 6-yard container x 3 pick-ups per week. Landscape and water operating costs are included in FY06-07 in projects 1460-72503, 1460-72500, and 1480-72802.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$11,879
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$29,309
Electrical	$0	$0	$0	$0	$0	$3,693
Insurance	$0	$0	$0	$0	$0	$15,018
Bldg. Maint.	$0	$0	$0	$0	$0	$712,799
Utilities	$0	$0	$0	$0	$0	$32,312
Supplies/Contr	$0	$0	$0	$0	$0	$147,960
Staffing	$0	$0	$0	$0	$0	$1,157,720
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,110,690**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70503 - Rose Lane Rec. Center Renov. **Funding Source:** General Obligation Bonds

Project Description: Conversion of existing recreation building into a multi-purpose recreation center as recommended in the 2002 Parks and Recreation Master Plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$2,610,255
Construction	$0	$0	$0	$0	$0	$0	$8,700,851
Finance Charges	$0	$0	$0	$0	$0	$0	$322,833
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$87,009
Equipment	$0	$0	$0	$0	$0	$0	$100,000
Contingency	$0	$0	$0	$0	$0	$0	$1,300,224
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,236,172**

Operating Description: Staffing includes one Recreation Manager, two Senior Recreation Coordinator, one Clerical staff, three Recreation Programmers, one Service Worker II, and one Service Worker III and 10 part-time Rec. Programmers. Supplies and contracts at 35,000 sq. ft. x $1.51sq. ft. Utilities includes electricity at $1.75 per sq. ft. x 35,000 sq. ft.. Building maintenance includes HVAC at $1.50 per sq. ft. x 35,000 sq. ft., custodial services at $1.80 per sq. ft. x 35,000 sq. ft. and plumbing maintenance at $3.70 per sq. ft. Insurance is $610 x the number of staff. Fire alarm is $600 per year. PC/Vehicle replacement includes a one-time purchase of a 1/2 ton pick up at $18,000 and two cars at $18,000, $1,350 per vehicle for vehicle replacement, one time purchase of eight PC's at $1,189 per unit and eight color printers at $1,806. Refuse is based on a 6-yard container x 3 pick-ups per week.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$11,879
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$86,309
Electrical	$0	$0	$0	$0	$0	$3,693
Insurance	$0	$0	$0	$0	$0	$60,070
Bldg. Maint.	$0	$0	$0	$0	$0	$1,225,000
Utilities	$0	$0	$0	$0	$0	$306,250
Supplies/Contr	$0	$0	$0	$0	$0	$264,250
Staffing	$0	$0	$0	$0	$0	$4,995,366
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,952,817**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70504 - *Foothills Center Restoration **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pools, deck restoration, and the replacement of center equipment such as fitness and audio/visual equipment in FY 2015.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$129,374	$0	$0	$0	$0	$0	$0
Engineering Charges	$0	$0	$0	$0	$0	$0	$39,600
Equipment	$0	$0	$0	$0	$0	$0	$300,000
Contingency	$0	$0	$0	$0	$0	$0	$75,000
Arts	$0	$0	$0	$0	$0	$0	$7,500
Construction	$0	$0	$0	$0	$0	$0	$750,000
Finance Charges	$0	$0	$0	$0	$0	$0	$11,250
TOTAL	**$129,374**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,183,350**

Operating Description: No O&M at this time.

Project: 70506 - *63rd & Northern Park Dev **Funding Source:** General Obligation Bonds

Project Description: This park includes playground, restroom, ramada, open turf area, parking, landscaping and meandering concrete path. Phase II includes a looped concrete pathway/trail, native grass, landscaping and low flow crossing to complete the existing trail system located within the park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$87,905	$0	$0	$0	$60,501
Design	$0	$161,263	$0	$0	$0	$0	$89,944
Construction	$11,313	$0	$879,781	$0	$0	$0	$597,706
Finance Charges	$383	$4,142	$25,016	$0	$0	$0	$19,325
Engineering Charges	$5,521	$4,435	$24,194	$0	$0	$0	$18,910
Arts	$1,783	$0	$8,798	$0	$0	$0	$5,977
TOTAL	**$19,000**	**$169,840**	**$1,025,694**	**$0**	**$0**	**$0**	**$792,363**

Operating Description: Supplies and contracts: $601 x 30 acres for supplies and contracts and $6,600 for restroom cleaning contract. Utilities: $1.75 x 800 sq. ft. restroom electricity. Building Maintenance: electrical for 40 additional low-level security lights at $75 per, and $13 for lamp replacement x 40 lamps. PC/Vehicle Replacement: one time cost for purchasing a 1/2-ton pick up and $1,350 ongoing vehicle replacement cost. Since most of the area will be designed with native grasses, the cost of maintaining the facility will be less. Landscape Maintenance is 1,306,800 sq. ft. x $.045 per sq. ft., landscape water is 1,306,800 sq. ft. x $.0225 per sq. ft., ramada cleaning x $4,000. Water would include 800 sq. ft. restroom x $.143 per sq. ft. and one drinking fountain x $61 per fountain.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$175	$180	$186	$191	$1,046
Landscape	$0	$92,209	$94,975	$97,825	$100,759	$550,993
PC/Vehicle Replacement	$0	$1,350	$1,391	$1,432	$1,475	$26,067
Insurance	$0	$610	$628	$647	$667	$3,645
Bldg. Maint.	$0	$3,520	$3,626	$3,734	$3,846	$21,034
Utilities	$0	$1,400	$1,442	$1,485	$1,530	$8,366
Supplies/Contr	$0	$24,630	$25,369	$26,130	$26,914	$147,176
TOTAL	**$0**	**$123,894**	**$127,611**	**$131,439**	**$135,382**	**$758,327**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70507 - Rose Lane Pool Restoration **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pools and deck restoration in FY14.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$750,000
Contingency	$0	$0	$0	$0	$0	$0	$75,000
Arts	$0	$0	$0	$0	$0	$0	$7,500
Finance Charges	$0	$0	$0	$0	$0	$0	$21,803
Engineering Charges	$0	$0	$0	$0	$0	$0	$39,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$893,903**

Operating Description: No O&M at this time.

Project: 70508 - Murphy Park Improvements **Funding Source:** General Obligation Bonds

Project Description: Improvements to the park to enhance city image and increase special events capacity. This project will focus on amphitheater improvements that will meet the growing demands of special events and activities.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$73,260
Construction	$0	$0	$0	$0	$0	$0	$488,400
Finance Charges	$0	$0	$0	$0	$0	$0	$16,056
Engineering Charges	$0	$0	$0	$0	$0	$0	$27,521
Arts	$0	$0	$0	$0	$0	$0	$4,884
Contingency	$0	$0	$0	$0	$0	$0	$48,175
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$658,296**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70509 - Manistee Ranch Development **Funding Source:** General Obligation Bonds

Project Description: Enhance various aspects of the historical area that would positively influence the appearance of certain areas and improve how the park functions. This may include additional lighting, enhanced pathways, and/or landscape improvements.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$4,231
Contingency	$0	$0	$0	$0	$0	$0	$12,560
Construction	$0	$0	$0	$0	$0	$0	$125,600
Arts	$0	$0	$0	$0	$0	$0	$1,256
Engineering Charges	$0	$0	$0	$0	$0	$0	$11,000
Design	$0	$0	$0	$0	$0	$0	$18,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$173,487**

Operating Description: OM& reflects low level security lights ($75 per security light) and lights for bulb replacement ($13 per bulb).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Bldg. Maint.	$0	$0	$0	$0	$0	$22,403
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$22,403**

Project: 70510 - *Park Enhancements **Funding Source:** General Obligation Bonds

Project Description: Construct park improvements at existing park sites per the Parks and Recreation Master Plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$59,643	$0	$0	$0	$784,297
Construction	$106,676	$0	$397,191	$0	$0	$0	$5,228,652
Finance Charges	$2,902	$0	$12,680	$0	$0	$0	$166,927
Engineering Charges	$3,639	$0	$6,531	$0	$0	$0	$85,969
Arts	$2,327	$0	$3,972	$0	$0	$0	$52,287
Contingency	$18,686	$0	$39,885	$0	$0	$0	$525,894
Miscellaneous/Other	$9,220	$0	$0	$0	$0	$0	$0
TOTAL	**$143,450**	**$0**	**$519,902**	**$0**	**$0**	**$0**	**$6,844,026**

Operating Description: O & M will be affected slightly with additional amenities, such as additional ramada, upgrade irrigation, and additional low level lighting. Supplies/contracts include $601 x 4 acre. Building maintenance includes an average of 10 additional low level security lighting x $75 for electricity and $13 per lamp for replacement. Landscape maintenance $.090 per x 43,560 sq. ft. and landscape water at $.045 per sq. ft. x 43,560 sq. ft.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$5,730	$5,902	$6,079	$6,261	$102,717
Bldg. Maint.	$0	$880	$906	$934	$962	$15,774
Supplies/Contr	$0	$2,404	$2,476	$2,550	$2,627	$43,095
TOTAL	**$0**	**$9,014**	**$9,284**	**$9,563**	**$9,850**	**$161,586**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) — Category: 20%

Project: 70511 - Land Acquisition — **Funding Source:** General Obligation Bonds

Project Description: Per the Parks and Recreation Master Plan and Trails and Open Space Master Plan, acquisition of parcels that are needed for parks in various locations of the city, including neighborhood parks and critical open space.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$0	$0	$0	$0	$0	$6,150,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,150,000**

Operating Description: Landscape and landscape water are added to the project for dust and weed control. O&M assumes $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M estimated at 50 acres.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$250,470
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$250,470**

Project: 70512 - *Facilities Renovation — **Funding Source:** General Obligation Bonds

Project Description: Restoration of infrastructure at existing park sites per the Parks & Recreation Master Plan and ongoing park assessments.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$31,285	$44,147	$22,591	$37,347	$29,764	$461,822
Arts	$0	$3,129	$4,429	$2,259	$3,735	$2,976	$46,165
Engineering Charges	$0	$5,988	$8,478	$4,324	$7,149	$5,697	$88,364
Construction	$29,732	$312,850	$442,910	$225,911	$373,469	$297,642	$4,616,542
Finance Charges	$0	$8,831	$12,499	$6,377	$10,543	$8,402	$130,322
TOTAL	**$29,732**	**$362,083**	**$512,463**	**$261,462**	**$432,243**	**$344,481**	**$5,343,215**

Operating Description: No O&M at this time.

Project: 70513 - Bonsall Park Improvements — **Funding Source:** General Obligation Bonds

Project Description: Update and enhance the community park and renovate urban lake.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$140,000
Design	$0	$0	$0	$0	$0	$0	$202,500
Construction	$0	$0	$0	$0	$0	$0	$1,353,713
Finance Charges	$0	$0	$0	$0	$0	$0	$43,818
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$13,537
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,796,568**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70514 - O'Neil Center Expansion **Funding Source:** General Obligation Bonds

Project Description: Renovate and expand existing neighborhood recreation center an additional 10,000 sq. ft. to accommodate the growing need for additional participation and recreation programming.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$70,208
Finance Charges	$0	$0	$0	$0	$0	$0	$109,690
Contingency	$0	$0	$0	$0	$0	$0	$489,394
Construction	$0	$0	$0	$0	$0	$0	$3,300,000
Design	$0	$0	$0	$0	$0	$0	$495,000
Arts	$0	$0	$0	$0	$0	$0	$33,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,497,292**

Operating Description: Staffing includes 1 Recreation Programmer and 1 Recreation Coordinator. Utilities includes additional electrical for 10,000 square feet x $1.75 per sq. ft. Building maintenance includes $1.50 per sq. ft. for operating and maintaining an additional 10,000 square feet for HVAC, custodial service is an $1.80 per sq. ft. x 10,000 sq. ft. and plumbing maintenance is $3.70 x 10,000 sq. ft. Insurance is $610 x additional staff. Electrical includes $600 annually for fire alarm. PC/Vehicle Replacement includes one time charge for three laptops x $1,189, and three color printers x $1,806. Landscape include landscape maintenance at 10,000 per sq. ft. x $.090 and landscape water at 10,000 sq. ft. x $.045 per sq. ft. Water include building water at $.143 per sq. ft. x 10,000 sq. ft. Refuse includes 6-yard container x 3 pick-ups per week.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$11,879
Water	$0	$0	$0	$0	$0	$8,801
Landscape	$0	$0	$0	$0	$0	$8,309
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$8,985
Electrical	$0	$0	$0	$0	$0	$3,693
Insurance	$0	$0	$0	$0	$0	$7,509
Bldg. Maint.	$0	$0	$0	$0	$0	$430,832
Utilities	$0	$0	$0	$0	$0	$107,708
Staffing	$0	$0	$0	$0	$0	$781,012
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,368,728**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) — Category: 20%

Project: 70515 - *T'Bird Park Improvements **Funding Source:** General Obligation Bonds

Project Description: Enhancements to Thunderbird Conservation Park based on the master plan completed in 2006.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$21,964	$0	$23,401	$0	$0	$0	$325,000
Construction	$59,142	$0	$156,010	$0	$0	$0	$1,700,000
Finance Charges	$116	$0	$5,026	$0	$0	$0	$56,563
Engineering Charges	$4,675	$0	$4,476	$0	$0	$0	$50,524
Arts	$1,400	$0	$1,560	$0	$0	$0	$17,000
Contingency	$0	$0	$15,601	$0	$0	$0	$170,000
TOTAL	**$87,297**	**$0**	**$206,074**	**$0**	**$0**	**$0**	**$2,319,087**

Operating Description: Improvements in early years have minimal O&M impact. Staffing O&M in years 2013-2017 will require a Service Worker I and contracted labor assistance. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water, $.143 per square foot for building water and $320 per month for trash services.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$1,930	$1,988	$2,048	$11,197
Landscape	$0	$0	$5,489	$5,654	$0	$30,917
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$5,000
Electrical	$0	$0	$0	$0	$0	$6,000
Equip. Maint.	$0	$0	$750	$773	$796	$4,353
Bldg. Maint.	$0	$0	$2,870	$2,956	$3,045	$16,650
Utilities	$0	$0	$2,625	$2,706	$2,787	$15,241
Supplies/Contr	$0	$0	$45,000	$46,350	$47,741	$261,065
Staffing	$0	$0	$0	$0	$0	$299,263
TOTAL	**$0**	**$0**	**$58,664**	**$60,427**	**$56,417**	**$649,686**

Project: 70516 - GCC Community Pool Rest. **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pool and deck restoration in FY14.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$19,681
Arts	$0	$0	$0	$0	$0	$0	$2,982
Finance Charges	$0	$0	$0	$0	$0	$0	$8,767
Construction	$0	$0	$0	$0	$0	$0	$298,200
Contingency	$0	$0	$0	$0	$0	$0	$29,820
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$359,450**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) — Category: 20%

Project: 70517 - Cardinal Pool Restoration **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pool and deck restoration in FY13.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$276,000
Finance Charges	$0	$0	$0	$0	$0	$0	$8,114
Engineering Charges	$0	$0	$0	$0	$0	$0	$18,216
Arts	$0	$0	$0	$0	$0	$0	$2,760
Contingency	$0	$0	$0	$0	$0	$0	$27,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$332,690**

Operating Description: No O&M at this time.

Project: 70518 - Apollo Pool Restoration **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pool and deck restoration in FY09.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$21,689	$0	$0	$0	$0
Construction	$0	$0	$210,000	$0	$0	$0	$0
Finance Charges	$0	$0	$6,174	$0	$0	$0	$0
Engineering Charges	$0	$0	$13,860	$0	$0	$0	$0
Arts	$0	$0	$2,100	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$253,823**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 70519 - O'Neil Pool Restoration **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pool, deck restoration and installation of new fencing.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$276,000
Finance Charges	$0	$0	$0	$0	$0	$0	$8,114
Engineering Charges	$0	$0	$0	$0	$0	$0	$18,216
Arts	$0	$0	$0	$0	$0	$0	$2,760
Contingency	$0	$0	$0	$0	$0	$0	$27,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$332,690**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70520 - Sahuaro Ranch Park Improv. **Funding Source:** General Obligation Bonds

Project Description: The renovation or replacement of aging infrastructure and the addition of new amenities at this major destination regional park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$77,928	$0	$0	$0	$39,286
Engineering Charges	$0	$0	$52,045	$0	$0	$0	$26,128
Design	$0	$0	$359,559	$0	$0	$0	$181,327
Construction	$0	$0	$2,453,677	$0	$0	$0	$1,231,000
Arts	$0	$0	$24,537	$0	$0	$0	$12,310
Contingency	$0	$0	$227,340	$0	$0	$0	$120,710
TOTAL	**$0**	**$0**	**$3,195,086**	**$0**	**$0**	**$0**	**$1,610,761**

Operating Description: The only additional O & M expected is for the additional ramadas in the park area.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$20,600	$21,218	$21,855	$22,510	$123,095
TOTAL	**$0**	**$20,600**	**$21,218**	**$21,855**	**$22,510**	**$123,095**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70521 - Indoor Multi-Sport/Aquatics **Funding Source:** General Obligation Bonds

Project Description: This center is a Department Master Plan action strategy to provide sports complexes throughout the city. A multi-faceted recreation/aquatics center for the north/central portion of the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$1,560,143
Land	$0	$0	$0	$0	$0	$0	$7,500,000
Design	$0	$0	$0	$0	$0	$0	$7,400,400
Construction	$0	$0	$0	$0	$0	$0	$24,668,000
Finance Charges	$0	$0	$0	$0	$0	$0	$1,145,545
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$157,500
Arts	$0	$0	$0	$0	$0	$0	$246,680
Contingency	$0	$0	$0	$0	$0	$0	$4,165,618
Engineering Charges	$0	$0	$0	$0	$0	$0	$123,463
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$46,967,349**

Operating Description: Rec staff; 1 Mgr. $84,055 incl. benefits, 3 Senior Rec. Coord. $72,029 each, 3 Rec. Programmers $53,616 each, 1 Service Worker II $51,397, 1 Office Support Supervisor $60,965, 2 Secretaries $43,336 each, . Hourly Rec. staff = $306,478 per year. Aquatics staff; hourly, 1 Pool Coordinator, $15.93, 1 pool manager $13.97, hourly guards, $10.92-12.85, cashier $9.78, 1 Service Worker III for $58,395, 1 Recreation Programmer $53,616 = $349,712 per year. Building Maint. Worker $57,942, and 2 Custodians at $37,442 each, with benefits. Contracts for specialty equipment = $69,870, Utilities @ $2.50 sq.ft.= $175,000; Bldg. Maint. is $.75 sq. ft. plus 1 Service Worker III at $58,395 =$180,895; Insurance is for 14 staff at $610 per employee; electrical is $625 month security monitering; landscaping @ $5,572 per acre X 9 acres; building water is $.143 per sq.ft. X 70,000 sq. ft. Refuse at $400 month.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$24,000
Water	$0	$0	$0	$0	$0	$50,050
Landscape	$0	$0	$0	$0	$0	$250,740
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$71,400
Electrical	$0	$0	$0	$0	$0	$37,500
Insurance	$0	$0	$0	$0	$0	$42,700
Equip. Maint.	$0	$0	$0	$0	$0	$125,000
Bldg. Maint.	$0	$0	$0	$0	$0	$904,475
Utilities	$0	$0	$0	$0	$0	$850,000
Supplies/Contr	$0	$0	$0	$0	$0	$1,746,750
Staffing	$0	$0	$0	$0	$0	$7,245,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,347,815**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70522 - Outdoor Multi-Sport Complex **Funding Source:** General Obligation Bonds

Project Description: The 2002 Parks and Recreation Master Plan recommends adventure centers that can provide outdoor and indoor recreation facilities for adventure enthusiasts. Amenities may include sports fields and a community center. The project would be designed in FY13 and constructed in FY14.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$840,000
Arts	$0	$0	$0	$0	$0	$0	$100,800
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$150,000
Finance Charges	$0	$0	$0	$0	$0	$0	$558,520
Contingency	$0	$0	$0	$0	$0	$0	$2,030,980
Construction	$0	$0	$0	$0	$0	$0	$10,080,000
Land	$0	$0	$0	$0	$0	$0	$6,000,000
Design	$0	$0	$0	$0	$0	$0	$3,024,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$22,899,300**

Operating Description: Staffing includes 1 Recreation Manager @ $84,055, 2 Senior Recreation Coordinators @ $73,942 each, 1 Secretary @ $46,139, 3 Recreation Programmers @ $54,867, 1 Service Worker II @ $50,151, 1 Service Worker III @ $56,952, Building Maintenance Worker @ $57,942, and 3 Custodians @ $37,442 each (all FTE positions include benefits), and 10 PT Rec. Programmers @ $20,328 each. Supplies & Contracts at $1.51 X 40,000 sq. ft. Utilities are electricity @ $2.60 X 40,000 square feet. Building Maintenance includes HVAC at $1.50 X 40,000 sq. ft., custodial services at $1.80 X 40,000 sq. ft., and plumbing maintenance at $3.70 X 40,000 sq. ft. all plus inflation. Insurance is $610 X staffing plus inflation. Electrical is fire alarm monitoring at $600 per year plus inflation. PC/Vehicle replacement includes a one-time purchase of a 1/2 ton truck at $18,000, two cars at $18,000 each, $1,350 per vehicle for vehicle replacement, and purchase of eight PC's at $1,189 each and eight color printers at $1,806. Landscape Maintenance is $3,920 per acre, and Water is $.143 X building size. Refuse is based on a 6-yard container with 3 pick-ups per week.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$11,879
Water	$0	$0	$0	$0	$0	$33,304
Landscape	$0	$0	$0	$0	$0	$45,648
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$86,309
Electrical	$0	$0	$0	$0	$0	$3,494
Insurance	$0	$0	$0	$0	$0	$67,483
Bldg. Maint.	$0	$0	$0	$0	$0	$1,630,307
Utilities	$0	$0	$0	$0	$0	$605,542
Supplies/Contr	$0	$0	$0	$0	$0	$351,680
Staffing	$0	$0	$0	$0	$0	$5,486,243
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,321,889**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70523 - 79th/Orangewood **Funding Source:** General Obligation Bonds

Project Description: Develop a 10-acre neighborhood/school joint use park to serve one-mile radius as per GESD and Parks and Recreation Master Plan. Due to growth in the area, the school district moved its portion of the project forward to 2006. Funding FY09 will be used to complete the joint-use park

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$18,490	$0	$0	$0	$0
Engineering Charges	$0	$0	$39,600	$0	$0	$0	$0
Arts	$0	$0	$6,305	$0	$0	$0	$0
Contingency	$0	$0	$63,054	$0	$0	$0	$0
Construction	$0	$0	$630,544	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$757,993**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M funding included in the new 79th Ave & Orangewood project in DIF 1540-73104.

Project: 70524 - *Park Development-63rd/Maryland **Funding Source:** General Obligation Bonds

Project Description: Shared use neighborhood park with Glendale Elementary School District at 63rd Avenue and Maryland.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$6,251
Contingency	$0	$0	$0	$0	$0	$0	$60,510
Engineering Charges	$0	$0	$0	$0	$0	$0	$30,863
Finance Charges	$0	$0	$0	$0	$0	$0	$20,384
Construction	$0	$0	$0	$0	$0	$0	$625,100
Design	$148,897	$0	$0	$0	$0	$0	$92,647
TOTAL	**$148,897**	**$0**	**$0**	**$0**	**$0**	**$0**	**$835,755**

Operating Description: Staffing includes 1/2 Building Maintenance worker. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. Cost based on 6 acres and 261,360 sq. ft.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$166,655
Insurance	$0	$0	$0	$0	$0	$2,393
Utilities	$0	$0	$0	$0	$0	$13,500
Supplies/Contr	$0	$0	$0	$0	$0	$16,530
Staffing	$0	$0	$0	$0	$0	$178,309
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$377,387**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70525 - *Barnyard Additions **Funding Source:** General Obligation Bonds

Project Description: Completion of a farm implement building and additional restrooms in Sahuaro Ranch Park. This facility will be used for housing museum collections, special events, retreats, corporate meetings, and parties.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$17,652	$0	$0	$0	$0
Contingency	$0	$0	$25,000	$0	$0	$0	$0
Design	$153,801	$0	$0	$0	$0	$0	$0
Finance Charges	$63	$0	$7,791	$0	$0	$0	$0
Arts	$0	$0	$2,500	$0	$0	$0	$0
Engineering Charges	$0	$0	$16,500	$0	$0	$0	$0
Construction	$0	$0	$250,000	$0	$0	$0	$0
TOTAL	**$153,864**	**$0**	**$319,443**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance and $.045 per square foot for landscape water. Project will include 1,600 square feet building with 22,000 square feet of landscaping.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$229	$236	$243	$250	$1,368
Landscape	$0	$2,970	$3,059	$3,151	$3,245	$17,747
Bldg. Maint.	$0	$8,320	$8,570	$8,827	$9,091	$49,716
Utilities	$0	$2,800	$2,884	$2,971	$3,060	$16,731
Supplies/Contr	$0	$2,960	$3,049	$3,140	$3,234	$17,687
TOTAL	**$0**	**$17,279**	**$17,798**	**$18,332**	**$18,880**	**$103,249**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70526 - *Multi-use Sports Lighting **Funding Source:** General Obligation Bonds

Project Description: Renovation or replacement of existing sports lights that have depreciated or fallen below the acceptable and/or safe levels of illumination. In addition, this funding will provide the installation of additional athletic field and court lighting in the City to address user demand.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$46,527	$0	$0	$0	$0	$0	$290,000
Finance Charges	$6,583	$0	$0	$0	$0	$0	$64,125
Construction	$543,441	$0	$0	$0	$0	$0	$2,000,000
Miscellaneous/Other	$26,019	$0	$0	$0	$0	$0	$0
Contingency	$51,039	$0	$0	$0	$0	$0	$200,000
Arts	$5,436	$0	$0	$0	$0	$0	$20,000
Engineering Charges	$11,749	$0	$0	$0	$0	$0	$55,000
TOTAL	**$690,794**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,629,125**

Operating Description: O&M includes additional staffing and building maintenance costs at $15,000 per field and lamp replacement at $2,666 per field.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Bldg. Maint.	$0	$0	$0	$0	$0	$543,648
Staffing	$0	$0	$0	$0	$0	$178,309
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$721,957**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70527 - West Area Pool **Funding Source:** General Obligation Bonds

Project Description: Construction of a new aquatic center to accommodate new growth in the western section of the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$280,150	$515,150	$0	$0	$0
Equipment	$0	$0	$0	$14,000	$0	$0	$0
Arts	$0	$0	$26,515	$25,000	$0	$0	$0
Construction	$0	$0	$2,651,500	$2,500,000	$0	$0	$0
Engineering Charges	$0	$0	$50,274	$42,226	$0	$0	$0
IT/Phone/Security	$0	$0	$5,000	$10,000	$0	$0	$0
Design	$0	$0	$325,000	$0	$0	$0	$0
Finance Charges	$0	$0	$83,461	$77,659	$0	$0	$0
TOTAL	**$0**	**$0**	**$3,421,900**	**$3,184,035**	**$0**	**$0**	**$0**

Operating Description: FTE Programmer = $53,616. Hourly staffing = $330,000. 1 pool manager @ $14.27, 2 assistant pool managers @ $12.48, 3 cashiers @ $7.51, 36 lifeguards @ $8.75-10.40. Water = $10,000,Pool Maintenance = $10,000. Pool Chemicals = $10,000. Landscape Maintenance= $20,000. Electricity = $33,949. Natural Gas = $45,000. Maintenance = $14,853. Aquatic Supplies = $27,741. Building Maintenance 1/2 Staff = $28,971, 1/2 Line Supplies = $35,400, 1/2 Equipment Repair & Fuel = $4,750, 1/2 Vehicle Replacement = $1,250.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$10,000	$10,300	$10,609	$58,014
Landscape	$0	$0	$20,000	$20,600	$21,218	$116,029
PC/Vehicle Replacement	$0	$0	$1,850	$1,906	$1,963	$10,733
Insurance	$0	$0	$557	$574	$591	$3,231
Equip. Maint.	$0	$0	$4,750	$4,893	$5,039	$27,557
Bldg. Maint.	$0	$0	$14,853	$15,298	$15,757	$86,166
Utilities	$0	$0	$78,949	$81,317	$83,757	$458,018
Supplies/Contr	$0	$0	$83,141	$85,635	$88,204	$482,337
Staffing	$0	$0	$415,587	$428,055	$440,896	$2,411,001
TOTAL	**$0**	**$0**	**$629,687**	**$648,578**	**$668,034**	**$3,653,086**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70528 - Family Recreation Center- West **Funding Source:** General Obligation Bonds

Project Description: Construction of a 70,000 sq. ft. family recreation center to provide gymnasium, multi-purpose rooms, activity areas and exercise centers.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Contingency	$0	$0	$0	$0	$0	$0	$1,764,000
Arts	$0	$0	$0	$0	$0	$0	$176,400
Finance Charges	$0	$0	$0	$0	$0	$0	$658,360
Construction	$0	$0	$0	$0	$0	$0	$17,640,000
Design	$0	$0	$0	$0	$0	$0	$5,292,000
Equipment	$0	$0	$0	$0	$0	$0	$1,340,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$26,992,760**

Operating Description: Staffing includes 1 Recreation Manager - $84,055, one Office Support Supervisor - $59,451, three Senior Recreation Coordinator - $73,942, two Clerical staff - $46,139, three Recreation Programmers - $54,867, one Service Worker II - $50,151, and one Service Worker III - $56,952, two Building Maintenance Workers at $56,942 (all FTE positions include benefits), and 10 PT Rec. Programmer's at $20,328 each. Supplies/Contracts include $1.50 sq. ft. x 70,000 sq. ft. facility. Utilities include $1.75 sq. ft. for electricity x 70,000 sq. ft. Building maintenance includes HVAC at $1.50 sq. ft. x 70,000, custodial services are $1.80 per sq. ft. x 70,000, plumbing costs are $3.70 per sq. ft. x 70,000 sq. ft. Insurance includes $610 x 15 employees. Electrical includes fire alarm system at $600 per year. PC/Vehicle replacement includes one time charge for 8 PC at $1,087 each and 8 color printers at $1,906 each, 2 1/2 ton pick up trucks at $18,000 each and one car at $18,000. Landscape maintenance and water costs are located in project 2060-70532. Refuse includes two 6-yard containers x 3 pick-ups per week.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$23,757
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$64,619
Electrical	$0	$0	$0	$0	$0	$3,693
Insurance	$0	$0	$0	$0	$0	$56,316
Bldg. Maint.	$0	$0	$0	$0	$0	$3,015,824
Utilities	$0	$0	$0	$0	$0	$753,956
Supplies/Contr	$0	$0	$0	$0	$0	$646,248
Staffing	$0	$0	$0	$0	$0	$6,440,804
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,005,217**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) — Category: 20%

Project: 70529 - Zero Depth Aquatic Features **Funding Source:** General Obligation Bonds

Project Description: Install aquatic features/splash pad at O'Neil Pool.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$153,750
Contingency	$0	$0	$0	$0	$0	$0	$123,000
Arts	$0	$0	$0	$0	$0	$0	$12,300
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Construction	$0	$0	$0	$0	$0	$0	$1,230,000
Finance Charges	$0	$0	$0	$0	$0	$0	$39,051
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,601,101**

Operating Description: Staffing includes additional lifeguard hours. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water, $.143 per square foot for building water and $320 per month for trash services.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$0	$0	$20,000
Landscape	$0	$0	$0	$0	$0	$60,000
Insurance	$0	$0	$0	$0	$0	$5,088
Bldg. Maint.	$0	$0	$0	$0	$0	$20,000
Utilities	$0	$0	$0	$0	$0	$60,000
Supplies/Contr	$0	$0	$0	$0	$0	$110,000
Staffing	$0	$0	$0	$0	$0	$75,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$350,088**

Project: 70530 - *Skating Park North **Funding Source:** General Obligation Bonds

Project Description: Construction of in-line hockey court and a specialized facility for skateboards.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$53,693	$0	$0	$0	$0	$0	$0
TOTAL	**$53,693**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70531 - Sahuaro Ranch Visitor Ctr. **Funding Source:** General Obligation Bonds

Project Description: Construction of a visitor's center that will serve as a point of contact for the Sahuaro Ranch Park historical area and information area for the park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$20,137	$0	$0	$0	$0
Construction	$0	$3,911	$680,000	$0	$0	$0	$0
Arts	$0	$39	$6,800	$0	$0	$0	$0
Equipment	$0	$0	$13,874	$0	$0	$0	$0
Contingency	$0	$0	$68,000	$0	$0	$0	$0
Design	$0	$150,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$6,618	$29,240	$0	$0	$0	$0
IT/Phone/Security	$0	$0	$7,586	$0	$0	$0	$0
TOTAL	**$0**	**$160,568**	**$825,637**	**$0**	**$0**	**$0**	**$0**

Operating Description: Staffing includes two part-time hourly staff. Additional O&M assumes $601 per acre for supplies and contracts, $1.75 per square foot for utilities, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M assumes 20,000 square feet of landscaping and a 5,000 square feet building.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$715	$736	$759	$781	$4,272
Landscape	$0	$2,700	$2,781	$2,864	$2,950	$16,134
Insurance	$0	$1,830	$1,885	$1,941	$2,000	$10,935
Equip. Maint.	$0	$0	$0	$0	$0	$5,468
Bldg. Maint.	$0	$35,000	$36,050	$37,132	$38,245	$209,142
Utilities	$0	$8,750	$9,013	$9,283	$9,561	$52,285
Supplies/Contr	$0	$7,500	$7,725	$7,957	$8,195	$44,816
Staffing	$0	$30,000	$30,900	$31,827	$32,782	$179,264
TOTAL	**$0**	**$86,495**	**$89,090**	**$91,763**	**$94,514**	**$522,316**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70532 - *Western Area Regional Park **Funding Source:** General Obligation Bonds

Project Description: Phased development of an 88 acre regional park and municipal campus. Developing the park amenities and infrastructure will help meet the recommended guidelines proposed in the Parks and Recreation Master Plan and the park site master plan .

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$32,311	$0	$0	$46,983	$0	$0	$68,017
Equipment	$50,000	$0	$0	$0	$0	$0	$0
Contingency	$317,020	$0	$0	$461,208	$0	$0	$710,149
Miscellaneous/Other	$152,482	$0	$0	$0	$0	$0	$0
Arts	$15,652	$0	$0	$46,930	$0	$0	$71,015
Design	$513,433	$0	$0	$703,031	$0	$0	$710,149
Construction	$0	$0	$0	$4,692,968	$0	$0	$7,101,496
Finance Charges	$37,697	$0	$0	$117,574	$0	$0	$106,522
TOTAL	**$1,118,595**	**$0**	**$0**	**$6,068,694**	**$0**	**$0**	**$8,767,348**

Operating Description: Landscape includes landscape maintenance for 348,480 square feet.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$121,991	$125,651	$129,420	$133,304	$137,301	$750,823
TOTAL	**$121,991**	**$125,651**	**$129,420**	**$133,304**	**$137,301**	**$750,823**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70533 - Parks Maint. Bldg. - North **Funding Source:** General Obligation Bonds

Project Description: Construction of a parks maintenance building and vehicle/equipment yard.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$216,023
Equipment	$0	$0	$0	$0	$0	$0	$202,640
Arts	$0	$0	$0	$0	$0	$0	$9,460
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$75,000
Finance Charges	$0	$0	$0	$0	$0	$0	$53,397
Construction	$0	$0	$0	$0	$0	$0	$945,985
Design	$0	$0	$0	$0	$0	$0	$283,795
Land	$0	$0	$0	$0	$0	$0	$360,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,189,300**

Operating Description: O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M estimates based on 130,680 square feet of landscaping and 5,000 square feet building.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$0	$0	$4,401
Landscape	$0	$0	$0	$0	$0	$108,576
Electrical	$0	$0	$0	$0	$0	$3,693
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
Bldg. Maint.	$0	$0	$0	$0	$0	$169,255
Utilities	$0	$0	$0	$0	$0	$53,854
Supplies/Contr	$0	$0	$0	$0	$0	$11,097
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$365,876**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70534 - Parks Maint. Bldg. - West **Funding Source:** General Obligation Bonds

Project Description: Construction of a parks maintenance building at the Western Area Regional Park. The facility is needed to station maintenance staff and equipment closer to parks and facilities in the western area of Glendale.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$75,000
Design	$0	$0	$0	$0	$0	$0	$192,148
Construction	$0	$0	$0	$0	$0	$0	$660,495
Contingency	$0	$0	$0	$0	$0	$0	$64,049
Equipment	$0	$0	$0	$0	$0	$0	$202,640
Engineering Charges	$0	$0	$0	$0	$0	$0	$36,664
Finance Charges	$0	$0	$0	$0	$0	$0	$29,065
Arts	$0	$0	$0	$0	$0	$0	$6,605
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,266,666**

Operating Description: O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M estimates based on 130,680 square feet of landscaping and 5,000 square feet building.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$11,879
Water	$0	$0	$0	$0	$0	$4,401
Landscape	$0	$0	$0	$0	$0	$108,576
Electrical	$0	$0	$0	$0	$0	$3,693
Bldg. Maint.	$0	$0	$0	$0	$0	$169,255
Utilities	$0	$0	$0	$0	$0	$53,854
Supplies/Contr	$0	$0	$0	$0	$0	$11,097
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$362,755**

Project: 70535 - Paseo Racquet Center Park **Funding Source:** General Obligation Bonds

Project Description: Spectator seating, landscape, lighting, and facility improvements to Paseo Racquet Center ballfield and Racquet Center complex in FY 2013.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$20,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Finance Charges	$0	$0	$0	$0	$0	$0	$77,656
Construction	$0	$0	$0	$0	$0	$0	$2,000,000
Design	$0	$0	$0	$0	$0	$0	$600,000
Contingency	$0	$0	$0	$0	$0	$0	$431,250
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,183,906**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70537 - Outdoor Adventure Ctr. - West **Funding Source:** General Obligation Bonds

Project Description: Construction of outdoor adventure center/park to possibly include in-line skate/skate board court, climbing wall and BMX track.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$12,420
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Finance Charges	$0	$0	$0	$0	$0	$0	$40,198
Construction	$0	$0	$0	$0	$0	$0	$1,242,000
Design	$0	$0	$0	$0	$0	$0	$186,300
Contingency	$0	$0	$0	$0	$0	$0	$124,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,648,118**

Operating Description: Staffing includes two Recreation Programmers and two Service Worker II's. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water, $.143 per square foot for building water and $320 per month for trash services. O&M based on 87,120 square feet, 2 ramadas and on 6-yard refuse container.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$11,879
Water	$0	$0	$0	$0	$0	$17,603
Landscape	$0	$0	$0	$0	$0	$121,624
Insurance	$0	$0	$0	$0	$0	$15,018
Bldg. Maint.	$0	$0	$0	$0	$0	$28,595
Supplies/Contr	$0	$0	$0	$0	$0	$48,019
Staffing	$0	$0	$0	$0	$0	$1,141,244
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,383,982**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: 70538 - Park & Feature Fields **Funding Source:** General Obligation Bonds

Project Description: The former Hickman site (17 acres) currently serves as a paved parking lot for stadium and special events. This site may be transformed in the future to accommodate sport fields to be used for youth and amateur sports and recreation facilities when not being used as overflow turf parking for Cardinals and special events.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$702,500
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$100,000
Equipment	$0	$0	$0	$0	$0	$0	$45,000
Arts	$0	$0	$0	$0	$0	$0	$70,250
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Finance Charges	$0	$0	$0	$0	$0	$0	$236,068
Construction	$0	$0	$0	$0	$0	$0	$7,025,000
Design	$0	$0	$0	$0	$0	$0	$1,053,750
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,325,068**

Operating Description: Staffing includes the Hickman site two Service Worker I and one Building Maintenance Worker. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water, $.143 per square foot for building water and $320 per month for trash services. O&M based on 740,520 square feet of landscape, 4 ramadas and 5 fields.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$48,309
Insurance	$0	$0	$0	$0	$0	$3,754
Equip. Maint.	$0	$0	$0	$0	$0	$61,547
Bldg. Maint.	$0	$0	$0	$0	$0	$570,729
Utilities	$0	$0	$0	$0	$0	$32,312
Supplies/Contr	$0	$0	$0	$0	$0	$62,883
Staffing	$0	$0	$0	$0	$0	$925,255
Refuse	$0	$0	$0	$0	$0	$23,757
Water	$0	$0	$0	$0	$0	$149,622
Landscape	$0	$0	$0	$0	$0	$713,759
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,591,927**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Park Bond Fund (2060) Category: 20%

Project: T1710 - Adult Center Expansion **Funding Source:** General Obligation Bonds

Project Description: Improvements to the unfinished interior space on the 2nd level of the Adult Center. Expansion will help meet the needs for additional programming to accommodate growing use of the facility.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$99,225
Finance Charges	$0	$0	$0	$0	$0	$0	$172,568
Construction	$0	$0	$0	$0	$0	$0	$3,944,000
Contingency	$0	$0	$0	$0	$0	$0	$900,359
Arts	$0	$0	$0	$0	$0	$0	$39,440
Equipment	$0	$0	$0	$0	$0	$0	$644,031
Design	$0	$0	$0	$0	$0	$0	$1,183,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,075,323**

Operating Description: Staffing includes 1 Senior Recreation Coordinator, 1 Recreation Programmer, 1 FTE Office Support Supervisors, 1 Custodian and 19 hour Recreation Programmers. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water, $.143 per square foot for building water and $320 per month for trash services. O&M based on a 17,000 square feet building.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$0	$0	$12,155
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$18,152
Electrical	$0	$0	$0	$0	$0	$5,402
Insurance	$0	$0	$0	$0	$0	$18,308
Equip. Maint.	$0	$0	$0	$0	$0	$30,013
Bldg. Maint.	$0	$0	$0	$0	$0	$314,500
Utilities	$0	$0	$0	$0	$0	$182,750
Supplies/Contr	$0	$0	$0	$0	$0	$127,500
Staffing	$0	$0	$0	$0	$0	$1,382,740
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,091,520**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Citywide Parks (1460) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
72500	*Park Development-71st/Orange	$1,325,852	$0	$0	$0	$0	$0
72503	*Park Enhancements - City Wide	$518,120	$0	$0	$0	$0	$0
72504	**Park Enhancements - City Wide	$299,887	$403,924	$403,924	$403,924	$403,924	$2,019,619
Total DIF-Citywide Parks Projects:		**$2,143,859**	**$403,924**	**$403,924**	**$403,924**	**$403,924**	**$2,019,619**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Citywide Parks (1460) — Category: DIF

Project: 72500 - *Park Development-71st/Orange **Funding Source:** Development Impact Fees

Project Description: Phase II construction of multi-use football/soccer field complex and community park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$1,124,171	$0	$0	$0	$0	$0	$0
Finance Charges	$8,030	$0	$0	$0	$0	$0	$0
Engineering Charges	$9,608	$0	$0	$0	$0	$0	$0
Arts	$8,030	$0	$0	$0	$0	$0	$0
Contingency	$56,217	$0	$0	$0	$0	$0	$0
Design	$119,796	$0	$0	$0	$0	$0	$0
TOTAL	**$1,325,852**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 72503 - *Park Enhancements - City Wide **Funding Source:** Development Impact Fees

Project Description: Develop and update parks to accommodate growth per the Parks and Recreation 2002 Master Plan. FY 08 funding will be used to support construction of park amenities and maintenance of the Grand Canal Linear Park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$13,416	$10,145	$0	$0	$0	$0	$0
Design	$94,590	$0	$0	$0	$0	$0	$0
Finance Charges	$6,306	$0	$0	$0	$0	$0	$0
Arts	$6,306	$845	$0	$0	$0	$0	$0
Contingency	$62,040	$8,904	$0	$0	$0	$0	$0
Miscellaneous/Other	$75,000	$0	$0	$0	$0	$0	$0
Construction	$156,028	$84,540	$0	$0	$0	$0	$0
TOTAL	**$413,686**	**$104,434**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Staffing includes one Service Worker I. Additional O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M based on 435,600 square feet of landscape and 3 ramadas.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$115,827	$119,301	$122,881	$126,568	$130,365	$651,825
TOTAL	**$115,827**	**$119,301**	**$122,881**	**$126,568**	**$130,365**	**$651,825**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Citywide Parks (1460) Category: DIF

Project: 72504 - **Park Enhancements - City Wide **Funding Source:** Development Impact Fees

Project Description: Develop and update parks and recreation facilities city-wide to accommodate growth per the Parks and Recreation 2002 Master Plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$24,150	$32,830	$32,830	$32,830	$32,830	$164,150
Design	$0	$24,030	$32,830	$32,830	$32,830	$32,830	$164,150
Construction	$0	$244,300	$328,300	$328,300	$328,300	$328,300	$1,641,500
Engineering Charges	$0	$4,964	$6,681	$6,681	$6,681	$6,681	$33,404
Arts	$0	$2,443	$3,283	$3,283	$3,283	$3,283	$16,415
TOTAL	**$0**	**$299,887**	**$403,924**	**$403,924**	**$403,924**	**$403,924**	**$2,019,619**

Operating Description: O & M costs are calculated based on two acres of improvements or enhancements each year. O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M based on 1 lighted sport court and 87,120 square feet of landscape.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$11,760	$23,873	$36,349	$49,199	$62,435	$341,420
Bldg. Maint.	$1,663	$3,376	$5,140	$6,957	$8,829	$48,281
Supplies/Contr	$1,202	$2,440	$3,715	$5,028	$6,381	$34,894
TOTAL	**$14,625**	**$29,689**	**$45,204**	**$61,184**	**$77,645**	**$424,595**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Citywide Rec Fac's (1480) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
72800	*Soccer Field Complex	$330,170	$0	$0	$0	$0	$0
72802	*71st & Orangewood Park	$1,195,100	$228,962	$0	$0	$0	$0
Total DIF-Citywide Rec Fac's Projects:		**$1,525,270**	**$228,962**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Citywide Rec Fac's (1480) Category: DIF

Project: 72800 - *Soccer Field Complex **Funding Source:** Development Impact Fees

Project Description: Phase I of soccer complex and community park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$330,170	$0	$0	$0	$0	$0	$0
TOTAL	**$330,170**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 72802 - *71st & Orangewood Park **Funding Source:** Development Impact Fees

Project Description: Phase II construction of lighted multi-use sports complex at 71st Ave and Orangewood.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$87,750	$27,750	$27,750	$0	$0	$0	$0
Arts	$8,770	$1,870	$1,870	$0	$0	$0	$0
Engineering Charges	$30,098	$12,342	$12,342	$0	$0	$0	$0
Finance Charges	$8,720	$0	$0	$0	$0	$0	$0
Construction	$700,000	$187,000	$187,000	$0	$0	$0	$0
Design	$130,800	$0	$0	$0	$0	$0	$0
TOTAL	**$966,138**	**$228,962**	**$228,962**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Park Dev Zone 1 (1540) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
73100	*87th Ave - Missouri (Zone 1)	$236,966	$0	$0	$0	$0	$0
73103	*87th Ave and Missouri	$265,064	$0	$0	$0	$0	$0
73104	*79th Ave & Orangewood	$526,743	$147,538	$0	$0	$0	$0
Total DIF-Park Dev Zone 1 Projects:		**$1,028,773**	**$147,538**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Park Dev Zone 1 (1540) Category: DIF

Project: 73100 - *87th Ave - Missouri (Zone 1) **Funding Source:** Development Impact Fees

Project Description: Development of a 10-acre joint city/school park site with Pendergast Unified School District.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$1,800	$0	$0	$0	$0	$0	$0
Engineering Charges	$11,000	$0	$0	$0	$0	$0	$0
Arts	$1,200	$0	$0	$0	$0	$0	$0
Contingency	$19,200	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$6,000	$0	$0	$0	$0	$0	$0
Construction	$197,766	$0	$0	$0	$0	$0	$0
TOTAL	**$236,966**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 73103 - *87th Ave and Missouri **Funding Source:** Development Impact Fees

Project Description: Phased development of a 10-acre joint use park site with the Pendergast Elementary School District.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$11,721	$0	$0	$0	$0	$0	$0
Design	$31,200	$0	$0	$0	$0	$0	$0
Finance Charges	$5,200	$0	$0	$0	$0	$0	$0
Arts	$2,080	$0	$0	$0	$0	$0	$0
Contingency	$31,863	$0	$0	$0	$0	$0	$0
Construction	$183,000	$0	$0	$0	$0	$0	$0
TOTAL	**$265,064**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Park Dev Zone 1 (1540) Category: DIF

Project: 73104 - *79th Ave & Orangewood **Funding Source:** Development Impact Fees

Project Description: Develop a neighborhood/school joint use park to serve a one-mile radius as per the Parks and Recreation 2002 Master Plan. Due to growth in the area, the Glendale Elementary School District moved its portion of the project forward to 2006. Funding FY 08 & 09 will be used to complete the joint-use park.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$28,489	$12,500	$12,500	$0	$0	$0	$0
Design	$42,900	$0	$0	$0	$0	$0	$0
Construction	$286,000	$125,500	$125,500	$0	$0	$0	$0
Finance Charges	$2,840	$0	$0	$0	$0	$0	$0
Engineering Charges	$16,116	$8,283	$8,283	$0	$0	$0	$0
Arts	$2,860	$1,255	$1,255	$0	$0	$0	$0
TOTAL	**$379,205**	**$147,538**	**$147,538**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M represents the typically cost required to maintain a ten acre park. Glendale Elementary School District will share cost of O&M. O&M assumes $601 per acre for supplies and contracts, $1.25 to $1.75 for building maintenance, $.090 per square foot for landscape maintenance, $.045 per square foot for landscape water and $.143 per square foot for building water. O&M based on two lighted basketball courts and 435,600 square feet of landscape.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Landscape	$62,622	$64,501	$66,436	$68,429	$70,482	$385,422
Insurance	$480	$494	$509	$525	$0	$2,868
Bldg. Maint.	$3,966	$4,085	$4,208	$4,334	$4,464	$24,410
Supplies/Contr	$6,010	$6,190	$6,376	$6,567	$6,764	$36,990
TOTAL	**$73,078**	**$75,270**	**$77,529**	**$79,855**	**$81,710**	**$449,690**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Park Dev Zone 2 (1560) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
73400	*Park Improvements/Enhance	$221,506	$117,600	$95,256	$0	$0	$0
73401	*63rd - Butler Park Dvlpt. (Z2)	$818,681	$0	$0	$0	$0	$0
73402	69th Ave. - Diana (Zone 2)	$0	$0	$0	$0	$0	$968,993
Total DIF-Park Dev Zone 2 Projects:		**$1,040,187**	**$117,600**	**$95,256**	**$0**	**$0**	**$968,993**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Park Dev Zone 2 (1560) — Category: DIF

Project: 73400 - *Park Improvements/Enhance **Funding Source:** Development Impact Fees

Project Description: Develop and update parks and recreation facilities to accommodate growth in Zone 2.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$11,490	$10,000	$10,000	$8,100	$0	$0	$0
Arts	$1,150	$1,000	$1,000	$810	$0	$0	$0
Engineering Charges	$5,657	$6,600	$6,600	$5,346	$0	$0	$0
Finance Charges	$1,150	$0	$0	$0	$0	$0	$0
Construction	$84,459	$100,000	$100,000	$81,000	$0	$0	$0
TOTAL	**$103,906**	**$117,600**	**$117,600**	**$95,256**	**$0**	**$0**	**$0**

Operating Description: Ramada and associated cleaning @ $4,000 a year, electrical @ $75 per pole, water for drinking fountains @ $60 per year and maintenance costs for drinking fountain repairs are included in the O & M.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$60	$62	$64	$66	$68	$371
Bldg. Maint.	$4,079	$5,506	$7,434	$7,664	$7,894	$43,167
Utilities	$2,640	$3,960	$5,280	$5,443	$5,606	$30,657
Supplies/Contr	$9,940	$14,970	$19,960	$20,577	$21,194	$115,899
TOTAL	**$16,719**	**$24,498**	**$32,738**	**$33,750**	**$34,762**	**$190,094**

Project: 73401 - *63rd - Butler Park Dvlpt. (Z2) **Funding Source:** Development Impact Fees

Project Description: Phase II of a 5 acre neighborhood park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$11,240	$0	$0	$0	$0	$0	$0
Arts	$1,405	$0	$0	$0	$0	$0	$0
Finance Charges	$3,512	$0	$0	$0	$0	$0	$0
Construction	$715,653	$0	$0	$0	$0	$0	$0
Design	$86,871	$0	$0	$0	$0	$0	$0
TOTAL	**$818,681**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Park Dev Zone 2 (1560) Category: DIF

Project: 73402 - 69th Ave. - Diana (Zone 2) **Funding Source:** Development Impact Fees

Project Description: Five to ten acre neighborhood park development per the Parks and Recreation 2002 Master Plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$74,000
Arts	$0	$0	$0	$0	$0	$0	$7,400
Engineering Charges	$0	$0	$0	$0	$0	$0	$36,593
Construction	$0	$0	$0	$0	$0	$0	$740,000
Design	$0	$0	$0	$0	$0	$0	$111,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$968,993**

Operating Description: Supplies & contracts include $601 per acre x 10 acres. Building maintenance includes one volleyball and one basketball court x $750 per court, $133 for lamp replacement and 20 low-level security lights x $75. Landscape includes landscape maintenance at $.090 x 435,600 square feet, landscape water at $.045 square feet x 435,600 square feet, and ramada cleaning at $4,000 each.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$0	$0	$84,302
Landscape	$0	$0	$0	$0	$0	$386,555
Bldg. Maint.	$0	$0	$0	$0	$0	$20,181
Supplies/Contr	$0	$0	$0	$0	$0	$36,990
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$528,028**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Park Dev Zone 3 (1580) — Category: DIF

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
73700 *Park Enhancements/Ren	$252,880	$27,001	$20,000	$20,000	$20,000	$100,000
Total DIF-Park Dev Zone 3 Projects:	**$252,880**	**$27,001**	**$20,000**	**$20,000**	**$20,000**	**$100,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Park Dev Zone 3 (1580) Category: DIF

Project: 73700 - *Park Enhancements/Ren **Funding Source:** Development Impact Fees

Project Description: Develop and update parks and recreation facilities to accommodate growth in zone 3.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$3,280	$2,700	$1,999	$1,999	$1,999	$9,992
Arts	$0	$328	$226	$167	$167	$167	$837
Engineering Charges	$0	$2,165	$1,491	$1,104	$1,104	$1,104	$5,521
Construction	$214,307	$32,800	$22,584	$16,730	$16,730	$16,730	$83,650
TOTAL	**$214,307**	**$38,573**	**$27,001**	**$20,000**	**$20,000**	**$20,000**	**$100,000**

Operating Description: Supplies and contracts include $601 per acre x 5 acres, Building maintenance includes one volleyball and one basketball court x $750 each, $133 for lamp replacement and 20 low-level security lights x $75.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Bldg. Maint.	$3,133	$3,227	$3,324	$3,424	$3,526	$19,284
Utilities	$609	$927	$1,255	$1,293	$1,331	$7,281
Supplies/Contr	$3,005	$3,095	$3,188	$3,284	$3,382	$18,495
TOTAL	**$6,747**	**$7,249**	**$7,767**	**$8,001**	**$8,239**	**$45,060**

***Project includes carryover funding**

**** New Project**

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, DIF funds will be used to purchase new library books for branch libraries in order to keep pace with projected population growth as residential development continues.

Resources are earmarked for the design, construction, and purchase of books for a new branch library to serve the western quadrant of the city in FY 2008 and FY 2009. In later years, Library bonds will be used to fund the renovations and enhancements at Velma Teague, Main and Foothills libraries.

Above: The Velma Teague, Foothills and Main (not pictured) libraries will undergo renovation and enhancements in the last five years of the plan.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Library Bonds (2160) — Category: 6%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
74000	West Branch Library	$0	$7,852,125	$0	$0	$0	$0
T2810	**Renovation Library Facilities	$0	$0	$0	$0	$0	$12,458,191
Total Library Bonds Projects:		**$0**	**$7,852,125**	**$0**	**$0**	**$0**	**$12,458,191**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Library Bonds (2160) — Category: 6%

Project: 74000 - West Branch Library — **Funding Source:** General Obligation Bonds

Project Description: Design and construction of a 33,500 sq ft facility on approximately 7 acres of land at the Western Area Regional Facility site. Equipment includes 3M security system, gates, 2 self checks, radio frequency identification technology.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$1,000,000	$0	$0	$0	$0
Arts	$0	$0	$65,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$120,000	$0	$0	$0	$0
Finance Charges	$0	$0	$167,125	$0	$0	$0	$0
Construction	$0	$0	$6,500,000	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$7,852,125**	**$0**	**$0**	**$0**	**$0**

Operating Description: 1 branch manager, 2 librarian III, 7 librarian I, 1 library operations supervisor, 4 library assistant III, 1 library assistant II, 1 library assistant I, 7 p/t circulation clerks, 1 office assistant, 1 p/t courier, 1 PC support specialist II, 1 building maintenance worker, books, periodicals, electronic resources, supplies/contracts (including contracted custodial services), equipment maintenance, utilities and insurance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$47,905	$49,342	$50,822	$52,347	$286,255
Landscape	$0	$12,574	$12,951	$13,340	$13,740	$75,136
PC/Vehicle Replacement	$0	$118,778	$122,341	$126,011	$129,791	$709,752
Electrical	$0	$45,780	$47,153	$48,568	$50,025	$273,557
Insurance	$0	$13,450	$13,854	$14,269	$14,697	$80,369
Equip. Maint.	$0	$0	$0	$0	$0	$172,459
Bldg. Maint.	$0	$90,005	$92,705	$95,486	$98,351	$537,824
Utilities	$0	$94,208	$97,034	$99,945	$102,943	$562,935
Supplies/Contr	$0	$1,162,497	$1,197,372	$1,233,293	$1,270,292	$6,946,477
Staffing	$0	$1,089,822	$1,122,517	$1,156,192	$1,190,878	$6,512,209
TOTAL	**$0**	**$2,675,019**	**$2,755,269**	**$2,837,926**	**$2,923,064**	**$16,156,973**

Project: T2810 - **Renovation Library Facilities — **Funding Source:** General Obligation Bonds

Project Description: Renovations and enhancements to all three library facilities. This includes upgrading the current automation system.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$5,677,544
Arts	$0	$0	$0	$0	$0	$0	$65,947
Engineering Charges	$0	$0	$0	$0	$0	$0	$120,000
Construction	$0	$0	$0	$0	$0	$0	$6,594,700
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,458,191**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Library Buildings (1380) — Category: DIF

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
74250 West Branch Library	$2,536,942	$0	$0	$0	$0	$0
Total DIF-Library Buildings Projects:	**$2,536,942**	**$0**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Library Buildings (1380) Category: DIF

Project: 74250 - West Branch Library **Funding Source:** Development Impact Fees

Project Description: Design and construction of a 33,500 sq ft facility on approximately 7 acres of land at the Western Area Regional Facility site. Equipment includes 3M security system, gates, 2 self checks, radio frequency identification technology.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$613,288	$0	$0	$0	$0	$0
Equipment	$0	$1,079,089	$0	$0	$0	$0	$0
Arts	$0	$1,582	$0	$0	$0	$0	$0
Engineering Charges	$0	$34,754	$0	$0	$0	$0	$0
Construction	$0	$158,229	$0	$0	$0	$0	$0
Design	$0	$650,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$2,536,942**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M listed in project 2160-74000.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Library Books (1400) — Category: DIF

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
74500 *Library Books/Population Growt	$304,871	$0	$0	$0	$0	$0
Total DIF-Library Books Projects:	**$304,871**	**$0**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Library Books (1400) Category: DIF

Project: 74500 - *Library Books/Population Growth **Funding Source:** Development Impact Fees

Project Description: Funds to continue the phased in approach of increasing the number of library books to keep up with the growth of the City. Funds are included for the opening day collection of the West Branch Library.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$304,871	$0	$0	$0	$0	$0	$0
TOTAL	**$304,871**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Libraries (1500) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
74750	West Branch Library/Books	$1,953,096	$0	$0	$0	$0	$0
74751	*Library Books - Pop. Growth	$1,796,763	$385,340	$414,444	$444,394	$474,605	$2,040,855
Total DIF-Libraries Projects:		**$3,749,859**	**$385,340**	**$414,444**	**$444,394**	**$474,605**	**$2,040,855**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Libraries (1500) Category: DIF

Project: 74750 - West Branch Library/Books **Funding Source:** Development Impact Fees

Project Description: Design and construction of a 33,500 sq ft facility on approximately 7 acres of land at the Western Area Regional Facility site. Equipment includes 3M security system, gates, 2 self checks, radio frequency identification technology.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$175,276	$0	$0	$0	$0	$0
Equipment	$0	$227,635	$0	$0	$0	$0	$0
Arts	$0	$14,247	$0	$0	$0	$0	$0
Engineering Charges	$0	$51,287	$0	$0	$0	$0	$0
IT/Phone/Security	$0	$60,000	$0	$0	$0	$0	$0
Construction	$0	$1,424,651	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,953,096**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M listed in project 2160-74000.

Project: 74751 - *Library Books - Pop. Growth **Funding Source:** Development Impact Fees

Project Description: Request is for funds to continue the phased in approach of increasing the number of library books to keep up with the growth of the City. Funds are included for the opening day collection of the West Branch Library.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$1,458,894	$337,869	$385,340	$414,444	$444,394	$474,605	$2,040,855
TOTAL	**$1,458,894**	**$337,869**	**$385,340**	**$414,444**	**$444,394**	**$474,605**	**$2,040,855**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

PUBLIC SAFETY

Public safety projects are funded by a combination of public safety G.O. bonds and development impact fees. In FY 2008 carryover funds will be used for the completion of the phase 1 of Glendale Regional Public Safety Training Facility. In FY 2008 DIF carryover continues for the public safety needs assessment project.

During the second five-year phase of the CIP, public safety G.O. bonds will be used for advanced technologies, system upgrades for public safety services, fire engine pumpers and fire ladder truck replacement.

Above: Phase I of the Public Safety Training Center construction continues. Project 75019

Left: Fire Station 151 is being relocated; the vacant building will be used for fire equipment repair and storage. Project 75000 Fire Station Relocation

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Public Safety (2040) — Category: 20%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
75000	*Fire Station Relocation	$4,871,278	$0	$0	$0	$0	$0
75002	Hazardous Materials Vehicle	$794,375	$0	$0	$0	$0	$0
75012	Police Digital Comm. System	$1,793,750	$512,500	$512,500	$0	$0	$2,844,375
75014	*Fire 800 MHz System	$304,536	$0	$0	$0	$0	$0
75017	Upgrade of Police Digital Comm	$0	$0	$0	$0	$0	$21,525,000
75018	Fingerprint Identification Sys	$0	$0	$0	$0	$0	$512,500
75019	*EOC/Training Facility Phase I	$8,184,660	$0	$0	$0	$0	$0
75020	*City Court Building	$2,721,416	$27,166,454	$0	$0	$0	$0
75024	800MHz Communications Equip.	$0	$0	$828,200	$0	$0	$0
T2520	Infor & Imaging Systems	$0	$0	$0	$0	$0	$512,500
T2550	EOD Total Containment Vessel	$0	$0	$0	$0	$0	$307,500
T2600	Replace 2 Engine Pumpers	$0	$0	$0	$0	$0	$1,505,050
T2610	Replace 2 Engine Pumpers	$0	$0	$0	$0	$0	$1,505,968
T2690	Fire Admin Relocation	$0	$0	$2,790,562	$0	$0	$8,162,918
T4410	Replace 2 Fire Engine Pumpers	$0	$0	$0	$0	$0	$1,505,050
T4420	Replace Fire Ladder Truck	$0	$0	$0	$0	$0	$1,429,708
T4430	Fire Ladder Truck & Tender	$0	$0	$0	$0	$0	$2,676,274
T4440	Replace 2 Fire Engine Pumpers	$0	$0	$0	$0	$0	$1,505,050
T5310	**DNA/Blood Lab	$0	$0	$0	$0	$0	$1,281,045
T5320	**EOC Equipment Replacement	$0	$0	$0	$0	$0	$3,130,798
T5330	**Refurbish Gatwy & Fthls Statn	$0	$0	$0	$0	$0	$1,765,659
T5340	**Mobile Command Center Upgrade	$0	$0	$0	$0	$0	$300,000
T5350	**Fire Station - 99th & Maryland	$0	$0	$0	$0	$0	$14,618,412
T5360	**Radio Upgrade to IP	$0	$0	$0	$0	$0	$4,260,000
T5370	**Training Facility Phase II	$0	$0	$0	$0	$0	$34,081,378
T5380	**Purchase HazMat Vehicle	$0	$0	$0	$0	$0	$691,875
T5390	**Replace Utility Truck	$0	$0	$0	$0	$0	$615,000
T5400	**Replace 1 Brush Truck	$0	$0	$0	$0	$0	$307,500
T5410	**800MHz Communication Equip.	$0	$0	$0	$0	$0	$2,365,700
T5420	**Ballistic Vests	$0	$0	$0	$0	$0	$212,278
T5430	**Specialty Delivery Truck	$0	$0	$0	$0	$0	$205,000
T5440	**3000 Gallon Fuel Truck	$0	$0	$0	$0	$0	$102,500
T5450	**30 Heart Monitors	$0	$0	$0	$0	$0	$799,500

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Public Safety (2040) — Category: 20%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
T5460	**Rebuild Fire Station 153	$0	$0	$0	$0	$0	$10,996,371
T5470	**Electronic Charting	$0	$0	$0	$0	$0	$174,250
T5480	**Inspection Data Software/Tech	$0	$0	$0	$0	$0	$174,250
T5490	**Replace 1 Pumper w/Equip.	$0	$0	$0	$0	$0	$717,500
T5500	**Upgrade Station Generators	$0	$0	$0	$0	$0	$256,250
T5510	**Security Fencing	$0	$0	$0	$0	$0	$1,691,148
T5520	**Public Safety Vehicle Technolo	$0	$0	$0	$0	$0	$2,700,000
T5530	**911 Center Technology Enhancem	$0	$0	$0	$0	$0	$855,000
Total Public Safety Projects:		**$18,670,015**	**$27,678,954**	**$4,131,262**	**$0**	**$0**	**$126,293,307**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: 75000 - *Fire Station Relocation **Funding Source:** General Obligation Bonds

Project Description: Design, construction, furniture, fixtures and equipment to move existing Fire Station 151 out of the residential neighborhood at 55th Ave. and Orangewood. Vacated building would be used for fire department equipment repair and storage.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$71,928	$0	$0	$0	$0	$0	$0
Design	$871,500	$0	$0	$0	$0	$0	$0
Construction	$2,915,996	$0	$0	$0	$0	$0	$0
Finance Charges	$58,096	$0	$0	$0	$0	$0	$0
Engineering Charges	$71,928	$0	$0	$0	$0	$0	$0
Arts	$29,160	$0	$0	$0	$0	$0	$0
Equipment	$463,870	$0	$0	$0	$0	$0	$0
Contingency	$388,800	$0	$0	$0	$0	$0	$0
TOTAL	**$4,871,278**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 75002 - Hazardous Materials Vehicle **Funding Source:** General Obligation Bonds

Project Description: Replace the 13 year old support vehicle for the hazardous materials team. A second hazmat vehicle is being requested in a separate CIP project as an addition to the Fire Departments fleet. These vehicles are used on a daily basis due to growth.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$19,375	$0	$0	$0	$0	$0
Equipment	$0	$775,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$794,375**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M includes 10 year vehicle replacement and maintenance.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$50,000	$51,500	$53,045	$54,636	$298,774
Equip. Maint.	$0	$14,000	$14,420	$14,853	$15,298	$83,657
TOTAL	**$0**	**$64,000**	**$65,920**	**$67,898**	**$69,934**	**$382,431**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: 75012 - Police Digital Comm. System **Funding Source:** General Obligation Bonds

Project Description: This project will fund upgrades to the digital communications (radio) system used by the police, transportation, sanitation, airport, public works and utilities departments.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$43,750	$12,500	$12,500	$0	$0	$69,375
Equipment	$0	$1,750,000	$500,000	$500,000	$0	$0	$2,775,000
TOTAL	**$0**	**$1,793,750**	**$512,500**	**$512,500**	**$0**	**$0**	**$2,844,375**

Operating Description: No O&M in FY08. Maintenance costs on hardware/software. The costs associated with equipment maintenance includes the additional fees of $125,000 per year (including a 3% inflation rate) for the software subscription agreement which upgrades the actual software that operates the handheld and mobile radios.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$128,750	$132,613	$136,591	$140,689	$769,343
TOTAL	**$0**	**$128,750**	**$132,613**	**$136,591**	**$140,689**	**$769,343**

Project: 75014 - *Fire 800 MHz System **Funding Source:** General Obligation Bonds

Project Description: Upgrade Fire radio system to 800MHz to comply with FCC regulations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$304,536	$0	$0	$0	$0	$0	$0
TOTAL	**$304,536**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 75017 - Upgrade of Police Digital Comm **Funding Source:** General Obligation Bonds

Project Description: Replacement of digital voice communications system that is used by all city departments. This project will allow the city to own an antenna site and protect it from any future issues with rental or lease agreements. It could also provide revenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$525,000
Equipment	$0	$0	$0	$0	$0	$0	$21,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$21,525,000**

Operating Description: Maintenance costs of software/hardware. This will also include the cost of batteries and generators.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$280,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$280,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: 75018 - Fingerprint Identification Sys **Funding Source:** General Obligation Bonds

Project Description: Upgrade 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. Includes biometric devices to capture and return fingerprints and photos to officers in minutes.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$12,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$512,500**

Operating Description: Supplies/Contracts: 100 units x $50 monthly aircard x 12 months x 5 years = $300,000. PC/Vehicle Replacement: $500,000/6 years x 5 years (2013-2017) for replacement fund = $416,666.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$416,666
Supplies/Contr	$0	$0	$0	$0	$0	$300,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$716,666**

Project: 75019 - *EOC/Training Facility Phase I **Funding Source:** General Obligation Bonds

Project Description: Construction of a 10,800 EOC (Emergency Operations Center) along with Phase I of a joint Police/Fire Training Facility, which will include a shooting range, driving track, berms, classrooms, burn tower, fire props.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$750,000	$0	$0	$0	$0	$0	$0
Equipment	$750,000	$0	$0	$0	$0	$0	$0
Design	$6,357,598	$0	$0	$0	$0	$0	$0
Finance Charges	$296,765	$0	$0	$0	$0	$0	$0
Engineering Charges	$30,297	$0	$0	$0	$0	$0	$0
TOTAL	**$8,184,660**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M funded in FY 2006-07.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) Category: 20%

Project: 75020 - *City Court Building **Funding Source:** General Obligation Bonds

Project Description: The new court building is an 89,400 square foot facility. The proposed new court facility is needed to meet service demands as the court caseload continues its steady growth, requiring additional facilities and staff.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$3,119	$12,158	$109,842	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$20,241	$0	$0	$0	$0
Contingency	$0	$0	$3,457,025	$0	$0	$0	$0
Arts	$0	$0	$194,690	$0	$0	$0	$0
IT/Phone/Security	$0	$0	$1,253,100	$0	$0	$0	$0
Finance Charges	$0	$54,175	$662,596	$0	$0	$0	$0
Construction	$0	$0	$19,468,960	$0	$0	$0	$0
Design	$497,106	$2,154,858	$0	$0	$0	$0	$0
Equipment	$0	$0	$2,000,000	$0	$0	$0	$0
TOTAL	**$500,225**	**$2,221,191**	**$27,166,454**	**$0**	**$0**	**$0**	**$0**

Operating Description: Staffing-additional 3 city judges, 10 court clerks. Professional Development, professional and contractual, line supplies, office supplies, duplication fees. Utilities-estimates obtained from Field Operations. Building maintenance (year 1)-2.25 building maintenance workers, preventative maintenance, 2 service trucks and 1 crew truck, start-up materials, maintenance and line supplies, equipment repair and fuel, uniforms, communication equipment, custodial service equipment, 6 custodians, 1 day porter. Building maintenance (years 2 and thereafter) is same as year one minus one-time costs (trucks, communication equipment, custodial service equipment plus 3% inflationary adjustment where applicable. Electrical-monitoring service for fire/intrusion alarms. Landscape maintenance, landscape water based on 44,000 square feet. Right of way based on 17,500 square feet. Refuse based on two six-yard containers with pick-up three times per week.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$4,095	$4,218	$4,344	$4,475	$24,470
Water	$0	$13,551	$13,958	$14,376	$14,808	$80,974
Landscape	$0	$9,451	$9,735	$10,027	$10,327	$56,474
PC/Vehicle Replacement	$0	$6,063	$6,245	$6,432	$6,625	$36,229
Electrical	$0	$2,400	$2,472	$2,546	$2,623	$14,341
Insurance	$0	$7,587	$7,815	$8,049	$8,291	$45,336
Equip. Maint.	$0	$900	$927	$955	$983	$5,378
Bldg. Maint.	$0	$978,718	$881,699	$908,150	$935,394	$5,115,120
Utilities	$0	$350,000	$360,500	$371,315	$382,454	$2,091,418
Supplies/Contr	$0	$65,260	$67,218	$69,234	$71,311	$389,960
Staffing	$0	$1,031,273	$1,062,211	$1,094,078	$1,126,900	$6,162,350
TOTAL	**$0**	**$2,469,298**	**$2,416,998**	**$2,489,506**	**$2,564,191**	**$14,022,050**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) Category: 20%

Project: 75024 - 800MHz Communications Equip. **Funding Source:** General Obligation Bonds

Project Description: Purchase 180 portable and mobile radios and 10 gang chargers for the 800MHz Phoenix Regional Wireless Network.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$20,200	$0	$0	$0
Equipment	$0	$0	$0	$808,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$828,200**	**$0**	**$0**	**$0**

Operating Description: Technical services fees, radio replacement, and network fees on 800MHz portable and mobile radios.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$207,450	$213,674	$1,168,454
TOTAL	**$0**	**$0**	**$0**	**$207,450**	**$213,674**	**$1,168,454**

Project: T2520 - Infor & Imaging Systems **Funding Source:** General Obligation Bonds

Project Description: This project will replace obsolete digital system utilized for crime scene documentation. Image reporting would enhance the current web site to allow police reporting, communications and query capability. This system is needed to manage the 165,000 digital images captured each year.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$12,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$512,500**

Operating Description: This project will entail establishing a maintenance agreement with a vendor to provide updated software, hardware and IT technical support on a contract basis for several years.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$50,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T2550 - EOD Total Containment Vessel **Funding Source:** General Obligation Bonds

Project Description: This equipment allows on site disposal of explosive ordinance and other weapons of mass destruction. This trailer is different from the current one in that it contains the explosive and the current one vents it upward.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$300,000
Finance Charges	$0	$0	$0	$0	$0	$0	$7,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$307,500**

Operating Description: The costs for the vehicle includes $5,000 per year for maintenance and $5,000 per year for a metal stress test which is a requirement (x 5 years). The replacement cost will be $25,000 per year based on a 12 year period (x 5 years).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$125,000
Equip. Maint.	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$175,000**

Project: T2600 - Replace 2 Engine Pumpers **Funding Source:** General Obligation Bonds

Project Description: Replace two fire engine pumpers in the fire department fleet, per the Support Services 10-year plan. Currently there are at least three front line fire pumpers that have over 150,000 miles and need to be moved into reserve status. These pumpers ensure the reliability of supplying emergency services.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$36,708
Equipment	$0	$0	$0	$0	$0	$0	$1,468,342
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,505,050**

Operating Description: Vehicle replacement for two fire engine pumpers, on a 7 year replacement schedule. Equipment maintenance includes estimated shop and fuel charges.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$209,763
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$224,763**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T2610 - Replace 2 Engine Pumpers **Funding Source:** General Obligation Bonds

Project Description: Replace two fire engine pumpers in the fire department fleet, per the Support Services 10-year plan. Currently there are at least three front line fire pumpers that have over 150,000 miles and need to be moved into reserve status. These pumpers ensure the reliability of supplying emergency services.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$37,626
Equipment	$0	$0	$0	$0	$0	$0	$1,468,342
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,505,968**

Operating Description: Vehicle replacement for two fire engine pumpers, on a 7 year replacement schedule. Equipment maintenance includes estimated amount for shop and fuel.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$209,763
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$224,763**

Project: T2690 - Fire Admin Relocation **Funding Source:** General Obligation Bonds

Project Description: Purchase 2.5 acres of land in FY 2010, to be followed by design and construction beginning in FY 2011 of a 22,000 sq. ft. office building to house all of Fire Administration and the Fire Marshal's Office staff.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$0	$0	$0	$0	$0	$5,016,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$44,220
Equipment	$0	$0	$0	$0	$0	$0	$620,838
Arts	$0	$0	$0	$0	$0	$0	$50,160
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Finance Charges	$0	$0	$0	$68,062	$0	$0	$167,200
Design	$0	$0	$0	$0	$0	$0	$1,672,000
Land	$0	$0	$0	$2,722,500	$0	$0	$0
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$0**	**$0**	**$2,790,562**	**$0**	**$0**	**$8,162,918**

Operating Description: O&M includes supplies, office equipment, utilities, vehicle and PC replacement, custodial, landscape, water and refuse x 5 years. No staffing has been assumed for this project.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$9,660
Water	$0	$0	$0	$0	$0	$15,730
Landscape	$0	$0	$0	$0	$0	$15,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$48,555
Equip. Maint.	$0	$0	$0	$0	$0	$198,275
Bldg. Maint.	$0	$0	$0	$0	$0	$224,335
Utilities	$0	$0	$0	$0	$0	$220,595
Supplies/Contr	$0	$0	$0	$0	$0	$107,110
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$839,260**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T4410 - Replace 2 Fire Engine Pumpers **Funding Source:** General Obligation Bonds

Project Description: Replace two fire engine pumpers in the fire department fleet, per the Support Services 10-year plan. Currently there are at least three front line fire pumpers that have over 150,000 miles and need to be moved into reserve status. These pumpers ensure the reliability of supplying emergency services.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$36,708
Equipment	$0	$0	$0	$0	$0	$0	$1,468,342
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,505,050**

Operating Description: Vehicle replacement for two fire engine pumpers on a 7 year replacement schedule. O&M includes estimated shop and fuel charges.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$209,763
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$224,763**

Project: T4420 - Replace Fire Ladder Truck **Funding Source:** General Obligation Bonds

Project Description: Replace a 1987 fire ladder truck per fire department 5-year plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$34,871
Equipment	$0	$0	$0	$0	$0	$0	$1,394,837
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,429,708**

Operating Description: O&M includes estimated shop and fuel charges and vehicle replacement on 10 year cycle.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$139,484
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$154,484**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T4430 - Fire Ladder Truck & Tender **Funding Source:** General Obligation Bonds

Project Description: 1 fully equipped ladder truck and ladder tender vehicle, and staffing of 18 firefighters. Furnishings to accommodate additional ladder company in existing station. Growth, call volume and demand for the ladder services will determine the location of which station it will be located.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$66,866
Equipment	$0	$0	$0	$0	$0	$0	$2,555,408
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$54,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,676,274**

Operating Description: Salaries and benefits for 18 FTE: 12 firefighters, 3 captain and 3 engineer promotions, training, supplies and dispatching, vehicle and equipment maintenance, and vehicle replacement for both vehicles, and one-time cost of recruit, test, hire and academy.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$255,541
Insurance	$0	$0	$0	$0	$0	$10,512
Equip. Maint.	$0	$0	$0	$0	$0	$49,544
Supplies/Contr	$0	$0	$0	$0	$0	$528,028
Staffing	$0	$0	$0	$0	$0	$1,768,013
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,611,638**

Project: T4440 - Replace 2 Fire Engine Pumpers **Funding Source:** General Obligation Bonds

Project Description: Replace two fire engine pumpers in the fire department fleet, per the Support Services 10-year plan. Currently there are at least three front line fire pumpers that have over 150,000 miles and need to be moved into reserve status. These pumpers ensure the reliability of supplying emergency services.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$36,708
Equipment	$0	$0	$0	$0	$0	$0	$1,468,342
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,505,050**

Operating Description: Vehicle replacement for two fire engine pumpers on a 7 year replacement schedule. O&M includes estimated shop and fuel charges.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$209,763
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$224,763**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5310 - **DNA/Blood Lab **Funding Source:** General Obligation Bonds

Project Description:

Project assumes that a DNA/Blood lab will be located either as a rehabilitated space in the current public safety building or as a part of the new public safety location. The Glendale Police Department is currently the single largest contributor of DNA evidence to the Arizona Department of Public Safety (DPS). DPS DNA analysis currently takes two years.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$19,800
Arts	$0	$0	$0	$0	$0	$0	$3,000
Finance Charges	$0	$0	$0	$0	$0	$0	$31,245
Construction	$0	$0	$0	$0	$0	$0	$300,000
Equipment	$0	$0	$0	$0	$0	$0	$927,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,281,045**

Operating Description:

Staffing = 3 lab techs at $57,500 per year x 5 years = $862,500.
Supplies/contracts are estimated at $125,600 per year per employee (per Census of Publicly Funded Forensic Crime Labs, 2002). $125,600 x 3 employees x 5 years = $1,884,000.
Utilities: 750 sq ft x $2.52 = $1,890 x 5 years = $9,450.
Bldg Maint: 750 sq ft x 1.80 = $1,350 x 5 years = $6,750.
Insurance: $1,020,431/546/ employee = $1,868 x 3 techs = $5,604 x 5 years = $28,020.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Insurance	$0	$0	$0	$0	$0	$28,020
Bldg. Maint.	$0	$0	$0	$0	$0	$6,750
Utilities	$0	$0	$0	$0	$0	$9,450
Supplies/Contr	$0	$0	$0	$0	$0	$1,884,000
Staffing	$0	$0	$0	$0	$0	$862,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,790,720**

Project: T5320 - **EOC Equipment Replacement **Funding Source:** General Obligation Bonds

Project Description:

Replace telecommunication, audio/visual, computer infrastructure, radios and furniture in the City EOC. The average life of electronic based EOC equipment is approximately 7 years due to improvements in technology and use. The average life of EOC furniture is approximately 8 years based on use. The EOC will be 7 years old in 2013.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$120,750
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$2,578,798
Equipment	$0	$0	$0	$0	$0	$0	$431,250
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,130,798**

Operating Description:

No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5330 - **Refurbish Gatwy & Fthls Statn **Funding Source:** General Obligation Bonds

Project Description: Refurbish Gateway and Foothills public safety facilities.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$15,000
Construction	$0	$0	$0	$0	$0	$0	$1,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$39,759
Contingency	$0	$0	$0	$0	$0	$0	$156,900
Engineering Charges	$0	$0	$0	$0	$0	$0	$54,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,765,659**

Operating Description: No O&M at this time.

Project: T5340 - **Mobile Command Center Upgrade **Funding Source:** General Obligation Bonds

Project Description: This project replaces all phone and computer technology currently located in the Police Department's Mobile Command Center. The MCC was originally purchased and outfitted with equipment in 1999. Due to the ever occurring changes in technology, a complete replacement of the infrastructure will be needed.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$24,999
Construction	$0	$0	$0	$0	$0	$0	$251,399
Finance Charges	$0	$0	$0	$0	$0	$0	$7,544
Engineering Charges	$0	$0	$0	$0	$0	$0	$13,544
Arts	$0	$0	$0	$0	$0	$0	$2,514
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$300,000**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) Category: 20%

Project: T5350 - **Fire Station - 99th & Maryland **Funding Source:** General Obligation Bonds

Project Description: Design and construction of a 15,000 sq. ft., 4-bay fire station, with firefighter quarters for 18 personnel, furniture/fixtures/equipment, office space and storage. Equipment includes 1 engine. This facility will respond to the surrounding residential and the Westgate area between Northern and Camelback west of Loop 101.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$66,903
Equipment	$0	$0	$0	$0	$0	$0	$1,601,040
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$140,000
Finance Charges	$0	$0	$0	$0	$0	$0	$364,996
Design	$0	$0	$0	$0	$0	$0	$2,007,090
Land	$0	$0	$0	$0	$0	$0	$2,395,800
Contingency	$0	$0	$0	$0	$0	$0	$1,259,783
Construction	$0	$0	$0	$0	$0	$0	$6,690,300
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,618,412**

Operating Description: Salary & benefits for 12 firefighters, 3 captains & 3 engineer promotions, training, medic pay, station supplies, station and equipment maintenance, insurance and a 1-time cost to recruit, test, hire, training academy for 18 and medic school for 6. Utilities calculated at 1.54/sq ft x 5 years . Staffing also includes 1/2 a Bldg Maint worker @ $40K/year x 5 years. Build. Maint. includes supplies at .30/sq. ft. per year and custodial at $1.90/sq ft per year x 5 years.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$1,000
Water	$0	$0	$0	$0	$0	$2,860
Landscape	$0	$0	$0	$0	$0	$6,100
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$27,000
Electrical	$0	$0	$0	$0	$0	$23,800
Insurance	$0	$0	$0	$0	$0	$10,995
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
Bldg. Maint.	$0	$0	$0	$0	$0	$165,000
Utilities	$0	$0	$0	$0	$0	$115,500
Supplies/Contr	$0	$0	$0	$0	$0	$528,028
Staffing	$0	$0	$0	$0	$0	$1,968,013
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,863,296**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) Category: 20%

Project: T5360 - **Radio Upgrade to IP **Funding Source:** General Obligation Bonds

Project Description: This project upgrades the City's current digital radio system to Motorola version 7.X which is an internet based technology as opposed to the current, traditional radio functionality.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$107,139
Contingency	$0	$0	$0	$0	$0	$0	$290,268
Engineering Charges	$0	$0	$0	$0	$0	$0	$69,568
Construction	$0	$0	$0	$0	$0	$0	$3,260,421
Design	$0	$0	$0	$0	$0	$0	$500,000
Arts	$0	$0	$0	$0	$0	$0	$32,604
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,260,000**

Operating Description: O&M for .5 Radio System Network Specialist, service agreement with vendor.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$350,000
Staffing	$0	$0	$0	$0	$0	$45,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$395,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) Category: 20%

Project: T5370 - **Training Facility Phase II **Funding Source:** General Obligation Bonds

Project Description: Phase II of the Glendale Western Regional Public Safety Training Facility will include a driver's training track building and simulator, maintenance & tire shop, swift water prop, fire bldg. props (strip mall, gas station, single family house, big box store, apt. bldg), other multi fire props and simulated police station, and PD simulation village.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$2,280,300
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$2,280,300
Design	$0	$0	$0	$0	$0	$0	$4,560,600
Construction	$0	$0	$0	$0	$0	$0	$22,803,000
Finance Charges	$0	$0	$0	$0	$0	$0	$677,353
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$528,250
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$0	$228,030
Equipment	$0	$0	$0	$0	$0	$0	$601,545
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$34,081,378**

Operating Description: O&M includes salaries and benefits for 1 Battalion Chief, 2 Captains, 1 Secretary and 1 Records Technician. Supplies/contracts includes a 3-year maintenance contract at $72,000 for driving simulator. Landscape maintenance. and water usage is calculated at 10 acres (438,600 x $0.084 per sq. ft.).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$5,000
Water	$0	$0	$0	$0	$0	$58,772
Landscape	$0	$0	$0	$0	$0	$55,263
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$7,210
Insurance	$0	$0	$0	$0	$0	$186,538
Equip. Maint.	$0	$0	$0	$0	$0	$14,000
Utilities	$0	$0	$0	$0	$0	$399,128
Supplies/Contr	$0	$0	$0	$0	$0	$123,975
Staffing	$0	$0	$0	$0	$0	$380,566
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,230,452**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5380 - **Purchase HazMat Vehicle **Funding Source:** General Obligation Bonds

Project Description: Purchase of a second HazMat vehicle for the hazardous materials team to have as a back-up in the event that the other vehicle is out of service, and/or serving at a Mega Event. This second support truck will ensure continued service to the citizens.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$675,000
Finance Charges	$0	$0	$0	$0	$0	$0	$16,875
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$691,875**

Operating Description: O&M includes 10 year vehicle replacement and maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$50,000
Equip. Maint.	$0	$0	$0	$0	$0	$14,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$64,000**

Project: T5390 - **Replace Utility Truck **Funding Source:** General Obligation Bonds

Project Description: Replacement of six year old utility truck with 68,000. This is a specialized vehicle used in the fire service for: 1) exterior lighting tower; 2) mobile fresh breathing air station; 3) mobile rehabilitation/rehydration unit and 4) provides electricity for fans and lights inside buildings.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$15,000
Equipment	$0	$0	$0	$0	$0	$0	$600,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$615,000**

Operating Description: O&M includes 10 year vehicle replacement and maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$6,000
Equip. Maint.	$0	$0	$0	$0	$0	$14,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5400 - **Replace 1 Brush Truck **Funding Source:** General Obligation Bonds

Project Description: Replace the departments existing and only brush truck within Fire's fleet. This vehicle provides fire suppression off-road when dealing with brush fires requiring a specialized 4-wheel drive or a "brush truck" unit.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$300,000
Finance Charges	$0	$0	$0	$0	$0	$0	$7,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$307,500**

Operating Description: O&M includes a 10-year vehicle replacement and maintenance x 5 years.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$150,000
Equip. Maint.	$0	$0	$0	$0	$0	$70,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$220,000**

Project: T5410 - **800MHz Communication Equip. **Funding Source:** General Obligation Bonds

Project Description: Purchase of 250 XTS5000 800 MHz portable and mobile radios and communication equipment to meet FCC requirements. Valley fire departments have been preparing for several years installing infrastructure for 800 MHz. The system is scheduled to come online in 2008. Current portable radios cannot transmit on 800 MHz so this request is for 800 MHz portal.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$2,308,000
Finance Charges	$0	$0	$0	$0	$0	$0	$57,700
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,365,700**

Operating Description: O&M includes technical services fees, radio replacement, and network fees on communication equipment.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$1,203,508
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,203,508**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5420 - **Ballistic Vests **Funding Source:** General Obligation Bonds

Project Description: Replacement of ballistic vests throughout the Fire Department. Fire personnel respond to a variety of dangerous situations such as; shootings, stabbings, domestic disputes, drug labs and generally violent patients. Our policy states that Fire personnel wear their vest on any of the above dispatched emergencies for their safety.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$5,178
Equipment	$0	$0	$0	$0	$0	$0	$207,100
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$212,278**

Operating Description: No O&M at this time.

Project: T5430 - **Specialty Delivery Truck **Funding Source:** General Obligation Bonds

Project Description: Purchase of a specialty delivery truck to replace a smaller vehicle already at capacity. This vehicle carries emergency medical supplies and various fire fighting supplies it has a specialized shelving system and a rollup large door for stock access. Used for replenishing all emergency medical and fire related supplies.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$5,000
Equipment	$0	$0	$0	$0	$0	$0	$200,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$205,000**

Operating Description: O&M includes a 7-year vehicle replacement and maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$28,571
Equip. Maint.	$0	$0	$0	$0	$0	$14,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$42,571**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5440 - **3000 Gallon Fuel Truck **Funding Source:** General Obligation Bonds

Project Description: Purchase of a 3,000 gallon fuel truck for the Fire department to adequately prepare for disasters of all types. It would fill a resource need during disasters such as: fuel shortages and would provide the ability to refuel at fires that require pumping all day & all night.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$2,500
Equipment	$0	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$102,500**

Operating Description: O&M includes a 10-year vehicle replacement and maintenance x 5 years.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$50,000
Equip. Maint.	$0	$0	$0	$0	$0	$70,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$120,000**

Project: T5450 - **30 Heart Monitors **Funding Source:** General Obligation Bonds

Project Description: Purchase of 30 "state of the art" cardiac monitors. Recent purchase of these monitors will replace 10-year old monitors. The life span is difficult to gauge as wear and tear is a factor that plays into how long these units last. These monitors are used multiple times daily. 80% of calls for service relate to emergency medical incidents.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$19,500
Equipment	$0	$0	$0	$0	$0	$0	$780,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$799,500**

Operating Description: O&M includes the on-going maintenance cost and batteries x 5 years.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5460 - **Rebuild Fire Station 153 **Funding Source:** General Obligation Bonds

Project Description: FS 153 was built 1973. This project includes rebuilding fire station 153 to a 15,000 sq. ft., 4-bay fire station to house modern-sized fire equipment with firefighter quarters to include physical fitness room and computer work stations, office space and storage.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$0	$6,690,300
Contingency	$0	$0	$0	$0	$0	$0	$1,043,374
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$188,000
Arts	$0	$0	$0	$0	$0	$0	$66,903
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$140,000
Design	$0	$0	$0	$0	$0	$0	$2,007,090
Finance Charges	$0	$0	$0	$0	$0	$0	$268,204
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,996,371**

Operating Description: Utilities calculated at $1.54/sq ft = $23,100 x 5 years. No new FTE's have been assumed. Bldg. Maint. includes custodial services estimated at $1.80/sq ft x 5 yrs. Electrical is calculated for IT network hardware costs provided by IT x 5 years. Landscape includes cost for ROW maintenance at $.17/sq. ft.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$800
Water	$0	$0	$0	$0	$0	$10,725
Landscape	$0	$0	$0	$0	$0	$22,875
Electrical	$0	$0	$0	$0	$0	$120,000
Bldg. Maint.	$0	$0	$0	$0	$0	$135,000
Utilities	$0	$0	$0	$0	$0	$115,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$404,900**

Project: T5470 - **Electronic Charting **Funding Source:** General Obligation Bonds

Project Description: Electronic charting for documentation of incidents, and skills. This is a paperless system for gathering patient information meeting (HIPPA standards) on-scene and downloading into a database. This reduces the manual workload of filing hand-written documents and providing efficiency in transferring data to records.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$4,250
Equipment	$0	$0	$0	$0	$0	$0	$170,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$174,250**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5480 - **Inspection Data Software/Tech **Funding Source:** General Obligation Bonds

Project Description: Purchase of 10 tablet style laptops to be used by Fire Inspectors when conducting business inspections. This project will save over 500 hours a year in data inputting by the inspectors allowing an increase in the number of business inspections. Several cities are currently evaluating similar technology for their inspections.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$170,000
Finance Charges	$0	$0	$0	$0	$0	$0	$4,250
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$174,250**

Operating Description: No O&M at this time.

Project: T5490 - **Replace 1 Pumper w/Equip. **Funding Source:** General Obligation Bonds

Project Description: Replace one fire engine pumper with equipment in the fire department fleet, per the Support Services 10-year plan. Currently there are at least three front line fire pumpers that have over 150,000 miles and need to be moved into reserve status. Pumpers ensure the reliability of supplying emergency services.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$17,500
Equipment	$0	$0	$0	$0	$0	$0	$700,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$717,500**

Operating Description: O & M includes equipment maintenance and vehicle replacement on a 7 year replacement schedule.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$104,882
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$119,882**

Project: T5500 - **Upgrade Station Generators **Funding Source:** General Obligation Bonds

Project Description: Upgrade station generators and wiring at all fire stations to 80% load for emergency. In case of large or small catastrophes fire stations can operate without the need for outside power for extended periods of times. Currently most stations operate only lighting and will not sustain extended periods of power loss due to extreme temperatures.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$6,250
Equipment	$0	$0	$0	$0	$0	$0	$250,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$256,250**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) — Category: 20%

Project: T5510 - **Security Fencing — **Funding Source:** General Obligation Bonds

Project Description: Security fencing at six stations, including gate loops, safety and security devices for doors to meet Homeland Security recommendations. As new fire stations are built, fencing is included in the construction, therefore security fencing is only needed at older stations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$41,248
Equipment	$0	$0	$0	$0	$0	$0	$1,649,900
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,691,148**

Operating Description: O&M includes annual equipment maintenance of $4,000 x 5 years.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$20,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,000**

Project: T5520 - **Public Safety Vehicle Technolo — **Funding Source:** General Obligation Bonds

Project Description: Places digital mobile video camera in each patrol car; places a mobile data computer (MDC), modem, and radio in all marked and unmarked patrol vehicles. Funding will be used to purchase ruggedized laptops for all officers and customize automatic vehicle Locators (AVL) for the Fire Dept.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$60,000
Equipment	$0	$0	$0	$0	$0	$0	$2,400,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$240,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,700,000**

Operating Description: Replacement cost for hardware and software licensing fees.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$225,000	$1,230,392
TOTAL	**$0**	**$0**	**$0**	**$0**	**$225,000**	**$1,230,392**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Public Safety (2040) Category: 20%

Project: T5530 - **911 Center Technology Enhancem **Funding Source:** General Obligation Bonds

Project Description: Adds 8 additional 911 call-taking consoles - 4 at the back up center and 4 primary center. Adds 4 additional radio dispatch consoles to primary center.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$76,000
Finance Charges	$0	$0	$0	$0	$0	$0	$19,000
Equipment	$0	$0	$0	$0	$0	$0	$760,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$855,000**

Operating Description: Maintenance on hardware and software $45,000 x 5 years = $225,000.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$225,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$225,000**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Police Facilities (1440) — Category: DIF

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
77301 *Public Safety Master Plan	$215,725	$0	$0	$0	$0	$0
Total DIF-Police Facilities Projects:	**$215,725**	**$0**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Police Facilities (1440) Category: DIF

Project: 77301 - *Public Safety Master Plan **Funding Source:** Development Impact Fees

Project Description: A needs assessment study will be conducted for the Police Department.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$215,725	$0	$0	$0	$0	$0	$0
TOTAL	**$215,725**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-Fire Protect Fac (1420) **Category: DIF**

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
77003 *Fire Station Relocation	$717,590	$0	$0	$0	$0	$0
Total DIF-Fire Protect Fac Projects:	**$717,590**	**$0**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-Fire Protect Fac (1420) Category: DIF

Project: 77003 - *Fire Station Relocation **Funding Source:** Development Impact Fees

Project Description: Design, construction, furniture, fixtures and equipment to move existing Fire Station 151 out of the residential neighborhood at 55th Avenue and Orangewood. Vacated building would be used for fire department equipment repair and storage.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$717,590	$0	$0	$0	$0	$0	$0
TOTAL	**$717,590**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

GOVERNMENT FACILITIES

The first phase of the Field Operations Complex was completed in 2006 and included an equipment management facility, new warehouse, tenant improvements to current space on site, and off-street improvements to Orangewood Avenue. An additional $49.6 million will be needed in later years for the second Phase of the Field Operations Complex.

Carryover will continue in FY 2008 for fire protection upgrades and exterior roofing improvements. These projects were originally slated for funding in the General Fund PAYGO plan. Due to the life span of the improvements the projects were moved to this G.O. bond category.

Above & Right:
Outside and inside of the Field Operations Complex-Phase I.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Government Facility (2080) — Category: 6%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
77500	Operations Center Expansion	$0	$0	$0	$0	$0	$49,634,490
77501	City Office Building	$0	$0	$0	$0	$0	$13,460,300
77502	*Fire Protection Upgrades	$93,011	$0	$0	$0	$0	$0
77503	*Exterior Closure (Roofing)	$147,285	$0	$0	$0	$0	$0
Total Government Facility Projects:		**$240,296**	**$0**	**$0**	**$0**	**$0**	**$63,094,790**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Government Facility (2080) Category: 6%

Project: 77500 - Operations Center Expansion **Funding Source:** General Obligation Bonds

Project Description: Funds to complete Phase II of the Field Operations Center that includes renovation and construction of new utilities and street maintenance facilities, possible expansion of the warehouse, construction of sanitation offices, demolition of the Spring City building and incorporation of the adjacent trailer park into the site.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$1,000,000
Arts	$0	$0	$0	$0	$0	$0	$442,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$182,490
Finance Charges	$0	$0	$0	$0	$0	$0	$610,000
Construction	$0	$0	$0	$0	$0	$0	$44,200,000
Design	$0	$0	$0	$0	$0	$0	$3,200,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$49,634,490**

Operating Description: Operating and maintenance costs for the first phase of construction were approved during the 2005-06 budget development process. Operating and maintenance costs for the 2nd phase will be developed as the project moves closer to construction.

Project: 77501 - 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. There is not a specific site envisioned for the project at this time.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$117,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Finance Charges	$0	$0	$0	$0	$0	$0	$328,300
Construction	$0	$0	$0	$0	$0	$0	$11,700,000
Design	$0	$0	$0	$0	$0	$0	$1,200,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,460,300**

Operating Description: Utilities for approx. 70,000 sq. ft. building. Electrical at $180,000 per year and water at $9,100 per year. Building maintenance includes maintenance program of $1.75 sq. ft., ongoing supplies at $0.25 sq. ft., custodial services at $160,000 per year.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$9,600
Bldg. Maint.	$0	$0	$0	$0	$0	$600,000
Utilities	$0	$0	$0	$0	$0	$756,400
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,366,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Government Facility (2080) — Category: 6%

Project: 77502 - *Fire Protection Upgrades **Funding Source:** General Obligation Bonds

Project Description: Citywide fire protection upgrades. The upgrades would require a total of $320,000 to ensure that seven identified city buildings have the proper fire protection systems in place to meet federal regulation safety mandates.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$93,011	$0	$0	$0	$0	$0	$0
TOTAL	**$93,011**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 77503 - *Exterior Closure (Roofing) **Funding Source:** General Obligation Bonds

Project Description: Citywide roofing upgrades to improve the condition of several facilities and extend the useful life of the infrastructure.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$147,285	$0	$0	$0	$0	$0	$0
TOTAL	**$147,285**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

GENERAL GOVERNMENT

Carryover funds will complete the new space study for the City's municipal offices. Also, funding continues from FY 2008-2010 for the lease purchase of 5+ acres of land along Glendale Avenue for the new City Court Complex.

Above: City Hall will undergo a reconfiguration in the basement level and will also have a space study done.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: DIF-General Government (1620) — Category: DIF

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
77751	*City Hall Remodel & Space Stdy	$111,357	$0	$0	$0	$0	$0
77752	Land for City Court Building	$567,216	$558,144	$549,072	$0	$0	$0
Total DIF-General Government Projects:		**$678,573**	**$558,144**	**$549,072**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: DIF-General Government (1620) — Category: DIF

Project: 77751 - *City Hall Remodel & Space Stdy **Funding Source:** Development Impact Fees

Project Description: This project includes the reconfiguration of the basement area to accommodate the growth of the Human Resources Department and a new space study for the municipal office complex.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$111,357	$0	$0	$0	$0	$0	$0
TOTAL	**$111,357**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 77752 - Land for City Court Building **Funding Source:** Development Impact Fees

Project Description: Lease payment (land) for a new 89,400 sq. ft. city court complex.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$567,216	$558,144	$549,072	$0	$0	$0
TOTAL	**$0**	**$567,216**	**$558,144**	**$549,072**	**$0**	**$0**	**$0**

Operating Description: O&M funding received in FY 2005-06.

***Project includes carryover funding**

**** New Project**

SANITATION

In FY 2008 carryover funds will be used to replace older rolloff trucks, frontload trucks, sideload refuse trucks and loose trash equipment trucks that have reached the end of their serviceable life.

Above: Sanitation has a number of vehicles scheduled for replacement over the next 10 years including front-loader trucks, side-loader trucks and pick-up trucks.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Sanitation Fund (2480) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
78000	*Capital Lease Purchases - 57	$370,676	$0	$0	$0	$0	$0
78001	*Rolloff Trucks - 17810	$226,019	$51,500	$0	$196,495	$420,220	$1,068,438
78002	*Frontloader Trucks - 17820	$509,130	$265,500	$568,000	$304,225	$0	$2,927,400
78003	*Sideload Refuse Trucks - 17830	$1,094,445	$1,011,800	$1,082,400	$1,737,400	$1,239,020	$9,891,450
78004	*Loose Trash Equipment - 17840	$614,324	$231,750	$0	$0	$0	$3,273,600
T2400	Repl Pickup Trucks -Sanitation	$0	$51,500	$82,400	$0	$0	$38,200
T2410	**Insertion Machine: Sanitation	$0	$0	$0	$0	$0	$68,000
Total Sanitation Fund Projects:		**$2,814,594**	**$1,612,050**	**$1,732,800**	**$2,238,120**	**$1,659,240**	**$17,267,088**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sanitation Fund (2480) — Category: Other

Project: 78000 - *Capital Lease Purchases - 57 **Funding Source:** Sanitation Revenues

Project Description: Carryover funds for vehicle replacement in sanitation.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$370,676	$0	$0	$0	$0	$0	$0
TOTAL	**$370,676**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78001 - *Rolloff Trucks - 17810 **Funding Source:** Sanitation Revenues

Project Description: Purchase of eight rolloff trucks and containers over a 10-year period. Service life of rolloff trucks is projected to be eight years. None of this equipment is in the city's vehicle replacement fund. In FY08 one growth truck will be purchased at a cost of $155,500 and ten 40-yard rolloff containers will be purchased at a cost of $5,000 each.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$14,354	$205,500	$50,000	$0	$190,500	$408,000	$1,038,238
Finance Charges	$0	$6,165	$1,500	$0	$5,995	$12,220	$30,200
TOTAL	**$14,354**	**$211,665**	**$51,500**	**$0**	**$196,495**	**$420,220**	**$1,068,438**

Operating Description: Staffing includes salary and benefits. One equipment operator will be added to operate a new truck in FY08 at a cost of $53,900 and another equipment operator will be added in FY13 at a cost of $62,500. Equipment maintenance cost includes repairs, tires, and fuel. Insurance cost is based on the current average cost ($2,841) per employee.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Insurance	$1,336	$1,376	$1,417	$1,460	$1,504	$8,223
Equip. Maint.	$50,000	$51,500	$53,045	$54,636	$56,275	$615,474
Staffing	$53,900	$55,517	$57,183	$58,898	$60,665	$663,482
TOTAL	**$105,236**	**$108,393**	**$111,645**	**$114,994**	**$118,444**	**$1,287,179**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sanitation Fund (2480) — Category: Other

Project: 78002 - *Frontloader Trucks - 17820 **Funding Source:** Sanitation Revenues

Project Description: Replacement of ten frontload trucks, one sideload truck, and one container delivery truck over a 10-year period that will have reached the end of their service life. Service life is projected to be 9 years. These are not in the vehicle replacement fund and will be lease-purchased. One replacement frontload truck in FY08 at a cost of $242,000.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$261,080	$242,000	$259,000	$554,000	$297,000	$0	$2,856,000
Finance Charges	$0	$6,050	$6,500	$14,000	$7,225	$0	$71,400
TOTAL	**$261,080**	**$248,050**	**$265,500**	**$568,000**	**$304,225**	**$0**	**$2,927,400**

Operating Description: Staffing includes salary and benefits. Two equipment operators will be added to operate a new truck and a new container delivery truck in FY13 at a cost of $62,500 each. Equipment maintenance cost includes repairs, tires, and fuel.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Insurance	$0	$0	$0	$0	$0	$39,836
Equip. Maint.	$0	$0	$0	$0	$0	$680,716
Staffing	$0	$0	$0	$0	$0	$733,516
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,454,068**

Project: 78003 - *Sideload Refuse Trucks - 17830 **Funding Source:** Sanitation Revenues

Project Description: Purchase of 48 automated sideload refuse trucks over a 10-year period including four additional trucks due to growth. Service life is projected to be approximately nine years for newly purchased equipment. These are not in the vehicle replacement fund. In FY08 four replacement trucks at a cost of $230,500 each.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$149,445	$922,000	$986,800	$1,056,000	$1,695,000	$1,208,800	$9,650,200
Finance Charges	$0	$23,000	$25,000	$26,400	$42,400	$30,220	$241,250
TOTAL	**$149,445**	**$945,000**	**$1,011,800**	**$1,082,400**	**$1,737,400**	**$1,239,020**	**$9,891,450**

Operating Description: Staffing includes salary and benefits. One additional equipment operator position will be added to operate new trucks at a present annual cost of $52,300 in each of the following fiscal years: FY09, FY11, FY13 and FY15. Equipment maintenance cost includes repairs, tires, and fuel. Insurance cost is based on the current average cost ($2,841) per employee.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Insurance	$0	$3,014	$3,104	$6,395	$6,587	$65,151
Equip. Maint.	$0	$51,500	$53,045	$109,273	$112,551	$1,113,282
Staffing	$0	$55,495	$57,160	$117,748	$121,280	$1,199,635
TOTAL	**$0**	**$110,009**	**$113,309**	**$233,416**	**$240,418**	**$2,378,068**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sanitation Fund (2480) — Category: Other

Project: 78004 - *Loose Trash Equipment - 17840 **Funding Source:** Sanitation Revenues

Project Description: Replacement of loose trash rearload trucks and tractors that have reached the end of their service life. Service life is projected to be approximately ten years for rearloaders and eight years for tractors. Addition of a three-person crew and crew leader in FY 08 and FY 13. In FY08 two growth rearloaders, two tractors, one pickup truck.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$6,524	$593,000	$225,000	$0	$0	$0	$3,193,500
Finance Charges	$0	$14,800	$6,750	$0	$0	$0	$80,100
TOTAL	**$6,524**	**$607,800**	**$231,750**	**$0**	**$0**	**$0**	**$3,273,600**

Operating Description: Staffing includes salary and benefits. In FY08, three additional equipment operators are added at a per person cost of $53,900 each and an additional amount for a crew leader at $59,500 due to growth. In FY13, one new growth crew is added at a per person cost of $62,460 each. Equipment maintenance cost includes repairs, tires, and fuel. Insurance cost is based on current average cost ($2,841) per employee. Replacement cost assume adding a new pick up to the vehicle replacement fund with an expected service life of eight years.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$2,875	$2,961	$3,050	$3,142	$3,236	$17,695
Insurance	$9,382	$9,663	$9,953	$10,252	$10,560	$57,744
Equip. Maint.	$128,750	$132,613	$136,591	$140,689	$144,909	$1,585,000
Staffing	$221,200	$227,836	$234,671	$241,711	$248,963	$2,356,250
TOTAL	**$362,207**	**$373,073**	**$384,265**	**$395,794**	**$407,668**	**$4,016,689**

Project: T2400 - Repl Pickup Trucks -Sanitation **Funding Source:** Sanitation Revenues

Project Description: Pick-up trucks to replace aging trucks.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$1,500	$2,400	$0	$0	$1,200
Equipment	$0	$0	$50,000	$80,000	$0	$0	$37,000
TOTAL	**$0**	**$0**	**$51,500**	**$82,400**	**$0**	**$0**	**$38,200**

Operating Description: No O&M at this time.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$5,000	$13,100	$13,493	$13,898	$81,325
TOTAL	**$0**	**$5,000**	**$13,100**	**$13,493**	**$13,898**	**$81,325**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Sanitation Fund (2480) Category: Other

Project: T2410 - **Insertion Machine: Sanitation **Funding Source:** Sanitation Revenues

Project Description: Replace current insertion machine. The machine performs insertion for all departments, including sales tax, water and sewer, sanitation, marketing, human resources, council, landfill and payroll.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$68,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$68,000**

Operating Description: This piece of equipment will be included in the technology replacement fund. A one year service preventative maintenance agreement (PMA) is built into the cost of $15,000 for the next five years (33% cost to water and sewer fund = $24,750, 33% cost to general fund = $24,750 and 34% to sanitation = $25,500).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$25,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,500**

***Project includes carryover funding**

**** New Project**

LANDFILL

In FY 2008, the Municipal Recycling Facility (MRF) will undergo a series of improvements including a perimeter fence to control liter, process line improvements and replacement of forklifts and roll-off trucks that have reached the end of their serviceable life.

Future year projects include a landfill soil excavation project, closure of the completed south area of the landfill, and the installation of a landfill liner and leachate collection system for the north expansion area of the landfill.

Above: Various vehicles & equipment associated with the landfill and MRF are scheduled for replacement in the first five years of the CIP.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Landfill (2440) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
78500	Landfill Bioreactor Project	$0	$0	$0	$0	$0	$1,264,693
78502	Landfill Screening Berm	$0	$715,450	$0	$0	$0	$0
78503	Landfill Closure (South)	$0	$0	$0	$334,080	$0	$7,080,670
78505	Landfill Liner Installation	$0	$204,953	$4,796,468	$4,796,468	$0	$0
78506	Landfill Pickup Truck Replacem	$0	$73,503	$0	$0	$0	$90,044
78507	Landfill Soil Excavation	$0	$8,085,667	$0	$0	$0	$0
78508	*Landfill Stormwater Drain	$148,750	$81,114	$83,549	$86,054	$0	$0
78509	MRF Forklift Replacements	$31,750	$32,590	$33,415	$34,235	$0	$238,210
78510	*MRF Replacement Vehicles	$7,145	$0	$0	$0	$0	$0
78511	*Landfill Compactor Replacement	$11,349	$924,550	$0	$0	$0	$2,026,425
78512	*Landfill Fuel Tanker Replacem	$220,000	$0	$0	$0	$246,000	$0
78513	*Fiber Optics Installation	$266,560	$0	$0	$0	$0	$0
78514	*Sanitation Insp Trucks - 17740	$8,756	$0	$87,650	$93,800	$0	$87,650
78515	MRF RollOff Truck Replacement	$155,400	$0	$0	$0	$0	$0
78516	**MRF Facility Improvements	$168,405	$0	$0	$0	$0	$0
78517	**Landfill Gas System Expansion	$467,925	$0	$0	$0	$0	$0
78518	**MRF Process Line Improvements	$612,850	$0	$0	$0	$0	$0
78519	**Landfill Entrance Signal	$500,942	$0	$0	$0	$0	$0
T2320	Landfill Bulldozer Replacement	$0	$764,650	$0	$0	$0	$1,230,000
T2350	Landfill Water Pull Tractor Re	$0	$0	$0	$548,375	$0	$717,500
T2360	Landfill Motorgrader Replaceme	$0	$0	$0	$266,500	$0	$0
T2370	Landfill Auger Scraper Replace	$0	$0	$0	$0	$0	$1,450,375
T4200	MRF Loader Replacement	$0	$436,625	$0	$0	$0	$512,500
Total Landfill Projects:		**$2,599,832**	**$11,319,102**	**$5,001,082**	**$6,159,512**	**$246,000**	**$14,698,067**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78500 - Landfill Bioreactor Project — **Funding Source:** Landfill Revenues

Project Description: Construction of cell in north expansion area for landfill bioreactor demonstration project. Bioreactor technology may result in accelerated waste decomposition and additional waste capacity in the landfill. Wastewater effluent from Western Area Water Reclamation Facility to be used for bioreactor project.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$113,200
Construction	$0	$0	$0	$0	$0	$0	$1,079,800
Finance Charges	$0	$0	$0	$0	$0	$0	$17,895
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$10,798
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,264,693**

Operating Description: Annual cost for effluent wastewater.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Utilities	$0	$0	$0	$0	$0	$125,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$125,000**

Project: 78502 - Landfill Screening Berm — **Funding Source:** Landfill Revenues

Project Description: Design, construction and landscaping of screening berms along east boundary of north landfill expansion area. This will provide for visual improvements for residents in the area.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$6,000	$0	$0	$0	$0
Design	$0	$0	$70,000	$0	$0	$0	$0
Construction	$0	$0	$600,000	$0	$0	$0	$0
Finance Charges	$0	$0	$10,050	$0	$0	$0	$0
Engineering Charges	$0	$0	$29,400	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$715,450**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78503 - Landfill Closure (South) **Funding Source:** Landfill Revenues

Project Description: Closure of completed south areas of landfill. It is projected that the 140 acres in the south half of the landfill will reach approved refuse capacity during FY12. Closure will take place during FY13.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$65,000
Engineering Charges	$0	$0	$0	$0	$4,205	$0	$88,295
Finance Charges	$0	$0	$0	$0	$4,875	$0	$102,375
Design	$0	$0	$0	$0	$325,000	$0	$325,000
Construction	$0	$0	$0	$0	$0	$0	$6,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$334,080**	**$0**	**$7,080,670**

Operating Description: Annual cost for post closure landscape maintenance and irrigation of desert landscape after site is closed.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$900,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$900,000**

Project: 78505 - Landfill Liner Installation **Funding Source:** Landfill Revenues

Project Description: This project is required for the development of the northern portion of the landfill and includes phased installation of liner and leachate collection system. It is anticipated that the north portion of the landfill will be accepting waste in 2012

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$45,363	$45,363	$0	$0
Design	$0	$0	$200,000	$100,000	$100,000	$0	$0
Engineering Charges	$0	$0	$1,953	$45,273	$45,273	$0	$0
Finance Charges	$0	$0	$3,000	$69,544	$69,544	$0	$0
Construction	$0	$0	$0	$4,536,288	$4,536,288	$0	$0
TOTAL	**$0**	**$0**	**$204,953**	**$4,796,468**	**$4,796,468**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78506 - Landfill Pickup Truck Replacem **Funding Source:** Landfill Revenues

Project Description: Replacement of three pickup trucks that will reach the end of their serviceable life in FY09 and three in FY12 for a total of six vehicles. Landfill vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$73,503	$0	$0	$0	$90,044
TOTAL	**$0**	**$0**	**$73,503**	**$0**	**$0**	**$0**	**$90,044**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78507 - Landfill Soil Excavation **Funding Source:** Landfill Revenues

Project Description: Excavation of north expansion area to prepare for future waste cell development.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$50,000	$0	$0	$0	$0
Arts	$0	$0	$77,487	$0	$0	$0	$0
Engineering Charges	$0	$0	$92,500	$0	$0	$0	$0
Construction	$0	$0	$7,748,700	$0	$0	$0	$0
Finance Charges	$0	$0	$116,980	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$8,085,667**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78508 - *Landfill Stormwater Drain **Funding Source:** Landfill Revenues

Project Description: Construction of stormwater diversion devices to protect landfill cover erosion as landfill is being developed.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$1,334	$697	$718	$740	$762	$0	$0
Construction	$61,701	$69,703	$71,795	$73,950	$76,168	$0	$0
Finance Charges	$0	$3,750	$3,862	$3,978	$4,097	$0	$0
Engineering Charges	$6,965	$4,600	$4,739	$4,881	$5,027	$0	$0
TOTAL	**$70,000**	**$78,750**	**$81,114**	**$83,549**	**$86,054**	**$0**	**$0**

Operating Description: Repairs to drains will be completed by staff on site, no additional contractual maintenance is anticipated until closure of the south half of the landfill occurs in FY2013.

Project: 78509 - MRF Forklift Replacements **Funding Source:** Landfill Revenues

Project Description: Forklifts have an estimated service life of six years. MRF vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$31,000	$31,800	$32,600	$33,400	$0	$232,400
Finance Charges	$0	$750	$790	$815	$835	$0	$5,810
TOTAL	**$0**	**$31,750**	**$32,590**	**$33,415**	**$34,235**	**$0**	**$238,210**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78510 - *MRF Replacement Vehicles **Funding Source:** Landfill Revenues

Project Description: Replacement of pickup trucks in FY 06-07.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$7,145	$0	$0	$0	$0	$0	$0
TOTAL	**$7,145**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78511 - *Landfill Compactor Replacement **Funding Source:** Landfill Revenues

Project Description: Replacement of landfill compactors that will reach the end of their serviceable lives in FY09, FY13, and FY16. Landfill vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$11,349	$0	$902,000	$0	$0	$0	$1,977,000
Finance Charges	$0	$0	$22,550	$0	$0	$0	$49,425
TOTAL	**$11,349**	**$0**	**$924,550**	**$0**	**$0**	**$0**	**$2,026,425**

Operating Description: No O&M at this time.

Project: 78512 - *Landfill Fuel Tanker Replacem **Funding Source:** Landfill Revenues

Project Description: Replacement of a fuel tanker that will reach the end of its serviceable life in FY 12. Landfill vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$6,000	$0
Equipment	$220,000	$0	$0	$0	$0	$240,000	$0
TOTAL	**$220,000**	**$0**	**$0**	**$0**	**$0**	**$246,000**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78513 - *Fiber Optics Installation **Funding Source:** Landfill Revenues

Project Description: Joint project with Public Safety Training Facility and Western Area Water Reclamation Facility to provide fiber optics communication line to the respective facilities. This will provide more reliable and higher speed computer network connections.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$3,750	$0	$0	$0	$0	$0	$0
Engineering Charges	$16,500	$0	$0	$0	$0	$0	$0
Construction	$243,810	$0	$0	$0	$0	$0	$0
Arts	$2,500	$0	$0	$0	$0	$0	$0
TOTAL	**$266,560**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78514 - *Sanitation Insp Trucks - 17740 **Funding Source:** Landfill Revenues

Project Description: Sanitation inspectors enforce the regulations related to refuse collection, recycling collection, and loose trash services. They contact residents to respond to questions and educate residents on proper procedures for services. Demand for the work inspection staff performs is anticipated to grow as housing increases.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$2,150	$2,300	$0	$2,150
Equipment	$8,756	$0	$0	$85,500	$91,500	$0	$85,500
TOTAL	**$8,756**	**$0**	**$0**	**$87,650**	**$93,800**	**$0**	**$87,650**

Operating Description: Staffing includes salary and benefits. Due to projected residential growth, an additional inspector is added in FY 10-11 at a cost of $58,864. In FY 15-16 another new inspector is planned at a projected cost of $68,240. Equipment maintenance costs are included for planned new growth trucks. Insurance cost is based on the current average cost ($2,841) per employee. Vehicle replacement costs are based on an 8-year life.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$10,689	$22,449	$23,122	$147,209
Insurance	$0	$0	$0	$3,197	$3,293	$29,132
Equip. Maint.	$0	$0	$0	$8,742	$9,004	$79,651
Staffing	$0	$0	$0	$58,864	$60,630	$536,328
TOTAL	**$0**	**$0**	**$10,689**	**$93,252**	**$96,049**	**$792,320**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78515 - MRF RollOff Truck Replacement **Funding Source:** Landfill Revenues

Project Description: Replacement of a roll-off truck. Service life of roll-off trucks is projected to be eight years. MRF vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$155,400	$0	$0	$0	$0	$0
TOTAL	**$0**	**$155,400**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78516 - **MRF Facility Improvements **Funding Source:** Landfill Revenues

Project Description: A variety of projects to improve the MRF facility including: a perimeter fence for controlling litter ($40,000), a maintenance shop, parts warehouse, office ($100,000) and shelving for the parts warehouse ($10,000).

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$150,000	$0	$0	$0	$0	$0
Finance Charges	$0	$4,905	$0	$0	$0	$0	$0
Engineering Charges	$0	$12,000	$0	$0	$0	$0	$0
Arts	$0	$1,500	$0	$0	$0	$0	$0
TOTAL	**$0**	**$168,405**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78517 - **Landfill Gas System Expansion **Funding Source:** Landfill Revenues

Project Description: Expand landfill gas collection system in FY08 in the south area of landfill to remain compliant with Landfill's Title V air permit.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$10,625	$0	$0	$0	$0	$0
Construction	$0	$425,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$28,050	$0	$0	$0	$0	$0
Arts	$0	$4,250	$0	$0	$0	$0	$0
TOTAL	**$0**	**$467,925**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Operating and maintenance costs include routine replacement parts.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$25,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78518 - **MRF Process Line Improvements **Funding Source:** Landfill Revenues

Project Description: Improvements to the MRF recyclable materials processing line. Improvements will aid in increasing production throughput, and separation quality of processed materials. Improvements include the addition of a line load leveler, two container blower systems, additional conveyor belts and a separation screen.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$17,850	$0	$0	$0	$0	$0
Equipment	$0	$595,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$612,850**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 78519 - **Landfill Entrance Signal **Funding Source:** Landfill Revenues

Project Description: Construction of deceleration lane into landfill and traffic signal. A traffic signal and right hand deceleration and turn lane will improve safety at the intersection. Design of such a signal will also allow the staff and visitors of the public safety training facility to integrate into this signal once it is merited.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$452,000	$0	$0	$0	$0	$0
Arts	$0	$4,520	$0	$0	$0	$0	$0
Engineering Charges	$0	$29,832	$0	$0	$0	$0	$0
Finance Charges	$0	$14,590	$0	$0	$0	$0	$0
TOTAL	**$0**	**$500,942**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: T2320 - Landfill Bulldozer Replacement **Funding Source:** Landfill Revenues

Project Description: Replacement of two landfill bulldozers that will reach the end of their serviceable life in FY09 (Model D-8) and FY14 (Model D-9). Landfill vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$18,650	$0	$0	$0	$30,000
Equipment	$0	$0	$746,000	$0	$0	$0	$1,200,000
TOTAL	**$0**	**$0**	**$764,650**	**$0**	**$0**	**$0**	**$1,230,000**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) — Category: Other

Project: T2350 - Landfill Water Pull Tractor Re **Funding Source:** Landfill Revenues

Project Description: Replacement of water pull tractor that will reach the end of its serviceable life in FY11. This machine is critical to reducing dust and staying compliant with the existing air quality permit. Landfill vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$535,000	$0	$700,000
Finance Charges	$0	$0	$0	$0	$13,375	$0	$17,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$548,375**	**$0**	**$717,500**

Operating Description: No O&M at this time.

Project: T2360 - Landfill Motorgrader Replaceme **Funding Source:** Landfill Revenues

Project Description: Replacement of motorgrader that will reach the end of its serviceable life in FY11. Landfill vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$260,000	$0	$0
Finance Charges	$0	$0	$0	$0	$6,500	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$266,500**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: T2370 - Landfill Auger Scraper Replace **Funding Source:** Landfill Revenues

Project Description: Replacement of the auger scraper at the end of its serviceable life when it will be 11 years old with 15,000 to 17,000 hours. Rebuilding of major components such as brakes, differentials, and transmissions, will extend the normal service life. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$35,375
Equipment	$0	$0	$0	$0	$0	$0	$1,415,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,450,375**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Landfill (2440) Category: Other

Project: T4200 - MRF Loader Replacement **Funding Source:** Landfill Revenues

Project Description: Replacement of loader used to move recyclables from truck tipping floor to Materials Recovery Facility (MRF) processing line. The current unit was purchased in 2000 and will be 8 years old when replaced in FY09. MRF vehicles and equipment are not included in the vehicle replacement fund.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$11,625	$0	$0	$0	$12,500
Equipment	$0	$0	$425,000	$0	$0	$0	$500,000
TOTAL	**$0**	**$0**	**$436,625**	**$0**	**$0**	**$0**	**$512,500**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

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.

Carryover will continue in FY 2008 for a project to construct an eastside taxiway and aircraft parking apron to accommodate the increase in aircraft traffic associated with stadium and arena events.

Ninety-seven and one half percent of the cost of these improvements will be grant-funded (95% federal, and 2.5% state). The city's match of two and one half percent will come from the voter-approved, half-cent sales transportation tax.

Top: Entrance to main terminal at the Glendale Municipal Airport

Above: Flying lessons are available at the airport

Right: The control tower will get upgraded equipment in FY 2008 (2120-79503).

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Airport Capital (2120) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
79501	*Taxiway Stubs & Aprons	$6,207,303	$0	$0	$0	$0	$0
79503	Airport - Tower & Radio Upgrad	$314,000	$0	$0	$0	$0	$0
79505	*Airport - Eastside Access Road	$1,902,604	$0	$0	$0	$0	$0
79508	*Eastside Utilities	$208,210	$0	$0	$0	$0	$0
79512	Airport-Runway/Taxiway Asph.	$2,284,382	$0	$0	$0	$0	$0
Total Airport Capital Projects:		**$10,916,499**	**$0**	**$0**	**$0**	**$0**	**$0**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Airport Capital (2120) — Category: Other

Project: 79501 - *Taxiway Stubs & Aprons **Funding Source:** Grants/City Match

Project Description: Construct an eastside taxiway and aircraft parking apron.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$6,207,303	$0	$0	$0	$0	$0	$0
TOTAL	**$6,207,303**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 79503 - Airport - Tower & Radio Upgrad **Funding Source:** Grants/City Match

Project Description: This is an FAA grant funded project to replace radio communications equipment in the Air Traffic Control Tower (ATCT) and the runway/taxiway precision approach path indicator (PAPI) lighting. The radio equipment is 19 years old, this new equipment will increase safety and efficiency and reduce maintenance costs.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$314,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$314,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O & M programmed in Fund 2210-65044.

Project: 79505 - *Airport - Eastside Access Road **Funding Source:** Grants/City Match

Project Description: Design and construct the street improvements along the eastside of the Glendale Airport. This will provide auto access to eastside business park.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$1,902,604	$0	$0	$0	$0	$0	$0
TOTAL	**$1,902,604**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Airport Capital (2120) — Category: Other

Project: 79508 - *Eastside Utilities **Funding Source:** Grants/City Match

Project Description: Design utilities on the eastside of the Glendale airport for airport development.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$1,800	$0	$0	$0	$0	$0	$0
Engineering Charges	$11,000	$0	$0	$0	$0	$0	$0
Construction	$179,975	$0	$0	$0	$0	$0	$0
Design	$15,435	$0	$0	$0	$0	$0	$0
TOTAL	**$208,210**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 79512 - Airport-Runway/Taxiway Asph. **Funding Source:** Grants/City Match

Project Description: This is an FAA grant funded project to place a 2-inch layer of asphalt that will extend 15 feet from the edge of runway and taxiway into the infield area. Asphalt edging will assist with dust control and reduce erosion along the airport runway and taxiways.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$18,879	$0	$0	$0	$0	$0
Engineering Charges	$0	$55,000	$0	$0	$0	$0	$0
Finance Charges	$0	$22,617	$0	$0	$0	$0	$0
Construction	$0	$1,887,886	$0	$0	$0	$0	$0
Design	$0	$300,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$2,284,382**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

OTHER 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 and are awarded through a competitive review process. The CIP grant reserve appropriation represents a contingency appropriation for unanticipated grant opportunities that may arise during the fiscal year.

Above: Skunk Creek Rd bridge at 57th Avenue – widened to provide pedestrian and bicycle access. This project was funded by a Congestion Mitigation Air Quality (CMAQ) grant.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Other Grants (1840) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
80002	*83rd&87th Bethany Hm Trans-Cnl	$90,000	$0	$0	$0	$0	$0
80003	*Glendale Sports Facilities ITS	$48,729	$0	$0	$0	$0	$0
80004	*Bell Road ITS Design	$68,114	$0	$0	$0	$0	$0
80008	*Catlin Court Alley Beautificat	$555,431	$0	$0	$0	$0	$0
80012	*Bike & Ped/Skunk Creek @BellRd	$476,100	$0	$0	$0	$0	$0
80013	Grant Funds - Capital Projects	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
80022	*87th Ave & Missouri Jt Use Prk	$480,325	$0	$0	$0	$0	$0
80025	*Sunnyside Dr Bridge/Trail Ren	$220,367	$0	$0	$0	$0	$0
Total Other Grants Projects:		**$3,939,066**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Other Grants (1840) — Category: Other

Project: 80002 - *83rd&87th Bethany Hm Trans-Cnl — **Funding Source:** Grants

Project Description: Grant funded project for Bethany Home Canal.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$90,000	$0	$0	$0	$0	$0	$0
TOTAL	**$90,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 80003 - *Glendale Sports Facilities ITS — **Funding Source:** Grants

Project Description: Provide the foundation for facilitating event traffic from the arena and stadium.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$48,729	$0	$0	$0	$0	$0	$0
TOTAL	**$48,729**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 80004 - *Bell Road ITS Design — **Funding Source:** Grants

Project Description: Intelligent transportation system for Bell Road.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$68,114	$0	$0	$0	$0	$0	$0
TOTAL	**$68,114**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 80008 - *Catlin Court Alley Beautification — **Funding Source:** Grants

Project Description: Project includes underground utilities, street night safety lighting, realigning and widening the existing path, landscaping, seating walls and niches, public art alcoves, alley entry/exit features, shared use etiquette and signage.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$555,431	$0	$0	$0	$0	$0	$0
TOTAL	**$555,431**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Other Grants (1840) — Category: Other

Project: 80012 - *Bike & Ped/Skunk Creek @Bell Rd **Funding Source:** Grants

Project Description: This project will widen the existing bridge over Skunk Creek, to provide pedestrian and bicycle access. 95% of this project is funded by a Congestion Mitigation Air Quality (CMAQ) grant with 5% City matching funds ($25,650).

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$4,050	$0	$0	$0	$0	$0	$0
Engineering Charges	$19,845	$0	$0	$0	$0	$0	$0
Construction	$405,000	$0	$0	$0	$0	$0	$0
Design	$47,205	$0	$0	$0	$0	$0	$0
TOTAL	**$476,100**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 80013 - Grant Funds - Capital Projects **Funding Source:** Grants

Project Description: This represents a contingency appropriation amount for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$0**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No O&M at this time. Project reflects appropriation only.

Project: 80022 - *87th Ave & Missouri Jt Use Prk **Funding Source:** Grants

Project Description: Development of a 10-acre joint city/school park site with Pendergast Unified School District.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$480,325	$0	$0	$0	$0	$0	$0
TOTAL	**$480,325**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Other Grants (1840) — Category: Other

Project: 80025 - *Sunnyside Dr Bridge/Trail Ren **Funding Source:** Grants

Project Description: Park and trail renovations.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$220,367	$0	$0	$0	$0	$0	$0
TOTAL	**$220,367**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

CULTURAL FACILITY

This general obligation category will help fund the construction of a performing arts center for community theater groups, small venue concerts, films and other performances in the last five years. Also slated for the last five years is a project for the acquisition and restoration of historic properties to act as a catalyst for additional historic preservation in the city.

Right & Above: The Glendale Civic Center and Civic Center Annex are part of the Downtown Campus. The Downtown Campus project was completed in FY 2007.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Cultural Facility (2130) — Category: 6%

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
84300 Cultural Arts Facility	$0	$0	$0	$0	$0	$21,346,073
84301 Acq/Rest. Of Historic Prop.	$0	$0	$0	$0	$0	$5,055,300
Total Cultural Facility Projects:	**$0**	**$0**	**$0**	**$0**	**$0**	**$26,401,373**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Cultural Facility (2130) Category: 6%

Project: 84300 - Cultural Arts Facility **Funding Source:** General Obligation Bonds

Project Description: Construction of a cultural arts facility. The type of facility, size, location and community partners will be determined via conducting a feasibility study. Examples of cultural arts facilities to be considered include venues for the performing arts, visual arts and arts education.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$1,421,300
Design	$0	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$0	$14,212,997
Finance Charges	$0	$0	$0	$0	$0	$0	$431,391
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$60,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$142,130
Land	$0	$0	$0	$0	$0	$0	$3,659,040
Equipment	$0	$0	$0	$0	$0	$0	$804,215
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$21,346,073**

Operating Description: Full-time staff - one supervisor, three arts coordinators, one secretary, one office assistant, two maintenance and three custodians. Part-time staff - hourly for box office and arts assistants. Building operating expenses are typical.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$17,572
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$27,516
Electrical	$0	$0	$0	$0	$0	$105,720
Insurance	$0	$0	$0	$0	$0	$39,644
Equip. Maint.	$0	$0	$0	$0	$0	$80,000
Bldg. Maint.	$0	$0	$0	$0	$0	$267,653
Utilities	$0	$0	$0	$0	$0	$128,450
Supplies/Contr	$0	$0	$0	$0	$0	$514,800
Staffing	$0	$0	$0	$0	$0	$399,242
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,580,597**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Cultural Facility (2130) Category: 6%

Project: 84301 - Acq/Rest. Of Historic Prop. **Funding Source:** General Obligation Bonds

Project Description: Establish funds for acquisition and restoration of historic properties. A feasibility study and business plan will be prepared to identify properties to be acquired and restored.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$411,500
Design	$0	$0	$0	$0	$0	$0	$353,625
Construction	$0	$0	$0	$0	$0	$0	$2,057,500
Finance Charges	$0	$0	$0	$0	$0	$0	$123,300
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$20,575
Equipment	$0	$0	$0	$0	$0	$0	$33,800
Land	$0	$0	$0	$0	$0	$0	$2,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,055,300**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

ECONOMIC DEVELOPMENT

This general obligation bond category will enable the city to promote new private sector job creation through development and redevelopment programs in Glendale.

Projects resulting from recent development agreements are included in Fund 1270: General Fund Revenue Obligations. It is anticipated that the debt service on these obligations would be paid by city sales tax receipts generated by specific projects that benefit from the capital improvements. Until the revenues are generated, the General Fund operating budget will cover those debt service costs.

Above: Glendale Conference Center, Media Center and Parking Garage.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Economic Development (2100) — Category: 6%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
84400	*Downtown Land Acquisition	$523,951	$0	$1,025,000	$0	$0	$22,556,250
84401	Redevelopment Land Acquist.	$0	$0	$0	$0	$0	$25,625,000
84402	Bus. Pk. Infrastructure	$0	$0	$0	$0	$0	$20,500,000
T1330	Auto Dlr retention/relocation	$0	$0	$0	$0	$0	$20,500,000
Total Economic Development Projects:		**$523,951**	**$0**	**$1,025,000**	**$0**	**$0**	**$89,181,250**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Economic Development (2100) — Category: 6%

Project: 84400 - *Downtown Land Acquisition **Funding Source:** General Obligation Bonds

Project Description: Purchase of underperforming properties in the downtown area which can be assembled and remarketed to businesses and establishments that desire to locate in the downtown redevelopment area. City will undertake RFPs to identify and negotiate development agreements. Continue implementation of the City Center Master Plan.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$25,000	$0	$0	$56,250
Land	$523,951	$0	$0	$1,000,000	$0	$0	$22,500,000
TOTAL	**$523,951**	**$0**	**$0**	**$1,025,000**	**$0**	**$0**	**$22,556,250**

Operating Description: Minimal O&M associated with this project - land acquisition only. Acquired land would be offered to developer for purchase and development as desired by city within scope of a development agreement. Estimate for weed control and maintenance.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$2,251	$2,311	$2,400	$25,000
TOTAL	**$0**	**$0**	**$2,251**	**$2,311**	**$2,400**	**$25,000**

Project: 84401 - Redevelopment Land Acquist. **Funding Source:** General Obligation Bonds

Project Description: Acquisition of land to promote quality development and redevelopment citywide. This includes older and underperforming properties that could be acquired, sites prepared & redeveloped with private sector partners, generating revenues for the city.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$625,000
Land	$0	$0	$0	$0	$0	$0	$25,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,625,000**

Operating Description: Minimal O&M associated with this project - land acquisition only. Acquired land would be offered to developer for purchase and development as desired by city within scope of a development agreement. Estimate for weed control and maintenance.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$20,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Economic Development (2100) — Category: 6%

Project: 84402 - Bus. Pk. Infrastructure **Funding Source:** General Obligation Bonds

Project Description: Acquisition and infrastructure costs to build business and commercial parks as sites for relocation of industrial users from downtown and other incompatible areas. Includes feasibility studies and appraisals.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$500,000
Land	$0	$0	$0	$0	$0	$0	$20,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,500,000**

Operating Description: O&M for landscape maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$27,342
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$27,342**

Project: T1330 - Auto Dlr retention/relocation **Funding Source:** General Obligation Bonds

Project Description: Includes costs of appraisals, site characteristics studies, acquisition of properties, and surplus site preparation to encourage auto dealers to move to new auto mall location in the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$0	$0	$0	$0	$0	$500,000
Land	$0	$0	$0	$0	$0	$0	$20,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,500,000**

Operating Description: Minimal O&M - acquired properties would be offered to developers for purchase and development. Estimate for weed control and maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$30,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$30,000**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: G.F. Revenue Oblgs (1270) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
85004	*Training Facility Phase I	$2,717,979	$0	$0	$0	$0	$0
85005	*Convention Center	$2,431,069	$0	$0	$0	$0	$0
85007	*Media Center	$6,779,471	$0	$0	$0	$0	$0
85008	Loop 303 Infrastructure	$3,044,682	$9,103,290	$5,050,890	$0	$0	$5,916,816
85009	New Development Infrastructure	$2,030,400	$2,030,501	$7,687,500	$0	$0	$36,900,000
Total G.F. Revenue Oblgs Projects:		**$17,003,601**	**$11,133,791**	**$12,738,390**	**$0**	**$0**	**$42,816,816**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: G.F. Revenue Oblgs (1270) — Category: Other

Project: 85004 - *Training Facility Phase I — **Funding Source:** General Fund

Project Description: Phase I of a joint Police/Fire Training Facility, which will include a shooting range, driving track, berms, classrooms, burn tower, fire props.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$78,484	$0	$0	$0	$0	$0	$0
Equipment	$900,000	$0	$0	$0	$0	$0	$0
Contingency	$1,579,495	$0	$0	$0	$0	$0	$0
Finance Charges	$160,000	$0	$0	$0	$0	$0	$0
TOTAL	**$2,717,979**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M funded in FY 2006-07.

Project: 85005 - *Convention Center — **Funding Source:** General Fund

Project Description: In conjunction with the Renaissance Hotel & Spa the city of Glendale will develop a conference center/media center, cable studio, and parking structure at Westgate. This CIP request is for costs associated with the conference center.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$20,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$123,837	$0	$0	$0	$0	$0	$0
Arts	$180,000	$0	$0	$0	$0	$0	$0
Contingency	$1,311,465	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$795,767	$0	$0	$0	$0	$0	$0
TOTAL	**$2,431,069**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M funded in FY 2006-07.

Project: 85007 - *Media Center — **Funding Source:** General Fund

Project Description: In conjunction with the Renaissance Hotel & Spa the city of Glendale will develop a conference center/media center, cable studio, and parking structure at Westgate. This CIP request is for costs associated with the media center and cable studio.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$900,000	$0	$0	$0	$0	$0	$0
Construction	$9,071	$0	$0	$0	$0	$0	$0
Finance Charges	$200,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$115,000	$0	$0	$0	$0	$0	$0
Arts	$110,000	$0	$0	$0	$0	$0	$0
Contingency	$1,878,263	$0	$0	$0	$0	$0	$0
Equipment	$3,567,137	$0	$0	$0	$0	$0	$0
TOTAL	**$6,779,471**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M funded in FY 2006-07.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: G.F. Revenue Oblgs (1270) — Category: Other

Project: 85008 - Loop 303 Infrastructure **Funding Source:** General Fund

Project Description: Construction of infrastructure improvements and other development costs for an auto mall at Peoria & Loop 303. Assistance with infrastructure costs for other projects will be a tool to encourage developers to create the type of projects the city desires in the Loop 303 area.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$932,572	$886,373	$0	$0	$0	$500,000
Construction	$0	$2,000,000	$7,863,000	$4,849,682	$0	$0	$3,000,000
Finance Charges	$0	$74,250	$222,000	$123,175	$0	$0	$144,300
Engineering Charges	$0	$17,860	$53,287	$29,536	$0	$0	$21,316
Arts	$0	$20,000	$78,630	$48,497	$0	$0	$30,000
Contingency	$0	$0	$0	$0	$0	$0	$2,040,200
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$181,000
TOTAL	**$0**	**$3,044,682**	**$9,103,290**	**$5,050,890**	**$0**	**$0**	**$5,916,816**

Operating Description: No O&M at this time.

Project: 85009 - New Development Infrastructure **Funding Source:** General Fund

Project Description: Funding to provide new infrastructure to recruit and encourage new high quality private development to the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$17,350	$0	$0	$0	$0	$0
Land	$0	$0	$0	$7,500,000	$0	$0	$36,000,000
Construction	$0	$1,900,000	$1,916,869	$0	$0	$0	$0
Finance Charges	$0	$47,500	$47,500	$187,500	$0	$0	$900,000
Engineering Charges	$0	$46,550	$46,963	$0	$0	$0	$0
Arts	$0	$19,000	$19,169	$0	$0	$0	$0
TOTAL	**$0**	**$2,030,400**	**$2,030,501**	**$7,687,500**	**$0**	**$0**	**$36,900,000**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FLOOD CONTROL

Carryover projects include the completion of several storm drains along Bethany Home Road, 75th to 83rd Avenues, and drainage channel improvements along the Bethany Home Road alignment and adjacent to the Grand Canal.

Funding continues in FY 2008 for the completion of storm drains along Northern Avenue from 63rd Avenue to approximately 45th Avenue.

Left: Drainage channel improvements along Bethany Home Road alignment - 31,000 lb storm drain pipe.

Above: Skunk Creek – West of 51st Avenue Alignment.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Flood Control Bonds (2180) — Category: 20%

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
79000	Bethany Home Outfall Channel	$1,675,115	$2,931,451	$4,711,261	$2,512,673	$0	$0
79001	Bethany Home 58th - 51st	$0	$0	$0	$0	$0	$4,614,601
79002	*67th Ave/Peoria to ACDC	$3,287,554	$1,246,606	$0	$0	$0	$0
79003	*59th Ave. Brown to Olive	$1,281,487	$0	$0	$0	$0	$0
79004	*Local Drainage Problems	$609,155	$108,030	$108,030	$108,030	$108,030	$745,856
79005	*Collector Drains	$651,649	$0	$530,181	$0	$530,181	$3,129,362
79006	*AZDES Permit	$706,341	$160,925	$160,925	$160,925	$160,925	$160,925
79007	Greenway Drain - 67th-61st	$0	$0	$0	$0	$0	$3,684,619
79008	*Northern Drain - 45th to 63rd	$4,750,693	$0	$0	$0	$0	$0
79009	*Bethany Home - 75th to 83rd Av	$1,736,526	$0	$0	$0	$0	$0
79010	*Storm Water Master Plan	$392,185	$0	$0	$0	$0	$1,446,275
T2900	Bethany Home, 75th-67th (SD)	$0	$51,829	$5,221,102	$3,295,966	$0	$0
T2910	Bethany Home, 67th-58th (SD)	$0	$0	$51,934	$2,617,179	$4,596,600	$113,647
T2940	**Greenway Drain 59th-53rd	$0	$0	$0	$0	$0	$3,684,619
Total Flood Control Bonds Projects:		**$15,090,705**	**$4,498,841**	**$10,783,433**	**$8,694,773**	**$5,395,736**	**$17,579,904**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Flood Control Bonds (2180) — Category: 20%

Project: 79000 - Bethany Home Outfall Channel **Funding Source:** General Obligation Bonds

Project Description: Design and construct drainage channel improvements in the Bethany Home Road Alignment - 99th to 83rd Avenues and adjacent to the Grand Canal from 83rd to 67th Avenue. Also included is a storm drain in Camelback Road between 75th and 59th Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Finance Charges	$0	$40,000	$70,000	$112,500	$60,000	$0	$0
Engineering Charges	$0	$19,115	$33,451	$53,761	$28,673	$0	$0
Arts	$0	$16,000	$28,000	$45,000	$24,000	$0	$0
Construction	$0	$1,600,000	$2,800,000	$4,500,000	$2,400,000	$0	$0
TOTAL	**$0**	**$1,675,115**	**$2,931,451**	**$4,711,261**	**$2,512,673**	**$0**	**$0**

Operating Description: O&M for the outfall channel currently maintained by Park & Recreation.

Project: 79001 - Bethany Home 58th - 51st **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain along Bethany Home Rd. between 58th to 51st Avenues including mainline pipe, catch basins, and appurtenances.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$0	$0	$0	$0	$0	$79,550
Arts	$0	$0	$0	$0	$0	$0	$40,000
Finance Charges	$0	$0	$0	$0	$0	$0	$112,551
Construction	$0	$0	$0	$0	$0	$0	$4,000,000
Design	$0	$0	$0	$0	$0	$0	$300,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$82,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,614,601**

Operating Description: No O&M at this time.

Project: 79002 - *67th Ave/Peoria to ACDC **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on 67th Avenue - Peoria to ACDC to include mainline piping, catch basins and appurtenances.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$200,000	$101,600	$0	$0	$0	$0	$0
Construction	$0	$2,820,000	$1,182,500	$0	$0	$0	$0
Finance Charges	$4,908	$75,096	$30,405	$0	$0	$0	$0
Engineering Charges	$3,700	$54,050	$21,876	$0	$0	$0	$0
Arts	$0	$28,200	$11,825	$0	$0	$0	$0
TOTAL	**$208,608**	**$3,078,946**	**$1,246,606**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Flood Control Bonds (2180) — Category: 20%

Project: 79003 - *59th Ave. Brown to Olive **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on 59th Avenue from Olive to Brown. Construction to be constructed concurrent with Glendale Onboard project on 59th Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$904,906	$0	$0	$0	$0	$0	$0
Arts	$9,050	$0	$0	$0	$0	$0	$0
Design	$302,468	$0	$0	$0	$0	$0	$0
Engineering Charges	$43,000	$0	$0	$0	$0	$0	$0
Finance Charges	$22,063	$0	$0	$0	$0	$0	$0
TOTAL	**$1,281,487**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 79004 - *Local Drainage Problems **Funding Source:** General Obligation Bonds

Project Description: Construct localized storm drain improvements to mitigate drainage or flooding problems. Ongoing program.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$486,487	$100,375	$100,375	$100,375	$100,375	$100,375	$697,784
Finance Charges	$4,598	$2,635	$2,635	$2,635	$2,635	$2,635	$13,175
Engineering Charges	$8,032	$4,016	$4,016	$4,016	$4,016	$4,016	$27,919
Arts	$2,008	$1,004	$1,004	$1,004	$1,004	$1,004	$6,978
TOTAL	**$501,125**	**$108,030**	**$108,030**	**$108,030**	**$108,030**	**$108,030**	**$745,856**

Operating Description: No O&M at this time.

Project: 79005 - *Collector Drains **Funding Source:** General Obligation Bonds

Project Description: Construct storm drain improvements on collector streets or to mitigate drainage and flooding problems. Ongoing program.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$500,000	$0	$500,000	$0	$500,000	$3,000,000
Arts	$0	$5,000	$0	$5,000	$0	$5,000	$30,000
Finance Charges	$11,934	$12,931	$0	$12,931	$0	$12,931	$25,862
Design	$97,284	$0	$0	$0	$0	$0	$0
Engineering Charges	$12,250	$12,250	$0	$12,250	$0	$12,250	$73,500
TOTAL	**$121,468**	**$530,181**	**$0**	**$530,181**	**$0**	**$530,181**	**$3,129,362**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Flood Control Bonds (2180) Category: 20%

Project: 79006 - *AZDES Permit **Funding Source:** General Obligation Bonds

Project Description: In 1999, the City of Glendale obtained a permit under the Clean Water Act for the National Pollutant Discharge Elimination System. The permit requires monitoring of stormwater flows and preparation of annual reports. Funding will support the physical inventory of the city's storm drain system and generate an electronic map of the storm drain system.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$4,375	$157,000	$157,000	$157,000	$157,000	$157,000	$157,000
Design	$273,170	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$10,175	$3,925	$3,925	$3,925	$3,925	$3,925
Engineering Charges	$11,471	$0	$0	$0	$0	$0	$0
Arts	$150	$0	$0	$0	$0	$0	$0
Equipment	$0	$250,000	$0	$0	$0	$0	$0
TOTAL	**$289,166**	**$417,175**	**$160,925**	**$160,925**	**$160,925**	**$160,925**	**$160,925**

Operating Description: O&M of storm water monitoring will be done by United States Geological Survey through an IGA through annual payments.

Project: 79007 - Greenway Drain - 67th-61st **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on Greenway Road from 67th to 61st Avenue to include mainline piping, catch basins, and appurtenances. This project will intercept stormwater flows east of 67th Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$89,869
Engineering Charges	$0	$0	$0	$0	$0	$0	$64,750
Arts	$0	$0	$0	$0	$0	$0	$30,000
Construction	$0	$0	$0	$0	$0	$0	$3,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,684,619**

Operating Description: No O&M at this time.

Project: 79008 - *Northern Drain - 45th to 63rd **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Northern Avenue from the basin at 63rd Avenue to approximately 45th Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$89,725	$0	$0	$0	$0	$0	$0
Arts	$44,000	$0	$0	$0	$0	$0	$0
Construction	$4,307,085	$0	$0	$0	$0	$0	$0
Design	$187,633	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$122,250	$0	$0	$0	$0	$0	$0
TOTAL	**$4,750,693**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Flood Control Bonds (2180) — Category: 20%

Project: 79009 - *Bethany Home - 75th to 83rd Av **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on Bethany Home Road from the Outfall Channel at Grand Canal to 75th Avenue. Additional funds were added to include storm drain to the east on Bethany Home Road, as well as to the west on 83rd Ave. Construction costs to be shared with MCFCD.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$688,944	$0	$0	$0	$0	$0	$0
Construction	$962,218	$0	$0	$0	$0	$0	$0
Finance Charges	$38,137	$0	$0	$0	$0	$0	$0
Engineering Charges	$40,993	$0	$0	$0	$0	$0	$0
Arts	$6,234	$0	$0	$0	$0	$0	$0
TOTAL	**$1,736,526**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 79010 - *Storm Water Master Plan **Funding Source:** General Obligation Bonds

Project Description: Citywide stormwater master plan to determine adequacy of existing facilities and prioritize new facilities. Project will include detailed aerial mapping and hydrologic modeling to determine stormwater flow and volume.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$24,500	$0	$0	$0	$0	$0	$11,000
Contingency	$0	$0	$0	$0	$0	$0	$200,000
Design	$367,685	$0	$0	$0	$0	$0	$200,000
Finance Charges	$0	$0	$0	$0	$0	$0	$35,275
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$1,000,000
TOTAL	**$392,185**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,446,275**

Operating Description: No O&M at this time.

Project: T2900 - Bethany Home, 75th-67th (SD) **Funding Source:** General Obligation Bonds

Project Description: Construct storm drain pipe, inlets, and other appurtenances in Bethany Home Road from 75th Avenue to 67th Avenue.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$50,000	$250,000	$150,000	$0	$0
Construction	$0	$0	$0	$4,740,000	$3,000,000	$0	$0
Finance Charges	$0	$0	$1,264	$127,344	$80,389	$0	$0
Engineering Charges	$0	$0	$565	$56,358	$35,577	$0	$0
Arts	$0	$0	$0	$47,400	$30,000	$0	$0
TOTAL	**$0**	**$0**	**$51,829**	**$5,221,102**	**$3,295,966**	**$0**	**$0**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Flood Control Bonds (2180) Category: 20%

Project: T2910 - Bethany Home, 67th-58th (SD) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on Bethany Home Road from 67th to 58th Avenue. Construction costs to be shared with MCFCD ($3,500,000). Project will include storm drain pipe, catch basins and appurtenances.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$50,000	$500,000	$285,000	$0
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$110,875
Arts	$0	$0	$0	$0	$20,000	$41,000	$0
Engineering Charges	$0	$0	$0	$667	$33,345	$58,488	$0
Construction	$0	$0	$0	$0	$2,000,000	$4,100,000	$0
Finance Charges	$0	$0	$0	$1,267	$63,834	$112,112	$2,772
TOTAL	**$0**	**$0**	**$0**	**$51,934**	**$2,617,179**	**$4,596,600**	**$113,647**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: T2940 - **Greenway Drain 59th-53rd **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on Greenway Road between 59th and 53rd Avenues to include mainline piping, catch basins, and appurtenances.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$0	$0	$0	$0	$0	$0	$30,000
Design	$0	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$0	$3,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$89,869
Engineering Charges	$0	$0	$0	$0	$0	$0	$64,750
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,684,619**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

***Project includes carryover funding**

**** New Project**

OTHER CAPITAL PROJECTS

General Fund Projects

General Fund projects which are typically referred to as pay-as-you-go (PAYGO) projects funded with General Fund operating dollars. Therefore they are balanced against base budget operations, vehicle & technology replacement premiums, supplemental requests and possible salary increases. Maintenance projects continue in FY 2008 – FY 2017 based on the results of the independent facilities audit completed in FY 2006.

Civic Center Projects

Projects in this category are considered PAYGO projects and funded with General Fund operating dollars. A reserve account for regular facility maintenance that began in FY 2005 will continue through FY 2017 and is included in the CIP.

Technology Infrastructure

In FY 2008 a new fund was added to the General Fund PAYGO category. New information technology projects have been added to the last five years of the capital plan.

The Strategic Initiatives Group (SIG) submitted projects in this category. SIG, with representatives from all city departments, was initiated to provide a viable, consolidated request for information technology infrastructure.

SIG compiled a list of information technology needs that meet three criteria: (1) direct customer service benefits to citizens; (2) creation of efficiencies in operations and cost savings; and (3) technology that is crucial to operations using the current number of employees.

Art In Public Places Projects

The Municipal Art Fund promotes the creative use of art in public places. One percent of the cost of every public construction project is set aside for the purchase of public art. The Glendale Arts Commission was formed to select works of art to be commissioned or purchased through the Municipal Arts Fund. This fund has been used to purchase the award-winning brick sculpture, “Tribute to Firefighters,” at Fire Station 157, and the Veterans Memorial, located on the east side of the Main Library and other art pieces in various locations.

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: General Fund (1000) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
81001	*Fire Panel & Alarm Systm Repla	$4,824	$0	$0	$0	$0	$0
81005	*Replace HVAC Controls System	$5,982	$0	$0	$0	$0	$0
81013	*Bldg. Maintenance Reserve	$245,710	$100,000	$100,000	$100,000	$100,000	$500,000
81014	Property Acquisition	$300,000	$350,000	$350,000	$350,000	$350,000	$1,850,000
81021	*City Hall - HVAC System	$1,806,658	$0	$0	$0	$0	$4,939,493
81022	*Park & Feature Fields	$552,786	$0	$0	$0	$0	$0
81023	*EOC Equipment	$515,124	$0	$0	$0	$0	$0
81024	*Fourth Floor Renovation	$21,519	$0	$0	$0	$0	$0
81025	*Environmental (ADA Compliance)	$418,609	$174,735	$0	$0	$0	$0
81027	Exterior Closure (Roofing)	$367,678	$229,434	$259,567	$60,605	$59,567	$297,835
81028	*Audio Visual Equipment	$66,916	$0	$0	$0	$0	$0
81030	*FD-Emergency Rescue Vehicles	$317,205	$0	$0	$0	$0	$0
81032	*Archive Writer	$49,121	$0	$0	$0	$0	$0
81034	*Hickman Site Paving	$18,644	$0	$0	$0	$0	$0
81035	*Ladder Tender/Equip & TICs	$693,000	$0	$0	$0	$0	$0
81036	*Cultural/Historic Markings	$34,205	$0	$0	$0	$0	$0
81037	*Insertion Machine/Copier	$20,000	$0	$0	$0	$0	$0
81038	Interior Finishes (Flooring)	$194,317	$247,624	$204,140	$193,279	$207,964	$989,132
81039	Interior Finishes (Paint)	$45,333	$118,541	$45,978	$57,147	$334,633	$564,147
81040	Manistee Ranch Bldg. Painting	$100,000	$100,000	$0	$0	$0	$0
81041	Mechanical Upgrades	$48,834	$74,440	$703,726	$185,613	$0	$0
81042	Roof & HVAC BOA Plaza bldg	$322,800	$0	$0	$0	$0	$0
81043	AV Replacement Reserve	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
81044	Electrical/Lighting Upgrades	$110,543	$115,663	$115,818	$109,818	$109,818	$549,088
81045	Exterior Closure (Carpentry)	$22,137	$0	$20,637	$0	$0	$0
81046	Exterior Closure (Paint)	$59,705	$219,044	$81,873	$52,956	$225,212	$252,000
81047	**Fire Administration Relocation	$472,650	$0	$0	$0	$0	$0
81048	**Fire Building Maintenance	$225,000	$0	$0	$0	$0	$0
81049	**Technology for Prosecutors	$90,000	$0	$0	$0	$0	$0
81050	**Records Management - Clerk	$210,000	$0	$0	$0	$0	$0
T0050	New River Bike Trail	$0	$0	$0	$0	$0	$367,400
T0260	Insertion Machine: Gen Fund	$0	$0	$0	$0	$0	$66,000
T4610	Recarpet Libraries	$0	$0	$0	$0	$0	$553,497

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: General Fund (1000) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
T4620	Resurface Library Parking Lots	$0	$0	$0	$0	$0	$154,887
T4630	Sales Tax System	$0	$0	$0	$0	$0	$1,500,000
T4670	Downtown Maintenance Reserve	$0	$0	$0	$0	$0	$461,000
T4730	**Fuel Sites Equipment Upgrade	$0	$0	$0	$0	$0	$196,132
Total General Fund Projects:		**$7,439,300**	**$1,829,481**	**$1,981,739**	**$1,209,418**	**$1,487,194**	**$13,740,611**

***Project includes carryover funding**

****** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81001 - *Fire Panel & Alarm System Repla **Funding Source:** General Fund

Project Description: The existing fire alarm equipment is out dated and maintenance issues have become a major problem because of a shortage of parts. The system uses component technology that is over 20 years old.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Arts	$250	$0	$0	$0	$0	$0	$0
Engineering Charges	$4,574	$0	$0	$0	$0	$0	$0
TOTAL	**$4,824**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81005 - *Replace HVAC Controls System **Funding Source:** General Fund

Project Description: Replace heating, ventilating and air conditioning [HVAC] control system for the Main Public Safety/Court Complex.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$5,982	$0	$0	$0	$0	$0	$0
TOTAL	**$5,982**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81013 - *Bldg. Maintenance Reserve **Funding Source:** General Fund

Project Description: This project is intended to be a reserve account to support an emergency replacement of building components. Repairs in the recent past have included premature failure of the roof at the main public safety building, and replacement of two air conditioning compressors at City Hall.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$99,347	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$46,363	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
TOTAL	**$145,710**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$500,000**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81014 - Property Acquisition **Funding Source:** General Fund

Project Description: Funds appropriated for acquisition of real property to meet specific Council goals.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$300,000	$350,000	$350,000	$350,000	$350,000	$1,850,000
TOTAL	**$0**	**$300,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$1,850,000**

Operating Description: No O&M at this time.

Project: 81021 - *City Hall - HVAC System **Funding Source:** General Fund

Project Description: The existing heating, ventilating and air conditioning (HVAC) system at city hall is incapable of keeping up with the demands of the current occupancy and use of the building that has exceeded the original design. These upgrades will improve indoor air quality and provide a new HVAC system life capacity for an additional 20+ years.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$0	$150,000	$0	$0	$0	$0	$1,256,000
Contingency	$0	$100,000	$0	$0	$0	$0	$0
Equipment	$0	$1,376,393	$0	$0	$0	$0	$3,633,840
Engineering Charges	$13,475	$5,907	$0	$0	$0	$0	$37,093
Design	$109,383	$50,000	$0	$0	$0	$0	$0
Arts	$0	$1,500	$0	$0	$0	$0	$12,560
TOTAL	**$122,858**	**$1,683,800**	**$0**	**$0**	**$0**	**$0**	**$4,939,493**

Operating Description: No O&M at this time.

Project: 81022 - *Park & Feature Fields **Funding Source:** General Fund

Project Description: The city & the AZSTA will develop a youth & amateur sports & recreational facility adjacent to the Cardinals Stadium to be used for sporting & recreation activities when not being used as overflow turf parking. This is Phase 1 of the project.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$298,520	$0	$0	$0	$0	$0	$0
Construction	$389	$0	$0	$0	$0	$0	$0
Equipment	$253,877	$0	$0	$0	$0	$0	$0
TOTAL	**$552,786**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81023 - *EOC Equipment **Funding Source:** General Fund

Project Description: The City of Glendale has a need to purchase state of the art equipment and software for the Emergency Operations Center (EOC). This equipment and software is needed to assist in the management of resources involved in the operation of this center

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$1,742	$0	$0	$0	$0	$0	$0
Equipment	$8,384	$0	$0	$0	$0	$0	$0
Construction	$504,998	$0	$0	$0	$0	$0	$0
TOTAL	**$515,124**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81024 - *Fourth Floor Renovation **Funding Source:** General Fund

Project Description: Funds to construct a semi-private lobby for the Office of the Mayor.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$21,519	$0	$0	$0	$0	$0	$0
TOTAL	**$21,519**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81025 - *Environmental (ADA Compliance) **Funding Source:** General Fund

Project Description: Make citywide ADA upgrades to bring all the necessary facility components into ADA compliance. Some of the compliance projects include; raising sinks and counter tops, converting bathroom stalls into one to better accommodate wheel chair accessibility.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$243,874	$0	$0	$0	$0	$0	$0
Equipment	$0	$174,735	$174,735	$0	$0	$0	$0
TOTAL	**$243,874**	**$174,735**	**$174,735**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81027 - Exterior Closure (Roofing) — **Funding Source:** General Fund

Project Description: Make citywide roofing upgrades that would require a total of $1,274,686 over a 10-year period to improve the condition age of several facilities and extend the useful life of the infrastructure. There will be a total of approximately 89 different roofing related projects completed on all city buildings over a 10-year period.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$367,678	$229,434	$259,567	$60,605	$59,567	$297,835
TOTAL	**$0**	**$367,678**	**$229,434**	**$259,567**	**$60,605**	**$59,567**	**$297,835**

Operating Description: No O&M at this time.

Project: 81028 - *Audio Visual Equipment — **Funding Source:** General Fund

Project Description: This is a request for ongoing replacement of the audio/visual and presentation equipment in B-3, council chambers, council chambers control room and the 4th floor conference room. This supplemental was approved by Council and moved to PAYGO.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$66,916	$0	$0	$0	$0	$0	$0
TOTAL	**$66,916**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81030 - *FD-Emergency Rescue Vehicles — **Funding Source:** General Fund

Project Description: Funding requested to purchase, equip and maintain one additional rescue unit. These units are assigned to rove various areas of the city as service demands requires. This supplemental was approved by Council and moved to PAYGO.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$317,205	$0	$0	$0	$0	$0	$0
TOTAL	**$317,205**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81032 - *Archive Writer — **Funding Source:** General Fund

Project Description: Purchase archive writer equipment for City Clerk.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$49,121	$0	$0	$0	$0	$0	$0
TOTAL	**$49,121**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81034 - *Hickman Site Paving — **Funding Source:** General Fund

Project Description: Paving of former Hickman Egg Ranch property.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Construction	$18,644	$0	$0	$0	$0	$0	$0
TOTAL	**$18,644**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81035 - *Ladder Tender/Equip & TICs — **Funding Source:** General Fund

Project Description: New fire tender truck with equipment.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$35,000	$0	$0	$0	$0	$0	$0
Equipment	$658,000	$0	$0	$0	$0	$0	$0
TOTAL	**$693,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81036 - *Cultural/Historic Markings — **Funding Source:** General Fund

Project Description: Funds for historic/cultural land marking and tourism plan.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$34,205	$0	$0	$0	$0	$0	$0
TOTAL	**$34,205**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81037 - *Insertion Machine/Copier — **Funding Source:** General Fund

Project Description: Replace insertion machine that performs insertions for all depts, including paychecks and sales tax receipts.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$20,000	$0	$0	$0	$0	$0	$0
TOTAL	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81038 - Interior Finishes (Flooring) — **Funding Source:** General Fund

Project Description: Make citywide interior flooring upgrades that would require a total of $2,036,456 over a 10-year period to improve the condition age of several facilities and extend the useful life of the infrastructure. There will be a total of approximately 104 different flooring related projects completed on all city buildings over a 10-year period.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$194,317	$247,624	$204,140	$193,279	$207,964	$989,132
TOTAL	**$0**	**$194,317**	**$247,624**	**$204,140**	**$193,279**	**$207,964**	**$989,132**

Operating Description: No O&M at this time.

Project: 81039 - Interior Finishes (Paint) — **Funding Source:** General Fund

Project Description: Make citywide interior paint and wall covering upgrades that would require a total of $1,165,779 over a 10-year period to improve the condition age of several facilities and extend the useful life of the infrastructure. There will be a total of approximately 142 paint/wall covering related projects completed on all city buildings over a 10-year period.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$45,333	$118,541	$45,978	$57,147	$334,633	$564,147
TOTAL	**$0**	**$45,333**	**$118,541**	**$45,978**	**$57,147**	**$334,633**	**$564,147**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81040 - Manistee Ranch Bldg. Painting **Funding Source:** General Fund

Project Description: This project would include the basic exterior painting of the Manistee Ranch buildings. This will include porches, dormers and all exterior structural elements. During the process the window sashes will need to be stripped so that when the frames are repainted, the windows are still operable.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$100,000	$100,000	$0	$0	$0	$0
TOTAL	**$0**	**$100,000**	**$100,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81041 - Mechanical Upgrades **Funding Source:** General Fund

Project Description: The citywide mechanical upgrades would require a total of $1,012,613 over a 4-year period to improve the condition age of several facilities and extend the useful life of the infrastructure. There will be a total of 26 HVAC related projects completed on 18 different city buildings over a 4-year period.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$48,834	$74,440	$703,726	$185,613	$0	$0
TOTAL	**$0**	**$48,834**	**$74,440**	**$703,726**	**$185,613**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81042 - Roof & HVAC BOA Plaza bldg **Funding Source:** General Fund

Project Description: Repair original roof and replace obsolete HVAC components for the Bank of America Plaza building, as recommended in 2004 city facilities analysis audit report.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Engineering Charges	$0	$19,800	$0	$0	$0	$0	$0
Arts	$0	$3,000	$0	$0	$0	$0	$0
Construction	$0	$300,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$322,800**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81043 - AV Replacement Reserve — **Funding Source:** General Fund

Project Description: Establishes a reserve account to support emergency replacement of audio/visual components not covered in the technology replacement fund (TRF). It would only be used to replace equipment that breaks down during the year that is not in TRF.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
TOTAL	**$0**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$500,000**

Operating Description: This cost assumes the entire PAYGO account is spent during the year. PC/vehicle replacement assumes a five-year average replacement cycle ($100,000/5 = $20,000 annually).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$20,000	$40,000	$60,000	$80,000	$437,473
TOTAL	**$0**	**$20,000**	**$40,000**	**$60,000**	**$80,000**	**$437,473**

Project: 81044 - Electrical/Lighting Upgrades — **Funding Source:** General Fund

Project Description: The upgrades to the lighting and electrical systems would require a total of $1,110,748 over a 10-year period to improve the electrical and lighting capacities of several facilities. These upgrades will considerably reduce the consumption of electricity usage citywide, with an anticipated return on investment savings in approximately 3 1/2 years.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$110,543	$115,663	$115,818	$109,818	$109,818	$549,088
TOTAL	**$0**	**$110,543**	**$115,663**	**$115,818**	**$109,818**	**$109,818**	**$549,088**

Operating Description: No O&M at this time.

Project: 81045 - Exterior Closure (Carpentry) — **Funding Source:** General Fund

Project Description: Make citywide carpentry related upgrades that would require a total of $42,774 over a 3-year period (2008-2010) to ensure that 17 identified buildings receive the proper carpentry related upgrades required to extend the useful life of the buildings.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$22,137	$0	$20,637	$0	$0	$0
TOTAL	**$0**	**$22,137**	**$0**	**$20,637**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81046 - Exterior Closure (Paint) — **Funding Source:** General Fund

Project Description: Make citywide painting related upgrades that would require a total of $890,790 over a 10-year period to improve the condition age of several facilities and extend the useful life of the infrastructure.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$59,705	$219,044	$81,873	$52,956	$225,212	$252,000
TOTAL	**$0**	**$59,705**	**$219,044**	**$81,873**	**$52,956**	**$225,212**	**$252,000**

Operating Description: No O&M at this time.

Project: 81047 - **Fire Administration Relocation — **Funding Source:** General Fund

Project Description: Funds to temporarily relocate the fire administration staff. Costs will cover FF&E, tenant improvements and a study to find a permanent location.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$15,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$125,000	$0	$0	$0	$0	$0
Contingency	$0	$25,000	$0	$0	$0	$0	$0
Equipment	$0	$200,000	$0	$0	$0	$0	$0
Arts	$0	$500	$0	$0	$0	$0	$0
Engineering Charges	$0	$7,150	$0	$0	$0	$0	$0
Construction	$0	$50,000	$0	$0	$0	$0	$0
IT/Phone/Security	$0	$50,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$472,650**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M for former Coyotes suite will run approx. $3,300 per month.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$3,300	$3,399	$3,501	$3,606	$19,719
TOTAL	**$0**	**$3,300**	**$3,399**	**$3,501**	**$3,606**	**$19,719**

Project: 81048 - **Fire Building Maintenance — **Funding Source:** General Fund

Project Description: Funds will be used for O&M items such as roll up door maintenance contracts at fire stations, update generators and wiring at all fire stations to 80% load for emergency operations, replacement of outdated vehicle exhaust emission systems in six fire stations. This supplemental was approved by Council and moved to PAYGO.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$225,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$225,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81049 - **Technology for Prosecutors — **Funding Source:** General Fund

Project Description: Funds will be used to purchase software for an integrated data management system among the Police Department, City Court and Prosecutor's Office. The audio visual equipment will allow the office to produce visuals during jury and non-jury trials. This supplemental was approved by Council and moved to PAYGO.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$90,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$90,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: 81050 - **Records Management - Clerk — **Funding Source:** General Fund

Project Description: Funding will be used for consulting services to evaluate the current imaging system, prepare a needs assessment, prepare phasing analysis, prepare request for proposal, and move forward with phase I of a fully integrated, enterprise-wide electronic records management system (ERM). This supplemental was approved by Council and moved to PAYGO.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$210,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$210,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O&M at this time.

Project: T0050 - New River Bike Trail — **Funding Source:** General Fund

Project Description: Construct a 1,500-foot long multi-use path from an existing pathway just north of the Paraiso Drive alignment to Hillcrest Boulevard. The project will complete a safe and convenient, off-street connection from Pinnacle Peak Road to existing Hillcrest Road and 75th Avenue bike routes.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Land	$0	$0	$0	$0	$0	$0	$50,000
Design	$0	$0	$0	$0	$0	$0	$30,000
Construction	$0	$0	$0	$0	$0	$0	$270,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$14,700
Arts	$0	$0	$0	$0	$0	$0	$2,700
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$367,400**

Operating Description: O & M associated with 17 feet of landscaped area along a 12,200 linear foot multi-use pathway.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$11,156
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,156**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: T0260 - Insertion Machine: Gen Fund **Funding Source:** General Fund

Project Description: Replace current insertion machine. The machine performs insertion for all departments, including sales tax, water and sewer, sanitation, marketing, human resources, council, landfill and payroll.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$66,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$66,000**

Operating Description: This piece of equipment will be included in the technology replacement fund. A one year service preventative maintenance agreement (PMA) is built into the cost of $15,000 for the next five years (33% cost to water and sewer fund = $24,750, 33% cost to general fund = $24,750 and 34% to sanitation = $25,500).

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$24,750
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$24,750**

Project: T4610 - Recarpet Libraries **Funding Source:** General Fund

Project Description: This project is to replace the carpeting at Main Library, Foothills Branch and Velma Teague Branch Library.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$553,497
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$553,497**

Operating Description: No O&M at this time.

Project: T4620 - Resurface Library Parking Lots **Funding Source:** General Fund

Project Description: 1 1/2" overlay of asphalt for approximately 91,654 sq ft of existing pavement at Main Library and 114,862 sq ft of existing pavement at Foothills Branch.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$154,887
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$154,887**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) — Category: Other

Project: T4630 - Sales Tax System — **Funding Source:** General Fund

Project Description: Replace current sales tax system that is approximately fifteen years old. This will align the system that supports sales tax and licensing with the current technology thus providing more service delivery options to the taxpayers.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$1,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,500,000**

Operating Description: Annual operating and maintenance cost of $75,000 software licensing and updates, assuming 20 concurrent users. $75,000 x 5 years (FY2013-2017) = $375,000.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$375,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$375,000**

Project: T4670 - Downtown Maintenance Reserve — **Funding Source:** General Fund

Project Description: Funds to beautify and maintain the downtown streetscapes and pedestrian amenities in the downtown area. General maintenance and upkeep of light poles, benches, flowerpots/greenery, trash cans, etc and power washing of brick sidewalks and crosswalks.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Design	$0	$0	$0	$0	$0	$0	$200,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$11,000
Equipment	$0	$0	$0	$0	$0	$0	$250,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$461,000**

Operating Description: Repair and/or addition of streetscape items in downtown Glendale such as trash dumpsters, benches, landscaping, signage and newspaper racks. Additional staffing for code enforcement, parking management, "safety team", downtown maintenance workers, and increased level of service in Murphy Park. Building maintenance includes restoration to historical facades.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Landscape	$0	$0	$0	$0	$0	$100,000
Equip. Maint.	$0	$0	$0	$0	$0	$2,000,000
Bldg. Maint.	$0	$0	$0	$0	$0	$600,000
Utilities	$0	$0	$0	$0	$0	$350,000
Staffing	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,550,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: General Fund (1000) Category: Other

Project: T4730 - **Fuel Sites Equipment Upgrade **Funding Source:** General Fund

Project Description: This project is to replace fuel dispensing equipment that has reached its maximum useful life, install fuel monitoring and tank leak detection systems, and replace the fuel tracking system for the city's three fueling sites. Completion of this project will ensure equipment is working properly and improve customer service.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$0	$0	$0	$0	$0	$0	$23,810
Construction	$0	$0	$0	$0	$0	$0	$158,735
Engineering Charges	$0	$0	$0	$0	$0	$0	$12,000
Arts	$0	$0	$0	$0	$0	$0	$1,587
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$196,132**

Operating Description: No O&M at this time.

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Civic Center (1740) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
84551	Civic Center Renovation	$0	$0	$2,500,000	$0	$0	$0
84554	*Maintenance Reserve Fund	$134,000	$100,000	$100,000	$100,000	$100,000	$500,000
T0350	Civic Center Expansion	$0	$0	$0	$0	$0	$17,122,000
Total Civic Center Projects:		**$134,000**	**$100,000**	**$2,600,000**	**$100,000**	**$100,000**	**$17,622,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Civic Center (1740) — Category: Other

Project: 84551 - Civic Center Renovation — **Funding Source:** General Fund

Project Description:

Renovations to the Civic Center will enhance amenities, attract clients & allow the facility to remain competitive in the surrounding market. Potential enhancements may include an atrium area that would enclose the east courtyard allowing for year round use as well as creating functional use space to the outside grass area south of the building.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$129,250	$0	$0	$0
Miscellaneous/Other	$0	$0	$0	$38,750	$0	$0	$0
Design	$0	$0	$0	$465,000	$0	$0	$0
Construction	$0	$0	$0	$1,550,000	$0	$0	$0
IT/Phone/Security	$0	$0	$0	$35,000	$0	$0	$0
Engineering Charges	$0	$0	$0	$55,000	$0	$0	$0
Arts	$0	$0	$0	$15,500	$0	$0	$0
Contingency	$0	$0	$0	$211,500	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$2,500,000**	**$0**	**$0**	**$0**

Operating Description:

The Civic Center is event driven & uses part time temporary labor, no benefits or insurance is required. 2 part time temporary employees - 38 hour a week at $10 an hour . Supplies - $0.64 a square foot & $2,000 for a window cleaning contract. Utilities - $2.73 per square foot; Building Maintenance - $1.50 per square foot; Equipment Maintenance -$0.30 per square foot. Civic Center currently has a company that maintains the landscaping in the areas addressed in this request, so no new funding is needed for landscaping or refuse. Building water usage - $0.143 per square foot.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Water	$0	$0	$0	$715	$736	$4,027
Electrical	$0	$0	$0	$1,800	$1,854	$10,138
Equip. Maint.	$0	$0	$0	$1,500	$1,545	$8,449
Bldg. Maint.	$0	$0	$0	$7,500	$7,725	$42,243
Utilities	$0	$0	$0	$13,650	$14,060	$76,883
Supplies/Contr	$0	$0	$0	$5,200	$5,356	$29,289
Staffing	$0	$0	$0	$19,760	$20,353	$111,297
TOTAL	**$0**	**$0**	**$0**	**$50,125**	**$51,629**	**$282,326**

Project: 84554 - *Maintenance Reserve Fund — **Funding Source:** General Fund

Project Description:

The Civic Center's maintenance reserve is used for the facility's regular maintenance, repairs and upgrades, as well as the replacement of furniture, fixtures, and equipment. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Contingency	$34,000	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
TOTAL	**$34,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$500,000**

Operating Description:

No O&M at this time.

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Civic Center (1740) — Category: Other

Project: T0350 - Civic Center Expansion **Funding Source:** General Fund

Project Description:

The Civic Center opened in 1999 and in order to stay competitive and attract clientele it is essential that the facility offer a high quality product, provide outstanding amenities, and have the flexibility to meet the needs of their clients. It is also essential that the facility expand to meet the demands of the community and attract new clients.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$72,000
Construction	$0	$0	$0	$0	$0	$0	$11,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$275,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$100,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$110,000
Equipment	$0	$0	$0	$0	$0	$0	$500,000
Contingency	$0	$0	$0	$0	$0	$0	$1,650,000
Design	$0	$0	$0	$0	$0	$0	$3,300,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$17,122,000**

Operating Description:

2 full time Event Coordinators; 1 Building Maintenance worker; 3 full time Service Workers and 10 part time temporary setup/custodial staff. 6 computers (including replacement costs) & 1 printer - $9,873. All O&M costs are based on 40,000 square feet of facility space: supplies - $.85 per square foot; utilities - $2.63 per square foot; building maintenance - $2.25 per square foot; equipment maintenance - $.40 per square foot. Insurance is based on the recommended guideline of $865 per person. Electrical costs include a fire panel & building security/monitoring service. Landscape - $.84 per square foot; water - $.42 per square foot based on 5,000 square feet; refuse-two 6 yard containers - $10,000 a year.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Refuse	$0	$0	$0	$0	$0	$10,000
Water	$0	$0	$0	$0	$0	$2,100
Landscape	$0	$0	$0	$0	$0	$27,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$9,873
Electrical	$0	$0	$0	$0	$0	$102,000
Insurance	$0	$0	$0	$0	$0	$4,325
Equip. Maint.	$0	$0	$0	$0	$0	$16,000
Bldg. Maint.	$0	$0	$0	$0	$0	$90,000
Utilities	$0	$0	$0	$0	$0	$105,200
Supplies/Contr	$0	$0	$0	$0	$0	$34,000
Staffing	$0	$0	$0	$0	$0	$443,670
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$844,168**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Technology Infrastructure (2150) — Category: Other

Project Name:		FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
T7000	**City Fiber Optic Communication	$0	$0	$0	$0	$0	$16,220,625
T7010	**Event Management Center Upgrad	$0	$0	$0	$0	$0	$1,025,000
T7020	**Streetlight Remote Monitoring	$0	$0	$0	$0	$0	$1,281,250
T7030	**Project/Permit Tracking System	$0	$0	$0	$0	$0	$2,500,000
T7040	**Cemetery Records Management	$0	$0	$0	$0	$0	$89,000
T7050	**Facility Audio/Visual Systems	$0	$0	$0	$0	$0	$1,820,000
T7060	**RFID Security System	$0	$0	$0	$0	$0	$808,771
T7070	**Security System	$0	$0	$0	$0	$0	$180,600
Total Technology Infrastructure Projects:		**$0**	**$0**	**$0**	**$0**	**$0**	**$23,925,246**

***Project includes carryover funding**

****** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Technology Infrastructure (2150) Category: Other

Project: T7000 - **City Fiber Optic Communication **Funding Source:** General Fund

Project Description: Installation of conduit and fiber optic cable on arterial streets and some minor streets to connect city facilities and signal system to support traffic operations, city business, and security MESH network. Building out the system will eliminate monthly lease fees, improving network speeds, remote control of signals, cameras, and message signs.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$395,625
Equipment	$0	$0	$0	$0	$0	$0	$15,825,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,220,625**

Operating Description: No O&M at this time.

Project: T7010 - **Event Management Center Upgrad **Funding Source:** General Fund

Project Description: The city's traffic management center was opened in January 2004. This project will replace outdated A/V equipment and upgrade communications equipment in the city's mobile command vehicle to allow the Transportation and Police Departments to continue to coordinate when managing event and day-to-day traffic in the city.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$1,000,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$25,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,025,000**

Operating Description: No O&M at this time.

Project: T7020 - **Streetlight Remote Monitoring **Funding Source:** General Fund

Project Description: This project will provide the equipment necessary to monitor and report streetlight fixtures that have failed and identifies the type of failure. It would also reduce the need for citizen reporting of street light outages and decrease the time lights are out of service, increasing the safety of Glendale neighborhoods.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$1,250,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$31,250
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,281,250**

Operating Description: O & M costs are $162,000 annually, paid monthly, to the equipment manufacturer for web hosting services.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$997,068
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$997,068**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Technology Infrastructure (2150) Category: Other

Project: T7030 - **Project/Permit Tracking System **Funding Source:** General Fund

Project Description: The current project/permit system provides automated tracking of all construction projects and city assets. It is also used as a computerized maintenance management system for the city. The system is used by Building Safety, Planning, Transportation, Utilities, Sanitation, Fire, Engineering, Code Compliance, and Economic Development.

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,500,000**

Operating Description: The $133,900 is required for the ongoing service and maintenance agreement associated with the software purchase. Staffing is for a Project/Permit Coordinator. This FTE would provide much needed ongoing technical assistance and support to the nine departments using the system.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$133,900
Staffing	$0	$0	$0	$0	$0	$90,969
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$224,869**

Project: T7040 - **Cemetery Records Management **Funding Source:** General Fund

Project Description: Cemetery records cover 100 years of burials for up to 17,000 lots. Two automation enhancements are recommended for Glendale Memorial Park Cemetery: (1) establish a full and integrated system to manage records and accounting ($63,500) and (2) make appropriate records accessible through installation of a self-service kiosk at the facility ($25,500).

Capital Costs:

	Carryover	2008	2009	2010	2011	2012	2013-2017
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$89,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$89,000**

Operating Description: A service contract to ensure system support is estimated to be $2,533 in FY 13-14 based on inflation of 3%.

Operating Costs:

	2008	2009	2010	2011	2012	2013-2017
Supplies/Contr	$0	$0	$0	$0	$0	$10,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,600**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Technology Infrastructure (2150) — Category: Other

Project: T7050 - **Facility Audio/Visual Systems **Funding Source:** General Fund

Project Description: The replacement of audio/visual equipment in community services departments that are not currently in the technology replacement fund. These systems are approaching or have surpassed their expected useful life.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$1,820,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,820,000**

Operating Description: Total payments for the five year period to the technology replacement fund. Assumes capital cost will be equally spread over the five year period and a six-year life cycle for the equipment.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$849,333
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$849,333**

Project: T7060 - **RFID Security System **Funding Source:** General Fund

Project Description: To purchase and install self check machines using radio frequency identification technology. This improved system addresses security, inventory control, and enhanced circulation efficiency.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$808,771
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$808,771**

Operating Description: O&M for adding equipment to the technology replacement fund.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
Equip. Maint.	$0	$0	$0	$0	$0	$22,780
Supplies/Contr	$0	$0	$0	$0	$0	$58,948
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$38,626
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$120,354**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Technology Infrastructure (2150) Category: Other

Project: T7070 - **Security System **Funding Source:** General Fund

Project Description: Install security system for the libraries. It includes new security gates, software, computer, infra-red detectors, and a camera system for the interior and exterior of the buildings.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Equipment	$0	$0	$0	$0	$0	$0	$180,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$180,600**

Operating Description: O&M to add gates and security equipment to the technology replacement fund and routine equipment maintenance.

Operating Costs:	2008	2009	2010	2011	2012	2013-2017
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$11,520
Equip. Maint.	$0	$0	$0	$0	$0	$2,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,720**

***Project includes carryover funding**

**** New Project**

FY 2008 - 2017 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Arts Commission (1220) — Category: Other

Project Name:	FY 07-08:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 13-17:
84650 Art Commission	$350,000	$350,000	$350,000	$350,000	$350,000	$2,100,000
Total Arts Commission Projects:	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$2,100,000**

***Project includes carryover funding**

**** New Project**

2008-2017 Capital Improvement Project Detail

Fund: Arts Commission (1220) Category: Other

Project: 84650 - Art Commission **Funding Source:** Capital Plan

Project Description: City Council ordinance No. 1226 created a Municipal Art Fund which provides for the purchase of works of art for public places. The Arts Commission selects the art work that will be purchased and/or commissioned each year.

Capital Costs:	Carryover	2008	2009	2010	2011	2012	2013-2017
Miscellaneous/Other	$0	$350,000	$350,000	$350,000	$350,000	$350,000	$2,100,000
TOTAL	**$0**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$2,100,000**

Operating Description: Maintenance and restoration of the public art collection is maintained with existing funds.

***Project includes carryover funding**

**** New Project**

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
FY 2008 Fund Balance Analysis
(All Dollars in Thousands)

		Fund Balance 7/01/07	Projected Revenues	Transfers In	Transfers Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal. 6/30/08
General/Special Rev. Funds:											
1000	General Fund	$46,932	$171,343	$0	($19,831)	($172,173)	($7,439)	$0	($18,613)	($198,225)	$219
1340	Streets	$1,256	$16,986	$0	($3,715)	($13,965)	($502)	$0	$0	($14,467)	$60
1700	Police Special Revenue Fund	$564	$3,734	$0	$0	($4,002)	$0	$0	$0	($4,002)	$295
1720	Fire Special Revenue Fund	$231	$1,867	$0	$0	($2,071)	$0	$0	$0	($2,071)	$26
1660	Transportation	$8,346	$119,140	$2,018	($107,041)	($15,634)	$0	$0	($6,829)	($22,463)	$0
1640	Local Transportation Assistance	$0	$1,118	$0	($1,118)	$0	$0	$0	$0	$0	$0
1740	Civic Center Fund	$100	$500	$642	$0	($908)	($134)	$0	$0	($1,042)	$200
1760	Airport Operating	$0	$378	$213	$0	($591)	$0	$0	$0	($591)	$0
1190	Employee Groups	$70	$47	$38	$0	($85)	$0	$0	$0	($85)	$70
1770	Zanjero Special Revenue	$62	$1,038	$0	($1,100)	$0	$0	$0	$0	$0	$0
1780	Arena Special Revenue	$0	$8,627	$0	($8,357)	($271)	$0	$0	$0	($271)	$0
1280	Stadium Special Revenue	$50	$50	$597	$0	($697)	$0	$0	$0	($697)	$0
1010	National Events	$3,577	$0	$0	$0	($3,411)	$0	$0	($166)	($3,577)	$0
2500	Community Housing Services	$647	$8,117	$505	$0	($8,707)	$0	$0	$0	($8,707)	$562
1830	Emergency Shelter Grants	$0	$100	$0	$0	($100)	$0	$0	$0	($100)	$0
1300	HOME Fund	$0	$1,594	$0	$0	($1,594)	$0	$0	$0	($1,594)	$0
1320	Community Dvpmt Block Grant	$0	$4,119	$0	$0	($4,119)	$0	$0	$0	($4,119)	$0
1240	Court Fund	$269	$333	$0	$0	($386)	$0	$0	$0	($386)	$216
1820	CAP Grant Fund	$0	$287	$179	$0	($466)	$0	$0	$0	($466)	$0
1840	Other State and Local Grants	$0	$12,649	$150	$0	($8,707)	($3,939)	$0	$0	($12,646)	$153
1650	Transportation Grants	$531	$15,024	$0	$0	$0	($15,555)	$0	$0	($15,555)	$0
1860	RICO Fund	$1,578	$420	$0	$0	($1,321)	$0	$0	$0	($1,321)	$678
Enterprise Funds:											
2360+	Water and Sewer	$129,762	$118,593	$0	$0	($51,994)	($147,618)	($19,999)	($5,000)	($224,611)	$23,743
2480	Sanitation	$5,356	$15,617	$0	$0	($14,693)	($2,815)	$0	($500)	($18,007)	$2,965
2440	Landfill	$18,418	$10,256	$0	$0	($7,545)	($2,600)	($216)	($2,000)	($12,361)	$16,313
2530	Public Safety Training Fac.	$0	$2,188	$0	$0	($2,188)	$0	$0	$0	($2,188)	$0
	*Water and Sewer also includes the following funds: 51/2380, 83/2400 and 84/2420										
Revolving/Internal Service Funds:											
2540	Risk Management Trust Fund	$3,530	$2,913	$0	$0	($2,760)	$0	$0	($2,000)	($4,760)	$1,683
2560	Worker's Comp Trust Fund	$4,632	$1,117	$0	$0	($1,407)	$0	$0	$0	($1,407)	$4,342
2580	Benefits Trust Fund	$4,695	$22,066	$0	$0	($23,066)	$0	$0	$0	($23,066)	$3,695
1120	Vehicle Replacement Fund	$3,323	$2,909	$0	$0	($3,030)	$0	$0	$0	($3,030)	$3,203
1140	Technology Replacement Fund	$1,607	$2,398	$0	$0	($2,608)	$0	$0	$0	($2,608)	$1,398
1040	General Services Fund	$0	$9,206	$0	$0	($9,206)	$0	$0	$0	($9,206)	$0
1100	Telephone	$16	$1,071	$0	$0	($1,014)	$0	$0	$0	($1,014)	$74
1870	Mkt'g Special Events	$0	$401	$882	$0	($882)	$0	$0	$0	($882)	$401
1880	Parks Self Sustain.	$611	$945	$0	$0	($1,358)	$0	$0	$0	($1,358)	$198
1260	Library Book Sales	$170	$337	$0	$0	($336)	$0	$0	$0	($336)	$170
1790	Stadium Agreement SR	$1,055	$1,700	$0	$0	($1,700)	$0	$0	$0	($1,700)	$1,055
1160	Cable Equipment Replacement	$68	$25	$0	$0	($55)	$0	$0	$0	($55)	$38

Schedule One
FY 2008 Fund Balance Analysis
(All Dollars in Thousands)

		Fund Balance 7/01/07	Projected Revenues	Transfers In	Transfers Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal. 6/30/08
Construction Funds:											
2140	Open Space/Trails Bonds	$1,151	$35	$0	$0	($1)	($674)	$0	($510)	($1,186)	$0
2160	Library Bonds	$10	$0	$0	$0	$0	$0	$0	($10)	($10)	$0
2040	Public Safety	$22,940	$12,200	$0	$0	($2)	($18,670)	$0	($16,468)	($35,140)	$0
2060	Parks	$8,602	$58	$0	$0	($12)	($5,239)	$0	($3,409)	($8,660)	$0
2180	Flood Control	$15,016	$970	$0	$0	($4)	($15,091)	$0	($891)	($15,986)	$0
1270	General Fund Rev Obligations	$21,986	$5,183	$0	$0	($27)	($17,004)	$0	($10,139)	($27,169)	$0
1220	Arts Commission	$3,243	$990	$0	$0	($128)	($350)	$0	($3,755)	($4,233)	$0
2120	Airport Capital	$0	$10,916	$0	$0	$0	($10,916)	$0	$0	($10,916)	$0
1980	Street/Parking Bonds	$25,139	$8,000	$0	$0	($5)	($29,918)	$0	($3,216)	($33,139)	$0
2000	Street Revenue Bonds (HURF)	$9,597	$38	$0	$0	($3)	($8,581)	$0	($1,051)	($9,635)	$0
2220	Transit Bonds	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
2210	Transportation Construction	$0	$0	$106,041	$0	$0	($106,041)	$0	$0	($106,041)	$0
2080	Facilities Bonds	$248	$0	$0	$0	$0	($240)	$0	($8)	($248)	$0
2100	Economic Development Bonds	$549	$0	$0	$0	$0	($524)	$0	($25)	($549)	$0
1460	DIF- Citywide Parks	$1,738	$466	$0	$0	$0	($2,144)	$0	($60)	($2,204)	$0
1480	DIF- Citywide Rec Facility	$1,294	$269	$0	$0	$0	($1,525)	$0	($38)	($1,563)	$0
1520	DIF- Citywide Open Space	$456	$90	$0	$0	$0	($534)	$0	($12)	($546)	$0
1420	DIF- Fire Protection Facilities	$798	$632	$0	$0	$0	($718)	($300)	($412)	($1,430)	$0
1440	DIF- Police Dept Facilities	$1,500	$815	$0	$0	$0	($216)	($398)	($1,701)	($2,315)	$0
1620	DIF- General Gov't	$2,072	$1,822	$0	$0	$0	($679)	($1,118)	($2,098)	($3,894)	$0
1380	DIF- Library Buildings	$2,639	$60	$0	$0	$0	($2,537)	$0	($162)	($2,699)	$0
1500	DIF- Libraries	$3,245	$594	$0	$0	$0	($3,750)	$0	($89)	($3,839)	$0
1400	DIF- Library Books	$309	$0	$0	$0	$0	($305)	$0	($4)	($309)	$0
1540	DIF- Park Dev Zone 1	$1,109	$147	$0	$0	$0	($1,029)	$0	($227)	($1,256)	$0
1560	DIF- Park Dev Zone 2	$922	$158	$0	$0	$0	($1,040)	$0	($40)	($1,080)	$0
1580	DIF- Park Dev Zone 3	$234	$19	$0	$0	$0	($253)	$0	$0	($253)	$0
1600	DIF- Roadway Improvements	$7,719	$2,454	$0	$0	$0	($10,173)	$0	$0	($10,173)	$0
2130	Cultural Facility	$921	$0	$0	$0	($2)	$0	$0	($919)	($921)	$0
2280	Cemetery Perpetual Care	$5,102	$126	$0	$0	$0	$0	$0	($5,228)	($5,228)	$0
Debt Service Funds:											
1900	G.O. Bond Debt	$11,995	$24,699	$0	$0	$0	$0	($22,485)	$0	($22,485)	$14,209
1920	Street Revenue Bond Debt	$75	$0	$4,715	$0	$0	$0	($4,715)	$0	($4,715)	$75
1960	Local Improvement Districts	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1940	Municipal Property Corporation	$0	$25	$25,182	$0	$0	$0	($25,207)	$0	($25,207)	$0
*******TOTAL*******		**$388,065**	**$629,979**	**$141,162**	**($141,162)**	**($363,230)**	**($418,752)**	**($74,438)**	**($85,580)**	**($942,000)**	**$76,044**

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1000 - General Fund					
	City Sales Tax	$52,498,591	$59,740,654	$63,627,592	$67,551,573
	State Income Tax	$20,114,852	$22,909,486	$27,523,029	$34,140,907
	State Shared Sales Tax	$20,270,811	$23,297,507	$23,191,554	$24,583,047
	Motor Vehicle In-Lieu	$9,367,664	$10,444,385	$10,444,385	$10,862,160
	Staff & Adm Chargebacks	$7,183,000	$7,835,000	$7,991,000	$7,986,000
	Property Tax	$3,575,617	$3,643,481	$3,784,000	$3,888,000
	Court Revenue	$2,673,137	$2,932,134	$2,961,458	$3,093,745
	Building Permits	$2,747,443	$2,943,051	$3,398,122	$2,718,498
	Gas/Elect. Franchise Fee	$2,065,011	$2,345,331	$2,598,626	$2,598,626
	Recreation Revenue	$669,840	$634,162	$1,189,752	$2,114,143
	Security Revenue			$637,508	$2,095,487
	Cable Franchise Fees	$1,432,596	$1,587,256	$1,647,819	$1,710,690
	Fire Department Fees	$898,052	$1,101,608	$1,362,608	$1,288,097
	Plan Check Fees	$1,039,194	$1,126,881	$1,458,204	$1,166,563
	City Property Rental	$876,914	$883,300	$800,000	$775,587
	Arena Fees	$105,896	$783,695	$740,385	$756,080
	Sales Tax Licenses	$527,128	$590,956	$596,866	$602,834
	Right-of-Way Permits	$520,832	$554,081	$559,622	$559,622
	Interest	$2,047,393	$3,404,771	$500,000	$500,000
	Planning/Zoning	$307,051	$481,966	$486,786	$491,654
	Miscellaneous	$331,786	$999,514	$430,000	$430,000
	Engineering Plan Check	$412,905	$398,528	$420,458	$420,458
	Library Fines/Fees	$280,360	$310,591	$313,697	$316,834
	Cemetery Revenue	$286,251	$232,299	$252,350	$252,350
	Liquor Licenses	$167,823	$176,383	$170,893	$172,602
	Bus./Prof. Licenses	$106,896	$90,519	$91,424	$92,338
	Business Licenses	$75,503	$87,713	$76,725	$77,492
	SRP In-Lieu	$36,781	$34,846	$37,630	$50,801
	Traffic Engineering Plan	$24,430	$14,920	$41,343	$41,756
	Miscellaneous CD Fees	$672	$1,506,164	$5,399	$5,453
	Northern Crossing	$809,480	$1,345,786		
	Lease Proceeds	$166,340	$165,974		
	Total - General Fund:	**$131,620,249**	**$152,602,942**	**$157,339,235**	**$171,343,397**
1010 - National Events					
	Miscellaneous			$434,936	
	Total - National Events:			**$434,936**	

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1040 - General Services					
	Internal Charges	$6,395,923	$8,207,445	$8,343,347	$9,205,665
	Total - General Services:	**$6,395,923**	**$8,207,445**	**$8,343,347**	**$9,205,665**
1100 - Telephone					
	Internal Charges	$811,176	$781,899	$889,750	$1,071,211
	Total - Telephone:	**$811,176**	**$781,899**	**$889,750**	**$1,071,211**
1120 - Vehicle Replacement					
	Internal Charges	$1,110,861	$1,637,653	$2,082,439	$2,909,243
	Miscellaneous	$167,145	$340,758		
	Interest	$109,034	$156,095		
	Total - Vehicle Replacement:	**$1,387,040**	**$2,134,506**	**$2,082,439**	**$2,909,243**
1140 - Tech. Replacement					
	Internal Charges	$1,226,099	$1,681,686	$1,943,311	$2,398,259
	Interest	$58,672	$106,767		
	Miscellaneous	$12,698	$17,582		
	Total - Tech. Replacement:	**$1,297,469**	**$1,806,035**	**$1,943,311**	**$2,398,259**
1160 - Cable Equip. Rental					
	Audio/Video Rental	$32,991	$33,032	$5,000	$25,000
	Interest	$99	$184	$97	$50
	Total - Cable Equip. Rental:	**$33,090**	**$33,216**	**$5,097**	**$25,050**
1190 - Employee Groups					
	Miscellaneous	$25,211	$103,683	$100,000	$47,000
	Total - Employee Groups:	**$25,211**	**$103,683**	**$100,000**	**$47,000**
1220 - Arts Commission					
	Miscellaneous			$973,633	$973,633
	Interest	$21,385	$69,206	$20,254	$16,051
	Total - Arts Commission:	**$21,385**	**$69,206**	**$993,887**	**$989,684**
1240 - Court Fund					
	Court Revenue	$284,348	$288,486	$291,000	$296,000
	Miscellaneous	$33,571	$34,047	$31,000	$32,000
	Interest	$5,289	$11,539	$4,700	$4,800
	Total - Court Fund:	**$323,208**	**$334,072**	**$326,700**	**$332,800**

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1260 - Library Books					
	Library Fines/Fees	$268,088	$269,840	$326,820	$335,000
	Miscellaneous	$75	$103	$1,500	$1,500
	Total - Library Books:	**$268,163**	**$269,943**	**$328,320**	**$336,500**
1270 - G.F. Revenue Oblgs					
	Bond Proceeds		$32,232,382	$87,000,000	$5,075,000
	Interest			$117,000	$108,000
	Total - G.F. Revenue Oblgs:		**$32,232,382**	**$87,117,000**	**$5,183,000**
1280 - Stadium Special Rev.					
	Recreation Revenue			$50,000	$50,000
	Building Permits	$229,294		$500,000	
	Fire Department Fees	$2,652	$110		
	Plan Check Fees	$416,283			
	Engineering Plan Check	$17,574			
	Right-of-Way Permits	$102			
	Total - Stadium Special Rev.:	**$665,905**	**$110**	**$550,000**	**$50,000**
1300 - HOME Fund					
	Grants	$490,287	$687,262	$946,908	$1,593,837
	Total - HOME Fund:	**$490,287**	**$687,262**	**$946,908**	**$1,593,837**
1320 - C.D.B.G.					
	Grants	$2,255,882	$2,443,776	$2,410,945	$4,118,886
	Total - C.D.B.G.:	**$2,255,882**	**$2,443,776**	**$2,410,945**	**$4,118,886**
1340 - Streets					
	Highway User Revenues	$15,908,717	$16,888,186	$16,818,259	$16,986,428
	Total - Streets:	**$15,908,717**	**$16,888,186**	**$16,818,259**	**$16,986,428**
1380 - DIF-Library Bldg's					
	Interest	$54,132	$94,320	$57,000	$60,000
	Total - DIF-Library Bldg's:	**$54,132**	**$94,320**	**$57,000**	**$60,000**
1400 - DIF-Library Books					
	Interest	$7,791	$10,609	$2,377	
	Total - DIF-Library Books:	**$7,791**	**$10,609**	**$2,377**	

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1420 - DIF-Fire Protect Fac					
	Development Impact Fees	$508,257	$524,632	$608,000	$608,000
	Interest	$17,370	$19,570	$16,000	$24,000
	Total - DIF-Fire Protect Fac:	**$525,627**	**$544,202**	**$624,000**	**$632,000**
1440 - DIF-PD Facilities					
	Development Impact Fees	$628,036	$603,098	$770,000	$770,000
	Interest	$40,976	$79,070	$45,000	$45,000
	Miscellaneous	$671			
	Total - DIF-PD Facilities:	**$669,683**	**$682,168**	**$815,000**	**$815,000**
1460 - DIF-Citywide Parks					
	Development Impact Fees	$393,742	$416,683	$414,000	$414,000
	Interest	$27,992	$58,046	$43,000	$52,000
	Total - DIF-Citywide Parks:	**$421,734**	**$474,729**	**$457,000**	**$466,000**
1480 - DIF-Citywide Rec Fac					
	Development Impact Fees	$213,691	$226,109	$230,000	$230,000
	Interest	$15,358	$33,267	$22,000	$39,000
	Total - DIF-Citywide Rec Fac:	**$229,049**	**$259,376**	**$252,000**	**$269,000**
1500 - DIF-Libraries					
	Development Impact Fees	$469,548	$496,858	$497,000	$497,000
	Interest	$42,199	$87,270	$43,000	$97,000
	Total - DIF-Libraries:	**$511,747**	**$584,128**	**$540,000**	**$594,000**
1520 - DIF-Citywide Open Sp					
	Development Impact Fees	$73,106	$77,436	$76,000	$76,000
	Interest	$5,235	$11,304	$11,000	$14,000
	Total - DIF-Citywide Open Sp:	**$78,341**	**$88,740**	**$87,000**	**$90,000**
1540 - DIF-Park Dev Zone 1					
	Development Impact Fees	$194,452	$178,597	$147,000	$147,000
	Grants			$600,000	
	Interest	$7,846	$16,398	$8,000	
	Total - DIF-Park Dev Zone 1:	**$202,298**	**$194,995**	**$755,000**	**$147,000**
1560 - DIF-Park Dev Zone 2					
	Development Impact Fees	$115,513	$152,554	$130,000	$130,000
	Interest	$25,671	$40,051	$10,000	$28,000
	Total - DIF-Park Dev Zone 2:	**$141,184**	**$192,605**	**$140,000**	**$158,000**

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1580 - DIF-Park Dev Zone 3					
	Development Impact Fees	$5,882	$3,806	$20,341	$18,000
	Interest	$10,118	$16,070	$12,000	$1,000
	Total - DIF-Park Dev Zone 3:	**$16,000**	**$19,876**	**$32,341**	**$19,000**
1600 - DIF-Roadway Improvements					
	Development Impact Fees	$2,123,830	$1,928,806	$2,124,000	$2,374,000
	Interest	$142,765	$312,784	$124,000	$80,000
	Total - DIF-Roadway Improvem	**$2,266,595**	**$2,241,590**	**$2,248,000**	**$2,454,000**
1620 - DIF-General Gov't					
	Development Impact Fees	$1,140,150	$1,162,744	$1,760,000	$1,760,000
	Interest	$52,202	$98,557	$72,000	$62,000
	Total - DIF-General Gov't:	**$1,192,352**	**$1,261,301**	**$1,832,000**	**$1,822,000**
1640 - L.T.A.F.					
	LTAF - Lottery	$1,185,899	$1,158,998	$1,131,731	$1,117,962
	Total - L.T.A.F.:	**$1,185,899**	**$1,158,998**	**$1,131,731**	**$1,117,962**
1650 - Transport. Grants					
	Grants	$790,608	$794,263	$700,000	$15,024,000
	Total - Transport. Grants:	**$790,608**	**$794,263**	**$700,000**	**$15,024,000**
1660 - Transportation					
	Bond Proceeds				$90,000,000
	City Sales Tax	$19,827,347	$23,215,361	$26,001,000	$27,613,000
	Interest	$599,405	$1,045,256	$533,000	$1,000,000
	Miscellaneous	$1,343	$327,182	$327,000	$327,000
	Transit Revenue	$184,457	$187,715	$200,000	$200,000
	Grants	$3,613			
	Total - Transportation:	**$20,616,165**	**$24,775,514**	**$27,061,000**	**$119,140,000**
1700 - Police Spec. Rev.					
	City Sales Tax	$2,637,594	$3,084,637	$3,133,490	$3,733,520
	Total - Police Spec. Rev.:	**$2,637,594**	**$3,084,637**	**$3,133,490**	**$3,733,520**
1720 - Fire Spec. Revenue					
	City Sales Tax	$1,318,797	$1,542,318	$1,666,510	$1,866,648
	Total - Fire Spec. Revenue:	**$1,318,797**	**$1,542,318**	**$1,666,510**	**$1,866,648**

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1740 - Civic Center					
	Facility Rental Income	$283,567	$339,024	$291,000	$300,000
	Miscellaneous	$165,077	$148,683	$160,050	$165,000
	Audio/Video Rental	$34,916	$39,902	$33,950	$35,000
	Total - Civic Center:	**$483,560**	**$527,609**	**$485,000**	**$500,000**
1760 - Airport					
	Airport Fees	$383,486	$383,983	$350,000	$353,650
	Lease Proceeds	$21,600	$23,400	$22,680	$23,360
	Miscellaneous	$1,290	$710	$1,050	$1,050
	Total - Airport:	**$406,376**	**$408,093**	**$373,730**	**$378,060**
1770 - Zanjero Special Rev.					
	City Sales Tax		$144,380	$978,000	$1,038,000
	Total - Zanjero Special Rev.:		**$144,380**	**$978,000**	**$1,038,000**
1780 - Arena Special Rev.					
	City Sales Tax	$432,331	$1,196,513	$4,795,329	$4,795,329
	Arena Fees	$2,160,655	$3,689,251	$3,561,284	$3,561,284
	Miscellaneous			$193,600	$270,750
	Interest	$12,265			
	Total - Arena Special Rev.:	**$2,605,251**	**$4,885,764**	**$8,550,213**	**$8,627,363**
1790 - Stadium Agreement Special Revenue					
	City Sales Tax	$982,991	$1,423,878	$1,700,000	$1,700,000
	Total - Stadium Agreement Speci	**$982,991**	**$1,423,878**	**$1,700,000**	**$1,700,000**
1820 - CAP Grant Fund					
	Grants			$301,699	$287,329
	Miscellaneous	$286,699	$286,699		
	Total - CAP Grant Fund:	**$286,699**	**$286,699**	**$301,699**	**$287,329**
1830 - Emer. Shelter Grants					
	Grants	$94,323	$97,174	$102,436	$100,000
	Total - Emer. Shelter Grants:	**$94,323**	**$97,174**	**$102,436**	**$100,000**

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1840 - Other Grant Funds					
	Grants	$3,609,682	$5,202,910	$8,734,000	$12,649,000
	Recreation Revenue	$2,024	($1,107)		
	Miscellaneous	$881,523	$913,918		
	Other	$9,814	$15,025		
	Interest	$7,783	$1,295		
	Total - Other Grant Funds:	**$4,510,826**	**$6,132,041**	**$8,734,000**	**$12,649,000**
1860 - RICO Fund					
	State Forfeitures	$178,989	$1,116,555	$1,235,000	$400,000
	Interest	$14,740	$59,675	$100,000	$10,000
	Federal Forfeitures	$26,460	$99,198	$10,000	$10,000
	Total - RICO Fund:	**$220,189**	**$1,275,428**	**$1,345,000**	**$420,000**
1870 - Mkt'g Special Events					
	Miscellaneous		$345,356	$401,000	$401,000
	Total - Mkt'g Special Events:		**$345,356**	**$401,000**	**$401,000**
1880 - Parks Self Sustain.					
	Recreation Revenue	$836,320	$887,052	$945,000	$945,000
	Facility Rental Income	$46,132	$62,678		
	Miscellaneous	$298,364	$367		
	Total - Parks Self Sustain.:	**$1,180,816**	**$950,097**	**$945,000**	**$945,000**
1900 - G.O. Bond Debt					
	Property Tax	$15,845,915	$17,743,484	$19,570,869	$24,699,472
	SRP In-Lieu	$156,509	$158,450		
	Interest	$114,899	$33,001		
	Total - G.O. Bond Debt:	**$16,117,323**	**$17,934,935**	**$19,570,869**	**$24,699,472**
1920 - Street Bond Debt					
	Interest	$39,305	$4,712		
	Total - Street Bond Debt:	**$39,305**	**$4,712**		
1940 - MPC Bond Debt					
	Interest	$55,135	$83,229	$113,500	$25,000
	Miscellaneous	$88,612			
	Total - MPC Bond Debt:	**$143,747**	**$83,229**	**$113,500**	**$25,000**

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
1960 - Special Assess. Bond					
	Interest	$7,214	$13,287	$7,000	
	Special Assessments Rev.	$21,629	$15,756	$5,200	
	Total - Special Assess. Bond:	**$28,843**	**$29,043**	**$12,200**	
1980 - Street/Parking Bonds					
	Bond Proceeds		$1,145,557	$20,000,000	$8,000,000
	Interest	$124,256	$221,176	$66,000	
	Miscellaneous		$833		
	Grants	$5,847			
	Total - Street/Parking Bonds:	**$130,103**	**$1,367,566**	**$20,066,000**	**$8,000,000**
2000 - Street Revenue Bonds					
	Interest	$210,628	$173,909	$103,000	$38,000
	Bond Proceeds		$15,932,114		
	Miscellaneous	$272,367	$4,453		
	Grants	$4,580			
	Total - Street Revenue Bonds:	**$487,575**	**$16,110,476**	**$103,000**	**$38,000**
2020 - Street Const. GO					
	Interest	$1,807	$4,344		
	Total - Street Const. GO:	**$1,807**	**$4,344**		
2040 - Public Safety Bonds					
	Bond Proceeds	$6,590,496	$12,786,113	$28,175,000	$12,200,000
	Interest		$97,856		
	Total - Public Safety Bonds:	**$6,590,496**	**$12,883,969**	**$28,175,000**	**$12,200,000**
2060 - Parks Bonds					
	Interest	$558,439	$572,955	$106,000	$58,000
	Bond Proceeds		$7,882,788		
	Miscellaneous		$21,382		
	Grants	$11,224			
	Total - Parks Bonds:	**$569,663**	**$8,477,125**	**$106,000**	**$58,000**
2080 - Facilities Bonds					
	Bond Proceeds			$330,000	
	Miscellaneous		$1,405		
	Interest	$5,903			
	Total - Facilities Bonds:	**$5,903**	**$1,405**	**$330,000**	

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
2100 - Economic Dev. Bonds					
	Interest	$3,594	$8,640		
	Bond Proceeds	$1,019,270			
	Total - Economic Dev. Bonds:	**$1,022,864**	**$8,640**		
2120 - Airport Capital					
	Grants	$57,754	$190,731	$99,906	$10,916,499
	Interest	$23	$43		
	Total - Airport Capital:	**$57,777**	**$190,774**	**$99,906**	**$10,916,499**
2130 - Cultural Facility					
	Interest		$29,496		
	Bond Proceeds	$4,580,346			
	Total - Cultural Facility:	**$4,580,346**	**$29,496**		
2140 - Open Space Bonds					
	Interest	$31,908	$35,376	$11,000	$35,000
	Grants	$2,450			
	Total - Open Space Bonds:	**$34,358**	**$35,376**	**$11,000**	**$35,000**
2160 - Library Bonds					
	Interest	$1,707	$4,105		
	Total - Library Bonds:	**$1,707**	**$4,105**		
2180 - Flood Control					
	Miscellaneous		$164,592		$950,000
	Interest	$79,690	$71,266	$20,000	$20,000
	Bond Proceeds		$8,010,732	$12,398,000	
	Total - Flood Control:	**$79,690**	**$8,246,590**	**$12,418,000**	**$970,000**
2240 - Arena Construction					
	Interest	$49,105	$78,326		
	Total - Arena Construction:	**$49,105**	**$78,326**		
2260 - Arena Dev/Rvw/Inspec					
	Building Permits		($29)		
	Interest	$61,682	$156,568		
	Fire Department Fees		$759		
	Total - Arena Dev/Rvw/Inspec:	**$61,682**	**$157,298**		

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
2280 - Cemetery Perp. Care					
	Interest	$96,944	$170,479	$190,000	$125,500
	Total - Cemetery Perp. Care:	**$96,944**	**$170,479**	**$190,000**	**$125,500**
2360 - Water/Sewer Fund					
	Bond Proceeds		$83,044,058	$45,000,000	$53,100,000
	Water Revenues	$26,885,707	$29,183,161	$34,873,400	$34,459,600
	Sewer Revenue	$19,361,296	$18,200,183	$24,647,300	$23,720,900
	Water Development Impact	$5,210,567	$5,793,071	$3,500,000	$3,500,000
	Interest	$1,618,204	$2,614,569	$2,000,000	$1,500,000
	Sewer DIF	$2,175,061	$1,868,089	$1,500,000	$1,500,000
	Miscellaneous	$2,206,410	$8,414,976	$800,000	$500,000
	Staff & Adm Chargebacks	$120,000	$210,000	$212,000	$212,000
	City Property Rental			$125,000	$100,000
	Grants	$38,809	$21,381		
	Lease Proceeds	$200,000			
	Total - Water/Sewer Fund:	**$57,816,054**	**$149,349,488**	**$112,657,700**	**$118,592,500**
2440 - Landfill Fund					
	Tipping Fees	$2,603,556	$2,675,623	$3,300,000	$3,300,000
	Recycling Sales	$2,955,109	$2,692,192	$2,800,000	$2,800,000
	Internal Charges	$2,810,201	$2,459,114	$2,685,000	$2,798,153
	Interest	$397,617	$642,056	$850,000	$850,000
	Staff & Adm Chargebacks	$370,000	$370,000	$370,000	$370,000
	Miscellaneous	$109,654	$155,582	$110,000	$98,000
	Development Impact Fees	$167,420	$154,110	$73,252	$40,000
	Residential Recycling Fee	$319,183			
	Total - Landfill Fund:	**$9,732,740**	**$9,148,677**	**$10,188,252**	**$10,256,153**

Schedule Two
Summary of Revenues

Fund	Description	FY 05 Actual	FY 06 Actual	FY 07 Estimate	FY 08 Budget
2480 - Sanitation Fund					
	Residential Sanitiation	$9,023,205	$9,459,977	$9,597,562	$9,597,562
	Commercial Sanitation Fro	$3,235,464	$3,267,939	$3,330,000	$3,300,000
	Commercial Sanitation Rol	$628,928	$690,933	$950,000	$1,000,000
	Lease Proceeds		$1,370,300	$669,312	$840,500
	Internal Charges	$270,643	$300,789	$359,069	$365,000
	Outside City Commercial	$229,836	$217,014	$238,675	$225,000
	Interest	$33,194	$87,689	$150,000	$150,000
	Staff & Adm Chargebacks	$33,118	$39,505	$41,749	$41,749
	Miscellaneous	$38,900	$55,056	$55,000	$40,000
	Miscellaneous Bin Service	$79,882	$64,800	$31,622	$30,000
	Sanitation DIF	$112,712	$51,117	$16,563	$17,000
	Recycling Sales	$10,048	$7,529	$10,000	$10,000
	Total - Sanitation Fund:	**$13,695,930**	**$15,612,648**	**$15,449,552**	**$15,616,811**
2500 - Housing					
	Grants	$1,489,258	$1,609,038	$8,116,814	$8,116,814
	Total - Housing:	**$1,489,258**	**$1,609,038**	**$8,116,814**	**$8,116,814**
2530 - Training Fac - Rev					
	Miscellaneous			$349,546	$2,188,254
	Total - Training Fac - Rev:			**$349,546**	**$2,188,254**
2540 - Risk Mgmt Trust Fund					
	Internal Charges	$2,300,980	$2,556,244	$2,760,062	$2,812,791
	Interest	$64,902	$95,995	$120,000	$100,000
	Total - Risk Mgmt Trust Fund:	**$2,365,882**	**$2,652,239**	**$2,880,062**	**$2,912,791**
2560 - Workers Comp Fund					
	Internal Charges	$1,133,000	$1,137,500	$1,024,892	$991,514
	Interest	$93,812	$152,686	$125,000	$125,000
	Total - Workers Comp Fund:	**$1,226,812**	**$1,290,186**	**$1,149,892**	**$1,116,514**
2580 - Benefits Trust Fund					
	City Contributions	$10,273,468	$11,260,808	$13,634,110	$14,534,530
	Employee Contributions	$2,806,835	$3,822,489	$3,785,407	$4,520,116
	Retiree Contributions	$1,665,784	$2,105,603	$2,405,080	$2,756,797
	Interest	$117,366	$248,769	$271,300	$255,000
	Miscellaneous	$9,893	$116,496		
	Total - Benefits Trust Fund:	**$14,873,346**	**$17,554,165**	**$20,095,897**	**$22,066,443**
	Grand Total :	**$336,439,592**	**$536,109,880**	**$598,163,851**	**$629,978,593**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1000 - General Fund				
Administrative Svcs				
11210 Administration Services Admin.	$275,403	$252,526	$252,526	$266,047
Finance				
11310 Finance Administration	$785,665	$706,512	$768,612	$746,200
11320 Accounting Services	$1,040,906	$1,248,028	$1,332,028	$1,286,886
11330 L.I.D. Administration	$9,000	$9,000	$9,000	$9,000
11340 License/Collection	$882,945	$883,572	$922,472	$882,604
11350 Regulatory & Communication	$37,912	$61,176	$61,176	$75,060
11360 Purchasing	$440,521	$473,647	$473,647	$494,688
11370 Warehouse	$357,872	$394,658	$397,233	$412,038
Total for Finance	**$3,554,821**	**$3,776,593**	**$3,964,168**	**$3,906,476**
Lease Pmts/OtherFees				
11380 Lease Payments	$4,170,820	$9,763,792	$9,763,792	$2,841,092
11390 Merchant Fees		$120,000	$120,000	$160,000
89800 1000 Advisor Fees		$163,852	$103,200	$112,680
Total for Lease Pmts/OtherFees	**$4,170,820**	**$10,047,644**	**$9,986,992**	**$3,113,772**
11510 Information Technology	$3,226,434	$3,928,405	$3,661,551	$3,911,880
Management & Budget				
11610 Budget & Research	$575,039	$626,271	$626,271	$684,231
11620 Grants Administration	$126,146	$154,578	$154,578	$160,960
Total for Management & Budget	**$701,185**	**$780,849**	**$780,849**	**$845,191**
Economic Development				
16010 Economic Development	$813,236	$947,118	$947,118	$971,576
16030 Super Bowl Event Pre-Planning	$38,063	$180,000	$180,000	
16040 Downtown Beaut. & Promotion				$806,018
Total for Economic Development	**$851,299**	**$1,127,118**	**$1,127,118**	**$1,777,594**
Rebates & Incentives				
16210 Rebates & Incentives	$1,321,031	$3,843,400	$2,163,482	$2,918,400
16220 Visual Improvement Program	$226,357	$267,768	$32,823	$561,898
16230 Redevelopment Land Acquisition	$400,102	$2,489,752	$297,604	$1,592,148
Total for Rebates & Incentives	**$1,947,490**	**$6,600,920**	**$2,493,909**	**$5,072,446**
TOTAL - Administrative Svcs:	**$14,727,452**	**$26,514,055**	**$22,267,113**	**$18,893,406**
Appointed Officials				
10010 Office of the Mayor	$281,154	$331,550	$336,484	$365,488

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
Council Office				
10110 Council Office	$466,134	$547,961	$547,961	$582,716
10120 Cholla District	$53,107	$75,877	$76,295	$101,600
10130 Barrel District	$48,786	$75,656	$76,074	$96,301
10140 Sahuaro District	$72,333	$75,662	$76,080	$96,362
10150 Cactus District	$74,966	$75,443	$75,861	$96,143
10160 Yucca District	$50,109	$75,577	$81,045	$96,279
10170 Ocotillo District	$59,382	$74,610	$75,028	$95,389
Total for Council Office	**$824,817**	**$1,000,786**	**$1,008,344**	**$1,164,790**
City Clerk				
10210 City Clerk	$334,705	$372,814	$372,814	$404,673
10220 Records Management	$221,997	$204,948	$204,948	$184,247
10230 Passport Services	$261	$2,500	$2,500	$2,000
10240 Elections	$12,447	$290,453	$105,453	$277,990
Total for City Clerk	**$569,410**	**$870,715**	**$685,715**	**$868,910**
10410 City Court	$3,718,089	$4,229,974	$4,224,737	$4,599,468
City Attorney				
10610 City Attorney	$2,078,324	$2,768,151	$2,768,151	$2,787,567
10620 Attorney-Spec Proj Fees/Costs	$785,924	$575,000	$575,000	$575,000
Total for City Attorney	**$2,864,248**	**$3,343,151**	**$3,343,151**	**$3,362,567**
TOTAL - Appointed Officials:	**$8,257,718**	**$9,776,176**	**$9,598,431**	**$10,361,223**
Community Dev.				
15510 CD Deputy City Manager	$447,248	$427,215	$428,365	$461,513
Building Safety				
15610 Building Safety	$1,786,559	$2,337,504	$2,337,304	$2,518,943
15620 Development Services Center	$623,763	$724,654	$724,654	$736,061
15630 Westgate-Bldg Safety Rvw/Insp.	$544,561	$977,908	$977,908	$1,239,552
Total for Building Safety	**$2,954,883**	**$4,040,066**	**$4,039,866**	**$4,494,556**
Planning				
15910 Planning Administration	$495,846	$486,993	$486,793	$522,292
15920 Zoning Admin & Tech. Assist.	$314,167	$357,851	$357,851	$411,281
15930 Current Planning	$631,056	$821,578	$821,578	$751,615
15940 Long-Range Planning & Research	$276,533	$294,978	$294,978	$278,179
Total for Planning	**$1,717,602**	**$1,961,400**	**$1,961,200**	**$1,963,367**
14410 Code Compliance	$1,208,784	$1,425,557	$1,411,857	$1,685,573

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
Engineering				
13710 BofA Bank Building	$434,000	$444,750	$444,750	$320,221
13720 Engineering Administration	$392,606	$418,248	$418,048	$433,383
13730 CIP Administration	$213,472	$374,070	$374,070	$305,479
13740 CIP Design	$341,650	$353,931	$353,931	$341,351
13750 CIP Construction	$276,478	$302,478	$302,478	$330,551
13760 Property Management	$206,766	$274,237	$273,637	$236,211
13770 Mapping and Records	$272,876	$288,201	$288,801	$289,979
13780 Land Development Division	$333,441	$399,836	$384,554	$498,176
13790 Construction Inspection	$542,403	$610,084	$609,364	$645,026
13800 Materials Testing	$244,536	$257,695	$255,695	$253,794
13820 Utility Inspection	$191,441	$219,693	$237,695	$230,728
13830 New River 404 Permit		$50,000		
Total for Engineering	**$3,449,669**	**$3,993,223**	**$3,943,023**	**$3,884,899**
TOTAL - Community Dev.:	**$9,778,186**	**$11,847,461**	**$11,784,311**	**$12,489,908**
Community Services				
14510 Comm. Services Admin.	$261,695	$271,243	$271,243	$282,995
Parks & Recreation				
13010 Pool Maintenance	$256,795	$263,073	$263,073	$267,741
13020 Park Irrigation	$315,981	$359,321	$359,321	$370,296
13030 Parks CIP & Planning	$330,434	$296,964	$296,964	$330,725
13040 Parks Maintenance	$2,129,031	$2,244,584	$2,244,584	$4,131,720
13050 Parks North District	$1,960,315	$2,014,419	$2,014,419	
13060 Elsie McCarthy Pk. Maintenance	$31,085	$44,048	$44,048	$44,048
14610 Parks & Recreation Admin.	$215,546	$305,939	$231,326	$242,827
14620 Glendale Community Center	$194,641	$214,901	$214,901	$238,108
14630 Recreation Support Services	$908,096	$941,530	$945,530	$1,003,987
14640 Adult Center	$415,814	$462,876	$462,876	$431,542
14650 Youth and Teen	$899,955	$993,639	$941,412	$924,921
14660 Special Events and Programs	$314,574	$493,970	$212,763	$213,443
14670 Sports and Health	$274,439	$295,958	$348,185	$511,375
14680 Aquatics	$477,431	$508,299	$608,363	$585,244
14690 Audio/Visual	$234,032	$229,374	$229,374	$251,894
14700 Marketing - Parks & Rec	$170,624	$173,350	$173,350	$156,608
14710 Park Rangers	$339,411	$386,274	$382,274	$383,541
14720 Foothills Recreation Center	$415,704	$1,908,940	$1,908,940	$1,904,051
14730 GESD-Reimb Division	$103,348	$102,000	$102,000	
14740 Copper Canyon HS Youth Dev Prg	$64,906			$32,490
14760 Historic Sahuaro Ranch			$290,545	$339,247
Total for Parks & Recreation	**$10,052,162**	**$12,239,459**	**$12,274,248**	**$12,363,808**
15110 Res. Infill Housing Incentives	$56,243	$96,944	$46,512	$100,432

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
Comm. Partnerships				
15010 Community Revitalization	$475,690	$525,335	$512,835	$526,020
15015 Neighborhood Partnership	$389,451	$560,506	$520,280	$579,733
15020 Neighborhood Volunteer Program	$79,762	$614		
15025 Mega Events - N'Hood/Volunteer		$48,820		$73,434
Total for Comm. Partnerships	**$944,903**	**$1,135,275**	**$1,033,115**	**$1,179,187**
15120 Neighborhood Improvement Grant	$444,150	$1,219,847	$366,502	$1,580,345
Library & Arts				
15210 Historic Sahuaro Ranch	$84,101	$234,200		
15220 Library	$7,915,063	$8,524,979	$8,524,979	$8,544,168
15230 Arts Maintenance - Admin.			$142,552	$153,911
Total for Library & Arts	**$7,999,164**	**$8,759,179**	**$8,667,531**	**$8,698,079**
TOTAL - Community Services:	**$19,758,317**	**$23,721,947**	**$22,659,151**	**$24,204,846**
Internal Services				
10310 City Manager	$1,175,429	$1,271,327	$1,271,327	$1,343,725
10710 City Auditor	$373,885	$408,913	$408,913	$428,272
10910 Intergovernmental Programs	$552,154	$528,626	$528,626	$631,513
Marketing and Comm.				
10810 Marketing	$1,165,609	$1,269,753	$1,269,753	$1,221,272
10820 Tourism	$383,829	$579,780	$579,780	$441,136
10830 Special Events Prod. Support	$64,199	$67,083	$67,083	$67,083
10840 Mkt'g - Fiesta Bowl Event				$169,000
14110 City-Wide Special Events	$193,380	$269,643	$269,643	$342,705
14120 Cable Communications	$812,586	$796,072	$796,072	$827,269
Total for Marketing and Comm.	**$2,619,603**	**$2,982,331**	**$2,982,331**	**$3,068,465**
10890 Convention/Media/Parking		$847,474	$847,474	$2,295,474
14420 CAP Local Match	$15,431	$24,874	$24,874	$26,181

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
Human Resources				
11010 Risk Management/Safety	$468,732	$553,161	$551,550	$556,407
11020 Employee Benefits	$385,542	$370,742	$361,230	$365,951
11030 Human Resources Administration	$660,321	$779,933	$830,528	$904,025
11040 Employment Services	$378,707	$422,217	$424,495	$441,104
11050 Employee Relations	$364,704	$284,722	$284,499	$185,400
11060 Compensation	$374,561	$408,425	$381,366	$431,447
11070 Organizational Development	$365,100	$428,239	$389,486	$346,071
Total for Human Resources	**$2,997,667**	**$3,247,439**	**$3,223,154**	**$3,230,405**
TOTAL - Internal Services:	**$7,734,169**	**$9,310,984**	**$9,286,699**	**$11,024,035**
Non-Departmental				
11801 Fund 1000 Non-Dept	$762,290	$1,603,774	$2,349,281	$1,631,667
TOTAL - Non-Departmental:	**$762,290**	**$1,603,774**	**$2,349,281**	**$1,631,667**
Public Safety				
Police Department				
12110 Police Legal Services	$334,765	$351,399	$341,140	$412,458
12120 Police Administration	$3,727,920	$3,488,598	$3,557,758	$2,822,332
12130 Central Patrol Bureau	$13,121,762	$14,970,466	$14,559,844	$11,284,505
12150 Crime Investigations	$5,897,766	$6,554,357	$6,402,175	$7,983,289
12160 Police Personnel Management	$1,107,767	$1,271,280	$1,238,800	$1,933,737
12170 Foothills Patrol Bureau	$9,187,852	$10,010,355	$9,739,725	$9,897,958
12180 Police Support Services	$8,736,262	$7,201,354	$7,161,728	$4,670,222
12190 Arena - PD Event Staffing	$587,631	$854,868	$829,284	$847,751
12200 PD - Homeland Security		$353,344	$341,544	
12210 PD - Fiscal Management		$2,438,534	$2,438,534	$3,802,812
12220 PD - Detention		$1,560,386	$1,560,386	$3,066,045
12230 PD - Communications		$477,659	$482,474	$2,363,738
12231 Stadium - PD Event Staffing		$997,752	$997,752	$1,621,611
12232 PS Training Fac - Police		$131,051	$131,051	$720,819
12233 PD - Special Operations			$275	$4,139,461
12234 PD - Fiesta Bowl Event				$1,455,822
Total for Police Department	**$42,701,725**	**$50,661,403**	**$49,782,470**	**$57,022,560**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
Fire Department				
12410 Fire Administration	$712,488	$757,643	$693,300	$823,622
12415 Fire Financial Resources	$123,416	$154,345	$158,845	$162,526
12420 Fire Life Safety Services Adm.	$331,018	$231,613	$235,027	$437,244
12421 Fire Special Operations	$192,292	$255,328	$299,673	$128,235
12422 Fire Operations	$14,356,840	$16,684,352	$16,505,921	$18,056,067
12430 Fire Logistical Services Adm.	$159,262	$149,762	$148,706	$0
12433 Fire Resource Management	$2,265,782	$2,859,379	$2,875,697	$3,124,060
12434 Fire Training	$271,611	$370,337	$368,003	$440,833
12436 Fire Medical Services & Health	$425,370	$404,356	$368,926	$515,885
12437 Fire Assessment & Planning	$88,072	$99,571	$99,571	$110,632
12441 Fire Marshal's Office	$750,180	$1,129,318	$1,168,750	$1,150,106
12444 Fire Community Services	$235,885	$292,480	$294,537	$391,749
12490 Arena - Fire Event Staffing	$172,597	$304,731	$304,731	$311,733
12491 Ambulance Services	$461,487	$505,014	$503,189	$487,005
12515 Fire - Fiesta Bowl Event				$264,726
12520 Stadium - Fire Event Staffing		$386,770	$386,770	$517,099
12521 PS Training Fac - Fire		$131,052	$131,052	$720,820
Total for Fire Department	**$20,546,300**	**$24,716,051**	**$24,542,698**	**$27,642,342**
Homeland Security				
12810 Homeland Security Admin.	$138,364	$101,663	$101,663	$122,542
12820 Emergency Operations Ctr (EOC)		$1,044,492	$975,492	$854,845
Total for Homeland Security	**$138,364**	**$1,146,155**	**$1,077,155**	**$977,387**
TOTAL - Public Safety:	**$63,386,389**	**$76,523,609**	**$75,402,323**	**$85,642,289**
Public Works				
12910 HazMat Incidence Response	$32,635	$44,477	$35,000	$44,477
13310 Public Works Administration	$188,536	$200,846	$200,846	$208,080
Field Operations				
13410 Field Operations Admin.	$1,009,066	$1,077,768	$1,077,768	$1,106,465
13420 Cemetery	$226,486	$237,923	$237,923	$245,567
13430 Manistee Ranch Maintenance	$10,978	$12,117	$12,117	$12,117
13440 Graffiti Removal	$265,362	$226,800	$290,607	$236,840
13450 Facilities Management	$4,306,560	$4,457,955	$4,437,955	$4,469,878
13460 Custodial Services	$1,287,025	$1,388,818	$1,345,011	$1,453,820
13461 Downtown Parking Garage				$124,367
16710 Right-of-Way Maintenance				$24,000
Total for Field Operations	**$7,105,477**	**$7,401,381**	**$7,401,381**	**$7,673,054**
TOTAL - Public Works:	**$7,326,648**	**$7,646,704**	**$7,637,227**	**$7,925,611**
TOTAL - General Fund	**$131,731,169**	**$166,944,710**	**$160,984,536**	**$172,172,985**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1010 - National Events Res.				
Administrative Svcs				
16120 National Events Pre-Planning		$1,000,000	$75,295	$85,000
TOTAL - Administrative Svcs:		**$1,000,000**	**$75,295**	**$85,000**
Community Dev.				
Transportation				
16350 Transp - Fiesta Bowl Event	$129,805	$130,000	$130,000	
16355 Transp - BCS Event		$100,000	$100,000	
16360 Transp - Super Bowl Event				$439,729
Total for Transportation	**$129,805**	**$230,000**	**$230,000**	**$439,729**
TOTAL - Community Dev.:	**$129,805**	**$230,000**	**$230,000**	**$439,729**
Internal Services				
Marketing and Comm.				
14180 Mkt'g - Fiesta Bowl Event		$345,000	$345,000	
14181 Mkt'g - BCS Event		$50,000	$50,000	
14182 Mkt'g - Super Bowl Event				$194,000
Total for Marketing and Comm.		**$395,000**	**$395,000**	**$194,000**
TOTAL - Internal Services:		**$395,000**	**$395,000**	**$194,000**
Public Safety				
Police Department				
12350 PD - Fiesta Bowl Event		$1,212,803	$1,212,803	
12355 PD - BCS Event		$409,130	$409,130	
12360 PD - Super Bowl Event				$1,039,362
Total for Police Department		**$1,621,933**	**$1,621,933**	**$1,039,362**
Fire Department				
12550 Fire - Fiesta Bowl Event		$258,182	$258,182	
12555 Fire - BCS Event		$263,711	$263,711	
12560 Fire - Super Bowl Event				$921,409
Total for Fire Department		**$521,893**	**$521,893**	**$921,409**
12399 EOC - Super Bowl Event				$279,350
TOTAL - Public Safety:		**$2,143,826**	**$2,143,826**	**$2,240,121**
Public Works				
13500 Right-of-Way - Mega Events		$1,241,450	$1,241,450	$452,088

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
TOTAL - Public Works:		**$1,241,450**	**$1,241,450**	**$452,088**
TOTAL - National Events Res.	**$129,805**	**$5,010,276**	**$4,085,571**	**$3,410,938**
1040 - General Services				
Public Works				
Field Operations				
13510 Equipment Management	$3,626,333	$3,911,558	$3,971,558	$4,194,451
13520 Fuel Services	$2,999,455	$3,260,875	$3,260,875	$3,261,139
13530 Parts Store Operations	$1,720,104	$1,597,007	$1,537,007	$1,750,075
Total for Field Operations	**$8,345,892**	**$8,769,440**	**$8,769,440**	**$9,205,665**
TOTAL - Public Works:	**$8,345,892**	**$8,769,440**	**$8,769,440**	**$9,205,665**
TOTAL - General Services	**$8,345,892**	**$8,769,440**	**$8,769,440**	**$9,205,665**
1100 - Telephone				
Administrative Svcs				
11520 Telephones	$778,868	$892,090	$892,090	$1,013,617
TOTAL - Administrative Svcs:	**$778,868**	**$892,090**	**$892,090**	**$1,013,617**
TOTAL - Telephone	**$778,868**	**$892,090**	**$892,090**	**$1,013,617**
1120 - Vehicle Replacement				
Public Works				
13610 Equipment Replacement	$2,097,240	$3,173,741	$3,173,741	$3,029,741
TOTAL - Public Works:	**$2,097,240**	**$3,173,741**	**$3,173,741**	**$3,029,741**
TOTAL - Vehicle Replacement	**$2,097,240**	**$3,173,741**	**$3,173,741**	**$3,029,741**
1140 - Tech. Replacement				
Administrative Svcs				
11530 Technology Replacement	$1,154,739	$3,658,702	$3,370,702	$2,607,583
TOTAL - Administrative Svcs:	**$1,154,739**	**$3,658,702**	**$3,370,702**	**$2,607,583**
TOTAL - Tech. Replacement	**$1,154,739**	**$3,658,702**	**$3,370,702**	**$2,607,583**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1160 - Cable Equip. Rental				
Internal Services				
14210 Communications Production	$11,783	$56,417	$56,417	$54,700
TOTAL - Internal Services:	**$11,783**	**$56,417**	**$56,417**	**$54,700**
TOTAL - Cable Equip. Rental	**$11,783**	**$56,417**	**$56,417**	**$54,700**
1190 - Employee Groups				
Internal Services				
Employee Groups				
11110 GEMS	$15,583	$12,637	$12,637	
11120 Diversity Committee	$10,489	$12,636	$12,636	$54,909
11130 Glendale Hispanic Network	$19,391	$12,636	$12,636	
11140 Holiday Event	$36,530	$30,000	$30,000	$30,000
Total for Employee Groups	**$81,993**	**$67,909**	**$67,909**	**$84,909**
TOTAL - Internal Services:	**$81,993**	**$67,909**	**$67,909**	**$84,909**
TOTAL - Employee Groups	**$81,993**	**$67,909**	**$67,909**	**$84,909**
1220 - Arts Commission				
Community Services				
15310 Arts Maintenance	$167,783	$233,572	$87,354	$127,787
TOTAL - Community Services:	**$167,783**	**$233,572**	**$87,354**	**$127,787**
TOTAL - Arts Commission	**$167,783**	**$233,572**	**$87,354**	**$127,787**
1240 - Court Fund				
Appointed Officials				
City Court				
10510 Court Security	$239,500	$237,871	$264,371	$299,644
10520 Court Time Payments	$64,189		$100,000	$44,000
10530 Fill the Gap	$39,511	$61,000	$42,000	$42,000
Total for City Court	**$343,200**	**$298,871**	**$406,371**	**$385,644**
TOTAL - Appointed Officials:	**$343,200**	**$298,871**	**$406,371**	**$385,644**
TOTAL - Court Fund	**$343,200**	**$298,871**	**$406,371**	**$385,644**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1260 - Library Books				
Community Services				
Library & Arts				
15410 Library Book Fund	$141,084	$231,003	$231,003	$231,003
15420 Library Special Revenue	$92,338	$105,150	$105,150	$105,150
Total for Library & Arts	**$233,422**	**$336,153**	**$336,153**	**$336,153**
TOTAL - Community Services:	**$233,422**	**$336,153**	**$336,153**	**$336,153**
TOTAL - Library Books	**$233,422**	**$336,153**	**$336,153**	**$336,153**
1270 - G.F. Revenue Oblgs				
Administrative Svcs				
89811 1270 Advisor Fees			$16,730	$26,664
TOTAL - Administrative Svcs:			**$16,730**	**$26,664**
TOTAL - G.F. Revenue Oblgs			**$16,730**	**$26,664**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1280 - Stadium Special Rev.				
Administrative Svcs				
16110 Stadium - Economic Development	$239,891	$252,517	$252,517	$303,021
TOTAL - Administrative Svcs:	**$239,891**	**$252,517**	**$252,517**	**$303,021**
Community Dev.				
15710 Stadium - Development Services	$775,734	$73,832	$73,832	
TOTAL - Community Dev.:	**$775,734**	**$73,832**	**$73,832**	
Community Services				
13290 Glendale Youth Sports Complex		$310,189	$310,189	$267,189
TOTAL - Community Services:		**$310,189**	**$310,189**	**$267,189**
Public Works				
13470 Stadium-Facilities Management		$126,731	$126,731	$126,731
TOTAL - Public Works:		**$126,731**	**$126,731**	**$126,731**
TOTAL - Stadium Special Rev.	**$1,015,625**	**$763,269**	**$763,269**	**$696,941**
1300 - HOME Fund				
Community Services				
30001 HOME Program	$271,874	$1,832,418	$1,033,915	$1,593,837
TOTAL - Community Services:	**$271,874**	**$1,832,418**	**$1,033,915**	**$1,593,837**
TOTAL - HOME Fund	**$271,874**	**$1,832,418**	**$1,033,915**	**$1,593,837**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1320 - C.D.B.G.				
Community Services				
31001 CDBG Programs	$1,574,027	$4,230,482	$2,417,699	$4,118,886
31065 Comm Housing Upgrades-CDBG	$9,700			
TOTAL - Community Services:	**$1,583,727**	**$4,230,482**	**$2,417,699**	**$4,118,886**
TOTAL - C.D.B.G.	**$1,583,727**	**$4,230,482**	**$2,417,699**	**$4,118,886**
1340 - Streets				
Community Dev.				
Transportation				
16810 Traffic Signals	$1,321,485	$1,760,466	$1,390,466	$1,647,536
16820 Signs & Markings	$773,212	$908,186	$908,186	$940,508
16830 Arena - Transportation Ops.		$78,779	$11,676	$78,779
16840 Stadium - Transportation Ops.		$473,000	$473,000	$723,113
16845 Transp - Fiesta Bowl Event				$106,623
16910 Transportation Administration	$440,009	$579,288	$579,088	$608,761
16920 Street Light Management	$1,683,086	$1,640,893	$1,640,893	$1,615,702
16930 Transportation Planning	$88,560	$81,615	$81,615	$79,605
16940 Traffic Studies	$333,055	$485,492	$435,492	$488,296
16950 Traffic Design and Development	$286,349	$272,773	$272,773	$300,512
Total for Transportation	**$4,925,756**	**$6,280,492**	**$5,793,189**	**$6,589,435**
TOTAL - Community Dev.:	**$4,925,756**	**$6,280,492**	**$5,793,189**	**$6,589,435**
Public Works				
Field Operations				
16710 Right-of-Way Maintenance	$2,106,033	$2,492,867	$2,492,867	$2,579,905
16720 Street Maintenance	$5,901,848	$6,942,675	$7,260,675	$4,037,409
16730 Street Cleaning	$650,580	$655,438	$655,438	$696,228
16740 Arena - ROW Maintenance	$24,762	$62,500	$62,500	$62,500
Total for Field Operations	**$8,683,223**	**$10,153,480**	**$10,471,480**	**$7,376,042**
TOTAL - Public Works:	**$8,683,223**	**$10,153,480**	**$10,471,480**	**$7,376,042**
TOTAL - Streets	**$13,608,979**	**$16,433,972**	**$16,264,669**	**$13,965,477**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1660 - Transportation				
Administrative Svcs				
89812 1660 Advisor Fees			$4,550	$7,282
TOTAL - Administrative Svcs:			**$4,550**	**$7,282**
Community Dev.				
16310 Transportation Engineering Pgm	$90,856	$105,655	$105,655	$111,635
Transportation				
16510 Transportation Program Mgmt	$1,353,187	$1,276,694	$1,275,122	$5,547,621
16520 Transportation Education	$211,201	$257,953	$257,953	$266,955
16530 Dial-A-Ride	$2,491,886	$2,765,804	$3,030,326	$2,990,075
16540 Fixed Route	$3,581,056	$4,935,981	$3,833,621	$5,111,711
16550 Demand Management	$15,601	$118,160	$28,185	$65,310
16560 Trans. Program Education	$7,940		$1,572	
16570 Intelligent Transportation Sys	$399,593	$630,246	$630,246	$679,652
16580 Traffic Mitigation	$147,046	$259,142	$259,142	$370,640
16590 Transportation CIP O&M				$81,413
16600 Red Light Enforcement				$402,200
Total for Transportation	**$8,207,510**	**$10,243,980**	**$9,316,167**	**$15,515,577**
TOTAL - Community Dev.:	**$8,298,366**	**$10,349,635**	**$9,421,822**	**$15,627,212**
TOTAL - Transportation	**$8,298,366**	**$10,349,635**	**$9,426,372**	**$15,634,494**
1700 - Police Spec. Rev.				
Public Safety				
12310 Patrol - Special Revenue Fund	$3,244,433	$3,056,258	$3,056,258	$4,002,264
TOTAL - Public Safety:	**$3,244,433**	**$3,056,258**	**$3,056,258**	**$4,002,264**
TOTAL - Police Spec. Rev.	**$3,244,433**	**$3,056,258**	**$3,056,258**	**$4,002,264**
1720 - Fire Spec. Revenue				
Public Safety				
12610 Fire - Special Revenue Fund	$1,442,844	$1,838,262	$1,838,262	$2,070,860
TOTAL - Public Safety:	**$1,442,844**	**$1,838,262**	**$1,838,262**	**$2,070,860**
TOTAL - Fire Spec. Revenue	**$1,442,844**	**$1,838,262**	**$1,838,262**	**$2,070,860**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1740 - Civic Center				
Internal Services				
11710 Civic Center	$758,463	$933,085	$933,085	$908,313
TOTAL - Internal Services:	**$758,463**	**$933,085**	**$933,085**	**$908,313**
TOTAL - Civic Center	**$758,463**	**$933,085**	**$933,085**	**$908,313**
1760 - Airport				
Community Dev.				
16410 Airport Operations	$552,867	$573,636	$573,636	$590,798
TOTAL - Community Dev.:	**$552,867**	**$573,636**	**$573,636**	**$590,798**
TOTAL - Airport	**$552,867**	**$573,636**	**$573,636**	**$590,798**
1780 - Arena Special Rev.				
Administrative Svcs				
11420 Arena Renewal & Replacement	$137,250		$161,000	$270,750
TOTAL - Administrative Svcs:	**$137,250**		**$161,000**	**$270,750**
TOTAL - Arena Special Rev.	**$137,250**		**$161,000**	**$270,750**
1790 - Stadium Agrmt. Rev.				
Administrative Svcs				
11400 AZSTA - Stadium Tax Refund	$2,167,347	$1,123,143	$1,623,143	$1,700,000
TOTAL - Administrative Svcs:	**$2,167,347**	**$1,123,143**	**$1,623,143**	**$1,700,000**
TOTAL - Stadium Agrmt. Rev.	**$2,167,347**	**$1,123,143**	**$1,623,143**	**$1,700,000**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1820 - CAP Grant Fund				
Internal Services				
32040 Community Action Program (CAP)	$396,481	$444,492	$444,492	$466,128
TOTAL - Internal Services:	**$396,481**	**$444,492**	**$444,492**	**$466,128**
TOTAL - CAP Grant Fund	**$396,481**	**$444,492**	**$444,492**	**$466,128**
1830 - Emergency Shelter				
Community Services				
Comm. Partnerships				
31901 Glendale Human Srvs Council-ES	$19,201			
31905 Emergency Shelter Grant		$105,382	$102,436	$99,946
Total for Comm. Partnerships	**$19,201**	**$105,382**	**$102,436**	**$99,946**
TOTAL - Community Services:	**$19,201**	**$105,382**	**$102,436**	**$99,946**
TOTAL - Emergency Shelter	**$19,201**	**$105,382**	**$102,436**	**$99,946**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1840 - Other Grants Fund				
Administrative Svcs				
32010 Grant Match Funds - Mgt & Bdgt	$209,805	$150,000	$150,000	$150,000
TOTAL - Administrative Svcs:	**$209,805**	**$150,000**	**$150,000**	**$150,000**
Community Services				
Parks & Recreation				
35004 Grant Approp - Parks & Rec	$9,497	$500,000		$500,000
35008 Youth Football Hub Grant				$60,211
Total for Parks & Recreation	**$9,497**	**$500,000**		**$560,211**
Library & Arts				
36006 Grant Approp - Library		$500,000	$158,419	$500,000
36018 LSTA Operation Health Outreach	$12,585			
36019 Women Business Bldrs Online	$24,936			
36020 Computer Training for Teens	$23,580			
36021 Summer of Cinema	$750			
Total for Library & Arts	**$61,851**	**$500,000**	**$158,419**	**$500,000**
TOTAL - Community Services:	**$71,348**	**$1,000,000**	**$158,419**	**$1,060,211**
Miscellaneous Grants				
Grants				
32118 Miscellaneous Grants	$390,246	$350,000	$342,500	$500,000
32123 Domestic Violence Grant	$53,107	$202,890	$202,890	$71,937
Total for Grants	**$443,353**	**$552,890**	**$545,390**	**$571,937**
TOTAL - Miscellaneous Grants:	**$443,353**	**$552,890**	**$545,390**	**$571,937**
Public Safety				
Police Department				
33002 Victim Rights - PD	$69,887	$22,800	$22,800	$22,800
33018 VOCA 2003-113	$101,003	$163,717	$163,717	$179,023
33021 Grant Approp - Police Dept	$431,708	$1,125,000	$2,125,000	$3,697,737
Total for Police Department	**$602,598**	**$1,311,517**	**$2,311,517**	**$3,899,560**
34001 Grant Approp - Fire Dept	$208,154	$2,425,000	$2,225,000	$3,025,000
TOTAL - Public Safety:	**$810,752**	**$3,736,517**	**$4,536,517**	**$6,924,560**
Public Works				
36501 Brownfields Assessment Grant	$13,112	$167,702	$13,162	

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
TOTAL - Public Works:	**$13,112**	**$167,702**	**$13,162**	
TOTAL - Other Grants Fund	**$1,548,370**	**$5,607,109**	**$5,403,488**	**$8,706,708**
1860 - RICO Fund				
Public Safety				
Police Department				
32020 Federal RICO		$135,000	$135,000	$225,000
32030 State RICO	$458,166	$762,360	$762,360	$1,095,714
Total for Police Department	**$458,166**	**$897,360**	**$897,360**	**$1,320,714**
TOTAL - Public Safety:	**$458,166**	**$897,360**	**$897,360**	**$1,320,714**
TOTAL - RICO Fund	**$458,166**	**$897,360**	**$897,360**	**$1,320,714**
1870 - Mkt'g Special Events				
Internal Services				
Marketing and Comm.				
14310 Tourism - Souvenir Program	$2,298	$51,000	$10,000	$10,000
14320 4th of July	$38,936	$25,000	$40,000	$40,000
14321 Glitter Spectacular	$123,772	$90,000	$111,000	$111,000
14322 Enchanted Evening	$110,628	$30,000	$55,000	$75,000
14323 Glitter and Glow	$84,736	$50,000	$100,000	$100,000
14324 Chocolate Affaire	$109,772	$90,000	$90,000	$90,000
14325 Jazz Festival	$138,142	$170,000	$150,000	$160,000
14326 Glitters Light	$160,000	$235,798	$185,798	$175,798
14327 Other Special Events	$102,615	$60,000	$30,000	$30,000
14328 Arvizu Events			$30,000	$30,000
14329 Fiesta Glendale				$60,000
Total for Marketing and Comm.	**$870,899**	**$801,798**	**$801,798**	**$881,798**
TOTAL - Internal Services:	**$870,899**	**$801,798**	**$801,798**	**$881,798**
TOTAL - Mkt'g Special Events	**$870,899**	**$801,798**	**$801,798**	**$881,798**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
1880 - Self-Sustaining Fund				
Community Services				
Parks & Recreation				
13120 Apollo Pool Repair	$10,573	$10,000	$10,000	$10,000
13130 Cardinal Pool Repair	$9,505	$35,000	$35,000	$10,000
13140 Cactus Pool Repair	$8,435	$10,000	$10,000	$10,000
13150 GCC Pool Repair	$2,935	$25,000	$25,000	$10,000
13160 Ironwood Pool Repair	$17,210	$35,000	$35,000	$35,000
13170 Dedicate A Tree	$136	$5,000	$5,000	$5,000
13180 Desert Valley Park		$2,000	$2,000	$2,000
13190 GESD ES Ballfields		$7,000	$7,000	$7,000
13200 Arrowhead Amenities Sinking F	$13,158	$18,000	$18,000	$18,000
13210 Desert Mirage Park		$7,000	$7,000	$7,000
13220 Desert Gardens Park		$7,000	$7,000	$7,000
13230 Discovery Park		$7,000	$7,000	$7,000
14820 Rec Self Sust-Administration	$4,575	$55,000	$55,000	$55,000
14825 Adult Center Self Sustaining	$17,910	$85,000	$85,000	$85,000
14830 Rec Self Sust-Spec Int Classes	$191,304	$137,598	$137,598	$207,598
14840 Sports Self Sustaining	$229,366	$325,067	$325,067	$277,067
14850 Youth and Teen Self Sustaining	$347,492	$365,308	$365,308	$368,096
14860 Spec Events & Prgm Self Sust	$58,624	$164,213	$36,759	$164,213
14870 Rec Self Sust-Audio/Visual	$4,936	$21,650	$21,650	$21,650
14880 Ironwood HS Lights		$5,000	$5,000	$5,000
14890 Aquatic Self Sustaining	$2,236	$27,919	$27,919	$45,919
Total for Parks & Recreation	**$918,395**	**$1,354,755**	**$1,227,301**	**$1,357,543**
TOTAL - Community Services:	**$918,395**	**$1,354,755**	**$1,227,301**	**$1,357,543**
TOTAL - Self-Sustaining Fund	**$918,395**	**$1,354,755**	**$1,227,301**	**$1,357,543**
1980 - Street/Parking Bonds				
Administrative Svcs				
89802 1980 Advisor Fees		$3,844	$3,000	$5,418
TOTAL - Administrative Svcs:		**$3,844**	**$3,000**	**$5,418**
TOTAL - Street/Parking Bonds		**$3,844**	**$3,000**	**$5,418**
2000 - HURF Bonds				
Administrative Svcs				
89807 2000 Advisor Fees		$6,299	$4,500	$2,745
TOTAL - Administrative Svcs:		**$6,299**	**$4,500**	**$2,745**
TOTAL - HURF Bonds		**$6,299**	**$4,500**	**$2,745**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
2040 - Public Safety Bonds				
Administrative Svcs				
89806 2040 Advisor Fees		$5,107	$960	$2,239
TOTAL - Administrative Svcs:		**$5,107**	**$960**	**$2,239**
TOTAL - Public Safety Bonds		**$5,107**	**$960**	**$2,239**
2060 - Parks Bonds				
Administrative Svcs				
89804 2060 Advisor Fees		$15,047	$6,000	$11,643
TOTAL - Administrative Svcs:		**$15,047**	**$6,000**	**$11,643**
TOTAL - Parks Bonds		**$15,047**	**$6,000**	**$11,643**
2130 - Cultural Facility				
Administrative Svcs				
89801 2130 Advisor Fees		$1,732		$1,732
TOTAL - Administrative Svcs:		**$1,732**		**$1,732**
TOTAL - Cultural Facility		**$1,732**		**$1,732**
2140 - Open Space Bonds				
Administrative Svcs				
89803 2140 Advisor Fees		$771		$771
TOTAL - Administrative Svcs:		**$771**		**$771**
TOTAL - Open Space Bonds		**$771**		**$771**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
2180 - Flood Control				
Administrative Svcs				
89808 2180 Advisor Fees		$1,838	$3,000	$4,123
TOTAL - Administrative Svcs:		**$1,838**	**$3,000**	**$4,123**
TOTAL - Flood Control		**$1,838**	**$3,000**	**$4,123**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
2360 - Water/Sewer Fund				
Administrative Svcs				
17020 Customer Service Office	$2,482,139	$2,725,616	$2,725,616	$2,826,252
Lease Pmts/OtherFees				
89805 2360 Advisor Fees		$4,702	$4,080	$5,831
89809 2400 Advisor Fees		$16,130	$18,720	$30,245
89810 2420 Advisor Fees		$5,678	$9,000	$13,627
Total for Lease Pmts/OtherFees		**$26,510**	**$31,800**	**$49,703**
TOTAL - Administrative Svcs:	**$2,482,139**	**$2,752,126**	**$2,757,416**	**$2,875,955**
Community Dev.				
17510 Cross Connection Control	$186,665	$215,145	$215,145	$225,447
TOTAL - Community Dev.:	**$186,665**	**$215,145**	**$215,145**	**$225,447**
Non-Departmental				
11809 Fund 2360 Non-Dept			$528,000	
TOTAL - Non-Departmental:			**$528,000**	
Public Works				
Env. Resources				
17010 Environmental Resources	$411,506	$435,440	$424,977	$570,042
17410 Water Conservation	$264,514	$316,422	$316,422	$323,770
17420 Water Quality	$1,024,585	$1,309,135	$1,309,135	$1,210,370
Total for Env. Resources	**$1,700,605**	**$2,060,997**	**$2,050,534**	**$2,104,182**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
Utilities				
17110 Utilities Administration	$6,493,405	$6,459,484	$6,459,484	$6,552,552
17115 Safety Administration				$138,970
17120 Information Management	$958,294	$1,070,642	$1,070,642	$1,109,945
17130 Public Service Representatives	$254,637	$291,518	$291,518	$310,120
17140 System Security	$40,408	$318,367	$318,367	$728,979
17150 Lazy J Trailer Park	$62,036			
17160 Arrowhead Reclamation Plant	$1,653,337	$2,139,239	$2,139,239	$2,219,154
17170 West Area Plant	$2,602,891	$2,971,170	$2,946,170	$3,151,448
17210 Customer Service - Field	$1,004,200	$1,286,590	$1,036,590	$1,348,005
17220 Irrigation	$208,848	$170,283	$170,283	$200,105
17230 Raw Water Usage	$2,138,035	$3,482,182	$3,482,182	$3,482,182
17240 Central System Control	$1,272,124	$1,411,873	$1,411,873	$1,521,349
17250 Pyramid Peak Plant	$1,304,470	$1,624,677	$1,624,677	$1,585,300
17260 Cholla Treatment Plant	$3,153,121	$3,298,070	$2,918,070	$3,699,583
17270 Major Maintenance	$236,688	$332,802	$332,802	
17280 Central System Maintenance	$415,866	$409,831	$409,831	$775,580
17290 Water Distribution	$2,953,533	$3,483,640	$3,335,639	$3,876,773
17300 Meter Maintenance	$1,417,129	$1,264,641	$1,264,641	$1,364,145
17310 Oasis Water Campus	$40,104	$670,010	$420,010	$5,453,389
17610 Pretreatment Program	$481,450	$548,598	$573,598	$559,509
17620 SROG (91st Ave) Plant	$2,288,319	$4,000,000	$4,000,000	$5,400,000
17630 Wastewater Collection	$2,199,322	$2,900,026	$2,900,026	$3,311,317
Total for Utilities	**$31,178,217**	**$38,133,643**	**$37,105,642**	**$46,788,405**
TOTAL - Public Works:	**$32,878,822**	**$40,194,640**	**$39,156,176**	**$48,892,587**
TOTAL - Water/Sewer Fund	**$35,547,626**	**$43,161,911**	**$42,656,737**	**$51,993,989**

2440 - Landfill Fund

Public Works				
Field Operations				
17710 Landfill	$2,905,204	$3,098,530	$3,098,530	$3,124,645
17720 Gas Management System	$32,054	$84,000	$84,000	$84,000
17730 Solid Waste Admin	$838,986	$902,505	$902,505	$892,236
17740 Recycling	$1,115,123	$829,988	$829,988	$866,467
17750 MRF Operations	$2,169,398	$2,444,326	$2,444,326	$2,578,006
Total for Field Operations	**$7,060,765**	**$7,359,349**	**$7,359,349**	**$7,545,354**
TOTAL - Public Works:	**$7,060,765**	**$7,359,349**	**$7,359,349**	**$7,545,354**
TOTAL - Landfill Fund	**$7,060,765**	**$7,359,349**	**$7,359,349**	**$7,545,354**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
2480 - Sanitation Fund				
Public Works				
Field Operations				
17810 Sanitation Roll-off	$983,471	$1,063,585	$1,063,585	$1,230,639
17820 Sanitation Frontload	$3,349,368	$3,505,890	$3,505,890	$3,565,037
17830 Curb Service	$6,866,720	$7,418,328	$7,418,328	$7,275,497
17840 Residential-Loose Trash Collec	$1,875,274	$2,129,649	$2,129,649	$2,621,349
Total for Field Operations	**$13,074,833**	**$14,117,452**	**$14,117,452**	**$14,692,522**
TOTAL - Public Works:	**$13,074,833**	**$14,117,452**	**$14,117,452**	**$14,692,522**
TOTAL - Sanitation Fund	**$13,074,833**	**$14,117,452**	**$14,117,452**	**$14,692,522**
2500 - Housing				
Community Services				
17910 Community Housing	$1,615,522	$8,374,212	$8,649,212	$8,706,854
TOTAL - Community Services:	**$1,615,522**	**$8,374,212**	**$8,649,212**	**$8,706,854**
TOTAL - Housing	**$1,615,522**	**$8,374,212**	**$8,649,212**	**$8,706,854**
2530 - Training Fac - Rev				
Public Safety				
12390 PS Training Ops - Police		$157,130	$157,130	$384,557
12590 PS Training Ops - Fire		$192,416	$192,416	$1,097,725
TOTAL - Public Safety:		**$349,546**	**$349,546**	**$1,482,282**
Public Works				
13480 PS Training Ops - Fac. Mgmt.				$705,972
TOTAL - Public Works:				**$705,972**
TOTAL - Training Fac - Rev		**$349,546**	**$349,546**	**$2,188,254**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY 08 Budget
2540 - Risk Mgmt Trust Fund				
Internal Services				
18010 Risk Mgmt Trust Fund	$2,132,637	$2,760,000	$2,760,000	$2,760,000
TOTAL - Internal Services:	**$2,132,637**	**$2,760,000**	**$2,760,000**	**$2,760,000**
TOTAL - Risk Mgmt Trust Fund	**$2,132,637**	**$2,760,000**	**$2,760,000**	**$2,760,000**
2560 - Workers Comp Fund				
Internal Services				
18110 Worker's Compensation	$979,111	$1,407,000	$1,407,000	$1,407,000
TOTAL - Internal Services:	**$979,111**	**$1,407,000**	**$1,407,000**	**$1,407,000**
TOTAL - Workers Comp Fund	**$979,111**	**$1,407,000**	**$1,407,000**	**$1,407,000**
2580 - Benefits Trust Fund				
Internal Services				
18210 Benefit Programs	$17,244,122	$19,600,000	$19,600,000	$23,066,000
TOTAL - Internal Services:	**$17,244,122**	**$19,600,000**	**$19,600,000**	**$23,066,000**
TOTAL - Benefits Trust Fund	**$17,244,122**	**$19,600,000**	**$19,600,000**	**$23,066,000**
TOTAL - OPERATING BUDGET	**$260,023,797**	**$336,951,045**	**$326,131,953**	**$363,230,487**

Schedule Four
Transfers Between Funds
(All Dollars in Thousands)

		TRANSFER FROM							
		General (1000)	Streets (1340)	* Arena Spec Rev (1780)	* Zanjero (1770)	* Transport. (1660)	LTAF (1640)	Total In:	
	Street Debt (1920)		$3,715			$1,000		**$4,715**	
T	MPC Debt (1940)	$15,725		$8,357	$1,100			**$25,182**	T
R	Transportation (1660)	$900					$1,118	**$2,018**	R
A	* Transp. Constr. (2210)					$106,041		**$106,041**	A
N	* Airport Oper. (1760)	$213						**$213**	N
S	* CAP Grants (1820)	$179						**$179**	S
F	* Other Grants (1840)	$150						**$150**	F
E	* Civic Center (1740)	$642						**$642**	E
R	National Events (1010)	$0						**$0**	R
	* Stadium Ops. (1280)	$597						**$597**	
T	Mkt'g Spec Events (1870)	$882						**$882**	T
O	Employee Groups (1190)	$38						**$38**	O
	Comm. Housing (2500)	$505						**$505**	
	Total Out:	**$19,831**	**$3,715**	**$8,357**	**$1,100**	**$107,041**	**$1,118**	**$141,162**	
		TRANSFER FROM							

Schedule Five
Expenditure Limitation and
Summary of Tax Levy and Tax Rate Information

Expenditure Limitation	2006-07 Fiscal Year	Estimated 2007-08 Fiscal Year
Voter Approved Expenditure Limitation	$467,943,180	$ 500,024,647
Estimated Expenditures	$913,000,000	942,000,000
Estimated Amount of Exclusions	($459,205,727)	(445,908,541)
Total Estimated Expenditures Subject to Limitation	$453,794,273	$496,091,459

1. Maximum Allowable Primary Property Tax Levy		
(ARS 42-17051.A)	**$9,690,107**	**$4,045,609**

2. Amount Received from Primary Property Taxation in the 2004-05 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)		

3. Property Tax Levy Amounts		
A. Primary Property Taxes	**$3,784,000**	**$3,888,000**
B. Secondary Property Taxes	**$19,570,869**	**$24,699,472**
C. Total Property Tax Levy Amounts	**$23,354,869**	**$28,587,472**

4. Property Taxes Collected*		
A. Primary Property Taxes		
1. 2006-07 Levy	**$3,708,320**	
2. Prior Years' Levies	**$75,680**	
3. Total Primary Property Taxes	**$3,784,000**	
B. Secondary Property Taxes		
1. 2006-07 Levy	**$19,179,452**	
2. Prior Years' Levies	**$391,417**	
3. Total Secondary Property Taxes	**$19,570,869**	

5. Property Tax Rates		
A. City of Glendale Tax Rate		
1. Primary Property Tax Rate	**0.2925/$100**	**0.2681/$100**
2. Secondary Property Tax Rate	**1.4275/$100**	**1.3519/$100**
Total Glendale Tax Rate	**$1.7200/$100**	**$1.6200/$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.		

6. Truth In Taxation Calculation		
A. Current Primary Net Assessed Valuation of Property Subject to Taxation in Prior Year		**$1,411,303,054**
B. Current Primary Net Assessed Valuation		**$1,450,039,205**
C. New Property Subject to Taxation		**$38,736,151**
D. Change in Primary Net Assessed Valuation Due to New Property		**2.7%**
E. Maxmimum Truth in Taxation Tax Levy		**$3,888,000**
F. Amount Over/(Under) Truth in Taxation Tax Levy		**$0**

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax collections for the remainder of the year.

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Mayor - 111						
10010 Office of the Mayor						
Assistant to the Mayor	1000	1	1	1	1	1
Exec Administrative Asst II	1000				1	1
Executive Admin Assistant	1000	1	1	1	1	
Management Assistant, Sr	1000					1
Mayor	1000	1	1	1	1	1
Secretary, Senior	1000	1	1	1		
Program Total:		**4**	**4**	**4**	**4**	**4**
Mayor Total:		**4**	**4**	**4**	**4**	**4**
Council Office - 112						
10110 Council Office						
Council Assistant	1000	4	4	4	4	4
Council Services Administrator	1000	1	1	1	1	1
Secretary, Senior	1000	2	2	2	2	2
Program Total:		**7**	**7**	**7**	**7**	**7**
10120 Cholla District						
Council Member	1000	1	1	1	1	
Vice Mayor	1000					1
Program Total:		**1**	**1**	**1**	**1**	**1**
10130 Barrel District						
Council Member	1000					1
Vice Mayor	1000	1	1	1	1	
Program Total:		**1**	**1**	**1**	**1**	**1**
10140 Sahuaro District						
Council Member	1000	1	1	1	1	1
10150 Cactus District						
Council Member	1000	1	1	1	1	1
10160 Yucca District						
Council Member	1000	1	1	1	1	1
10170 Ocotillo District						
Council Member	1000	1	1	1	1	1
Council Office Total:		**13**	**13**	**13**	**13**	**13**
City Clerk - 121						
10210 City Clerk						
City Clerk	1000	1	1	1	1	1
Deputy City Clerk	1000		1	1	1	1
Mgmt Aide	1000					1
Office Assistant	1000	1	1	1		
Secretary	1000	1			1	1
Secretary, Senior	1000		1	1	1	
Program Total:		**3**	**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
City Clerk - 121						
10220 Records Management						
Management Aide	1000	1		1	1	
Office Assistant	1000	1	1	1	1	
Records Mgmt Asst	1000					1
Records Supv	1000					1
Secretary, Senior	1000	1	1			
Program Total:		**3**	**2**	**2**	**2**	**2**
City Clerk Total:		**6**	**6**	**6**	**6**	**6**
City Manager - 131						
10310 City Manager						
Assistant City Manager	1000	1	1	1	1	1
City Manager	1000	1	1	1	1	1
Director of City Mgr Relations	1000		1	1	1	1
Executive Admin Assistant	1000	1	2	2	2	2
Management Assistant (fm 2415)	1000	1				
Management Assistant II	1000	1	1	1		
Management Assistant, Sr.	1000		1		1	1
Management Asst to City Mgr	1000	1	1	1	1	1
Secretary, Senior	1000	1				
Special Projects Administrator	1000			1	1	1
Program Total:		**7**	**8**	**8**	**8**	**8**
City Manager Total:		**7**	**8**	**8**	**8**	**8**
City Auditor - 132						
10710 City Auditor						
Assistant City Auditor	1000	1	1	1	1	1
City Auditor	1000	1	1	1	1	1
Internal Auditor	1000	1	1	1	1	1
Management Aide	1000	1	1	1		
Management Assistant	1000				1	1
Program Total:		**4**	**4**	**4**	**4**	**4**
City Auditor Total:		**4**	**4**	**4**	**4**	**4**
Intergovt. Programs - 133						
10910 Intergovernmental Programs						
Intergov Prgm Deputy Director	1000			2	1	1
Intergov Programs Coordinator	1000	1	1			
Intergovernmental Programs Dir	1000	1	1	1	1	1
Legislative Coordinator	1000				1	1
Management Aide	1000		1	1	1	1
Secretary, Senior	1000	1				
Program Total:		**3**	**3**	**4**	**4**	**4**
Intergovt. Programs Total:		**3**	**3**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Env. Resources - 135						
17010 Environmental Resources						
Environmental Program Manager	2360	2	2	2	2	3
Environmental Resources Dir.	2360	1	1	1	1	1
Secretary	2360	1	1			
Secretary, Senior	2360			1	1	1
Program Total:		**4**	**4**	**4**	**4**	**5**
17410 Water Conservation						
Environmental Program Manager	2400		1	1	1	1
Water Conservation Coordinator	2400	1		1	1	1
Program Total:		**1**	**1**	**2**	**2**	**2**
17420 Water Quality						
Chemist	2360	5	5	5	5	5
Environmental Program Manager	2360				1	
Laboratory Technician	2360	2	2	2	3	3
Public Service Representative	2360	1	1	1		
Water Quality Data Coordinator	2360	1	1	1	1	1
Water Quality Lab Manager	2360	1	1	1	1	1
Water Quality Program Coordinator	2360	1	1	1		
Program Total:		**11**	**11**	**11**	**11**	**10**
Env. Resources Total:		**16**	**16**	**17**	**17**	**17**
City Court - 141						
10410 City Court						
Account Spec II	1000					1
Accountant I	1000	1	1	1	1	
Asst Court Admin	1000				1	2
City Judge	1000	2	2	2	2	2
Collections Representative	1000	1	1	1	1	1
Court Accounting Supervisor	1000	1	1	1	1	1
Court Administrator	1000	1	1	1	1	1
Court Clerk I	1000	4	4	4	6	4
Court Clerk II	1000	17	20	20	24	26
Court Clerk III	1000	3	3	3	3	3
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	2	2	2	2	2
Court Supervisor	1000	3	3	3	2	1
Judicial Assistant	1000	1	1	1	1	1
Police Officer	1000	2	2	2	2	2
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000				1	1
Program Total:		**40**	**43**	**43**	**50**	**50**
10510 Court Security						
Police Officer	1240	1	1	1	1	1
10520 Court Time Payments						
Court Clerk I	1240	2	2	2		
City Court Total:		**43**	**46**	**46**	**51**	**51**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
City Attorney - 151						
10610 City Attorney						
Assistant City Attorney	1000	2	3	3	3	3
Assistant City Prosecutor	1000	4	5	4	7	7
Assistant City Prosecutor, Sr.	1000			1	1	1
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	1	1	1	1
Deputy City Attorney	1000	2	2	2	2	2
Executive Legal Assistant	1000	1	1	1	1	1
Legal Assistant	1000	3	2	2	2	2
Mgmt Asst to the City Attorney	1000				1	1
Secretary	1000	1	2	2	2	2
Secretary, Senior	1000	3	4	4	5	5
Victim Assistance Caseworker	1000				1	1
Program Total:		**18**	**21**	**21**	**27**	**27**
City Attorney Total:		**18**	**21**	**21**	**27**	**27**
Marketing and Comm. - 154						
10810 Marketing						
Communications Director	1000	1	1	1	1	1
Dep Comm Dir	1000					1
Electronic Information Specialist	1000			2		
Graphics Designer	1000	2	2	3	2	2
Graphics Manager	1000	1	1		1	1
Management Aide	1000	1	1			
Management Assistant	1000				1	1
Marketing & Comm Administrator	1000	1	1	1	1	
Marketing & Comm Coordinator	1000	1	1	1	1	1
Marketing & Comm Mgr, Senior	1000			1		1
Marketing & Communications Mgr	1000	1	1	2	2	1
Secretary, Senior	1000	1	1	1	1	1
Web Content Program Mgr	1000				2	2
Program Total:		**9**	**9**	**12**	**12**	**12**
10820 Tourism						
Communications Assistant Dir	1000		1	1	1	1
Customer Assistance Rep	1000				0.5	0.5
Management Assistant	1000			1		
Office Assistant	1000	1	1			
Tourism Assistant	1000			1		
Tourism Coordinator	1000				1	1
Tourism Manager	1000	1			1	1
Program Total:		**2**	**2**	**3**	**3.5**	**3.5**
14110 City-Wide Special Events						
Management Assistant	1000		1			
Special Events Coordinator	1000	3	3	3		1
Special Events Division Mgr	1000				1	1
Special Events Manager	1000	1	1		2	2
Program Total:		**4**	**5**	**3**	**3**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Marketing and Comm. - 154						
14120 Cable Communications						
Cable Manager	1000	1				
KGLN Writer/Producer	1000				1	1
Television Exec Prod/Anchor	1000				1	1
Television Producer/Host	1000			1	1	1
Television Production Manager	1000		1	1		
Video Playback Operator	1000	1	1	1		
Video Production Coordinator	1000	3	3	3	4	4
Writer/Producer	1000	1	1	1		
Program Total:		**6**	**6**	**7**	**7**	**7**
Marketing and Comm. Total:		**21**	**22**	**25**	**25.5**	**26.5**
Conv./Media/Parking - 155						
10890 Convention/Media/Parking						
Chief Broadcast Engineer	1000					1
Conv./Media/Parking Total:						**1**
Comm. Action Program - 171						
32040 Community Action Program (CAP)						
Community Action Program Admin	1820	1	1	1	1	1
Community Eligibility Rep	1820	2.5	2.5	1.5	1.5	1.5
Community Eligibility Specialist	1820			2	2	2
Customer Assistance Rep	1820	1	1	1	1	1
Management Aide	1820	1	1	1	1	1
Office Assistant	1820	1	1	0.5	0.5	0.5
Program Total:		**6.5**	**6.5**	**7**	**7**	**7**
Comm. Action Program Total:		**6.5**	**6.5**	**7**	**7**	**7**
Human Resources - 191						
11010 Risk Management/Safety						
Employee Safety Coordinator	1000	1	1	1	1	1
Management Aide	1000	1				
Risk and Safety Coordinator	1000		1	1	1	1
Risk and Safety Program Mgr	1000	1	1	1	1	1
Risk Management Claims Analyst	1000	1	1	1	1	1
Worker's Comp. Claims Analyst	1000			1	1	1
Program Total:		**4**	**4**	**5**	**5**	**5**
11020 Employee Benefits						
Employee Benefits Rep	1000	1.5	1.5	1.5	1.75	1.75
Human Resources Analyst, Sr	1000		1	1	1	1
Human Resources Manager	1000	1				
Occupational Health Nurse	1000	1	1	1	1	1
Worker's Comp. Claims Analyst	1000	1	1			
Program Total:		**4.5**	**4.5**	**3.5**	**3.75**	**3.75**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Human Resources - 191						
11030 Human Resources Administration						
Customer Assistance Rep	1000		1	0.5		
HR Assistant Director	1000			1		1
HR Tech	1000				0.75	0.75
HRIS Analyst	1000	0.25				
Human Resources Analyst, Sr	1000				2	2
Human Resources Deputy Director	1000				2	1
Human Resources Director	1000	1	1	1	1	1
Human Resources Program Coord	1000	1	1	1		0.75
Human Resources Program Mgr	1000		1	1		
Management Aide	1000	1				
Management Assistant	1000		1	1	1	1
Management Assistant, Sr	1000	1				
Program Total:		**4.25**	**5**	**5.5**	**6.75**	**7.5**
11040 Employment Services						
Customer Assistance Rep	1000	1				
HR Assistant Director	1000	1	1			
Human Resources Analyst	1000	2	2	1	2	2
Human Resources Analyst, Sr	1000	1			1	1
Human Resources Program Mgr	1000		1	1		
Human Resources Specialist	1000			1		1
Human Resources Technician	1000	1	1	1	2.5	0.75
Management Assistant, Sr	1000			1		
Sr HR Program Analyst	1000					1
Program Total:		**6**	**5**	**5**	**5.5**	**5.75**
11050 Employee Relations						
Employee Development Coord	1000	1				
Human Resources Analyst	1000	1	1		1	1
Human Resources Analyst, Sr	1000	1	1	1		
Human Resources Manager	1000	1				
Human Resources Program Mgr	1000		1	1	1	
Secretary	1000			1		
Sr HR Program Analyst	1000				1	1
Program Total:		**4**	**3**	**3**	**3**	**2**
11060 Compensation						
HR Analyst	1000	1				1
HR Comp & Benifits Mgr	1000		1	1		
HRMS Analyst	1000	0.75	1	1	1	
Human Resources Analyst, Sr	1000		1	1		
Human Resources Deputy Director	1000				1	1
Human Resources Manager	1000	1				
Human Resources Technician	1000	1	1			
Human Resources Technician, Sr	1000			1	1	1
Sr HR Program Analyst	1000				1	1
Program Total:		**3.75**	**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Human Resources - 191						
11070 Organizational Development						
Human Resources Analyst	1000			1	1	
Human Resources Deputy Director	1000				1	1
Human Resources Program Mgr	1000		1	1		
Sr HR Analyst	1000					1
Program Total:			**1**	**2**	**2**	**2**
Human Resources Total:		**26.5**	**26.5**	**28**	**30**	**30**
Admin Svcs Admin. - 220						
11210 Administration Services Admin.						
Deputy City Manager	1000	1	1	1	1	1
Emerg Mgmt/Homeland Sec Admin	1000			1		
Executive Admin Assistant II	1000	1				
Executive Assistant	1000	1				
Management Assistant, Sr	1000	1		1	1	1
Program Total:		**4**	**1**	**3**	**2**	**2**
Admin Svcs Admin. Total:		**4**	**1**	**3**	**2**	**2**
Finance - 221						
11310 Finance Administration						
Controller/Asst Finance Dir	1000	1	1			
Deputy Finance Director	1000			2	2	2
Finance Director/CFO	1000	1	1	1	1	1
Financial Admin Coordinator	1000			1	1	1
Office Assistant	1000	0.5	0.5	0.5		
Office Support Supervisor	1000	1	1			
Secretary	1000	2.5	1.5	1.5	2	2
Secretary, Senior	1000		1	1	1	1
Program Total:		**6**	**6**	**7**	**7**	**7**
11320 Accounting Services						
Account Specialist	1000	4	4	4	4	4
Account Specialist, Senior	1000	1	1			
Accountant I	1000	4	4	4	5	5
Accountant II	1000	4	4	5	5	5
Accounting Manager	1000	2	2	2	2	2
Office Support Supv	1000				1	1
Payroll & Accts Payable Supvr	1000			1	1	1
Payroll Specialist	1000	2	2	2	2	2
Secretary	1000				1	1
Program Total:		**17**	**17**	**18**	**21**	**21**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Finance - 221						
11340 License/Collection						
Account Specialist	1000	0.5	0.5	0.5	0.5	0.5
Billing & Compliance Specialist	1000				1	1
Billing & Compliance Specialist, Sr	1000	2	2	2	2	2
Collections Representative	1000	1	1	1	1	1
License & Compliance Specialis	1000	1	1	1		
Office Support Supervisor	1000	1	1	1		
Revenue Administrator	1000	1	1	1		
Secretary	1000	1	1	1		
Sr Applications Analyst	1000				1	1
Tax and License Manager	1000	1	1	1	1	1
Tax Auditor	1000	3	3	3	3	3
Program Total:		**11.5**	**11.5**	**11.5**	**9.5**	**9.5**
11350 Regulatory & Communication						
Regulatory Licensing Analyst	1000	1	1	1	1	1
Regulatory/Communications Mgr.	1000	1				
Program Total:		**2**	**1**	**1**	**1**	**1**
11360 Purchasing						
Buyer I	1000	1				
Buyer II	1000	3				
Contract Analyst	1000		3	3	3	3
Contract Specialist	1000		1	1	1	1
Materials Manager	1000	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**5**	**5**
11370 Warehouse						
Materials Control Assistant	1000	1	1	1	1	1
Materials Control Specialist	1000		4	3	2.75	2.75
Materials Control Supervisor	1000	1	1	1	1	1
Secretary	1000	0.75	0.75	0.75	1	1
Storekeeper	1000	4				
Program Total:		**6.75**	**6.75**	**5.75**	**5.75**	**5.75**
17020 Customer Service Office						
Account Specialist	2360	3	3	2	1	1
Account Specialist II	2360	2	2	3	4	4
Account Specialist, Senior	2360	3	3	4	5	5
Billing & Compliance Specialist	2360	0.5	1.5	3	7	7
Billing Supervisor	2360	1	1	1	1	1
Business Equipment Technician	2360	2	2	2	2	2
Cashier	2360	6	6	6	6	6
Collections Representative	2360	3	4	3	3	3
Customer Assistance Rep., Sr.	2360	2	2	2.5	2.5	2.5
Customer Relations Supervisor	2360	1	1	1	1	1
Duplicating Coordinator	2360	1	1	1	1	1
License & Compliance Specialis	2360	5	5	4		
Office Assistant	2360	1	1	1	1	1
Revenue Recovery Supervisor	2360	1	1	1	1	1
Program Total:		**31.5**	**33.5**	**34.5**	**35.5**	**35.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Finance - 221						
2225 Arena - Finance						
Accountant II	2260	1	1			
Finance Total:		**80.75**	**81.75**	**82.75**	**84.75**	**84.75**
Info. Technology - 231						
11510 Information Technology						
Account Specialist	1000	1	1	1		
App Analyst, Web Programmer Sr	1000		1	1	1	1
App Analyst, Web Progrm Intrmd	1000			1	1	1
Associate Systems Administrator	1000	1	2	2	1	1
Chief Info Technology Officer	1000	1	1	1	1	1
Database Administrator	1000	1	1	1	1	1
Dep Chief Info Tech Officer	1000					1
Electronic Information Spclst	1000	1	1			
Help Desk Support Spec	1000		3	3	3	2
Help Desk Supv	1000					1
IT Mgr Applications	1000	1	1	1	1	1
IT Mgr Finance & HRMS	1000	1	1	1	1	1
IT Mgr PC Support	1000	1	1	1	1	1
IT Project Manager	1000		1	1	1	
IT Tech Mgr Computer Opertions	1000	1	1	1	1	1
Mgmt Aide	1000				1	1
Network Engineer	1000	1	1	1	1	1
PC Support Specialist II	1000	4				
Sr GIS Analyst	1000					1
Sr. Network Engineer	1000	1	1	1	1	1
Systems Admin, Intermediate	1000	2	2	2	4	4
Systems Analyst	1000	7	6	6	6	7
Systems Analyst, Senior	1000	1			2	
Voice Communications Admin	1000		1	1		
Voice Communications Coordinator	1000	1				
Program Total:		**26**	**26**	**26**	**28**	**28**
11520 Telephones						
Voice Communications Administr	1100	1	1	1	1	1
11530 Technology Replacement						
Mgmt Aide	1140					1
Info. Technology Total:		**27**	**27**	**27**	**29**	**30**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Management & Budget - 241						
11610 Budget & Research						
Budget Analyst, Sr.	1000			2	2	2
Budget and Rate Manager	1000	1	1			
Budget Assistant Director	1000			1	1	1
Budget Coordinator	1000		1	1	1	
Management & Budget Analyst	1000	2	3	1	1	2
Management & Budget Director	1000	1	1	1	1	1
Management Assistant	1000	0.65	0.15			
Secretary	1000	0.5				
Secretary, Senior	1000	1				
Program Total:		**6.15**	**6.15**	**6**	**6**	**6**
11620 Grants Administration						
Grants Administrator	1000	1	1	1	1	1
Secretary	1000			0.5	0.5	0.5
Program Total:		**1**	**1**	**1.5**	**1.5**	**1.5**
Management & Budget Total:		**7.15**	**7.15**	**7.5**	**7.5**	**7.5**
Police Department - 312						
12110 Police Legal Services						
Police Officer	1000	2	2	2	2	3
Public Safety Staff Attorney	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**4**
12120 Police Administration						
Assistant Police Chief	1000	1	1			
Assistant Police Director	1000			1	1	1
Management Aide	1000		1	1	1	1
Management Assistant	1000	1	1	1	2	2
Office Support Supervisor	1000	1				
Police Captain	1000	1	1	1	1	
Police Chief	1000	1	1	1	1	1
Police Crime Prevention Spcist	1000			1		
Police Crime/Stats Analyst	1000	3			1	
Police Lieutenant	1000	2				
Police Officer	1000		1	2	2	1
Police Plan & Research Analyst	1000					1
Police Sergeant	1000	5	4	4	4	2
Secretary	1000	1	1	1	1	
Sr Secretary	1000					1
Victim Assistance Caseworker	1000	1	1	1	1	1
Program Total:		**17**	**12**	**14**	**15**	**11**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Police Department - 312						
12130 Central Patrol Bureau						
Management Assistant	1000				1	1
Mgmt Aide	1000				1	
Office Support Supervisor	1000	1	1	1	1	
Police Aide	1000		1	1	4	1
Police Captain	1000	1	3	3	3	1
Police Crime Prevention Specialist	1000	4	5	3	3	3
Police Lieutenant	1000	4	4	4	5	4
Police Officer	1000	117	122	122	139	108
Police Officer (Assignment)	1000	5	2	2	2	
Police Records Technician	1000	0.75				
Police Sergeant	1000	17	18	18	18	14
Police Volunteer Coord	1000					1
Secretary	1000	1	1	1	1	1
Program Total:		**150.75**	**157**	**155**	**178**	**134**
12150 Crime Investigations						
Assistant Police Chief	1000			1	1	2
Mgmt Aide	1000				3	5
Office Support Supervisor	1000	1				
Police Captain	1000					1
Police Crim/Statistical Analys	1000		3	3	3	3
Police Crisis Srvcs Coord	1000					1
Police Identificaiton Tech	1000	4	4	4	5	5
Police Lieutenant	1000	2	2	2	2	4
Police Officer	1000	41	44	45	45	48
Police Officer (Assignment)	1000	5	4	2	2	1
Police Sergeant	1000	6	6	6	6	7
Police Tech Svc Bur Admin	1000	1	1	1	1	1
Secretary, Senior	1000		1	1	1	1
Victim Assistance Caseworker	1000	2	2	2	2	2
Victim Assistance Supervisor	1000	1	1	1	1	
Program Total:		**63**	**68**	**68**	**72**	**81**
12160 Police Personnel Management						
Police Captain	1000		1			1
Police Lieutenant	1000		2	2	2	1
Police Officer	1000	2	4	3	4	9
Police Officer (Assignment)	1000	1	1	1	1	1
Police Sergeant	1000	1	2	2	2	2
Security Officer	1000		4	4	4	4
Security Services Coordinator	1000		1	1	1	1
Program Total:		**4**	**15**	**13**	**14**	**19**
12170 Foothills Patrol Bureau						
Police Captain	1000			1	1	1
Police Crime Prevention Specialist	1000	3	2	3	3	3
Police Lieutenant	1000	4	4	4	4	5
Police Officer	1000	74	89	88	92	90
Police Sergeant	1000	13	13	13	13	13
Secretary	1000	1	1	1	1	1
Program Total:		**95**	**109**	**110**	**114**	**113**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Police Department - 312						
12180 Police Support Services						
Customer Assistance Rep	1000	1	1	1	1	1
Management Assistant	1000	1	1	1		
PC Support Specialist II	1000	1	1	1		
Police Aide	1000	1				
Police Captain	1000	1				
Police Comm Sys Specialist	1000				1	
Police Comm Sys Technician	1000				1	
Police Communication Sp.	1000	28	31	32	30	8.25
Police Communications Sup	1000	4	4	4	4	1
Police Community Svcs Officer	1000	9	9	9	9	8
Police Detention Officer	1000	6	9	9	9	1
Police Hiring Coord	1000					1
Police ID Technician	1000					1
Police Identification Supervisor	1000	1	1	1	1	1
Police Officer	1000	16	15	14	14	10
Police Operations Manager	1000	1	1	1	1	
Police Polygraph Examiner	1000	1	1	1	1	1
Police Property/Evidence Cust.	1000	3	3	3	3	3
Police Records Technician	1000	15.75	16.5	16.5	16.5	15.5
Police Sergeant	1000	2	1	1	1	1
Police Support Serv Supervisor	1000	5	5	5	5	2
Police Technical Services Mgr	1000	2	2	2	2	1
Property Room Supervisor	1000	1	1	1	1	1
Secretary	1000	2.5	2.5	2.5	2.5	
Service Worker 3	1000	1	1	1	1	1
Sr Secretary	1000					3
Sys Analyst	1000				1	1
Program Total:		**103.25**	**106**	**106**	**105**	**61.75**
12190 Arena - PD Event Staffing						
Police Sergeant	1000	1				
Public Safety Arena Scheduler	1000		1	1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
12220 PD - Detention						
Police Detention Officer	1000				1	8
Police Support Srvcs Supv	1000					3
Police Tech Srvcs Mgr	1000					1
Program Total:					**1**	**12**
12230 PD - Communications						
Police Comm Spec	1000				1	23.25
Police Comm Supv	1000					4
Police Comm Sys Spec	1000					1
Police Comm Sys Tech	1000					1
Police Ops Mgr	1000					1
Program Total:					**1**	**30.25**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Police Department - 312						
12231 Stadium - PD Event Staffing						
Mgmt Aide	1000					1
Police Support Srvcs Supv	1000				1	
Public Safety Arena Scheduler	1000				1	1
Program Total:					**2**	**2**
12233 PD - Special Operations						
Mgmt Aide	1000					1
Police Aide	1000					3
Police Commander	1000					1
Police Lieutenant	1000					2
Police Officer	1000					24
Police Officer (Assignment)	1000					1
Police Sergeant	1000					9
Police Support Srvcs Supv	1000					1
Program Total:						**42**
12310 Patrol - Special Revenue Fund						
Police Communication Sp.	1700	4	4	4	4	4
Police Detention Officer	1700	6	6	6	6	6
Police Officer	1700	23	23	23	23	32
Program Total:		**33**	**33**	**33**	**33**	**42**
12390 PS Training Ops - Police						
Police Lieutenant	2530				1	1
Security Officer	2530				1	1
Program Total:					**2**	**2**
32030 State RICO						
Secretary	1860	0.5	0.5	0.5	0.5	0.5
33002 Victim Rights - PD						
Victim Assistance Caseworker	1840	1				
33018 VOCA 2003-113						
Victim Assistance Caseworker	1840		1	2	2	2
7084 VOCA-DPS #00-912						
Victim Assistance Caseworker	1840	1				
7628 VOCA Grant						
Victim Assistance Caseworker	1840	1				
7652 VOCA 2002-301						
Victim Assistance Caseworker	1840		2	1		
Police Department Total:		**473.5**	**507.5**	**506.5**	**543.5**	**557.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Fire Department - 331						
12410 Fire Administration						
Assistant Fire Chief	1000	1	2			
Fire Battalion Chief	1000	2	2	1		1
Fire Chief	1000	1	1	1	1	1
Fire Finance/Budget Coord	1000					1
Fire Marshal	1000	1	1			
Fire Volunteer Coordinator	1000		1			
Management Aide	1000	1	1	1	1	1
Management Assistant	1000	1	1	1	1	
Management Assistant, Sr	1000		1			
Secretary	1000	1		0.5	0.5	0.5
Secretary, Senior	1000		1			
Program Total:		**8**	**11**	**4.5**	**3.5**	**4.5**
12415 Fire Financial Resources						
Fire Finance Coord	1000				1	1
Management Assistant	1000			1		
Mgmt Aide	1000				1	1
Program Total:				**1**	**2**	**2**
12420 Fire Life Safety Services Adm.						
Asst Fire Chief	1000				1	2
Executive Asst. Fire Chief	1000			1		
Fire Battalion Chief	1000			1		1
Fire Volunteer Coordinator	1000			1	1	
Secretary	1000			1		
Program Total:				**4**	**2**	**3**
12421 Fire Special Operations						
Emergency Services Coordinator	1000	1	1			
Fire Battalion Chief	1000	1	1	1	1	
Fire Captain	1000			1		
Human Resources Analyst, Sr	1000			1	1	1
Management Assistant	1000	1				
Program Total:		**3**	**2**	**3**	**2**	**1**
12422 Fire Operations						
Fire Battalion Chief (40 Hrs)	1000	4	3	3	1	1
Fire Battalion Chief (52 Hrs)	1000				3	4
Fire Captain	1000	38	41	43	49	49
Fire Engineer	1000	39	41	36	42	43
Fire Fighter	1000	64	77	95	94	94
Fire Volunteer Coord	1000					1
Public Safety Info Supervisor	1000		1			
Secretary	1000	0.5	0.5			
Program Total:		**145.5**	**163.5**	**177**	**189**	**192**
12430 Fire Logistical Services Adm.						
Assistant Fire Chief	1000			1	1	

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Fire Department - 331						
12433 Fire Resource Management						
Fire Battalion Chief	1000	1	1	1	1	1
Fire Battalion Chief (52 Hrs)	1000				1	1
Fire Captain (40 Hrs)	1000					1
Management Assistant	1000					1
Secretary	1000	1	1			
Service Worker 1	1000	2	1	1	1	1
Service Worker 2	1000	1	1	1	1	1
Sys Analyst	1000					1
Program Total:		**5**	**4**	**3**	**4**	**7**
12434 Fire Training						
Fire Battalion Chief	1000	1		1	1	1
Fire Battalion Chief (40 Hrs)	1000				2	1
Fire Captain	1000	1	1	1		
Fire Captain (40 Hrs)	1000					2
Program Total:		**2**	**1**	**2**	**3**	**4**
12436 Fire Medical Services & Health						
Fire Battalion Chief	1000	1	2	1	1	2
Fire Captain	1000			1	1	
Fire Captain (52 Hrs)	1000					1
Program Total:		**1**	**2**	**2**	**2**	**3**
12437 Fire Assessment & Planning						
Fire Budget & Project Mgr	1000					1
Management Assistant, Sr.	1000			1		
Mgmt Asst II	1000				1	
Program Total:				**1**	**1**	**1**
12441 Fire Marshal's Office						
Assistant Fire Marshal	1000					1
Fire Battalion Chief	1000	1	1	1	1	1
Fire Captain	1000			1	1	1
Fire Inspector I	1000				2	2
Fire Inspector II	1000	4	4	4	4	4
Fire Protection Engineer	1000		1	1	1	1
Management Aide	1000			1	1	1
Office Support Supervisor	1000	1	1			
Plans Examiner	1000	1	1	1	1	1
Secretary	1000	0.5	0.5			
Program Total:		**7.5**	**8.5**	**9**	**11**	**12**
12444 Fire Community Services						
Fire Battalion Chief (40 Hrs)	1000				1	1
Fire Captain	1000			1		
Fire Comm Outreach Coord	1000					3
Public Safety Info Supervisor	1000	1				
Program Total:		**1**		**1**	**1**	**4**
12490 Arena - Fire Event Staffing						
Secretary	1000		1	1	1	1

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Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Fire Department - 331						
12491 Ambulance Services						
Fire Captain (40 Hrs)	1000				1	1
Paramedic Coordinator	1000			1		
Secretary	1000			1	1	1
Program Total:				**2**	**2**	**2**
12510 Westgate-Fire Marshal's Office						
Fire Inspector I	1000		2	1		
12590 PS Training Ops - Fire						
Fire Battalion Chief (40 Hrs)	2530				1	1
Fire Captain (40 Hrs)	2530				1	1
Mgmt Aide	2530					1
Mgmt Asst.	2530					1
Secretary	2530					1
Srvc Worker II	2530					1
Program Total:					**2**	**6**
12610 Fire - Special Revenue Fund						
Fire Engineer	1720		1	1	4	4
Fire Fighter	1720	18	17	17	14	17
Program Total:		**18**	**18**	**18**	**18**	**21**
12710 Stadium -Fire Marshal's Office						
Fire Inspector I	1280	2	2	2		
3334 Logistical Services						
Fire Battalion Chief	1000			1	1	
3336 Fire Office Systems						
Fire Battalion Chief (40 Hrs)	1000				1	
Fire Captain (40 Hours)	1000			1	1	
Program Total:				**1**	**2**	
3338 Fire Information/Technology						
Management Aide	1000			1		
Systems Analyst	1000				1	
Program Total:				**1**	**1**	
3341 Fire Marshal - Code Developmnt						
Fire Marshal	1000			1	1	
3345 Arena - Fire Marshal's Office						
Fire Inspector I	2260	2				
3362 Fire Community Relations						
Fire Comm Educ Coord	1000				2	
Fire Community Servs Admin	1000			1		
Program Total:				**1**	**2**	
34011 Metro Med Response Sys (MMRS)						
Fire Captain (52 Hours)	1840	1	1			

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Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Fire Department - 331						
Fire Department Total:		**196**	**216**	**237.5**	**251.5**	**263.5**
Homeland Security - 341						
12810 Homeland Security Admin.						
Emergency Mgmt Admin	1000				1	1
12820 Emergency Operations Ctr (EOC)						
Asst Homeland Security Dir	1000				1	1
Building Maintenance Worker	1000				1	1
Info Technology Manager	1000				2	
Management Assistant	1000				1	
Mgmt Aide	1000					1
Operations & Training Officer	1000					1
Secretary	1000				1	
Sys Admin	1000					1
Sys Analyst	1000					1
Program Total:					**6**	**6**
Homeland Security Total:					**7**	**7**
Comm. Services Adm - 411						
14510 Comm. Services Admin.						
Deputy City Manager	1000	1	1	1	1	1
Management Assistant, Sr.	1000	1	1	1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
Comm. Services Adm Total:		**2**	**2**	**2**	**2**	**2**
Parks & Recreation - 421						
13010 Pool Maintenance						
Service Worker 2	1000	1	1			
Service Worker 3	1000	2	2	3	3	3
Program Total:		**3**	**3**	**3**	**3**	**3**
13020 Park Irrigation						
Crewleader	1000	1	1	1	1	1
Service Worker 2	1000	2	2	1	1	1
Service Worker 3	1000	1	1	2	2	2
Program Total:		**4**	**4**	**4**	**4**	**4**
13030 Parks CIP & Planning						
Deputy Director, Parks & Rec	1000	1	1	1	1	1
Parks & Rec Projects Coord	1000					2
Parks Supervisor	1000	1	1	1	1	
Service Worker 2	1000	1	1	1		
Support Service Supervisor	1000	1	1	1		
Program Total:		**4**	**4**	**4**	**2**	**3**

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Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Parks & Recreation - 421						
13040 Parks Maintenance						
Crewleader	1000	2	2	2	2	3
Deputy Director, Parks & Rec	1000	1	1	1	1	1
Lndscp Gardener/Horticulturist	1000	1	1	1	1	1
Park Mgr	1000					2
Parks & Rec Projects Coord	1000	1	1	1	1	
Parks Supervisor	1000	1	1	1	1	
Playground Equip Svc Worker	1000	1	1	1	1	2
Secretary	1000					1
Service Worker 1	1000	3	4	4	4	4
Service Worker 2	1000	4	4	4	4	9
Service Worker 3	1000	2	3	3	3	4
Sr Heavy Equip Srvc Worker	1000					1
Program Total:		**16**	**18**	**18**	**18**	**28**
13050 Parks North District						
Crewleader	1000	1	1	1	1	
Deputy Director, Parks & Rec	1000	1	1	1	1	
Parks & Rec Projects Coord	1000	1	1	1	1	
Parks Supervisor	1000	1	1	1	1	
Playground Equip Svc Worker	1000		1	1	1	
Service Worker 1	1000	1	1			
Service Worker 2	1000	5	4	5	5	
Service Worker 3	1000	1	1	1	1	
Sr Heavy Equip Service Worker	1000	1	1	1	1	
Program Total:		**12**	**12**	**12**	**12**	
14610 Parks & Recreation Admin.						
Management Assistant, Sr.	1000		1	1	1	1
Museum Administrator	1000	1				
Museum Education Curator	1000	1	1	1		
Parks & Recreation Director	1000	1	1	1	1	1
Sr Rec Coord	1000				1	
Program Total:		**3**	**3**	**3**	**3**	**2**
14620 Glendale Community Center						
Rec Center/Program Supervisor	1000	1	1			
Rec Coordinator, Sr.	1000			1	1	2
Recreation Coordinator	1000	1	1	1	1	
Recreation Programmer	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**3**
14630 Recreation Support Services						
Accountant I	1000	1	1	1		
Management Assistant	1000					1
Office Manager	1000	1				
Office Support Supervisor	1000		1	1	1	
Rec Accounts Coord	1000				1	1
Secretary	1000	3	3	3	3	3
Secretary, Senior	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000				1	1
Support Service Supervisor	1000				1	1
Program Total:		**6**	**6**	**6**	**8**	**8**

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Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Parks & Recreation - 421						
14640 Adult Center						
Office Assistant	1000	0.65				
Recreation Coordinator	1000	2	2	2	2	2
Recreation Supervisor	1000	1	1	1	1	1
Secretary	1000	1	2	2	2	2
Service Worker 1	1000	1	1	1	1	1
Program Total:		**5.65**	**6**	**6**	**6**	**6**
14650 Youth and Teen						
Rec Coordinator, Sr.	1000			1	1	1
Recreation Center/Program Sup	1000		1			
Recreation Coordinator	1000	2	1	1	1	1
Recreation Programmer	1000	6	8	8	6	4.5
Recreation Supervisor	1000	1	1	1	1	1
Program Total:		**9**	**11**	**11**	**9**	**7.5**
14660 Special Events and Programs						
Rec Coordinator, Sr.	1000			1	2	
Recreation Coordinator	1000	2	2	1	1	1
Recreation Programmer	1000	0.75	0.75	0.75	1.75	
Recreation Supervisor	1000	1	1	1	1	1
Program Total:		**3.75**	**3.75**	**3.75**	**5.75**	**2**
14670 Sports and Health						
Dep Parks & Rec Dir	1000					1
Recreation Coordinator	1000	2	2	2	2	3
Recreation Supervisor	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**5**
14680 Aquatics						
Sr Rec Coord	1000					1
14690 Audio/Visual						
Audio/Video Coordinator	1000					1
Audio/Video Production Spec.	1000	1	1	2	2	1
Program Total:		**1**	**1**	**2**	**2**	**2**
14700 Marketing - Parks & Rec						
Graphics Designer	1000	1	1			
Management Assistant	1000			1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
14710 Park Rangers						
Park Mgr	1000					1
Park Ranger	1000	3	3	3	3	3
Park Ranger Supervisor	1000	1	1	1	1	
Program Total:		**4**	**4**	**4**	**4**	**4**

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Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Parks & Recreation - 421						
14720 Foothills Recreation Center						
Building Maintenance Worker	1000					1
Office Support Supv	1000				1	1
Rec Programmer	1000				3	3
Recreation Supervisor	1000			1	1	1
Secretary	1000				1	1
Sr Rec Coord	1000				2	2
Srvc Worker I (Bldg Maint)	1000				1	
Srvc Worker II (Parks)	1000				1	1
Program Total:				**1**	**10**	**10**
14740 Copper Canyon HS Youth Dev Prg						
Rec Programmer	1000					0.75
14760 Historic Sahuaro Ranch						
Rec Programmer	1000					1
Sr Rec Coord	1000					2
Program Total:						**3**
14850 Youth and Teen Self Sustaining						
Recreation Programmer	1880	1	1	2	5	5
14860 Spec Events & Prgm Self Sust						
Recreation Programmer	1880	1	3	3		
35008 Youth Football Hub Grant						
Rec Coord	1840					1
Parks & Recreation Total:		**80.4**	**86.75**	**89.75**	**98.75**	**99.25**
Civic Center - 431						
11710 Civic Center						
Civic Center Event Coordinator	1740	2	2	2	3	3
Civic Center Manager	1740	1	1	1	1	1
Civic Center Operations Coord	1740	1	1	1	1	1
Secretary	1740	1	1	1	1	1
Service Worker 3	1740	1	1	1	1	1
Program Total:		**6**	**6**	**6**	**7**	**7**
Civic Center Total:		**6**	**6**	**6**	**7**	**7**
Comm. Partnerships - 441						
15010 Community Revitalization						
Grants Accountant	1000	1				
Revitalization Administrator	1000			1	1	1
Revitalization Grants Supervis	1000		1	1	1	1
Revitalization Manager	1000	1	1			
Program Total:		**2**	**2**	**2**	**2**	**2**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Comm. Partnerships - 441						
15015 Neighborhood Partnership						
Community Education Coord	1000		1	1		
Community Volunteer Coord.	1000				1	
Dir of Community Partnerships	1000	1	1			
Management Aide	1000	1	1	1		
Management Assistant, Sr.	1000	2	1	1	2	
Neighborhood Partnership Admin.	1000			1	1	1
Neighborhood Srvcs Coord	1000					3
Sr Secretary	1000				1	1
Program Total:		**4**	**4**	**4**	**5**	**5**
15020 Neighborhood Volunteer Program						
Community Volunteer Coordinator	1000	1	1	1		
15025 Mega Events - N'Hood/Volunteer						
Rec Programmer	1000					0.5
17910 Community Housing						
Account Spec II	2500					1
Account Specialist	2500	1	1	1	1	
Accountant I	2500	1	1	1	1	1
Bldg Maint Supv	2500				1	1
Building Maintenance Worker	2500	2	3	3	3	3
Comm Housing & Revit Director	2500	1	1			
Dir of Community Partnerships	2500			1	1	1
Housing Assistance Rep.	2500	8	10	10	9	9
Housing Maint. Svc Mgr	2500	1	1	1	1	
Housing Modernization Coord	2500	1	1	1		
Housing Supv	2500					1
Housing Svcs Administrator	2500	1	1	1	1	1
Management Assistant	2500	1	1	1	1	1
Management Assistant, Sr.	2500	1	1	1	1	1
Secretary	2500	2	2	2	3	3
Secretary, Senior	2500	1	1	1	1	1
Service Worker 1	2500	1	1	1	1	1
Service Worker 2	2500	1				
Program Total:		**23**	**25**	**25**	**25**	**25**
31001 CDBG Programs						
Account Specialist II	1320	1	1	1	1	1
Management Assistant	1320	0.75	0.75	0.75	0.75	0.75
Revitalization Coordinator	1320	4	4	4	4	4
Revitalization Supervisor	1320	1	1	1	1	1
Secretary	1320	1	1	1	1	1
Secretary, Senior	1320	1	1	1	1	1
Program Total:		**8.75**	**8.75**	**8.75**	**8.75**	**8.75**
Comm. Partnerships Total:		**38.75**	**40.75**	**40.75**	**40.75**	**41.25**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Library & Arts - 452						
15210 Historic Sahuaro Ranch						
Arts & Cultural Admin	1000				1	
15220 Library						
Account Specialist	1000	1	1	1	1	2
Computer Operations Supervisor	1000	1	1	1	1	1
Courier	1000	1	1	1	1	1
Graphics Designer	1000	1	1	1	1	1
Librarian	1000	1.5	1.5			
Librarian I	1000	16.75	16.75	4.5	5.5	3.5
Librarian II	1000	7	7	22.75	21.75	21.25
Librarian III	1000	6	6	6	6	6
Librarian IV	1000					4
Library Assistant 1	1000	3	3	2.5	3	3
Library Assistant 2	1000	5.75	5.75	5	5	3
Library Assistant 3	1000	14.75	14.75	13.75	13.25	13.75
Library Circulation Clerk	1000	11.75	11.76	11.26	11.26	11.26
Library Director	1000	1	1	1	1	1
Library Manager	1000	5	5	5	5	5
Library Operations Supervisor	1000	4	4	5	5	5
Library Technology Supervisor	1000			1	1	1
Management Assistant	1000	1	1	1	1	1
Office Assistant	1000	2.25	2.25	2	2	
PC Support Specialist II	1000	3	3	2	2	3
Program Total:		**86.75**	**86.76**	**86.76**	**86.76**	**86.76**
15230 Arts Maintenance - Admin.						
Arts & Cultural Admin	1000					1
15310 Arts Maintenance						
Dep Dir, Arts/Culture/Museum	1220	1	1	1	1	
Library & Arts Total:		**87.75**	**87.76**	**87.76**	**88.76**	**87.76**
Grants - 470						
32123 Domestic Violence Grant						
Management Assistant	1840				1	1
Grants Total:					**1**	**1**
Community Dev Admin - 511						
15510 CD Deputy City Manager						
Deputy City Manager	1000	1	1	1	1	1
Executive Admin Assistant	1000		1	1	1	1
Executive Admin Assistant II	1000		1	1	1	1
Management Assistant, Sr.	1000	1	1	1	1	1
Program Total:		**2**	**4**	**4**	**4**	**4**
Community Dev Admin Total:		**2**	**4**	**4**	**4**	**4**

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Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Building Safety - 521						
15610 Building Safety						
Asst Bldg Safety Dir	1000				1	1
Building Inspector, General	1000	6	6	6	9	4
Building Inspector, Specialist	1000	3	4	4	4	8
Building Inspector, Sr	1000	2	2	2	3	4
Building Safety Director	1000	1	1	1	1	1
Building Safety Manager	1000	1	1	1		
Management Assistant	1000	1	1	1		
Plans Examiner	1000	3	3	3	3	3
Plans Examiner, Senior	1000	1	1	1	1	1
Plans Examiner, Structural	1000	1	1	1	1	1
Secretary	1000	1	1	1	1	1
Secretary, Senior	1000	1	1	1	1	1
Sr Mgmt Asst	1000				1	1
Program Total:		**21**	**22**	**22**	**26**	**26**
15620 Development Services Center						
Building Safety Manager	1000	1	1	1	1	1
Customer Assistance Rep	1000	2	2	2	2	2
Development Plans Supervisor	1000	1	1	1	1	1
Development Plans Technician	1000	2	2	2	2	2
Development Svcs Rep	1000	4	4	4	4	4
Program Total:		**10**	**10**	**10**	**10**	**10**
15630 Westgate-Bldg Safety Rvw/Insp.						
Building Inspector, General	1000		1	2		
Building Inspector, Senior	1000			1		1
Building Inspector, Specialist	1000		4	4	9	11
Development Plans Technician	1000			1		2
Plans Examiner	1000		1	1	1	1
Secretary	1000			1		
Program Total:			**6**	**10**	**10**	**15**
15710 Stadium - Development Services						
Building Inspector, General	1280	2	1			
Building Inspector, Senior	1280		1			
Building Inspector, Specialist	1280	2	11	11	3	
Development Plans Technician	1280		1			
Plans Examiner	1280		1			
Plans Examiner, Sr	1280		1			
Plans Examiner, Structural	1280		1			
Secretary	1280		1			
Program Total:		**4**	**18**	**11**	**3**	
17510 Cross Connection Control						
Building Inspector, General	2400			1	1	1
Cross Connection Control Spec.	2400	1	1	1	1	
Secretary	2400	0.75	0.75	0.75	0.75	0.75
Sr Bldg Insp	2400					1
Program Total:		**1.75**	**1.75**	**2.75**	**2.75**	**2.75**

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Authorized Staffing

Dept	Program Name	Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Building Safety - 521								
	5215	**Arena - Development Services**						
		Building Inspector, General	2260	2				
		Building Inspector, Specialist	2260	3				
		Development Plans Technician	2260	1				
		Plans Examiner	2260	1				
		Plans Examiner, Structural	2260	1				
		Program Total:		**8**				
		Building Safety Total:		**44.75**	**57.75**	**55.75**	**51.75**	**53.75**
Planning - 531								
	15910	**Planning Administration**						
		Management Assistant	1000	1	1	1		
		Planning Director	1000	1	1	1	1	1
		Secretary	1000	2	2	2	2	
		Secretary, Senior	1000	1	1	1	1	3
		Sr Mgmt Asst	1000				1	1
		Program Total:		**5**	**5**	**5**	**5**	**5**
	15920	**Zoning Admin & Tech. Assist.**						
		Associate Planner	1000	2	2	1	1	2
		Planner	1000			1	1	1
		Planner, Senior	1000	1	1	1	1	1
		Zoning Administrator	1000	1	1	1	1	1
		Program Total:		**4**	**4**	**4**	**4**	**5**
	15930	**Current Planning**						
		Landscape Architect	1000				1	1
		Planner	1000	3	3	3	3	3
		Planner, Associate	1000				1	
		Planner, Senior	1000	3	3	3	3	2
		Planning Deputy Director	1000			1	1	1
		Planning Manager	1000	1	1			
		Principal Planner	1000					1
		Program Total:		**7**	**7**	**7**	**9**	**8**
	15940	**Long-Range Planning & Research**						
		Graphics Designer	1000	1				
		Planner, Senior	1000	1	1	1	1	1
		Planning Deputy Director	1000			1	1	1
		Planning Manager	1000	1	1			
		Planning Technician	1000		1	1	1	1
		Program Total:		**3**	**3**	**3**	**3**	**3**
		Planning Total:		**19**	**19**	**19**	**21**	**21**

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Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Economic Development - 540						
16010 Economic Development						
Asst Econ Dev Director	1000		1	1		
Business Development Manager	1000	2	2			
Economic Development Admin	1000			2	3	3
Economic Development Analyst	1000		1			
Economic Development Director	1000	1	1	1	1	1
Management Aide	1000	1				
Management Assistant	1000	1	1	1	1	1
Planning Manager	1000		1			
Sr Marketing & Comm Mgr	1000				1	1
Program Total:		**5**	**7**	**5**	**6**	**6**
16040 Downtown Beaut. & Promotion						
Security Officer	1000					2
Srvc Worker II	1000					2
Program Total:						**4**
5410 Redevelopment						
Redevelopment Manager	1000	1				
Economic Development Total:		**6**	**7**	**5**	**6**	**10**
Code Compliance - 550						
14410 Code Compliance						
Asst Code Compliance Dir	1000				1	1
Code Compliance Administrator	1000	1	1	1	1	1
Code Compliance Insp Specialist	1000	2	4	4	4	4
Code Compliance Inspector	1000	6	6	8	7	7
Code Compliance Inspector, Sr.	1000		1	1		2
Code Compliance Supervisor	1000	2	1	1	2	2
Management Assistant	1000				1	1
Office Support Supervisor	1000	1	1	1		
Secretary	1000	2	2.5	3.5	2.5	2.5
Sr Secretary	1000				1	1
Program Total:		**14**	**16.5**	**19.5**	**19.5**	**21.5**
Code Compliance Total:		**14**	**16.5**	**19.5**	**19.5**	**21.5**
Public Works Admin. - 611						
13310 Public Works Administration						
Deputy City Manager	1000	1	1	1	1	1
Public Works Admin. Total:		**1**	**1**	**1**	**1**	**1**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Field Operations - 620						
13410 Field Operations Admin.						
Account Specialist II	1000	1	1	1	1	1
Asst Field Ops Dir	1000				1	1
Deputy Director, Field Ops	1000	1				
Dispatcher/Router	1000	2	2	2	2	2
Field Operations Director	1000	1	1	1	1	1
Management Assistant, Sr.	1000	2	3	3	1	1
Office Manager	1000	1	1	1	1	1
Secretary	1000	1	1	1		
Secretary, Senior	1000	1	1	1	1	1
Program Total:		**10**	**10**	**10**	**8**	**8**
13420 Cemetery						
Crewleader	1000	1	1	1	1	1
Service Worker 2	1000	1	1	1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
13440 Graffiti Removal						
Service Worker 1	1000	1	1			
Service Worker 2 (Airport)	1000	1	1	3	1	1
Service Worker 2 (Streets)	1000				2	2
Program Total:		**2**	**2**	**3**	**3**	**3**
13450 Facilities Management						
Building Maintenance Leader	1000	2	2	2	2	2
Building Maintenance Supervisor	1000	2	2	2	2	2
Building Maintenance Worker	1000	16	16	16	16	16
Security Officer	1000	4				
Security Services Coordinator	1000	1				
Supt of Facilities Management	1000	1	1	1	1	1
Program Total:		**26**	**21**	**21**	**21**	**21**
13460 Custodial Services						
Custodial Supervisor	1000	2	2	2	2	2
Custodian	1000	14	14	14	14	14
Custodian Lead	1000	4	4	4	4	4
Program Total:		**20**	**20**	**20**	**20**	**20**
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530					1
Custodian	2530					3
Program Total:						**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Field Operations - 620						
13510 Equipment Management						
Buyer I	1040	1	1		1	1
Buyer II	1040	1	1			
Equipment Mechanic 1	1040	2	3	2	2	2
Equipment Mechanic 2	1040	5	7	8	10	10
Equipment Mechanic Specialist	1040	18	16	15	16	16
Fleet Sys Coord	1040				1	1
Fleet Tire Specialist	1040	2	2	2	2	2
Paint and Body Specialist	1040		1	1	1	1
Parts Room Attendant	1040	2	2			
PC Support Specialist 1	1040	1	1	1		
Service Writer	1040	1	1	1	1	1
Shop Services Supervisor	1040	1	1	1		
Shop Shift Coordinator	1040		2	2	2	2
Shop Supervisor	1040	2	1	1	2	2
Sr Equipment Mechanic Sp	1040			1		
Supt of Equipment Management	1040	1	1	1	1	1
Welder/Mechanic	1040		2	2	2	2
Program Total:		**37**	**42**	**38**	**41**	**41**
13530 Parts Store Operations						
Buyer II	1040			1	1	1
16710 Right-of-Way Maintenance						
Crewleader	1340	2	2	2	2	2
Engineering Insp II	1340					1
Parks Supervisor	1340	1	1			
PC Operator	1340	1	1	1	1	1
Service Worker 2	1340	7	7	7	6	4
Service Worker 3	1340	6	6	6	7	8
Streets Supervisor	1340			1	1	1
Program Total:		**17**	**17**	**17**	**17**	**17**
16720 Street Maintenance						
Crewleader	1340	7	7	7	7	7
Engineering Inspector 2	1340	1	1	1	1	1
Heavy Equipment Operator	1340	2	2	2	1	1
PC Operator	1340	1	1	1	1	1
Service Worker 2	1340	18	18	18	18	18
Service Worker 3	1340	7	7	7	8	8
Streets Supervisor	1340	3	3	3	3	3
Superintendent of Streets	1340	1	1	1	1	1
Program Total:		**40**	**40**	**40**	**40**	**40**
16730 Street Cleaning						
Equipment Operator	1340	4	4	4	4	4
Service Worker 3	1340	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**5**	**5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Field Operations - 620						
17710 Landfill						
Crewleader	2440	1	1	1	1	1
Landfill Inspector	2440	1	1	1	1	1
Landfill Operator	2440	4	4	4	5	5
Landfill Supervisor	2440	1	1	1	1	1
PC Operator	2440	1	1	1	1	1
Service Worker 1 (801)	2440	1	1	2	1	1
Service Worker 1 (801L)	2440				1	2
Service Worker 2	2440	2	2	2	2	2
Sr. Equipment Mechanic Special	2440	1	1	1	1	1
Weigh Scale Operator	2440	2	3	3	4	4
Program Total:		**14**	**15**	**16**	**18**	**19**
17730 Solid Waste Admin						
Account Specialist II	2440	3	3	3	3	3
Assistant Director, Field Ops	2440			1	1	1
Budget Analyst, Sr.	2440			1	1	1
Deputy Director, Field Ops	2440	1	1			
Management & Budget Analyst	2440		1			
Management Assistant, Sr	2440	1				
Superintendent of Landfill	2440	1	1	1	1	1
Superintendent of Sanitation	2440	1	1	1	1	1
Program Total:		**7**	**7**	**7**	**7**	**7**
17740 Recycling						
Recycling Coordinator	2440	1	1	1	1	1
Sanitation Inspector	2440	3	3	3	4	4
Sanitation Inspector, Sr	2440	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**6**	**6**
17750 MRF Operations						
Account Specialist II	2440	1	1	1	1	1
Crewleader	2440	1	1	1	1	1
Equipment Mechanic 1	2440	1	1	1	1	1
Equipment Mechanic 2	2440	1	1	1	1	1
Laborer II	2440	4	4	4		
MRF Laborer Team Leader	2440	2	2	2		
Sanitation Supervisor	2440	1	1	1	1	1
Service Worker 1	2440				1	1
Service Worker 2	2440				2	2
Srvc Worker I (Sanitation)	2440				3	3
Program Total:		**11**	**11**	**11**	**11**	**11**
17810 Sanitation Roll-off						
Equipment Operator	2480	3	3	3	3	4

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Field Operations - 620						
17820 Sanitation Frontload						
Commercial Sanitation Inspecto	2480	1	1	1	1	1
Crewleader	2480	1	1	1	1	1
Equipment Operator	2480	9	9	9	9	9
Management Assistant	2480		1	1	1	1
Sanitation Supervisor	2480	1	1	1		
Service Worker 3	2480	1	1	1	1	1
Solid Waste Sales Coordinator	2480	1				
Program Total:		**14**	**14**	**14**	**13**	**13**
17830 Curb Service						
Crewleader	2480	1	2	2	2	2
Equipment Mechanic 1	2480	1	1	1	1	1
Equipment Operator	2480	32	32	33	32	32
Equipment Operator (Streets)	2480				2	2
Sanitation Supervisor	2480	1			1	1
Service Worker 1	2480	1	1	1	1	
Service Worker 2	2480	1	1	1	1	2
Program Total:		**37**	**37**	**38**	**40**	**40**
17840 Residential-Loose Trash Collec						
Crewleader	2480	1				
Crewleader (Sanitation)	2480					1
Equipment Operator	2480	9	12	12	12	15
Sanitation Inspector	2480	1	1	1	1	1
Sanitation Supervisor	2480		1	1	1	1
Program Total:		**11**	**14**	**14**	**14**	**18**
6256 Fabrication/Welding						
Fabricator/Welder	1040	2				
6258 Paint/Body Shop						
Equipment Mechanic 1	1040	1				
Equipment Mechanic 2	1040	1				
Paint and Body Specialist	1040	1				
Program Total:		**3**				
Field Operations Total:		**266**	**265**	**265**	**270**	**280**
Engineering - 631						
13720 Engineering Administration						
City Engineer	1000	1	1	1	1	1
Management Assistant	1000	1			1	1
Office Support Supervisor	1000	1	1	1		
Secretary, Senior	1000	2	2	2	2	2
Program Total:		**5**	**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Engineering - 631						
13730 CIP Administration						
Assistant City Engineer	1000	1	1	1	1	1
Associate Civil Engineer	1000	1		1	1	1
Civil Engineer, Senior	1000	3	3	3	4	4
Engineering Project Manager	1000	1				
Engineering Technician, Senior	1000		1	1	1	
Landscape Architect	1000	2	2	1	1	1
Management Aide	1000			1	1	1
Management Assistant, Sr.	1000		1	1	1	1
Program Total:		**8**	**8**	**9**	**10**	**9**
13740 CIP Design						
Engineering & Design Supervisor	1000	1	1	1	1	1
Engineering Technician 2	1000	1	1	1	1	1
Engineering Technician, Senior	1000	3	2	2	2	2
Program Total:		**5**	**4**	**4**	**4**	**4**
13750 CIP Construction						
Civil Engineer, Senior	1000	1	1	1	1	1
Engineering Project Manager	1000		2	2	2	2
Engineering Technician 2	1000	1	1			
Engineering Technician, Senior	1000	1	1			
Program Total:		**3**	**5**	**3**	**3**	**3**
13760 Property Management						
Engineering Technician 2	1000	2				
Engineering Technician, Senior	1000	1				
Property Agent	1000	1	1	2	2	2
Property Manager	1000	1	1	1	1	1
Program Total:		**5**	**2**	**3**	**3**	**3**
13770 Mapping and Records						
Civil Engineer, Senior	1000			1		
Engineering Inspector, Senior	1000	1				
Engineering Technician 2	1000		2	2	2	2
Engineering Technician, Senior	1000		1	1	1	1
Engineering Utility Coordinato	1000		1			
Land Development Engineer	1000	1				
Special Projects Administrator	1000		1			
Program Total:		**2**	**5**	**4**	**3**	**3**
13780 Land Development Division						
Assistant City Engineer	1000		1	1	1	1
Civil Engineer, Senior	1000			2	2	3
Land Development Engineer	1000		2			
Landscape Architect	1000			1		
Management Aide	1000	1	1	1	1	1
Program Total:		**1**	**4**	**5**	**4**	**5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Engineering - 631						
13790 Construction Inspection						
Assistant City Engineer	1000	1				
Construction Eng Supervisor	1000	1	1	1	1	1
Engineering Inspector 2	1000	3	3	3	3	3
Engineering Inspector, Senior	1000	3	3	3	3	3
Engineering Project Manager	1000	1				
Program Total:		**9**	**7**	**7**	**7**	**7**
13800 Materials Testing						
Materials Technician	1000	2	2	2	2	2
Materials Technician, Senior	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**3**
13810 Special Projects Admin.						
GIS Analyst	1000	1				
Special Projects Administrator	1000	1				
Program Total:		**2**				
13820 Utility Inspection						
Engineering Inspector 2	1000			2	2	2
Engineering Utility Coordinator	1000			1	1	1
Utility Inspector	1000		2			
Program Total:			**2**	**3**	**3**	**3**
16310 Transportation Engineering Pgm						
Civil Engineer, Senior	1660	1	1	1	1	1
Engineering Total:		**44**	**45**	**46**	**45**	**45**
Transportation - 632						
16410 Airport Operations						
Airport Manager	1760	1	1	1	1	1
Crewleader	1760	1	1	1	1	1
Secretary, Senior	1760	1	1	1	1	1
Service Worker 2	1760	2	2	2	2	2
Program Total:		**5**	**5**	**5**	**5**	**5**
16510 Transportation Program Mgmt						
Dep Trans Dir	1660				1	1
Secretary	1660					1
Trans Planner	1660					1
Transportation Coordinator	1660	1	1	1	1	
Transportation Prgrm Admin	1660	1	1	1		
Program Total:		**2**	**2**	**2**	**2**	**3**
16520 Transportation Education						
Transportation Coordinator	1660	1	1	1	1	1

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Transportation - 632						
16530 Dial-A-Ride						
Dispatcher/Router	1660	4.75	4.75	4.75	6.5	6.5
Lead Transit Oper	1660					6
Management Assistant, Sr.	1660	1	1	1	1	1
Secretary	1660	1	1	1	1	1
Secretary, Senior	1660	1	1	1	1	1
Transit Administrator	1660					1
Transit Coordinator	1660	1	1	1	1	2
Transit Manager	1660	1	1	1	1	2
Transit Operator	1660	21.5	21.5	21.5	24.75	17.75
Transit Supervisor	1660	3	3	3	3	1
Program Total:		**34.25**	**34.25**	**34.25**	**39.25**	**39.25**
16570 Intelligent Transportation Sys						
Asst Traffic Engineer	1660				1	1
Intell Transp System Operator	1660	1	1	1	1	1
Intelligent Trans Syst Tech	1660	1	1	1	1	1
Intelligent Transp Systems Mgr	1660	1	1	1	1	1
Traffic Signal Technician 2	1660			1	1	1
Program Total:		**3**	**3**	**4**	**5**	**5**
16580 Traffic Mitigation						
Associate Traffic Engineer	1660	1	1	1	1	1
16810 Traffic Signals						
Superintendent of Traffic Oper	1340	1	1	1	1	1
Traffic Ops Electr Technician	1340	1	1	1	1	1
Traffic Signal Supervisor	1340	2	2	2	1	1
Traffic Signal Technician 1	1340	1	1	2	2	2
Traffic Signal Technician 2	1340	3	3	3	3	3
Traffic Signal Technician 3	1340	2	2	1	2	2
Program Total:		**10**	**10**	**10**	**10**	**10**
16820 Signs & Markings						
Crewleader	1340	2	2	2	2	2
Service Worker 2	1340	5	5	5	5	5
Service Worker 3	1340	1	1	1	1	1
Sign Fabricator	1340	1	1	1	1	1
Traffic Signs & Markings Supervisor	1340	1	1	1	1	1
Program Total:		**10**	**10**	**10**	**10**	**10**
16910 Transportation Administration						
City Traffic Engineer	1340	1	1			
Intelligent Trans Sys Tech	1340				1	1
Management Assistant, Sr.	1340				1	1
Secretary	1340	1	1	1	1	1
Secretary, Senior	1340	1	1	1	1	1
Traffic Ed Program Manager	1340	1	1			
Transportation Director	1340			1	1	1
Program Total:		**4**	**4**	**3**	**5**	**5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Transportation - 632						
16920 Street Light Management						
Traffic Engineering Specialist	1340			1	1	1
Traffic Lighting Manager	1340	1	1	1	1	1
Program Total:		**1**	**1**	**2**	**2**	**2**
16930 Transportation Planning						
Trans Planner	1340					1
Transportation Coordinator	1340	1	1	1	1	
Transportation Planning Mgr	1340	1	1	1		
Program Total:		**2**	**2**	**2**	**1**	**1**
16940 Traffic Studies						
Assistant Traffic Engineer	1340	1	1	1	1	1
Neighrhood Traffic Specialist	1340	1	1			
Sr. Traffic Engineer	1340	1	1	1		
Traffic Ed Program Manager	1340			1	1	1
Traffic Engineering Technician	1340	1	1	1	1	1
Trans Planning Mgr	1340				1	1
Program Total:		**4**	**4**	**4**	**4**	**4**
16950 Traffic Design and Development						
Assistant Traffic Engineer	1340	1	1	1		
Dep Trans Dir	1340				1	1
SR. Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Technician	1340	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**3**
Transportation Total:		**80.25**	**80.25**	**81.25**	**88.25**	**89.25**
Utilities - 641						
17110 Utilities Administration						
Account Specialist	2360	1	1	1	1	1
Management Assistant, Sr.	2360	1	1	2	2	1
Secretary	2360	2	2	2	2	2
Secretary, Senior	2360	1	1	1	1	1
Sr. Civil Engineer	2360				1	1
Utilities Accting & Budget Mgr	2360				1	1
Utilities Assistant Director	2360	1	1	1	2	2
Utilities Director	2360	1	1	1	1	1
Program Total:		**7**	**7**	**8**	**11**	**10**
17115 Safety Administration						
Sr Mgmt Asst	2360					1

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Utilities - 641						
17120 Information Management						
PC Support Specialist 1	2360	1	1	1		
PC Support Specialist II	2360				1	
Sys Admin	2360					1
Utilities GIS Coordinator	2360				1	1
Utilities Network Engineer	2360		1	2	2	2
Utilities Technology Manager	2360			1	1	1
Utility Data Comm Manager	2360	1	1			
Utility Data Coordinator	2360		1	1	1	1
Utility SCADA Planner	2360	1	1			
Program Total:		**3**	**5**	**5**	**6**	**6**
17130 Public Service Representatives						
Public Service Representative	2360	3	3	3	4	4
17140 System Security						
Security Officer	2360				1	5
Util Saf Secur Emerg Resp Coor	2360					2
Utilities Security Manager	2360		1	1	1	1
Program Total:			**1**	**1**	**2**	**8**
17160 Arrowhead Reclamation Plant						
Plant Instrument Tech Sr	2360			1	1	1
Plant Instrument Technician 2	2360	1	1			
Plant Maintenance Mechanic 2	2360	1	1	1	2	2
Plant Operations Supervisor	2360	1	1			
Sr Water Reclamation Fac. Oper	2360			1	1	2
Supt of Utility Plt Ops	2360	1				
Wastewater Plant Operator, Sr	2360	1	1			
Water Reclam Facility Supv	2360			1	1	1
Water Reclamation Fac Oper II	2360	4	3	4	7	7
Program Total:		**9**	**7**	**8**	**12**	**13**
17170 West Area Plant						
Plant Instrument Tech Sr	2360			1	1	1
Plant Instrument Technician 2	2360	1	1	1	1	1
Plant Maintenance Mechanic, Sr	2360	1	1	1	1	1
Sr Water Reclamation Fac. Oper	2360	1	1	1	1	1
Superintendent of Wastewater	2360	1	1	1	1	1
Water Reclam Facility Supv	2360				1	1
Water Reclamation Fac Oper I	2360	1	3	2	1	
Water Reclamation Fac Oper II	2360	7	7	6	7	8
Program Total:		**12**	**14**	**13**	**14**	**14**
17210 Customer Service - Field						
Utilities Supervisor	2400	1	1	1		1
Utility Distrib & Coll Supt	2400				1	1
Water Service Rep, Lead	2400	2	2	2	2	1
Water Service Representative	2400	12	12	12	12	12
Program Total:		**15**	**15**	**15**	**15**	**15**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Utilities - 641						
17220 Irrigation						
Crewleader	2400	1	1	1	1	1
17240 Central System Control						
Plant Operations Supervisor	2400	1	1	1	1	1
Superintendent of Water Treat	2400	1	1	1	1	1
Utility Safety & Security Cord	2400			1	1	1
Water Control Room Operator	2400	6	6	5	5	5
Water Plant Operator II	2400	1	1	1		1
Water Plant Operator, Senior	2400	1	1	1	1	1
Program Total:		**10**	**10**	**10**	**9**	**10**
17250 Pyramid Peak Plant						
Plant Instrument Tech Sr	2400			1	1	1
Plant Instrument Technician 2	2400	1	1			
Plant Maintenance Mechanic, Sr	2400	1	1	1	1	1
Water Plant Operator II	2400	4	6	6	7	6
Water Plant Operator, Senior	2400	1	1	1	1	1
Program Total:		**7**	**9**	**9**	**10**	**9**
17260 Cholla Treatment Plant						
Plant Instrument Technician 2	2400	1	1	1	1	1
Plant Maintenance Mechanic 2	2400		1	1	1	1
Water Plant Operator II	2400	4	4	4	6	6
Water Plant Operator, Senior	2400	1	1	1	1	1
Program Total:		**6**	**7**	**7**	**9**	**9**
17270 Major Maintenance						
Plant Operations Supervisor	2400	1	1	2	1	
Water Plant Operator, Senior	2400			1		
Program Total:		**1**	**1**	**3**	**1**	
17280 Central System Maintenance						
Plant Instrument Tech Sr	2400	1	1	1	1	1
Plant Instrument Technician 1	2400	1	1	1	1	
Plant Instrument Technician 2	2400	1	1	1	1	2
Plant Maintenance Mechanic 2	2400	1				
Plant Maintenance Mechanic, Sr	2400	1	1	1	1	1
Service Worker 2	2400	1	1	1	1	1
Water Plant Ops Supv	2400					1
Program Total:		**6**	**5**	**5**	**5**	**6**
17290 Water Distribution						
Lead Water Srvc Rep	2400					1
Utilities Supervisor	2400	1	2	2	2	2
Utility System Tech I	2400	7	15	15	17	16
Utility System Tech II	2400	4	8	8	9	9
Utllity System Tech, Sr.	2400	1	2	2	2	2
Program Total:		**13**	**27**	**27**	**30**	**30**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'03-04	'04-05	'05-06	'06-07	'07-08
Utilities - 641						
17300 Meter Maintenance						
Utilities Supervisor	2400	1	1	1	1	1
Utility Locator	2400	3	3	3	4	4
Utility System Tech I	2400	4	4	4	4	3
Utility System Tech II	2400	1	1	1	1	2
Utllity System Tech, Sr.	2400	1	1	1	1	1
Program Total:		**10**	**10**	**10**	**11**	**11**
17310 Oasis Water Campus						
Building Maintenance Worker	2400					1
Custodian	2400					1
Plant Instrument Tech II	2400					1
Public Srvc Rep	2400					1
Sr Plant Instrument Tech	2400					1
Sr Plant Maint Mechanic	2400					1
Sr Water Plant Oper	2400				1	1
Srvc Worker II (Water)	2400					1
Water Plant Operator II	2400					6
Water Plant Ops Supv	2400				1	1
Program Total:					**2**	**15**
17610 Pretreatment Program						
Pretreatment Inspector	2420	4	4	1	2	2
Pretreatment Inspector, Sr	2420			3	3	3
Pretreatment Officer	2420	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**6**	**6**
17630 Wastewater Collection						
PC Operator	2420	1	1	1	1	1
Supt of Utility Dist/Collection	2420		1	1		
Utilities Supervisor	2420	1	1	1	1	1
Utility System Tech I	2420	6	6	8	9	9
Utility System Tech II	2420	3	3	4	5	5
Utllity System Tech, Sr.	2420	1	1	1	1	2
Program Total:		**12**	**13**	**16**	**17**	**18**
6444 Transmission Line Maintenance						
Utilities Supervisor	2400	1				
Utility System Tech I	2400	6				
Utility System Tech II	2400	4				
Utility System Technician, Sr.	2400	1				
Program Total:		**12**				
Utilities Total:		**132**	**140**	**146**	**165**	**186**
Grand Total		**1,780.30**	**1,875.16**	**1,916.01**	**2,031.51**	**2,100.51**

Schedule Seven
Long Term Debt Service Detail

Bond Description	Date of Issue	FY 2007-08 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$1,645,000	$163,975	$5,000	$1,813,975
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	105,000	5,297,172	5,000	$5,407,172
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	920,000	2,222,832	5,000	$3,147,832
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	100,000	387,638	5,000	$492,638
MPC Bonds - Series 2006A - GRPSTF/Zanjero	6/1/2006	1,080,000	1,664,525	-	$2,744,525
MPC Bonds - Series 2006B - H/Conv/Media	6/1/2006	1,205,000	6,269,250	-	$7,474,250
MPC Bonds - Series 2006B - Bridge Fin Related	6/1/2006	-	3,525,750	-	$3,525,750
AMFP Series 14 - Arena	7/31/2002	-	259,763	-	$259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	$340,750
Sub-Total Excise Tax Funded Debt		**$5,055,000**	**$20,131,655**	**$20,000**	**$25,206,655**
Property Tax Funded Debt					
General Obligation Bonds - Series 1998	6/1/1998	1,465,000	65,925	5,000	1,535,925
General Obligation Bonds - Series 2000	6/1/2000	1,205,841	211,890	5,000	1,422,731
General Obligation Bonds - Series 2002	6/1/2002	1,430,000	1,329,700	5,000	2,764,700
General Obligation Bonds - Series 2003	4/1/2003	2,955,000	1,649,850	5,000	4,609,850
General Obligation Bonds - Series 2004	6/1/2004	2,005,000	1,285,550	5,000	3,295,550
General Obligation Bonds - Series 2005	6/1/2005	1,095,000	367,562	5,000	1,467,562
General Obligation Bonds - Series 2006A	4/11/2006	1,540,000	1,232,331	5,000	2,777,331
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	-	453,250	5,000	458,250
General Obligation Bonds - Series 2007	Prelim	2,995,000	2,669,121	5,000	5,669,121
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**$14,690,841**	**$9,265,179**	**$345,000**	**$24,301,020**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	5,985,000	1,058,888	5,000	7,048,888
General Obligation Bonds - Series 2003	4/1/2003	810,000	453,250	2,000	1,265,250
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	-	3,972,750	5,000	3,977,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	-	3,716,032	5,000	3,721,032
Water & Sewer Revenue Bonds - Series 2007	Prelim	610,000	2,192,506	5,000	2,807,506
WIFA 2001	8/1/2002	646,627	482,155	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**$8,051,627**	**$11,875,581**	**$72,000**	**$19,999,208**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	1,495,000	250,669	650	1,746,319
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	550,000	427,050	5,000	982,050
HURF Revenue Bonds - Series 2006	4/11/2006	1,370,000	611,925	5,000	1,986,925
		$ 3,415,000	**$ 1,289,644**	**$ 10,650**	**$ 4,715,294**
Landfill Revenue Funded Debt Service					
General Obligation Bonds - Series 2000	6/1/2000	199,159	16,880	-	216,039
Sub-Total Landfill Revenue Funded Debt		**$199,159**	**$16,880**	**$ -**	**$216,039**
Total Debt Service Payments (All Funds)		**$31,411,627**	**$42,578,939**	**$447,650**	**$74,438,216**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

Bond Description	Date of Issue	FY 2008-09 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$1,735,000	$85,015	$5,000	$1,825,015
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	145,000	5,293,843	5,000	5,443,843
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,460,000	2,199,831	5,000	3,664,831
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	605,000	385,138	5,000	995,138
MPC Bonds - Series 2006A - GRPSTF/Zanjero	6/1/2006	1,135,000	1,610,525	-	2,745,525
MPC Bonds - Series 2006B - H/Conv/Media	6/1/2006	1,280,000	6,190,925	-	7,470,925
MPC Bonds - Series 2006B - Bridge Fin Related	6/1/2006	-	-	-	-
AMFP Series 14 - Arena	7/31/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**$6,360,000**	**$16,365,790**	**$20,000**	**$22,745,790**
Property Tax Funded Debt					
General Obligation Bonds - Series 1998	6/1/1998	-	-	-	-
General Obligation Bonds - Series 2000	6/1/2000	1,353,173	150,392	5,000	1,508,565
General Obligation Bonds - Series 2002	6/1/2002	1,480,000	1,279,650	5,000	2,764,650
General Obligation Bonds - Series 2003	4/1/2003	3,035,000	1,561,200	5,000	4,601,200
General Obligation Bonds - Series 2004	6/1/2004	2,065,000	1,215,375	5,000	3,285,375
General Obligation Bonds - Series 2005	6/1/2005	1,130,000	329,237	5,000	1,464,237
General Obligation Bonds - Series 2006A	4/11/2006	1,600,000	1,170,731	5,000	2,775,731
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	-	453,250	5,000	458,250
General Obligation Bonds - Series 2007	Prelim	3,110,000	2,527,263	5,000	5,642,263
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**$13,773,173**	**$8,687,098**	**$340,000**	**$22,800,271**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	6,310,000	729,712	5,000	7,044,712
General Obligation Bonds - Series 2003	4/1/2003	835,000	428,950	2,000	1,265,950
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	-	3,972,750	5,000	3,977,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	-	3,716,032	5,000	3,721,032
Water & Sewer Revenue Bonds - Series 2007	Prelim	640,000	2,144,013	5,000	2,789,013
WIFA 2001	8/1/2002	671,096	457,686	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**$8,456,096**	**$11,449,143**	**$72,000**	**$19,977,239**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	1,575,000	172,181	650	1,747,831
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	570,000	410,550	5,000	985,550
HURF Revenue Bonds - Series 2006	4/11/2006	1,425,000	543,425	5,000	1,973,425
		$ 3,570,000	**$ 1,126,156**	**$ 10,650**	**$ 4,706,806**
Landfill Revenue Funded Debt Service					
General Obligation Bonds - Series 2000	6/1/2000	131,827	6,723	-	138,550
Sub-Total Landfill Revenue Funded Debt		**$131,827**	**$6,723**	**$ -**	**$138,550**
Total Debt Service Payments (All Funds)		**$32,291,096**	**$37,634,910**	**$442,650**	**$70,368,656**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

Bond Description	Date of Issue	FY 2009-10 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$ -	$ -	$ -	$ -
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	220,000	5,288,884	5,000	5,513,884
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,515,000	2,163,331	5,000	3,683,331
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	850,000	368,500	5,000	1,223,500
MPC Bonds - Series 2006A - GRPSTF/Zanjero	6/1/2006	1,195,000	1,553,775	-	2,748,775
MPC Bonds - Series 2006B - H/Conv/Media	6/1/2006	1,365,000	6,107,725	-	7,472,725
MPC Bonds - Series 2006B - Bridge Fin Related	6/1/2006	-	-	-	-
AMFP Series 14 - Arena	7/31/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**$5,145,000**	**$16,082,728**	**$15,000**	**$21,242,728**
Property Tax Funded Debt					
General Obligation Bonds - Series 1998	6/1/1998	-	-	-	-
General Obligation Bonds - Series 2000	6/1/2000	1,565,000	81,380	5,000	1,651,380
General Obligation Bonds - Series 2002	6/1/2002	1,535,000	1,224,150	5,000	2,764,150
General Obligation Bonds - Series 2003	4/1/2003	3,135,000	1,439,800	5,000	4,579,800
General Obligation Bonds - Series 2004	6/1/2004	2,150,000	1,143,100	5,000	3,298,100
General Obligation Bonds - Series 2005	6/1/2005	1,170,000	289,688	5,000	1,464,688
General Obligation Bonds - Series 2006A	4/11/2006	1,660,000	1,106,731	5,000	2,771,731
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	-	453,250	5,000	458,250
General Obligation Bonds - Series 2007	Prelim	3,235,000	2,402,863	5,000	5,642,863
G.O. Bond Arbitrage (1)				300,000	300,000
Sub-Total Property Tax Funded Debt		**$14,450,000**	**$8,140,962**	**$340,000**	**$22,930,962**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	6,655,000	382,663	5,000	7,042,663
General Obligation Bonds - Series 2003	4/1/2003	860,000	395,550	2,000	1,257,550
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	-	3,972,750	5,000	3,977,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	-	3,716,032	5,000	3,721,032
Water & Sewer Revenue Bonds - Series 2007	Prelim	665,000	2,118,413	5,000	2,788,413
WIFA 2001	8/1/2002	696,490	432,292	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**$8,876,490**	**$11,017,700**	**72,000**	**$19,966,190**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	1,665,000	89,494	650	1,755,144
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	580,000	392,738	5,000	977,738
HURF Revenue Bonds - Series 2006	4/11/2006	1,485,000	486,425	5,000	1,976,425
		$ 3,730,000	**$ 968,657**	**$ 10,650**	**$ 4,709,307**
Landfill Revenue Funded Debt Service					
General Obligation Bonds - Series 2000	6/1/2000	-	-	-	-
Sub-Total Landfill Revenue Funded Debt		**$0**	**$0**	**$ -**	**$0**
Total Debt Service Payments (All Funds)		**$32,201,490**	**$36,210,046**	**$437,650**	**$68,849,186**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

Bond Description	Date of Issue	FY 2010-11 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$ -	$ -	$ -	$ -
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	305,000	5,280,722	5,000	5,590,722
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,330,000	2,117,881	5,000	3,452,881
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	1,565,000	343,000	5,000	1,913,000
MPC Bonds - Series 2006A - GRPSTF/Zanjero	6/1/2006	1,250,000	1,494,025	-	2,744,025
MPC Bonds - Series 2006B - H/Conv/Media	6/1/2006	1,455,000	6,019,000	-	7,474,000
MPC Bonds - Series 2006B - Bridge Fin Related	6/1/2006	-	-	-	-
AMFP Series 14 - Arena	7/31/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	-	-	-
Sub-Total Excise Tax Funded Debt		**$5,905,000**	**$15,514,391**	**$15,000**	**$21,434,391**
Property Tax Funded Debt					
General Obligation Bonds - Series 1998	6/1/1998	-	-	-	-
General Obligation Bonds - Series 2000	6/1/2000	-	-	-	0
General Obligation Bonds - Series 2002	6/1/2002	1,600,000	1,162,750	5,000	2,767,750
General Obligation Bonds - Series 2003	4/1/2003	3,245,000	1,314,400	5,000	4,564,400
General Obligation Bonds - Series 2004	6/1/2004	2,235,000	1,057,100	5,000	3,297,100
General Obligation Bonds - Series 2005	6/1/2005	1,210,000	247,275	5,000	1,462,275
General Obligation Bonds - Series 2006A	4/11/2006	1,720,000	1,040,331	5,000	2,765,331
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	1,625,000	453,250	5,000	2,083,250
General Obligation Bonds - Series 2007	Prelim	3,365,000	2,273,463	5,000	5,643,463
G.O. Bond Arbitrage (1)				300,000	300,000
Sub-Total Property Tax Funded Debt		**$15,000,000**	**$7,548,569**	**$335,000**	**$22,883,569**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	-	-	5,000	5,000
General Obligation Bonds - Series 2003	4/1/2003	890,000	361,150	2,000	1,253,150
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	2,595,000	3,972,750	5,000	6,572,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	3,455,000	3,716,032	5,000	7,176,032
Water & Sewer Revenue Bonds - Series 2007	Prelim	1,680,000	2,091,813	5,000	3,776,813
WIFA 2001	8/1/2002	722,845	405,937	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**9,342,845**	**10,547,682**	**72,000**	**$19,962,527**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	2,350,000	373,163	5,000	2,728,163
HURF Revenue Bonds - Series 2006	4/11/2006	1,540,000	427,025	5,000	1,972,025
		$ 3,890,000	**$ 800,188**	**$ 10,000**	**$ 4,700,188**
Landfill Revenue Funded Debt Service					
General Obligation Bonds - Series 2000	6/1/2000				-
Sub-Total Landfill Revenue Funded Debt		**$0**	**$0**	**$ -**	**$0**
Total Debt Service Payments (All Funds)		**$34,137,845**	**$34,410,828**	**$432,000**	**$68,980,674**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

		FY 2011 through FY 2035			
Bond Description	**Date of Issue**	**Principal**	**Interest**	**Other Fees**	**Total**
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$ -	$ -	$ -	$ -
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	96,065,000	78,977,054	5,000	175,047,054
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	44,400,000	26,946,413	5,000	71,351,413
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	5,295,000	539,500	5,000	5,839,500
MPC Bonds - Series 2006A - GRPSTF/Zanjero	6/1/2006	28,370,000	12,824,375	-	41,194,375
MPC Bonds - Series 2006B - H/Conv/Media	6/1/2006	91,145,000	95,663,100	-	186,808,100
MPC Bonds - Series 2006B - Bridge Fin Related	6/1/2006	-	-	-	-
AMFP Series 14 - Arena	7/31/2002	5,055,000	5,340,206	-	10,395,206
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	8,007,625	-	15,257,625
Sub-Total Excise Tax Funded Debt		**$277,580,000**	**$228,298,273**	**$ 15,000**	**$505,893,273**
Property Tax Funded Debt					
General Obligation Bonds - Series 1998	6/1/1998	-	-	-	-
General Obligation Bonds - Series 2000	6/1/2000	-	-	-	-
General Obligation Bonds - Series 2002	6/1/2002	23,125,000	7,270,488	5,000	30,400,488
General Obligation Bonds - Series 2003	4/1/2003	26,965,000	4,674,550	5,000	31,644,550
General Obligation Bonds - Series 2004	6/1/2004	21,955,000	4,738,388	5,000	26,698,388
General Obligation Bonds - Series 2005	6/1/2005	5,285,000	525,231	5,000	5,815,231
General Obligation Bonds - Series 2006A	4/11/2006	21,545,000	5,666,288	5,000	27,216,288
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	7,440,000	954,500	5,000	8,399,500
General Obligation Bonds - Series 2007	Prelim	48,295,000	13,728,713	5,000	62,028,713
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**$154,610,000**	**$37,558,158**	**$ 335,000**	**$192,503,158**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
General Obligation Bonds - Series 2003	4/1/2003	7,410,000	1,284,100	2,000	8,696,100
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	77,405,000	40,994,750	5,000	118,404,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	76,545,000	31,000,278	5,000	107,550,278
Water & Sewer Revenue Bonds - Series 2007	Prelim	40,905,000	19,492,390	5,000	60,402,390
WIFA 2001	8/1/2002	10,004,877	2,411,727	50,000	12,466,604
Sub-Total W/S Revenue Funded Debt		**212,269,877**	**95,183,245**	**$ 67,000**	**307,520,122**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	7,580,000	598,355	5,000	8,183,355
HURF Revenue Bonds - Series 2006	4/11/2006	8,710,000	1,116,525	5,000	9,831,525
		$ 16,290,000	**$ 1,714,880**	**$ 10,000**	**$ 18,014,880**
Landfill Revenue Funded Debt Service					
General Obligation Bonds - Series 2000	6/1/2000	-	-	-	-
Sub-Total Landfill Revenue Funded Debt		$ -	$ -	$ -	$ -
Total Debt Service Payments (All Funds)		**$660,749,877**	**$362,754,556**	**$ 427,000**	**$1,023,931,433**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

Bond Description	Date of Issue	Grand Totals Principal	Interest	Other Fees	Total
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$3,380,000	$248,990	$10,000	$3,638,990
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	96,840,000	100,137,675	25,000	197,002,675
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	49,625,000	35,650,288	25,000	85,300,288
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	8,415,000	2,023,776	25,000	10,463,776
MPC Bonds - Series 2006A - GRPSTF/Zanjero	6/1/2006	33,030,000	19,147,225	-	52,177,225
MPC Bonds - Series 2006B - H/Conv/Media	6/1/2006	96,450,000	120,250,000	-	216,700,000
MPC Bonds - Series 2006B - Bridge Fin Related	6/1/2006	-	3,525,750	-	3,525,750
AMFP Series 14 - Arena	7/31/2002	5,055,000	6,379,257	-	11,434,257
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	9,029,875	-	16,279,875
Sub-Total Excise Tax Funded Debt		**$300,045,000**	**$296,392,836**	**$85,000**	**$596,522,836**
Property Tax Funded Debt					
General Obligation Bonds - Series 1998	6/1/1998	1,465,000	65,925	5,000	1,535,925
General Obligation Bonds - Series 2000	6/1/2000	4,124,014	443,662	15,000	4,582,676
General Obligation Bonds - Series 2002	6/1/2002	29,170,000	12,266,738	25,000	41,461,738
General Obligation Bonds - Series 2003	4/1/2003	39,335,000	10,639,800	25,000	49,999,800
General Obligation Bonds - Series 2004	6/1/2004	30,410,000	9,439,513	25,000	39,874,513
General Obligation Bonds - Series 2005	6/1/2005	9,890,000	1,758,994	25,000	11,673,994
General Obligation Bonds - Series 2006A	4/11/2006	28,065,000	10,216,413	25,000	38,306,413
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	9,065,000	2,767,501	25,000	11,857,501
General Obligation Bonds - Series 2007	Prelim	61,000,000	23,601,422	25,000	84,626,422
G.O. Bond Arbitrage (1)		-	-	1,500,000	1,500,000
Sub-Total Property Tax Funded Debt		**$212,524,014**	**$71,199,968**	**$1,695,000**	**$285,418,982**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	18,950,000	2,171,263	20,000	21,141,263
General Obligation Bonds - Series 2003	4/1/2003	10,805,000	2,923,000	10,000	13,738,000
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	80,000,000	56,885,750	25,000	136,910,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	80,000,000	45,864,406	25,000	125,889,406
Water & Sewer Revenue Bonds - Series 2007	Prelim	44,500,000	28,039,135	25,000	72,564,135
WIFA 2001	8/1/2002	12,741,935	4,189,797	250,000	17,181,732
Sub-Total W/S Revenue Funded Debt		**246,996,935**	**140,073,351**	**355,000**	**387,425,286**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	4,735,000	512,344	1,950	5,249,294
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	11,630,000	2,201,856	25,000	13,856,856
HURF Revenue Bonds - Series 2006	4/11/2006	14,530,000	3,185,325	25,000	17,740,325
		$ 30,895,000	**$ 5,899,525**	**$ 51,950**	**$ 36,846,475**
Landfill Revenue Funded Debt Service					
General Obligation Bonds - Series 2000	6/1/2000	330,986	23,603	-	354,589
Sub-Total Landfill Revenue Funded Debt		**$330,986**	**$23,603**	**$ -**	**$354,589**
Total Debt Service Payments (All Funds)		**$790,791,935**	**$513,589,283**	**$2,186,950**	**$1,306,568,168**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account*	2007-08	2008-09	2009-10	2010-11	2011-12	Beyond 12
Northern Crossing **						
1000-11380-560400	-	-	-	1,055,555	1,611,111	1,611,111
1000-11380-560600	331,528	363,611	363,611	318,750	205,417	68,472
Total	331,528	363,611	363,611	1,374,305	1,816,528	1,679,583
Remodeling Office Space - '00 LaSalle Lease						
1000-11380-560400	193,883	205,412	217,626	113,619	-	-
1000-11380-560600	28,540	20,317	11,605	2,374	-	-
Total	222,423	225,729	229,231	115,993	-	-
Sound Walls - '00 LaSalle Lease						
1000-11380-560400	216,057	228,904	242,516	126,613	-	-
1000-11380-560600	31,804	22,640	12,932	2,646	-	-
Total	247,861	251,544	255,447	129,259	-	-
Fire Trucks & Equipment - '03 BofA Lease						
1000-12433-560400	54,850	56,291	57,770	29,452	-	-
1000-12433-560600	4,822	3,381	1,902	384	-	-
Total	59,672	59,672	59,672	29,836	-	-
Fire Trucks & Equipment - '07 Lease						
1000-12433-560400	68,959	71,655	74,381	77,212	80,150	295,643
1000-12433-560600	24,610	21,915	19,188	16,357	13,419	23,568
Total	93,569	93,569	93,569	93,569	93,569	319,211
Bank of America Loans (Note 2000A &B)						
1000-11380-560400	281,413	99,555	-	-	-	-
1000-11380-560600	22,867	1,685	-	-	-	-
Total	304,280	101,240	-	-	-	-
Konica 7155 Copier - '03 BofA Lease						
1000-11320-560400	1,704	1,747	889	-	-	-
1000-11320-560600	97	54	11	-	-	-
Total	1,801	1,801	900	-	-	-
Hickman - '03 BofA Lease **						
1000-11380-560400	-	-	628,000	2,000,000	4,800,000	-
1000-11380-560600	557,100	557,100	557,100	510,000	360,000	-
Total	557,100	557,100	1,185,100	2,510,000	5,160,000	-
Motorola - '03 BofA Lease**						
1000-11380-560400	1,000,000	1,000,000	372,000	-	-	-
1000-11380-560600	177,900	102,900	27,900	-	-	-
Total	1,177,900	1,102,900	399,900	-	-	-
Copier - '04 BancOne Lease						
1000-11030-560400	1,845	1,903	974	-	-	-
1000-11030-560600	133	75	15	-	-	-
Total	1,978	1,978	989	-	-	-
General Fund (1000) Total:	**2,998,112**	**2,759,145**	**2,588,420**	**4,252,962**	**7,070,097**	**1,998,795**

* Account 560400 (Prin) & 560600 (Int)

** Variable Rate Lease

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account*	2007-08	2008-09	2009-10	2010-11	2011-12	Beyond 12
Environmental Sweeper - '00 LaSalle Lease						
1340-16730-560400	32,859	34,813	36,883	19,256	-	-
1340-16730-560600	4,837	3,443	1,967	402	-	-
Total	37,696	38,256	38,850	19,658	-	-
Streets Fund (1340) Total:	**37,696**	**38,256**	**38,850**	**19,658**	**-**	**-**
1 Roll-off Truck - '06 Banc of America Lease						
2480-17810-560400	23,421	24,298	25,208	26,152	-	-
2480-17810-560600	3,461	2,584	1,674	730	-	-
Total	26,882	26,882	26,882	26,882	-	-
Frontloader Refuse Truck - '04 BancOne Lease						
2480-17820-560400	32,284	33,301	17,042	-	-	-
2480-17820-560600	2,332	1,315	266	-	-	-
Total	34,617	34,616	17,308	-	-	-
1 Sideloader Refuse Truck -'06 Banc of America Lease						
2480-17820-560400	39,330	40,803	42,330	43,915	-	-
2480-17820-560600	5,811	4,339	2,811	1,226	-	-
Total	45,141	45,141	45,141	45,141	-	-
1 Frontload Truck - '07 Lease						
2480-17820-560400	39,720	41,255	42,825	44,454	46,146	
2480-17820-560600	7,735	6,200	4,630	3,001	1,309	-
Total	47,455	47,455	47,455	47,455	47,455	-
Sideloader Truck - 04 BancOne Lease						
2480-17830-560400	33,575	34,633	17,723	-	-	-
2480-17830-560600	2,425	1,368	277	-	-	-
Total	36,000	36,001	18,000	-	-	-
Sideloader Refuse Trucks - '03 BofA Lease						
2480-17830-560400	122,616	62,363	-	-	-	-
2480-17830-560600	3,538	714	-	-	-	-
Total	126,154	63,078	-	-	-	-
3 Sideloader Refuse Trucks -'06 Banc of America Lease						
2480-17830-560400	114,268	118,547	122,986	127,591	-	-
2480-17830-560600	16,884	12,605	8,166	3,561	-	-
Total	131,152	131,152	131,152	131,152	-	-
2 Sideloader Refuse Truck - '07 Lease						
2480-17830-560400	75,735	78,661	81,654	84,762	87,988	-
2480-17830-560600	14,748	11,822	8,829	5,721	2,496	-
Total	90,483	90,483	90,483	90,483	90,483	-

* Account 560400 (Prin) & 560600 (Int)

** Variable Rate Lease

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account*	2007-08	2008-09	2009-10	2010-11	2011-12	Beyond 12
Rearloader Trucks (2) - '04 BancOne Lease						
2480-17840-560400	54,975	56,706	29,019	-	-	-
2480-17840-560600	3,971	2,240	454	-	-	-
Total	58,946	58,946	29,473	-	-	-
Rearloader Sanitation Truck - '03 BofA Lease						
2480-17840-560400	22,967	11,681	-	-	-	-
2480-17840-560600	663	134	-	-	-	-
Total	23,630	11,815	-	-	-	-
2 Rearloader Refuse Trucks - '06 Banc of America Lease						
2480-17840-560400	64,722	67,146	69,660	72,269	-	-
2480-17840-560600	9,563	7,140	4,625	2,017	-	-
Total	74,286	74,286	74,286	74,286	-	-
2 Case 570 Mxt Tractor/Loader - '06 Banc of America Lease						
2480-17840-560400	22,784	23,637	24,522	25,441	-	-
2480-17840-560600	3,366	2,513	1,628	710	-	-
Total	26,151	26,151	26,151	26,151	-	-
1 Tractor - '07 Lease						
2480-17840-560400	14,376	14,932	15,500	16,090	16,702	-
2480-17840-560600	2,800	2,244	1,676	1,086	474	-
Total	17,176	17,176	17,176	17,176	17,176	-
Sanitation Fund (2480) Total:	**738,072**	**663,181**	**523,506**	**458,725**	**155,114**	**-**
Library Copier- Keybank Lease						
1260-15410-560400	78,784	61,113	-	-	-	-
1260-15410-560600	4,016	987	-	-	-	-
Total	82,800	62,100	-	-	-	-
Library Copier- Kansas State Bank						
1260-15410-560400	5,445	2,808	-	-	-	-
1260-15410-560600	535	182	-	-	-	-
Total	5,980	2,990	-	-	-	-
Library Fund (1260) Total:	**88,780**	**65,090**	**-**	**-**	**-**	**-**
Larry Miller Land Purchase						
1620-77752-560400	540,000	540,000	540,000	-	-	-
1620-77752-560600	27,216	18,144	9,072	-	-	-
Total	567,216	558,144	549,072	-	-	-
DIF -Gen Gov't (1620) Total:	**567,216**	**558,144**	**549,072**	**-**	**-**	**-**
Grand Total:	**4,429,876**	**4,083,816**	**3,699,848**	**4,731,346**	**7,225,211**	**1,998,795**

* Account 560400 (Prin) & 560600 (Int)

** Variable Rate Lease

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
General Fund (1000)						
	Mayor					
	Office of the Mayor	$2,156	$96		$3,181	$3,483
	Council Office					
	Barrel District					$871
	Cactus District					$1,514
	Cholla District					$1,514
	Council Office	$6,790	$311		$13,767	$3,121
	Ocotillo District					$1,862
	Sahuaro District					$1,514
	Yucca District					$871
	City Clerk					
	City Clerk	$2,274	$500		$4,209	$4,568
	Elections	$829				
	Records Management	$1,197	$48		$11,463	
	City Manager					
	City Manager	$20,257	$350		$8,283	$5,037
	City Auditor					
	City Auditor	$2,377	$63		$3,747	$1,487
	Intergovt. Programs					
	Intergovernmental Programs	$2,719	$96		$3,020	$1,299
	City Court					
	City Court	$27,200	$7,999	$3,233	$16,811	$21,816
	City Attorney					
	City Attorney	$17,710	$2,851	$1,488	$21,899	$8,359
	Marketing and Comm.					
	Cable Communications	$4,390	$348	$12,423	$97,384	$4,554
	City-Wide Special Events	$3,751	$101		$3,109	$1,341
	Marketing	$7,254	$455		$8,959	$7,327
	Special Events Prod. Support	$191				
	Tourism	$2,713	$479		$3,369	$6,858
	Conv./Media/Parking					
	Convention/Media/Parking	$2,418			$322,540	$36,000
	Comm. Action Program					
	CAP Local Match	$71		$3,069	$4,159	$4,059
	Human Resources					
	Compensation	$2,376	$96		$487	
	Employee Benefits	$2,193	$502		$395	
	Employee Relations	$1,720	$72			
	Employment Services	$2,869	$739		$487	
	Human Resources Administration	$17,931	$162		$27,123	$9,698
	Organizational Development	$1,827	$48		$487	

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
Human Resources						
	Risk Management/Safety	$4,747	$120	$5,371	$972	$656
Admin Svcs Admin.						
	Administration Services Admin.	$1,326	$48		$3,407	$1,648
Finance						
	Accounting Services	$9,916	$619		$216	
	Finance Administration	$4,134	$2,283		$19,548	$8,935
	License/Collection	$5,396	$1,388	$2,398	$12,120	$2,317
	Purchasing	$2,865	$120		$5,455	$1,634
	Regulatory & Communication	$477	$24			
	Warehouse	$2,866	$138	$7,391	$4,072	$1,983
Info. Technology						
	Information Technology	$19,682	$5,075	$4,213	$367,718	$14,788
Management & Budget						
	Budget & Research	$3,603	$144		$6,855	$1,487
	Grants Administration	$895	$36		$972	$335
Police Department						
	Central Patrol Bureau				$369	
	Crime Investigations				$1,021	
	PD - Communications			$2,720	$200	
	PD - Fiscal Management	$978,696	$285,458	$126,550	$49,275	
	Police Administration			$733,661	$1,619	$100
	Police Support Services				$388,503	$212,476
Fire Department						
	Ambulance Services		$387			
	Arena - Fire Event Staffing		$24			
	Fire Administration	$176,006	$1,895			$134,770
	Fire Assessment & Planning		$24			
	Fire Community Services		$363			
	Fire Financial Resources		$48			
	Fire Life Safety Services Adm.		$387			
	Fire Marshal's Office		$3,855			
	Fire Medical Services & Health		$727			
	Fire Operations		$205,002	$378,870		
	Fire Resource Management		$1,260		$68,902	
	Fire Special Operations		$387			
	Fire Training		$1,090			
Homeland Security						
	Emergency Operations Ctr (EOC)	$4,796	$435		$2,600	
	Homeland Security Admin.	$593	$24		$4,261	$4,099
Comm. Services Adm						
	Comm. Services Admin.	$1,379	$48		$1,093	$335

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
Parks & Recreation						
	Adult Center		$6,476		$7,263	
	Aquatics		$2,736		$972	
	Audio/Visual		$106		$71,584	
	Elsie McCarthy Pk. Maintenance	$126	$146			
	Foothills Recreation Center		$4,680		$19,855	$17,829
	Glendale Community Center		$1,239		$972	
	Historic Sahuaro Ranch	$971	$194			$13,382
	Marketing - Parks & Rec		$116			
	Park Irrigation	$2,496	$1,498		$540	
	Park Rangers	$2,542	$1,977		$487	
	Parks & Recreation Admin.		$341		$1,944	
	Parks CIP & Planning	$13,370	$2,700	$7,025	$3,343	
	Parks Maintenance	$22,726	$10,872	$71,811	$2,261	
	Pool Maintenance	$1,658	$911			
	Recreation Support Services	$50,510	$1,189	$41,950	$35,803	$52,416
	Special Events and Programs		$2,869		$2,349	
	Sports and Health		$1,624			
	Youth and Teen		$5,770		$540	$5,331
Comm. Partnerships						
	Community Revitalization	$2,104	$3,957	$2,917	$8,467	$3,416
	Neighborhood Partnership	$3,114	$120	$1,366	$11,624	$2,277
Library & Arts						
	Arts Maintenance - Admin.		$588			
	Library	$51,466	$10,854	$5,456	$127,871	$59,274
Community Dev Admin						
	CD Deputy City Manager	$2,429	$96		$972	$335
Building Safety						
	Building Safety	$43,109	$9,501	$46,847	$20,063	$9,310
	Development Services Center	$5,094	$937		$9,943	$7,341
	Westgate-Bldg Safety Rvw/Insp.	$5,816	$2,893	$5,717		$355
Planning						
	Current Planning	$5,068	$216		$3,888	$991
	Long-Range Planning & Research	$1,750	$72		$2,499	$656
	Planning Administration	$10,940	$120	$2,940	$7,044	$2,277
	Zoning Admin & Tech. Assist.	$2,232	$96		$2,484	$844
Economic Development						
	Downtown Beaut. & Promotion			$3,200		
	Economic Development	$4,724	$144		$8,159	$1,969
Code Compliance						
	Code Compliance	$10,392	$708	$23,769	$15,319	$4,017
Public Works Admin.						
	Public Works Administration	$1,220	$24		$487	$1,206

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
	Field Operations					
	Cemetery	$1,818	$694	$6,997		$4,876
	Custodial Services	$10,268	$9,295	$17,245	$4,120	
	Facilities Management	$21,545	$11,870	$45,027	$5,675	$30,622
	Field Operations Admin.	$5,496	$192		$6,221	$31,385
	Graffiti Removal	$2,217	$1,819	$5,768		
	Manistee Ranch Maintenance	$35				
	Engineering					
	CIP Administration		$259	$9,923	$13,287	
	CIP Construction		$310	$6,008	$2,891	
	CIP Design		$96		$4,592	
	Construction Inspection		$4,336	$17,734	$6,224	
	Engineering Administration	$43,481	$100		$5,915	$9,551
	Land Development Division		$96		$1,753	
	Mapping and Records		$72		$4,351	
	Materials Testing		$2,048	$4,347	$2,453	$4,648
	Property Management		$72		$5,285	
	Utility Inspection		$2,048	$4,016	$2,040	
Total - General Fund		**$1,679,307**	**$635,802**	**$1,611,450**	**$1,925,597**	**$777,024**
General Services (1040)						
	Field Operations					
	Equipment Management	$36,440	$24,417	$11,782	$11,175	$7,742
	Fuel Services			$1,595		
	Parts Store Operations		$24			
Total - General Services		**$36,440**	**$24,441**	**$13,377**	**$11,175**	**$7,742**
Telephone (1100)						
	Info. Technology					
	Telephones	$1,084				
Total - Telephone		**$1,084**				
Tech. Replacement (1140)						
	Info. Technology					
	Technology Replacement				$540	$350
Total - Tech. Replacement					**$540**	**$350**
Arts Commission (1220)						
	Library & Arts					
	Arts Maintenance				$1,458	
Total - Arts Commission					**$1,458**	

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
Streets (1340)						
	Field Operations					
	Right-of-Way Maintenance	$43,202	$23,480	$67,658	$972	
	Street Cleaning	$8,541	$3,414	$155,007		
	Street Maintenance	$84,815	$35,953	$209,503	$13,343	
	Transportation					
	Signs & Markings	$13,396	$9,812	$47,993	$1,419	
	Street Light Management	$11,584	$683	$1,215		
	Traffic Design and Development	$3,694	$731			
	Traffic Signals	$25,428	$10,261	$26,315	$2,649	
	Traffic Studies	$5,501	$96	$1,715	$3,153	
	Transportation Administration	$111,311	$846	$4,949	$15,331	$13,677
	Transportation Planning	$1,187	$65		$1,623	
Total - Streets		**$308,659**	**$85,341**	**$514,355**	**$38,490**	**$13,677**
Transportation (1660)						
	Engineering					
	Transportation Engineering Pgm		$24		$680	
	Transportation					
	Dial-A-Ride	$74,816	$16,426		$1,341	$19,557
	Fixed Route		$872			
	Intelligent Transportation Sys		$1,467	$27,434	$4,687	$4,849
	Traffic Mitigation		$24			
	Transportation Education		$92	$2,501	$3,608	
	Transportation Program Mgmt		$48		$1,348	
Total - Transportation		**$74,816**	**$18,953**	**$29,935**	**$11,664**	**$24,406**
Police Spec. Rev. (1700)						
	Police Department					
	Patrol - Special Revenue Fund	$17,519	$25,629	$149,610	$2,100	$180
Total - Police Spec. Rev.		**$17,519**	**$25,629**	**$149,610**	**$2,100**	**$180**
Fire Spec. Revenue (1720)						
	Fire Department					
	Fire - Special Revenue Fund	$10,199	$7,291			
Total - Fire Spec. Revenue		**$10,199**	**$7,291**			
Civic Center (1740)						
	Civic Center					
	Civic Center	$5,643	$2,344	$1,214	$11,159	$11,774

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
Total - Civic Center		**$5,643**	**$2,344**	**$1,214**	**$11,159**	**$11,774**
Airport (1760)						
	Transportation					
	Airport Operations	$20,133	$1,252	$4,939	$3,311	$20,321
Total - Airport		**$20,133**	**$1,252**	**$4,939**	**$3,311**	**$20,321**
RICO Fund (1860)						
	Police Department					
	State RICO			$40,799		
Total - RICO Fund				**$40,799**		
Park Self Sustain. (1880)						
	Parks & Recreation					
	Adult Center Self Sustaining		$322			
	Rec Self Sust-Audio/Visual		$23			
	Rec Self Sust-Spec Int Classes		$320		$972	
	Spec Events & Prgm Self Sust		$109			
	Sports Self Sustaining		$503			
	Youth and Teen Self Sustaining		$1,851			
Total - Self-Sustaining Fund			**$3,128**		**$972**	
Water/Sewer Fund (2360)						
	Env. Resources					
	Environmental Resources		$96		$3,779	$844
	Water Quality		$2,168	$7,604		$656
	Finance					
	Customer Service Office		$3,599	$1,378	$32,186	$21,299
	Utilities					
	Arrowhead Reclamation Plant		$5,679	$10,439		
	Information Management		$453	$7,153	$219,384	
	Public Service Representatives		$3,343	$9,667		
	Safety Administration			$1,320		
	System Security	$11,760	$223	$1,750	$1,980	
	Utilities Administration	$308,111	$1,038	$16,975		$142,995
	West Area Plant	$1,960	$5,954	$13,021		
Total - Water/Sewer Fund		**$321,831**	**$22,553**	**$69,307**	**$257,329**	**$165,794**
Water Sub-Fund (2400)						
	Env. Resources					
	Water Conservation		$2,343	$1,546	$2,717	$335

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
	Building Safety					
	Cross Connection Control		$759	$3,866	$1,026	$496
	Utilities					
	Central System Control		$3,608	$10,040		
	Central System Maintenance		$3,022	$11,146		
	Cholla Treatment Plant		$5,382	$3,326		
	Customer Service - Field		$6,513	$24,388		
	Irrigation		$605	$2,394		
	Meter Maintenance		$4,883	$21,371		
	Oasis Water Campus	$25,480	$1,449	$25,568	$62,880	$2,500
	Pyramid Peak Plant		$8,332	$7,810		
	Water Distribution		$19,394	$142,944		
Total - Water Sub-Fund		**$25,480**	**$56,290**	**$254,399**	**$66,623**	**$3,331**
Sewer Sub-Fund (2420)						
	Utilities					
	Pretreatment Program		$2,562	$15,914		
	Wastewater Collection	$1,960	$11,524	$130,350	$718	
Total - Sewer Sub-Fund		**$1,960**	**$14,086**	**$146,264**	**$718**	
Landfill Fund (2440)						
	Field Operations					
	Landfill	$51,686	$14,062		$12,399	$8,359
	MRF Operations		$5,564		$11,435	$4,809
	Recycling		$4,608		$2,605	$2,733
	Solid Waste Admin		$1,685		$3,135	$2,130
Total - Landfill Fund		**$51,686**	**$25,919**		**$29,574**	**$18,031**
Sanitation Fund (2480)						
	Field Operations					
	Curb Service	$85,540	$32,580		$1,458	$4,353
	Residential-Loose Trash Collec	$34,434	$11,013	$2,875	$972	
	Sanitation Frontload	$64,170	$17,328		$1,944	$5,988
	Sanitation Roll-off	$8,781	$2,932			
Total - Sanitation Fund		**$192,925**	**$63,853**	**$2,875**	**$4,374**	**$10,341**
Housing (2500)						
	Comm. Partnerships					
	Community Housing	$59,972	$3,132	$13,204	$11,575	
Total - Housing		**$59,972**	**$3,132**	**$13,204**	**$11,575**	

Schedule Nine
Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Office based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Department during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Worker's Compensation	Vehicle Replacement	Technology Replacement	Telephone
Training Fac - Rev (2530)						
	Police Department					
	PS Training Ops - Police			$39,912	$5,400	$9,120
	Fire Department					
	PS Training Ops - Fire	$4,137	$500	$11,496	$16,200	$9,120
	Field Operations					
	PS Training Ops - Fac. Mgmt.	$1,000	$1,000	$6,107		
Total - Training Fac - Rev		**$5,137**	**$1,500**	**$57,515**	**$21,600**	**$18,240**
Total Internal Premiums :		**$2,812,791**	**$991,514**	**$2,909,243**	**$2,398,259**	**$1,071,211**

Schedule Ten
General Staff and Administrative Service Charges

Note: The following schedule identifies the general staff and administrative charges which are direct expenses of the Enterprise and certain Special Revenue funds but incurred in other funds. The charges are established by the Budget Office based on the indirect cost allocation model which utilizes various accepted allocation methods. Annual amounts should be charged against departmental operating budgets by the Finance Dept at the beginning of each fiscal year. Charges for Customer Service are paid to the Water/Sewer Fund. Charges for Solid Waste Adminstration are paid to the Lanfill Fund.

Fund Name	Dept	Program Name	General Fund Indirect	Customer Service	Solid Waste Administration	Sanitation F/L
Transportation						
Transportation		Program Mgmt	$1,018,000			
			$1,018,000			
Water/Sewer Fund						
Utilities		Administration	$4,152,000			
Utilities		Administration				$42,120
			$4,152,000			**$42,120**
Landfill Fund						
Landfill		Gas Management System	$7,000			
Landfill		Landfill		$53,000		
Landfill		Landfill	$388,000			
Landfill		MRF Operations	$351,000			
Landfill		Recycling	$178,000			
Landfill		Solid Waste Admin	$176,000			
Landfill		Solid Waste Admin		$7,000		
			$1,100,000	**$60,000**		
Sanitation Fund						
Sanitation		Curb Service		$59,000		
Sanitation		Curb Service			$200,690	
Sanitation		Curb Service	$858,000			
Sanitation		Residential-Loose Trash Collec	$269,000			
Sanitation		Residential-Loose Trash Collec			$57,614	
Sanitation		Sanitation Frontload		$54,000		
Sanitation		Sanitation Frontload			$96,569	
Sanitation		Sanitation Frontload	$410,000			
Sanitation		Sanitation Roll-off	$179,000			
Sanitation		Sanitation Roll-off			$30,617	
			$1,716,000	**$113,000**	**$385,490**	
Total General Staff / Administrative Charges:			**$7,986,000**	**$173,000**	**$385,490**	**$42,120**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2008 Budget
General Fund (1000)				
	Police Department			
	PD - Fiscal Management (12210)			
		One-Time Supplemental	Patrol Cars, MDT's, Equip (25)	$1,292,300
	Police Administration (12120)			
		One-Time Supplemental	Vehicle - Crown Victoria	$44,185
	Homeland Security			
	Emergency Operations Ctr (EOC) (12820)			
		Carryover	EOC Equipment	$69,000
	Neighborhood Imp Gr			
	Neighborhood Improvement Grant (15120			
		Carryover	Arrowhead Ranch Streetscape	$95,448
		Carryover	West Plaza One Street Paving	$46,528
		Carryover	Apollo Heights Landscaping	$18,065
		Carryover	Orchard Glen Design	$15,347
		Carryover	West Plaza III/IV Improvements	$6,890
			Neighborhood Improvement Grant	**$182,278**
	Economic Development			
	Downtown Beaut. & Promotion (16040)			
		One-Time Supplemental	1/2 Ton Pickup - 2	$32,000
	Code Compliance			
	Code Compliance (14410)			
		One-Time Supplemental	Code Comp Insp Veh's (2)	$32,500
	GENERAL FUND TOTAL			**$1,652,263**
National Events Res. (1010)				
	Homeland Security			
	EOC - Super Bowl Event (12399)			
		One-Time Supplemental	Physical Security Equip.	$160,000
	Field Operations			
	Right-of-Way - Mega Events (13500)			
		One-Time Supplemental	Construction of 8 Signs	$336,000
		One-Time Supplemental	Design & Construction Admin	$116,088
			Right-of-Way - Mega Events	**$452,088**
	NATIONAL EVENTS RES. TOTAL			**$612,088**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2008 Budget
Vehicle Replacement (1120)				
	Field Operations			
	Equipment Replacement (13610)			
		Base	Scheduled Vehicle/Equip Repl's	$2,394,433
		Base	Scheduled Repl's -Add'l Approp	$590,308
			Equipment Replacement	**$2,984,741**
	VEHICLE REPLACEMENT TOTAL			**$2,984,741**
Tech. Replacement (1140)				
	Info. Technology			
	Technology Replacement (11530)			
		Base	Scheduled Technology Repl's	$656,545
		Carryover	Scheduled Technology Repl's	$288,000
			Technology Replacement	**$944,545**
	TECH. REPLACEMENT TOTAL			**$944,545**
Court Fund (1240)				
	City Court			
	Court Security (10510)			
		Base	Access Control Upgrades	$4,000
	COURT FUND TOTAL			**$4,000**
Transportation (1660)				
	Transportation			
	Transportation Program Mgmt (16510)			
		Ongoing Supplemental	Pavement Management	$3,500,000
	TRANSPORTATION TOTAL			**$3,500,000**
Police Spec. Rev. (1700)				
	Police Department			
	Patrol - Special Revenue Fund (12310)			
		One-Time Supplemental	Vehicle - Crown Victoria	$79,533
	POLICE SPEC. REV. TOTAL			**$79,533**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2008 Budget
Other Grants Fund (1840)				
	Police Department			
	VOCA 2003-113 (33018)			
		Base	Equipment over $5000	$17,817
	OTHER GRANTS FUND TOTAL			**$17,817**
RICO Fund (1860)				
	Police Department			
	Federal RICO (32020)			
		Base	Equipment	$100,000
	State RICO (32030)			
		Timed	Pch Investigation Veh's (10)	$325,000
	RICO FUND TOTAL			**$425,000**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2008 Budget
Water/Sewer Fund (2360)				
	Utilities			
	Customer Service - Field (17210)			
		Carryover	AMR Hardware/Software	$250,000
	Oasis Water Campus (17310)			
		Ongoing Supplemental	Communication Equipment	$5,500
		Ongoing Supplemental	Equipment Under $5000	$4,800
		Ongoing Supplemental	Communication Equipment	$2,600
		One-Time Supplemental	Vehicles	$196,000
		One-Time Supplemental	1 Fully Equipped Truck	$27,000
		One-Time Supplemental	Crew Truck	$22,000
		One-Time Supplemental	Building Services Test Equip.	$12,000
		One-Time Supplemental	Custodial Truck Liftgate	$5,000
			Oasis Water Campus	**$274,900**
	System Security (17140)			
		One-Time Supplemental	Sedan	$16,400
	Utilities Administration (17110)			
		Base	Equipment	$1,520
	Wastewater Collection (17630)			
		Base	Equipment	$10,000
		One-Time Supplemental	3/4 Ton Extended Cab Pick Up	$16,323
			Wastewater Collection	**$26,323**
	Water Distribution (17290)			
		One-Time Supplemental	Ten Cubic Yard Dump Truck	$120,000
		One-Time Supplemental	New Crew Truck	$85,000
		One-Time Supplemental	New Backhoe	$80,000
		One-Time Supplemental	New Backhoe Trailer	$20,000
			Water Distribution	**$305,000**
	West Area Plant (17170)			
		Base	RSPS Trash Removal	$6,250
	WATER/SEWER FUND TOTAL			**$880,393**
Housing (2500)				
	Comm. Partnerships			
	Community Housing (17910)			
		Base	Misc Cap Projects	$275,000
	HOUSING TOTAL			**$275,000**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2008 Budget
Training Fac - Rev (2530)				
Fire Department				
	PS Training Ops - Fire (12590)			
		Carryover	Equipment	$296,676
	TRAINING FAC - REV TOTAL			**$296,676**

Grand Total: $11,672,056

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2008 Budget
General Fund (1000)		
	Mayor	
	Office of the Mayor (10010)	
	Community Activities	$6,000
	Council Office	
	Barrel District (10130)	
	Small Capital Projects	$15,000
	Cactus District (10150)	
	Small Capital Projects	$15,000
	Cholla District (10120)	
	Small Capital Projects	$15,000
	Ocotillo District (10170)	
	Small Capital Projects	$15,000
	Sahuaro District (10140)	
	Small Capital Projects	$15,000
	Yucca District (10160)	
	Small Capital Projects	$15,000
	City Clerk	
	Elections (10240)	
	2007 Spring Special Election	$120,000
	Independent Election Costs	$65,000
	Elections	**$185,000**
	Info. Technology	
	Information Technology (11510)	
	Web/Eservices	$211,748
	Hansen Maintenance	$3,391
	Information Technology	**$215,139**
	Non-Departmental	
	Fund 1000 Non-Dept (11801)	
	Unbudgeted Carryover Reserve	$545,000
	Police Department	
	Police Personnel Management (12160)	
	PD Recruit-4/17Wrkshp/ReDevLnd	$200,000

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2008 Budget
	Homeland Security	
	Emergency Operations Ctr (EOC) (12820)	
	EOC Equipment	$69,000
	Res. Infill Housing	
	Res. Infill Housing Incentives (15110)	
	Res. Infill Housing Incentives	$50,432
	Comm. Partnerships	
	Neighborhood Partnership (15015)	
	Professional Contractual - GIS	$47,840
	Maintenance Funds	$13,000
	Neighborhood Partnership	**$60,840**
	Neighborhood Imp Gr	
	Neighborhood Improvement Grant (15120)	
	Pioneer Streetscape	$243,584
	Mary Silva Park Improvements	$196,198
	Arrowhead Ranch Streetscape	$95,448
	Spring 2007 Grants	$65,072
	Tierra Buena Park Improvements	$52,922
	Small Grants	$48,500
	Clavelito Park Improvements	$47,222
	West Plaza One Street Paving	$46,528
	Catlin Court Streetscape	$44,569
	Apollo Heights Landscaping	$18,065
	Orchard Glen Design	$15,347
	West Plaza III/IV Improvements	$6,890
	Neighborhood Improvement Grant	**$880,345**
	Rebates & Incentives	
	Redevelopment Land Acquisition (16230)	
	Professional & Contractual	$1,592,148
	Visual Improvement Program (16220)	
	Property Improvement	$411,898
	VIP-FY08 Council Budget WS	$150,000
	Visual Improvement Program	**$561,898**
	GENERAL FUND TOTAL	**$4,455,802**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2008 Budget
Tech. Replacement (1140)		
	Info. Technology	
	Technology Replacement (11530)	
	Scheduled Technology Repl's	$288,000
TECH. REPLACEMENT TOTAL		**$288,000**
HOME Fund (1300)		
	Comm. Partnerships	
	HOME Program (30001)	
	Habitat, VOS-Acq/Rehab-30010	$228,926
	Unprogrammed Add'I-30007	$165,447
	S.F. Res Rehab-30002	$144,239
	S.F.Res Replace-30008	$129,548
	HOME/Add'I Match	$79,916
	CSA/LOS Vecino-ACQ/REHAB-30006	$76,990
	Habitat, WV-30012	$40,444
	CHRA-1st Time Home Buyer-30011	$20,000
	HOME Program	**$885,510**
HOME FUND TOTAL		**$885,510**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2008 Budget
C.D.B.G. (1320)		
	Comm. Partnerships	
	CDBG Programs (31001)	
	Boys & Girls Clubhouse-31057	$350,000
	SFR Rehab-30002	$189,263
	Orchard Glen Streetscape-31031	$185,089
	Visual Improvement Prgm-31063	$164,795
	Downtown Streetscape-31062	$109,673
	Glendale Haciendas-31068	$109,139
	Comm Pshp-Clavelito Park-31066	$100,000
	CSA-Emerg Home Repr-31021	$85,816
	CPLC Infill Hsg-31015	$85,000
	Comm Hsg-Util Replmnt-31065	$80,000
	Prehab Faith House-31024	$76,565
	YWCA Kitchen-31011	$59,853
	Roof Repair-31022	$53,883
	St Mary's/W-side FB-Prkg-31069	$38,714
	VOS School-Cabinets-31008	$34,958
	Vol Demo-L/M-31002	$30,825
	St Mary's/W-side FB Renv-31059	$30,484
	ABIL-31045	$18,000
	Vol Demo-S/B-31003	$16,130
	YWCA-Exterior-31070	$1,350
	CDBG Programs	**$1,819,537**
C.D.B.G. TOTAL		**$1,819,537**
Streets (1340)		
	Transportation	
	Traffic Signals (16810)	
	New Signals (2)	$370,000
	Traffic Studies (16940)	
	Traffic Mit	$50,000
STREETS TOTAL		**$420,000**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2008 Budget
Transportation (1660)		
	Transportation	
	Red Light Enforcement (16600)	
	Red Light Enforcement	$402,200
	TRANSPORTATION TOTAL	**$402,200**
Emergency Shelter (1830)		
	Comm. Partnerships	
	Emergency Shelter Grant (31905)	
	Unprogrammed ESG	$2,946
	EMERGENCY SHELTER TOTAL	**$2,946**
Water/Sewer Fund (2360)		
	Utilities	
	Customer Service - Field (17210)	
	AMR Hardware/Software	$250,000
	Oasis Water Campus (17310)	
	Salt for Nitrate Equipment	$250,000
	SROG (91st Ave) Plant (17620)	
	Professional and Contractual	$1,400,000
	WATER/SEWER FUND TOTAL	**$1,900,000**
Training Fac - Rev (2530)		
	Fire Department	
	PS Training Ops - Fire (12590)	
	Equipment	$296,676
	TRAINING FAC - REV TOTAL	**$296,676**
	Grand Total:	**$10,470,671**

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
General Fund (1000)		
Building Safety		
Building Safety (15610)		
Shop Chargeback-Fuel	Fuel Budget Increase	$2,615
Westgate-Bldg Safety Rvw/Insp. (15630)		
Authorized Salaries	Salaries	$704,099
Authorized Salaries	Development Plans Technician	$110,586
Employee Benefits	Employee Benefits	$105,000
General Retirement	General Retirement	$93,052
Authorized Salaries	Senior Building Inspector	$81,693
Authorized Salaries	Salary	$67,209
Social Security	Social Security	$60,982
Overtime	Overtime	$20,000
Medicare	Medicare	$14,263
Professional Development	Training	$9,900
Cell Phone Charges	Cell Phones	$9,600
Office Supplies	Office Supplies	$7,800
Insurance Premium	Risk Management Premium	$5,816
Equipment Repair	Shop Charges	$5,000
Uniforms	Uniform/Drygoods	$4,800
Shop Chargeback-Fuel	Fuel	$4,000
Workers' Comp. Premium	Workers Comp Premium	$2,893
Shop Chargeback-Fuel	Fuel Budget Increase	$2,189
Other Line Supplies	Code Books	$2,000
Equipment Under $5,000	New PC	$1,920
Equipment Under $5,000	PC	$1,920
Shop Chargeback-Fuel	PC	$1,920
Office Supplies	Recruitment Ads	$1,340
Office Supplies	Background Check	$1,300
Cell Phone Charges	Air Cards	$1,200
Telephone Utilities	Telephone Charges	$1,200
Shop Chargeback-Fuel	Fuel Budget	$1,000
Cell Phone Charges	Air Card	$1,000
Uniform Allowance	Uniforms	$1,000
Office Supplies	Supplies for Copier	$1,000
Office Equip. Maint.	Maintenance for Copier	$900
Cell Phone Charges	Cell Phone	$800
Office Supplies	Business Cards	$700
Uniforms	Uniform/Dry Goods	$400
Telephone Charges	Telephony	$355
Telephone Utilities	Desk Telephone Charges	$300
Office Supplies	Background Checks	$100
Office Supplies	Name Plate & Holder	$30

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Building Safety		
Westgate-Bldg Safety Rvw/Insp. (15630)		
	Westgate-Bldg Safety Rvw/Insp.	**$1,329,267**
City Attorney		
Attorney-Spec Proj Fees/Costs (10620)		
Prof. & Contractual	Fees & Costs	$575,000
City Attorney (10610)		
Temporary Pay	Assistant City Prosecutor	$73,180
General Retirement	General Retirement	$7,025
Employee Benefits	Employee Benefits	$7,000
Equipment Under $5,000	Private Office Furnishings	$5,000
Social Security	Social Security	$4,537
Professional Development	Dues/CLE for Prosecutor	$2,200
Equipment Under $5,000	Two Computers (Desk)	$1,920
Medicare	Medicare	$1,061
PC/Tech Repl Chgs	Two PC Replacement	$540
Other Line Supplies	Legal Publications	$500
Telephone Utilities	Two Display Telephones	$200
Shop Chargeback-Fuel	Fuel Budget Increase	$39
	City Attorney	**$103,202**
City Clerk		
City Clerk (10210)		
Shop Chargeback-Fuel	Fuel Budget Increase	$28
City Court		
City Court (10410)		
Public Defender	Public Defender	$84,000
Authorized Salaries	Court Clerk II - FARE	$70,000
Temporary Pay	Compliance Specialist	$57,500
Temporary Pay	Pro-tem Judge	$52,000
Employee Benefits	Employee Benefits	$21,000
General Retirement	General Retirement	$17,232
Social Security	Social Security	$11,129
Professional Development	Training	$10,788
Prof. & Contractual	System Trainer	$3,400
Rental Fees	2 State Computers	$3,000
Medicare	Medicare	$2,603
Duplicating Charges	Duplicating Work Orders	$1,645
Telephone Charges	Phones Charges	$1,000
Telephone Charges	Telephone Charges	$1,000
Office Supplies	Office Supplies	$823
Rental Fees	1 State Computer	$750
Shop Chargeback-Fuel	Fuel Budget Increase	$519

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
City Court		
City Court (10410)		
Telephone Charges	Phone Charges	$500
Other Line Supplies	Supplies	$400
Other Line Supplies	Line Supplies	$400
	City Court	**$339,689**
Code Compliance		
Code Compliance (14410)		
Authorized Salaries	Code Compliance Inspectors	$99,062
Equipment	Vehicles	$32,500
Employee Benefits	Employee Benefits	$14,000
Sanitation Charge	Service Rolloff Containers	$12,500
General Retirement	General Retirement	$9,510
Social Security	Social Security	$6,142
Shop Chargeback-Fuel	Fuel Budget Increase	$5,745
Postage	Postage	$5,500
Other Line Supplies	Brochures, Flyers, Post Cards	$5,000
Equipment Under $5,000	Misc. Equipment	$5,000
Equipment Under $5,000	Laptop Computers	$4,767
Shop Chargeback-Fuel	Fuel	$3,333
Software	Hansen Software Licenses	$3,000
Veh/Equip Repl Chgs	Vehicle Replacement Charges	$2,450
Equipment Repair	Shop Charges	$2,200
PC/Tech Repl Chgs	Computer Replacement	$1,440
Cell Phone Charges	Air Card Charges	$1,440
Medicare	Medicare	$1,436
Equipment Repair	Install decals, lights, misc.	$1,333
Cell Phone Charges	Cell Phone Charges	$1,000
Professional Development	Professional Development	$800
Other Line Supplies	CO's, Brochures, Handouts	$800
Software	Hansen Software Maintenance	$666
Office Supplies	Office Supplies	$533
Advertising	Recruitment Advertising	$500
Uniforms	City Logo Shirts	$450
Telephone Charges	Desk Phones	$400
Prof. & Contractual	Background Checks	$400
	Code Compliance	**$221,907**
Comm. Action Program		
CAP Local Match (14420)		
Shop Chargeback-Fuel	Fuel Budget Increase	$126
Comm. Partnerships		
Community Revitalization (15010)		
Temporary Pay	Impl Neigh Revit Strategies	$30,000

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Comm. Partnerships		
Community Revitalization (15010)		
Social Security	Social Security	$1,860
Medicare	Medicare	$435
Shop Chargeback-Fuel	Fuel Budget Increase	$298
	Community Revitalization	**$32,593**
Mega Events - N'Hood/Volunteer (15025)		
Prof. & Contractual	Mega-Events Community Outreach	$25,000
Prof. & Contractual	Mega-Events Volunteer Outreach	$25,000
	Mega Events - N'Hood/Volunteer	**$50,000**
Neighborhood Partnership (15015)		
Shop Chargeback-Fuel	Fuel Budget Increase	$8
Neighborhood Volunteer Program (15020)		
Shop Chargeback-Fuel	Fuel Budget Increase	$11
Comm. Services Adm		
Comm. Services Admin. (14510)		
Shop Chargeback-Fuel	Fuel Budget Increase	$55
Conv./Media/Parking		
Convention/Media/Parking (10890)		
Prof. & Contractual	Management Contract	$853,300
PC/Tech Repl Chgs	Technology Replacement	$322,540
Telephone Charges	Telephone charges	$36,000
Advertising	Media Center Advertising	$25,000
Prof. & Contractual	Grand Opening Celebration	$25,000
Prof. & Contractual	Equipment Maintenance Contract	$20,000
Equipment Maint.	Fiber Line Repair	$20,000
Promotion/Publicity	Media Center Press Conferences	$15,000
Office Supplies	Media Center Office Supplies	$10,000
Equipment Under $5,000	MC Equipment (Fax, PC, Copier)	$6,000
Other Line Supplies	Media Center Line Supplies	$6,000
Postage	Media Center Postage	$5,000
Supply - Tapes	Med Cntr/Cble Studio Tapes/DVD	$5,000
Duplicating	Media Center Duplicating	$3,000
	Convention/Media/Parking	**$1,351,840**
Economic Development		
Downtown Beaut. & Promotion (16040)		
Prof. & Contractual	That Thursday Thing Event Prod	$165,000
Rental Fees	Leased Bus/Shuttle	$80,000
Authorized Salaries	Service Worker II	$73,921
Authorized Salaries	NonSworn Security Officer	$70,401
Promotion/Publicity	Increased Downtown Marketing	$50,000

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Economic Development		
Downtown Beaut. & Promotion (16040)		
Prof. & Contractual	Update CCMP	$50,000
Downtown Streetscape Imp.	Wayfinding Signage, News Racks	$40,000
Other Line Supplies	Plaza Christmas Tree & Ornmts	$39,876
Equipment	1/2 Ton Pickup - 2	$32,000
Prof. & Contractual	Power Washing Sidewalks Qtrly	$32,000
Employee Benefits	Employee Benefits	$28,000
Downtown Streetscape Imp.	Replace Landscape, Kiosk, Furn	$27,000
Medical Supplies	Supplies for Maintenance Team	$22,000
Promotion/Publicity	Walking Tour & Historic Signage	$15,000
General Retirement	General Retirement	$13,854
Equipment Under $5,000	Police Radios (800mhz)	$10,700
Rental Fees	Lease Interim Parking Sites	$10,000
Overtime	Overtime for Safety Team	$9,200
Social Security	Social Security	$8,948
Equipment Under $5,000	Maintenance Team Radios	$6,000
Veh/Equip Repl Chgs	Vehicles Replacement	$3,200
Shop Chargeback-Fuel	Fuel	$2,500
Equipment Repair	Shop charges	$2,500
Cell Phone Charges	Cell Phone Air Time & Service	$2,400
Medicare	Medicare	$2,093
Prof. & Contractual	Police Radios O&M	$1,736
Uniform Allowance	Uniforms for Safety Team	$1,600
General Retirement	General Retirement - OT	$883
Social Security	Social Security - OT	$570
Other Line Supplies	Supplies for Safety Team	$400
Other Line Supplies	Cell Phones for Safety Team	$400
Professional Development	Safety Team Training	$400
Medicare	Medicare - OT	$133
	Downtown Beaut. & Promotion	**$802,715**
Economic Development (16010)		
Promotion/Publicity	GPEC Annual Contract	$105,234
Engineering		
BofA Bank Building (13710)		
Prof. & Contractual	Operating Expenses	$47,265
CIP Administration (13730)		
Shop Chargeback-Fuel	Fuel Budget Increase	$668
CIP Construction (13750)		
Shop Chargeback-Fuel	Fuel Budget Increase	$420

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Engineering		
Construction Inspection (13790)		
Shop Chargeback-Fuel	Fuel Budget Increase	$4,685
Materials Testing (13800)		
Shop Chargeback-Fuel	Fuel Budget Increase	$1,310
Utility Inspection (13820)		
Shop Chargeback-Fuel	Fuel Budget Increase	$565
Field Operations		
Cemetery (13420)		
Shop Chargeback-Fuel	Fuel Budget Increase	$381
Custodial Services (13460)		
Shop Chargeback-Fuel	Fuel Budget Increase	$3,203
Downtown Parking Garage (13461)		
Electricity	APS Electric Utility Charges	$131,400
Prof. & Contractual	Service Contracts	$25,000
Equipment Under $5,000	Building Services Test Equip	$12,000
Equipment Under $5,000	Communication Equipment	$8,100
Prof. & Contractual	Timing Credit (Open 8 Months)	($8,333)
Electricity	Timing Credit (Open 8 Months)	($43,800)
	Downtown Parking Garage	**$124,367**
Facilities Management (13450)		
Shop Chargeback-Fuel	Fuel Budget Increase	$10,417
Graffiti Removal (13440)		
Shop Chargeback-Fuel	Fuel Budget Increase	$2,662
Right-of-Way Maintenance (16710)		
Landscape Maint.	Maintenance (to GF 1000-16710)	$24,000
Finance		
License/Collection (11340)		
Shop Chargeback-Fuel	Fuel Budget Increase	$242
Warehouse (11370)		
Shop Chargeback-Fuel	Fuel Budget Increase	$569

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Fire Department		
Ambulance Services (12491)		
Shop Chargeback-Fuel	Fuel Budget Increase	$4,918
Fire - Fiesta Bowl Event (12515)		
Overtime	OT for Exterior Coverage	$135,315
Other Line Supplies	Equipment/Supplies	$74,476
Fire Retirement	Fire Retirement - Exterior	$21,326
Overtime	OT for Interior Coverage	$14,000
Overtime	OT for Fire Training	$13,000
Fire Retirement	Fire Retirement - Interior	$2,206
Fire Retirement	Fire Retirement - Training	$2,049
Medicare	Medicare - Exterior	$1,962
Medicare	Medicare - Interior	$203
Medicare	Medicare - Training	$189
	Fire - Fiesta Bowl Event	**$264,726**
Fire Operations (12422)		
Overtime	Rescue Unit Overtime (2-12 hr)	$358,722
Overtime	Rescue Unit OT (2-12 hr)	$358,722
Authorized Salaries	Firefighters (3)	$150,507
Fire Retirement	Fire Retirement	$140,169
Employee Benefits	Employee Benefits	$21,196
Other Line Supplies	Academy Fee (4)	$16,007
Medicare	Medicare	$12,894
Overtime	Training Officer (1)	$8,743
Overtime	Training Officer Backfill (1)	$7,449
Overtime	Interview & Hire Overtime	$5,250
Uniform Allowance	Uniform Allowance	$2,271
Cancer Insurance	Cancer Insurance Premium	$303
	Fire Operations	**$1,082,233**
Fire Resource Management (12433)		
Prof. & Contractual	CAD Dispatching & Comm Maint.	$364,860
Equipment Repair	Vehicle Repair Increase	$94,000
Shop Chargeback-Fuel	Fuel Budget Increase	$67,859
Turnouts	Turnout Gear - Academy	$9,084
Turnouts	Turnout Gear - Post Academy	$9,084
Other Line Supplies	Drug & Backgrounds	$3,694
Employee Physicals	Annual Physicals	$2,307
	Fire Resource Management	**$550,888**
Fire Training (12434)		
Professional Development	OSHA Training	$1,514
Stadium - Fire Event Staffing (12520)		
Overtime	OT for Exterior Coverage	$139,061

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Fire Department		
Stadium - Fire Event Staffing (12520)		
Overtime	OT for Interiror Coverage	$117,531
Prof. & Contractual	Supplies & Equipment	$71,330
Overtime	OT for Interior Coverage	$55,680
Prof. & Contractual	Equipment	$40,000
Fire Retirement	Fire Retirement - Interior	$27,298
Fire Retirement	Fire Retirement - Exterior	$21,916
Overtime	OT for Training	$16,000
Prof. & Contractual	Rental Equipment	$15,000
Prof. & Contractual	Contractual Staffing	$6,000
Fire Retirement	Fire Retirement - Training	$2,522
Medicare	Medicare - Interior	$2,511
Medicare	Medicare - Exterior	$2,017
Medicare	Medicare - Training	$233
	Stadium - Fire Event Staffing	**$517,099**
Homeland Security		
Emergency Operations Ctr (EOC) (12820)		
Equipment	Physical Security Equip.	$160,000
Temporary Pay	Operations & Training Officers	$109,215
Overtime	Super Bowl Overtime	$60,000
Sp. Events Supplies	EOC Supplies	$49,000
General Retirement	General Retirement	$16,245
Employee Benefits	Employee Benefits	$14,000
Social Security	Social Security	$10,491
Medicare	Medicare	$2,454
	Emergency Operations Ctr (EOC)	**$421,405**
Human Resources		
Employee Benefits (11020)		
Authorized Salaries	Merit Inc - GF	$2,625,068
Authorized Salaries	PSafety STP Inc - GF	$1,322,287
Authorized Salaries	Merit Inc - Other Funds	$1,208,731
Employee Benefits	Medical Increase - GF	$584,000
Fire Retirement	GF Portion of Ret. Chg - Fire	$289,526
General Retirement	GF Portion of Ret. Chg - Gen'l	$249,106
Employee Benefits	Medical Increase - Other	$216,000
General Retirement	Other Funds - Gen'l	$118,222
Employee Benefits	Dental Increase - GF	$77,000
Authorized Salaries	PSafety STP Inc - Other Funds	$37,442
Employee Benefits	Dental Increase - Other	$28,000
Fire Retirement	Other Funds - Fire	$20,533
Elected Off. Retire	GF Portion of Ret. Chg - Elect	($12,071)
Police Retirement	Other Funds - Police	($15,533)
Police Retirement	GF Portion of Ret. Chg - PD	($290,330)
	Employee Benefits	**$6,457,981**

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description		FY 2008 Budget*
Human Resources			
Risk Management/Safety (11010)			
Shop Chargeback-Fuel	Fuel Budget Increase		$192
Info. Technology			
Information Technology (11510)			
Shop Chargeback-Fuel	Fuel Budget Increase		$235
Intergovt. Programs			
Intergovernmental Programs (10910)			
Prof. & Contractual	Federal Govt Rel/Consultant		$108,000
Lease Pmts/OtherFees			
Merchant Fees (11390)			
Merchant/Visa Fees	Merchant/Visa Fees - Fund 1000		$40,000
Library & Arts			
Library (15220)			
Shop Chargeback-Fuel	Fuel Budget Increase		$713
Marketing and Comm.			
Cable Communications (14120)			
Shop Chargeback-Fuel	Fuel Budget Increase		$40
Marketing (10810)			
Authorized Salaries	Special Event Coordinator		$47,172
Employee Benefits	Employee Benefits		$7,000
General Retirement	General Retirement		$4,529
Equipment Under $5,000	Office Furniture		$4,000
Social Security	Social Security		$2,925
Equipment Under $5,000	Computer equipment		$1,189
Medicare	Medicare		$684
PC/Tech Repl Chgs	PC Replacement		$540
Telephone Charges	Telephone Charges		$350
Equipment Under $5,000	Display Phone		$200
Shop Chargeback-Fuel	Fuel Budget Increase		$21
		Marketing	**$68,610**
Mkt'g - Fiesta Bowl Event (10840)			
Advertising	Fiesta Bowl Advertising		$75,000
Prof. & Contractual	Fiesta Bowl Tourism Collateral		$30,000
Prof. & Contractual	Fiesta Bowl VIP/Media Rcptns.		$17,500
Prof. & Contractual	Fiesta Bowl Promotional Items		$12,500
Prof. & Contractual	Fiesta Bowl Press Kits		$10,000

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Marketing and Comm.		
Mkt'g - Fiesta Bowl Event (10840)		
Prof. & Contractual	Fiesta Bowl Media Tours	$10,000
Prof. & Contractual	Fiesta Bowl Media Briefings	$5,000
Prof. & Contractual	Promo DVD Purchase/Duplication	$5,000
Prof. & Contractual	Tourism Promotional Items	$4,000
	Mkt'g - Fiesta Bowl Event	**$169,000**
Neighborhood Imp Gr		
Neighborhood Improvement Grant (15120)		
Prof. & Contractual	Neighborhood Improvement Grant	$600,000
Prof. & Contractual	N'hood Improvement Grants	$100,000
	Neighborhood Improvement Grant	**$700,000**
Non-Departmental		
Fund 1000 Non-Dept (11801)		
Shop Chargeback-Fuel	General Fund Depts (GF 3 of 4)	$325,000
Shop Chargeback-Fuel	Streets Depts (GF 4 of 4)	$45,000
	Fund 1000 Non-Dept	**$370,000**
Parks & Recreation		
Glendale Community Center (14620)		
Shop Chargeback-Fuel	Fuel Budget Increase	$23
Recreation Support Services (14630)		
Shop Chargeback-Fuel	Fuel Budget Increase	$27,271
Planning		
Planning Administration (15910)		
Shop Chargeback-Fuel	Fuel Budget Increase	$103
Police Department		
Central Patrol Bureau (12130)		
Authorized Salaries	Police Officers (5)	$210,892
Shop Chargeback-Fuel	Fuel Budget Increase	$77,619
Police Retirement	Police Retirement	$37,095
Employee Benefits	Employee Benefits	$35,039
Overtime	Overtime	$32,035
Social Security	Social Security	$15,061
Shop Chargeback-Fuel	Fuel	$7,435
Uniform Allowance	Uniform	$5,006
Medicare	Medicare	$3,523
Equipment Repair	Vehicle Maintenance	$2,503
Professional Development	Training	$1,001
	Central Patrol Bureau	**$427,209**
Crime Investigations (12150)		

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Police Department		
Crime Investigations (12150)		
Rental Fees	PREHAB of Arizona Rent	$60,292
Shop Chargeback-Fuel	Fuel Budget Increase	$28,971
Prof. & Contractual	Contract Custodian	$12,960
Bldg. Maintenance/Repair	HVAC and misc building repair	$9,000
Utilities	Increase in electricity	$9,000
Equipment Maint.	Restocking Chemical Reagents	$7,500
Other Line Supplies	Custodial Supplies	$5,000
Equipment Maint.	License Plate Reader Mainten.	$3,304
Other Line Supplies	Bldg Maint Supplies	$3,000
	Crime Investigations	**$139,027**
Foothills Patrol Bureau (12170)		
Shop Chargeback-Fuel	Fuel Budget Increase	$68,708
PD - Communications (12230)		
Equipment Under $5,000	Police Radio (800MHZ)	$26,779
Prof. & Contractual	Police Radio O&M	$4,345
Veh/Equip Repl Chgs	MDC Replacement	$2,720
PC/Tech Repl Chgs	Computer Replacement	$200
	PD - Communications	**$34,044**
PD - Detention (12220)		
Prisoner Maintenance	Prisoner Miantenance Funds	$500,000
Equipment Under $5,000	4-Yr Taser Repl Program	$100,000
Equipment Under $5,000	4-Yr Warranty Extension	$71,029
Equipment Under $5,000	Tasers for Detention	$21,420
Equipment Under $5,000	Detention 4-Yr Taser Repl.	$14,597
	PD - Detention	**$707,046**
PD - Fiesta Bowl Event (12234)		
Overtime	OT for Glendale PD Officers	$510,000
Other Line Supplies	Supplies & Equipment	$340,000
Temporary Pay	Coalition Contract EEs	$340,000
Overtime	OT for Training	$100,000
Police Retirement	Police Retirement - GPD	$77,877
Social Security	Social Security - GPD	$31,620
Social Security	Social Security - Coalition	$21,080
Police Retirement	Police Retirement - Training	$15,270
Medicare	Medicare - GPD	$7,395
Social Security	Social Security - Training	$6,200
Medicare	Medicare - Coalition	$4,930
Medicare	Medicare - Training	$1,450
	PD - Fiesta Bowl Event	**$1,455,822**
PD - Fiscal Management (12210)		
Equipment	Vehicle Purchase	$1,292,300

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Police Department		
PD - Fiscal Management (12210)		
Equipment	Vehicle Maint/Replacement	$356,525
Equipment Maint.	Maint. of Crime Scene Compon.	$43,000
Equipment Under $5,000	Equip. (Weapon, Taser, Vest)	$29,532
Bullet Proof Vests	Vest Maintenance	$701
	PD - Fiscal Management	**$1,722,058**
PD - Special Operations (12233)		
Prof. & Contractual	Network Engineer for UCC	$50,000
Equipment Maint.	Maint for SWAT/EOD Robot	$5,145
	PD - Special Operations	**$55,145**
Police Administration (12120)		
Equipment Repair	Shop Charges	$527,000
Prof. & Contractual	Contract Psychologist	$45,000
Equipment	Vehicle - Crown Victoria	$44,185
Equipment Under $5,000	Equipment for Vehicle	$32,721
Veh/Equip Repl Chgs	Vehicle replacement	$8,180
Equipment Repair	Vehicle Prep & Striping	$3,938
Equipment Maint.	AIMS Maint. Funding for PSU	$3,500
Equipment Under $5,000	Workstation, Office Furniture	$3,003
Cell Phone Charges	Cell Phone Air Time & Service	$3,003
Shop Chargeback-Fuel	Fuel Budget Increase	$1,420
Cell Phone Charges	Cell Phone	$1,001
Other Line Supplies	Line Supplies	$1,001
Equipment Under $5,000	Computer (Standard)	$806
Equipment Under $5,000	Cost for True Software	$561
Equipment Under $5,000	Office Phone	$167
PC/Tech Repl Chgs	Annual Software License	$160
Telephone Charges	Office Phone Line & Long Dist.	$100
	Police Administration	**$675,746**
Police Legal Services (12110)		
Shop Chargeback-Fuel	Fuel Budget Increase	$1,212
Police Personnel Management (12160)		
Authorized Salaries	Signing Bonus Program	$77,837
Prof. & Contractual	Background, Medical & Psych	$7,307
	Police Personnel Management	**$85,144**
Police Support Services (12180)		
Shop Chargeback-Fuel	Fuel Budget Increase	$8,940
Stadium - PD Event Staffing (12231)		
Overtime	OT for Glendale PD Officers	$834,960
Temporary Pay	Coalition Contract EEs	$353,640
Police Retirement	Police Retirement - GPD	$81,001

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Police Department		
Stadium - PD Event Staffing (12231)		
Overtime	OT for Training	$65,000
Police Retirement	Police Retirement	$46,497
Social Security	Social Security - GPD	$32,889
Other Line Supplies	Supplies & Equipment	$25,000
Social Security	Social Security - Coalition	$21,926
Social Security	Social Security	$18,879
Police Retirement	Police Retirement - Training	$9,926
Medicare	Medicare - GPD	$7,692
Medicare	Medicare - Coalition	$5,128
Medicare	Medicare	$4,415
Social Security	Social Security - Training	$4,030
Medicare	Medicare - Training	$943
	Stadium - PD Event Staffing	**$1,511,926**
GENERAL FUND TOTAL		**$22,812,022**

National Events Res. (1010)

Economic Development		
National Events Pre-Planning (16120)		
Organizational Devpt	Super Bowl Pre-Planning	$85,000
Field Operations		
Right-of-Way - Mega Events (13500)		
Imp. - Non Bldg.	Construction of 8 Signs	$336,000
Prof & Contr - Cap Proj	Design & Construction Admin	$116,088
	Right-of-Way - Mega Events	**$452,088**
Fire Department		
Fire - Super Bowl Event (12560)		
Overtime	OT for Glendale Fire Staff	$490,761
Prof. & Contractual	Equipment & Supplies	$186,950
Prof. & Contractual	Administration/Contractual	$144,000
Fire Retirement	Fire Retirement	$77,344
Overtime	OT for Training	$13,000
Medicare	Medicare	$7,116
Fire Retirement	Fire Retirement - Training	$2,049
Medicare	Medicare - Training	$189
	Fire - Super Bowl Event	**$921,409**
Marketing and Comm.		
Mkt'g - Super Bowl Event (14182)		
Advertising	Super Bowl Advertising	$100,000
Prof. & Contractual	Super Bowl Tourism Collateral	$30,000
Prof. & Contractual	Super Bowl VIP/Media Reptns	$17,500

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Marketing and Comm.		
Mkt'g - Super Bowl Event (14182)		
Prof. & Contractual	Super Bowl Promotional Items	$16,500
Prof. & Contractual	Super Bowl Media Tours	$10,000
Prof. & Contractual	Super Bowl Press Kits	$10,000
Prof. & Contractual	Super Bowl Media Briefings	$5,000
Prof. & Contractual	Super Bowl Promo DVD Pur/Dupl	$5,000
	Mkt'g - Super Bowl Event	**$194,000**
Police Department		
PD - Super Bowl Event (12360)		
Overtime	OT for Glendale PD Officers	$449,000
Temporary Pay	Coalition Contract EEs	$340,000
Police Retirement	Police Retirement - GPD	$68,562
Other Line Supplies	Supplies & Equipment	$59,981
Overtime	OT for Training	$50,000
Social Security	Social Security - GPD	$27,838
Social Security	Social Security - Coalition	$21,080
Police Retirement	Police Retirement - Training	$7,635
Medicare	Medicare - GPD	$6,511
Medicare	Medicare - Coalition	$4,930
Social Security	Social Security - Training	$3,100
Medicare	Medicare - Training	$725
	PD - Super Bowl Event	**$1,039,362**
Transportation		
Transp - Super Bowl Event (16360)		
Prof. & Contractual	Prof & Contractual	$334,000
Overtime	Overtime	$53,500
Other Line Supplies	Other Line Supplies	$35,000
Shop Chargeback-Fuel	Fuel Charges	$8,000
General Retirement	General Retirement	$5,136
Social Security	Social Security	$3,317
Medicare	Medicare	$776
	Transp - Super Bowl Event	**$439,729**
NATIONAL EVENTS RES. TOTAL		**$3,131,588**

General Services (1040)

Field Operations		
Equipment Management (13510)		
Prof. & Contractual	Prof & Contractual	$100,000
Parts Store Operations (13530)		
Vehicle Supp & Maint	Vehicle Supplies & Maintenance	$200,000

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
GENERAL SERVICES TOTAL		**$300,000**
Vehicle Replacement (1120)		
Field Operations		
Equipment Replacement (13610)		
Veh/Equip Repl Chgs	Vehicle/Equipment Rental Rates	$505,606
VEHICLE REPLACEMENT TOTAL		**$505,606**
Tech. Replacement (1140)		
Info. Technology		
Technology Replacement (11530)		
PC/Tech Repl Chgs	Technology Repl Rate Increase	$403,626
Authorized Salaries	Technology Replmnt Fund Admin	$42,787
Employee Benefits	Employee Benefits	$7,000
General Retirement	General Retirement	$4,108
Social Security	Social Security	$2,653
Equipment Under $5,000	Computer	$1,920
Medicare	Medicare	$620
PC/Tech Repl Chgs	Computer Replacement	$540
Telephone Charges	Telephone Charges	$350
Telephone Utilities	Telephone	$200
	Technology Replacement	**$463,804**
TECH. REPLACEMENT TOTAL		**$463,804**
Arts Commission (1220)		
Library & Arts		
Arts Maintenance (15310)		
Community Activities	Arts Programming	$22,500
Temporary Pay	19 hour temporary employee	$16,796
Social Security	Social Security	$1,041
Medicare	Medicare	$244
	Arts Maintenance	**$40,581**
ARTS COMMISSION TOTAL		**$40,581**
Court Fund (1240)		
City Court		
Court Security (10510)		
Prof. & Contractual	Security Contract Increase	$35,740
Prof. & Contractual	FY 2006/07 Security Increase	$26,411
	Court Security	**$62,151**

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Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
City Court		
Court Time Payments (10520)		
Prof. & Contractual	Automation Training	$44,000
COURT FUND TOTAL		**$106,151**
Streets (1340)		
Field Operations		
Right-of-Way Maintenance (16710)		
Shop Chargeback-Fuel	Fuel Budget Increase	$6,357
Street Cleaning (16730)		
Shop Chargeback-Fuel	Fuel Budget Increase	$9,552
Street Maintenance (16720)		
Shop Chargeback-Fuel	Fuel Budget Increase	$19,363
Transportation		
Signs & Markings (16820)		
Shop Chargeback-Fuel	Fuel Budget Increase	$5,469
Stadium - Transportation Ops. (16840)		
Prof. & Contractual	Prof & Contractual	$513,000
Overtime	Overtime	$105,000
Other Line Supplies	Line Supplies (ongoing)	$51,000
Other Line Supplies	Line Supplies (1x)	$25,000
General Retirement	General Retirement	$10,080
Shop Chargeback-Fuel	Fuel Charges	$8,000
Social Security	Social Security	$6,510
Equipment Repair	Equipment Repair	$3,000
Medicare	Medicare	$1,523
	Stadium - Transportation Ops.	**$723,113**
Street Light Management (16920)		
Shop Chargeback-Fuel	Fuel Budget Increase	$152
Traffic Signals (16810)		
Shop Chargeback-Fuel	Fuel Budget Increase	$3,654
Traffic Studies (16940)		
Shop Chargeback-Fuel	Fuel Budget Increase	$166
Transp - Fiesta Bowl Event (16845)		

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Transportation		
Transp - Fiesta Bowl Event (16845)		
Prof. & Contractual	Prof & Contractual	$79,000
Overtime	Overtime	$21,000
Shop Chargeback-Fuel	Fuel Charges	$3,000
General Retirement	General Retirement	$2,016
Social Security	Social Security	$1,302
Medicare	Medicare	$305
	Transp - Fiesta Bowl Event	**$106,623**
Transportation Administration (16910)		
Shop Chargeback-Fuel	Fuel Budget Increase	$287
STREETS TOTAL		**$874,736**

Transportation (1660)

Transportation		
Dial-A-Ride (16530)		
Shop Chargeback-Fuel	Fuel Budget Increase	$48,299
Fixed Route (16540)		
Prof. & Contractual	Fixed Route Expansion	$413,220
Prof. & Contractual	Security Contract L101 P & R	$88,000
Prof. & Contractual	Taxi Subsidy Program	$70,000
Shop Chargeback-Fuel	Fuel Budget Increase	$25,270
Prof. & Contractual	Shelter Maintenance	$15,000
Equipment Maint.	Equipment Maintenance	$4,500
Prof. & Contractual	Part Year Credit	($36,714)
	Fixed Route	**$579,276**
Intelligent Transportation Sys (16570)		
Veh/Equip Repl Chgs	Bucket Truck Replacement	$20,000
Veh/Equip Repl Chgs	Pickup Truck Replacement	$4,000
Shop Chargeback-Fuel	Fuel Budget Increase	$1,351
	Intelligent Transportation Sys	**$25,351**
Traffic Mitigation (16580)		
Other Line Supplies	Traffic Mitigation	$150,000
Transportation CIP O&M (16590)		
Landscape Maint.	Landscape Maintenance	$27,913
Prof. & Contractual	Supplies / Contracts	$15,000
Other Line Supplies	Landscape Maintenance	$13,000
Prof. & Contractual	Supplies and Contracts	$13,000
Utilities	Water	$12,500
	Transportation CIP O&M	**$81,413**

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Transportation		
Transportation Education (16520)		
Shop Chargeback-Fuel	Fuel Budget Increase	$80
Transportation Program Mgmt (16510)		
Imp. - Non Bldg.	Pavement Management	$3,500,000
Prof. & Contractual	Streetlight Maintenance Contr.	$183,000
Prof. & Contractual	Monitoring Contract	$167,000
Ind Chgs - Staff&Adm (GF)	Indirect Cost Increase	$156,000
Utilities	Electrical Cost	$80,000
Other Line Supplies	Streetlight Equipment	$70,000
Authorized Salaries	New FTE - Secretary	$33,525
Employee Benefits	Employee Benefits	$7,000
General Retirement	General Retirement	$3,051
Social Security	Social Security	$2,079
Professional Development	Professional Development	$500
Medicare	Medicare	$486
	Transportation Program Mgmt	**$4,202,641**
TRANSPORTATION TOTAL		**$5,087,060**

Police Spec. Rev. (1700)

Police Department

Patrol - Special Revenue Fund (12310)

Authorized Salaries	Police Officers (9)	$379,606
Equipment	Vehicle - Crown Victoria	$79,533
Equipment Under $5,000	Radio Shop Equipment	$75,000
Police Retirement	Police Retirement	$66,771
Employee Benefits	Employee Benefits	$63,070
Equipment Under $5,000	Equipment for Vehicle	$58,898
Overtime	Overtime	$57,663
Equipment Under $5,000	Equip. (Weapon, Taser, Vest)	$53,158
Office Equip. Maint.	Replace damaged furniture	$50,000
Equipment Under $5,000	Police Radio (800MHZ)	$48,202
Social Security	Social Security	$27,110
Equipment Under $5,000	NRS Equipment	$25,446
Office Equip. Maint.	New Furniture Fund	$25,000
Veh/Equip Repl Chgs	Vehicle replacement	$14,724
Equipment Under $5,000	Arming Prisoner Transportation	$14,125
Shop Chargeback-Fuel	Fuel	$13,383
Prof. & Contractual	Background, Medical & Psych	$13,153
Uniform Allowance	Uniform	$9,011
Prof. & Contractual	Police Radio O&M	$7,821
Equipment Repair	Vehicle Prep & Striping	$7,088
Medicare	Medicare	$6,341

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Police Department		
Patrol - Special Revenue Fund (12310)		
Cell Phone Charges	Cell Phone Air Time & Service	$5,405
Equipment Under $5,000	Workstation, Office Furniture	$5,405
Veh/Equip Repl Chgs	MDC Replacement	$4,896
Equipment Repair	Vehicle Maintenance	$4,505
Equipment Under $5,000	Motorcycle Trunk Box	$3,960
Other Line Supplies	Line Supplies	$1,802
Professional Development	Training	$1,802
Cell Phone Charges	Cell Phone	$1,801
PC/Tech Repl Chgs	PC Replacement/Software	$1,452
Equipment Under $5,000	Computer (Standard)	$1,451
Bullet Proof Vests	Vest Maintenance	$1,262
Equipment Under $5,000	Cost for True Software	$1,010
PC/Tech Repl Chgs	Computer Replacement	$360
Equipment Under $5,000	Office Phone	$301
PC/Tech Repl Chgs	Annual Software License	$288
Telephone Charges	Office Phone Line & Long Dist.	$180
	Patrol - Special Revenue Fund	**$1,130,983**
POLICE SPEC. REV. TOTAL		**$1,130,983**

Fire Spec. Revenue (1720)

Fire Department		
Fire - Special Revenue Fund (12610)		
Overtime	Paramedic School Backfill	$255,000
Authorized Salaries	Firefighters (3)	$150,507
Fire Retirement	Fire Retirement	$67,287
Professional Development	Paramedic Training Fee (10)	$34,500
Employee Benefits	Employee Benefits	$21,196
Other Line Supplies	Academy Fee (4)	$16,007
Turnouts	Turnout Gear - Academy	$9,084
Turnouts	Turnout Gear - Post Academy	$9,084
Overtime	Training Officer (1)	$8,743
Overtime	Training Officer Backfill (1)	$7,449
Medicare	Medicare	$6,190
Overtime	Interview & Hire Overtime	$5,250
Other Line Supplies	Drug & Backgrounds	$3,694
Employee Physicals	Annual Physicals	$2,307
Uniform Allowance	Uniform Allowance	$2,271
Professional Development	OSHA Training	$1,514
Cancer Insurance	Cancer Insurance Premium	$303
	Fire - Special Revenue Fund	**$600,386**
FIRE SPEC. REVENUE TOTAL		**$600,386**

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Mkt'g Special Events (1870)		
Marketing and Comm.		
Enchanted Evening (14322)		
Prof. & Contractual	Enchanted Evenings Event Produ	$8,250
Prof. & Contractual	Enchanted Evenings Entertainme	$4,500
Prof. & Contractual	Enchanted Evenings Advertising	$3,750
Prof. & Contractual	Enchanted Evenings Signage	$2,250
Prof. & Contractual	Enchanted Evenings Downtown De	$1,250
	Enchanted Evening	**$20,000**
Other Special Events (14327)		
Prof. & Contractual	Fiesta Glendale Entertainment	$18,000
Prof. & Contractual	Fiesta Glendale Event Product	$17,500
Prof. & Contractual	Fiesta Glendale Advertising	$15,000
Prof. & Contractual	Fiesta Glendale Downtown Deco	$5,000
Prof. & Contractual	Fiesta Glendale Signage	$4,500
	Other Special Events	**$60,000**
MKT'G SPECIAL EVENTS TOTAL		**$80,000**
Water/Sewer Fund (2360)		
Utilities		
Arrowhead Reclamation Plant (17160)		
Equipment Repair	Shop Charges	$9,000
Shop Chargeback-Fuel	Fuel Budget Increase	$2,000
	Arrowhead Reclamation Plant	**$11,000**
Central System Control (17240)		
Equipment Repair	Shop Charges	$7,000
Central System Maintenance (17280)		
Equipment Repair	Shop Charges	$12,000
Shop Chargeback-Fuel	Fuel Budget Increase	$3,000
	Central System Maintenance	**$15,000**
Cholla Treatment Plant (17260)		
Chemical Costs	Increased Chemical Costs	$600,000
Electricity	Increased Electrical Cost	$150,000
Shop Chargeback-Fuel	Fuel Budget Increase	$7,000
Equipment Repair	Shop Charges	$2,000
	Cholla Treatment Plant	**$759,000**
Customer Service - Field (17210)		
Other Line Supplies	Line Supplies	$25,000
Shop Chargeback-Fuel	Fuel Budget Increase	$10,000
Equipment Repair	Shop Charges	$10,000
	Customer Service - Field	**$45,000**

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Utilities		
Information Management (17120)		
Software	Hansen Software Maintenance	$14,400
Software	Backup Software Maintenance	$4,408
Software	SCADA Software Maintenance	$4,050
	Information Management	**$22,858**
Irrigation (17220)		
Equipment Repair	Shop Charges	$5,000
Meter Maintenance (17300)		
Other Line Supplies	Line Supply Increase	$75,000
Equipment Repair	Shop Charges	$10,000
	Meter Maintenance	**$85,000**
Oasis Water Campus (17310)		
Chemical Costs	Granulated Activated Carbon	$1,000,000
Electricity	Electricity	$500,000
Office Equip. Maint.	Admin. Building Furniture	$300,000
Authorized Salaries	Water Plant Operator II	$259,719
Chemical Costs	Aluminum Sulfate	$200,000
Equipment	Vehicles	$196,000
Chemical Costs	Caustic Soda	$160,000
Chemical Costs	Sodium Hypo-Chlorite	$150,000
Tool Allowance	Mechanic's Shop Equipment	$125,000
Tool Allowance	Instr. Tech's Shop Equipment	$125,000
Other Line Supplies	Other Line Supplies	$121,000
Contracted Equip Maint.	Contracted Equipment Maintence	$100,000
Office Equip. Maint.	Laboratory Equipment	$100,000
Employee Benefits	Employee Benefits	$91,000
PC/Tech Repl Chgs	PCs, Networking, Phone Equip	$62,880
General Retirement	General Retirement	$52,443
Authorized Salaries	Senior Plant Instrument Tech	$52,008
Sanitation Charge	Sanitation Charge	$50,000
Equipment Under $5,000	Equipment Under $5000	$50,000
Chemical Costs	Polymer C-358	$50,000
Prof. & Contractual	Outsourced Services	$50,000
Chemical Costs	Carbon Dioxide	$50,000
Authorized Salaries	Senior Plant Mechanic	$49,531
Authorized Salaries	Plant Instrument Tech II	$47,172
Authorized Salaries	Building Maintenance Worker II	$42,787
Equipment Maint.	Mechanical Maint.	$40,000
Equipment Maint.	Instrumentation Maintenance	$40,000
Authorized Salaries	Water Plant Operator	$38,809
Authorized Salaries	Service Worker II	$36,961
Social Security	Social Security	$34,470
Prof. & Contractual	Prof & Contractual	$30,000

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Utilities		
Oasis Water Campus (17310)		
Authorized Salaries	Custodian	$28,960
Equipment	1 Fully Equipped Truck	$27,000
Insurance Premium	Insurance Premiums	$25,480
Overtime	Overtime	$23,000
Equipment	Crew Truck	$22,000
Veh/Equip Repl Chgs	Veh/Equip Repl Charges	$17,000
Bldg. Maintenance/Repair	Building Maint. Supplies	$16,000
Software	Hensen and SCADA Softwere	$15,100
Other Line Supplies	Line Supplies (Startup)	$15,000
Equipment Under $1,000	Building Services Test Equip.	$12,000
Chemical Costs	Fluoride	$10,000
Professional Development	Professional Development	$10,000
Vehicle Supp & Maint	Equipment Repair & Fuel	$9,500
Equipment Under $1,000	Communication Equipment	$8,100
Medicare	Medicare	$8,061
Equipment Repair	Shop Charges	$8,000
Equipment Under $5,000	Startup Supplies	$7,534
Standby Pay	Standby Pay	$7,000
Uniform Allowance	Uniform Allowance	$7,000
Shop Chargeback-Fuel	Shop Chargeback - Fuel	$5,000
Office Supplies	Office Supplies	$5,000
Shop Chargeback-Fuel	Fuel Budget Increase	$5,000
Landfill Charge	Landfill Charges	$5,000
Other Line Supplies	Line Supplies Disposables	$5,000
Equipment	Custodial Truck Liftgate	$5,000
Contracted Landscape Mnt.	Landscape Maintenance	$5,000
Equipment Repair	Equipment Repair	$5,000
Equipment Under $1,000	Equipment Under $5000	$4,800
Veh/Equip Repl Chgs	Equipment Replacement Charges	$3,000
Uniform Allowance	Uniforms	$2,689
Cell Phone Charges	Cell Phone Charges	$2,500
Veh/Equip Repl Chgs	Vehicle Replacement Charges	$2,500
Telephone Charges	Telephone Charges	$2,500
Bldg. Maintenance/Repair	Building Maintenance	$2,500
General Retirement	General Retirement - OT	$2,108
Membrshp, Train, etc	Memberships Professional	$2,000
Social Security	Social Security - OT	$1,426
Workers' Comp. Premium	Workers Comp. Premium	$1,000
Rental Fees	Rental Fees	$1,000
Professional Development	Dept. Training & Materials	$1,000
Professional Development	Membership & Subscriptions	$1,000
General Retirement	General Retirement - Standby	$637
Social Security	Social Security - Standby	$434

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Utilities		
Oasis Water Campus (17310)		
Medicare	Medicare - OT	$334
Medicare	Medicare - Standby	$102
	Oasis Water Campus	**$4,553,045**
Pretreatment Program (17610)		
Equipment Repair	Shop Charges	$10,000
Shop Chargeback-Fuel	Fuel Budget Increase	$2,000
	Pretreatment Program	**$12,000**
Public Service Representatives (17130)		
Shop Chargeback-Fuel	Fuel Budget Increase	$8,000
System Security (17140)		
Authorized Salaries	Security Monitors	$200,000
Authorized Salaries	Security Supervisor	$50,000
Employee Benefits	Employee Benefits	$42,000
General Retirement	General Retirement	$22,750
Equipment	Sedan	$16,400
Social Security	Social Security	$15,500
Insurance Premium	Fire & Liability Insurance	$11,760
Professional Development	Professional Devleopment	$5,000
Equipment Under $5,000	Two Desk Computers	$4,920
Medicare	Medicare	$3,625
Equipment Repair	Shop Charges	$3,000
Shop Chargeback-Fuel	Fuel	$2,500
Equipment Under $5,000	Two Color Printers	$2,400
Cell Phone Charges	Cell Phone Charges	$2,160
Veh/Equip Repl Chgs	Vehicle Replacement Charges	$1,750
PC/Tech Repl Chgs	Computer Replacement	$1,180
PC/Tech Repl Chgs	Printer Replacement Charges	$800
	System Security	**$385,745**
Utilities Administration (17110)		
Merchant/Visa Fees	Merchant/Visa Fees - Fund 2360	$80,000
Shop Chargeback-Fuel	Fuel Budget Increase	$8,000
Equipment Repair	Shop Charges	$5,000
	Utilities Administration	**$93,000**
Wastewater Collection (17630)		
Prof. & Contractual	Hydrogen-Peroxide Chemical	$313,860
Authorized Salaries	Sr. Utility Tech	$55,300
Equipment	3/4 Ton Extended Cab Pick Up	$16,323
Shop Chargeback-Fuel	Fuel Budget Increase	$10,000
Employee Benefits	Employee Benefits	$7,000
General Retirement	General Retirement	$5,032
Equipment Repair	Shop Charges	$4,000

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Utilities		
Wastewater Collection (17630)		
Social Security	Social Security	$3,429
Equipment Under $5,000	Computer Laptop	$2,382
Shop Chargeback-Fuel	Shop Chargeback - Fuel	$2,000
Insurance Premium	Ins Prem-Risk Mgmt	$1,960
Veh/Equip Repl Chgs	Vehicle Replacement Changes	$1,224
Software	Hansen License Fees	$1,100
Medicare	Medicare	$802
PC/Tech Repl Chgs	PC Replacement	$718
Cell Phone Charges	Cell Phone	$420
Uniform Allowance	Uniform / Boot Allowance	$325
	Wastewater Collection	**$425,875**
Water Distribution (17290)		
Equipment	Ten Cubic Yard Dump Truck	$120,000
Other Line Supplies	Increase to Line Supplies	$100,000
Equipment	New Crew Truck	$85,000
Equipment	New Backhoe	$80,000
Prof. & Contractual	ABC material	$50,000
Prof. & Contractual	Cold Patch	$31,000
Equipment	New Backhoe Trailer	$20,000
Equipment Repair	Shop Charges	$15,000
Veh/Equip Repl Chgs	Replacement of dump truck	$12,000
Shop Chargeback-Fuel	Fuel Budget Increase	$10,000
Shop Chargeback-Fuel	Fuel	$10,000
Veh/Equip Repl Chgs	Replacement of Crew Truck	$8,500
Veh/Equip Repl Chgs	Replacement of backhoe	$8,000
Veh/Equip Repl Chgs	Replacement of trailer	$3,000
	Water Distribution	**$552,500**
West Area Plant (17170)		
Landscape Maint.	West Area ARF Brush removal	$50,000
Equipment Maint.	UV System Parts	$50,000
Authorized Salaries	WRF Operator Salary	$42,787
Landscape Maint.	Landscaping for lift stations	$18,000
Equipment Repair	Shop Charges	$10,000
Shop Chargeback-Fuel	Fuel Budget Increase	$10,000
Employee Benefits	Other Benefits- Medical	$7,000
General Retirement	General Retirement	$3,894
Electricity	Additional Electric Cost	$3,000
Chemical Costs	Odor control station chemicals	$3,000
Social Security	Social Security	$2,653
Landscape Maint.	Landscaping services	$2,000
Insurance Premium	Fire & Liability Insurance	$1,960
Medicare	Medicare	$620
	West Area Plant	**$204,914**

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description		FY 2008 Budget*
WATER/SEWER FUND TOTAL			**$7,184,937**
Landfill Fund (2440)			
Field Operations			
Landfill (17710)			
Equipment Under $5,000	Radios		$50,835
Other Line Supplies	Parts		$38,250
Shop Chargeback-Fuel	Fuel Budget Increase		$36,300
Authorized Salaries	Service Worker 1		$31,928
Contracted Equip Maint.	Maintenance - Misc Equip		$24,250
Employee Benefits	Other Benefits- Medical		$7,000
Equipment Under $5,000	Repairs / Replacement		$5,000
General Retirement	General Retirement		$3,065
Social Security	Social Security		$1,980
Radio Repairs	Service maint - Motorola		$1,500
Medicare	Medicare		$463
Uniforms	Wearing Apparel		$338
Prof. & Contractual	Convert to Service Worker 1		($20,000)
		Landfill	**$180,909**
MRF Operations (17750)			
Contracted Temp. Help	MRF Temporary Money Increase		$75,000
Other Line Supplies	Baler Parts Supply		$25,000
Equipment Under $5,000	MRF Radio Replacements		$19,000
Revenue Share Pmt	Avondale IGA Revenue Share		$13,000
Other Line Supplies	Baler Parts		$6,000
		MRF Operations	**$138,000**
Recycling (17740)			
Other Line Supplies	Additional Containers		$83,000
Other Line Supplies	Recycling Containers		$10,500
		Recycling	**$93,500**
LANDFILL FUND TOTAL			**$412,409**
Sanitation Fund (2480)			
Field Operations			
Residential-Loose Trash Collec (17840)			
Authorized Salaries	Salaries for LT		$116,426
Equipment Maint.	Equipment Maintenance (S)		$108,750
Landfill Charge	Landfill Charge		$89,000
Authorized Salaries	Salary for New Crew Leader		$44,926
Employee Benefits	Employee Benefits		$28,000
Shop Chargeback-Fuel	Fuel Chargeback (S)		$20,000
General Retirement	General Retirement		$14,683
Insurance Premium	Insurance Expense		$11,705

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

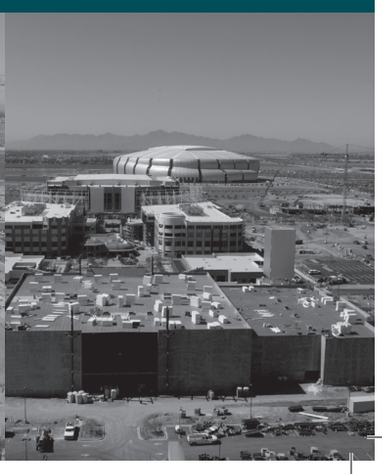
Schedule Thirteen
Supplemental Budget Items

Fund Dept Program Account	Description	FY 2008 Budget*
Field Operations		
Residential-Loose Trash Collec (17840)		
Social Security	Social Security	$10,003
Veh/Equip Repl Chgs	Vehicle Replacement Exp (S)	$2,875
Other Line Supplies	Hand-held Radio	$2,500
Medicare	Medicare	$2,339
	Residential-Loose Trash Collec	**$451,207**
Sanitation Roll-off (17810)		
Landfill Charge	Landfill Charge	$50,000
Authorized Salaries	Salary for Operator	$38,809
Shop Chargeback-Fuel	Fuel Chargeback (S)	$25,000
Equipment Repair	Shop Charges	$25,000
Employee Benefits	Employee Benefits	$7,000
General Retirement	General Retirement	$3,532
Insurance Premium	Insurance	$2,926
Social Security	Social Security	$2,406
Medicare	Medicare	$563
	Sanitation Roll-off	**$155,236**
SANITATION FUND TOTAL		**$606,443**

Grand Total: $43,336,706

* Includes both ongoing and one-time funding. Salary & benefit amounts are from individual supplemental requests.

APPENDIX



MISCELLANEOUS STATISTICS FROM 2005 AMERICAN COMMUNITY SURVEY

POPULATION DISTRIBUTION:

Age	#	%
5 years & Under	22,463	9.77%
5 to 9 years	17,504	7.61%
10 to 14 years	17,163	7.46%
15 to 19 years	19,022	8.27%
20 to 24 years	16,626	7.23%
25 to 34 years	34,361	14.95%
35 to 44 years	33,884	14.74%
45 to 54 years	27,866	12.12%
55 to 59 years	13,143	5.72%
60 to 64 years	12,200	5.31%
65 to 74 years	9,101	3.96%
75 to 84 years	5,097	2.22%
85 years & over	1,483	0.65%
Total	229,913	-

Median age: 31.1

Sex	#	%
Male	115,219	50.11%
Female	114,694	49.89%

INCOME AND BENEFITS (2005 INFLATION-ADJUSTED $'s):

Income	Households in Range	
	#	%
Total Households	79,828	
Less than $10,000	6,872	8.61%
$10,000 to $14,999	5,381	78.30%
$15,000 to $24,999	8,912	165.62%
$25,000 to $34,999	8,967	100.62%
$35,000 to $49,999	11,608	129.45%
$50,000 to $74,999	16,325	140.64%
$75,000 to $99,999	10,503	64.34%
$100,000 to $149,999	8,186	77.94%
$150,000 to $199,999	2,134	26.07%
$200,000 or more	940	44.05%

Median household income: $46,713
Mean household income: $56,642

Median Monthly Owner Cost w/ Mortgage: $1,217
Median Value of Owner Occupied Units: $196,200

Per capita income: $20,699

SCHOOL ENROLLMENT:

Population 3 yrs & older	Enrolled	
	#	%
Enrolled in School	68,595	-
Nursery school, preschool	4,442	6.48%
Kindergarten	2,568	3.74%
Elementary school (grades 1-8)	28,490	41.53%
High school (grades 9-12)	15,483	22.57%
College or graduate school	17,612	25.68%

EDUCATIONAL ATTAINMENT

Education	Attained	
	#	%
Population 25 years and over	137,135	-
Less than 9th grade	9,788	7.14%
9th to 12th grade, no diploma	13,103	9.55%
High school graduate (or equivalent)	36,125	26.34%
Some college, no degree	36,750	26.80%
Associate's degree	13,526	9.86%
Bachelor's degree	18,868	13.76%
Graduate or professional degree	8,975	6.54%
Percent high school graduate or higher	114,244	83.30%
Percent bachelor's degree or higher	27,843	20.30%

OCCUPATION DISTRIBUTION:

Occupation	Employed	
	#	%
Employed (Age 16 & over)	106,692	-
Management/Professional	31,570	29.59%
Service	16,675	15.63%
Sales and office	28,958	27.14%
Farming/fishing/forestry	101	0.09%
Construction/maintenance	15,890	14.89%
Prod./transport/Material Moving	13,498	12.65%

MISCELLANEOUS STATISTICS

Year Founded: 1892

Date of Incorporation: June 19, 1910

Form of Government:
Council/City Manager

County: Maricopa

Elevation: 1,152 Ft.

Top Five Glendale Employers:

U.S. Air Force-Luke	8,400 Military/Civil
Arrowhead Towne Center	2,500
Banner Health System	2,500
City of Glendale	2,101
Glendale Union High School District	1,862

Annexed Area in Sq. Miles:

	Annexed	Total
1910	1.011	1.01
1910-1969	14.243	15.25
1970-1979	24.224	39.48
1980-1989	10.612	50.09
1990-1999	4.960	55.05
2000-2001	.614	55.67
2002	.388	56.05
2003	.828	56.88
2004	.058	56.94
2005	.451	57.39
2006	1.32	58.71

Population:

1970	36,228
1980	97,172
1985 (Special Census)	122,392
1990 (Census)	148,134
1995* (Special Census)	182,615
2000	219,705
2001	224,703
2002	227,763
2003	231,288
2004	233,281
2005	235,987
2006	243,881
2007 (Estimate)	246,160

***** All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing as of July 1, 2007:

Full-time	2,052.00
Part-time	48.51
Total authorized FTE's	**2,100. 51**

Elections:
Number of votes cast:

Primary Election (9/06)	18,555
General Election (11/06)*	9,704
Citywide Special Bond Elec. (5/07)	7,001

Percentage of registered voters voting in:

Primary Election (9/06)	21.22%
General Election (11/06)*	59.22%
Citywide Special Bond Elec. (5/07)	8.19%

*Barrel District only

Building Permits:

Fiscal Year	Number	Value of Buildings
1999	8561	$333,138,095
2000	7925	$292,105,521
2001	6944	$287,722,622
2002	5439	$219,539,420
2003	6299	$327,352,955
2004	4819	$359,027,305
2005	6980	$546,094,645
2006	6844	$445,703,739
2007*	4570	$495,022,903

*Through March of 2007.

Parks and Recreation (as of May 2007):

Number of Neighborhood Parks	59
Community Parks	9
Sports Complexes	3
Total Park Acreage	2,149.4
Playgrounds	58
Ramadas	117
Tennis Courts	38
Racquetball Courts	58
Basketball Courts	50
Volleyball Courts	39
Soccer/Football Fields	54
Softball Fields	53
Swimming Pools	8
Dog Parks	3
Group Ramadas	7
Area Lights	1,394
Park Benches	503
Drinking Fountains	130
Barbeques	230
Picnic Tables	579
Miles of Trails	41.5
Feet of Multiuse Walkways	412,045

Library (Proj. for FY 2007):

Number of Libraries	3
Cardholders	162,237
Annual:	
Circulation	2,299,761
Library Visits	1,184,383
Public Computer Usage	349,252
Youth Programs	3,112
Adult Programs	640
Number if Items:	
Main Library	281,425
Foothills Branch	193,850
Velma Teague Branch	75,966
Total Items	**551,241**

Fire Protection (for CY 2006):

Number of Stations	9
Employees	257.5 (227 sworn)
Avg. Response Time	4 Min.
Number of Calls	
EMS	34,181
Fire	3,956
Miscellaneous	950
Special Operations	474
Total Calls	**38,448**

Police Protection (for CY 2006):

Number of Stations	3
Employees	546.5 (151.5 sworn)
Calls Processed*	551,319
Vehicular Patrol Units**	93
Number of Reserves	10

*Includes incoming, outgoing and 911 calls
**Marked by lights/sirens & uniformed patrol officers

City Court Offences Processed (for FY 2006):

DUI	1,768
Serious Traffic	706
Other Criminal Traffic	5,763
Civil Traffic	31,242
Non-Traffic Misdemeanor	7,604
Total Citations Issued	**47,083**
Protective Orders	**2,650**

Transportation (as of June 2007):

Miles of Streets Maintained	
Arterial	98.5
Secondary (1/2 Mile Streets)	64.0
Collector (1/4 Miles Streets)	91.0
Local	464.5
Alleys	18.3
Unpaved	0.0
Total	**736.3**

Water Utilities (for CY 2006):

Number of Active Customers	60,620
Miles of System (lines)	750
Annual Consumption	16,233.2 M Gal
Avg. gallons/user/month	22.3 K Gal
Avg. gallons/user/year	267.8 K Gal
Available Storage Capacity	62.1 M Gal
Avg. Treatment Plan Capacities	
Cholla	30.0 MGD
Pyramid Peak	48.0 MGD
Avg. Daily Water Produced	44.5 M Gal

Wastewater Utilities (for CY 2006):

Number of Active Customers	60,560
Miles of Collection Lines	669
Treatment Plant Capacities	
WAWRF	11.5 MGD
Arrowhead	4.5 MGD
Annual Wastewater Treated	3.175 B Gal

Sanitation (FY through May 2007):

Number of Customers	54,357

Landfill & MRF (FY through April 2007):

Number of Customer Transactions	159,719
Tonnage Processed	
Residential	182,385
Commercial	103,368
Recycle	25,663
Total	**311,416**

Sources: Various City of Glendale Department Records
U.S. Census

ACRONYMS

A	
ACDC	Arizona Canal Diversion Channel
ADEQ	Arizona Department of Environmental Quality
AFB	Air Force Base
AMFP	Arizona Municipal Financing Program
AWRF	Arrowhead Water Reclamation Facility
B	
BofA	Bank of America
C	
CAFR	Comprehensive Annual Financial Report
CAP	Community Action Program
CD	Community Development
CDBG	Community Development Block Grant
CFD	Community Facilities Districts
CIP	Capital Improvement Plan
CMAQ	Congestion, Mitigation and Air Quality Grants
COA	Chart of Accounts
COLA	Cost of Living Adjustment
COPS	Community-Oriented Policing Services
CPI	Consumer Price Index
CPI-U	Consumer Price Index for Urban Users
CTOC	Citizen's Transportation Oversight Commission
CW	Citywide
CY	Calendar Year
D	
DIF	Development Impact Fees
DMP	Debt Management Plan
E	
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
F	
FAA	Federal Aviation Administration
FARE	Fines, Assessment & Restitution Enforcement
FT	Full Time
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year

G	
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
G.O.	General Obligation
GO!	Glendale Onboard
H	
HR	Human Resources
HUD	Department of Housing and Urban Development
HURF	Highway User Revenue Fund
I	
IGA	Intergovernmental Agreement
IGP	Intergovernmental Programs Department
IT	Information Technology
IVR	Interactive Voice Response
IVR	Interactive Voice Response
IWR	Interactive Web Response
L	
LID	Local Improvement Districts
LLEBG	Local Law Enforcement Block Grant
LTAF	Local Transportation Assistance Fund
M	
MAG	Maricopa Association of Governments
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
N	
NFL	National Football League
NFPA	National Firefighter Protection Association
NHL	National Hockey League
NIMS	National Incident Management System
O	
O&M	Operational and Maintenance
OSHA	Occupational Safety and Health Administration

P	
P&R	Park & Ride
PC	Personal Computer
R	
RICO	Racketeer Influenced and Corrupt Organizations
RPTA	Regional Public Transportation Authority
S	
SROG	Sub-Regional Operating Group
SRP	Salt River Project
V	
VOCA	Victims of Crime Act
W	
WAWRF	Western Area Water Reclamation Facility
WIFA	Water Infrastructure Finance Authority
WRF	Water Reclamation Facility
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

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.

A

ACCRUAL BASIS OF ACCOUNTING: The most commonly used accounting method, which reports income when earned and expensed when incurred, as opposed to cash basis accounting, which reports income when received and expenses when paid.

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.

B

BALANCED BUDGET: Arizona law (Title 42 Arizona Revised Statutes) requires the City Council to annually adopt a balanced budget by purpose of public expense. The City Charter also requires an annual balanced budget. The Charter specifically states that "the total amounts in the budget proposed for expenditure shall not exceed the total amounts proposed for expenditure in the published estimates.

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.

C

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.

CAPITAL IMPROVEMENT PROJECT: Non-routine capital expenditures that generally cost more than $50,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city.

CARRYOVER: Year-end savings that can be carried forward to cover any one-time expenses such as supplies, equipment, or special contracts.

D

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.

DEPRECIATION: The decline in the value of an asset due to general wear and tear or obsolescence.

DEVELOPMENT IMPACT FEE: Fees requiring new development to cover the increased cost to the city of providing new infrastructure when they construct new residential and commercial developments.

E

ENCUMBRANCE: The formal accounting recognition of commitments to expend resources in the future.

ENTERPRISE FUND: Funds that are accounted for in a manner similar to a private business. Enterprise funds are intended to be self-sufficient with all costs supported primarily by user fees. The city maintains three enterprise funds: water/sewer, landfill and sanitation.

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 1980 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.

F

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.

G

GENERAL FUND: Primary operating fund of the city. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, planning and economic development, general administration of the city, and any other activity for which a special fund has not been created.

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.

I

INFRASTRUCTURE: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks, and airports.

L

LOCAL IMPROVEMENT DISTRICT: Local Improvement Districts 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 special assessment.

O

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 AND MAINENANCE (O & M) 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.

OPERATING BUDGET: The day-to-day costs of delivering city services.

P

PAY AS YOU GO CAPITAL PROJECTS: Capital projects funded by general fund operating revenues.

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 2003 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.

R

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.

S

SECONDARY PROPERTY TAX: A tax levy restricted to the payment of principal and interest on general obligation bonds.

SERVICE LEASE: A lessor maintains and services an asset under a service lease.

SPECIAL REVENUE FUND: A fund that accounts for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

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.

T

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.

U

USER CHARGES: The payment of a fee in direct receipt of a public service by the party who benefits from the service.

W

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.

FREQUENTLY ASKED QUESTIONS

The City of Glendale designed the Annual Budget to offer citizens and staff an understandable and meaningful budget document. This guide will provide assistance to those unfamiliar with Glendale's budgeting and financial planning processes.

What is a "Fiscal Year (FY)" and when does it begin and end? The City of Glendale and State of Arizona follow a Fiscal Year (FY) that starts July 1 and ends June 30. A Fiscal Year is the period designated by the city for the beginning and ending of financial transactions or a budget cycle. The "2008 Annual Budget" or "Fiscal Year 2007-08 (FY 2008)" refers to the period that begins July 1, 2007 and concludes on June 30, 2008.

What does it mean to, "adopt the budget?" Budget adoption is a formal action taken by the City Council that sets the city's priorities and spending limits for the upcoming fiscal year. The FY 2008 budget will be formally adopted by the City Council at a public meeting in June 2007, though city staff has been preparing the budget for months in advance.

How do I get involved or learn about the budget before it's adopted? At any time of the year citizens can view the city's budget online, in city libraries or at City Hall. Residents can discuss it with neighbors, city staff or Council Members. In addition, the City Council has several special Budget Workshops every March and/or April that citizens can attend, watch on KGLN cable channel 11 or borrow on videotape from Glendale's libraries.

What is meant by "budget appropriation?" Budget appropriation refers to authorizations made by the City Council that permit the city to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Glendale. The city cannot collect or spend money unless it is appropriated, and this ensures the public's money is spent according to the public's needs as expressed by the democratically elected City Council.

What are municipal bonds? A municipality, such as the City of Glendale, will sell (issue) bonds primarily to finance capital projects. This is similar to a family taking out a mortgage in order to finance a house. Just like a family, the city has basic necessities (infrastructure) like roads and office buildings, but usually does not have cash available for such major purchases. Municipal bonds are like loans that help make large, important purchases affordable. Bonds also effectively spread out the costs of major projects across their useful life, so all those citizens who utilize them can help pay for them.

What is the difference between the capital budget and the operating budget? The Capital budget, or Capital Improvement Plan, is an appropriation of bonds or operating revenue for improvements to city facilities that may include buildings, parks, streets and water and sewer lines. The operating budget covers the costs of the city's day-to-day operations, such as employee salaries, supplies and contracts.

What is carryover? Carryover refers to year-end savings that can be carried forward into the next fiscal year to cover any one-time expenses such as supplies, equipment or special contracts that were budgeted for but not purchased (or paid for) in the previous fiscal year. For example, if a piece of equipment was ordered in June (the last month in a fiscal year) but not received until July (the start of the next fiscal year), then the "savings" from the previous budget year could be used to purchase the equipment in the next budget year using carryover appropriation.

What is a debt ratio? The debt ratio is total debt divided by total assets. This is one measurement of fiscal health. If the city, or a family, owes substantially more money than the value of the things it owns or its ability to generate revenue, a dangerous financial situation exists. The lower the debt ratio, the better interest rates the city can receive when it wants to sell more bonds to finance additional capital improvements for Glendale.

What is debt service? A family's debt service is the payments they make on loans, such as a mortgage and credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip on mortgage or credit card payments, the city must always keep up on its debt service, so this will always be a part of the city's budget.

What is an encumbrance? An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that funding is encumbered until delivery. Once the equipment is received, the invoice is paid and the encumbrance becomes an expense.

What is an expenditure? Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

What is an expenditure limitation or permanent base adjustment? Arizona municipalities can only spend funds up to a level specified by the State or local voters via Home Rule (see Glendale's City Charter at http://www.municode.com/resources/gateway.asp?pid=13944&sid=3). This is meant to ensure local government budgets are balanced. Glendale's voters approved Home Rule that required voters to approve a four-year expenditure limit based on actual revenues the city has received. However, in the spring of 2000, Glendale voters approved a permanent base adjustment, eliminating the need for further expenditure limitation elections.

What is a full-time equivalent position (FTE)? An FTE refers to one or more employees working 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE.

What is the definition of a budget fund? Glendale currently has 100 budget funds to help keep track of and focus resources. These include the General Fund, Transportation Fund and Water and Sewer Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children's college fund, a retirement fund, vacation fund and household expenses fund (such as an IRA, savings and checking account). A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Glendale uses separate funds in order to correctly and legally track revenues and expenditures by program.

What is a fund balance? Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the city budgets (plans to spend) $15.0 million on roads next year, but only spends $14.0 million, there is a $1.0 million fund balance.

What does the word "group" in Glendale's budget mean? Every department belongs to an administrative group led by a Deputy City Manager, City Manager and Assistant City Manager. These groups include Administrative Services, Appointed & Elected Officials, Community Development, Community Services, Internal Services, Public Safety and Public Works.

What are infrastructure and capital improvements? Infrastructure and capital improvements refer to facilities that need to be in place in order to support the basic needs of residents and businesses in the community. Examples include roads, water lines, sewers, public buildings, parks and airports.

What are Strategic Priorities and benchmarks? Why does Glendale use them?
Strategic Priorities, developed by the City Council, are statements of community values that direct the city's operations and help demonstrate progress towards a shared vision. City staff uses these priorities to assist in program development, creating annual budget requests, and building department business plans.

Benchmarks are established for each activity listed in business plans and represent a desired level of performance that demonstrates the efficient use of city resources to do the most good. City staff measures actual performance throughout the year, makes comparisons to established benchmarks, determines the causes for deviation, and evaluates alternative courses of action.

What exactly is a "program" in the city budget? A program is a group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility. For example, one program in the Field Operations Department is Street Cleaning. Based on staff's assessment of costs and needs, the desires of citizens and the priorities of the City Council, the Field Operations Department is budgeted a set amount of money to accomplish street cleaning.

What is "assessed valuation" and how does it relate to *my taxes* and the city's budget? Each year the Maricopa County Assessor's Office determines the value of all property within the county, including city buildings and individual homes. These assessment values are then used as a basis for levying property taxes. The City of Glendale charges $1.62 in property tax per $100 of assessed valuation ($0.2925 primary rate and $1.3275 secondary rate).

How much does the city receive from my property tax bill and how is it used? Primary Property tax revenue represents 2.3% of the city's General Fund revenue, which is estimated at $3.89 million in this year's budget. Secondary Property Tax, used to pay off General Obligation bonds, will generate approximately $24.70 million in FY 2007. The City of Glendale is one of several entities that receive a portion of the property taxes residents pay, with school districts typically receiving the majority. Each year the Glendale City Council levies the property tax one week after final budget adoption.

Primary Tax: Arizona law limits the primary property tax levy amount and municipalities may use revenue from this tax for any lawful purpose. Glendale's FY 2008 primary property tax rate of $0.2925 per $100 of assessed valuation is used for General Fund operations.

Secondary Tax: Arizona 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. Glendale's FY 2008 secondary tax rate of $1.3275 per $100 of assessed valuation is used to pay debt service on General Obligation bonds.

Where does the city's revenue come from? Glendale's revenue comes from a variety of sources, including sales tax, property tax, user charges and other levels of government.

What is state-shared revenue? The state of Arizona shares a portion of its tax revenues (from sales, income and motor vehicle in-lieu taxes) with Arizona cities and towns. This funding is divided among the cities and towns using population formulas supplied by state law. These state-shared revenues comprise a large portion of most city and town budgets, including 41.1% of Glendale's General Fund.

State-shared revenue enables local governments to continue providing basic services, such as police and fire protection, without burdening the residents with additional local taxes. All cities receive a proportional amount of funding based on population. Since cities and towns are not equally wealthy, state shared revenue is of great assistance, especially to cities with lesser wealth or greater service needs. Because state-shared revenue distribution is a specified percentage of state revenue collections, as state revenue declines, city revenue declines. Consequently, in difficult economic times, cities 'feel the pinch' just as the State does.

What is meant by "supplemental increase?" When a department cannot support its increased service needs or lacks the necessary resources required within their budget, the department will submit a request for a supplemental increase. This allowance provides funding for additional personnel, equipment and related expenses that enhance the service level of a program.

What is a budget transfer? A budget transfer moves budget appropriation between programs or funds. Transfers within funds may be done on the City Manager's authority; the City Manager is appointed by the City Council to act as the city's chief executive officer. Transfers between funds require City Council approval.

What are user charges? User charges are fees paid in direct receipt of a public service by the party who benefits from the service. Fees paid for recreation classes or leagues that citizens elect to sign up for and participate are examples of user charges.

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