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 **Preliminary 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.

Annual Budget | 2008-2009

City of Glendale, Arizona

CITY OF GLENDALE, ARIZONA
FY 2008-09 ANNUAL BUDGET

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To The Citizens of Glendale:

Glendale's FY 2009 operating and capital budgets have been structured to sustain and enhance quality city services as well as continue prudent, strategic investments in our dynamic community. City Council's vision of 'one community' as expressed in our strategic goals and key objectives forms the foundation of our budgets. Those strategic goals, which we reaffirmed in November 2007, are listed below.

- 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.

Providing you with the best level of public safety services is, and always will be, one of our highest priorities. In developing our FY 2009 operating budget, the City Council approved 41 new positions for our Police Department and 11 new positions for our Fire Department. With these additions, City Council has added a total of 178 new positions to our Police and Fire Departments since June 2006.

On September 11, 2007 Glendale held a special election at which you, our voters, passed Proposition 207. As a result, the rate for city sales tax dedicated to Public Safety services has been increased from one-tenth of one cent to one-half of one cent. The revenue collected from this tax can only be used by our Police and Fire Departments to fund additional positions, equipment and other items necessary for them to carry out their missions. Public safety positions currently funded out of the General Fund will remain in the General Fund as there can be no supplanting with the additional funds expected from the rate adjustment.

Your approval of Proposition 207 demonstrated the importance you also place on ensuring our Police and Fire Departments will always have the staffing and equipment they need. The revenue derived from the passage of Proposition 207 is providing the funding needed for all of the new public safety positions that will be added in FY 2009.

Another of the City Council's strategic goals is to help create and sustain strong neighborhoods. To achieve this goal, we have committed $600,000 to the Neighborhood Improvements Grant program. This program was created to encourage older neighborhoods to plan and implement

projects that promote private investment for the preservation and improvement of physical conditions within the city. Since the inception of the Neighborhood Improvements Grant Program, $8.09 million has been provided to fund 191 neighborhood requests. Accompanying private investment, through contributions of cash and sweat equity, totals an additional $886,000.

Recognizing that commercial centers are often the "front door" to our neighborhoods, we have included $150,000 in our FY 2009 budget to continue our long-running, highly successful Visual Improvement (VIP) Program. This program assists business owners in the renovation and improvement of the exteriors of their business properties. VIP has been the catalyst in helping to bring many properties up to current building code standards and at the same time improving the appearance of large, very visible parcels throughout our city.

Well maintained infrastructure is an important element of strong neighborhoods, and is critical for the attraction of quality economic development. To that end, funding will continue for our city's Pavement Management Program. Overlay work on arterial and residential streets will be possible with $11.5 million in our capital program for FY 2009. The use of 2 inches or more of rubberized asphalt overlay on our arterial streets will double the life of those roadways to15-20 years. Rubberized asphalt has the added benefit of minimizing road noise for the surrounding residential neighborhoods and business centers. Approximately 10-12 miles of arterial roads are planned for overlay work in FY 2009 with approximately 25 miles planned for residential streets.

We are also continuing our commitment to enhance the economic and social vitality of Glendale's "city center". Our City Center area is defined in our General Plan as three square miles in size, bounded by 43rd Avenue on the east, 67th Avenue on the west, Orangewood Avenue on the north, and Maryland Avenue on the south. Two programs begun in FY 2008 that address this City Council strategic goal are the downtown beautification program and the Glendale Express shuttle between our historic downtown and the sports and entertainment district in western Glendale. Both of these programs will be continued through FY 2009.

A public investment completed in FY 2008 that moves us forward in creating a vibrant city center is our new downtown parking garage located at the southeast corner of 58th Avenue and Palmaire. This 600-space structure replaces a 140-space surface parking lot and includes 11,000 square feet of retail, restaurant, and office space. The garage's brick facade echoes Glendale's important historic heritage.

A second public investment in Glendale's city center that was completed in FY 2008 was a project totaling $19 million of infrastructure, landscape, and streetscape improvements. This project brought improved important infrastructure and enhanced visual appeal to our Old Towne and Catlin Court areas.

Recently the City Council formally initiated work on a third public investment in our city center area. That project is a much-needed city court complex which will be built at 4715 W. Glendale Avenue. The contract for the design of the facility was awarded in February 2008. Funds for the

construction of the $42 million building are included in the city's capital plan for FY 2009. We expect our new city court to open early in FY 2010.

During our November 2007 council retreat, City Council identified the need for a citywide redevelopment plan as one part of a multi-faceted effort to continue attracting quality economic development to Glendale. For FY 2009, we have committed ongoing funds for a new Redevelopment Program that will lead to the establishment of strategies to improve and enhance under-performing or under-utilized areas of the city. The purpose of this effort is to encourage local business growth that will benefit the Glendale community and generate higher levels of sales tax revenues.

Our FY 2009 capital budget also includes $13.7 million for economic development related projects such as land acquisition, new development infrastructure, and redevelopment of older infrastructure. The overall goal of these capital projects is to attract high quality projects that create or retain well-paying jobs in Glendale, enhance the city's financial stability and attract new capital investment.

Preserving Luke Air Force Base has been a long-standing goal for the City of Glendale. City Council continues to support this strategic goal in FY 2009 by providing funds to continue a consulting contract to protect the base's mission as a key component of our nation's defense and security.

Our strategic goal of keeping Glendale "a city with high quality services for citizens" will be furthered with the new branch library planned as a part of our municipal campus at 83rd Avenue and Bethany Home Road. In January 2008, City Council approved the contract for architectural and interior design. Funds for the construction of the new facility are included in the FY 2009 and FY 2010 capital budget.

Another project that will enhance service delivery to citizens is the relocation of our Community Action Program's offices to a more accessible site. Our Community Action Program helps citizens become self-sufficient while they are experiencing a financial hardship or crisis in their lives. Some of the services provided include temporary assistance with utility bills and financial assistance for appliance repairs, home repairs, and telephone bills.

Transportation needs are being addressed proactively through our Glendale Onboard (GO!) Transportation Program. The GO! Program incorporates long-range projects that improve mobility both locally and regionally. The GO! Transportation Program is funded with our city's dedicated one-half cent sales tax that you and other Glendale voters approved in 2001.

Since the inception of the GO! Program, construction of thirty street/intersection, nine bicycle-pedestrian, two transit, and five airport projects have been completed. Projects under construction include seven street/intersection and two bicycle-pedestrian projects. Transit options have continued to improve with extensions and increases in hours of operation and frequency on

existing bus routes. Additionally, new services have been added such as neighborhood circulators and a taxi-subsidy program. Capital projects planned for FY 2009 include enhanced bus stops and shelters, design of the Northern Parkway, continued improvements along the 67th Avenue corridor, Grand Avenue access enhancements and beautification, and further implementation of smart traffic signals.

To make using public transit easier and, therefore, a more viable option, we recently opened a Park and Ride facility at 99th and Glendale Avenues. This facility has 392 available parking spaces. The site offers express bus service to and from Phoenix, a drop-off/pick-up location, security during business hours, bike racks, and a bike locker. Future plans allow for an additional 254 parking spaces.

There is no doubt that Glendale is both progressive and aggressive in maintaining the quality of our existing facilities and services and well as providing for the continually expanding wants and needs of all in our community. Your well-being and satisfaction with our city is City Council's paramount goal. To do all that we have planned and all that we see on our horizon, we must remain fiscally sound and we have stated that as one of our strategic goals.

Strong financial management is the foundation for the city's overall financial health and continues with our FY 2009 operating and capital budgets. Glendale was recognized again for its strength in this area, as evidenced by the Government Finance Officers Association's annual award to the city's Management and Budget Department and Finance Department for outstanding budget and financial reports. In addition, the city has enhanced its traditionally strong bond rating because of the city's prudent fiscal management practices.

This is a troublesome time for our national economy and our state economy. Yet, it is important to City Council to continue our efforts to reduce the tax burden on you, our citizens. Following on last year's 10 cent reduction in our city property tax rate, we will lower your property tax another 2.5 cents per hundred dollars of assessed valuation. This means our overall property tax rate will decrease to $1.5951 for FY 2009.

These decreases have been largely made possible by the new commercial development occurring in Glendale over the last few years. While the residential real estate market in the metropolitan area is in transition and valuation decreases are expected through FY 2010, we are experiencing a robust growth in commercial development. Of the $442 million of development currently permitted in Glendale, $412 million is attributable to non-residential projects.

Several years ago City Council directed that Glendale's tax base be diversified and that more emphasis be placed on commercial, office, and industrial development. That action is helping us weather the current economic situation better than most municipalities. The revenue from new development is providing the resources needed to meet today's rising costs in providing existing services and also giving us the opportunity to continue to expand our offerings to you, the citizens of our city. It is clear, then, why City Council has made "one community with quality economic development" one of our strategic goals.

Glendale's Sports and Entertainment District, which is developing at an unparalleled rate, is the area most responsible for the generation of new revenues in our city. Westgate City Center, which opened in November 2006, already includes 2.8 million square feet of retail, lodging, restaurants, entertainment and office uses. Another 1.35 million square feet of development is completed and open in Zanjero, the mixed-use development just north of Westgate. The next phases of both Westgate and Zanjero are under construction at this time.

Rightpath Limited, the developer of Zanjero, has received zoning to move forward with Main Street which will also include entertainment, retail, office, and residential communities along with resort and golf amenities. Main Street is adjacent to Glendale's new Cactus League Spring Training Stadium. In February 2009 the Los Angeles Dodgers and the Chicago White Sox will establish our stadium as their home for spring training baseball games. Rightpath Limited also recently became the Fixed Base Operator (FBO) at our Glendale Airport. Rightpath's enhancements to the 20-year-old FBO facilities include improved and expanded amenities that will increase the level of service available to corporate and private travelers.

These and other notable private and public investments have greatly enhanced Glendale's economic vitality, have added significantly to our employment base, and are contributing to the financial resources needed for us to continue to serve you, our citizens, at the highest level of quality.

The councilmembers and I are pleased to present our FY 2009 budgets to you. We pledge our continued commitment to making Glendale a "city of choice, not chance" for all residents and businesses. Thank you for your confidence and support.

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, 2007.

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
Facilities & Financial Mgmt

Horatio Skeete
Deputy City Manager
Administrative Services

Gloria Santiago-Espino
Deputy City Manager
Community Services

Kenneth A. Reedy
Deputy City Manager
Public Works

Jon Froke
Interim Deputy City Manager
Community Development

Julie Frisoni
Asst. Deputy City Manager
Marketing & Communications

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

Judge Elizabeth Finn
Presiding City Judge

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

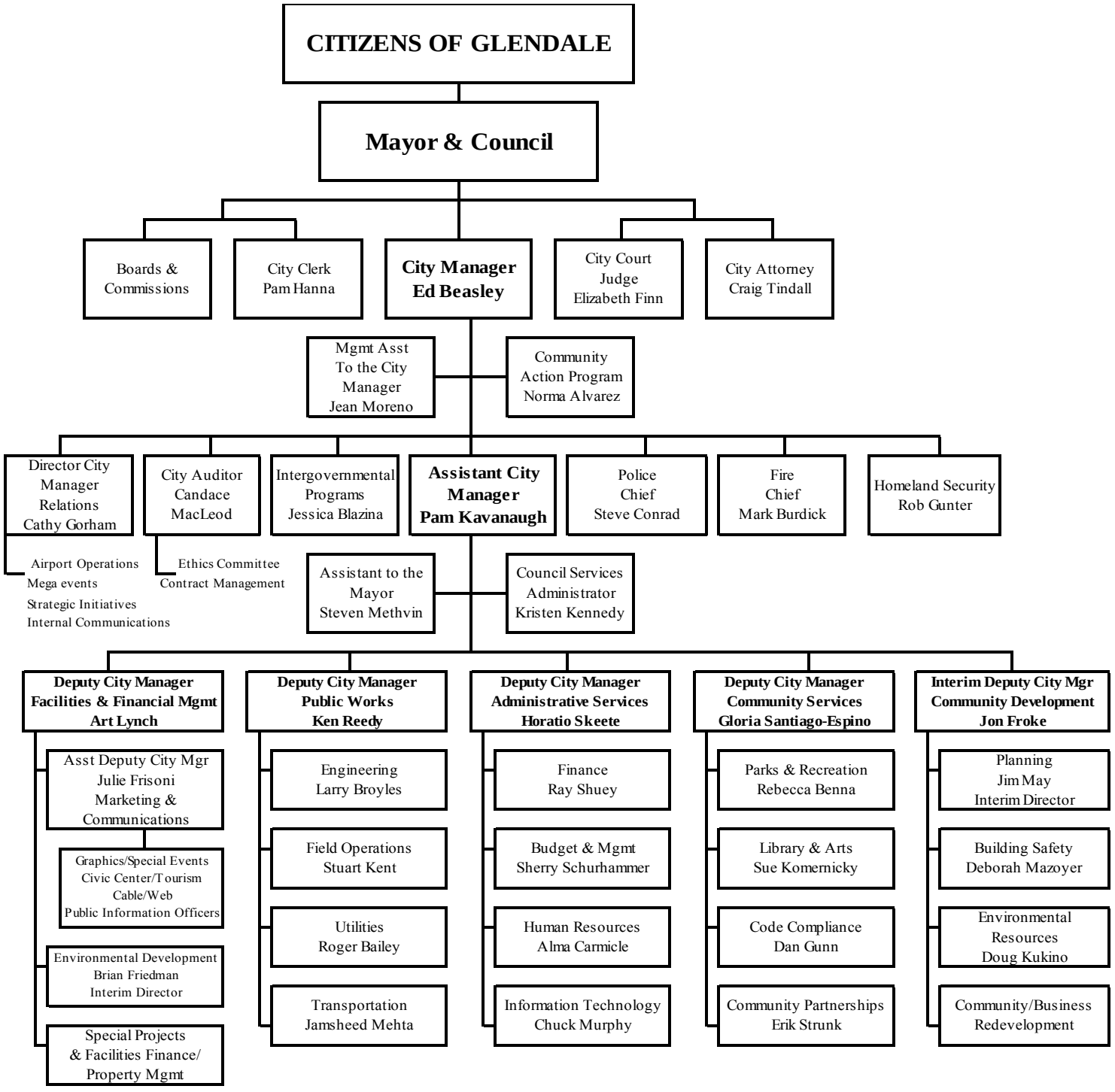
Craig Tindall
City Attorney

Brian Friedman
Interim Economic Development Director

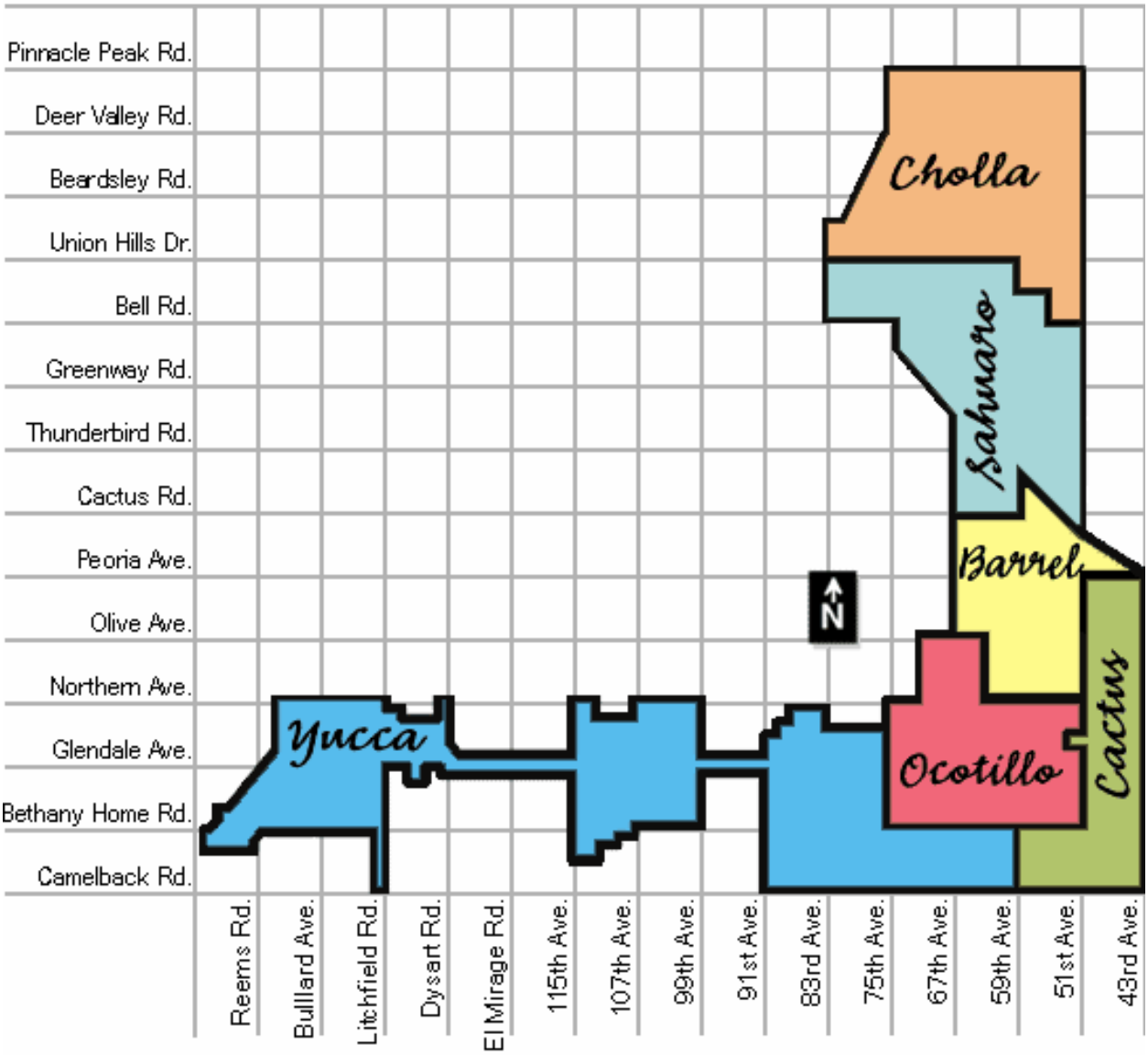
Jessica Blazina
Intergovernmental Relations Director

Sue Komernicky
Library Director

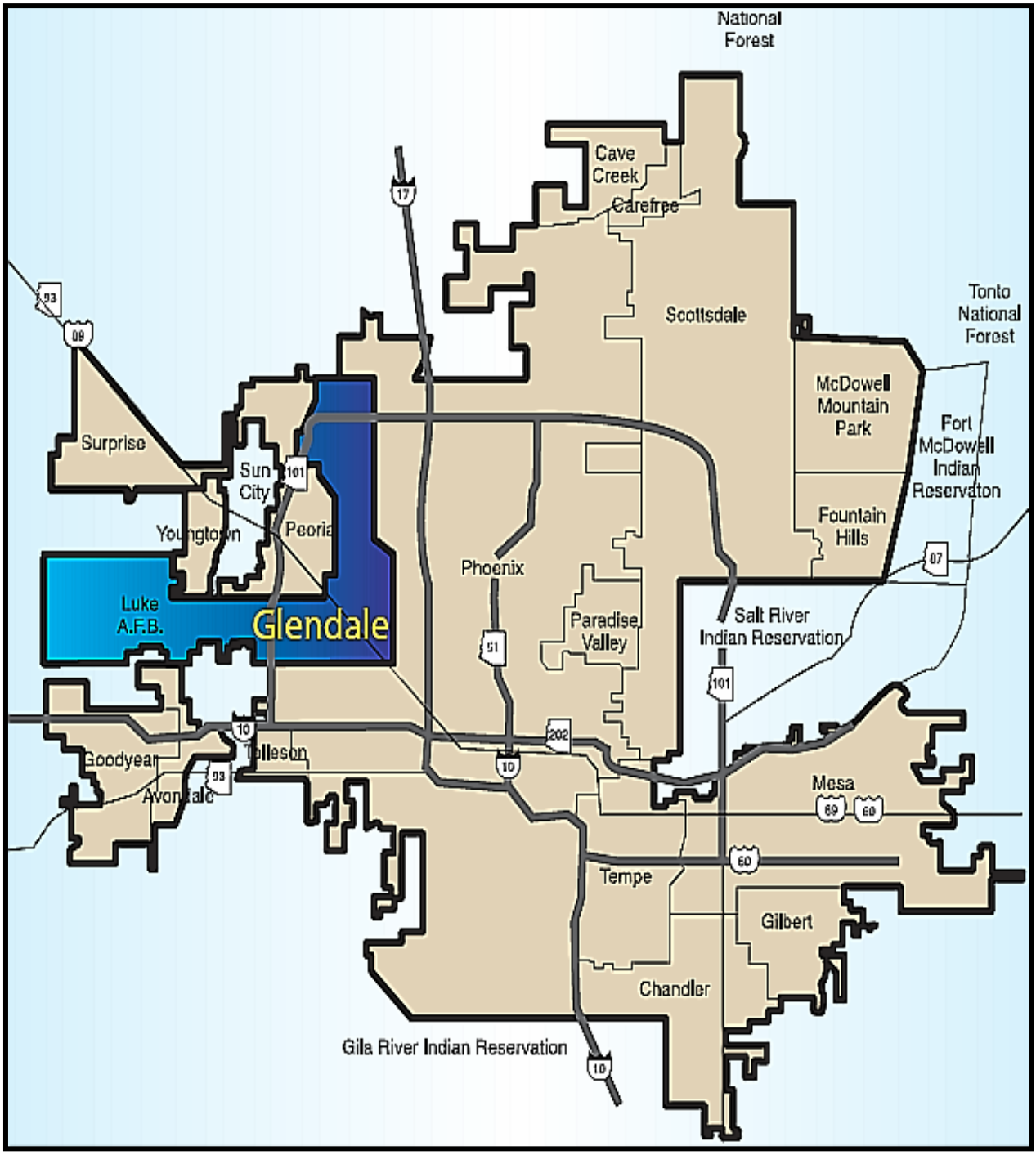
CITY ORGANIZATIONAL CHART



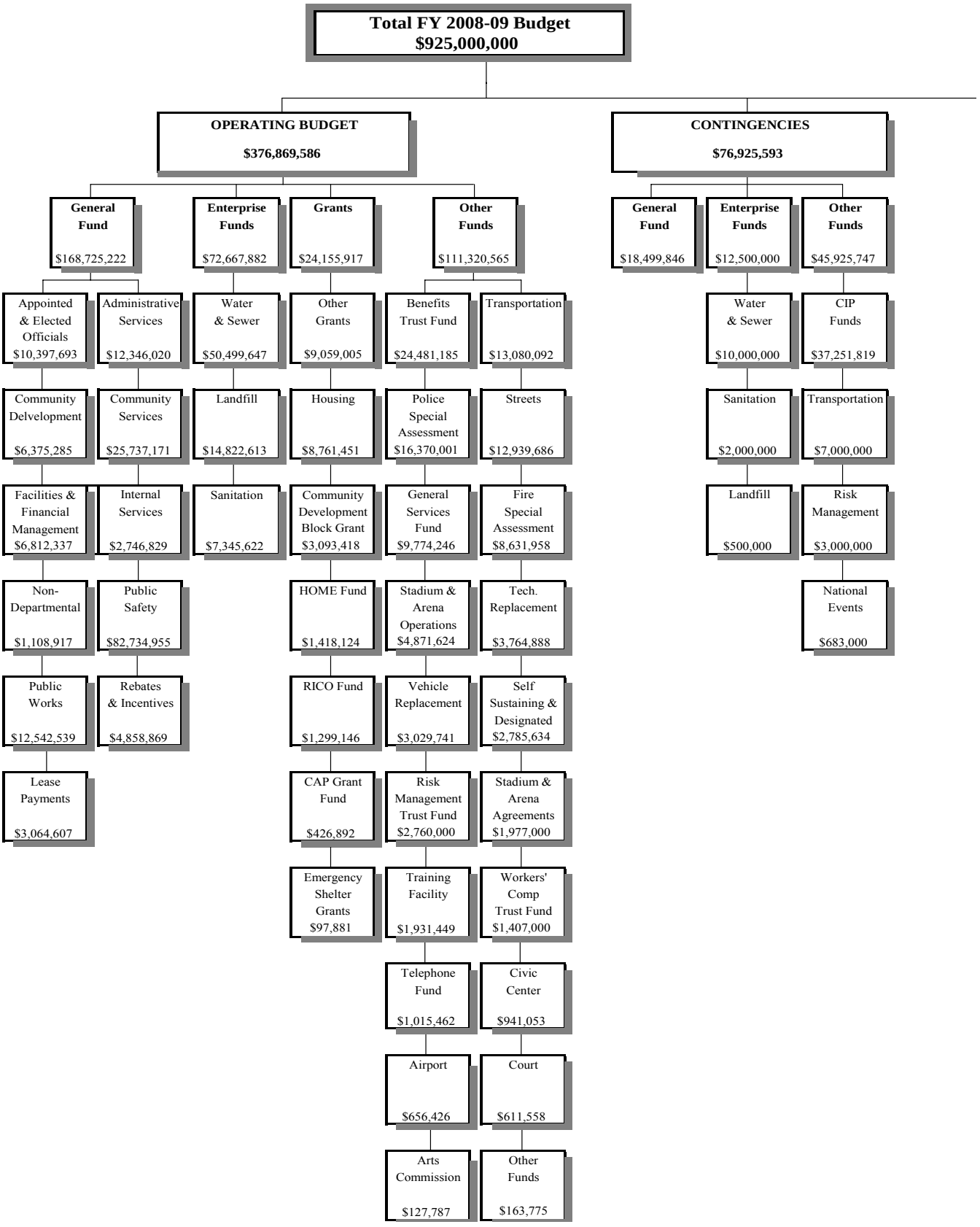
GLENDALE COUNCIL DISTRICT BOUNDARIES



MAP OF GLENDALE AND NEIGHBORING COMMUNITIES



FINANCIAL ORGANIZATIONAL CHART



FINANCIAL ORGANIZATIONAL CHART

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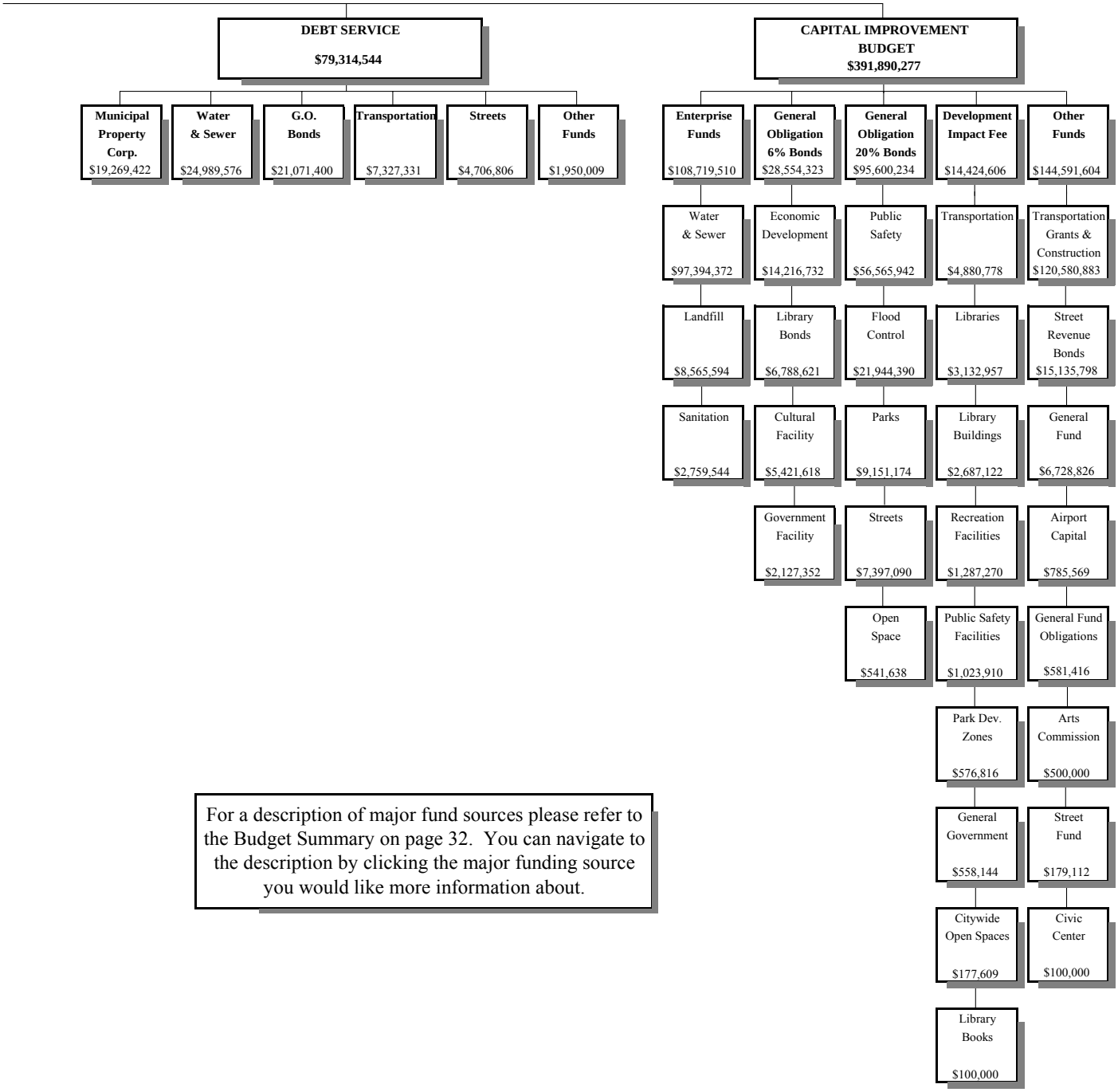


For a description of major fund sources please refer to the Budget Summary on page 32. You can navigate to the description by clicking the major funding source you would like more information about.

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 financial and organizational 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 Summaries

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.

2009-2018 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.

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 2009 BUDGET CALENDAR

October thru December 2007

Capital improvement plan (CIP) budget preparation. This process involves input by departments; the review of project budgets and operating and maintenance budgets by engineering, budget, and facilities management staff; the prioritization of projects based on City Council's strategic priorities and financial constraints; a discussion of various financing options by the CIP finance team; and preparation of the Preliminary CIP 2009-2018 document for City Council review.

November 2007

15 Operating Budget Input Kickoff Meeting

26 FY 2009 budget input by departments begins and continued through December 21.

December 2007

21 Last day for FY 2008 budget input by departments

January 2008

Budget staff and Deputy City Manager for Administrative Services meet with each department to review supplemental requests and begin to develop General Fund balancing scenarios. Budget staff completes revenue projections for FY 2009 in conjunction with staff from the various departments.

February 2008

1–22 Management and Budget Department staff and Deputy City Manager for Administrative Services present various General Fund balancing scenarios to the Executive Team.

25 City Manager's meeting with department directors to present FY 2009 budget strategy.

29 City Manager's follow up meeting with all department directors. Directors whose operations are supported by the General Fund presented 4.5% ongoing base budget reductions (with the exception of the Police, Fire, and Homeland Security Departments which were not required to make 4.5% reductions). They also discussed their most critical supplemental requests for consideration at the final balancing meeting.

29 City Manager's final balancing meeting with Assistant City Manager, Deputy City Managers, Police and Fire Chiefs, City Court Presiding Judge, City Attorney, City Clerk, and Management and Budget Department staff.

March 2008

14 Delivery of the City Manager's recommended FY 2009 operating budget document and the preliminary FY 2009-2018 CIP document to City Council for discussion at the budget workshops scheduled for March and April 2008.

25 1:30 PM – 5:00 PM, 1st budget workshop.

April 2008

1 1:30 PM – 5:00 PM, 2nd budget workshop

15 8:30 AM – 12:00 PM, 3rd budget workshop

22 1:30 PM – 5:00 PM, final budget workshop

May 2008

The final budget document is prepared. This includes preparation of all schedules such as fund balance analyses, summary of revenues, operating budgets by program and fund, debt service schedules, transfers between funds, summary of tax levy and tax rate, etc, departmental narratives, budget message, etc. which takes about 6 weeks.

30 Preliminary FY 2009 budget to City Council for June 10 council meeting

June 2008

5 The Planning Department presents the CIP to the Planning Commission as required by Arizona state law for review to ensure consistency with the City's General Plan.

10 City Council public hearing and preliminary budget adoption.

12 Final adoption and tax levy adoption meeting dates published in Glendale Star. Summary budget information required under Arizona state law is published with the June 24 meeting date and time for the final budget adoption, the setting of the property tax levy for FY 2009, and the respective public hearings for the two actions.

19 Final adoption and tax levy adoption meeting dates published in Glendale Star. Summary budget information required under Arizona state law is published with the June 24 meeting date and time for the final budget adoption, the setting of the property tax levy for FY 2009, and the respective public hearings for the two actions.

24 City Council public hearing and final budget adoption, and City Council public hearing and adoption of the property tax levy at regular City Council evening meeting.

July 2008

1 Start of FY 2009

2 FY 2009 budget document complete and available for distribution

September 2008

TBD Clean up ordinance to Council re: FY 2008 inter-fund budget transfers

FY 2009 BUDGET PROCESS

OVERVIEW:

Council created the FY 2009 operating and capital budgets based upon its vision of 'one community.' The strategic goals that they had originally established in November 2006 were reaffirmed by Council this year and remain as follows:

- 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 2009 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.

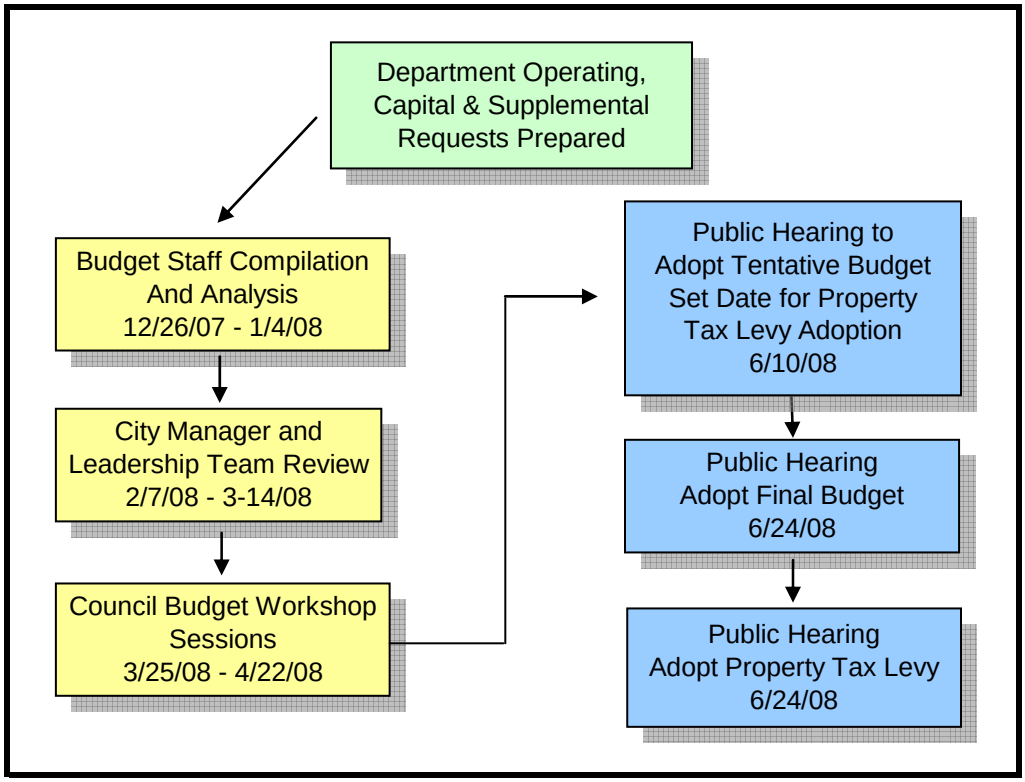
These messages were conveyed to the city's deputy city managers, department heads and budget experts through a variety of meetings led by executive staff. The Management and Budget Department also conducted training to inform staff about changes for the upcoming year and instructed staff on how to use the budget inputting system for the FY 2009 budget process.

The Management and 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 November 2007. All salary & benefit related items are calculated and established separately by the Management and 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 were reviewed and evaluated in January and February 2008 because there were many more requests than it would be possible to fund. A final balancing meeting with executive leadership occurred in February. Decisions at this meeting resulted in the recommended budget presented to City Council at a series of budget workshops held in March and April.

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 2009 and the property tax levy for FY 2009, consistent with the City Charter and state law, in June 2008.

The chart below illustrates how the budget process works once Council has established their goals for the upcoming year and that direction is conveyed to the organization by the city manager.



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.

Enterprise funds (Water/Sewer, Sanitation and Landfill) 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. However, 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:

The Training Facility Debt Service Fund (Fund 2533) was created to track capital construction contributions from outside agencies, or "partners," for the new Glendale Regional Public Safety Training Center 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. The capital costs were 100% bond financed by the City of Glendale, therefore capital contributions received from the partners will be used to go towards future debt service payments related to this construction. A transfer from this fund to the MPC Debt Service Fund equal to the current debt principal and interest payment will be made from this fund until all proceeds are exhausted at which time the City of Glendale will pick up the remaining payments.

Another new debt service fund was created during FY 2008 titled Transportation Bond Debt (Fund 1970). All debt service payments related to GO! Transportation revenue bonds issuances will be made from this fund. The fund will receive an inter-fund transfer from the

Transportation Fund (Fund 1660) in an amount equal to the current years scheduled debt service principal and interest payment.

Two new special revenue funds were added in FY 2008 to track revenues and expenditures related to public safety, transportation and marketing services provided by the city at events held at the University of Phoenix Stadium and Jobing.com Arena. The funds are titled Stadium Event Operations (Fund 1281) and Arena Event Operations (Fund 1282). Reimbursements for city services, in accordance with signed agreements, are recorded as revenue. Both funds are scheduled to receive an inter-fund transfer from the General Fund equal to the total expenditure amount that is over and above the projected reimbursement revenue. Therefore, these funds should always end the year with a zero fund balance.

A portion of the Parks & Recreation Self-Sustaining Fund (Fund 1880) was split into a new Parks & Recreation Designated Fund (Fund 1885). This change was made to better account for the monies that are designated for a specific purpose or use. For example, a portion of the revenue received from public pools located at school sites is set aside for the maintenance and up keep of that specific pool in accordance with signed operating agreements. These funds can be used only for stated purposes at this designated facility. The Parks & Recreation Self-Sustaining Fund (Fund 1880) will continue to be used for tracking the revenues and expenditures associated with conducting sports and special interest type classes offered to the city at fees that are designed to recoup the costs associated with conducting those classes.

Budget Message

2008-2009

Honorable Mayor and Council:

Similar to past fiscal years, the City of Glendale enters FY 2009 in a solid financial position despite the downturn in the economy that the country is experiencing. This position is a result of prudent management of city resources as well as wise strategic investments in the community over the last several years. As a result, the city's budget for the coming fiscal year continues to provide the resources to maintain essential city services while moving forward with strategies that ensure a positive, sustainable future.

The FY 2009 operating and capital budgets reflected in this document are balanced between revenues and expenditures. They are based on council's continued vision of 'one community' and the supporting strategic goals and key objectives. Council's specific strategic goals that were affirmed at a November 2007 retreat are:

- 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.

The recommended budgets integrate these guiding principles for FY 2009 and include resources to address the identified goals, with public safety and redevelopment having a high priority.

The overall intent of the recommended budgets is to continue providing exceptional 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.

The current economic environment created challenges for us to address in the FY 2009 operating and capital budgets. The national economy has changed significantly since FY 2008 began. Across the country the housing market is in flux as a new equilibrium point between buyers and sellers is established, especially in the hard-hit Phoenix metropolitan area. Credit also has tightened, for consumers as well as for the business community. Business investment has slowed. These changes are reflected most prominently in the contraction of consumer spending.

Locally, however, Glendale has fared better than other valley cities as a result of strategic decisions to diversify the local economy. No longer is Glendale a bedroom community. As the development of the west area around the Loop 101 freeway demonstrates, Glendale continues to

lead the way locally, regionally, and nationally in terms of the quality, quantity, and diversity of economic development projects that ensure the city's ability to continue funding high quality city services for the community.

Through the third quarter of FY 2008, General Fund (GF) revenue has grown approximately 5% over FY 2007 revenue for the same period. That growth has been attributable primarily to development permits and related fees and state income tax revenue. City and state sales taxes, which comprise 49% of the FY 2008 revenue budget, have declined only 2% from the prior fiscal year despite the softening of consumer spending.

Given this background, the GF ongoing revenue budget for FY 2009 was established to be fiscally prudent and reasonable. For FY2009, we are expecting about $185 million for the General Fund, which is about $4.1M or 2.3% more than the $180.9M expected for FY 2008. Revenue from development permits and related fees are expected to be strong in FY 2009 because of significant commercial, medical, and office development in three parts of the city – the west area around the Loop 101 freeway, the Thunderbird Road medical corridor, and the Bell Road corridor. Sales tax receipts are expected to grow modestly.

At the same time we are experiencing modest revenue growth, we are also experiencing an escalation in fixed operating costs and construction costs. The cost of fuel for city vehicles – from police patrol cars and fire engines to sanitation collection trucks – continues to rise. When we developed the FY 2009 budget, we believed the base budget funds for fuel ($3.3 million) would be sufficient in FY 2009 as a result of increasing that allocation by $1 million over the last two fiscal years. However, if the current elevated prices ($3.50 or more per gallon at the retail pump) continue over the long term, then that resource could be strained.

Related to the rising cost of fuel are escalating prices for oil-based products such as tires for vehicles and asphalt for street repairs. The cost to purchase electricity also has risen over the past year, with additional increases expected over the next year or so given that fuel is the electric industry's largest single expense. Other fixed operating costs such as water for landscaping, retirement contributions, competitive pay for existing employees, and prisoner maintenance for those individuals arrested in Glendale and housed in Maricopa County's jail system, also continue to increase. This situation strains the existing operating budgets for departments throughout the city and consumes a large share of additional capacity that is available for supplemental budget requests.

These challenges are different than those faced when we developed the FY 2008 budget. I mentioned in my FY 2008 message that a new and significant operational issue Glendale faced in FY 2008 was our role as host for the 2008 Super Bowl and many of its affiliated events. I am pleased to report the city successfully met that challenge. In fact, in an example of creative partnerships, the city cooperatively worked with regional public safety authorities to create a central command that the National Football League declared as the new standard for future Super Bowl events. Overall, the city and its employees were widely recognized for the seamless service provided during the events leading up to and including the February 2008 Super Bowl game.

To address the different challenges we face in FY 2009, the city has undertaken a number of initiatives. First, a 4.5% reduction to the ongoing base budget for all GF departments, except police, fire, and homeland security, was implemented about halfway through FY 2008. As a result of this reduction, ongoing funds were reallocated to address a variety of critical needs for FY 2009, including the escalation of fixed costs.

Second, in September 2007 Glendale's voters approved the proposed increase to the sales tax dedicated to public safety from one-tenth of one cent (.1%) to one-half of one cent (.5%). Collection of the additional revenue from that rate adjustment began in November 2007. FY 2009 will represent the first full fiscal year of collections at the one-half of one cent (.5%) rate. These additional funds will help address the staffing issues identified in the Police and Fire Departments' needs assessments. They also will help address the rising operating costs associated with new public safety positions in areas such as vehicle repair, maintenance, and fuel, employer contributions for public safety retirement plans, and prisoner maintenance expenses.

Third, as we have done in the past several years, an annual review of the rates charged for water, sewer, sanitation collection, and landfill disposal services was completed. These annual reviews are done 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, sewer, sanitation and landfill rates will be adjusted for FY 2009.

Finally, the capital budget development process included a reconsideration of the projects in the city's current capital plan (FY 2008-17) based on financial constraints and council's strategic goals and objectives. This reassessment resulted in a realignment of capital projects that is reflected in the plan for FY 2009-18.

It is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Therefore, the first five years of the plan include only two large-scale projects with significant GF operating expenses, the construction of a new municipal court facility (FY 2009) and a new library in the west area of Glendale (FY 2009 and 2010). Consequently, implementation timetables were established that stagger other projects over time resulting in a number of projects being deferred to the later years of the plan while other projects with minimal GF operating impact were accelerated forward.

On the one hand, park projects in the first five years of the plan focus on rehabilitation of existing park facilities. New park and recreation facilities present operating and maintenance costs at a time when ongoing revenue streams will be needed for the new courthouse and the west area library. Therefore, new park and recreation facilities were deferred to the last five years of the plan.

On the other hand, $28.9 million for economic development capital projects is included in the first five years of the plan, with $13.7 million in FY 2009 alone. These funds are intended for the purchase of land for redevelopment, the upgrade and repair of older infrastructure, and new development infrastructure.

For the water and sewer capital program, growth-related projects comprise the majority of the capital projects reflected in the 10-year plan. Of the $398.9 million, 10-year capital program for the water system, about 68% ($272 million) is growth related. For the wastewater system, about 54% ($137.9 million) of the $254.9 million, 10-year capital program is growth related. Development impact fees are expected to address the costs of growth-related projects, with non-growth projects to be funded from water and wastewater sales revenue. Overall, the timing of various projects was realigned to lessen the impact of rising construction costs on the rate payers.

In developing the FY 2009 operating and capital budgets, public safety continued to have a high priority. The FY 2009 budget includes 52 new public safety positions, with 41 new positions for the Police Department and 11 new positions for the Fire Department. With these additions, City Council has added a total of 178 new positions to the Police and Fire Departments since June 2006. These new positions reflect the progress that has been made in implementing the needs assessments of both departments.

On the capital side, the FY 2009 budget provides resources for the ongoing upgrade of the police digital communication system to ensure peak performance for mission critical use. The FY 2009 capital budget also includes the purchase of handheld radios with encryption technology to replace those currently in use that were purchased in 2003.

The FY 2009 capital budget also consists of funds for a fire engine and ladder replacement program to maximize the safe use of front line engines. The replacement plan allows front line fire engines to be replaced every 7 years or 100,000 miles. Staffing for the new engine and ladder truck is expected to come forward in a future fiscal year supplemental budget request for the designated sales tax fund for the Fire Department.

The FY 2009 recommended operating budget includes pay and benefits adjustments for city staff to ensure we remain competitive in the recruitment and retention of the best qualified staff. Staff covered by the public safety labor agreements will receive base wage increases as spelled out in the Memorandum of Understanding for FY 2009 and FY 2010. 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 million (all funds), with $3.6 million in the GF, to implement these important pay adjustments.

Approximately $1.9 million (all funds) was added to the base budget to address cost increases for public safety and elected officials retirement plans to ensure they are sufficiently funded. This increase in the City's share of the costs is not supplemented by an increase in the employees' share of the costs because the Arizona state legislature sets, by statute, the employee contribution level for these specific retirement plans.

Citywide, the total number of new positions added is 58 with only 4 positions added to the GF base budget. The remaining 54 positions were added to the base budget of other funds, with 52 specifically for the designated sales tax funds for the Police and Fire Departments. An increasing demand for the city's services has occurred with the steady growth in Glendale's

population and the rapid transformation of Glendale's western area. In addition to the new public safety positions, some other examples are noted below:

- One ongoing program manager position for the city's new Redevelopment Program (described in more detail below).
- One ongoing, direct service position for the city's commercial sanitation collection program.
- One ongoing, direct service position for the Utilities Department to help maintain high service levels related to the maintenance and cleaning of the 12.5 miles of new sewer lines and 500 extra manholes added since January 2007.
- One traffic engineering technician to provide field and technical review of traffic barricading plans submitted by contractors and utility companies. Construction zones on city streets can average up to 40 per day. This new position will ensure construction barricading is properly implemented in the field so the safety of the traveling public is not affected. Fees charged for barricade permits will offset the cost of this additional position in the GF.
- One assistant city prosecutor for code compliance cases. Given the current code compliance caseload, an ongoing, full-time assistant city prosecutor position is needed to efficiently obtain resolution for the increased number of civil and criminal cases related to neighborhood code compliance cases.

Other critical elements of the FY 2009 operating and capital budgets include the following:

- $523,500 for the increased cost of electricity and natural gas that is used to operate city buildings and parks.
- $317,000 for the increased cost of electricity related to the operation of the city's streetlights.
- $600,000 for the increased cost of electricity to operate the city's West Area Water Reclamation Facility.
- $160,000 for the increased cost of watering the city's parks and other landscaped facilities.
- $1.1 million for prisoner maintenance expenses at the Maricopa County Jail with $880,000 from the GF and $220,000 from the Police Special Revenue fund.
- $100,000 for the increased cost of oil-related products used for streets maintenance work such as asphalt repairs and sealcoating.

- $600,000 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.

- $100,000 for a new Redevelopment Program that will lead to the establishment of strategies to improve and enhance under-performing or under-utilized areas of the city. The purpose of this effort is to encourage local business growth that will benefit the Glendale community and generate higher levels of sales tax revenues.

- $150,000 for continuation of the Visual Improvement Program that helps business owners in the renovation and improvement of the exterior of their businesses.

- $11.5 million in the Glendale Onboard transportation capital program, which is supported by the designated sales tax for transportation, for the city's pavement management program, with $3.5 million for residential street overlay and $8 million for arterial street overlay. This funding supplements the $11.5 million that was allocated for the same purposes in the FY 2008 budget.

- $11.3 million in the general obligation bond program for various flood control projects, including storm drainage improvements along Northern, 67th, and 59th Avenues.

- $6.6 million in the Landfill Fund for equipment replacement and soil excavation and liner installation in the north expansion area.

- $6.5 million in the Highway User Revenue Fee capital fund for improvements along 99th Avenue to complement the sports and entertainment, commercial, residential, and office development that has occurred and continues to occur around the Loop 101 freeway in the western area of Glendale.

- $1.1 million in the general obligation bond program for the rehabilitation and renovation of existing city buildings to include roofing, flooring, electrical, lighting, and interior finishes.

As we progress through FY 2009, we will 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 appropriate fund's fund balance.

- 4.5% budget reductions to the ongoing base budgets for all GF departments except for the Police, Fire, and Homeland Security Departments, will continue into FY 09.

- Capital projects are reviewed annually for all operating and maintenance costs impacting the GF and the enterprise operations.

We also 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 will continue providing quarterly reports to Council on the performance of the General Fund and the designated sales tax funds. These reports will keep you apprised of how revenues and expenditures are doing when compared with the revenue and expenditure budgets established for FY 2009.

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

Sincerely,

Ed Beasley
City Manager

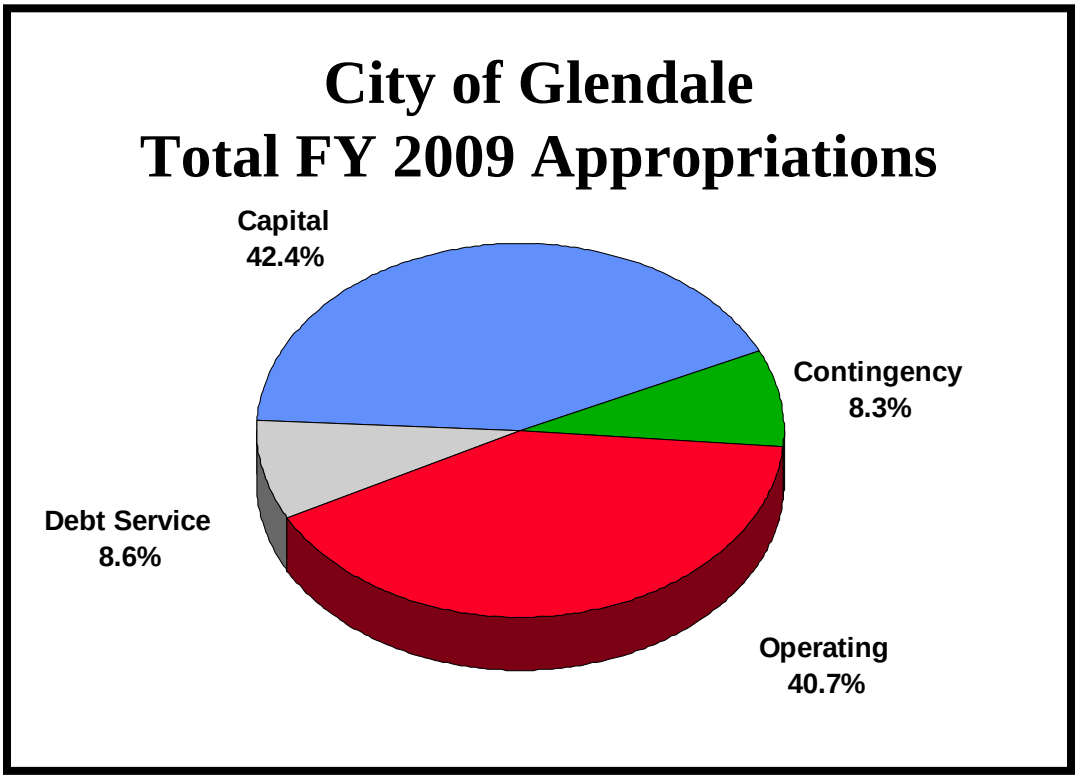
Budget Summaries

2008-2009

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 $376.9 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 $391.9 million. The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $79.3 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 $76.9 million.

The total budget, including all four components, is $925 million for Fiscal Year (FY) 2009. This represents a decrease of 1.8% from the FY 2008 total budget of $942 million. As you can see from the graph below, the operating (40.7%) and the capital (42.4%) appropriations are the largest components of the FY 2009 budget and account for 83.1% of the total appropriations. Both are discussed on the following pages.



A summary of the city's major revenues and expenditures, including other financing sources and uses, provides an overview of the total resources budgeted by the organization. This summary is located in the *Schedules* section of this book and is titled *Schedule One by Category*.

Operating Budget

The development of Glendale's FY 2009 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 2007, staff updated the city's *Five-Year Financial Forecast*. The forecast allows various 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, City Council conducted a goals-setting retreat to update its strategic goals and key objectives. These City Council goals did not change from the previous year and are explained in the *Mayor's Message.*

In November, the Management and Budget Department kicked off the budget development process for FY 2009. The kickoff meeting focused on the central role of City Council's goals in the budget development process. This meeting also provided an assessment of current economic trends, the revenue outlook for the upcoming fiscal year and the city manager's direction for the development of individual departmental budget requests.

As part of the budget development process, departments were required to reduce their FY 2008 ongoing General Fund base budgets by 4.5% for all non-salary related items. The Police, Fire and Homeland Security Departments were not affected by the 4.5% reduction. This reduction, coupled by the need for departments to absorb inflationary increases within their base budgets, proved to be quite a challenge. The lone exception related to electricity and utilities budgets. Due to significant price increases, a city-wide supplemental was submitted to cover this critical base budget line item for FY 2009.

Managers exhibited considerable innovation in developing better methods and practices. 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 including a description of the service benefit, cost recovery potential and other innovations implemented prior to requesting supplemental funding.

FY 2009 budget requests 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. City Council reviewed the city manager's balanced budget in a series of four public, televised workshop sessions beginning on March 25 and concluding on April 22. Approximately 14 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 City Council, became the preliminary budget, which was published and made available for further public review prior to the public hearings and formal adoption of the final budget on June 24, 2008.

Capital Improvement Plan Budget

The city annually updates the *Ten-Year Capital Improvement Plan (CIP)*, which is now based on FY 2009 through FY 2018 and includes over $2.4 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, renovation and rehabilitation, as well as upgrades to water treatment and wastewater collection facilities. The CIP Management Team is comprised of staff from Engineering, Management and Budget, Field Operations 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 their capital costs to construct and 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 2009, the City of Glendale plans on making the following capital investments with a $391.9 million budget (figures are rounded):

Table 1: Capital Improvements

(All Dollars in Millions)

Transportation Construct. (Fund 2210)	$104.9
Water & Sewer (Fund 2360+)	$97.4
Public Safety (Fund 2040)	$56.6
Flood Control (Fund 2180)	$21.9
Transportation Grants (Fund 1650)	$15.7
Street Revenue Bonds –HURF (Fund 2000)	$15.1
Economic Dev. (Fund 2100)	$14.2
Parks (Fund 2060)	$9.2
Landfill (Fund 2440)	$8.7
Street Construction (Fund 1980)	$7.4
Library (Fund 2160)	$6.8
General Fund Pay-As-You-Go (Fund 1000)	$6.7
Other Grants (Fund 1840)	$5.4
DIF – Roadway Improvements (Fund 1600)	$4.9
DIF – Libraries (Fund 1500)	$3.1
Other CIP Funds	$13.9
Total CIP	**$391.9**

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 $925 million for FY 2009. 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 at public meetings. Inter-fund transfers processed during the year that did not come forward in a formal council communication are summarized by the Management and Budget Department and presented to City Council at the end of the fiscal year via the annual clean-up ordinance.

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 Management and Budget Department staff before being sent to executive management for final approval. Line item changes within the same department do not require such approvals. All administrative budget transfers are documented by the Management and Budget Department 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 related to specific operations. Enterprise funds are expected to be self-supporting through revenue for 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 any unforeseen emergencies.

General/Special Revenue Funds:

General (Fund 1000): The General Fund includes all sources of revenue the city receives that are not designated for a specific purpose. General Fund revenue 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 be used only as directed by Council during the fiscal year.

Streets (Fund 1340): 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 as well as other transportation-related fees. The state collects the revenue and shares it with cities and counties based on a complex distribution formula. There is a state constitutional restriction on the use of HURF revenues; they must be used solely for street and highway purposes such as maintenance, repair, reconstruction and roadside development. In Glendale, the Streets Fund supports street cleaning and maintenance, traffic signs and signals, street lighting and other street-related activities. The fund generally has a minimal projected ending balance in any given fiscal year.

Police (Fund 1700) and Fire Special Revenue (Fund 1720): 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. In September 2007, Glendale voters passed a separate initiative that increased the local sales tax by another 0.4%, bringing the total public safety tax rate to 0.5%, effective November 1, 2007. Both taxes specified that two-thirds of the revenue would go to police operations and one-third to fire operations. However, the new tax (0.4%) excludes all grocery related food sales. Both taxes specifically prohibit supplanting existing general fund budgets with the sales tax revenue.

The number of positions paid from the designated sales taxes has increased from 42 to 118 for the Police Department, and the Fire Department realized an increase of 21 positions (to 50) since the tax rate adjustment became effective on November 1, 2007. The designated sales tax also covers the associated vehicles, equipment and supplies needed to outfit the additional staffing. The Police and Fire Revenue Funds are used to track these revenues and expenses.

Transportation (Fund 1660): The Transportation Fund supports transportation services in Glendale. The fund is primarily supported by designated sales tax revenue received from Proposition 402 (0.5%). In 2001 Glendale voters approved a one-half cent adjustment to the city sales tax rate to fund a comprehensive package of transportation projects including expansion of public transit service, intersection improvements to reduce congestion and other street-related services. 100% of the revenues and operating expenditures are accounted for in this fund. A separate Transportation Construction Fund exists to track transportation related capital expenditures that are paid for by the designated sales tax.

Typically, the city will issue revenue bonds to fund transportation capital projects and deposit the bond proceeds into the Transportation Construction Fund. Debt service payments are then funded with the revenues collected in the Transportation Fund. Each year the Transportation Fund transfers cash into the Transportation Debt Service Fund to cover debt payments. Transfers also can be made from the Transportation Fund to the Transportation Construction Fund to cover any shortfalls related to capital project construction.

Local Transportation Assistance (Fund 1640): The Local Transportation Assistance Fund (LTAF) is used to receive state lottery funds distributed to the cities based on population. Glendale transfers 100% of its LTAF funds into the Transportation Fund. The transfer will be $1 million in FY 2009.

Civic Center (Fund 1740): 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 70,000 people at 282 events including weddings, trade shows and conventions in FY 2008. A projected transfer from the General Fund of $611,053 will supplement revenues of $530,000 generated from Civic Center activities in FY 2009 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 1760): 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 expects to attract more commercial business as development of Westgate progresses around the Jobing.com Arena, University of Phoenix Stadium and the soon to be completed spring training baseball facility. The Airport Fund is projected to receive a transfer of $63,976 from the General Fund to augment projected revenue collections of $521,825 in FY 2009.

Employee Groups (Fund 1190): 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, in addition to outside donations and sponsorships, is projected to bring in another $100,000 to the fund in FY 2009.

Zanjero Special Revenue (Fund 1770): 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 Special Revenue (Fund 1780): The Arena Special Revenue Fund tracks the revenues generated from Jobing.com Arena events and the surrounding Westgate City Center. It also tracks the operating expenditures associated with the arena renewal and replacement agreement that helps ensure the Jobing.com Arena stays modernized. Revenue collected in the fund includes team fees, parking fees and sales taxes. There is a transfer from this fund to the MPC debt service fund to pay the debt service related to the construction costs associated with the arena. Westgate City Center which opened in November 2006 already includes 2.8 million square feet of retail, lodging, restaurants, entertainment and office uses. Jobing.com Arena is

home to the National Hockey League's Phoenix Coyotes and also serves as a first-class venue for concerts, trade shows and other events.

Youth Sports Complex (Fund 1280): The Glendale Youth Sports Complex is adjacent to the University of Phoenix Stadium. It features five fields that were developed to fill a community need for additional youth sporting opportunities in the west valley. The complex also provides additional parking amenities to the stadium. Expenditures related to the operations and maintenance of the facility is offset primarily by a General Fund operating transfer that is supplemented by some rental revenue generated through the use of the fields.

Stadium (Fund 1281) and Arena Event Operations (Fund 1282): These funds were created to track the city's operational costs associated with conducting events at the stadium and arena venues. All public safety, transportation and marketing costs related to football, hockey, concerts, trade shows and other events held at these venues are recorded in the corresponding event operations fund. Revenue reimbursement for city services paid by Global Spectrum, the operations management company for both venues, is recorded in the funds. A General Fund operating transfer is made to cover any expenditures that exceed the reimbursement received.

National Events (Fund 1010): The National Events Fund was established in FY 2005 to track General Fund cash that was reserved, or set aside, by City Council to pay for community improvements and operations associated with the initial Fiesta Bowl, the 2007 Bowl Championship Series college football game and Super Bowl 2008. $1.0 million was set-aside in FY 2005, $5.0 million in FY 2006 and another $1.0 million was added in FY 2007. These set asides were augmented by the collection of fees associated with these events, including parking and shuttle revenue. With the successful completion of the Super Bowl event in February 2008, the remaining fund balance was retained in the fund and has been appropriated as contingency in FY 2009 until City Council provides direction on future uses of these funds.

Public Safety Training Center (Fund 2530): All revenues and expenditures associated with the new Glendale Regional Public Safety Training Center 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%), City of Avondale (3.9%) and the federal government. The training center provides fire and police departments with the tools required to train new firefighters and conduct continuing education and training for fire and police personnel. Operating costs associated with the facility are shared proportionately with the police and fire partners based upon the initial capital contribution.

Community Housing Services (Fund 2500): 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.

Court (Fund 1240): The Court 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 1860): 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 and cannot be used to supplant existing funding for law enforcement purposes.

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 (Fund 1320), HOME (Fund 1300) and Emergency Shelter Grant (Fund 1830) funds received from the federal government. Another fund tracks the Community Action Program (Fund 1820) grant funds received from Maricopa County. A Transportation Grant (Fund 1650) fund was established in FY 2005 to track grant activity for projects covered by the Glendale Onboard transportation program. Most other grants are tracked through the Other State and Local Grants Fund (Fund 1840). 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.

Enterprise Funds:

Water/Sewer (Funds 2360, 2400 & 2420): 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 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.

All revenues and expenditures associated solely with providing water services to citizens and businesses in Glendale is captured in Fund 2400 (Water). All activity associated solely with providing sewer services is recorded in Fund 2420 (Sewer). Fund 2360 (Water/Sewer) is used to capture any expenditures that are incurred on behalf of both water and sewer operations. For example, administration costs associated with providing oversight to both operations and finance costs associated with the Customer Service Division that handles the accounts for both water and sewer operations is recorded in Fund 2360.

The Water/Sewer Enterprise Fund balance is expected to decrease from $115.3 million to $78.5 million in FY 2009 because of planned capital expenditures totaling $97.4 million and the debt service requirements associated with revenue bond funded projects. Examples of capital projects

include groundwater treatment plant improvements, system security enhancements, expansion of the 91st avenue wastewater treatment plant, as well as planned line replacements and extensions.

Sanitation (Fund 2480): This fund supports refuse collection and disposal services 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 $5.6 million to $3.2 million in FY 2009 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 (Fund 2440): 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 2009 is projected to be $23.3 million. It is projected to decrease to approximately $14.6 million by the end of this fiscal year as a result of planned capital expenditures related to replacement of heavy equipment and excavation of the north expansion area.

Revolving/Internal Service Funds:

Risk Management (Fund 2540) and Workers' Compensation (Fund 2560): 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. $2.0 million of fund balance was transferred from Workers' Compensation to the Risk Management during FY 2008 to better align the fund balance with actuarial reserve recommendations for each fund. The Risk Management and Workers Compensation Trust Board approved the transfer. .
Benefits Trust (Fund 2580): The Benefits Trust Fund was created in FY 2001. An actuarial study of health insurance funding recommended the creation of a separate fund 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. Income to the fund comes from premiums charged to each city department based upon employee coverage elections made each year during open enrollment (employer portion). The fund also receives contributions from employees, both current and retired. 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 2009, $1.0 million of fund balance will be used to offset medical and dental premium increases.

Vehicle (Fund 1120) and Technology Replacement (Fund 1140): These replacement funds were designed to allow the city to accumulate the money needed to replace at regular intervals the city's fleet of cars, trucks and other rolling stock and its personal computers, servers and other technology-related equipment. 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.

To help address soft economic conditions, the General Fund contributions to both funds were reduced to the 75% level for FY 2009. The Enterprise Funds contributions remain at the 100% level for FY 2009.

General Services (Fund 1040) and Telephone (Fund 1100): The General Services and Telephone Funds are used to track income and expenses of the internal services provided to city departments. The General Services Fund specifically covers vehicle maintenance needs and fuel for city vehicles. City departments pay for these services on an actual usage basis. These charges go into each fund as revenues that support the cost of providing the services. Both funds generally carry 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 generally returned to city departments when rates are established for the following year.

Marketing (Fund 1870) and Parks & Recreation Self-Sustaining (Fund 1880): These funds track the collection and use of revenues related to the specific purpose of each fund. Examples include vendor rental fees for downtown special events such as Glendale Glitters that are orchestrated by the Marketing Department. Other examples include self-sustaining programs administered by the Parks & Recreation Department for sports, aquatics and special interest type classes for which fees are charged. Although the Marketing Department receives contributions from sponsors and collects fees from vendors for special events, it also receives a transfer of $861,798 from the General Fund each year to support special events.

Library (Fund 1260) & Cable Communications (Fund 1160): Similar to the funds described above, these funds track the use of special revenue sources dedicated to the specific service areas that collect them. Examples include library book sales and rental fees for the cable TV studio and van.

Parks & Recreation Designated (Fund 1885): The Parks and Recreation Department has agreements with several local school districts to cover the maintenance of city pools located 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. This fund also includes a separate division used to track the costs associated with the maintenance of

the Elsie McCarthy Park in accordance with a generous donation made by a private party and designated for this purpose only.

Stadium City Sales Tax - AZSTA (Fund 1790): This fund was created to track specific University of Phoenix Stadium revenues that are refunded to the Arizona Sports and Tourism Authority (AZSTA) in accordance with signed development, construction and operating agreements. 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 other types of long-term 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 fees are another major source of funds used for constructing major city infrastructure. These 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. Separate funds are used to track the collection of fees associated with the construction of libraries, fire and police facilities, parks, roadway improvements, etc. Further information about these types of funds is included in the *Capital Improvement Plan* section of this document.

Debt Service Funds:

Bond financing is a primary source used to finance long-term capital projects and infrastructure. The City's debt management plan is an important tool for one of the main financing sources of the CIP. Outstanding debt, capacity limitations, voter authorization and cash flow projections are all reviewed as part of the capital budgeting process, while the annual debt service payments are incorporated into the operating budget. Depending on the need and the type of project being financed, several different types of bonds are available to the City.

Separate funds are used to track payments made on the city's outstanding debt obligations. Each type of debt (General Obligation, Revenue Bonds and Municipal Property Corporation) is tracked in a separate fund. Fund balances fluctuate according to established debt payment schedules.

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.

General Obligation (GO) Bond Debt (Fund 1900): GO bonds require voter approval and are backed by the taxing authority of the City. These bonds finance projects that City Council select. Arizona law limits the amount of GO bonds the City can have outstanding based on the secondary assessed valuation of both commercial and residential property located within the city limits. Financing for parks and recreation facilities, open space and trails, flood control, water/sewer and public safety are limited to 20% of secondary assessed valuation. Financing for all other projects, such as government facilities and economic development, is limited to 6% of the secondary assessed valuation. Secondary property tax revenue is recorded directly into this fund and used to pay GO bond debt.

Municipal Property Corp (MPC) Bond Debt (Fund 1940): MPC bonds do not require voter authorization. These bonds are backed by the city's excise taxes that are in most cases generated from recently developed properties. The amount of MPC bonds that can be issued is limited by the city's ability to repay the bonds. These bonds often have restrictive covenants requiring a reserve of pledged revenues equal to some multiple of the maximum debt service payment on the bonds.

Street (Fund 1920) and Transportation Revenue Bond Debt (Fund 1970): Revenue bonds are generally used to finance capital projects that have an identifiable revenue source. These bonds are often used to finance projects that are backed by identified revenue sources. For example, the majority of transportation construction projects are backed by the half-cent city sales tax designated for transportation. The City also has outstanding Highway User Revenue Fund (HURF) bonds for street projects that are backed by a pledge of the HURF monies the city receives from the state. Street capital projects financed with HURF monies require voter approval but transportation bonds based by the city's designated sales tax do not require voter approval. Both are limited by the ability of the revenue source to support the associated debt service payments.

Training Facility (Fund 2533): This debt service fund is used to track the capital construction contributions made by the partners that helped pay for the Glendale Regional Public Safety Training Center. As mentioned previously, 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%), City of Avondale (3.9%) and the federal government. Since the city issued a combination of general obligation and MPC bonds to build the entire facility, these cash contributions are used to help extinguish the outstanding debt service associated with the facility. A transfer equal to the debt service payment associated with the facility construction is processed from this fund to the MPC debt service fund.

REVENUES

Total revenues available to the city in FY 2009 from all sources are estimated at $682.4 million, of which $167.5 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 2009 from FY 2008.

Table 1: Total Revenues by Fund—FY 2008 vs. 2009

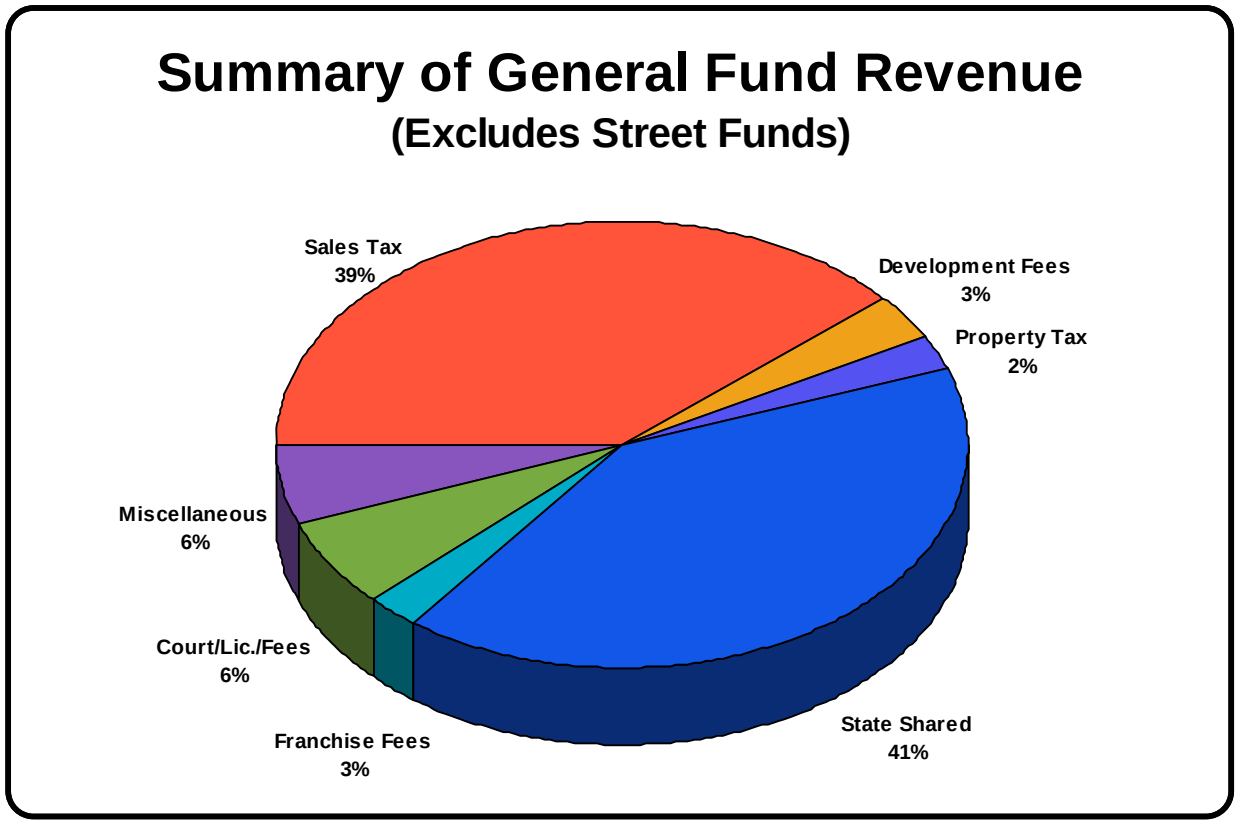
(All Dollars in Thousands)

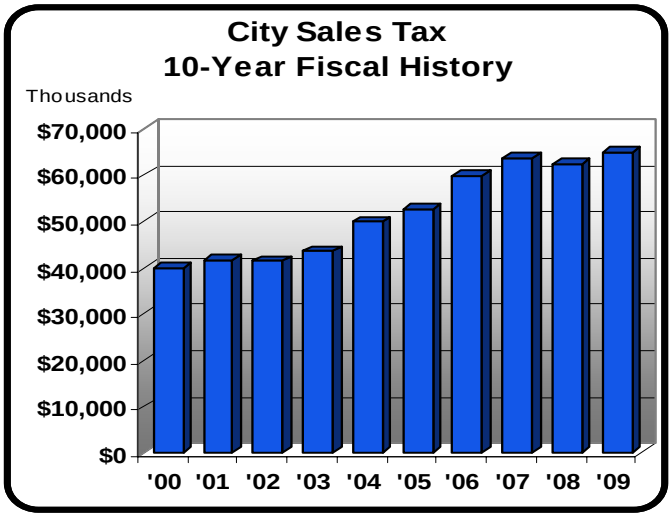
Fund	FY 2008 Estimate	FY 2009 Projection	Change FY 08 to FY 09
1000-General	$163,475	$167,497	$4,022
1040-General Services	$9,434	$9,774	$340
1100-Telephone Services	$642	$1,112	$470
1120-Vehicle Replacement	$3,359	$3,196	($163)
1140-PC Replacement	$2,259	$2,087	($172)
1240-Court Security/Bonds	$357	$350	($7)
1260-Library	$263	$263	$0
1340-Highway User Gas Tax	$17,442	$17,616	$174
1640-Local Transp. Assistance	$1,000	$1,000	$0
1650-Transportation Grants	$4,368	$12,685	$8,316
1660-Transportation Sales Tax	$22,842	$26,805	$3,963
1700-Police Special Revenue	$3,734	$15,917	$12,183
1720-Fire Special Revenue	$1,867	$8,365	$6,499
1740-Civic Center	$509	$530	$21
1760-Airport Special Revenue	$468	$522	$53
1780-Arena Special Revenue	$5,332	$5,580	$248
1880-Parks & Recreation Self Sust	$945	$1,105	$160
2360-Water and Sewer	$131,176	$146,090	$14,914
2440-Landfill	$9,738	$9,335	($403)
2480-Sanitation	$15,617	$15,667	$50
2500-Pub Housing Budget Activities	$8,221	$8,268	$47
2540-Risk Management Self Insurance	$3,813	$3,828	$15
2560-Workers Comp. Self Insurance	$1,117	$1,118	$1
2580-Benefits Trust Fund	$19,037	$23,481	$4,444
Total Operating	**$427,015**	**$482,191**	**$55,175**
Capital and Other Revenue	$175,085	$200,198	$25,114
Grand Total	**$602,100**	**$682,389**	**$80,289**

General Fund Revenues

Total resources available in FY 2009 to support General Fund services include the estimated beginning fund balance of $41.4 million and revenues of $167.5 million. Estimated total revenues for FY 2009 are expected to increase approximately $4.0 million, or 2.5% from the FY 2008 year-end estimate. The increase from the prior year-end estimate is attributable primarily to increases in city sales tax and state-shared 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.

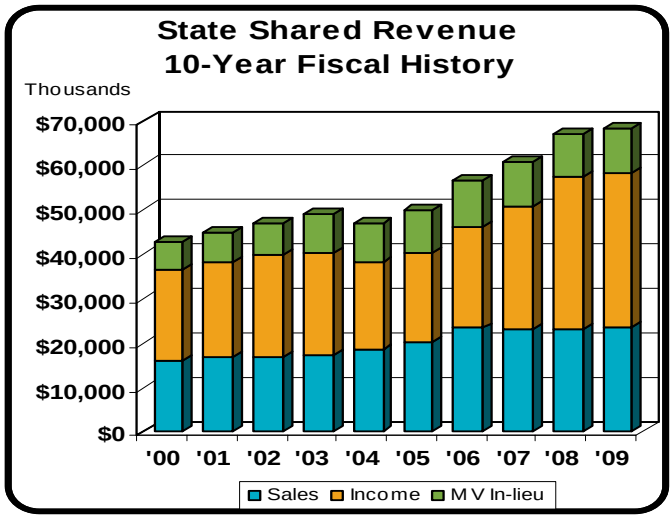




City Sales Tax: City sales tax represents 38.7% of the General Fund total operating resources and is expected to be Glendale's second largest source of locally generated revenue. The General Fund receives 1.2% of the city's 2.2% sales tax on all retail sales occurring within the city. For FY 2009 the adopted revenue budget is $64.9 million, which is approximately a $2.6 million, or a 4.2% increase over the FY 2008 year-end estimate of $62.3 million.

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. After seeing a slight decrease in FY 2008 it is expected to grow modestly for FY 2009.

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 a $1.1 million or 1.7% increase over the FY 2008 year-end estimate of $67.1 million. State-shared revenue represents 40.7% of the General Fund total operating revenue resources and is expected to be Glendale's largest source of revenue.

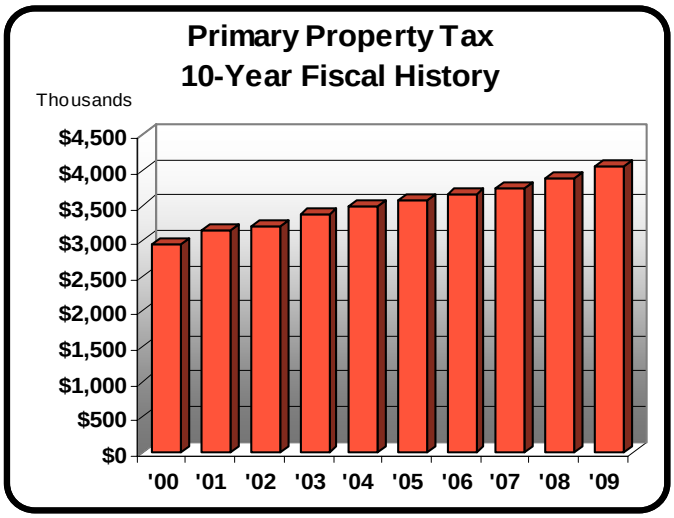
For FY 2009 the adopted revenue budget for state-shared income tax is $34.7 million, which is $579,575 or 1.7% higher than the FY 2008 year-end estimate of $34.1 million. This revenue source is primarily driven by personal income growth.

Income tax revenue lags by two years so the state income tax receipts for FY 2009 will reflect the income tax receipts the state collected in 2007 for income earned in 2006. Personal income in the Phoenix metropolitan area grew about 10.3% in 2006. However, Glendale's share of state income tax revenue is expected to increase only 1.7% because of the 10% income tax rate reduction the State Legislature approved in the 2006 legislative session. Income tax receipts the state received in 2007 reflect the first year the income tax rate reduction took effect [5% rate cut for income earned in 2006 and paid to the state in 2007]. The second half of the rate reduction will be reflected in the state income tax distribution cities receive in FY 2010 [5% rate cut for income earned in 2007 and paid to the state in 2008].

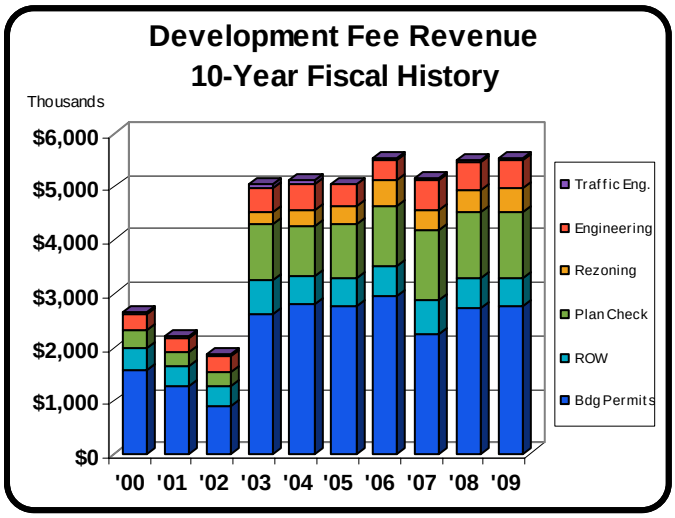
Cities and towns share in a 5.0% sales tax collected by the state. The forecast calls for FY 2009 state-shared sales tax of $23.5 million, a modest increase of $463,493 over the FY 2008 estimate of $23 million.

State motor vehicle in-lieu tax is part of the vehicle license fees collected by the state. The projection for FY 2009 is $10.0 million, an increase of $99,433 from the FY 2008 estimate of $9.9 million.

Primary Property Tax: As a result of increasing assessed valuation the city reduced the primary property tax from $0.2681 to $0.2432 for FY 2009. Using Maricopa County estimates for assessed valuation, a primary property tax rate of $0.2432 per $100 of assessed valuation will result in revenues of approximately $4.1 million. This is a slight increase from FY 2008 receipts and is attributable to appreciation of existing property values and new construction in the city.

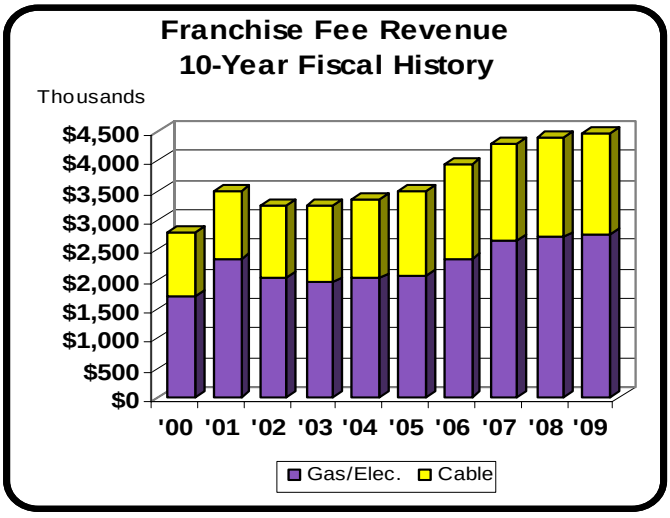


To ease the tax burden for existing residents the property tax rate was reduced from $1.62 to $1.5951. Since the end of FY 2007, City Council has lowered Glendale's property tax rate by almost 12.5 cents from $1.72 to $1.5951. The current levy is below the legal maximum, and the city is in compliance with applicable property tax law.

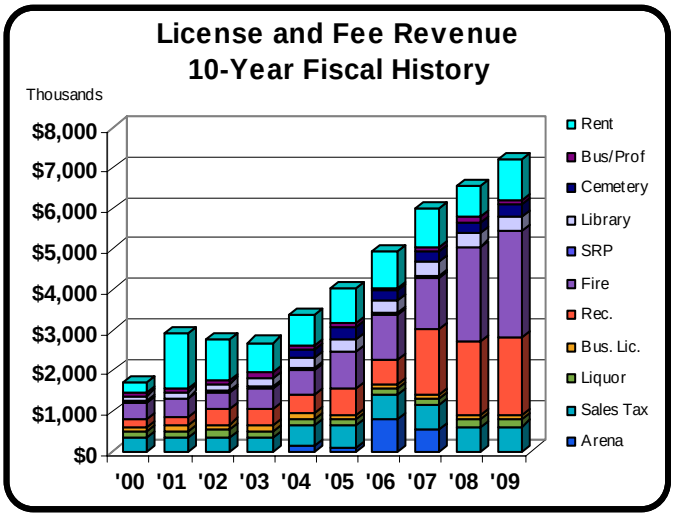


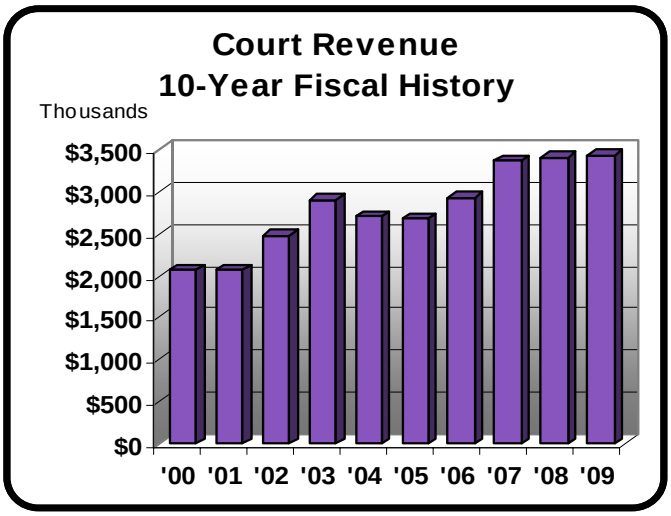
Development Fees: Development-related fees include building permits, right-of-way permits, plan review fees, rezoning fees and engineering and traffic engineering plan check fees. These revenue sources tend to reflect the economic health of the construction sector. Development fee revenue is predicted to increase to almost $5.5 million in FY 2009 as a result of a strong commercial and institutional construction market in Glendale. This represents a slight increase from the FY 2008 estimate.

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 to the city are based on gross receipts for the franchised organization. Anticipated revenues from this source are approximately $4.5 million for FY 2009.



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 and rental/lease income. As a group they are expected to generate $7.2 million in FY 2009. This represents an increase of 683,366 or 10% from the FY 2008 year-end estimate, primarily due to the expected revenue from new retail lease fees and fire department fees.



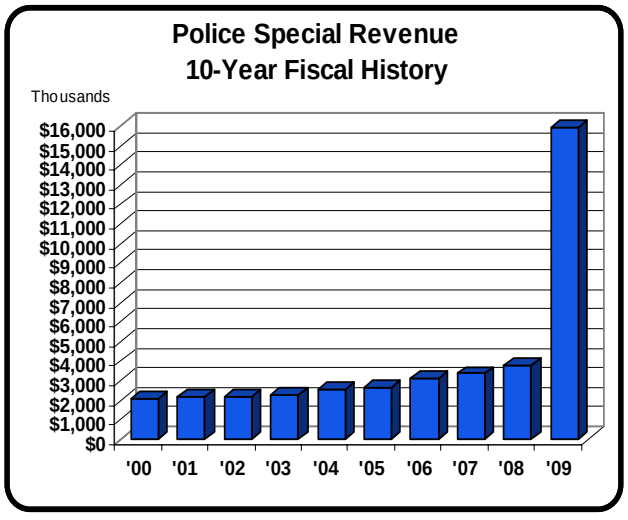


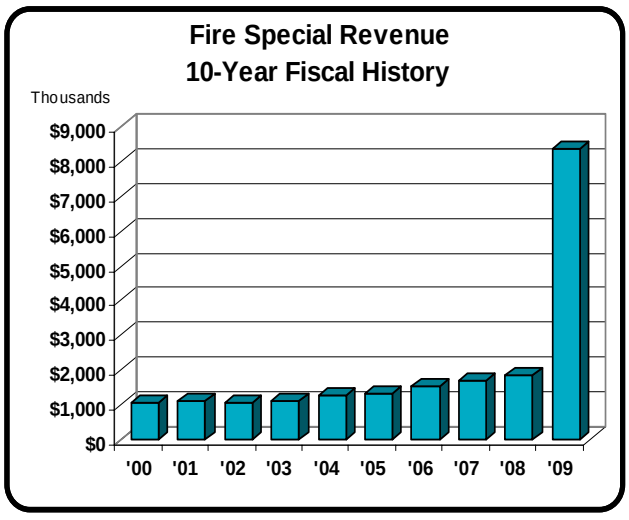
Court Revenues: The Glendale City Court collects fines for parking and traffic violations, and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The amount of revenue generated from fines can be affected by changes in the level of enforcement provided by the Police Department. Court revenue is estimated to reach $3.4 million in FY 2009.

Other Revenues: This revenue category includes interest, staff and administrative chargebacks, capital lease proceeds, sale of assets and miscellaneous revenues. The forecast calls for FY 2009 revenues of approximately $9.7 million, a slight decrease from the FY 2008 estimate.

Police and Fire Special Revenue Funds

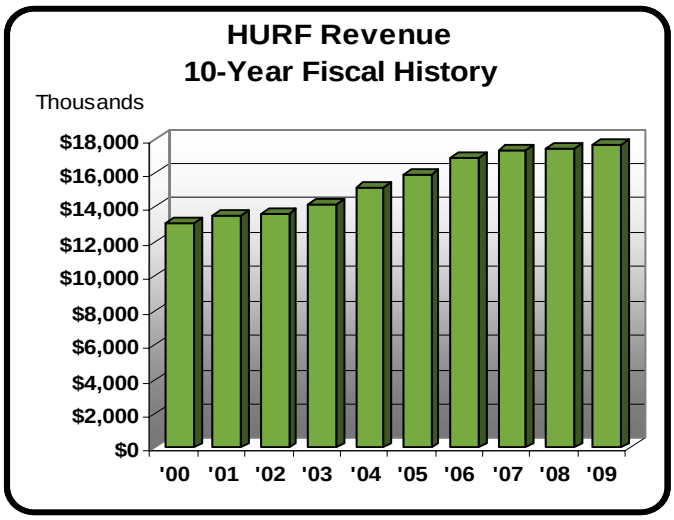
The source of revenue for these funds is the 0.5% special sales tax designated for Police and Fire services. The tax was originally adopted by voters in 1994. In September 2007 Glendale voters approved an increase to the public safety sales tax. As a result, the rate was adjusted from one-tenth of one cent to one-half of one cent, although the new tax (0.4%) excludes all grocery related food sales. 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 2009 is $15.9 million for Police and $7.9 million for Fire.





Streets Fund Revenues

Streets 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 the volume sold not the 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.

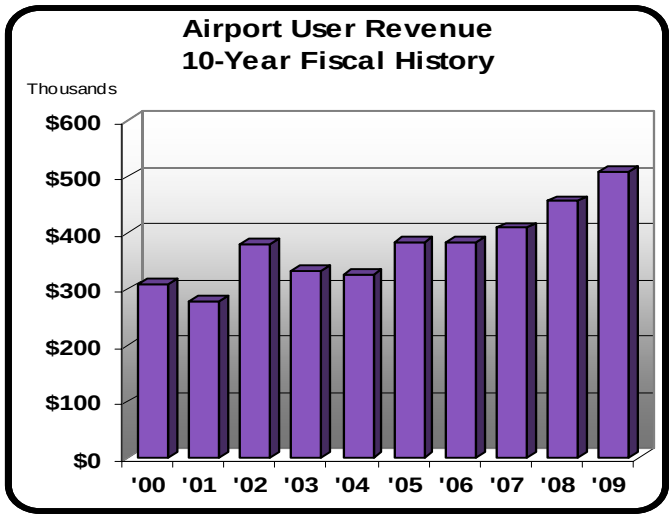


HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. Formula modifications made from time to time by the state legislature have affected Glendale's share of HURF dollars. For FY 2009 the adopted revenue budget for HURF is $17.6 million, which is a $174,000 or a 1.0% increase over the FY 2008 year-end estimate of $17.4 million.

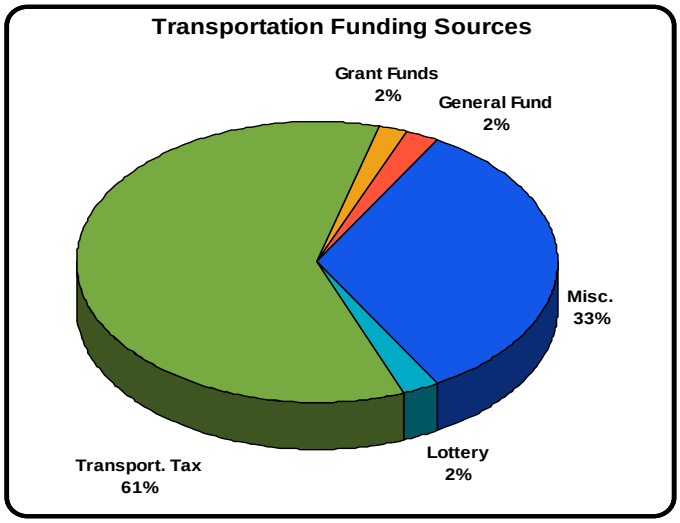
Airport Fund Revenues

Airport revenues consist of user fees (87.0%), lease proceeds (2.0%) and a transfer from the General Fund (11.0%). 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 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, is expected to continue providing additional business opportunities for the airport. Revenues for FY 2009 are projected to be $521,825.



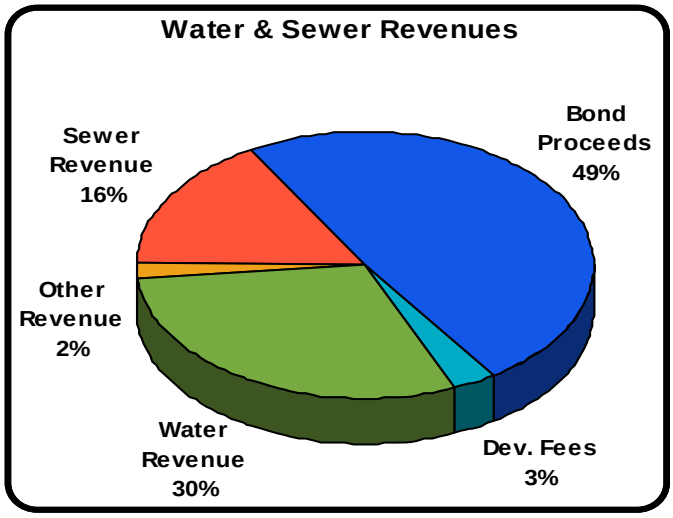
Transportation Fund Revenues



The primary source of transportation revenue for operations is the designated sales tax revenue received from Proposition 402 (0.5%). In 2001 Glendale voters approved a one-half cent adjustment to the city sales tax rate to fund a comprehensive package of transportation projects including expansion of public transit service, intersection improvements to reduce congestion and other street-related services.

The designated sales tax funds the Glendale Onboard (GO!) Transportation Program, and is expected to generate an estimated $21.9 million in FY 2008 and $24.9 million in FY 2009. Other sources of revenue within the Transportation Fund include $107,180 in transit revenues, $709,338 in grant revenues and $1.1 million in interest earnings. In total, revenues are projected to be $26.8 million in FY 2009, which is $4.0 million or a 17.4% increase over the FY 2008 year-end estimate of $22.8 million.

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 $1.0 million in FY 2009, and a General Fund transfer of $900,000 as required per the sales tax initiative that voters passed in 2001. These funds and the GO! program are guided with the help of the Citizen's Transportation Oversight Commission (CTOC).



Water/Sewer Fund Revenues

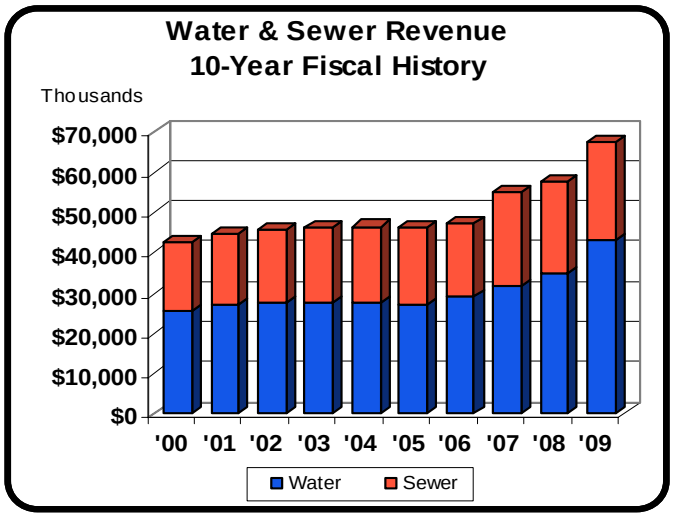
In FY 2009, water sales and sewer fees will make up $67.2 million of total revenues for this fund. Bond proceeds will yield an additional $71.5 million and development impact fees (DIF) $4.5 million. Other revenue sources totaling about $2.9 million include interest earnings and miscellaneous fees and charges. Overall revenues for the Water/Sewer Fund amount to $146.1 million in FY 2009.

Effective October 2007, water and sewer

fee adjustments will result in a 13.0% and 12.0% increase in revenues respectively. 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 adequate funding for costs related to providing high quality services and associated capital projects.

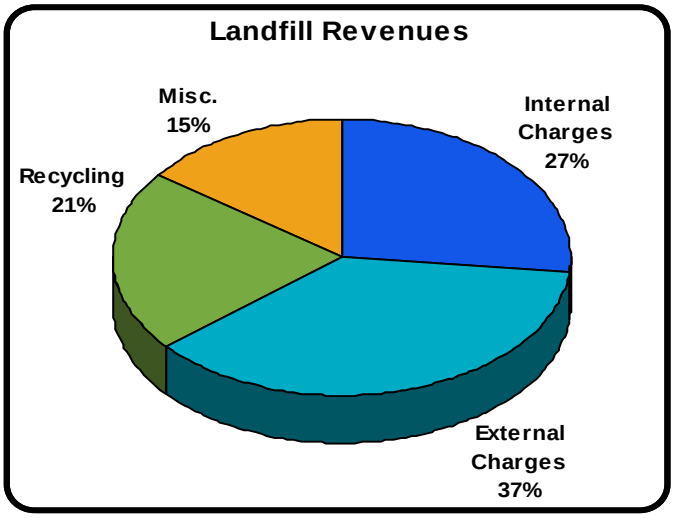
Water Sales: Revenues from water sales are influenced by rate changes, weather conditions and population growth.

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

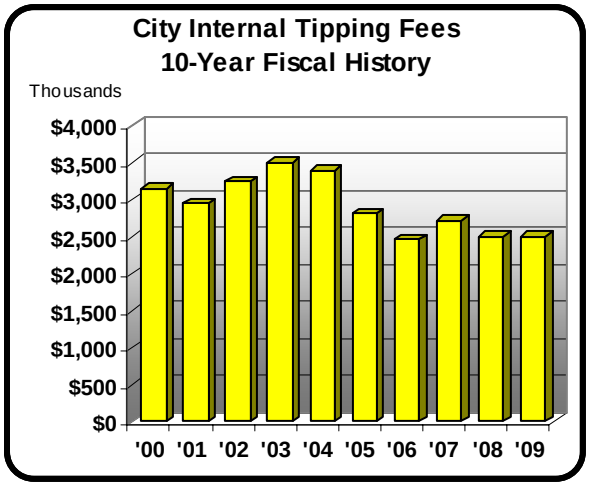
Glendale's internal divisions are charged for use of the city landfill and these charges will generate $2.5 million of landfill revenues. Outside users are expected to account for $3.5 million of FY 2009 landfill revenues. The sale of recyclable products is projected to bring in $2.0 million. Additional miscellaneous revenue comes from interest, development fees, chargebacks and other fees, and accounts for almost $1.4 million. Total projected revenues for FY 2009 are more than $9.3 million.

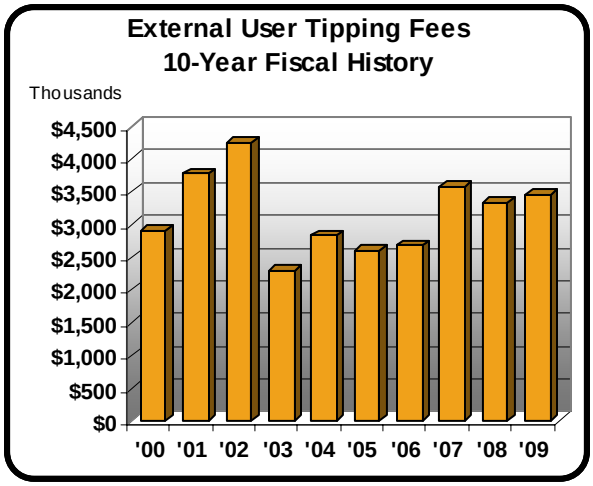


Internal Division Tipping Fees: The current internal tipping fee paid by city divisions is $14.35 per ton. This fee will be increased to $15.79 per ton in FY 2009. Internal tipping fees will generate $2.5 million for the Landfill Fund in FY 2009. The decline in FY 2005 was the result of a reduction in the internal tipping fee from $19.50 per ton to $12.57 per ton.

External User Tipping Fees: The rate per ton charged to these users will also increase from $29.25 in FY 2008 to $30.25 in FY 2009. Tipping fees paid by private haulers and other cities

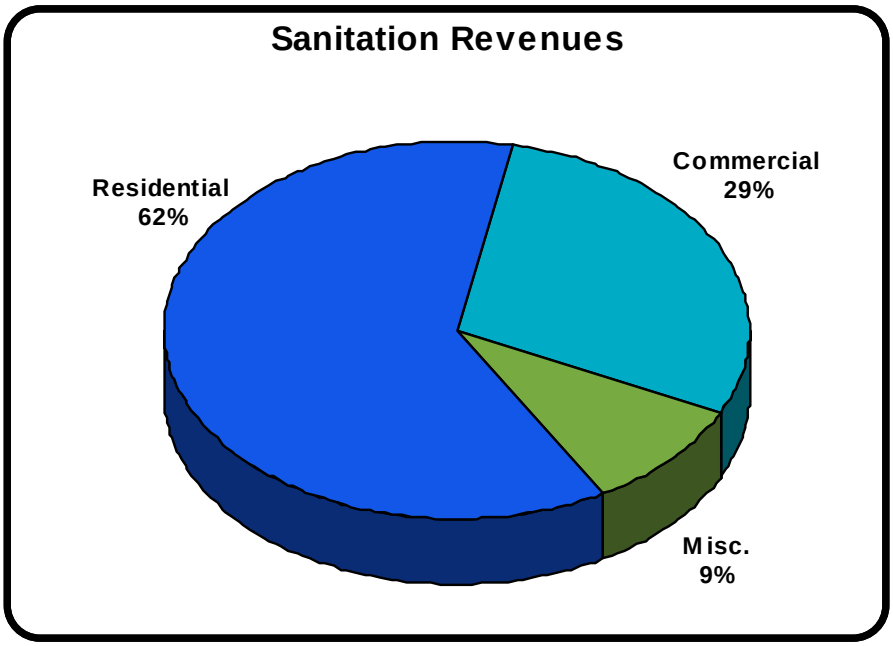
using the Glendale Landfill dropped significantly after FY 2002 as a result of two major clients not renewing their contracts.





Sanitation Fund Revenues

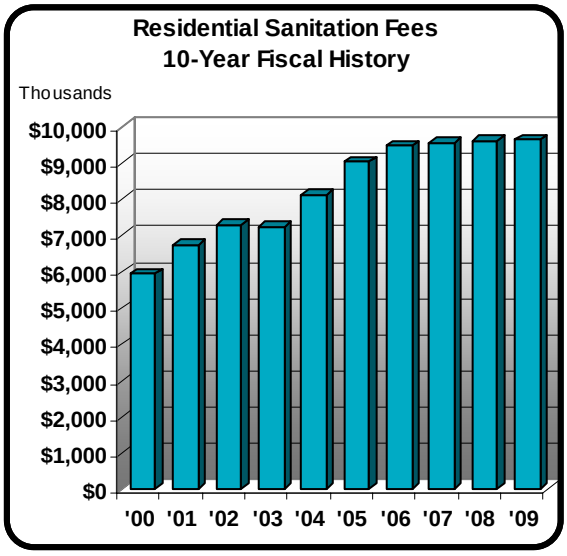
The city annually prepares five-year financial plans for the Sanitation and Landfill Enterprise Funds. These plans consider operating and capital costs, equipment replacement, varying rate structures and service demands. Budget decisions are largely based on these long-range plans.

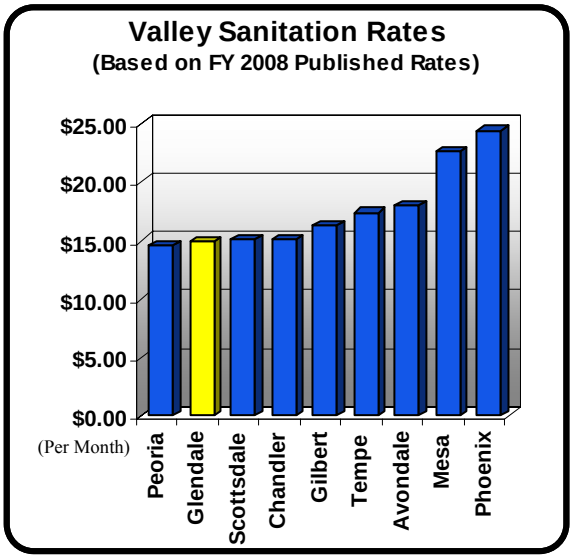


Landfill fees represent a significant part of the expenses incurred by the sanitation enterprise operation. Therefore, changes in landfill rates have a major impact on sanitation rates. In addition, sanitation operations incur significant vehicle fuel and maintenance costs, both of

which have been rising rapidly. Glendale's residential sanitation rate will increase for FY 2009 from $14.90 per month to $16.30 per month; the rate was last changed in January 2005. Upward adjustments to some of the commercial sanitation rates also will be effective FY 2009. The residential and commercial fees are reviewed annually to ensure revenues are sufficient to cover operating costs, capital costs and provide a small cushion for unanticipated expenses.

The FY 2009 revenues of $15.7 million come primarily from two sources: residential fees, projected at $9.6 million, and commercial fees, projected at $4.6 million. Commercial fees charged to business and apartment accounts will amount to approximately 29.1% of revenues in FY 2009.





EXPENDITURES

The FY 2009 Operating Budget

The FY 2009 Operating Budget totals $376.9 million, which is an increase of $13.7 million or 3.8% from the FY 2008 budget of $363.2 million.

Ongoing additions to the budget total $13.2 million. These additions are attributable to

- employee merit and pay range adjustments,
- public safety and elected officials retirement system increases,
- public safety staffing, equipment and operating expenses,
- electricity and utilities increases, and
- operations and maintenance expenses related to new or expanded city facilities including the new downtown parking garage's Promenade at Palmaire, the Equestrian Staging Area at the Grand Canal Linear Park and the Western Area Regional Park to name a few.

One-time additions to the budget account for $12.9 million. These additions will not recur in future years, and include costs related to

- equipment purchases for both new and existing facilities,
- neighborhood improvement grants,
- contractual services for the Westgate area and other major developments,
- additional electricity and utilities expenses that will be added to the ongoing budget in FY 2010 once the full impact of future rate increases is known,
- pay-as-you go capital projects and
- other one-time expenditures required to outfit new hires throughout the city, including 52 public safety personnel.

Operating Budget Changes

There are several significant additions to the city's operating budget. In FY 2009, public safety was once again a priority, but City 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 104.0 full-time equivalents (FTE's) over last year. Examples of some of the permanent positions and other significant non-staffing additions to the FY 2009 budget include:

- The Police Department is adding 41 permanent positions in the FY 2009 budget using funding from the public safety sales tax adjustment that Glendale voters approved in a September 2007 election. These positions within the Police Special Revenue Fund include 16 police officers, six detectives, two background investigators, two accident investigators, two motor officers, and two booking expediters to name a few.

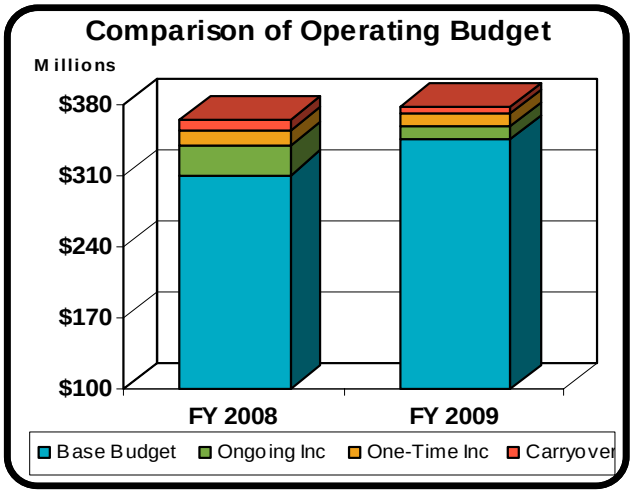
- Other Police Department non-staffing related base budget increases addressed needs for prisoner maintenance costs at the Maricopa County jail system, overtime, vehicle and systems maintenance, patrol cars, motor fuels and equipment to outfit public safety personnel. These additions account for $4.5 million ongoing and $1.8 million one-time and are augmented by $880,000 of one-time GF monies for prisoner maintenance costs.

- The Fire Department will be adding 11 permanent positions within the Fire Special Revenue Fund including four fire fighters, one fire protection engineer, one emergency medical services captain, one emergency medical services analyst, one health and safety division chief, one community services education captain and two service workers.

- Other Fire Department 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 training. These additions account for $2.6 million ongoing and $1.3 million one-time and are augmented by another $65,273 ongoing and $225,000 of one-time GF monies.

- The Transportation Department added $79,343 in ongoing funding and $488,000 in one-time funding within the Transportation Fund. The funding will be used to cover increasing costs associated with fixed route public transit services, shop and fuel increases, bus stop maintenance, GO! Program audit expenses and operations and maintenance costs associated with newly completed construction projects.

- The Utilities Department added 1 new position. However, non-staffing additions to address rising electricity rates will cost $600,000 and wastewater treatment expenses at the Sub Regional Operating Group facility will cost another $500,000. These two items are the driving forces behind the $1.1 million that will be added to the Utilities ongoing base budget in FY 2009.



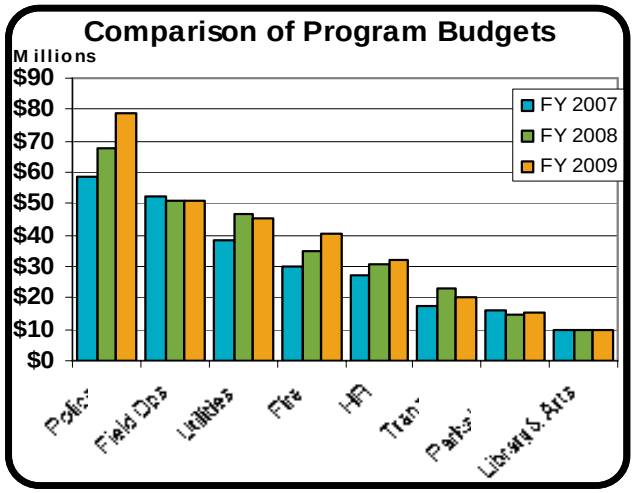


Table 2 includes the ongoing and one-time supplemental requests for various city departments. It also calculates the percentage increase for the department from the FY 2008 operating base budget.

Table 2: Selected FY 2009 Budget Supplementals

(All Dollars in Thousands)

Department	Amount	Base Budget % Increase
Police Department	$7,218	10.1%
Fire Department	$4,204	11.6%
Utilities	$1,100	2.5%
Building Safety	$972	27.0%
Transportation	$953	5.0%
Field Operations	$745	1.5%
City Attorney	$704	25.5%
Neighborhood Imp Gr	$600	83.0%
City Court	$527	11.2%
Parks & Recreation	$465	3.2%
Engineering	$384	9.9%
Intergovt. Programs	$253	49.2%
Marketing and Comm.	$220	5.5%
Economic Development	$156	10.6%
Rebates & Incentives	$150	3.2%
Comm. Action Program	$118	26.2%
Homeland Security	$87	9.2%
Community Dev Admin	$67	58.7%
City Manager	$59	4.4%
City Clerk	$30	4.2%
All Other (Includes Total Comp/Ret.)	$7,082	8.4%
Total Supplementals	**$26,093**	**7.4%**

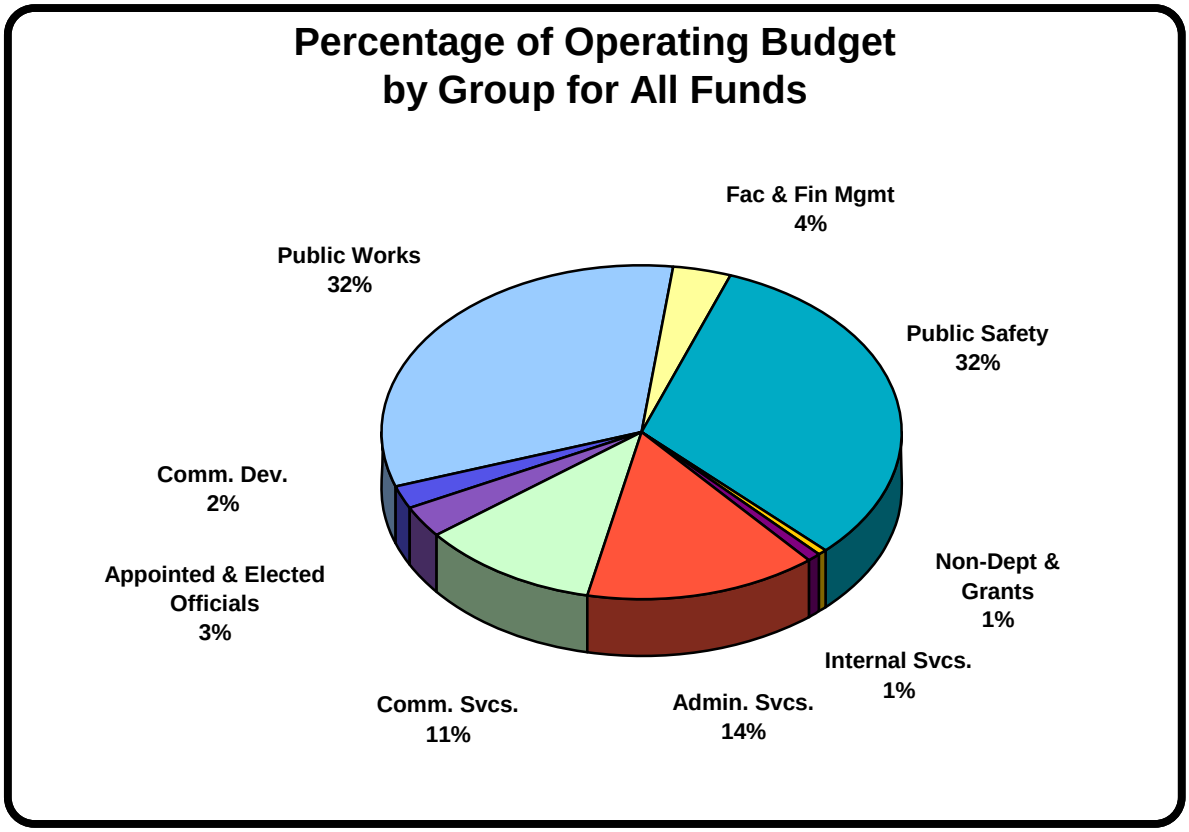
Operating Budget Summary

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 2009 operating budget. The "other" category includes approximately 25 remaining internal service, grant and/or special revenue funds.

Table 3: Operating Budget Summaries FY 2008 & FY 2009

(All Dollars in Thousands)

Fund	2008 Budget	2009 Budget	2009 vs. 2008
General-1000	$172,173	$168,725	-2.0%
Water and Sewer-2360	$51,994	$50,500	-2.9%
Benefits Trust Fund-2580	$23,066	$24,481	6.1%
Police Special Revenue-1700	$4,002	$16,370	309.0%
Sanitation-2480	$14,693	$14,823	0.9%
Transportation Sales Tax-1660	$15,634	$13,067	-16.4%
Highway User Gas Tax-1340	$13,965	$12,940	-7.3%
General Services-1040	$9,206	$9,774	6.2%
Grants-1840	$8,707	$9,059	4.0%
Pub Housing Budget Activities-2500	$8,707	$8,761	0.6%
Fire Special Revenue-172	$2,071	$8,632	316.8%
Landfill-2440	$7,545	$7,346	-2.6%
PC Replacement-1140	$2,608	$3,765	44.4%
C.D.B.G.-1320	$4,119	$3,093	-24.9%
Vehicle Replacement-1120	$3,030	$3,030	0.0%
Stadium Event Operations-1281	$0	$3,017	n/a
Risk Management Self Insurance-2540	$2,760	$2,760	0.0%
Training Facility Revenue Fund-2530	$2,188	$1,931	-11.7%
Stadium City Sales Tax-1790	$1,700	$1,700	0.0%
Home Grant-1300	$1,594	$1,418	-11.0%
Workers Comp. Self Insurance-2560	$1,407	$1,407	0.0%
Other	$12,062	$10,271	-14.8%
Total Operating Budget	**$363,230**	**$376,870**	**3.8%**



The largest operating group, regardless of funding source, is Public Works, which accounts for $120.9 million or 32.1% of the total operating budget. This group includes the Engineering, Field Operations, Transportation and Utilities departments. Among the many services that these departments provide are the following:

- design and construction management for all city capital projects;
- solid waste collection and disposal services and processing of recyclable products;
- building and equipment maintenance services for city vehicles and facilities;
- street and right-of-way maintenance;
- transportation planning, traffic engineering, traffic signs and striping, street lighting and transit services; and
- water/sewer treatment and transmission services.

The second largest group is Public Safety at $120.5 million, which makes up 32.0% 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, short-term detention, and community education; and
- development of plans for responding to natural disasters and other types of emergencies.

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 Administrative Services Group accounts for $54.0 million or 14.3% of the total operating budget. Departments within this group include Finance, Human Resources, Information Technology and, Management & Budget, as well as specialty departments to account for and track lease payments and fees and employee groups. Some of the services these departments provide include

- financial accounting, payroll services and revenue collection services;
- personnel services related to recruiting, hiring and training staff;
- information systems development and management;
- budget development and management; and
- grants development and oversight.

The Community Services Group provides services that are probably the most visible to the public and includes the following departments: Code Compliance, Community Partnerships, Library & Arts and Parks & Recreation, as well as specialty departments that address Neighborhood Improvement Grants and Residential Infill Housing. The services include

- responsive and proactive inspections and subsequent case resolution to protect neighborhoods from the negative impact of blight and deterioration;
- parks, open space and recreational activities for residents;
- library services;
- citizen education and neighborhood partnership programs; and
- 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 11.3% of the total operating budget, or $42.5 million.

The Facilities and Financial Management Group represents 3.7% or $14 million of the total operating budget. Departments in this group include the Civic Center in downtown Glendale, Economic Development, Marketing and Communications, Convention Center/Media Center/Parking Garage and specialty departments to account for rebate/incentive programs. Some of the services these departments provide include the provision of

- competitively priced meeting space and related services for business, social and other special events;
- programs to attract and retain businesses that create jobs, increase the tax base, improve land values and enhance central city vitality; and
- the production and oversight of Glendale's print and electronic communications.

This group also is responsible for positioning and marketing the Glendale Media Center, which includes the city's cable television Channel 11, for both the local and national media. This new facility was developed in conjunction with the Renaissance Hotel, Spa and Conference Center in the Westgate area.

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 2.9% or $11 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.

The Community Development Group represents 2.3% or $8.7 million of the total operating budget. Departments in this group include Building Safety, Environmental Resources and Planning. Some of the services these departments provide include

- the issuance of building permits and provision of inspection services related to new construction;
- 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; and
- long range planning, current planning and zoning administration related to proposed land uses.

The Internal Services Group includes those operations reporting directly to the city manager or assistant city manager. These departments account for 0.8% or $3.2 million of the total operating budget. They include the City Auditor, City Manager's Office, Community Action Program and Intergovernmental Programs. Some of the services these departments provide include

- audit and consulting services to management; and
- coordination of the city's dealings with federal, state and other local governments.

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% or $2.1 million of the operating budget.

Staffing and Personnel Issues

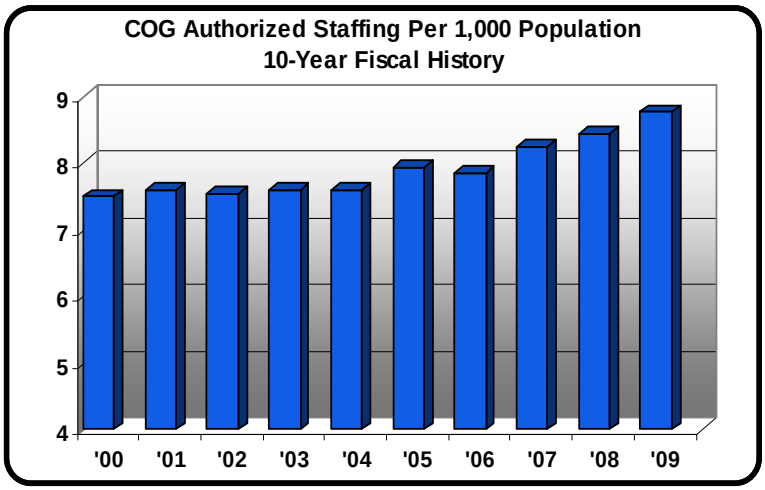
As with any service organization, personnel costs are a significant part of the total operating budget of the city. Table 4 provides a comparison of staffing levels in recent years.

Table 4: Staffing Levels by Fund

(Full-Time Equivalents)

Fund	2004-05	2005-06	2006-07	2007-08	2008-09
General-1000	1,260.91	1,300.26	1,388.76	1,411.76	1,403.76
Water and Sewer-2360	191.25	200.25	220.25	241.25	242.25
Police Special Revenue-1700	33.00	33.00	33.00	42.00	118.00
Highway User Gas Tax-1340	96.00	96.00	97.00	97.00	98.00
Sanitation-2480	68.00	69.00	70.00	75.00	78.00
Transportation Sales Tax-1660	42.25	43.25	49.25	50.25	50.25
Fire Special Revenue-1720	18.00	18.00	18.00	21.00	50.00
General Services-1040	42.00	39.00	42.00	42.00	42.00
Landfill-2440	38.00	39.00	42.00	43.00	41.00
Pub Housing Budget Activities-2500	25.00	25.00	25.00	25.00	25.00
Training Facility Revenue Fund-2530			4.00	12.00	12.00
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.75
Civic Center-1740	6.00	6.00	7.00	7.00	7.00
CAP Grant-1820	6.50	7.00	7.00	7.00	7.00
Airport Special Revenue-1760	5.00	5.00	5.00	5.00	5.00
Parks & Recreation Self Sust-1880	4.00	5.00	5.00	5.00	5.00
Grants-1840	4.00	3.00	3.00	4.00	4.00
Stadium Event Operations-1281					2.00
Arena Event Operations-1282					2.00
Telephone Services-1100	1.00	1.00	1.00	1.00	1.00
PC Replacement-1140				1.00	1.00
All Other	25.50	17.50	5.50	1.50	1.50
Total	**1,875.16**	**1,916.01**	**2,031.51**	**2,100.51**	**2,204.51**

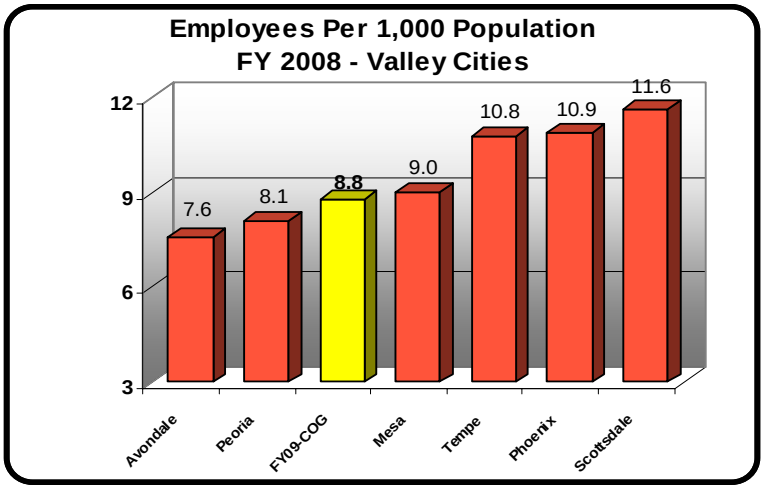
Overall, the city takes a conservative approach to adding new positions and expanding its service delivery system to ensure that basic services can be sustained regardless of revenue and expense fluctuations. Staff increases are typically closely tied to population growth.



The FY 2009 budget shows an increase in total authorized staffing by 104 full-time equivalents (FTEs). The majority of the staffing increases are concentrated in public safety but some of the other departments receiving additional staff include the City Manager's Office, City Attorney's Office, and the Marketing & Communications and Transportation 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 2,204.51 FTE positions will serve an estimated population of 251,333 by July 2008. This results in a staffing ratio of 8.77 employees per 1,000 residents in FY 2009.

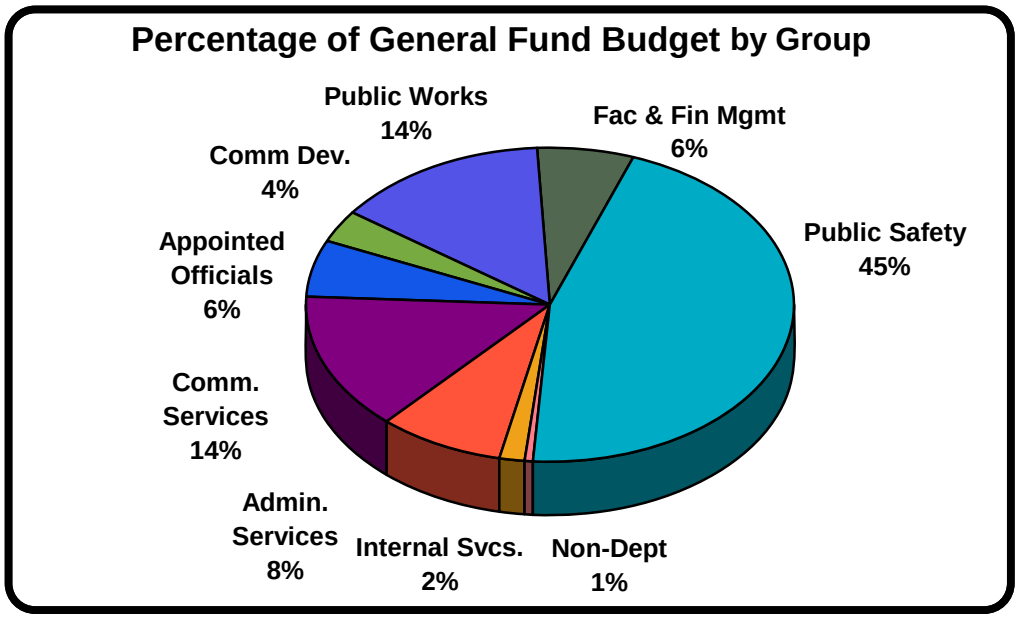
As the accompanying graph indicates, Glendale maintains one of the lowest staff to population ratios of any city in the metro Phoenix area, and does so without sacrificing the quality of services provided to residents. Please note that the ratio for all employee-per-each-1,000 residents is from FY 2008 except for the City of Glendale, which represents the FY 2009 ratio.



General Fund Expenditures

Included in the General Fund total is the Streets Fund. The total operating budget for FY 2009 is $181.7 million. Public Safety, at 45.5% or $82.7 million, is the largest component of the General Fund budget, followed by Public Works and Community Services at approximately 14.0%.

These three groups comprise 73.6% of the operating budget. The accompanying graph displays the General Fund budgets by group as a percentage of the whole.



All street-related costs eligible for the Highway User Revenue Fund (HURF) allocation are budgeted as expenses of the Streets Fund and are included in the Public Works group. The following table compares the FY 2009 General Fund operating budgets by group to FY 2008 and includes ongoing and one-time items for both fiscal years.

Table 5: General Fund Budget By Group Comparison

(All Dollars in Thousands)

Group	FY 2008 Budget	FY 2009 Budget	FY 2009 Percent of Total
Public Safety	$85,642	$82,735	45.5%
Community Services	$24,205	$25,736	14.2%
Public Works	$15,302	$25,482	14.0%
Administrative Svcs	$18,893	$15,411	8.5%
Fac & Fin Mgmt	$0	$11,671	6.4%
Appointed Officials	$10,361	$10,398	5.7%
Community Dev.	$19,079	$6,375	3.5%
Internal Services	$11,024	$2,747	1.5%
Non-Departmental	$1,632	$1,109	0.7%
Total	**$186,138**	**$181,664**	**100%**

The Facilities and Financial Management group was established as part of a reorganization during FY 2008. Although no new front line departments were actually created, several of the existing departments changed reporting groups.

General Fund Transfers to Other Funds

The General Fund supports a number of other funds within the city. A net transfer amount of $22.4 million will be transferred to other funds in FY 2009.

The largest of these transfers is $12.1 million to the Municipal Property Corporation debt service fund to address principal and interest payments related to several capital projects such as the Glendale Media Center and Expo Hall, Convention Center and Parking Garage in the west area, infrastructure for the Zanjero development, the Jobing.com Arena and a portion of the Public Safety Training Facility. The $12.1 million is the net amount after accounting for revenue per the respective development agreements for the various facilities named above that were constructed with MPC bonds.

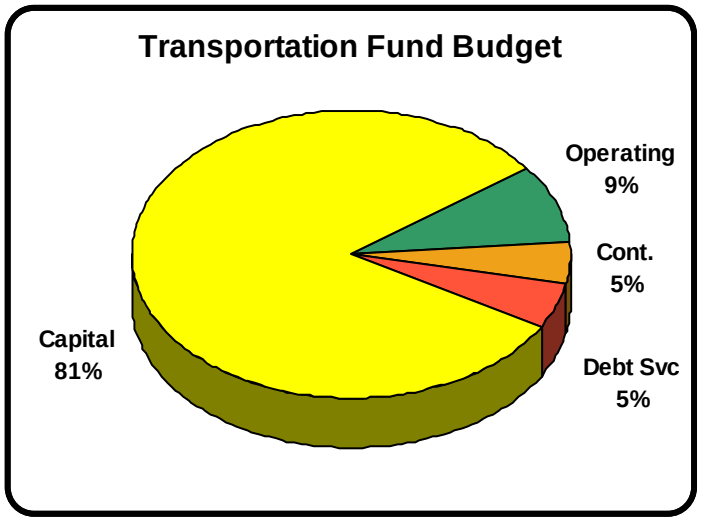
There is a $3.7 million for the Streets Debt Fund to cover HURF debt service obligations. A total transfer of $2.5 million is needed for the Stadium and Arena Operations funds, another $900,000 will go to the Transportation Fund and a transfer of $861,798 will be made to the Marketing Special Events Fund. Other transfers will go to the Civic Center, Airport, Housing and various grant funds. 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 $16.4 million will be appropriated from the Police Special Revenue Fund to provide police services, and $8.6 million from the Fire Special Revenue Fund is designated to provide fire protection and emergency medical services. The Police fund supports 118 police staffing positions while the Fire fund supports 50 fire staffing positions.

Transportation Fund Expenditures

The Transportation funds include operating, capital and debt service expenses related to providing a range of transportation services in accordance with the ballot initiative that Glendale voters approved in a 2001 election. Although the majority of expenditures totaling $120.6 million are budgeted for capital outlays, the total operating



budget of $13.1 million is used for Fixed Route services (public transportation) at $5.8 million and Dial-A-Ride at $2.6 million. The latter program serves physically challenged residents and individuals with special transportation needs. The Transportation Program Management Division includes funding for the streetlight maintenance contract and program audit services, as well as various other items. The remaining $2.3 million, or 18% of the operating budget, is used for traffic engineering, safety education, traffic mitigation, management oversight and red light enforcement. Debt service payments totaling $7.3 million are budgeted for FY 2009 and a contingency appropriation of $7.0 million is supported by fund balance and will be used at the discretion of Council for any emergencies.

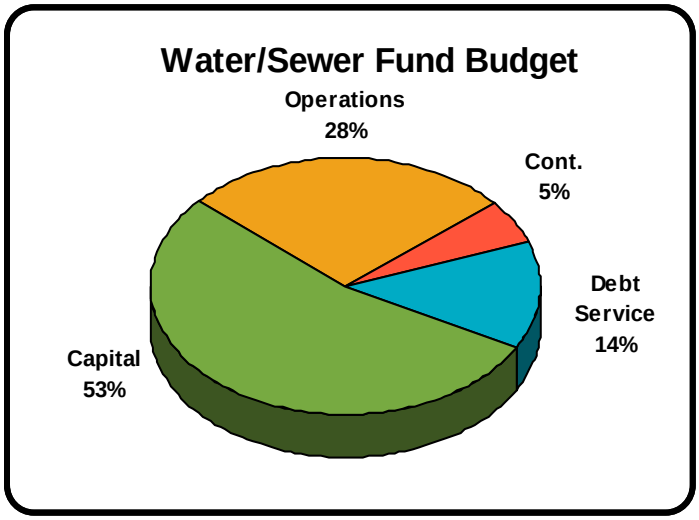
Airport Fund Expenditures

The Airport Fund operating budget is $656,426, which is funded by airport revenues of $521,825 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, have brought the airport much closer to self-sufficiency when comparing revenue sources generated and actual expenditures. Once runway and facility improvements are completed, staff believes the Glendale Airport will be able to attract more corporate jet customers. This, coupled with uses from professional football, hockey and the soon to be completed spring training facility, as well as other major national events occurring in Glendale, could make the city's airport a fully 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 $50.5 million for FY 2009, Almost half of this budget, or $20.5 million, is used to support the Oasis Water Campus; the Cholla and Pyramid Peak Water Treatment Plants; the West Area and Arrowhead Wastewater Treatment Plants; and the regional sewer treatment facility that the City of Phoenix operates through the Sub-Regional Operating Group (SROG). In addition, water distribution, wastewater collection, customer service and

utilities administration costs make up another $20.9 million. The remaining $9.1 million covered by the operating budget is used for meter maintenance, central system control, water quality testing and information management services.

Many significant capital projects are planned during FY 2009 which account for the $97.4 million in capital expenditures, as well as the corresponding $25.0 million in debt service payments required for those capital projects. The *Capital Improvement Plan* of this book includes project descriptions and detailed cost estimates for all planned water and sewer capital projects. A $10.0 million contingency appropriation is supported by fund balance and will be used at the direction of City Council for any unplanned emergencies or if any capital construction projects get ahead of schedule.

Sanitation Fund Expenditures

The total operating budget for FY 2009 is $14.8 million, which is almost unchanged from the $14.7 million in FY 2008. Residential curb service, which includes trash, recycling and loose trash collection, accounts for $9.8 million or 66% of the operating budget. The commercial front-load and roll-off divisions account for another 5.0 million. The FY 2009 capital budget includes $2.8 million for the purchase roll-off trucks and bins, commercial trucks, side load refuse trucks and loose trash equipment.

Landfill Fund Expenditures

The total operating budget for FY 2009 is $7.3 million, a decrease of about 3% when compared to $7.5 million in FY 2008. Landfill operations total $3.2 million, the materials recycling facility $2.4 million and other recycling $0.9 million, all of which accounts for 89% of the operating budget. The remaining amount is used for solid waste administration and landfill gas management.

The FY 2009 capital budget includes $2.0 million of carryover appropriation for landfill gas management expansion, material recycling process improvements, fuel tanker replacement and an entrance signal on Glendale Avenue. The capital budget also includes $6.6 million for new projects including soil excavation of the north area, which will open once the south area closes, a new compactor, and the replacement of other major equipment. A small debt service payment of $138,550 is planned and a $2.0 million contingency appropriation has been established for any unplanned emergencies.

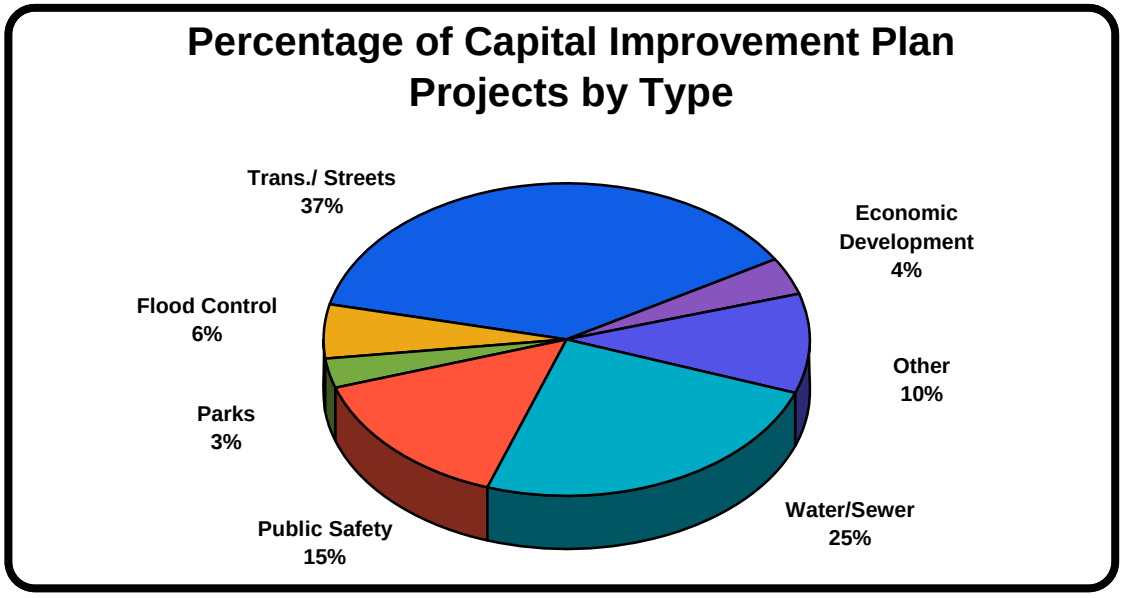
FY 2009 will be the eighth full year of operation for the recycling program, which includes the recycling education and inspection programs and the full cost of the materials recycling facility. Recycling accomplishes a number of city objectives, such as improving the environment, extending the useful life of Glendale's landfill, and generating revenue from the sale of reusable materials.

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 currently administers the medical, dental, life insurance and vision plans and coverage for both premiums and claims related expenses. The fund has an operating budget of $24.5 million for FY 2009. This represents a modest increase of 6.1% from FY 2008 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, which totaled 104 FTE's for FY 2009.

The beginning fund balance is projected to be approximately $4.7 million. $1.0 million of this amount is planned to be used during FY 2009 to help offset the increasing costs of health, dental and life insurance expenses. The City was able to take this approach in part because claims activity was favorable during first half of FY 2008. Therefore, the ending fund balance is projected to be $3.7 million in FY 2009.

Capital Improvement Plan Expenditures

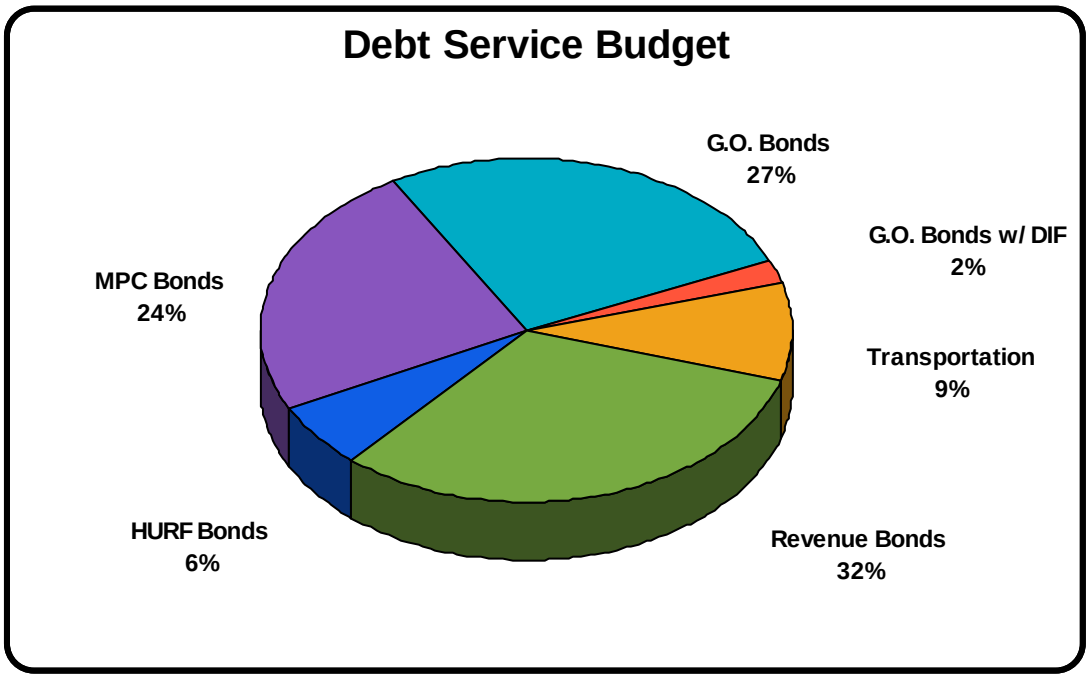


The total capital improvement budget for FY 2009 is $391.9 million, and 77% of this amount relates to transportation, public safety, water and sewer projects. The $391.9 million includes carryover appropriation from FY 2008 of $150.0 million to complete existing projects and $241.9 million for new projects. This is a decrease of $26.9 million, or 6.4%, compared to the FY 2008 capital improvement budget of $418.8 million. The reduction was primarily driven by a year over year reduction in budgeted carryover by $45.0 million ($150.0 million in FY 2009 versus $195.0 million in FY 2008). 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 in order to 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 2009 is $79.3 million, compared to $74.4 million in FY 2008. This represents an increase of 6.6% or $4.9 million which was driven in part by the scheduled principal and interest payments related to Municipal Property Corporation debt issuances for capital projects like the Glendale Media Center and Expo Hall, Convention Center and Parking Garage in the west area, infrastructure for the Zanjero development, the Jobing.com Arena and a portion of 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 2009 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
Phone: (623) 930-2264
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Email: aweathersby@glendaleaz.com

Financial Guidelines

2008-2009

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 focuses on the General Fund (GF) given the extent 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. Similar forecasts and rate setting models are used 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 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 criteria and assumptions used and the respective limitations associated with both. 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. 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. In terms of real purchasing power, $103.60 in goods purchased in 1984 would cost approximately $212.20 in 2007, an increase of almost 105%.

The following table shows the historical percentage increase in the CPI-U since 1984 as reported by the U.S. Department of Labor, Bureau of Labor Statistics.

CPI - Urban Users (Western Region)

Year	Index	% Increase
1984	103.6	Base Year
1985	108.0	4.25%
1986	110.5	2.31%
1987	114.3	3.44%
1988	119.0	4.11%
1989	124.6	4.71%
1990	131.5	5.54%
1991	137.3	4.41%
1992	142.0	3.42%
1993	146.2	2.96%

Year	Index	% Increase
1994	149.6	2.27%
1995	153.5	2.61%
1996	157.6	2.67%
1997	161.4	2.41%
1998	164.4	1.86%
1999	168.9	2.74%
2000	174.8	3.49%
2001	181.2	3.66%
2002	184.7	1.93%
2003	188.6	2.11%

Year	Index	% Increase
2004	193.0	2.28%
2005	198.9	3.06%
2006	205.7	3.42%
2007	212.2	3.17%
Mar '08	216.9	2.19%

1984 - 2007 Total	104.86%
1984 - 2007 Avg	3.17%
2003 - 2007 Total	12.53%
2003 - 2007 Avg	2.81%

The average annual inflation rate has been averaging about 3.17% since 1984. From 2003 to 2007, the five-year average inflation rate has been lower, averaging 2.81%. However, the last two years have averaged 3.30%. During the first three months of 2008, the inflation factors have increased to 215.7, 216.3 and 218.5. The March 2008 figure reflects a 2.19% increase in the first quarter from where we ended the year in 2007.

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 99% increase. Population growth appears to be leveling off from the high growth experienced in the 1990s and the early years of the current decade given that the 2005 – 2007 average annual increase was a more moderate 1.85%. The current population is estimated at 246,382.

The following table shows the historical and projected population growth and percentage increases for years 1984 through 2012, 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	246,382	1.03%
	2008*	248,845	1.00%
	2009*	251,333	1.00%
	2010*	253,846	1.00%
	2011*	256,384	1.00%
	2012*	258,947	1.00%

* Projected Population Figures

Notes:

a 1985 Special Census

b 1990 Census

c 1995 Special Census - includes Luke AFB

d Increase reflects new base population from September 2005 Cnesus survey

All population counts and estimates from 1995 forward include Luke AFB

EMPLOYEE SALARY ADJUSTMENTS

The forecasting models are programmed to include pay range or "market" adjustments 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. Prior to the implementation of this practice a few years ago, 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 sworn personnel 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 other employment issues. Any changes in employee compensation derived from these meetings are incorporated into the annual budget through an agreed upon memorandum of understanding. During the course of FY 2008, a new two-year Memorandum of Understanding with the police and fire represented groups was completed for FY 2009 and 2010.

In FY 2009, the city will increase the minimum and maximum salary for 52 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 one of the 52 job classifications adjusted, that employee normally would not receive any additional compensation for a favorable performance appraisal. However, since the top of the pay range was adjusted upward 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 2009, the city will pay a 1% lump sum bonus amount to all employees and a 2% merit to those employees who meet or exceed expectations on their performance evaluation. 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, residential and commercial growth and aging 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 City of Glendale approved 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 new tax was approved by the voters in September 2007 and became effective November 2007. Public safety will use this funding to implement their needs assessments over the course of a three to five year period. In addition to these funds, the GF will continue to support public safety operations based upon Council direction.

The GF Five-Year Forecast includes funding for planned expenditure increases related to public safety retirement and compensation increases, healthcare and other employee benefit increases, as well as the operating and maintenance costs associated with capital projects expected to come on line during the forecast period. The operating and maintenance costs associated with the capital improvement plan comprise a significant portion of the expenses included over the forecast period. The preceding items account for approximately $8M of ongoing funding that will be needed starting in FY 2010 and/or FY 2011.

The remaining components of the Five-Year Forecast are discussed in the following sections.

TECHNOLOGY/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 and continued to receive regularly scheduled replacements.) GF contributions were phased in as follows:

- at the 50% level in FY 2005 (half in ongoing funds and half in one-time funds),
- at the 75% in FY 2006 (50% ongoing and 25% one-time), and
- at the 100% in FY 2007 (75% ongoing and 25% one-time).

For FY 2008, the funding level remained at 100% (75% ongoing and 25% one-time). However, for FY 2009, the funding level will once again be lowered to 75% (50% ongoing and 25% one-time).

This reduction in the GF contribution level was needed to fund other critical items identified in the city manager's recommended balanced budget. Non-public safety technology, vehicles and equipment will have their useful lives extended where appropriate until this amount can be built back into the budget. Overall, the Five-Year Forecast includes just over $1 million dollars of ongoing funding starting in FY 2010 to bring funding levels back to desired levels.

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 complete listing of the capital lease debt service for the city's various funds.

The forecast also includes changes in existing, long-term Municipal Property Corporation (MPC) debt service financings 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.

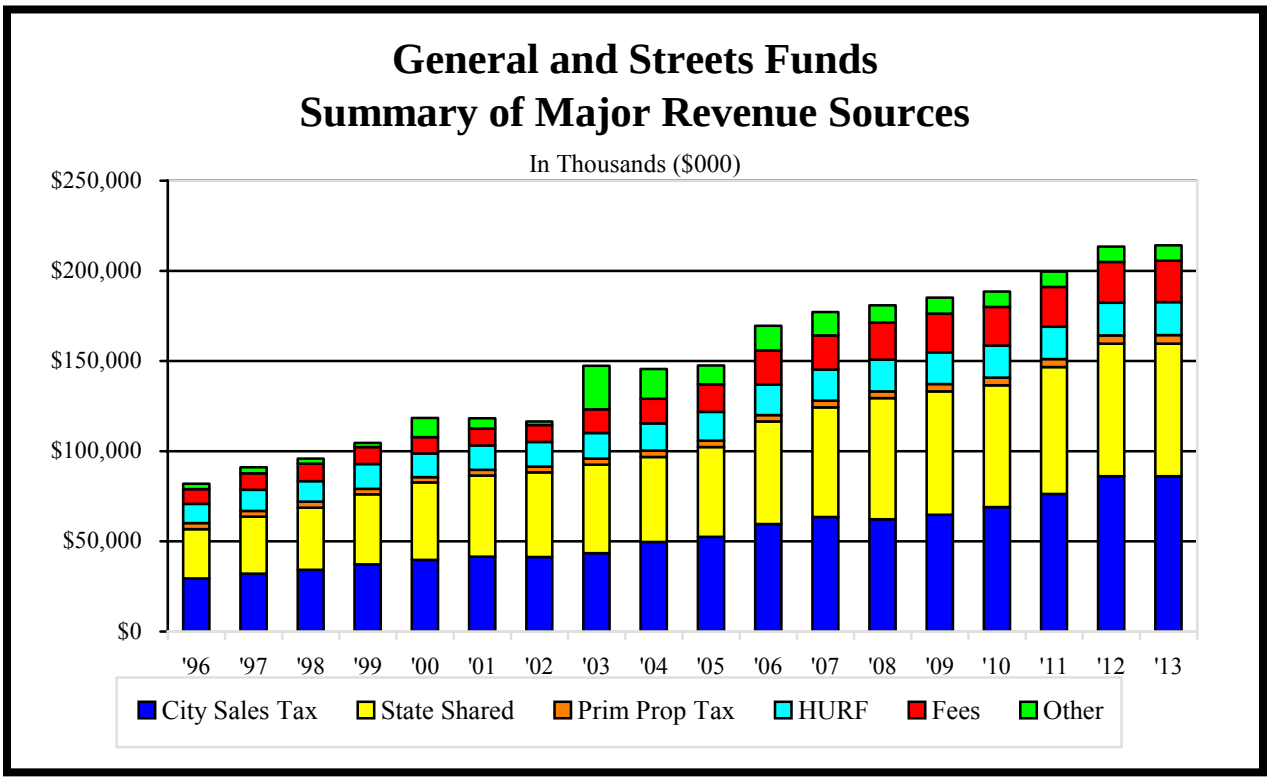
GENERAL FUND REVENUE FORECAST

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 2013 with the overall expected rate of growth fluctuating between 3% and 4% per year.

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. They have comprised between two-thirds and three-fourths of the General Fund ongoing revenue since FY 2002 and are expected to continue to do so for FY 2008-09 and beyond.

The other notable GF revenue source 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.



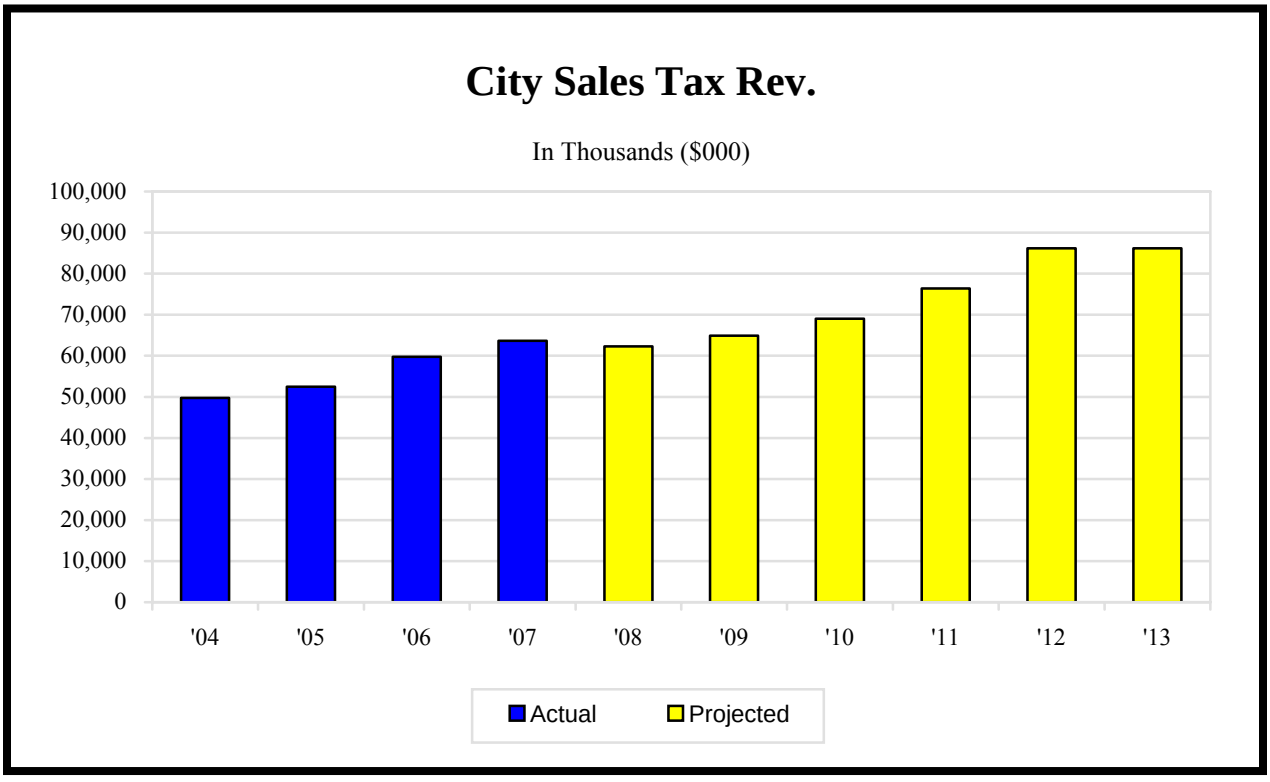
City Sales Tax

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 receipts comprise 35% of the city's GF revenue budget for FY 2009. This percentage has been stable, fluctuating between 34% and 40% since FY 1999.

City sales tax for the forecast period 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 consumer and business purchasing volume and therefore increased sales tax revenue, Maricopa County's five-year employment growth estimate is incorporated into the city's sales tax forecasting model.

The average annual growth rate for city sales tax collections was 9% between FY 2002 and FY 2007. Once the FY 2007-08 estimate is included, the average annual growth rate remains very strong at 7.2%. For the future, this revenue source is expected to continue to grow at a similarly healthy rate. This expectation is based on the continued expansion of Glendale's sports, entertainment, office and retail destination area that is under way, and the continued attraction of diverse job growth industries to the city. It also is based on the expected growth in Arizona's population and disposable personal income as projected by various experts on the Arizona economy. The graph below provides a historical look at city sales tax revenue.



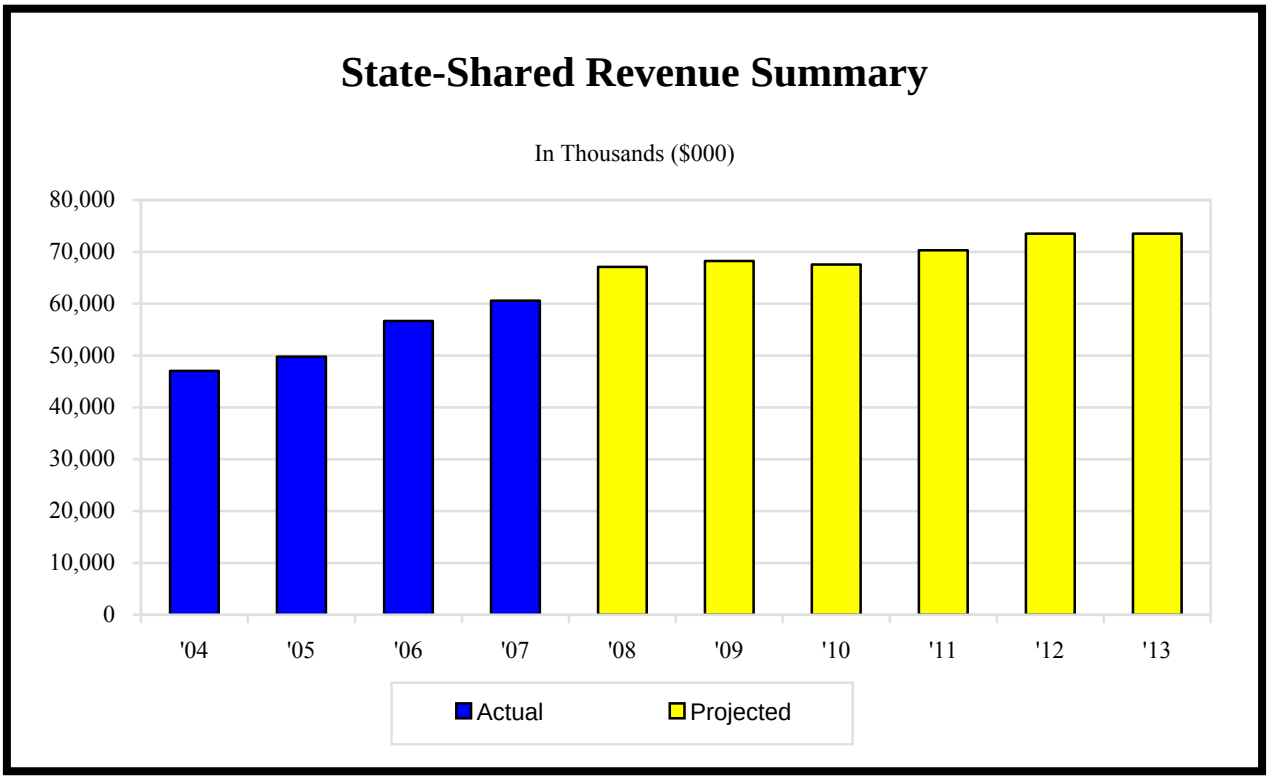
State-Shared Revenue

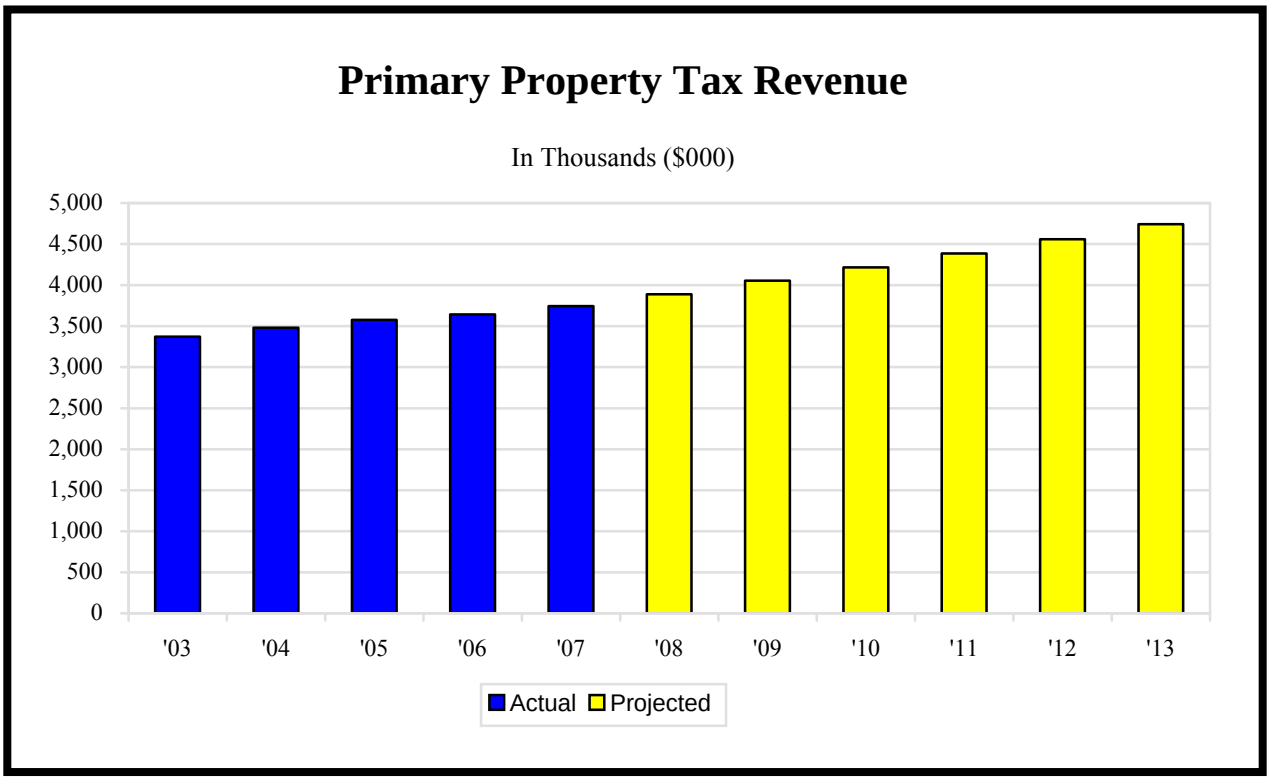
Cities and towns in Arizona are beneficiaries of a state-shared revenue program that distributes state-collected revenues to Arizona municipalities. State-shared revenues in this document specifically refer to state sales tax, state income tax and motor vehicle in-lieu receipts.

State shared revenue receipts comprise about 37% of the city's GF revenue budget for FY 2009 and the forecast period assumes this percentage will continue since it reflects the history of this revenue source for the past several years.

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 years. 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 average annual growth rate for state shared revenue collections was 5.4% between FY 2002 and FY 2007. Once the FY 2008 estimate is included, the average annual growth rate remains very strong at 6.3%, primarily because of robust growth in state income tax revenues, which is the most significant component of state-shared revenue. Given that state-shared revenues are subject to legislative changes such as income tax rate reductions and/or adjustments to distribution formulas – both of which have occurred over the last several years – the forecast assumes a conservative average annual growth rate of about 2%.





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.

Primary property tax revenue is a relatively small revenue source for the GF as it comprises only 2% of the total. This percentage of the total is assumed to remain unchanged for the forecast period. Property tax revenue can also 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 2009, Glendale's property tax will be reduced from $1.6200 to $1.5951. This is on top of the 10 cent reduction that became effective in FY 2008. These reductions were possible because the city's secondary assessed valuation has more than doubled since FY 2000.

The Management and Budget Department analyzes historical property tax data to arrive at reasonable assumptions about long-range trends in assessed valuation. Despite Glendale's

historical growth in assessed valuation of the past several years, we know the current imbalance between supply and demand in the housing industry will take some time to right itself. Therefore our projection reflects a conservative 4% growth in primary property tax revenue for the forecast period.

Highway User Revenue Fees (HURF)
This source is commonly referred to as the gasoline tax although there are several additional transportation-related fees that comprise this revenue, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel. This revenue can be used only for specific street and highway purposes.

In FY 2008 the city expects to receive $17.4 million in HURF revenue, with $17.6 million expected in FY 2009 and makes up about 9.5% of GF revenue. This amount is expected to grow modestly to $18.3 million by the end of the forecast period. This conservative forecast is based on the assumption that consumers will continue to change their driving habits to smaller, more fuel efficient vehicles and to greater use of public transit as the price of fuel continues to escalate.

Fees and Charges
This category covers a variety of city fees and charges for city services such as building permits, right-of-way permits, construction plan check reviews, barricade fees, business and sales tax licenses, liquor licenses, fire fees, park and recreation fees, court fees and fines, library fees and fines, and fees related to planning and zoning issues. This category also includes revenues from cable, gas and electric franchise fees, income from the rental of city facilities, cemetery services and the miscellaneous category.

Total projected fees and charges are expected to be $21.5 million in FY 2009, about 11.6% of total GF revenue. By FY 2013, revenue from fees and charges is expected to grow to $22.9 million.

Other Revenue
This category includes interest income, capital lease proceeds 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. Since 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.

The total general staff and administrative service charges for FY 2009 are $8.0 million and comprise about 4% of all GF revenue. This amount is anticipated to remain steady through the forecast period. 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.

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 City Council's strategic goals and objectives set for the 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 2009 operating and capital budgets reflects 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 (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 a lesser amount of 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 2009, state-shared revenue will be distributed in the same manner used for the FY 2008 distributions.

For the most part, past reductions in state-shared revenue allocations 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 zero to minimal growth based on forecasts by experts on the Arizona economy, which is consistent with the national economic outlook at the time the budget was prepared. In April, cities received preliminary estimates of the distribution amounts for FY 2009 and the estimates for Glendale are consistent with those used to build the FY 2009 General Fund revenue budget.

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 2009. A more detailed discussion of these other revenue sources and the projection for FY 2009 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 2009 operating budget. For example, a total of 104 new positions have been authorized since the adoption of the FY 2008 budget, with 8 permanent positions added to the General Fund base budget and 96 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.

Routine Operating Expenses
The cost associated with many routine operating necessities, such as utilities, 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 2009 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.

Expenses related to water and sewer service for city facilities including the municipal complex, libraries, public safety buildings and park facilities have all increased. In addition, electricity and natural gas expenditures have increased from $1.6M in FY 2005 to a projected $2.3M in FY 2008. Retirement costs for the public safety and elected officials retirement plans will increase in FY 2009 as contribution rates rise to improve the financial health and stability of these state-administered retirement funds. These increases which are expected to cost the city an additional $1.7M in FY 2009 are occurring against a backdrop of significant contribution rate decreases in the late 1990s, when investment returns were robust.

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 currently trains new fire recruits and both police and fire personnel conduct advanced training exercises 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.

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.

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.

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 (8.77:1,000) personnel-related costs account for 69% 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 materially 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. In these cases, we extend the useful life of the vehicle. 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 which is used 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 *2009-2018 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 2009.

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.

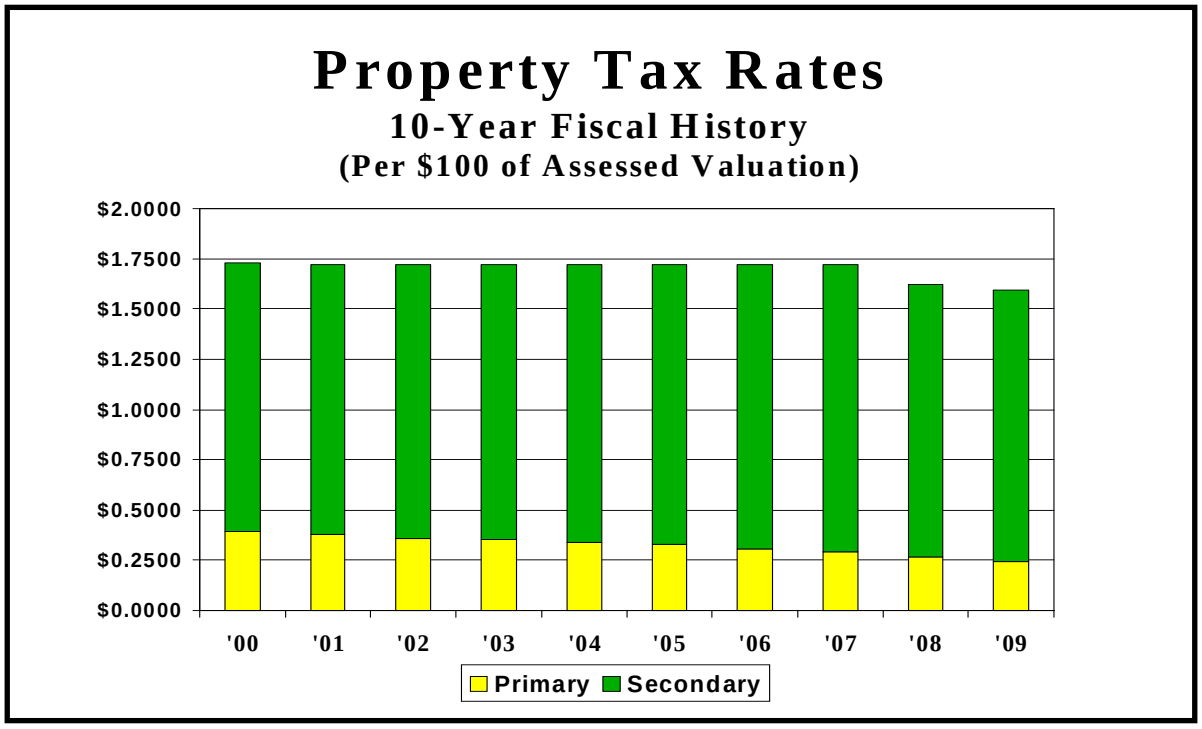
As noted above, secondary property taxes are used to repay voter-authorized General Obligation bond debt. With efficient scheduling of bond sales and capital projects, the *Ten-Year Capital Improvement Plan* is designed to keep the secondary property tax rate level. Changes in capital construction schedules, 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 2007, Glendale received approximately $23.1 million in property tax revenue from the $1.72 total property tax rate. The primary property tax amount totaled approximately $3.7 million and the remaining $19.4 million came from the secondary rate. The combined property tax rate for FY 2008 was lowered to $1.62 per $100 of assessed valuation and is expected to generate $3.9 million from the primary property tax rate and $24.7 million from the secondary property tax rate.

The property tax rate was lowered again in FY 2009 to $1.5951 as assessed valuation numbers rose significantly for many properties in cities and towns throughout Arizona. The rate is expected to generate a total of $33.7 million, $4.1 million from the primary property tax and $29.6 million from the secondary property tax. Council expressed a desire to lower taxes even further; however, the rising costs of construction coupled with the scheduled construction of significant public amenities prevented Council from doing so.

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 2008 budgets, this approach was further modified because this revenue source had 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	$63.6 M	6.5%
2007-08 Proj.	$67.6M	6.2%
2007-08 Est.	$62.3 M	(2.0%)
2008-09 Proj.	$64.9 M	4.2%

However, FY 2008 projection of 6.2% proved to be overly optimistic as the national economy hit a severe downturn. The re-estimate for FY 2008 shows a negative growth rate. It is important to note that the average annual growth rate for city sales tax collections was 9% between FY 2002 and FY 2007. However, even when FY 2008 is factored in with the negative growth estimate, the average annual growth rate remains very strong at 7.2% over this time period.

The 4.2% growth projection for FY 2009 is in the range projected by experts on the Arizona economy, and is about one-half the average annual rate of growth experienced over the last several years.

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 was clear that the economy had rebounded. The record setting growth that we experienced during this time ended during FY 2008. In order to deal with this most recent slowdown in the economy, 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.
- Non public-safety staffing positions are reviewed by upper management to make sure they still are serving current business needs and demands as they become vacant before the recruitment process actually begins for those positions.
- 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 existing 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 bills
   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. **Fund 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 prolonged 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 maintained 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., council communication for award of contract, contract change order) shall be included on the fiscal year end Clean-Up Ordinance to be approved by City Council.

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 as placeholders that carry out the city's long-term strategic and general plans. All projects are assessed annually 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. Examples include any associated staffing, utilities, water, landscape, building and equipment maintenance, computer/vehicle ongoing replacement, insurance costs, etc.

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 contract, 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 and scope of a project are in line with Council expectations.

Operating Budget

2008-2009

City of Glendale Municipal Building

APPOINTED & ELECTED OFFICIALS

Office of the Mayor
Council Office
City Attorney
City Clerk
City Court

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

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

The Glendale City Council approves strategic goals that guide the future vision and policy direction for the city.

07-08 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
- One Community With High Quality Services for Citizens
- A City That Is Fiscally Sound

Accomplishments

Strong Neighborhoods

- Engaged citizens by hosting more than two dozen community events such as Community Conversations with Mayor Scruggs, Council District meetings, Legislative Link meetings, special district events and a Boards and Commissions Recruitment Fair.
- Improved neighborhoods by awarding $538,320 in Neighborhood improvement grants throughout Glendale.
- Continued to support Glendale's 185 Registered Neighborhoods & HOAs.
- Continued the successful Neighborhood Protection Plan designed to ensure that residents living near the University of Phoenix Stadium would continue to have access to their neighborhood during major events, such as Super Bowl XLII, while eliminating cut through traffic and neighborhood parking.

Public Safety for Citizens and Visitors

- Held a Special Election for Proposition 401, a Public Safety Enhancement Fund. Passage of the funding is helping to improve response time and neighborhood protection through additional positions and critical public safety equipment.
- Established a United Public Safety Command, made up of municipal, county, state and federal agencies to ensure the security of our community during Super Bowl XLII.
- Celebrated the opening of the Glendale Regional Public Safety Training Center.
- Approved a contract with Air Evac Services to provide helicopter emergency medical services to the citizens of Glendale. The HALO-Flight Air Ambulance is stationed at the Glendale Municipal Airport.
- Instituted Minimally Interrupted Cardiac Resuscitation, a new, more effective CPR technique used by Glendale paramedics. Partnered with Midwestern University and Priority One Enterprises to offer free training for citizens in the bystander version of this new technique during monthly classes.
- Installed a photo red light system at the intersection of 59th and Peoria avenues. This pilot program is an effort to reduce the number of car accidents caused by drivers running red lights.
- Received funding of $399,982 from the Department of Justice's Office on Violence Against Women to provide funding for programs and services for victims of domestic violence.

Quality Economic Development

- Successfully hosted Glendale's first Super Bowl.
- Broke ground on the Cactus League's newest spring training facility. Located at 111th Avenue, west of the Loop 101 between Camelback Road and Glendale Avenue, the development will reach across both Glendale and Phoenix city borders.
- Supported expansion projects at Banner Thunderbird Medical Center and Midwestern University – including the announcement of a Dental Clinic on the Glendale Campus.
- Celebrated openings of 9 new hotels and an array of restaurants and shops at Westgate & Zanjero.

- Welcomed new employers – Wells Fargo, Delta Dental and Southwest Ambulance.
- Expanded the Glendale Municipal Airport and completed renovations on the Airports Fixed Based Operator Facility.
- Celebrated the opening of the Glendale Park and Ride at 99th and Glendale avenues. The facility, which will serve as a regional Park and Ride, is the first environmentally friendly structure of its kind.

A Vibrant City Center

- Visited urban areas with successfully revitalized corridors on *Glendale Corridor Redevelopment trips*; brought back findings to study and share with the public.
- Received the Public Works Project of the Year in the Historical Restoration/Preservation category from the Arizona Chapter of APWA for work on the Downtown Glendale Pedestrian Enhancement Project. The project included landscaping, new brick sidewalks and crosswalks; pedestrian lighting; bench repair and additional bicycle racks.
- Welcomed shoppers and diners to park in the new downtown Glendale parking structure, which boasts 600 parking spots and 11,000 square feet of retail and office space.
- Created a pilot project called *Glendale Express*, a free shuttle service that transports residents and visitors between historic downtown Glendale and the sports and entertainment district, including Westgate City Center, Zanjero District, hotels and shops.
- Continued support of the Downtown Dining District, a program developed to help restaurants by offering interior improvement grants and low interest loans that can be applied to equipment, restroom facilities, pipes, wiring and more.

An Active Partnership with Luke Air Force Base

- Partnered with 13 West Valley communities to form the West Valley Partners as a coalition of government agencies with the sole purpose of protecting the mission of Luke Air Force Base.
- Through work with Arizona's congressional delegation, helped to secure $5.5 million for phase I the Luke AFB runway replacement project.
- Continued support for additional federal funding for phase II of the Luke runway replacement project, as well as, funding for upgrades to the Barry M. Goldwater Range.
- Secured community donations for the creation of an educational DVD which highlights how communities are managing growth around Luke AFB and the significance of legislation enacted over the last decade which is now used as a model across the nation.
- Brought together interested citizens for a unique Glendale University Graduate class. Students toured and learned about the mission and operations of the world's largest F-16 training base.

High Quality Services for Citizens

- Expanded online services to include online bill-pay for utility services, tickets and court fines; online registration for Parks and Recreation programs, Glendale Bulletins, Podcasts and a Neighborhood Information System.

- Adopted a dust control ordinance that includes air quality measures that restrict vehicular use and parking on vacant lots, require paving or stabilization of existing unpaved parking lots, restrict off-road vehicle use, and strengthen trespassing laws and ordinances.
- Awarded $83,360 in Performing Arts Grants to 15 local organizations to support 27 performing arts projects throughout Glendale.
- Joined professional skateboarders and BMX riders at the grand opening of the new X-Court, Glendale's first skateboarding and BMX facility.
- Upgraded trails and removed evasive vegetation at Thunderbird Conservation Park.
- Continued to support Glendale's signature special events including the 25th Annual Glendale Jazz and Blues Festival and holiday favorite Glendale Glitters.

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 the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for Glendale's comprehensive annual financial report (CAFR). This marks the nineteenth consecutive year that Glendale has been recognized with this award.
- Awarded the *Outstanding Agency Accreditation Award for 2007* by the National Institute of Governmental Purchasing (NIGP). This award formally recognizes excellence in public procurement by establishing a body of standards that should be in place for a solid purchasing operation.
- Received an upgrade to Glendale's junior-lien water and sewer obligations from A2 to A1, from Moody's, the nation's leading investor service. The rating upgrade reflects a growing and largely residential customer base, and a history of sound decisions by city policy-makers to ensure that system revenues provide satisfactory debt service coverage for bondholders.

Interesting Facts

- In the weeks leading up to Super Bowl XLII, close to 3,000 television stories were broadcast about Glendale to a nationwide audience of more than 350 million people.
- The city of Glendale earned straight A's from Valley Forward for the Valley's 2008 Environmental Report Card. Glendale was graded in the following areas: Air, Land Use, Transportation, and Water.
- The Glendale Transportation department recently received the 2007 Excellence Award for Outstanding Transit Organization in the state of Arizona by the Arizona Transit Association.
- The Glendale Civic Center was selected as the No. 2 meeting/convention location for facilities 49,999 square feet or less in Ranking Arizona's "The Best of Arizona Business 2008.

City of Glendale
Budget Summary by Department

Mayor

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Office of the Mayor	$344,327	$365,488	$359,297	$378,211	3%
Total - Mayor	**$344,327**	**$365,488**	**$359,297**	**$378,211**	**3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$299,953	$315,449	$315,449	$326,832	4%
Supplies and Contracts	$34,547	$41,123	$34,932	$43,843	7%
Internal Premiums	$5,864	$5,433	$5,433	$4,169	-23%
Internal Service Charges	$3,963	$3,483	$3,483	$3,367	-3%
Total - Mayor	**$344,327**	**$365,488**	**$359,297**	**$378,211**	**3%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
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 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Barrel District	$75,567	$96,301	$79,754	$99,060	3%
(1000) Cactus District	$66,798	$96,143	$82,051	$98,902	3%
(1000) Cholla District	$72,035	$101,600	$79,644	$104,511	3%
(1000) Council Office	$542,058	$582,716	$576,115	$586,333	1%
(1000) Ocotillo District	$59,000	$95,389	$85,733	$98,155	3%
(1000) Sahuaro District	$72,969	$96,362	$79,367	$99,121	3%
(1000) Yucca District	$86,174	$96,279	$73,668	$99,037	3%
Total - Council Office	**$974,601**	**$1,164,790**	**$1,056,332**	**$1,185,119**	**2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$748,371	$816,527	$809,926	$825,882	1%
Supplies and Contracts	$194,747	$316,128	$214,271	$331,425	5%
Internal Premiums	$22,132	$20,868	$20,868	$16,664	-20%
Internal Service Charges	$9,351	$11,267	$11,267	$11,148	-1%
Total - Council Office	**$974,601**	**$1,164,790**	**$1,056,332**	**$1,185,119**	**2%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
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.

Interesting Department Fact:
In 2007, the City Attorney's Office reviewed 417 contracts. Of those, 43% were reviewed the same day the contract was received.

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, by adhering to professional standards, garnering strong understanding of city operations, and incorporating all relevant information into the legal advice and guidance provided.

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

FISCAL YEAR 2009

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	Obtain 80% conviction rate including verdicts and plea agreements

(Perf. Measures)	on misdemeanor charges. When appropriate, facilitate resolution of cases by mediation and successful completion of diversion programs.

FISCAL YEAR 2008

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.
- Civil 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 it the legal services necessary to its operations. The advantage this arrangement 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 city code violations, misdemeanor violations of state law within Glendale, and all appeals from City Court to Superior Court.

Accomplishments:

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

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	Attend 100% of the meetings/hearings as needed or requested.
Obstacles/Challenges	None.

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.
Was the goal met?	No. The City Prosecutor's Office obtained an 83% conviction rate or plea agreements on misdemeanor charges.
What were the Performance Measures?	Obtain 85% conviction rate or plea agreements on misdemeanor charges.
Obstacles/Challenges	The City Court now has a Treatment Court that features a multi-faceted approach for addressing domestic violence. In these cases, successful dispositions result in completion of treatment programs and then dismissal of charges. Although statistics reflect dismissals and not convictions, the disposition of these cases is favorable and beneficial to the community.

FISCAL YEAR 2007

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.

City of Glendale
Budget Summary by Department

City Attorney

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Attorney-Spec Proj Fees/Costs	$852,849	$575,000	$575,000	$575,000	0%
(1000) City Attorney	$2,357,794	$2,787,567	$2,787,669	$2,886,534	4%
Total - City Attorney	**$3,210,643**	**$3,362,567**	**$3,362,669**	**$3,461,534**	**3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$2,113,060	$2,575,941	$2,490,138	$2,666,110	4%
Supplies and Contracts	$1,037,474	$734,251	$749,006	$748,122	2%
Internal Premiums	$40,629	$43,948	$43,948	$38,248	-13%
Internal Service Charges	$2,829	$8,427	$9,577	$9,054	7%
Operating Capital	$17,851		$70,000		
Work Order Credits	($1,200)				
Total - City Attorney	**$3,210,643**	**$3,362,567**	**$3,362,669**	**$3,461,534**	**3%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
City Attorney	27	27	27	28	4%
Total -City Attorney	**27**	**27**	**27**	**28**	**4%**

CITY CLERK'S DEPARTMENT

Pam Hanna

Department Description:
The City Clerk's 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's Department has provided passport information and services to over 6,300 people in the 2007 calendar year.

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 2009

GOALS	
Goal	Convert paper-based municipal records to electronic media.
Related Council Goal	A city with high quality services for citizens.
Activities	Assist consultant with analysis of current electronic records management system. Develop a comprehensive plan for implementation in the city court.
Desired Outcomes (Perf. Measures)	Completion of the analysis of the system and a plan for implementation in the city court.
Goal	Conduct a September 2008 primary election and, if necessary, a November 2008 general election.
Related Council Goal	A city with high quality services for citizens.

Activities	Complete a September 2008 primary election including all tasks necessary such as candidate assistance, campaign finance filings, Justice Department submittal, notifications and the canvass of the vote, etc.
Desired Outcomes (Perf. Measures)	A successful election with all tasks completed by December 31, 2008.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The City Clerk's Department trained appropriate staff in passport acceptance to expedite the service to the residents and reduce waiting times.

Accomplishments:

- Successfully completed a fall special election in September of 2007.
- Successfully completed the RFP process and hired a consultant for the electronic records management systems.

GOAL UPDATES	
Goal	Use technology including the 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.
Was the goal met?	The internet and intranet were used extensively to post information and allow citizens access to city services.
What were the Performance Measures?	The City Clerk's Department posted all necessary information and kept pertinent web pages updated.
Obstacles/Challenges	The City Clerk's Department was challenged in getting information from other departments in a timely manner.
Goal	Strict adherence to city purchasing and contracting procedures.
Related Council Goal	A city that is fiscally sound.
Was the goal met?	The City Clerk's Department followed all city purchasing and contracting procedures.
What were the Performance Measures?	100% compliance was achieved in all purchasing.
Obstacles/Challenges	No obstacles were met in this area.

FISCAL YEAR 2007

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 implementing the bond election in May of 2007.
- The successful planning and implementation of record purge day: twenty-four 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, 17,200 pounds. 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 the City 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 meet all legal notice, state and federal notice requirements.
Obstacles/Challenges	Translation of all legal documents and 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 2 weeks of ordinance approval; legal documents scanned within 3 days of completion and election material posted on internet 3 months prior to election.
Obstacles/Challenges	Challenge to coordinate with other departments and outside entities.

City of Glendale
Budget Summary by Department

City Clerk

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) City Clerk	$368,373	$404,673	$404,673	$446,864	10%
(1000) Elections	$236,743	$277,990	$115,682	$116,990	-58%
(1000) Passport Services	$2,356	$2,000	$2,000	$1,135	-43%
(1000) Records Management	$215,940	$184,247	$184,247	$181,972	-1%
Total - City Clerk	**$823,412**	**$868,910**	**$706,602**	**$746,961**	**-14%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$459,898	$464,794	$464,794	$511,934	10%
Supplies and Contracts	$316,498	$379,000	$216,692	$212,903	-44%
Internal Premiums	$45,213	$20,520	$20,520	$17,871	-13%
Internal Service Charges	$1,803	$4,596	$4,596	$4,253	-7%
Total - City Clerk	**$823,412**	**$868,910**	**$706,602**	**$746,961**	**-14%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
City Clerk	4	4	4	4	0%
Records Management	2	2	2	2	0%
Total -City Clerk	**6**	**6**	**6**	**6**	**0%**

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.

Interesting Department Fact:
Glendale City Court is able to provide translation services in more than 170 different languages.

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

FISCAL YEAR 2009

GOALS	
Goal	Achieve capital improvements that facilitate the highest quality delivery of services to Court customers.
Related Council Goal	A city with high quality services for citizens.
Activities	Collaborate regularly with the project manager and architectural consultants on the new courthouse throughout construction and seek continuous input from court staff on design elements.
Desired Outcomes (Perf. Measures)	Ongoing meetings with the court project team and monthly court staff meetings and weekly management meetings.
Goal	Identify innovative ways to reduce operating costs.
Related Council Goal	A city that is fiscally sound. One community focused on public safety for citizens and visitors.
Activities	Offer all eligible nonviolent defendants the opportunity to be placed on home detention with electronic monitoring and random alcohol screening rather than be incarcerated.
Desired Outcomes (Perf. Measures)	Reductions in police detention prisoner maintenance expenses as a result of home detention orders.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Automation Enhancements: The court strives to reduce or eliminate manual data entry and other non-automated reporting methods and requirements involved in case processing. This is being accomplished through reductions in the court's reliance on paper forms, improvements to ongoing automation projects and the development of new automation projects. The court initiated a new online web payment system in August. Through the first six months of web payments, the court collected about $183,000 through this service. The court installed two new touch-screen information kiosks in the lobby to allow defendants to conduct web payments and view photo red light citations. The court continues to work toward automated citation data transfer from electronic hand-held e-citation devices. A recent grant award from the Governor's Office on Highway Safety will result in the purchase of several additional e-citation devices this year. The court's status as pilot department for the electronic document management system advanced with the recent selection of the consulting services vendor. AtDoc LLC has completed a three-day court site visit to review document management needs and is preparing recommendations for improvement. The vendor is also conducting citywide analysis and review of multiple departments to identify document management solutions. The court's domestic violence services website added a virtual online tour to assist victims in seeking protective order relief. The court continues to participate in the Supreme Court's automated FARE (fines, fees and restitution enforcement) program to recover unpaid and overdue court financial obligations. Over $1.4 million was collected through FARE last fiscal year. FARE participation also allows the court to achieve automated interception of state income tax refunds for defendants in arrears on court payments. Many on-site training classes have been offered at the court to educate staff on the variety of recent automation enhancements. The court continues to explore effective automation standards as we prepare the design and programming elements for the new courthouse.
- The court has continued its participation in an intergovernmental agreement with Scottsdale to provide WIZARD, a front-end module for the AZTEC case management system, to West Valley city courts. FY 2007 programming enhancements to receipting, querying, and generating Court forms improved service delivery.

Accomplishments:

- The court was awarded a $400,000 continuation grant from the U.S. Department of Justice Office on Violence Against Women to provide ongoing enhancements to improve coordinated justice agency responses to critical issues impacting domestic violence victims and offenders. The original award of $400,000 in 2005 provided funding for a treatment court compliance specialist, court-based victim advocate, part-time pro tem judge to preside over lunch hour protective order hearings, and police overtime to serve outstanding domestic violence arrest warrants and other services. The continuation grant added a Prosecutor's Office victim notification clerk to provide victim input at Treatment Court and assist victims with restitution issues.

- Court staff achieved 100% compliance to Arizona Supreme Court judicial education training requirements. The court's training coordinator assisted this achievement by serving on a work group comprised of other county training coordinators who organized a three-day training blitz in June of more than 100 training classes at more than a dozen sites across the county. Approximately 40 classes were offered on-site at Glendale City Court throughout the year. This resulted in savings of travel time to other sites to accomplish the education requirements for all judges and staff.

GOAL UPDATES	
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.
Was the goal met?	The court is on pace to meet this goal. Court security staff screened 63,490 customers prior to entering the court facility between July 1, 2007 and December 31, 2007. Zero known incidents of weapons occurred beyond the security checkpoint, and no weapons-related incident reports were generated. Security staff confiscated 3,247 prohibited items, including 828 knives, 244 box cutters, 82 handcuffs, 72 razor blades, 55 mace canisters and 38 ammunition items.
What were the Performance Measures?	All court customers are screened by security staff upon entering the building and zero incidents of weapons beyond the security checkpoint.
Obstacles/Challenges	None.
Goal	To provide timely, fair justice and superior service to all court customers.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	The court established a case flow/case management committee comprised of court staff, judges, prosecutors, and defense counsel. One committee goal is to regularly monitor the volume of calendar activity at the court at any given time. After initiating this monitoring, the court was able to quickly discover large sustained increases in volume with one particular matter type. Through a combination of adding additional slots in one courtroom, and using open calendar slots with a different matter type, the court was able to effectively reduce the volume and lessen the number of weeks for which cases had to be scheduled in the future. The court now is able to react more quickly to increases in caseloads. Over the last six months, at least three temporary changes have been made to the division calendar enabling the court to handle proceedings more efficiently.

What were the Performance Measures?	Monitor Court calendars for settings, sizes and trends. Respond to growth with increased access and better service to customers/Settings added to address increases in cases.
Obstacles/Challenges	None.

FISCAL YEAR 2007

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 accomplishments.
- 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's Office. 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 that 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.

CITY COURT STATISTICS

	FY 07 Actuals	FY 08 Estimate	FY 09 Budget
Inputs:			
Number of full-time employees	51	51	51
Number of full-time Judges	4	4	4
Department operating expenditures	$4,514,057	$4,773,072	$5,140,798
Outputs:			
			FY 07-FY 08 % Change
Revenues generated*	$8,140,047	$8,817,000	8.32%
Number of cases filed with the court	59,675	62,725	5.11%
Number of hearings held	596	640	7.38%
Number of trials held	80	70	-12.50%
Number of cases disposed	63,844	67,250	5.33%
Number of warrants issued	22,461	24,700	9.97%
Number of walk-in visitors	122,277	145,000	18.58%
Effectiveness Measures:			
			FY 07-FY 08 % Change
Fines, Assessment & Restitution Enforcement (FARE) collections	$1,404,420	$1,250,000	-11.00%
Taxes intercepted	$109,510	$96,000	-12.34%
Efficiency Measures:			
Department expenditures per capita	$18.51	$19.39	$20.68
			FY 07-FY 08 % Change
Number of warrants outstanding	440	523	18.75%
Number of walk-in visits per FTE	2,398	2,843	18.58%
Number of trials and hearings per FT judge	169	178	5.03%

*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 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) City Court	$4,088,607	$4,599,468	$4,514,543	$4,625,868	1%
(1240) Court Security	$274,091	$299,644	$319,962	$347,578	16%
(1240) Court Time Payments	$67,079	$44,000	$3,725	$206,980	370%
(1240) Fill the Gap	$84,259	$42,000	$54,000	$57,000	36%
Total - City Court	**$4,514,036**	**$4,985,112**	**$4,892,230**	**$5,237,426**	**5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$3,581,614	$4,036,243	$3,931,389	$4,169,261	3%
Supplies and Contracts	$817,124	$820,146	$823,967	$952,294	16%
Internal Premiums	$61,012	$55,243	$55,243	$51,882	-6%
Internal Service Charges	$54,286	$69,480	$77,631	$63,989	-8%
Operating Capital		$4,000	$4,000		
Total - City Court	**$4,514,036**	**$4,985,112**	**$4,892,230**	**$5,237,426**	**5%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
City Court	50	50	50	50	0%
Court Security	1	1	1	1	0%
Total -City Court	**51**	**51**	**51**	**51**	**0%**

City of Glendale Human Resources Offices

ADMINISTRATIVE SERVICES

Administrative Services Admin
Finance and Lease Payments
Human Resources
Information Technology
Management & Budget and Employee Groups

University of Phoenix Stadium and Jobing.com Arena

Return to TOC

City of Glendale
Budget Summary by Department

Admin Svcs Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Administration Services Admin.	$264,735	$266,047	$266,047	$465,208	75%
Total - Admin Svcs Admin.	**$264,735**	**$266,047**	**$266,047**	**$465,208**	**75%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$249,180	$250,737	$250,737	$451,017	80%
Supplies and Contracts	$8,561	$8,881	$8,881	$11,154	26%
Internal Premiums	$6,391	$4,781	$4,781	$2,755	-42%
Internal Service Charges	$603	$1,648	$1,648	$282	-83%
Total - Admin Svcs Admin.	**$264,735**	**$266,047**	**$266,047**	**$465,208**	**75%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Administration Services Admin.	2	2	2	4	100%
Total -Admin Svcs Admin.	**2**	**2**	**2**	**4**	**100%**

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 FY 2007-08 72,218 Utility E-Payments were received with a total dollar amount of $6,430,081.19

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 2009

GOALS	
Goal	Customer Relations: Glendale citizens utilizing the automatic utility bill pay option.
Related Council Goal	A city with high quality services for citizens.
Activities	Citizens paying their utility bills through on-line web process.
Desired Outcomes (Perf. Measures)	To have 25% of the current customers using the automatic payment process.
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 a camera ready form of the CAFR audited by the external auditors.
Desired Outcomes (Perf. Measures)	Post on the City's Internet for downloading and/or receiving by citizens, staff and other interested parties. Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Customer Services: Enhancing phone system by the addition of more phone lines allowing enhanced customer service and a decrease in abandon calls by 2%.
- Finance: Finance received three Recognition Awards from the Government Financial Officer Association (GFOA) for outstanding work done on the annual Certificate of Achievement for Excellence in Financial Reporting Program (CAFR).

Accomplishments:

- Materials Management: Active participation in Fighter Country Partnership Program and events with Luke Air Force Base. Recognition of the partnership between Glendale and Luke and the continuation of the partnering with Luke and the City in holding the "Mastering the Purchasing Maze" procurement fair.
- Customer Services: Finance implemented the Payment Card Industry Data Security Standard and trained city staff in credit card handling procedures.

GOAL UPDATES	
Goal	Customer Relations: 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	Accounting: Compile the information to produce an approved Comprehensive Annual Financial Report (CAFR).
Related Council Goal	A city that is fiscally sound.
Was the goal met?	Goal was met.
What were the Performance Measures?	Posted on the City's internet for downloading and/or reviewing by citizens, staff and other interested parties. Received the GFOA Certificate of Achievement.
Obstacles/Challenges	None encountered.

FISCAL YEAR 2007

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.
- Recipient of CAFR Award.

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	The challenges have been to have 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 completed/Bond election process completed/implementation of new chart of accounts. 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 of the Department users on the new chart of accounts and changing the various systems to meet the new account structure.

City of Glendale
Budget Summary by Department

Finance

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Accounting Services	$1,161,831	$1,286,886	$1,286,886	$1,198,018	-7%
(1000) Finance Administration	$775,753	$746,200	$866,200	$904,235	21%
(1000) L.I.D. Administration	$9,000	$9,000	$9,000	$9,000	0%
(1000) License/Collection	$863,857	$882,604	$882,604	$943,384	7%
(1000) Purchasing	$470,029	$494,688	$494,688	$504,038	2%
(1000) Regulatory & Communication	$48,884	$75,060	$75,060	$607	-99%
(1000) Warehouse	$381,914	$412,038	$412,038	$393,821	-4%
(1780) Arena Renewal and Replacement	$189,250	$270,750	$270,750	$277,000	2%
(1790) AZSTA - Stadium Tax Refund	$2,604,607	$1,700,000	$1,700,000	$1,700,000	0%
(2360) Customer Service Office	$2,673,968	$2,826,252	$2,826,252	$2,851,389	1%
Total - Finance	**$9,179,093**	**$8,703,478**	**$8,823,478**	**$8,781,492**	**1%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$5,293,950	$5,793,623	$5,848,042	$5,849,610	1%
Supplies and Contracts	$3,806,062	$2,839,355	$2,906,779	$2,880,817	1%
Internal Premiums	$92,904	$118,589	$118,589	$102,140	-14%
Internal Service Charges	$38,571	$52,911	$51,068	$49,925	-6%
Operating Capital	$67,790				
Work Order Credits	($120,184)	($101,000)	($101,000)	($101,000)	0%
Total - Finance	**$9,179,093**	**$8,703,478**	**$8,823,478**	**$8,781,492**	**1%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Accounting Services	21	21	21	19	-10%
Finance Administration	7	7	7	9	29%
License/Collection	9.5	9.5	9.5	10	5%
Purchasing	5	5	5	5	0%
Regulatory & Communication	1	1	1		
Warehouse	5.75	5.75	5.75	5.75	0%
Customer Service Office	35.5	35.5	35.5	35.5	0%
Total -Finance	**84.75**	**84.75**	**84.75**	**84.25**	**-1%**

City of Glendale
Budget Summary by Department

Lease Pmts/OtherFees

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) 1000 Advisor Fees	$107,083	$112,680	$149,241	$149,241	32%
(1000) Lease Payments	$9,532,023	$2,841,092	$2,994,333	$2,755,366	-3%
(1000) Merchant Fees	$192,823	$160,000	$160,000	$160,000	0%
(1270) 1270 Advisor Fees	$0	$26,664	$0	$0	-100%
(1660) 1660 Advisor Fees	$0	$7,282	$0	$0	-100%
(1980) 1980 Advisor Fees	$2,836	$5,418	$7,066	$7,066	30%
(2000) 2000 Advisor Fees	$4,198	$2,745	$6,030	$6,030	120%
(2040) 2040 Advisor Fees	$174	$2,239	$0	$0	-100%
(2060) 2060 Advisor Fees	$4,672	$11,643	$7,857	$7,857	-33%
(2130) 2130 Advisor Fees	$0	$1,732	$0	$0	-100%
(2140) 2140 Advisor Fees	$0	$771	$0	$0	-100%
(2180) 2180 Advisor Fees	$2,458	$4,123	$3,213	$3,213	-22%
(2210) 2210 Advisor Fees	$0	$0	$13,568	$13,568	NA
(2360) 2360 Advisor Fees	$3,032	$5,831	$3,289	$3,289	-44%
(2400) 2400 Advisor Fees	$10,834	$30,245	$17,222	$17,222	-43%
(2420) 2420 Advisor Fees	$6,365	$13,627	$17,514	$17,514	29%
Total - Lease Pmts/OtherFees	**$9,866,498**	**$3,226,092**	**$3,379,333**	**$3,140,366**	**-3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Supplies and Contracts	$9,866,498	$3,226,092	$3,379,333	$3,140,366	-3%
Total - Lease Pmts/OtherFees	**$9,866,498**	**$3,226,092**	**$3,379,333**	**$3,140,366**	**-3%**

HUMAN RESOURCES & RISK MANAGEMENT

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:
In 2007, the City of Glendale had almost 3,700 volunteers contribute 129,484 hours of time to various city departments with a value to the City of Glendale of $2,430,421.

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 2009

GOALS	
Goal	Maintain cost of risk of the City below industry average.
Related Council Goal	A city that is fiscally sound.
Activities	Provide safety training, loss prevention services and post accident loss control services to mitigate the cost of risk.
Desired Outcomes (Perf. Measures)	The City's cost of risk will be less than 2% of city operating budget.
Goal	Mitigate health plan cost increases by providing employees with incentives to improve their health.
Related Council Goal	A city with high quality services for citizens.
Activities	Build on the success of the new wellness program by improving communication and education efforts so plan participants can better understand health care information, avoid medication errors, emergency room visits and reduce health care costs. Conduct lunch and learning programs on health or wellness issues. Attend departmental meetings to discuss wellness program activities. Educate and inform through a regular benefit program newsletter.
Desired Outcomes (Perf. Measures)	The FY 2010 Health Plan cost changes are below the average industry health plan cost increases.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Implemented a comprehensive and cost-effective health risk assessment program to improve the health and productivity of employees and to mitigate future health plan cost increases.
- Implemented an electronic workers' compensation claims management system. Claim files and communications will be converted to an electronic format and paper files will be phased out. This will reduce staff time in filing and retrieving information and eliminate long-term storage of paper files. Refinement of the system will occur in FY2009.
- Implemented online registration for the citywide courses including "Creating a Respectful Workplace – Anti-Harassment Workshop and the Health Risk Assessment for the 2008 Open Enrollment. Employees worked with their respective department designees to enroll for classes that best fit the department's operational needs with minimal staffing challenges. Online registration also allowed for more accurate and up-to-date processing and tracking of attendees.
- Streamlined the internal recruitment process to take greater advantage of technology to capture and store recruitment information resulting in less paper consumption and improved access to recruitment information. The recruitment request form was reviewed and revised to make it easier for departments to submit recruitment requests.

Accomplishments:

- In partnership with the Blue Cross/Blue Shield, HR implemented a new, comprehensive wellness initiative to improve employee health and productivity while holding down health plan cost increases. This program will help plan participants identify their health risks so treatment can be received in a timely manner to achieve better outcomes and it will also recommend lifestyle changes to help individuals achieve lifetime health. Additional benefits are achieved from reduced absenteeism, improved productivity and improved perception of the value of the benefits program. This program will be offered annually to maintain our commitment to lifetime health. The City saved $150,000 as Blue Cross funded this effort.
- Created an Education Committee in August 2007 comprised of representatives from Human Resources, Marketing, Library, Police, Fire, Field Operations, and Grants Administration, to connect the learning programs with the workforce and succession planning needs within the organization. The committee identified several basic technology needs, including training topics such as introduction to computers and training in the basic Microsoft products including Word, Excel, PowerPoint, Access, and Outlook.
- Cost of risk reduced for the third consecutive year to a new low of 1.07% of operating expenses, compared to a high of 1.8% in FY 2004/05. The risk management and workers compensation expenditures ($3.868 million) resulted in savings of $299K in the City's Risk Management and Workers Compensation trust funds. While many factors contribute to the cost of risk, it is believed the new policies and training

programs implemented by the Risk Management Division have contributed to the expenditure reductions.

- Employee safety training was performed using in-house staff, eliminating the $7,500 average annual cost for outside trainers.

GOAL UPDATES	
Goal	Implement online application system (Candidate Gateway).
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	No.
What were the Performance Measures?	Complete installation of Candidate Gateway by June 2008.
Obstacles/Challenges	The changing priorities for technology applications in the City have moved implementation of Candidate Gateway to 2011.
Goal	Implement components of the Workforce Development Plan.
Related Council Goal	A city that is fiscally sound.
Was the goal met?	Yes, the Workforce Development Plan was completed and submitted to the City's Leadership Team in April 2008.
What were the Performance Measures?	Attract a more diverse pool of applicants for critical positions. Establish two internship programs 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.
Obstacles/Challenges	None.

FISCAL YEAR 2007

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.

City of Glendale
Budget Summary by Department

Human Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Benefits	$361,343	$365,951	$313,550	$270,057	-26%
(1000) Compensation	$382,183	$431,447	$399,090	$459,304	6%
(1000) Employee Relations	$215,509	$185,400	$185,400	$230,660	24%
(1000) Employment Services	$483,635	$476,888	$526,645	$397,772	-17%
(1000) Human Resources Administration	$775,245	$868,241	$940,915	$753,085	-13%
(1000) Organizational Development	$414,488	$346,071	$406,404	$452,591	31%
(1000) Risk Management/Safety	$501,189	$556,407	$541,552	$638,121	15%
(2540) Risk Mgmt Trust Fund	$2,582,449	$2,760,000	$2,760,000	$2,760,000	0%
(2560) Worker's Compensation	$1,009,194	$1,407,000	$1,399,566	$1,407,000	0%
(2580) Benefit Programs	$18,783,947	$23,066,000	$23,065,488	$24,481,185	6%
Total - Human Resources	**$25,509,182**	**$30,463,405**	**$30,538,610**	**$31,849,775**	**5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$2,493,601	$2,676,508	$2,771,825	$2,700,693	1%
Supplies and Contracts	$22,936,434	$27,702,702	$27,683,385	$29,084,083	5%
Internal Premiums	$75,295	$70,724	$70,724	$53,019	-25%
Internal Service Charges	$3,852	$13,471	$12,676	$11,980	-11%
Total - Human Resources	**$25,509,182**	**$30,463,405**	**$30,538,610**	**$31,849,775**	**5%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Benefits	3.75	3.75	3.75	3	-20%
Compensation	4	4	4	5.5	38%
Employee Relations	3	2	2	2.75	38%
Employment Services	5.5	5.75	5.75	3.75	-35%
Human Resources Administration	6.75	7.5	7.5	6	-20%
Organizational Development	2	2	2	3	50%
Risk Management/Safety	5	5	5	6	20%
Total -Human Resources	**30**	**30**	**30**	**30**	**0%**

INFORMATION TECHNOLOGY

Chuck Murphy

Department Description:
Information Technology is responsible for 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; Geographical Information Systems (GIS) services; Internet & intranet support; and citywide telephone analysis and communications.

Interesting Department Fact:
The IT Department supports about 40 terabytes of data. This is the equivalent of over 1,000 40 gigabyte iPods.

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 2009

GOALS	
Goal	Select a vendor to conduct a comprehensive security audit. Once the audit is completed, findings will be used to enhance and expand existing security capability
Related Council Goal	A city with high quality services for citizens.
Activities	Deliver recommendation for vendor to the Administrative Service Deputy City Manager by July 31, 2008. Develop a security plan by June 30, 2009.
Desired Outcomes (Perf. Measures)	Complete by March 31, 2009.
Goal	Enhancement of Fire Suppression System to provide additional protection for infrastructure areas.
Related Council Goal	A city with high quality services for citizens.
Activities	Work with vendor and necessary City Departments on the enhancement fire suppression system in the main data center.
Desired Outcomes (Perf. Measures)	Implement by June 30, 2009.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The Information Technology Department reorganized in September 2007 to streamline the units within the department. In addition, the reorganization created a Project Management Office.

Accomplishments:

- Information Technology provided key support to city public safety departments and federal law enforcement for the Super Bowl. Staff was tasked with implementing communications using radio, WiFi, laser and satellite communications.
- Collaborated with the City Court to launch an online application that allows court payments to be made online.

GOAL UPDATES	
Goal	Complete the implementation of integrated voice response (IVR) for utility bill payment.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	1. Measure growth in use by citizens. Provides efficient and convenient method for payment. 2. Savings and efficiencies by eliminating manual processing for internal staff. 3. Estimated completion date for utility billing is June 30, 2008.
Obstacles/Challenges	None.
Goal	Implement the Peoplesoft Employee Profile module.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	No.
What were the Performance Measures?	Project completion by June 30, 2008.
Obstacles/Challenges	The loss of the PeopleSoft business analyst before this project was completed. This project has been postponed due to other priority projects.

FISCAL YEAR 2007

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 resulted in more time for 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 IWR/IVR 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.

City of Glendale
Budget Summary by Department

Info. Technology

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Information Technology	$3,505,315	$3,911,880	$3,707,023	$3,884,994	-1%
(1100) Telephones	$601,777	$1,013,617	$738,831	$1,015,462	0%
(1140) Technology Replacement	$2,387,859	$2,607,583	$2,088,158	$3,764,888	44%
Total - Info. Technology	**$6,494,951**	**$7,533,080**	**$6,534,012**	**$8,665,344**	**15%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$2,568,697	$2,874,403	$2,876,528	$2,972,576	3%
Supplies and Contracts	$2,741,298	$3,298,629	$2,342,730	$4,424,337	34%
Internal Premiums	$387,036	$398,312	$398,312	$324,628	-18%
Internal Service Charges	$9,157	$17,191	$17,707	$16,897	-2%
Operating Capital	$788,763	$944,545	$898,735	$926,906	-2%
Total - Info. Technology	**$6,494,951**	**$7,533,080**	**$6,534,012**	**$8,665,344**	**15%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Information Technology	28	28	28	29	4%
Telephones	1	1	1	1	0%
Technology Replacement		1	1	1	0%
Total -Info. Technology	**29**	**30**	**30**	**31**	**3%**

MANAGEMENT & BUDGET

Sherry Schurhammer

Department Description:
The Management & Budget Department provides budget development and budget management services to city departments, executive management and City Council. The 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 all other city departments.

Interesting Department Fact:
Management & Budget processed 1,032 Budget transfers in FY 2007 and have processed 1,045 thru 3 quarters of FY 2008.

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 executive 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 2009

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. 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 and the enterprise funds regarding revenues and expenditures. Prepare annual council workshops on the upcoming FY's operating and capital budgets. Prepare reports on capital related budget items such as development impact fees and capital budget financial options. 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 and organized manner leading to the adoption of the annual budget by the 2nd week in July. Completion by June 29,2008. 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 2008

Business Practice/Service Delivery Improvement:

- The Management and Budget staff automated the budget transfer process by incorporating Microsoft Access, Workspace Macro Pro and PeopleSoft into a macro that automatically performs the steps to complete the process. In the past, budget transfers were completed via a manual process that required multiple entries of the same data. Now the transfer and backup documentation are entered once into an Access form, then a macro that was created using Workspace Macro Pro is used to duplicate the transfer in PeopleSoft. With the previous process, on occasion (but rarely) a transfer in PeopleSoft would not match the backup transfer in the Access form. Alternatively, an analyst might rollup multiple transfers (as seen in the database) into a single transfer (in PeopleSoft) to save time. The new process eliminates the

differences caused by human error and simplifies the transfer reconciliation by creating a one-to-one relationship of transfers between PeopleSoft and the Access database. Furthermore, the Access form was revised and now includes lookups, error pop-ups and pull down menus to make entering the transfers more efficient and accurate.

Accomplishments:

- The Budget Department received the Government Finance Officers Association (GFOA) Distinguished Budget Award for the FY 2008 Budget Book. The GFOA analyzes the budget book as a policy document, financial plan, operations guide and communication device. The FY 2008 budget book award represents the 20th time Glendale has been awarded this recognition.
- The city manager's recommended operating (scenario's 1 and 2) and capital budgets were presented to City Council in March and April 2007 at four formal workshop sessions. Council formally adopted the budget based on scenario 1 on June 26, 2007 as reflected in the FY 2007-08 annual budget book. With passage by Glendale voters in September 2007 of the proposed increase to the public safety sales tax rate, a scenario 2 operating budget was presented to City Council at the October 16, 2007 workshop and the October 23, 2007 evening meeting. The presented additions to the public safety sales tax funds, mid-year wage adjustments for police and fire sworn employees, and general fund changes for the Parks & Recreation, Field Operations, Emergency Management, and Human Resources Departments were implemented with an effective date of November 1, 2007.

GOAL UPDATES	
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. Produce an accurate, 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 quarterly revenue and expenditure reports were presented to council, management and departments. The GFOA Distinguished Budget Award was obtained for the FY 2008 Budget Book.
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 demands.

FISCAL YEAR 2007

Accomplishments:

- The budget control reports (BCRs) are used by departments as a tool for monitoring their budget. Staff identified a number of instances where there were discrepancies between the actuals ledger and budget ledger. Staff identified a fix that was provided to Finance (the department responsible for implementing the fix) for testing and implementation.
- A stadium-tracking database was created that consolidates staffing expenses for various departments related to events at University of Phoenix Stadium. Multiple queries and reports were designed for reporting in a number of formats (i.e., staffing costs by department for each event). The consolidation of the staffing into a singe database provided management a report with a uniform format for all departments.

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 quarterly reports were presented to council, management and departments. The GFOA Distinguished Budget Award was obtained for the FY 2007 Budget Book.
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.

City of Glendale
Budget Summary by Department

Management & Budget

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Budget & Research	$607,569	$684,231	$684,231	$677,449	-1%
(1000) Grants Administration	$150,588	$160,960	$160,960	$163,676	2%
(1840) Grant Match Funds - Mgt & Bdgt	$150,000	$150,000	$150,000	$150,000	0%
Total - Management & Budget	**$908,157**	**$995,191**	**$995,191**	**$991,125**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$719,059	$789,005	$789,005	$789,765	0%
Supplies and Contracts	$174,255	$191,859	$188,359	$186,539	-3%
Internal Premiums	$12,414	$12,505	$12,505	$9,791	-22%
Internal Service Charges	$2,429	$1,822	$5,322	$5,030	176%
Total - Management & Budget	**$908,157**	**$995,191**	**$995,191**	**$991,125**	**0%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
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%**

City of Glendale
Budget Summary by Department

Employee Groups

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1190) Diversity Committee	$51,749	$54,909	$28,411	$54,909	0%
(1190) GEMS	$31,183	$0	$8,390	$0	NA
(1190) Glendale Hispanic Network	$22,670	$0	$18,108	$0	NA
(1190) Holiday Event	$28,825	$30,000	$30,000	$30,000	0%
Total - Employee Groups	**$134,427**	**$84,909**	**$84,909**	**$84,909**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Supplies and Contracts	$134,427	$84,909	$84,909	$84,909	0%
Total - Employee Groups	**$134,427**	**$84,909**	**$84,909**	**$84,909**	**0%**

Water damaged building inspected by Building Safety

COMMUNITY DEVELOPMENT

Community Development Administration
Building Safety
Environmental Resources
Planning

Westgate Fountains

Return to TOC

City of Glendale
Budget Summary by Department

Community Dev Admin

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) CD Deputy City Manager	$438,993	$461,513	$462,513	$181,910	-61%
Total - Community Dev Admin	**$438,993**	**$461,513**	**$462,513**	**$181,910**	**-61%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$424,891	$445,978	$445,978	$170,530	-62%
Supplies and Contracts	$10,077	$11,703	$12,703	$9,149	-22%
Internal Premiums	$3,921	$3,497	$3,497	$1,881	-46%
Internal Service Charges	$104	$335	$335	$350	4%
Total - Community Dev Admin	**$438,993**	**$461,513**	**$462,513**	**$181,910**	**-61%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
CD Deputy City Manager	4	4	4	1	-75%
Total -Community Dev Admin	**4**	**4**	**4**	**1**	**-75%**

BUILDING SAFETY

Deborah Mazoyer

Department Description:
The Building Safety Department ensures that 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 Building Safety Department had a total of 1,644 hours of inspections, plus a total of 303 hours of plan reviews in preparation for the Super Bowl.

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 2009

GOALS	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient and accessible built environment.
Related Council Goal	A city with high quality services for citizens.
Activities	Develop and maintain a library of handouts that explain and simplify building regulations and development standards and assist the customer in compliance.
Desired Outcomes (Perf. Measures)	Revise development handouts to reflect changes in building codes. Incorporate the most critical ones on our department's website.
Goal	Use technological advances to make customer interaction with the Building Safety Department more efficient and convenient.
Related Council Goal	A city with high quality services for citizens.
Activities	Scan permits, certificates of occupancy and special inspection certificates.
Desired Outcomes (Perf. Measures)	Scan 25% of permits, certificates of occupancy and special inspection certificates by March 1, 2009.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Information accessibility improvement. The Development Services Center implemented a pilot document scanning project with the City Clerk's Office. The web based software, Web Xtender, is anticipated to improve document accessibility, reduce the physical space requirements of permanent records storage, and will ensure the security of our public records. Scanning our building permits and other permanent records will preserve the original content of information in a format that provides quick and easy access to both employees and citizens. Employees will be able to access public documents from their computers and the electronic format will protect against alteration, deletion or destruction of information. This new business practice should reduce waiting times for public records requests and will greatly improve access to documents for staff research.

Accomplishments:

- Implemented a special project team of plan reviewers and inspectors from all departments in the development process. These team members were assigned to numerous high profile projects to ensure successful openings of the many businesses wanting to open prior to the Super Bowl. The team assisted in the successful completion of the following projects:
  - 44 businesses opened in the 60 days prior to the Super Bowl including retail, restaurants and office space.
  - The first four star hotel and spa in Glendale, the Renaissance Hotel, that also included a conference center and parking garage.
  - Five hotels with a total of 815 rooms available for visitors to the city for the Super Bowl.
  - The city owned downtown parking garage.
  - Reviewed and inspected the NFL Experience and all associated work done to the University of Phoenix Stadium to ensure the success of the Super bowl and related events.

GOAL UPDATES	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, and accessible built environment.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Through input from QA program, achieve a 90% rating on accuracy of plan review and inspections for each employee. Supervisors shall provide QA reviews at least six times for each employee per review period.
Obstacles/Challenges	None.

Goal	Provide responsive, proactive, efficient, consistent and cost-effective service.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Maintain a report log for customer service contacts on plan submittals actions (submitted, disapproved, approved, permitted). Log will be used to monitor staff's communication with owners on actions taken on their projects. Contact shall be made within 48 hours of submittal action 90% of the time.
Obstacles/Challenges	None.

FISCAL YEAR 2007

Accomplishments:

- The newly implemented P.A.S.S. (Permit and Safety Sequence) program has assisted 6 hotels in reaching their goals for obtaining building permits and open by 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 city 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 city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	90% rating for the department to meet established review times.
Obstacles/Challenges	High workload has been an obstacle.

City of Glendale
Budget Summary by Department

Building Safety

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Building Safety	$2,161,488	$2,518,943	$2,518,973	$2,571,344	2%
(1000) Development Services Center	$618,426	$736,061	$736,061	$750,041	2%
(1000) Westgate-Bldg Safety Rvw/Insp.	$973,613	$1,239,552	$1,239,552	$1,023,291	-17%
(1280) Stadium - Development Services	$46,349	$0	$0	$0	NA
(2400) Cross Connection Control	$206,321	$225,447	$227,847	$230,730	2%
Total - Building Safety	**$4,006,197**	**$4,720,003**	**$4,722,433**	**$4,575,406**	**-3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$3,488,775	$4,242,469	$4,241,975	$4,133,720	-3%
Supplies and Contracts	$269,910	$250,720	$251,244	$235,738	-6%
Internal Premiums	$168,552	$155,571	$155,571	$134,154	-14%
Internal Service Charges	$78,960	$71,243	$73,643	$71,794	1%
Total - Building Safety	**$4,006,197**	**$4,720,003**	**$4,722,433**	**$4,575,406**	**-3%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Building Safety	26	26	26	26	0%
Development Services Center	10	10	10	10	0%
Westgate-Bldg Safety Rvw/Insp.	10	15	15	12	-20%
Stadium - Development Services	3				
Cross Connection Control	2.75	2.75	2.75	2.75	0%
Total -Building Safety	**51.75**	**53.75**	**53.75**	**50.75**	**-6%**

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 quality, 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 Water Quality Laboratory can measure impurities in water in parts per billion. One part per billion is equivalent to one second in 32 years.

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 2009

GOALS	
Goal	To ensure that the City has sustainable water resources to meet current and future demand.
Related Council Goal	A city with high quality services for citizens.
Activities	Preparation and submittal of the City's application to obtain a re-designation of assured water supply from the Arizona Department of Water Resources.

Desired Outcomes (Perf. Measures)	To obtain a re-designation of assured water supply for the City's water service area in an amount greater than the current designation of 64,179 acre-feet per year.
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 for citizens.
Activities	To purchase and implement an Environmental Management System compliance tracking database system with email notification and document management functions.
Desired Outcomes (Perf. Measures)	To use the database system to assist city departments to improve environmental best practices and compliance with complex environmental requirements.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The Water Conservation Office enhanced their service level to the Parks and Recreation Department by providing additional water conservation and landscaping guidance. The Water Conservation Office; 1) provided irrigation water demand budgets for a number of large city parks; 2) assessed sprinkler timing practices; and 3) recommended changes to the City's landscape standards that are consistent with current best practices in the industry. The anticipated results are improved landscaping and irrigation practices that result in on-going budgetary savings.

Accomplishments:

- Completion of the Arizona/Gila River Indian Community water settlement in December 2007 resulting in the City receiving an additional Central Arizona Project water allocation in the amount of 3,053 acre-feet per year starting in 2008.
- Adoption of a new fugitive dust ordinance that complies with recently adopted state air quality laws.

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 for citizens.
Was the goal met?	Not completely. The City is expecting to receive a draft storm water permit from the State by the end of the 2008 calendar year.
What were the Performance Measures?	To negotiate and obtain a new Municipal Separate Storm Sewer System (MS4) discharge permit from the Arizona Department of

	Environmental Quality. The permit must be environmentally practical and economically feasible to implement.
Obstacles/Challenges	The permit negotiations are complex and contentious.
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 for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Perform water quality tests for the new Oasis Water Campus starting July 2007. Prepare and submit accurate and timely water quality reports to state and county regulators. Maintain state certifications for laboratory operations. Work with the Utilities Department and Marketing Department to prepare and distribute the City's 2007 annual Consumer Confidence Report to all water customers by June 30, 2008.
Obstacles/Challenges	None.

FISCAL YEAR 2007

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 for 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 for 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.

City of Glendale
Budget Summary by Department

Env. Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) HazMat Incidence Response	$29,242	$44,477	$44,477	$42,476	-4%
(1840) Water Watchers Grant	$12,216	$0	$10,000	$0	NA
(2360) Environmental Resources	$470,829	$570,042	$570,042	$549,819	-4%
(2360) Water Quality	$1,160,469	$1,210,370	$1,210,370	$1,209,968	0%
(2400) Water Conservation	$287,919	$323,770	$323,770	$328,793	2%
Total - Env. Resources	**$1,960,675**	**$2,148,659**	**$2,158,659**	**$2,131,056**	**-1%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$1,352,251	$1,423,312	$1,436,812	$1,410,905	-1%
Supplies and Contracts	$554,014	$685,984	$682,484	$680,130	-1%
Internal Premiums	$11,596	$20,253	$20,253	$20,217	0%
Internal Service Charges	$12,640	$19,110	$19,110	$19,804	4%
Operating Capital	$36,790				
Work Order Credits	($6,616)				
Total - Env. Resources	**$1,960,675**	**$2,148,659**	**$2,158,659**	**$2,131,056**	**-1%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Environmental Resources	4	5	5	5	0%
Water Quality	11	10	10	10	0%
Water Conservation	2	2	2	2	0%
Total -Env. Resources	**17**	**17**	**17**	**17**	**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:
From January 1, 2003 to January 1, 2007 there were 4,560 housing units completed west of 67th Avenue. It is estimated these new units house 12,525 people.

The long range planning and research function is responsible for the long-range physical General Plan, special studies, research, quarterly population estimates, Geographic Information Systems and mapping services, annexation analysis and application processing. In addition, the division administers the Historic Preservation Ordinance and the related program, coordinates preparation of national and local register nominations and staffs the Historic Preservation Commission.

The current planning and zoning administration function manages the review of land use applications including General Plan amendments, rezoning requests, conditional use permits, preliminary and final plats, residential and commercial reviews, variance requests, 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 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 manages the departmental budget and compliance with the Citizen Participation Ordinance; RFS (Request for Service) inquiries; and provides staff support for City Council, Planning Commission, Historic Preservation Commission, and Board of Adjustment public hearings and workshops.

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 2009

GOALS	
Goal	Redevelopment of the City Center and Glendale Avenue Corridor.
Related Council Goal	One community with a vibrant city center.
Activities	Assist consultants in redevelopment planning process. Update City Center Master Plan. Process major General Plan amendments to establish Downtown core and Mixed Use land use categories. Update General Plan in the City Center Master Plan area. Update the Zoning Ordinance in the City Center Master Plan area.
Desired Outcomes (Perf. Measures)	Redevelopment strategy and program for Glendale Avenue. Completion of City Center Master Plan Update. Adoption of Downtown Core and Mixed-Use categories.
Goal	Improve Customer service delivery.
Related Council Goal	A city with high quality services for citizens.
Activities	Provide written comments at each pre-application meeting. Respond to clarification of written comments requested by the applicant. Maintain a record of the meetings.
Desired Outcomes (Perf. Measures)	Customer satisfaction survey of 90% good, excellent or greater. Reduction of misunderstandings or confusion by the applicant and consultants regarding the meetings.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Created expedited development review process for the Sports Entertainment District.

Accomplishments:

- Successfully reviewed seven hotel proposals with five hotels open for Super Bowl XLII.
- Successfully reviewed a variety of restaurant and other projects to meet Super Bowl deadline.

GOAL UPDATES	
Goal	Use technology to improve customer service.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.

What were the Performance Measures?	Increase in positive comments about Planning Web site. Reduction of general calls about process, guidelines and regulations.
Obstacles/Challenges	None.
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.
Was the goal met?	Partially.
What were the Performance Measures?	Increase in understanding of planning documents. Additional downtown development. Implement Historic Preservation Element. Complete Specific Plans, as directed by Council. Complete annexation request.
Obstacles/Challenges	Annexation request processing stopped due to need to resolve water and sewer service for west Glendale area.

FISCAL YEAR 2007

Accomplishments:

- Historic Preservation 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.

City of Glendale
Budget Summary by Department

Planning

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Current Planning	$686,173	$751,615	$751,615	$919,652	22%
(1000) Long-Range Planning & Research	$266,344	$278,179	$278,179	$368,306	32%
(1000) Planning Administration	$502,598	$522,292	$522,248	$518,265	-1%
(1000) Zoning Admin & Tech. Assist.	$326,132	$411,281	$411,281	$0	-100%
Total - Planning	**$1,781,247**	**$1,963,367**	**$1,963,323**	**$1,806,223**	**-8%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$1,610,774	$1,823,296	$1,823,296	$1,685,177	-8%
Supplies and Contracts	$109,334	$93,688	$93,644	$86,557	-8%
Internal Premiums	$38,805	$39,349	$39,349	$27,931	-29%
Internal Service Charges	$2,761	$7,034	$7,034	$6,558	-7%
Operating Capital	$19,573				
Total - Planning	**$1,781,247**	**$1,963,367**	**$1,963,323**	**$1,806,223**	**-8%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Current Planning	9	8	8	10	25%
Long-Range Planning & Research	3	3	3	4	33%
Planning Administration	5	5	5	5	0%
Zoning Admin & Tech. Assist.	4	5	5		
Total -Planning	**21**	**21**	**21**	**19**	**-10%**

Playground at the West Area Park

COMMUNITY SERVICES

Community Services Administration
Code Compliance
Community Partnership, N'hood Imp. Grants and Res. Infill Housing
Library & Arts
Parks & Recreation

Slide at Foothills Recreation & Aquatic Center

Return to TOC

City of Glendale
Budget Summary by Department

Comm. Services Adm

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Comm. Services Admin.	$270,779	$282,995	$282,995	$296,654	5%
Total - Comm. Services Adm	**$270,779**	**$282,995**	**$282,995**	**$296,654**	**5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$257,046	$269,034	$269,034	$283,765	5%
Supplies and Contracts	$10,887	$11,051	$11,106	$10,551	-5%
Internal Premiums	$2,757	$2,520	$2,520	$2,056	-18%
Internal Service Charges	$89	$390	$335	$282	-28%
Total - Comm. Services Adm	**$270,779**	**$282,995**	**$282,995**	**$296,654**	**5%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Comm. Services Admin.	2	2	2	2	0%
Total -Comm. Services Adm	**2**	**2**	**2**	**2**	**0%**

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.

Interesting Department Fact:
The department handled over 1,800 cases in March 2008. This was the highest case volume generated in a single month in the history of the department.

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

FISCAL YEAR 2009

GOALS	
Goal	Protect mature residential neighborhoods from the negative impact of blight and deterioration.
Related Council Goal	One community with strong neighborhoods.
Activities	Neighborhood Focus Program (NFP): Promote the health, safety, and living environment of mature residential neighborhoods through proactive code enforcement. Current NFP areas will be maintained through recurring concentrated inspections.
Desired Outcomes (Perf. Measures)	Reduce the average inspection rotation timeframe in NFP areas to two months. Increase the number of proactive cases in NFP areas by 20%.
Goal	Maintain community standards that promote a clean, safe, and healthy living environment.
Related Council Goal	A city with high quality services for citizens.
Activities	Response & Case Resolution: Conduct responsive and proactive inspections to ensure compliance with City codes and ordinances. Effectively manage code issue to ensure prompt and effective resolution of code violations that adversely impact residential neighborhoods.
Desired Outcomes (Perf. Measures)	Conduct initial inspections on citizen's service requests within 2 business days 95% of the time. Resolve 70% of code cases within thirty days.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Code Compliance enforces the City's nuisance codes that are intended to eliminate violations found as a result of a citizen's call for service or an inspector's proactive inspection. If allowed to remain, nuisance code violations can adversely impact residential neighborhoods. Service delivery was improved by implementing a program committed exclusively to proactive inspections in residential neighborhoods. Inspection staff assigned to residential neighborhoods has been tasked with conducting proactive as well as responsive inspections. Responsive inspections are conducted as a priority in response to a citizen's call for service. Proactive inspections are conducted as time allows but they remain an important part of Code's efforts to eliminate violations before the neighborhood is adversely impacted.
- A review of residential code case data indicated an increase in responsive inspections due to increased citizen's calls for service. As responsive inspections increased, fewer proactive inspections were conducted due to the reduced availability of inspectors to conduct proactive inspections. This reduction in proactive inspections allowed code violations to remain for longer periods before enforcement action is initiated. The longer these violations remained the more the neighborhoods were negatively impacted by the continued blight.
- The Proactive Inspection Program (PIP) was developed and implemented to overcome the shift to responsive inspections. The two inspectors assigned to the PIP are dedicated to conducting proactive inspections of residential neighborhoods. The goal of the PIP is to identify and eliminate the most common violations found in residential neighborhoods before the neighborhood is negatively impacted. Individual neighborhoods have been identified and are being methodically inspected on a recurring basis. The PIP allows Code inspectors to systematically return to every neighborhood in the program and conduct proactive inspections.

Accomplishments:

- Services to the community were enhanced through the addition of new inspection staff and their assignment to provide code enforcement on weekends. Through this expanded service, proactive code enforcement will be provided seven days a week ensuring a continued high level of service to Glendale citizens.
- The volunteer program has been expanded with the addition of four new volunteers. Two of the new volunteers are assisting staff with inspections involving vacant parcels. They are working as a team inspecting vacant parcels in each Council district for violations. Additionally, two volunteers have been added to assist staff in removing illegal signage from city rights of way. This change provides the department an opportunity to more effectively utilize staff resources and enhance support to the community and neighborhoods.

GOAL UPDATES	
Goal	Maintain an increased level of code compliance within residential neighborhoods.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	No.
What were the Performance Measures?	Increase proactive inspections in residential neighborhoods by 10% and increase court action on repeat offenders by 25%. Proactive inspections in residential neighborhoods were increased by 33%. A decrease in court action on repeat offenders was realized.
Obstacles/Challenges	Based on regulatory requirements the civil citation process was found to be inefficient and ineffective. The civil citation process is currently under revision.
Goal	To protect mature residential neighborhoods from the negative impact of blight and deterioration.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes.
What were the Performance Measures?	Generate 3,000 new code cases in assigned focus areas and maintain a maximum 3-month inspection rotation in areas with high violation rates. To date, 3,045 new cases have been generated within assigned focus areas. Additionally the 3-month inspection rotation in areas with high violation rates was maintained.
Obstacles/Challenges	None.

FISCAL YEAR 2007

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 2 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.

City of Glendale
Budget Summary by Department

Code Compliance

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Code Compliance	$1,380,098	$1,685,573	$1,685,373	$1,643,655	-2%
Total - Code Compliance	**$1,380,098**	**$1,685,573**	**$1,685,373**	**$1,643,655**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$1,220,625	$1,444,623	$1,444,623	$1,466,834	2%
Supplies and Contracts	$57,890	$91,334	$92,132	$69,645	-24%
Internal Premiums	$46,296	$50,188	$50,188	$40,581	-19%
Internal Service Charges	$55,287	$66,928	$66,916	$66,595	0%
Operating Capital		$32,500	$31,514		
Total - Code Compliance	**$1,380,098**	**$1,685,573**	**$1,685,373**	**$1,643,655**	**-2%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Code Compliance	19.5	21.5	21.5	21.5	0%
Total -Code Compliance	**19.5**	**21.5**	**21.5**	**21.5**	**0%**

COMMUNITY PARTNERSHIP

Erik Strunk

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:
The city has provided $8.3 million in improvement grants to 196 Glendale neighborhoods since 1995.

Mission Statement:
Connecting people through the power of community.

FISCAL YEAR 2009

GOALS	
Goal	Implement revitalization efforts to assist single- family homeowners, qualified neighborhoods and developers in improving housing options for low to moderate income residents.
Related Council Goal	One community with strong neighborhoods.
Activities	Work with nonprofit partners to locate vacant land for new infill housing, older homes for rehabilitation, and continue to identify clients who can benefit from the city's revitalization programs.
Desired Outcomes (Perf. Measures)	Fund two acquisition/rehab properties and fund up to 5 vacant infill lots for new affordable housing.
Goal	Complete six new neighborhood planning exercises.
Related Council Goal	A city with high quality services for citizens.
Activities	Identify six new neighborhood associations and work with their neighborhood leadership to develop plans of action.

Desired Outcomes (Perf. Measures)	Complete gathering data and system input by June 30, 2009.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The Neighborhood Partnership Office implemented a new, user-friendly on-line registration process for Glendale University 101 applicants.

Accomplishments:

- Established a new Geographic Information System-based, on-line resource that provides all residents with basic neighborhood data from all key departments and access to mapping functions on the City's website.
- Coordinated and planned over 75 community volunteer projects, resulting in 2,105 individual volunteers donating approximately 8,290 total volunteer hours to better the greater Glendale community.

GOAL UPDATES	
Goal	Maintain the financial stability of the Community Housing and Community Revitalization divisions.
Related Council Goal	A city that is fiscaly sound. A city with high quality services for citizens.
Was the goal met?	The goal was met. The Community Housing Division was able to provide services to clients despite reductions in revenue from the federal government.
What were the Performance Measures?	Housing and Urban Development (HUD) federal standards, which awarded to the division a High Performer status rating.
Obstacles/Challenges	A reduction in federal funds and growing maintenance costs.
Goal	Continue the implementation of the City's 5-year neighborhood revitalization plan.
Related Council Goal	One Community with strong neighborhoods.
Was the goal met?	Yes, the department completed a new Strategic Housing Plan for the City; implemented a new "Neighborhood Information System" on the City's website; developed a series of community indicators that will assist with strategic planning and service delivery in our neighborhoods; coordinated the review and approval of 12 new neighborhood improvement grants; and provided housing assistance to approximately 4,400 Glendale residents.
What were the Performance Measures?	To develop the list of indicators by June 30, 2008.
Obstacles/Challenges	The timely availability of resources is a constant challenge.

FISCAL YEAR 2007

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 the new NFL football 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 that 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 the timely maintenance of public housing facilities more difficult.

City of Glendale
Budget Summary by Department

Comm. Partnerships

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Community Revitalization	$489,657	$526,020	$526,020	$483,206	-8%
(1000) Mega Events - N'Hood/Volunteer	$40,429	$73,434	$0	$0	-100%
(1000) Neighborhood Partnership	$554,268	$579,733	$555,681	$532,071	-8%
(1000) Neighborhood Volunteer Program	$191	$0	$0	$0	NA
(1281) Mega Events - N'Hood/Volunteer	$0	$0	$50,000	$0	NA
(1300) HOME Program	$1,299,382	$1,593,837	$449,172	$1,418,124	-11%
(1320) CDBG Programs	$2,682,154	$4,118,886	$2,863,947	$3,093,418	-25%
(1830) Emergency Shelter Grant	$101,921	$99,946	$98,559	$97,881	-2%
(2500) Community Housing	$1,784,799	$8,706,854	$8,706,854	$8,761,451	1%
Total - Comm. Partnerships	**$6,952,801**	**$15,698,710**	**$13,250,233**	**$14,386,151**	**-8%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$2,720,929	$3,065,536	$3,064,771	$3,124,997	2%
Supplies and Contracts	$1				
Internal Premiums	$190				
Internal Service Charges	$26,363	$31,494	$31,475	$30,401	-3%
Operating Capital		$275,000	$275,000	$240,000	-13%
Work Order Credits	($25,259)				
Total - Comm. Partnerships	**$6,952,801**	**$15,698,710**	**$13,250,233**	**$14,386,151**	**-8%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Community Revitalization	2	2	2	2	0%
Neighborhood Partnership	5	5	5	5.5	10%
Mega Events - N'Hood/Volunteer		0.5	0.5		
CDBG Programs	8.75	8.75	8.75	8.75	0%
Community Housing	25	25	25	25	0%
Total -Comm. Partnerships	**40.75**	**41.25**	**41.25**	**41.25**	**0%**

City of Glendale
Budget Summary by Department

Neighborhood Imp Gr

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Neighborhood Improvement Grant	$546,869	$1,580,345	$677,277	$1,322,699	-16%
Total - Neighborhood Imp Gr	**$546,869**	**$1,580,345**	**$677,277**	**$1,322,699**	**-16%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Supplies and Contracts	$192,909	$1,398,067	$677,277	$803,485	-43%
Operating Capital	$353,960	$182,278		$519,214	185%
Total - Neighborhood Imp Gr	**$546,869**	**$1,580,345**	**$677,277**	**$1,322,699**	**-16%**

City of Glendale
Budget Summary by Department

Res. Infill Housing

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Res. Infill Housing Incentives	$29,384	$100,432	$30,253	$109,120	9%
Total - Res. Infill Housing	**$29,384**	**$100,432**	**$30,253**	**$109,120**	**9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Supplies and Contracts	$29,384	$100,432	$30,253	$109,120	9%
Total - Res. Infill Housing	**$29,384**	**$100,432**	**$30,253**	**$109,120**	**9%**

LIBRARY & ARTS

Sue Komernicky

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 Division administers the city's Public Art and Performing Arts grant programs.

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.

Interesting Department Fact:
If Glendale residents had bought the items they checked out during the last fiscal year (2,549,070 items), at an average price of $26.53 each (includes books, magazines, CD books on tape and cassette, music CDs, DVDs and videocassettes), they would have spent over $67 million.

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 2009

GOALS	
Goal	Library and Arts representatives will participate in community outreach activities.
Related Council Goal	A city with high quality services for citizens.
Activities	Library and Arts representatives will attend civic, school and community forums.
Desired Outcomes (Perf. Measures)	Library and Arts representatives will attend 30 civic, school and community forums in Glendale and elsewhere in the Valley.
Goal	Sponsor arts and culture programs for residents and visitors in all parts of the City.
Related Council Goal	A city with high quality services for citizens.
Activities	Public art and performing arts.
Desired Outcomes (Perf. Measures)	Arts and culture projects completed in all City Council districts.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Continued to develop innovative marketing strategies that improved circulation and patron satisfaction.

Accomplishments:

- The department enhanced communication among staff and departments through the development and implementation of the staff intranet.
- Successfully completed a system-wide workforce planning survey.

GOAL UPDATES	
Goal	Citizens have increased access to library resources.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Catalog and electronic resources are available 24 hours, 7 days per week.
Obstacles/Challenges	Database licensing limits access to some databases.
Goal	Citizens have increased access to a broad range of arts and cultural experiences.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes. Five new public art projects were completed during FY 2008. Performing arts grants were awarded to 15 organizations for 27 projects, many targeting Glendale's youth. The second annual Summer Arts Camp was held at Sahuaro Ranch. Exhibitions featuring local artists were held at Sahuaro Ranch and the Glendale Adult Center.
What were the Performance Measures?	Arts and culture projects completed in all City Council districts.
Obstacles/Challenges	Vandalism of artworks is a challenge we are working to resolve. We continue to relocate artworks to places with watchful eyes.

FISCAL YEAR 2007

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 the City's cable television 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 an increase of 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, the award of performing arts grants to support arts projects, the presentation of art exhibitions, and the provision of 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 thirty 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. A Summer Art Camp was held with three one-week sessions for students.
Obstacles/Challenges	None.

LIBRARY STATISTICS

	FY 06 ACTUALS	FY 07 ACTUALS	FY 08 ESTIMATE	FY 09 BUDGET
Inputs:				
Total number of full time employees	86.76	86.76	86.76	86.76
Service population	235,987	243,881	246,160	248,584
Number of Librarians	37.25	37.25	37.25	37.25
Number of temporary staff	22.99	22.99	22.99	22.99
Number of Public Service hours	10,004	10,021	10,028	10,034
Department Expenditures*	$8,148,485	$8,861,132	$8,880,321	$8,868,808

Outputs:				
Material				**FY 07-FY 08 % Change**
Number of printed materials	508,152	252,195	250,195	-0.79%
Number of electronic books	15,924	33,147	33,147	0.00%
Number of audio materials	28,018	22,962	22,107	-3.72%
Number of video materials	37,138	20,936	20,936	0.00%
Number of printed materials for children	220,572	200,286	199,286	-0.50%
Number of other material for children	21,186	21,715	21,715	0.00%
Programs				
Number of adult programs held	613	640	580	-9.38%
Number of youth & teen programs held	3,049	3,112	2,671	-14.17%
Public Use Computers				
Number of Internet computers available for public use	148	150	150	0.00%
Meeting Rooms				
Number of meeting/study/class rooms available for public use	8	8	8	0.00%
Effectiveness Measures:				
Material				**FY 07-FY 08 % Change**
Total number of reference / information transactions handled - all public service	559,950	685,145	479,602	-30.00%
Total number of circulation transactions	2,492,640	2,549,070	2,651,032	4.00%
Total circulation of children material	1,191,778	1,214,790	1,263,381	4.00%
Total number of active registrations	140,168	162,237	184,000	13.41%
Total number of registered borrowers (Ages 0-14)	25,078	29,202	30,000	2.73%
Number of Interlibrary loans provided	4,965	4,752	5,200	9.43%
Number of Interlibrary loans received	3,253	3,387	3,300	-2.57%
Library walk-in count	1,294,500	1,184,383	1,297,016	9.51%
Programs				
Total attendance of programs held	117,409	111,536	133,843	-7.93%
Total attendance of youth & teen programs held	101,179	89,145	115,888	15.20%
Public Use Computers				
Number of Users of Public Internet Computers	347,245	392,925	451,863	15.00%
Efficiency Measures:				
Material				**FY 07-FY 08 % Change**
Number of reference / information transactions handled per FT Library Staff	6,454	7,897	5,528	-30.00%
Number of reference / information transactions handled per hour all public locations	55.97	68.37	47.83	-30.05%
Interlibrary loans provided to loans received ratio	1.53	1.40	1.58	12.31%
Programs				
Number of programs held / study room available	77	80	73	-9.38%
Average attendance of all programs held	32.06	29.73	41.17	38.49%
Public Use Computers				
Number of people using internet computers / number of public internet computers available	2,346	2,620	3,012	15.00%
Library Department				
Department expenditures per capita	$34.53	$36.33	$36.08	$35.68

*Excludes grant funding

City of Glendale
Budget Summary by Department

Library & Arts

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Arts Maintenance - Admin.	$140,304	$153,911	$153,911	$156,499	2%
(1000) Library	$8,286,740	$8,544,168	$8,544,168	$8,556,345	0%
(1220) Arts Maintenance	$54,951	$127,787	$127,787	$127,787	0%
(1260) Library Book Fund	$140,403	$231,003	$231,003	$207,313	-10%
(1260) Library Special Revenue	$97,802	$105,150	$105,150	$105,150	0%
(1840) Grant Approp - Library	$129,241	$500,000	$500,000	$500,000	0%
Total - Library & Arts	**$8,849,441**	**$9,662,019**	**$9,662,019**	**$9,653,094**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$6,557,337	$7,005,982	$7,005,982	$7,133,378	2%
Supplies and Contracts	$1,980,444	$2,390,370	$2,390,370	$2,272,271	-5%
Internal Premiums	$266,539	$197,693	$197,693	$174,927	-12%
Internal Service Charges	$45,121	$67,974	$67,974	$72,518	7%
Total - Library & Arts	**$8,849,441**	**$9,662,019**	**$9,662,019**	**$9,653,094**	**0%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Arts Maintenance - Admin.		1	1	1	0%
Historic Sahuaro Ranch	1				
Library	86.76	86.76	86.76	86.76	0%
Arts Maintenance	1				
Total -Library & Arts	**88.76**	**87.76**	**87.76**	**87.76**	**0%**

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.

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.

Interesting Department Fact:
The Sahuaro Ranch Park historic area is known for its peafowl. Charlotte Sands Smith bought two peahens and a peacock at the Chicago World's Fair in 1933. Some of their descendents probably still roam the park today. Peafowl eat different types of food including plants, small animals, and small snakes. This may have been why some farmers kept the birds in the early days.

FISCAL YEAR 2009

GOALS	
Goal	Begin Parks and Recreation Master Plan update process.
Related Council Goal	One community with strong neighborhoods.
Activities	Obtain City Council direction, develop a process to solicit public input and revise the current master plan regarding future parks and recreation services.
Desired Outcomes (Perf. Measures)	Complete above activities by June 30, 2009.
Goal	Complete the improvements to existing parks and facilities to improve the quality of life for Glendale residents and visitors, with the intention of stimulating a positive economic impact for the community.
Related Council Goal	A city with high quality services for citizens.
Activities	Complete renovation of the following older parks: Bicentennial, Rose Lane, Butler, and Sands. Complete ramada and picnic area at Western Area Regional Park.

	Continue to complete improvements at Thunderbird Conservation Park related to trails, signage, vegetation and existing parking. Complete Sahuaro Ranch renovation of the barnyard addition, picnic ramadas, ball fields, and parking lots.
Desired Outcomes (Perf. Measures)	Complete Western Area Regional Park improvements by January 2009, older park renovations by March 2009, Thunderbird Conservation Park by May 2009, and Sahuaro Ranch renovations by June 2009.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Previous Practice and Procedure: The Parks and Recreation Department handles over 11,000 registrations annually for sports programs, facilities and ramada rentals, recreation programs and special interest classes. An additional 9,000 registrations are accepted for the licensed day-care program. Registrations were accepted by phone, mail, or on a walk-in basis.
- Process Review: The department sought to offer Internet capabilities to give customers the ability to register for programs online 24/7. Staff worked closely with the Information Technology Department (IT) and implemented a recreation registration software system (RecTrac) in the Fall of 2006. Once that system was fully implemented, the department added the internet registration module in a test mode in December 2007.
- Outcome and Impact of Changes to Practice: The new service was slowly rolled out to customers in January 2008. The option to register on-line was advertised on the Parks and Recreation Department's webpage, just in time for the heavy spring registration cycle. The program was fully implemented in April 2008. The online registration capability gives customers an easy, user-friendly method of registering for activities any time, night or day. It is also expected to increase revenue as customers become more aware of classes and activities offered.

Accomplishments:

- Grand Canal Linear Park: The construction of "Reach C" of the Grand Canal Linear Park was completed in August 2007. The Bethany Home Outfall Channel/Grand Canal Linear Park is primarily a flood control facility and is required to meet hydrologic and conveyance requirements. However, the project forms a linear open space for public use along and within the facility. The concept for the linear park was incorporated into the landscape and aesthetic improvements of the flood control project design. The first segment of design, Reach A, extends from Loop 101 to a point just east of 83rd Avenue. The second phase of construction, Reach B, is in the Phoenix portion of the project from 75th Avenue to 67th Avenue. Reach C, from 83rd to 75th Avenue and Camelback Road, was the final phase in Glendale. Reach C includes various park

elements that did not exist prior to the new development.

- Grand Canal Linear Park has a new 10-acre equestrian staging area at 82nd Avenue that is considered a major entry node. The staging area is designed to provide increased site access and recreation opportunities to both equestrian and non-equestrian park users. The project features parking for horse trailers, individual horse tie-ups, trail linkage to the Western Area Regional Park, and an open picnic area with a ramada.
- Other improvements to the linear park include three neighborhood nodes (parks), six neighborhood entries, several acres of open turf and xeriscape landscape, and a 10-acre community node that includes a ramada plaza, the city's only fully-accessible play structure, open turf, parking lot, misting stations, and a large entry plaza. This section of the trail is significant because it is the main entrance into Glendale's trail system.
- The Parks & Recreation Department strives to provide equal services and opportunities to every Glendale resident. Increasing demand for recreational opportunities for disabled children and teens has recently led to the creation of a citizen committee that is determined to provide the most adaptive recreation programming possible to include opportunities for everyone regardless of abilities. The Adaptive Recreation Advisory Committee reviews current programming and explores future opportunities. The vision statement for the committee is, "Expand the Glendale Parks and Recreation Department's program to include more opportunities for children and youth of all abilities."

GOAL UPDATES	
Goal	Provide safe and attractive park and open space amenities through preventive maintenance and park redevelopment.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes. Both facilities were completed and opened to the public in early February 2008.
What were the Performance Measures?	Open both facilities by February 28, 2008.
Obstacles/Challenges	None.
Goal	Provide opportunities for residents to participate in the redevelopment of older parks facilities.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes. The Grand Opening of the X-Court was held on October 6, 2007.
What were the Performance Measures?	Complete the construction of the X-Court & Concession/Retail Facility by August 31, 2007.
Obstacles/Challenges	None.

FISCAL YEAR 2007

Accomplishments:

- The Foothills Recreation and Aquatics Center was dedicated and opened to the public on September 30, 2006 with over 1,200 visitors attending. The 69,800 square foot recreation center features a full size gymnasium, six classrooms, a culinary arts kitchen, two exercise studios, child care room, an activity room that is free to the public, jogging/walking track, a rock climbing wall, three indoor racquetball courts, a 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, a leisure pool with aquatic playground, and an outdoor concessions area. The center averages 18,000 users monthly.
- Northern Horizon Community Park was dedicated in August 2006. 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 continues to be 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, the Youth Sports Complex near the University of Phoenix Stadium, the Foothills Recreation and Aquatic Center, and Phase I of a joint-use park at 79th and Orangewood. Projects under construction include: a 10-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 Grand Canal Linear Park.
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. Program fees are reviewed through a staff committee to determine if they fit the Council-adopted fee philosophy for core programs or tiered programs thus ensuring economically accessible programs. Many program flyers are prepared and distributed in English and Spanish.
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.

PARKS & RECREATION STATISTICS

	FY 07 ACTUALS	FY 08 ESTIMATE	FY 09 BUDGET
Inputs:			
Parks Administration & Support Staff			
Total number of full time employees	14	13	13
Department expenditures*	$1,579,580	$1,655,316	$1,591,637
Park & Pool Maintenance and Park Rangers			
Total number of full time employees	43	42	42
Department expenditures*	$6,137,872	$5,978,260	$6,187,564
Recreation			
Total number of full time employees	22.75	24.25	24.25
Department expenditures*	$2,921,287	$3,200,100	$2,925,583
Aquatics			
Total number of staff including temporary/seasonal	206 (Seasonal)	1 FTE+Seasonal	1 FTE+Seasonal
Department expenditures*	$636,282	$631,163	$645,650
Adult, Community & Recreation Centers			
Total number of full time employees	19	19	19
Department expenditures*	$2,586,717	$2,573,701	$2,890,861
Outputs:			
Park & Pool Maintenance and Park Rangers			**FY 07-FY 08 % Change**
Number of ramadas	117	133	13.68%
Number of skate parks maintained	1	2	100.00%
Number of dog parks maintained	3	3	0.00%
Number of developed parks maintained	70	73	4.29%

Number of acreage maintained by Parks & Recreation	2,149	2,159	0.47%
Number of landscape areas at municipal facilities maintained	15	15	0.00%
Number of trees maintained	13,098	13,102	0.03%
Number of playgrounds maintained	58	61	5.17%
Number of athletic fields maintained	63	65	3.17%
Number of athletic courts maintained	183	190	3.83%
Number of irrigation systems maintained	140	147	5.00%
Number of sprinkler heads maintained	27,000	28,352	5.01%
Number of park restrooms cleaned/maintained	42	42	0.00%
Recreation			
Special events	10	11	10.00%
Number of summer youth program sites	18	16	-11.11%
Number of after-school drop-in sites	13	15	15.38%
Aquatics**			
Number of public pools	8	8	0.00%
Days open for public use during season (any pool)	86	82	-4.65%
Scheduled days open for public swim & programs (all pools)	478	377	-21.13%
Hours for public swim	1,912	1,592	-16.74%
Hours for programs (lessons, swim & dive teams)	1,413	1,118	-20.88%
Total hours of operation (pools)	3,325	2,710	-18.50%
Scheduled number of lessons offered all pools	1,020	832	-18.43%
Adult, Community & Recreation Centers			
Number of adult & community centers	6	6	0.00%
Days open to the public	1,800	1,800	0.00%
Hours open to the public	18,000	15,000	-16.67%
Number of special interest classes offered	1,245	1,385	11.24%
Number of programs offered by the Adult Center	55	55	0.00%
Effectiveness Measures:			
Park & Pool Maintenance and Park Rangers			**FY 07-FY 08 % Change**
Number of ramada rentals	1,500	1,425	-5.00%
Recreation			
Youth and adult sports participants	8,700	8, 962	3.01%
Summer youth program participants	1,307	1,583	21.12%
After-school drop-in participants	13,502	14,554	7.79%
Special event attendance	16,888	19,678	16.52%
Aquatics**			
Number of recreation swim participants	115,299		N/A
Number of swim lesson participants	7,448		N/A
Number of swim/dive team participants	575		N/A
Adult, Community & Recreation Centers			
Meals to seniors (Adult Center)	25,000	29,100	16.40%
Adult Center members	3,800	4,100	7.89%
Participation in programs offered by the Adult Center	139,783	148,435	6.19%
Participation in special events hosted by the Adult Center	6,612	5,556	-15.97%
Number of rentals/group use (Adult Center)	471	625	32.70%

Total attendance Foothills Rec. & Aquatics Ctr (FY07 = 9 mths)	196,923	255,043	29.51%
Special interest class participants	6,097	7,497	22.96%
Efficiency Measures:			
Parks Administration & Support Staff			
Expenditures per capita	$6.48	$6.72	$6.40
Park & Pool Maintenance and Park Rangers			
Number of acres maintained per full time employee	71.65	71.97	N/A
Maintenance cost per acres maintained	$1,981	$1,973	N/A
Expenditures per capita	$25.17	$24.29	$24.89
Recreation			
Expenditures per capita	$11.98	$13.00	$11.77
Aquatics			
Per hour cost of operation	$191.38	$232.90	N/A
Cost of service provided per participant (rec swim/lessons/teams)	$5.16	N/A	N/A
Expenditures per capita	$2.61	$2.56	$2.60
Adult, Community & Recreation Centers			
Per hour cost of operation	$143.71	$171.58	N/A
Cost of service provided per participant (Programs/Special Events/ Interest Classes/Foothills Attendance)	$7.40	$6.18	N/A
Avg. daily attendance at Foothills Recreation & Aquatic Center			N/A
Expenditures per capita	$10.61	$10.46***	$11.63

*Excludes grant funding

**Program runs over two fiscal years, data is for the first fiscal year (i.e. season starts in May of 2007 and ends in Sept. of 2008 = FY08)

***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 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Adult Center	$406,046	$431,542	$431,542	$412,051	-5%
(1000) Aquatics	$632,687	$585,244	$585,244	$572,731	-2%
(1000) Audio/Visual	$262,887	$251,894	$247,925	$228,507	-9%
(1000) Copper Canyon HS Youth Dev Prg	$65,492	$32,490	$32,490	$34,351	6%
(1000) Elsie McCarthy Pk. Maintenance	$23,974	$44,048	$0	$0	-100%
(1000) Foothills Recreation Center	$1,466,789	$1,904,051	$1,785,000	$1,938,069	2%
(1000) GESD-Reimb Division	$52,531	$0	$0	$0	NA
(1000) Glendale Community Center	$207,323	$238,108	$238,108	$248,143	4%
(1000) Historic Sahuaro Ranch	$274,391	$339,247	$339,247	$335,218	-1%
(1000) Marketing - Parks & Rec	$184,912	$156,608	$156,608	$144,409	-8%
(1000) Park Irrigation	$341,210	$370,296	$370,296	$360,155	-3%
(1000) Park Rangers	$366,445	$383,541	$383,541	$371,501	-3%
(1000) Parks & Recreation Admin.	$235,177	$242,827	$243,124	$255,575	5%
(1000) Parks CIP & Planning	$220,364	$330,725	$329,469	$325,930	-1%
(1000) Parks Maintenance	$2,140,490	$4,131,720	$4,485,720	$4,512,855	9%
(1000) Parks North District	$2,004,469	$0	$0	$0	NA
(1000) Pool Maintenance	$275,702	$267,741	$262,645	$263,543	-2%
(1000) Recreation Support Services	$965,330	$1,003,987	$1,014,325	$991,462	-1%
(1000) Special Events and Programs	$212,160	$213,443	$213,443	$225,387	6%
(1000) Sports and Health	$348,158	$511,375	$511,375	$525,314	3%
(1000) Youth and Teen	$873,581	$924,921	$924,921	$891,721	-4%
(1280) YSC - Parks & Rec	$188,897	$267,189	$239,277	$262,000	-2%
(1840) Grant Approp - Parks & Rec	$0	$500,000	$500,000	$500,000	0%
(1840) Heritage Fd Sahuaro Ranch BCA	$10,500	$0	$0	$0	NA
(1840) T-Bird Paseo Trail Signage	$39,583	$0	$0	$0	NA
(1840) Youth Football Hub Grant	$23,697	$60,211	$60,211	$56,781	-6%
(1880) Adult Center Self Sustaining	$99,963	$85,000	$85,000	$95,000	12%
(1880) Apollo Pool Repair	$4,639	$10,000	$0	$0	-100%
(1880) Aquatic Self Sustaining	$58,214	$45,919	$45,919	$72,919	59%
(1880) Arrowhead Amenities Sinking F	$8,469	$18,000	$0	$0	-100%
(1880) Cactus Pool Repair	$5,486	$10,000	$0	$0	-100%
(1880) Cardinal Pool Repair	$1,181	$10,000	$0	$0	-100%
(1880) Dedicate A Tree	$767	$5,000	$0	$0	-100%
(1880) Desert Gardens Park	$0	$7,000	$0	$0	-100%
(1880) Desert Mirage Park	$1,411	$7,000	$0	$0	-100%
(1880) Desert Valley Park	$0	$2,000	$0	$0	-100%
(1880) Discovery Park	$0	$7,000	$0	$0	-100%
(1880) GCC Pool Repair	$3,868	$10,000	$0	$0	-100%
(1880) GESD ES Ballfields	$0	$7,000	$0	$0	-100%
(1880) GESD-Reimb Division	$0	$0	$0	$101,180	NA
(1880) Glendale Community Center	$0	$0	$0	$5,000	NA
(1880) Ironwood HS Lights	$0	$5,000	$0	$0	-100%
(1880) Ironwood Pool Repair	$1,208	$35,000	$0	$0	-100%
(1880) Rec Self Sust-Administration	$19,293	$55,000	$55,000	$25,000	-55%
(1880) Rec Self Sust-Audio/Visual	$7,378	$21,650	$21,650	$16,650	-23%
(1880) Rec Self Sust-Spec Int Classes	$185,054	$207,598	$207,598	$197,598	-5%
(1880) Spec Events & Prgm Self Sust	$70,345	$164,213	$104,354	$94,213	-43%
(1880) Sports Self Sustaining	$200,135	$277,067	$277,067	$209,067	-25%

Parks & Recreation

(1880) Youth and Teen Self Sustaining	$423,911	$368,096	$368,096	$383,166	4%
(1885) Apollo Pool Repair	$0	$0	$10,000	$10,000	NA
(1885) Cactus Pool Repair	$0	$0	$9,000	$244,532	NA
(1885) Cardinal Pool Repair	$0	$0	$10,000	$10,000	NA
(1885) Copper Canyon Ballfield Lights	$0	$0	$9,000	$9,000	NA
(1885) Dedicate A Tree	$0	$0	$5,000	$5,000	NA
(1885) Desert Gardens Park	$0	$0	$7,000	$7,000	NA
(1885) Desert Mirage Park	$0	$0	$7,000	$7,000	NA
(1885) Desert Valley Park	$0	$0	$2,000	$2,000	NA
(1885) Discovery Park	$0	$0	$7,000	$7,000	NA
(1885) Elsie McCarthy Pk. Maint	$0	$0	$44,048	$44,048	NA
(1885) GCC Pool Repair	$0	$0	$1,600	$10,000	NA
(1885) GESD ES Ballfields	$0	$0	$7,000	$7,000	NA
(1885) Ironwood HS Light	$0	$0	$5,000	$5,000	NA
(1885) Ironwood Pool Repair	$0	$0	$9,000	$35,000	NA
(1885) Kellis Ballfield Lights	$0	$0	$9,000	$9,000	NA
(1885) O'Neil Park Maintenance	$0	$0	$4,000	$0	NA
Total - Parks & Recreation	**$12,914,117**	**$14,548,751**	**$14,664,843**	**$15,067,076**	**4%**

City of Glendale
Budget Summary by Department

Parks & Recreation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$969,483	$34,649			
Supplies and Contracts	$1,100,692	$32,127			
Internal Premiums	$19,268	$272			
Internal Service Charges	$1,392	$19,184	$20,029	$21,065	10%
Operating Capital	$56,455			$234,532	
Work Order Credits	($11,010)				
Total - Parks & Recreation	**$12,914,117**	**$14,548,751**	**$14,664,843**	**$15,067,076**	**4%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Adult Center	6	6	6	6	0%
Aquatics		1	1	1	0%
Audio/Visual	2	2	2	2	0%
Copper Canyon HS Youth Dev Prg		0.75	0.75	0.75	0%
Foothills Recreation Center	10	10	10	10	0%
Glendale Community Center	3	3	3	3	0%
Historic Sahuaro Ranch		3	3	3	0%
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	2	2	2	0%
Parks CIP & Planning	2	3	3	3	0%
Parks Maintenance	18	28	28	28	0%
Parks North District	12				
Pool Maintenance	3	3	3	3	0%
Recreation Support Services	8	8	8	8	0%
Special Events and Programs	5.75	2	2	2	0%
Sports and Health	3	5	5	5	0%
Youth and Teen	9	7.5	7.5	7.5	0%
Youth Football Hub Grant		1	1	1	0%
Youth and Teen Self Sustaining	5	5	5	5	0%
Total -Parks & Recreation	**98.75**	**99.25**	**99.25**	**99.25**	**0%**

Glendale 11

FACILITIES & FINANCIAL MANAGEMENT

Facilities & Financial Management Administration
Civic Center
Economic Development and Rebates & Incentives
Marketing & Communications
Convention Center, Media Center & Parking Garage

Glendale Civic Center Annex

Return to TOC

City of Glendale
Budget Summary by Department

Fac & Fin Mgmt

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Facilities & Financial Mgmt	$0	$0	$0	$278,698	NA
Total - Fac & Fin Mgmt				**$278,698**	

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits				$264,766	
Supplies and Contracts				$8,190	
Internal Premiums				$3,475	
Internal Service Charges				$2,267	
Total - Fac & Fin Mgmt				**$278,698**	

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Facilities & Financial Mgmt				2	
Total -Fac & Fin Mgmt				**2**	

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:
Fun Fact: The Civic Center uses enough table linens from events in one year to cover the University of Phoenix football field ten times!

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 2009

GOALS	
Goal	Increase facility usage of the Civic Center.
Related Council Goal	One community with a vibrant city center.
Activities	Through internal marketing and sales efforts the Civic Center will increase awareness within the community and Maricopa County.
Desired Outcomes (Perf. Measures)	An increase of facility usage 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	Civic Center staff and the contracted catering staff will provide the training and effort required to meet or exceed customer expectations.
Desired Outcomes (Perf. Measures)	To exceed the minimum client evaluation goal of a 90% satisfaction rating of "good, very good and excellent" as noted in client evaluation surveys.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The Civic Center implemented a Saturday "Open House" program to showcase the facility and services that are available to potential clients, who are unable to visit the center during regular business hours.

Accomplishments:

- Enhanced the Civic Center website utilizing the talents of the Creative Services and Web divisions. The website provides easy to access information and creates instant familiarity with the facility event space, room configurations, event set-up and event design opportunities.
- Developed a quarterly E-Newsletter appropriately titled "E-vent Essentials" that highlights the depth of service and informative facts that assist event planners in booking the Civic Center.

GOAL UPDATES	
Goal	Increase patron attendance at the Glendale Civic Center.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	With 3 ½ months remaining in the fiscal year, the civic center is on track to achieve the goal.
What were the Performance Measures?	To increase facility usage over the previous year.
Obstacles/Challenges	Many clients are not achieving their expected attendance goals for their events. This happens most frequently with inexperienced meeting planners.
Goal	Maintain a high level of customer satisfaction demonstrated through customer service evaluations.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes – YTD The Civic Center has achieved a 99% client approval rating YTD.
What were the Performance Measures?	A minimum customer evaluation goal of a 90% satisfaction rating of "good, very good and excellent" as noted in client evaluation surveys.
Obstacles/Challenges	None.

FISCAL YEAR 2007

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.

City of Glendale
Budget Summary by Department

Civic Center

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1740) Civic Center	$855,696	$908,313	$908,313	$941,053	4%
Total - Civic Center	**$855,696**	**$908,313**	**$908,313**	**$941,053**	**4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$643,969	$675,058	$679,232	$699,921	4%
Supplies and Contracts	$185,473	$197,121	$193,850	$209,604	6%
Internal Premiums	$17,043	$20,360	$20,360	$16,837	-17%
Internal Service Charges	$9,211	$15,774	$14,871	$14,691	-7%
Total - Civic Center	**$855,696**	**$908,313**	**$908,313**	**$941,053**	**4%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Civic Center	7	7	7	7	0%
Total -Civic Center	**7**	**7**	**7**	**7**	**0%**

ECONOMIC DEVELOPMENT

Brian Friedman

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:
80% of all initial inquiries received from companies are seeking an existing building.

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 2009

GOALS	
Goal	Attract new high wage businesses within targeted industries.
Related Council Goal	One community with quality economic development.
Activities	Generate leads and convert to locates. Cultivate relationships with site selectors, brokers, and developers so they encourage their clients to consider Glendale. Attend trade shows and sales missions to promote business opportunities in Glendale.
Desired Outcomes (Perf. Measures)	Proactively solicit and engage 24 real estate brokerage firms, developers, site selectors and/or other groups to facilitate lead generation. Attend at least four trade shows and two sales missions that provide opportunity to meet with corporate site decision makers and promote competitive advantages of a Glendale location. Create and maintain Glendale Prospector (available sites and buildings database customized with Glendale sites only) on city's Economic Development webpage.

Goal	Work with existing businesses to protect the existing job base and identify opportunities for expansion.
Related Council Goal	One community with quality economic development.
Activities	Build relationships with existing businesses to determine opportunities for expansion.
Desired Outcomes (Perf. Measures)	Meet with a minimum of 30 existing companies during the year to gain a better understanding of their business needs.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Posted available sites and buildings in Glendale onto the Arizona Prospector – a web-based database hosted by APS which provides one site for quick search of available sites in Arizona. Site selectors utilize the website before ever contacting a community when they are searching for sites for their clients and will very quickly eliminate an area based upon the lack of information available on the web. The fact that Glendale sites are now on this website database will generate inquiries.

Accomplishments:

- Completely redesigned and modernized our department's website to make it a more user-friendly resource with an up-to-date visual appeal.
- Prioritized our target industries and established a network with real estate brokers to begin initial effort of actively marketing redevelopment and private investment along the Glendale Avenue corridor. This fiscal year two new businesses located within the redevelopment area on Glendale Ave.

GOAL UPDATES	
Goal	Attract employers to create highly-skilled, high wage, quality jobs and positive tax revenue.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	Yes.
What were the Performance Measures?	Eight new companies expect to create approximately 500 jobs.
Obstacles/Challenges	Turnover in staff including department director.
Goal	City Center revitalization.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	Yes.
What were the Performance Measures?	Construction of the parking garage was completed and Master Lease agreement approved. The parking garage opened with one

	tenant already signed and several inquiries about the new retail and/or office space. One new restaurant has opened in the downtown. Upgrades to eight properties were completed through the Visual Improvement Program.
Obstacles/Challenges	Slowdown in economy has begun to hinder planning for opening of new businesses.

FISCAL YEAR 2007

Accomplishments:

- Created the Downtown Dining District to encourage restaurants to locate or expand 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 1,000 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?	4 Visual Improvement Projects were completed and another 3 new projects were approved and began renovations.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Economic Development

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Downtown Beaut. & Promotion	$0	$806,018	$806,018	$361,278	-55%
(1000) Economic Development	$887,043	$971,576	$971,576	$960,955	-1%
(1000) Super Bowl Event Pre-Planning	$137,535	$0	$0	$0	NA
(1010) National Events Pre-Planning	$0	$85,000	$85,000	$0	-100%
(1280) YSC - Econ. Dev.	$252,517	$303,021	$303,021	$303,051	0%
Total - Economic Development	**$1,277,095**	**$2,165,615**	**$2,165,615**	**$1,625,284**	**-25%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$576,042	$889,888	$917,800	$874,258	-2%
Supplies and Contracts	$688,929	$1,220,531	$1,192,619	$728,069	-40%
Internal Premiums	$11,150	$16,227	$16,227	$16,186	0%
Internal Service Charges	$974	$6,969	$7,455	$6,771	-3%
Operating Capital		$32,000	$31,514		
Total - Economic Development	**$1,277,095**	**$2,165,615**	**$2,165,615**	**$1,625,284**	**-25%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Downtown Beaut. & Promotion		4	4	4	0%
Economic Development	6	6	6	7	17%
Total -Economic Development	**6**	**10**	**10**	**11**	**10%**

City of Glendale
Budget Summary by Department

Rebates & Incentives

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Rebates & Incentives	$1,169,235	$2,918,400	$2,918,400	$2,905,200	0%
(1000) Redevelopment Land Acquisition	$306,339	$1,592,148	$203,052	$1,380,360	-13%
(1000) Visual Improvement Program	$112,736	$561,898	$71,441	$573,309	2%
Total - Rebates & Incentives	**$1,588,310**	**$5,072,446**	**$3,192,893**	**$4,858,869**	**-4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Supplies and Contracts	$1,588,310	$5,072,446	$3,030,258	$4,858,869	-4%
Operating Capital			$162,635		
Total - Rebates & Incentives	**$1,588,310**	**$5,072,446**	**$3,192,893**	**$4,858,869**	**-4%**

MARKETING/COMMUNICATIONS

Julie Frisoni

Department Description:
The Marketing/Communications Department consists of eight divisions, including Administration, the Glendale Civic Center, Glendale 11, Graphics, Public Information/Communications, Special Events, Tourism and 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:
Between January 23 and February 5, 2008, Glendale had more than 5,000 broadcast stories air worldwide for more than 587 million impressions at an estimated publicity value of nearly $27 million!

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 2009

GOALS	
Goal	Promote the Glendale Media Center to external media outlets and production companies.
Related Council Goal	A city with high quality services for citizens.
Activities	Position and market the Glendale Media Center as a state-of-the-art facility for both the local and national media. Develop innovative collateral materials that highlight the facility and its uses. Increase bookings and usage of the facility by outside media and other potential users.
Desired Outcomes (Perf. Measures)	Increase bookings and awareness of the Glendale Media Center.
Goal	Position Glendale as a premiere destination with Valley residents and out-of-state visitors.
Related Council Goal	A city with high quality services for citizens.
Activities	Promote, publicize and market the city as a tourism destination

	featuring popular shops, restaurants and festivals. Produce innovative new programming on Glendale 11. Positively promote and raise awareness regarding the city of Glendale in the media (print, TV, online) and through the development of innovative advertising campaigns within key media markets.
Desired Outcomes (Perf. Measures)	Increase resident and visitor awareness about the city of Glendale through positive media exposure and innovative marketing strategies.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- This year the city's official web site, www.glendaleaz.com, continued to focus heavily on meeting the needs of citizens. However, knowing that this site was the most commonly accessed during a search for "Glendale, Arizona," teaser stories and important links to visitor and game day information was also included on the site. The city's tourism and mega events sites were also linked directly to the city's main page. This allowed users to access a wealth of information twenty-four hours a day. Having content specific sites enabled Web users to quickly access the information they were seeking. Usage numbers for the visitor and sports-related Web sites grew by 250 % and 1,450 % respectively during the six months before the Super Bowl.

Accomplishments:

- Glendale 11 entered into an innovative partnership with the local CBS news affiliate. The city's Cable Division produced twenty-one vignettes that highlighted what Glendale was doing to prepare for Super Bowl XLII. The segments aired Sunday nights at 10:00 p.m. during the local news broadcast. This partnership led to other amazing opportunities for the city, including having a full-length recap show air on CBS immediately following the FBR Open.
- Connecting with national media was key to crafting Glendale's image during the Fiesta Bowl and Super Bowl. Glendale's public relations and tourism teams traveled to disseminate Glendale's message to media across the nation. In the fall of 2007, meetings were held in New York and Los Angeles with various media outlets (ESPN, Wall Street Journal, ESPN Magazine, New York Times, "Late Show with David Letterman," "Rachael Ray Show," etc) to expose them to Glendale. Prior to the 2008 Fiesta Bowl, staff traveled to West Virginia and Oklahoma and before Super Bowl XLII staff traveled to Boston and New York to provide the local media information about the upcoming games in Glendale, including hotel, transportation and event information.
- For the 25th Anniversary of Glendale's Jazz and Blues Festival, the city secured Gibson Guitars as its leading sponsor. This partnership enabled staff to attract

nationally recognized acts to the event, which in turn dramatically increased attendance. The Visitor Center had another successful That Thursday Thing event season and saw its largest crowds ever. Since its opening in 2000, the Visitor Center has assisted over 82,000 walk in-visitors.

GOAL UPDATES	
Goal	Position Glendale as a premiere destination with Valley residents and out-of-state visitors.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	Glendale was successfully marketed and positioned as being a premiere destination. Thousands of visitors came to Glendale for the first time this year and millions of people were exposed to Glendale through the media, city Web sites, festivals, Glendale 11 programming, ads and collateral materials. The Marketing Department effectively promoted Glendale during the Fiesta Bowl and Super Bowl by implementing an innovative "Glendale's Got Game" branding campaign. Ads were placed in numerous publications including the team cities/regions. New television shows and programming were created for Glendale 11, including "This is Glendale," which airs in local hotels and businesses across the Valley as well as in the new Glendale Express Shuttle.
Obstacles/Challenges	The turn around times for ad placement and development after the teams for both the Fiesta Bowl and Super Bowl were announced were very tight. Creative strategies were developed to enable staff to meet the short deadlines.
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.
Was the goal met?	Yes.
What were the Performance Measures?	There was an increase in Web visitors to each of the three city Web sites use of e-newsletters/bulletins as a marketing tool increased by almost 35 %. Staff measured Web site visits and enrollment in e-newsletters each quarter. Currently there are twenty-two e-newsletters available for Glendale residents to subscribe to and over 13,000 different email users have opted-in to receive the newsletters.
Obstacles/Challenges	As the number of users continues to grow, the demographics of

	our user audience also begins to shift, with even more non-Glendale residents visiting the city's sites seeking information about festivals, mega events and visitor information. The sites must continue to provide easy-to-find information for residents along with providing valuable visitor information and easy to navigate pages for visitors.

FISCAL YEAR 2007

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.
- For the first time in the history of Glendale Channel 11, the station received four Emmy nominations by the National Academy of Television Arts and Sciences for outstanding programming.

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?	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 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, and an overview of Glendale and also provided a listing of local businesses. Local, full-service restaurants were given the opportunity to be included in the guide for a nominal fee and 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?	The city developed a state-of-the-art cable studio and media center that meets the needs of both Glendale Channel 11 (full-service, city-run cable television station) and the local/national media that 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.

City of Glendale
Budget Summary by Department

Marketing and Comm.

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Cable Communications	$792,672	$827,269	$827,269	$806,395	-3%
(1000) City-Wide Special Events	$237,213	$342,705	$342,705	$331,336	-3%
(1000) Marketing	$1,248,297	$1,221,272	$1,293,183	$1,476,581	21%
(1000) Mkt'g - Fiesta Bowl Event	$0	$169,000	$0	$0	-100%
(1000) Special Events Prod. Support	$52,497	$67,083	$67,083	$60,150	-10%
(1000) Tourism	$571,109	$441,136	$441,136	$456,942	4%
(1010) Mkt'g - BCS Event	$133,207	$0	$0	$0	NA
(1010) Mkt'g - Fiesta Bowl Event	$336,941	$0	$0	$0	NA
(1010) Mkt'g - Super Bowl Event	$0	$194,000	$194,000	$0	-100%
(1160) Communications Production	$2,773	$54,700	$54,700	$54,700	0%
(1160) PEG-Public Safety	$595	$0	$0	$0	NA
(1281) Mkt'g - Fiesta Bowl Event	$0	$0	$169,000	$169,000	NA
(1870) 4th of July	$48,227	$40,000	$40,000	$40,000	0%
(1870) Arvizu Events	$14,772	$30,000	$30,000	$30,000	0%
(1870) Chocolate Affaire	$122,015	$90,000	$90,000	$90,000	0%
(1870) Enchanted Evening	$86,763	$75,000	$75,000	$55,000	-27%
(1870) Fiesta Glendale	$0	$60,000	$60,000	$60,000	0%
(1870) Glitter and Glow	$91,000	$100,000	$100,000	$100,000	0%
(1870) Glitter Spectacular	$139,004	$111,000	$111,000	$111,000	0%
(1870) Glitters Light	$176,815	$175,798	$175,798	$175,798	0%
(1870) Jazz Festival	$208,355	$160,000	$160,000	$160,000	0%
(1870) Other Special Events	$17,087	$30,000	$30,000	$30,000	0%
(1870) Tourism - Souvenir Program	$4,512	$10,000	$10,000	$10,000	0%
Total - Marketing and Comm.	**$4,283,854**	**$4,198,963**	**$4,270,874**	**$4,216,902**	**0%**

City of Glendale
Budget Summary by Department

Marketing and Comm.

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$2,170,921	$2,404,424	$2,422,908	$2,580,075	7%
Supplies and Contracts	$595				
Internal Premiums	$136,049	$144,926	$144,926	$110,700	-24%
Internal Service Charges	$9,651	$28,382	$76,382	$78,808	178%
Total - Marketing and Comm.	**$4,283,854**	**$4,198,963**	**$4,270,874**	**$4,216,902**	**0%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Cable Communications	7	7	7	7	0%
City-Wide Special Events	3	4	4	4	0%
Marketing	12	12	12	13	8%
Tourism	3.5	3.5	3.5	3.5	0%
Total -Marketing and Comm.	**25.5**	**26.5**	**26.5**	**27.5**	**4%**

City of Glendale
Budget Summary by Department

Conv./Media/Parking

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Convention/Media/Parking	$121,923	$2,295,474	$2,136,840	$1,895,039	-17%
(1000) Media Center Operations	$0	$0	$158,634	$184,963	NA
Total - Conv./Media/Parking	**$121,923**	**$2,295,474**	**$2,295,474**	**$2,080,002**	**-9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$57,408	$98,634	$98,634	$103,235	5%
Supplies and Contracts	$64,515	$1,810,882	$1,822,882	$1,722,533	-5%
Internal Premiums		$324,958	$324,958	$248,222	-24%
Internal Service Charges		$61,000	$49,000	$6,012	-90%
Total - Conv./Media/Parking	**$121,923**	**$2,295,474**	**$2,295,474**	**$2,080,002**	**-9%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Convention/Media/Parking		1	1		
Media Center Operations				1	
Total -Conv./Media/Parking		**1**	**1**	**1**	**0%**

INTERNAL SERVICES

City Auditor
City Manager's Office
Community Action Program
Intergovernmental Programs

Future Spring Training Facility

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:
In FY 2008, the City Auditor's Office made over 234 recommendations to reduce risk and strengthen internal controls. Management agreed with 99% of these recommendations and developed action plans to address these business risks.

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 2009

GOALS	
Goal	Allocate audit resources to 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 plan with focus on improved controls and business processes.
Goal	Consider the effectiveness of the city's safety and security practices.
Related Council Goal	One community focused on public safety for citizens and visitors.
Activities	Risk-based audit plan incorporates safety and security concerns.
Desired Outcomes (Perf. Measures)	Every audit includes an assessment of compliance with laws and regulations.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Expanded the citywide continuous monitoring program to include payroll transactions and vendor payments.

Accomplishments:

- Performed nine performance audits, five audit follow-ups, two information technology audits, and three information technology follow-ups.
- Assumed responsibility for the city's Ethics Hotline.

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 risk-based audit plan that incorporated management's concerns.
Obstacles/Challenges	None.
Goal	Assess the risk of the city's information technology environment.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Information technology audits were conducted and recommendations were made to enhance security and control systems.
Obstacles/Challenges	None.

FISCAL YEAR 2007

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.

City of Glendale
Budget Summary by Department

City Auditor

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) City Auditor	$404,754	$428,272	$428,362	$453,683	6%
Total - City Auditor	**$404,754**	**$428,272**	**$428,362**	**$453,683**	**6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$384,593	$408,265	$408,265	$434,997	7%
Supplies and Contracts	$12,737	$12,333	$12,423	$12,596	2%
Internal Premiums	$6,804	$6,187	$6,187	$4,856	-22%
Internal Service Charges	$620	$1,487	$1,487	$1,234	-17%
Total - City Auditor	**$404,754**	**$428,272**	**$428,362**	**$453,683**	**6%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
City Auditor	4	4	4	4.5	13%
Total -City Auditor	**4**	**4**	**4**	**4.5**	**13%**

CITY MANAGER'S OFFICE

Ed Beasley

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

Interesting Department Fact:
The Glendale Municipal Airport is now a direct report to the City Manager's Office.

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.

FISCAL YEAR 2009

GOALS	
Goal	Provide leadership, vision and accountability for the organization as economic development and redevelopment opportunities surface and require City Council action.
Related Council Goal	One community with quality economic development.
Activities	Facilitate development of a redevelopment strategy for the Glendale Avenue Corridor that engages the City Council, public, business community and additional external support.
Desired Outcomes (Perf. Measures)	Complete site research of other cities with councilmembers, hold a public visioning fair and work with council to define the specific area(s) targeted for redevelopment and establish a proposed budget for FY 2010.
Goal	Develop, support, and implement business processes and initiatives that foster diversity.
Related Council Goal	A city with high quality services for citizens.
Activities	Provide resources in support of the city's internal and external diversity activities to develop an organization and workforce that will be reflective of and responsive to the community.
Desired Outcomes (Perf. Measures)	Manager's office provides organization with additional training, oversight and direction for diversity initiatives through new organizational development projects. Manager's office is represented on Diversity Task Force and is represented at all city diversity functions. Spanish translation services provided at all council meetings.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The agenda manual was re-drafted to assist staff in viewing their items with a global perspective. The costs and staff time necessary to produce the Council agendas have been reduced by training over 85 staff members and enhancing the use of technology.

Accomplishments:

- Successfully completed negotiations with the Chicago White Sox and Los Angeles Dodgers to begin spring training in 2009 at the new Glendale Spring Training Facility.
- Successfully completed negotiations with public safety employee groups through the Organizational Cooperative Process.

GOAL UPDATES	
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.
Was the goal met?	Yes. Visitors to Super Bowl XLII rated the event as one of the best Super Bowls ever held, as did the National Football League. Glendale provided a safe environment with quality customer service and without impact to the regular delivery of public services for residents and businesses.
What were the Performance Measures?	Bimonthly meetings were conducted with the mega events leadership team; monthly meetings were held with the Ad Hoc Event Advisory Committee; and all stakeholders were involved in the implementation of the final plan for the events.
Obstacles/Challenges	Ensuring communication flowed to all of the stakeholder groups: AZSTA, NFL, Super Bowl Host Committee, state, county and municipal agencies and jurisdictions.
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.
Was the goal met?	Yes.
What were the Performance Measures?	Cactus League Training agreements completed and construction on facility begun. Six new hotels opened before 2008 Super Bowl in the sports and entertainment district. Downtown parking garage constructed with retail component.
Obstacles/Challenges	None.

FISCAL YEAR 2007

Accomplishments:

- In alignment with the City Council's goal of one community with quality economic, 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 FY 2008 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.

City of Glendale
Budget Summary by Department

City Manager

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) City Manager	$1,319,900	$1,343,725	$1,342,642	$1,383,464	3%
Total - City Manager	**$1,319,900**	**$1,343,725**	**$1,342,642**	**$1,383,464**	**3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$1,115,232	$1,099,577	$1,099,577	$1,169,394	6%
Supplies and Contracts	$176,681	$210,221	$209,138	$198,245	-6%
Internal Premiums	$25,503	$28,890	$28,890	$11,331	-61%
Internal Service Charges	$2,484	$5,037	$5,037	$4,494	-11%
Total - City Manager	**$1,319,900**	**$1,343,725**	**$1,342,642**	**$1,383,464**	**3%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
City Manager	8	8	8	9	13%
Total -City Manager	**8**	**8**	**8**	**9**	**13%**

City of Glendale
Budget Summary by Department

Comm. Action Program

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) CAP Local Match	$17,381	$26,181	$26,181	$141,814	442%
(1820) Community Action Program (CAP)	$451,476	$466,128	$466,128	$426,892	-8%
(1820) Youth Choices Mini Grant	($1)	$0	$0	$0	NA
Total - Comm. Action Program	**$468,856**	**$492,309**	**$492,309**	**$568,706**	**16%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$438,557	$457,741	$457,741	$418,505	-9%
Supplies and Contracts	$17,201	$16,566	$15,716	$132,871	702%
Internal Premiums	$6,423	$7,299	$7,299	$5,878	-19%
Internal Service Charges	$7,294	$10,703	$11,553	$11,452	7%
Work Order Credits	($619)				
Total - Comm. Action Program	**$468,856**	**$492,309**	**$492,309**	**$568,706**	**16%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Community Action Program (CAP)	7	7	7	7	0%
Total -Comm. Action Program	**7**	**7**	**7**	**7**	**0%**

INTERGOVERNMENTAL PROGRAMS

Jessica Blazina

Department Description:
The Intergovernmental Programs Department (IGP) coordinates the city's dealings with federal, state and other local governments and fosters 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:
There were 1,371 bills and 153 Memorials and Resolutions introduced during the 2008 legislative session.

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 2009

GOALS	
Goal	Successfully advocate the City's position on issues at the State Legislature, Congress and other governmental bodies.
Related Council Goal	A city with high quality services for citizens.
Activities	Work with elected officials at the local, state, and federal level as well as local and regional decision making bodies to advocate for and against issues that impact Glendale residents.
Desired Outcomes (Perf. Measures)	Successful implementation of the City's legislative agenda.
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.
Activities	Communicate with residents on how a bill becomes law, how to effectively communicate with legislators, legislative issues of importance to municipalities and issues of importance to neighborhoods.
Desired Outcomes (Perf. Measures)	Conduct Legislative Link classes with a satisfactory rating by attendees.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The IGP Department instituted several changes to the departmental business practices. Most notably, the department continued the practice of assigning a key liaison for each department a practice that has provided for more thorough and responsive engagement on issues of potential impact to the city.

Accomplishments:

- Successful state legislative session in which numerous negative legislative proposals were defeated and proactive measures enacted.
- Elevated Glendale federal priorities and issues with members of Congress, the Arizona delegation and the administration through continued use of federal representation.
- Citizen participation at Neighborhood Day at the Legislature and citizen participation in the Neighborhood Legislative Link Program.
- Successfully advocated for two direct federal appropriations totaling $1.3 million dollars for the City: $940,000 for the Police Departments Public Safety Vehicle Technology Project and $375,000 for Physical Security Equipment.

GOAL UPDATES	
Goal	Educate Glendale residents on the state legislative process and encourage their active involvement on issues of importance to the city.
Related Council Goal	A city with strong neighborhoods.
Was the goal met?	Yes.
What were the Performance Measures?	A six-session Neighborhood Legislative Link Program was 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.
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, focus on public safety and quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	$1.3 million in earmarks awarded to City of Glendale projects.
Obstacles/Challenges	None.

FISCAL YEAR 2007

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.
- Record attendance at Neighborhood Day at the Legislature and increased participation in the Neighborhood Legislative Link Program.

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?	Successfully 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.

City of Glendale
Budget Summary by Department

Intergovt. Programs

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Intergovernmental Programs	$531,226	$631,513	$631,553	$767,868	22%
Total - Intergovt. Programs	**$531,226**	**$631,513**	**$631,553**	**$767,868**	**22%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$360,524	$397,083	$397,083	$395,565	0%
Supplies and Contracts	$163,398	$227,296	$227,336	$366,139	61%
Internal Premiums	$6,561	$5,835	$5,835	$4,930	-16%
Internal Service Charges	$743	$1,299	$1,299	$1,234	-5%
Total - Intergovt. Programs	**$531,226**	**$631,513**	**$631,553**	**$767,868**	**22%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Intergovernmental Programs	4	4	4	4	0%
Total -Intergovt. Programs	**4**	**4**	**4**	**4**	**0%**

Glendale Fire Station 159

PUBLIC SAFETY

Fire Department
Police Department
Homeland Security

Mobile Unified Command Center

Return to TOC

GLENDALE FIRE DEPARTMENT

Chief Mark Burdick

Department Description:
The Glendale Fire Department provides core life safety services through the following Divisions/Programs: Fire Suppression and Property Preservation; Basic and Advanced Life Support (Paramedics); Hazardous & 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:
Seven people have retired from the Fire department this fiscal year with a combined 219 years of service with the City.

Mission Statement:
Fast – Caring - Innovative - Professional

FISCAL YEAR 2009

GOALS	
Goal	Reduce the loss of life within the community through pro-active public education programs.
Related Council Goal	One community focused on public safety for citizens and visitors.
Activities	Utilizing the new Fire Public Health position coordinate and implement pro-active public education to help keep citizens healthy and reduce emergency 911 calls.
Desired Outcomes (Perf. Measures)	Provide education to 10% of the city population over two years and reduce 911 calls by .5% in the first year and 1% in year two.
Goal	Prepare for catastrophic events and minimize risk to our community.
Related Council Goal	One community focused on public safety for citizens and visitors.
Activities	Citizen Emergency Response Teams (CERT): Instruct the citizens of Glendale in the FEMA directed CERT program which teaches citizens how to help each other and the Fire department during emergencies or man-made and natural disasters.
Desired Outcomes (Perf. Measures)	Conduct classes to place a CERT team in each council district and develop sustainable ongoing continuing education plan to maintain these teams.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The Fire Department has provided to all members of the department the report on the 2008 Accreditation findings with the Strategic and Specific Recommendations. In an effort to implement the findings into the department's Operational Plan, we introduced a new quarterly report format to all Division Managers to be used for future Quarterly Meetings. This new format now includes the Strategic and Specific Recommendations assigned to divisions which requires them to report on their activity on a quarterly basis. This will assist the department in self assessing our practices as we strive for continuous improvement.

Accomplishments:

- On September 1, 2007 a partnership between AirEvac, the cities of Glendale, Avondale and Surprise launched a helicopter service with medical transport and fire reconnaissance capabilities for these three communities. Staffed with paramedic firefighters this program has already become a model partnership that other areas of the country are implementing.
- The first fire recruit program was completed at the Glendale Regional Public Safety Training Academy graduating 22 new Firefighters.

GOAL UPDATES	
Goal	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	Partially. There were three activities the Fire department completed that focused on efficiently supporting and deploying of apparatus for emergency response capabilities. The Fire department was successful in getting ongoing funding for 2 two man medic units deployed in the City to help reduce response times and increase reliability. Fire also implemented a new helicopter program, Helicopter Airmedical and Logistical Operations, (HALO) in a unique partnership with a private vendor and 3 municipalities. Finally Fire finalized a process to place larger apparatus into the City CIP and we will begin to replace 2 large pieces of apparatus every other year. We took delivery of a new Ladder Tender, and placed it into service this fiscal year. Specifications have been completed on a new Hazardous Materials truck and a purchase order was awarded to SVI Trucks in Loveland, CO.

What were the Performance Measures?	Benchmarking to activities related to this goal were to obtain on-going funding to staff both medic units 12-hours per day. Department wide, respond within 4 minutes travel time 90% of the time to medical incidents, which require Basic Life Support and within 8 minutes travel time 90% of the time to medical incidents, which require Advanced Life Support. Provide 24-hour coverage 7-days a week with HALO 151. Conduct annual inventory and develop an ongoing process regarding replacement of larger apparatus.
Obstacles/Challenges	The implementation of only two medic units was not sufficient enough to allow overall response times to meet desired benchmarks. An additional medic unit will be requested in the future. Regarding the helicopter program getting intergovernmental agreements completed and approved by three city councils proved to be a very lengthy process. The largest obstacle facing Fire resource management is a facility to store and organize equipment. Most of our spare apparatus is stored outside and unsecured. This results in added wear and tear due to the elements of nature. Smaller equipment is spread out in every available space that can be found.
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.
Was the goal met?	Yes. Four activities focused on improving service and provided quality personnel practices. The Fire Department has provided to all members of the department the report on the 2008 Accreditation findings with the Strategic and Specific Recommendations. In an effort to implement the findings into the department's Operational Plan, during the Fire Annual Budget Retreat for fiscal year 08/09, we introduced a new quarterly report format to all Division Managers to be used for future Quarterly Meetings. This new format now includes the Strategic and Specific Recommendations assigned to divisions which requires them to report on their activity on a quarterly basis. This will assist the department in self assessing our practices as we strive for continuous improvement. Additionally, the new quarterly report format will assist the Fire Department's Accreditation Manager in reporting to the agency our annual compliance reports. The 2008 Annual Compliance report has been completed and submitted to the agency prior to the deadline of February 14, 2008. The 5-year plan draft was completed by March 2008. The plan will be implemented in the next fiscal year. Six additional

	firefighters were hired and have completed recruit training. They have been assigned to crews and are working on completing their one year probationary period. Currently Fire has full time programs in 3 Glendale High Schools. Glendale Unified School District includes Apollo and Glendale High. These Schools meet 3 days a week for1.5 hour per class. Deer Valley Unified School District includes all the Deer Valley District High Schools that meet at a satellite class at Deer Valley High. They meet 1 day a week for a 4.5 hour class. In this fiscal year, the Training Center has had three. Fire recruit academies from which 66 firefighters have graduated. We were able to successfully meet this goal by keeping a 95% graduation rate.
What were the Performance Measures?	Activities were measured by the following. Fully implement the 5 year plan by March 2008. 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. Teach Fire Science to students at 2 high schools, 3 days per week, annually. At the Glendale Regional Public Safety Training Center maintain a graduation rate of 95% from the academy. Retention rate of 95% during the probation period.
Obstacles/Challenges	Obstacles to completing the Goal were as follows. For the high school program equipment continues to be the challenge. When Glendale Fire started its own Training facility, we redirected all surpluses or used equipment that once supplied the High Schools. With budget cuts at the school levels the schools would not be able to have fire science classes without equipment support from local fire departments. There has also been a delay in getting all parties to agree on an Intergovernmental Agreement that will allow students to meet or train at Glendale's academy. At the Glendale regional training center the challenge that presented difficulty in attaining our goal of a graduation rate of 95% were physical injuries and record summer heat days. This was not an academic or instructor situation. These are problems that are unpredicted and we have no control over.

FISCAL YEAR 2007

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 5 years.
- Completion of Public Training Center 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% of the time. Complete plan review for tenet improvement in 10 business days, 90% of the time. New construction business practice: Respond to a request for an inspection within 2 business days, 90% of the time. Existing commercial building inspection business practice: Inspect 100% 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 7 days/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. Only 2 vans are in service and are in need of replacement in the near future. Due to growth in the West Valley, the demand for this type of service continues to exceed our capacity.

GLENDALE FIRE STATISTICS

(reported on a calendar year (CY) basis unless noted otherwise)

	CY 06 ACTUALS	CY 07 ACTUALS	CY 08 ESTIMATE
Inputs:			
Number of authorized positions (fiscal year)*	237.5	251.5	293.5
Number of firefighting positions (excludes admin staff)	207	226	232
Number of Emergency Medical Technicians	111	114	118
Number of Paramedics	92	102	120
Number of Fire Inspection Staff	8	7	8
Number of Public Education Officers	1	1	2
Number of firefighting authorized apparatus	34	39	42
Number of pumper companies with minimum four (persons)	10	10	10
Department expenditures (fiscal year)*	$21,989,144.00	$27,095,269	$31,732,336
Outputs:			
Fire Alarms			
Total alarms	39,561	41,439	42,268
EMS alarms	34,181	33,745	34,420
Fire alarms	3,956	5,093	5,195
Special Operations alarms	474	919	937
Miscellaneous alarms	950	1682	1,716
Operations			
Number of staff vehicles for fire service personnel	39	49	56
Fire Prevention			
Fire prevention presentations	225	420	441
Fire prevention inspections	3,473.00	1,051.00	3893
Fire investigations completed by Fire Marshal's Office	140	38	165
Training			
Continuous education hours	31,183	87,426	88,000
Effectiveness Measures:			
Response times: percent of time on scene in 6 min. or less	93%	96%	90%
Reported to dispatch within 120 seconds	91%	89%	90%
Effeciency Measures:			
Average number of inspections per inspector per month	36.18	12.51	29.21
Number of firefighting positions per 1,000 population	0.88	0.91	0.93
Number of firefighting positions per square mile	3.64	3.90	4.00

*Excludes grant funded FTE's (Fund 1840) and grant funding

**Through first quarter of calendar year 2007

City of Glendale
Budget Summary by Department

Fire Department

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Air-Med & Logistics Ops (HALO)	$0	$0	$702,000	$736,076	NA
(1000) Ambulance Services	$593,352	$487,005	$522,345	$512,683	5%
(1000) Arena - Fire Event Staffing	$184,737	$311,733	$0	$0	-100%
(1000) Fire - Fiesta Bowl Event	$0	$264,726	$0	$0	-100%
(1000) Fire Admin Services	$152,991	$162,526	$272,206	$0	-100%
(1000) Fire Administration	$707,300	$823,622	$822,622	$1,841,477	124%
(1000) Fire Assessment & Planning	$103,751	$110,632	$0	$0	-100%
(1000) Fire Community Services	$486,252	$391,749	$390,749	$498,968	27%
(1000) Fire Life Safety Services Adm.	$265,900	$437,244	$436,244	$126,681	-71%
(1000) Fire Logistical Services Adm.	$155,552	$0	$0	$0	NA
(1000) Fire Marshal's Office	$1,097,690	$1,150,106	$1,150,106	$1,121,258	-3%
(1000) Fire Medical Services & Health	$376,361	$515,885	$509,885	$454,168	-12%
(1000) Fire Operations	$16,665,374	$18,056,067	$17,122,751	$17,982,517	0%
(1000) Fire Resource Management	$3,095,264	$3,124,060	$2,515,138	$2,822,315	-10%
(1000) Fire Special Operations	$189,794	$128,235	$126,735	$32,407	-75%
(1000) Fire Training	$373,302	$440,833	$438,319	$387,043	-12%
(1000) PS Training Ctr - Fire	$312,904	$720,820	$720,820	$681,053	-6%
(1000) Stadium - Fire Event Staffing	$390,493	$517,099	$0	$0	-100%
(1010) Fire - BCS Event	$214,389	$0	$0	$0	NA
(1010) Fire - Fiesta Bowl Event	$225,862	$0	$0	$0	NA
(1010) Fire - Super Bowl Event	$0	$921,409	$921,409	$0	-100%
(1281) Fire - Fiesta Bowl Event	$0	$0	$264,726	$160,000	NA
(1281) Stadium - Fire Event Staffing	$0	$0	$517,098	$230,000	NA
(1282) Arena - Fire Event Staffing	$0	$0	$311,733	$307,407	NA
(1720) Fire - Special Revenue Fund	$1,832,058	$2,070,860	$5,800,815	$8,631,958	317%
(1840) Grant Approp - Fire Dept	$822,062	$3,025,000	$3,025,000	$3,025,000	0%
(2530) PS Training Ops - Fire	$413,117	$1,097,725	$1,097,725	$913,268	-17%
Total - Fire Department	**$28,658,505**	**$34,757,336**	**$37,668,426**	**$40,464,279**	**16%**

City of Glendale
Budget Summary by Department

Fire Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$98,556	$104,632			
Supplies and Contracts	$5,165	$5,976			
Internal Premiums	$30	$24			
Internal Service Charges	$953,574	$1,107,205	$1,105,961	$1,326,814	20%
Operating Capital	$250,932	$296,676	$686,080	$760,000	156%
Work Order Credits	($122,880)				
Total - Fire Department	**$28,658,505**	**$34,757,336**	**$37,668,426**	**$40,464,279**	**16%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Air-Med & Logistics Ops (HALO)				4	
Ambulance Services	2	2	2	2	0%
Fire Admin Services	2	2	2		
Fire Administration	3.5	4.5	4.5	13.5	200%
Fire Assessment & Planning	1	1	1		
Fire Community Relations	2				
Fire Community Services	1	4	4	5	25%
Fire Information/Technology	1				
Fire Life Safety Services Adm.	2	3	3	1	-67%
Fire Logistical Services Adm.	1				
Fire Marshal - Code Developmnt	1				
Fire Marshal's Office	11	12	12	12	0%
Fire Medical Services & Health	2	3	3	3	0%
Fire Office Systems	2				
Fire Operations	189	192	192	186	-3%
Fire Resource Management	4	7	7	7	0%
Fire Special Operations	2	1	1		
Fire Training	3	4	4	3	-25%
Logistical Services	1				
Arena - Fire Event Staffing	1	1	1	1	0%
Fire - Special Revenue Fund	18	21	21	50	138%
PS Training Ops - Fire	2	6	6	6	0%
Total -Fire Department	**251.5**	**263.5**	**263.5**	**293.5**	**11%**

GLENDALE POLICE DEPARTMENT

Chief Steve Conrad

Department Description:
In an environment of unprecedented growth and development, the Glendale Police Department focuses on preventing crime and maintaining order, while supporting numerous major events. Employees are the most important department assets in meeting the challenges of the future. This growing organization emphasizes the development of professional knowledge and leadership skills within our ranks and recruits exemplary men and women who reflect our community. A progressive mindset encourages one and all to seek innovative techniques and emerging technologies in order to accomplish our mission. Community participation in formulating police strategies is critical to success. The department provides the most effective possible response to law enforcement emergencies, neighborhood problems and the enforcement of traffic laws, ensuring that Glendale continues to be a desirable place to live, raise a family, educate, recreate and do business. Everything done, collectively or individually, is done in accordance with department values and objectives.

Interesting Department Fact:
The detention unit processed 13,188 bookings in 2007. This was a 16.5% increase from the previous year

Mission Statement:
The mission of the Glendale Police Department is to protect the lives and property of the people we serve.

FISCAL YEAR 2009

GOALS	
Goal	Reduce Part I violent crime by 10 %.
Related Council Goal	One community focused on public safety for citizens and visitors
Activities	Deploy proactive resources from both the Patrol Division and Criminal Investigations Division to identify hot spots with a concentrated focus on repeat offenders.
Desired Outcomes (Perf. Measures)	Reduce violent crime by 10 %.
Goal	Review internal practices for quality and effectiveness within the department.
Related Council Goal	One community focused on public safety for citizens and visitors.
Activities	Identify work flow practices and processes that can be improved.

Desired Outcomes (Perf. Measures)	Develop a plan to implement feasible recommendations.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Enhanced Hiring Efforts: Many recruitment, testing and hiring practices have been enhanced to help the department become more competitive in attracting the best and the brightest people to apply for employment. Some of the changes include acquiring on-site scoring equipment, including fingerprinting at the test site, using a new streamlined background questionnaire, moving the test location to the new training facility, interviewing out-of-state applicants on the written test date, adding a study guide to the website, offering employee referral hiring bonuses, expanding efforts to recruit out of state and from the military branches, and implementing an aggressive marketing approach. In the calendar year of 2007, 55 sworn officers and 48 non-sworn employees were hired.

Accomplishments:

- After members of the department established a new mission, vision and value statements, the command staff met and identified six specific strategies to address crime with the overall goal of reducing crime by 10%. This plan identified forty-three specific activities that were required to implement the following strategies: focusing on repeat offenders; utilizing effective tactics and ensuring the proper use of existing resources; reducing visible signs of disorder; increasing traffic safety; increasing public outreach and involvement; and enhancing the information infrastructure to properly support enforcement efforts.
- The department created the state's first Sex Offender Address Verification program. Officers conduct routine, unannounced visits to Level 2 (intermediate risk) and Level 3 (high risk) registered sex offenders living in the city. Since the start of this program, five absconders have been identified and steps have been taken to secure their arrests. There has been a 28.6% decrease in the number of registered offenders moving into the city in 2007 and 310% increase in the number of offenders who moved out of the city. The department, working with the city's Marketing Department, created a public website with information about registered sex offenders living in the city, and provides an automated email notification to interested citizens regarding the movement of these offenders.

GOAL UPDATES	
Goal	Focus on known and repeat offenders.
Related Council Goal	One community focused on public safety for citizens and visitors.
Was the goal met?	Yes.

What were the Performance Measures?	The Criminal Investigation Division was reorganized to create a Fugitive and Gang Squad whose focus is on repeat offenders, wanted felons and gangs. To support this new squad's efforts, a public website featuring "Glendale's Most Wanted" criminals was developed along with an on-line tip form and a hotline phone number for citizens to submit information about these criminals and criminal activity.
Obstacles/Challenges	None.
Goal	Increased traffic safety.
Related Council Goal	One community focused on public safety for citizens and visitors.
Was the goal met?	Yes.
What were the Performance Measures?	Enhanced speed enforcement efforts on targeted roads that included public education, targeted enforcement by motor officers, increased use of SMART trailers, and concentrated efforts on high accident locations. Several strategies were implemented that focused on school zones, utilized the West Valley DUI Task Force, TER cars targeted intersections, and education programs with Luke Air Force Base and Citizens Academy.
Obstacles/Challenges	Police personnel worked extended hours and days each week because of special events, there by limiting some of the resources during the fall season.

FISCAL YEAR 2007

Accomplishments:

- Department Reorganization: The department conducted a major structural reorganization and is now organized into 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 Public Safety Training Facility: The UCC was utilized during the many Arizona Cardinals football games, the Fiesta Bowl, the BCS National Championship and other mega events.

GOAL UPDATES	
Goal	Ensure the efficiency and effectiveness of all processes within the police department.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.

What were the Performance Measures?	Accreditation by the Commission on Accreditation for Law Enforcement (CALEA) by August 2007.
Obstacles/Challenges	Providing proofs 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 5 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 from 6.41 to 7.11 minutes; priority three calls from 28.42 to 26.47 minutes; and priority four (report only) calls from 49.28 to 47.52 minutes.
Obstacles/Challenges	Inadequate staffing, vacancies created by retirements/separations, and increased population/traffic congestion.

GLENDALE POLICE STATISTICS

	FY 06 Actuals	FY 07 Actuals	FY 08 Estimate	FY 09 Budget
Inputs:				
Number of sworn personnel	384	395	425	452
Number of non-sworn personnel	138.5	151.5	167.5	181.5
Total number of authorized personnel	522.5	546.5	592.5	633.5
Estimated Population (July 1 of FY)	235,987	243,881	246,382	248,584
Department expenditures*	$58,843,380	$67,669,017	$73,231,632	$78,971,387
Outputs:				
				FY 07-FY 08 % Change
Total Part 1 Crimes	13,144	14,464	14,387**	-0.53%
Calls for service	148,634	154,178	147,133**	-4.57%
Effectiveness Measures:				
				FY 07-FY 08 % Change
Average response time - Priority 1 Call	0:05:13	0:05:09	0:04:52*	-5.34%
Efficiency Measures:				
Number of sworn personnel per 1,000 population	1.627	1.620	1.725	1.818
Number of support staff per sworn personnel	0.36	0.38	0.39	0.40
				FY 07-FY 08 % Change
Number Part 1 crimes per 1,000 population	55.70	59.31	58.39	-1.54%
Number of calls for service per 1,000 population	629.84	632.19	597.17	-5.54%

* 9 month average as of March 31, 2008

**Projected using YTD numbers as of April 30, 2007

City of Glendale
Budget Summary by Department

Police Department

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Arena-PD Event Staffing	$592,082	$847,751	$0	$0	-100%
(1000) Central Patrol Bureau	$12,336,126	$11,284,505	$11,640,846	$12,375,283	10%
(1000) Crime Investigations	$7,426,331	$7,983,289	$7,873,233	$8,344,339	5%
(1000) Foothills Patrol Bureau	$9,812,833	$9,897,958	$9,897,958	$10,446,363	6%
(1000) PD - Communications	$1,161,333	$2,363,738	$2,329,694	$2,627,443	11%
(1000) PD - Detention	$2,305,996	$3,066,045	$2,358,999	$3,296,698	8%
(1000) PD - Fiesta Bowl Event	$0	$1,455,822	$0	$0	-100%
(1000) PD - Fiscal Management	$2,345,049	$3,802,812	$2,080,754	$1,932,043	-49%
(1000) PD - Homeland Security	$58,095	$0	$0	$0	NA
(1000) PD - Special Operations	$1,798,293	$4,139,461	$4,084,316	$5,185,780	25%
(1000) PD - Tow Administration	$0	$0	$0	$64,737	NA
(1000) Police Administration	$2,335,122	$2,822,332	$2,148,006	$3,781,884	34%
(1000) Police Legal Services	$336,620	$412,458	$412,458	$494,147	20%
(1000) Police Personnel Management	$1,624,753	$1,933,737	$1,926,430	$1,930,203	0%
(1000) Police Support Services	$6,142,833	$4,670,222	$4,670,222	$3,345,962	-28%
(1000) PS Training Ctr - Police	$312,904	$720,819	$720,819	$681,052	-6%
(1000) Stadium - PD Event Staffing	$1,313,948	$1,621,611	$0	$0	-100%
(1010) PD - BCS Event	$217,168	$0	$0	$0	NA
(1010) PD - Fiesta Bowl Event	$445,940	$0	$0	$0	NA
(1010) PD - Super Bowl Event	$0	$1,039,362	$1,039,362	$0	-100%
(1281) PD - Fiesta Bowl Event	$0	$0	$1,455,822	$402,773	NA
(1281) Stadium - PD Event Staffing	$0	$0	$1,711,171	$1,328,717	NA
(1282) Arena-PD Event Staffing	$0	$0	$847,751	$852,549	NA
(1700) Patrol - Special Revenue Fund	$3,666,417	$4,002,264	$12,428,960	$16,370,001	309%
(1840) Grant Approp - Police Dept	$2,961,833	$3,697,737	$3,697,737	$3,600,000	-3%
(1840) Victim Rights - PD	$78,052	$22,800	$22,800	$22,800	0%
(1840) VOCA 2003-113	$127,180	$179,023	$179,023	$182,752	2%
(1860) Federal RICO	$91,030	$225,000	$225,000	$225,000	0%
(1860) State RICO	$1,118,477	$1,095,714	$1,095,714	$1,074,146	-2%
(2530) PS Training Ops - Police	$234,965	$384,557	$384,557	$406,715	6%
Total - Police Department	**$58,843,380**	**$67,669,017**	**$73,231,632**	**$78,971,387**	**17%**

City of Glendale
Budget Summary by Department

Police Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$46,231,048	$50,048,555	$52,254,278	$59,886,379	20%
Supplies and Contracts	$312,904	$720,819	$720,819	$681,052	-6%
Internal Premiums	$2,396,307	$2,849,041	$2,715,986	$3,005,774	6%
Internal Service Charges	$2,384,628	$2,506,258	$2,305,402	$2,625,035	5%
Operating Capital	$1,098,897	$1,858,835	$4,477,414	$981,862	-47%
Work Order Credits	($1,436,401)				
Total - Police Department	**$58,843,380**	**$67,669,017**	**$73,231,632**	**$78,971,387**	**17%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Central Patrol Bureau	178	134	134	128.5	-4%
Crime Investigations	72	81	81	80	-1%
Foothills Patrol Bureau	114	113	113	106.5	-6%
PD - Communications	1	30.25	30.25	34.5	14%
PD - Detention	1	12	12	13	8%
PD - Special Operations		42	42	48	14%
PD - Tow Administration				1	
Police Administration	15	11	11	22	100%
Police Legal Services	3	4	4	4	0%
Police Personnel Management	14	19	19	21	11%
Police Support Services	105	61.75	61.75	44.5	-28%
Stadium - PD Event Staffing	2	2	2	2	0%
Arena-PD Event Staffing	1	1	1	1	0%
Patrol - Special Revenue Fund	33	42	42	118	181%
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	2	0%
Total -Police Department	**543.5**	**557.5**	**557.5**	**628.5**	**13%**

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, emergency 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:
To be nationally accredited the Homeland Security Department must ensure the completion of over 700 separate citywide tasks. These tasks range from the creation of documents through the building of entire systems within the city to meet compliance with the task statement.

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 situations and works closely with all city departments to ensure the city maintains an effective emergency management program.

FISCAL YEAR 2009

GOALS	
Goal	Develop a continuity plan.
Related Council Goal	One community focused on public safety for citizens and visitors.
Activities	Survey all departments for critical processes. Determine line of succession for key city positions. Assess vital records protection procedures. Develop continuity plan outlining the above.
Desired Outcomes (Perf. Measures)	A Continuity Plan is developed and properly reviewed before June 30, 2009.
Goal	Develop the city's disaster exercise procedure with associated 5 year exercise schedule.
Related Council Goal	One community focused on public safety for citizens and visitors.
Activities	Develop a citywide exercise evaluation team (EET). Create a disaster exercise procedure document. Develop exercise checklist documents.

Desired Outcomes (Perf. Measures)	A Disaster Exercise procedure and 5 year schedule is developed and properly reviewed before June 30, 2009.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Homeland Security improved how it schedules work and has moved toward an accreditable citywide emergency management system.

Accomplishments:

- Developed a process to monitor and review pieces of legislation that have an impact on the city's emergency management system.
- Developed a baseline program review document to guide the continual improvement of the city's emergency management system.

GOAL UPDATES	
Goal	Develop a long term disaster recovery plan.
Related Council Goal	One community focused on public safety for citizens and visitors.
Was the goal met?	In Process.
What were the Performance Measures?	A long term recovery plan is developed and properly reviewed before June 30, 2008.
Obstacles/Challenges	Prerequisites plans needed to be completed to gather the data for this plan.
Goal	Develop an emergency preparedness training program.
Related Council Goal	One community focused on public safety for citizens and visitors.
Was the goal met?	Yes.
What were the Performance Measures?	Yes/No: An emergency skills training needs assessment is created. Yes/No: Lesson plans and other documents are created to facilitate classroom learning.
Obstacles/Challenges	Staff available to teach courses and develop courses.

FISCAL YEAR 2007

Accomplishments:

- In FY 2006-07, the department brought on line the city's Emergency Operations Center (EOC). In just over 13 months, the EOC went from concept design to full operations. 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 daily, and especially 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 when our city hosts national events such as Super Bowl XLII in 2008.

- In FY 2006-07 the department completely revised the city's Emergency Operations Plan (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 Emergency Operations Center (COG EOC).
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Yes/No – A primary emergency operations center is designed, built and prepared for operation by Dec 31, 2006.
Obstacles/Challenges	Timelines were tight but were overcome through exceptional teamwork.
Goal	Implement the City of Glendale Emergency Operations Plan.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Yes/No – An Emergency Operations Plan 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.

City of Glendale
Budget Summary by Department

Homeland Security

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Emergency Operations Ctr (EOC)	$919,916	$854,845	$879,345	$902,388	6%
(1000) Homeland Security Admin.	$109,266	$122,542	$122,542	$129,987	6%
(1010) EOC - Super Bowl Event	$0	$279,350	$229,350	$0	-100%
Total - Homeland Security	**$1,029,182**	**$1,256,737**	**$1,231,237**	**$1,032,375**	**-18%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$545,902	$777,176	$757,176	$652,953	-16%
Supplies and Contracts	$340,248	$232,553	$327,053	$322,197	39%
Internal Premiums	$3,800	$12,709	$12,709	$8,645	-32%
Internal Service Charges	$571	$5,299	$5,299	$38,580	628%
Operating Capital	$138,661	$229,000	$129,000	$10,000	-96%
Total - Homeland Security	**$1,029,182**	**$1,256,737**	**$1,231,237**	**$1,032,375**	**-18%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Emergency Operations Ctr (EOC)	6	6	6	6	0%
Homeland Security Admin.	1	1	1	1	0%
Total -Homeland Security	**7**	**7**	**7**	**7**	**0%**

Waste Water Truck

PUBLIC WORKS

Public Works Administration
Engineering
Field Operations
Transportation
Utilities

59th Ave Storm Drain Project

Return to TOC

City of Glendale
Budget Summary by Department

Public Works Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Public Works Administration	$198,088	$208,080	$208,080	$213,329	3%
Total - Public Works Admin.	**$198,088**	**$208,080**	**$208,080**	**$213,329**	**3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$191,551	$196,447	$196,447	$202,513	3%
Supplies and Contracts	$4,406	$8,696	$8,696	$8,062	-7%
Internal Premiums	$1,224	$1,731	$1,731	$1,560	-10%
Internal Service Charges	$907	$1,206	$1,206	$1,194	-1%
Total - Public Works Admin.	**$198,088**	**$208,080**	**$208,080**	**$213,329**	**3%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Public Works Administration	1	1	1	1	0%
Total -Public Works Admin.	**1**	**1**	**1**	**1**	**0%**

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.

Interesting Department Fact:
The Engineering Department manage approximately $220,000,000 in consultants and construction contracts for CIP projects.

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.

FISCAL YEAR 2009

GOALS	
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 with high quality services for citizens.
Activities	Manage Public Relations for Capital Projects. Procure and Engineering Management Services.
Desired Outcomes (Perf. Measures)	Conduct a Survey at 100% of Neighborhood meeting to gauge public relations effectiveness. Complete 90% of the active projects under the original base line schedule.
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 services. Testing Services.
Desired Outcomes (Perf. Measures)	Complete 90% of plan reviews within established timelines (20 working days). Complete 90% of scheduled inspections within 48 hours.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Customer Service was improved by providing electronic access to information on Project Status and Project Schedules for all Capital Projects (CIP) managed by the Engineering Department.
- Previously, our customers (residents, client departments, management team, consultants, contractors, utilities companies, etc.) would send a request or would come to our office to receive information on the status of specific projects. This resulted in the customer relying on the Project Managers' availability to provide or discuss the status of a project at any time. In some cases, the project managers were not available or the information that was provided was not accurate. After a comprehensive review and evaluation, the CIP Division decided to develop, implement, and monitor a website that would allow our customers direct access to information on the Project Status and Project Schedule for each Capital Project managed by the Engineering Department. The website is currently being updated on a monthly basis.
- This new process has increased the communication with our customers and given them the ability to find out when a project will be in construction and/or completed, who the project manager and/or contractor is, send e-mails about the project, etc. from their homes or offices.
- Land Development Finances were improved by implementing cost recovery for the materials testing lab, and collecting plan review fees at the time of plan submittal.
- The City of Glendale was operating a materials testing laboratory but was not charging for the services it was providing to private developers. In most other cities, developers pay a private company to do testing on materials placed in the public right-of-way. The City of Glendale operates and maintains its own testing facility; however, we were not collecting fees to offset the cost of operating the lab. Now, fees are charged based on quantities of construction in the right-of-way. The fees are a line item on the respective engineering permit (water, sewer, paving, etc.) and are collected at the time of construction.
- Cost recovery for the materials testing lab will help ensure the financial stability of the Engineering Department as well as the City of Glendale as a whole.
- Originally, fees for plan review were not collected until the end of the review process, after the plans were approved. The number of sheets reviewed for each review (1st, 2nd, 3rd, etc.) were totaled and multiplied by the per sheet cost to calculate total fees owed. It was required that the total fee be paid prior to construction beginning on the project. On some occasions, projects would die, thus never reaching the plan approval or construction stage. In these instances, no review fees were collected, even though staff had spent time reviewing previous plan submittals. Now, review fees will be collected at the time plans are submitted based on the number of sheets in the plan set. This way, even if the project dies, we will have collected fees to offset review time.
- Collecting plan review fees up front will ensure cost recovery for plan review 100% of the time, not just for completed projects.

Accomplishments:

- Complete the construction of Oasis Water Campus; West Area WWRP/UV Shade Canopy Extension; Pyramid Peak WTP 10 Mil Gal Reservoir; 67th Ave. Camelback to Grand/Intersection Improvements; CMOM Implementation/Phase 1 - Sewer Manholes-GPS; 75th/83rd/Glendale Ave Street Improvements; Parks Redevelopment/Older Park Renovations; Cholla WTP Process Instruments; Intersection Improvements./Bethany Home 75th to 83rd; EOC/Training Facility Phase I; Zone 4 Reservoir Fill Line; Arrowhead Ranch WRF Sewer Bypass Study; 87th Ave & Missouri Park Development (Zone 1); Park Development/71Ave & Orangewood; 63Ave & Butler Park Development; Zone 4 WTP to 83rd Ave & Orangewood; Sewers for Areas on Septic/Cinnabar Ave 51st to 53rd Ave; Storm-water Master Plan/Flood Plain Map & Elevation Certificate; Street Scallop/Greenbrier - 59th Ave to 61st ; Street Beautification/51/67/Bell/69/70 & 73rd ; 95th Odor Control Dosing Station; Public Safety Master Plan; Catlin Court Neighborhood Improvements; Intersection Imps/75Ave, Deer Valley - Hillcrest ; Downtown Parking Structure ; Grand Ave Access Enhancements Phase I; Drinking Water Well Head Treatment; 2007/2008 AC Overlay; Arrowhead Pedestrian Enhancements/Skunk Creek@71st; Flood Control/NPDES Storm-water Permit; Marketing Remodel; Coyote Lake Telemetry Programming; and West Area WWRP/WAWRF Expansion Conceptual Evaluation.
- Began the Design of Sand Filters & Distribution System; Zone 4 Groundwater Treatment Plant, City Court Building, West Branch Library, Fire Department-Tenant Improvements, Fire Hydrant Replacement, Zone 2 Pump Station Modifications, Parks Redevelopment-Bicentennial, sands, Butler 7 Rose Line, Barnyard Additional/Sahuaro Ranch, Street Beautification-51st Ave. Thunderbird to Cactus, 43rd & Peoria Gateway Plaza, Clavelito Park improvements, AZDES Permit/COG Storm Drainage Mapping, Multi-use Path Skunk Creek, Arterial Street Overlay, Multi-Use Skunk Creek/Union Hills, Sweetwater & 55th Ave. SLS, West Area Reuse Pipelines, Arrowhead Sewer Lines, ARWRF Additional Recharge Wells, Landfill Gas System Expansion.

GOAL UPDATES	
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.
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	None.
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.
Was the goal met?	Yes.
What were the Performance Measures?	A survey was conducted to 100% of the neighborhood meeting. During the FY 07-08 an end project report was conducted to 100% of all completed projects.
Obstacles/Challenges	None.

FISCAL YEAR 2007

Accomplishments:

- Began the Design of Downtown Parking Garage; City Court Building; Relocation of Fire Station 151; Pendergast Youth Field Phase 2; 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: Bicentennial, 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 Cardinals 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 1; 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 2; 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 the FY 06-07 an end 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 that is fiscally sound.
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.

City of Glendale
Budget Summary by Department

Engineering

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) BofA Bank Building	$531,334	$320,221	$320,221	$484,735	51%
(1000) CIP Administration	$198,420	$305,479	$305,479	$885,193	190%
(1000) CIP Construction	$304,719	$330,551	$330,551	$0	-100%
(1000) CIP Design	$330,809	$341,351	$341,351	$0	-100%
(1000) Construction Inspection	$599,694	$645,026	$645,026	$656,504	2%
(1000) Engineering Administration	$406,757	$433,383	$433,183	$551,211	27%
(1000) Land Development Division	$423,560	$498,176	$485,407	$520,144	4%
(1000) Mapping and Records	$265,465	$289,979	$289,979	$204,554	-29%
(1000) Materials Testing	$208,964	$253,794	$253,794	$254,572	0%
(1000) Promenade at Palmaire	$0	$0	$0	$172,317	NA
(1000) Real Estate Services	$228,494	$236,211	$236,211	$201,747	-15%
(1000) Utility Inspection	$223,165	$230,728	$243,497	$225,765	-2%
(1660) Transportation Engineering Pgm	$104,765	$111,635	$111,635	$119,354	7%
Total - Engineering	**$3,826,146**	**$3,996,534**	**$3,996,334**	**$4,276,096**	**7%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$3,435,770	$3,821,644	$3,827,564	$3,825,848	0%
Supplies and Contracts	$861,697	$625,212	$606,926	$933,622	49%
Internal Premiums	$127,399	$144,441	$144,441	$113,378	-22%
Internal Service Charges	$71,210	$67,237	$79,403	$65,248	-3%
Work Order Credits	($669,930)	($662,000)	($662,000)	($662,000)	0%
Total - Engineering	**$3,826,146**	**$3,996,534**	**$3,996,334**	**$4,276,096**	**7%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
CIP Administration	10	9	9	15	67%
CIP Construction	3	3	3		
CIP Design	4	4	4		
Construction Inspection	7	7	7	7	0%
Engineering Administration	4	4	4	5	25%
Land Development Division	4	5	5	5	0%
Mapping and Records	3	3	3	2	-33%
Materials Testing	3	3	3	3	0%
Real Estate Services	3	3	3	2	-33%
Utility Inspection	3	3	3	3	0%
Transportation Engineering Pgm	1	1	1	1	0%
Total -Engineering	**45**	**45**	**45**	**43**	**-4%**

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:
Since FY 2002-03 the City's fuel costs have increased by 149% with gallons of fuel used increasing by only 19%. During this period the fleet has increased in size by 24% to 1,434 vehicles. The annual miles driven have increased by 45% to an estimated 8,636,000 miles driven in FY 2007-08.

Mission Statement:
The Field Operations Department mission focuses on providing services in support of the City Council's 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 2009

GOALS	
Goal	Provide efficient preventive maintenance for City assets including City vehicles and equipment.
Related Council Goal	A city with high quality services for citizens.
Activities	Complete 86% of periodic maintenance (PM) services within 30 days of the scheduled due date.

Desired Outcomes (Perf. Measures)	86% above average rating.
Goal	To reduce recycling contamination by 2% for the fiscal year.
Related Council Goal	A city with high quality services for citizens.
Activities	Continue inspections with emphasis on education and/or removal of recycling container from customer for excess contamination.
Desired Outcomes (Perf. Measures)	Record all inspections as well as track removal of all recycling containers due to contamination.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- The recycling section exceeded it's service goal of 199,000 service inspections for 2008.

Accomplishments:

- Coordinated between the streets and sanitation divisions to sweep streets within one week of loose trash collection.
- Attained overall reduction of preventable accidents for the department.

GOAL UPDATES	
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?	Yes.
What were the Performance Measures?	85% Above Average Rating.
Obstacles/Challenges	Getting the vehicles turned in on time when PM notices are sent out to the specific departments. Departments do not have fleet management liaison that can control the actions to turn in vehicles on time for PM's.
Goal	Provide quality sanitation inspection services for citizens.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Review annual preventable accident statistics to benchmark progress.
Obstacles/Challenges	Adjusting the inspection routes and adequate staffing led to limited challenges encountered.

FISCAL YEAR 2007

Accomplishments:

- The Streets division met its goal by completing the seal coating 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.

City of Glendale
Budget Summary by Department

Field Operations

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Cemetery	$232,416	$245,567	$245,567	$253,833	3%
(1000) Custodial Services	$1,344,229	$1,453,820	$1,453,820	$1,299,308	-11%
(1000) Downtown Parking Garage	$0	$124,367	$84,367	$156,400	26%
(1000) Facilities Management	$4,392,352	$4,469,878	$4,509,878	$4,984,099	12%
(1000) Field Operations Admin.	$1,057,195	$1,106,465	$1,146,465	$1,118,657	1%
(1000) Graffiti Removal	$263,200	$236,840	$370,439	$355,054	50%
(1000) Manistee Ranch Maintenance	$10,473	$12,117	$12,117	$5,117	-58%
(1000) Right-of-Way Maintenance	$0	$24,000	$0	$0	-100%
(1010) Right-of-Way - Mega Events	$1,241,449	$452,088	$116,088	$0	-100%
(1040) Equipment Management	$4,022,533	$4,194,451	$4,194,451	$4,266,442	2%
(1040) Fuel Services	$3,055,093	$3,261,139	$3,261,139	$3,335,054	2%
(1040) Parts Store Operations	$1,725,206	$1,750,075	$1,743,319	$2,172,750	24%
(1120) Equipment Replacement	$3,038,277	$3,029,741	$2,399,153	$3,029,741	0%
(1280) YSC - Facilities Mgt.	$31,328	$126,731	$90,000	$65,000	-49%
(1282) Arena - ROW Maintenance	$0	$0	$62,500	$50,000	NA
(1340) Arena - ROW Maintenance	$28,632	$62,500	$0	$0	-100%
(1340) Right-of-Way Maintenance	$2,370,710	$2,579,905	$2,603,905	$2,625,093	2%
(1340) Street Cleaning	$767,077	$696,228	$696,228	$637,814	-8%
(1340) Street Maintenance	$6,910,488	$4,037,409	$4,037,409	$3,993,577	-1%
(2440) Gas Management System	$43,109	$84,000	$84,000	$184,000	119%
(2440) Landfill	$3,032,442	$3,124,645	$3,194,645	$3,226,661	3%
(2440) MRF Operations	$2,263,209	$2,578,006	$2,508,006	$2,431,208	-6%
(2440) Recycling	$832,408	$866,467	$866,467	$855,801	-1%
(2440) Solid Waste Admin	$850,170	$892,236	$759,892	$647,952	-27%
(2480) Curb Service	$7,047,936	$7,275,497	$7,255,497	$7,250,575	0%
(2480) Residential-Loose Trash Collec	$2,082,380	$2,621,349	$2,621,349	$2,595,113	-1%
(2480) Sanitation Frontload	$3,392,714	$3,565,037	$3,628,977	$3,652,112	2%
(2480) Sanitation Roll-off	$1,042,823	$1,230,639	$1,299,037	$1,324,813	8%
(2530) PS Training Ops - Fac. Mgmt.	$95,859	$705,972	$596,393	$611,466	-13%
Total - Field Operations	**$51,173,708**	**$50,807,169**	**$49,841,108**	**$51,127,640**	**1%**

City of Glendale
Budget Summary by Department

Field Operations

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$16,200,995	$18,036,331	$18,047,221	$18,259,549	1%
Supplies and Contracts	$16,710,149	$17,021,930	$17,334,092	$17,632,987	4%
Internal Premiums	$1,201,101	$1,266,936	$1,266,936	$1,100,177	-13%
Internal Service Charges	$10,301,494	$11,045,143	$10,693,518	$11,150,186	1%
Operating Capital	$6,819,048	$3,436,829	$2,499,341	$2,984,741	-13%
Work Order Credits	($59,079)				
Total - Field Operations	**$51,173,708**	**$50,807,169**	**$49,841,108**	**$51,127,640**	**1%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Cemetery	2	2	2	2	0%
Custodial Services	20	20	20	20	0%
Facilities Management	21	21	21	21	0%
Field Operations Admin.	8	8	8	8	0%
Graffiti Removal	3	3	3	4	33%
Equipment Management	41	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	18	19	19	19	0%
MRF Operations	11	11	11	11	0%
Recycling	6	6	6	6	0%
Solid Waste Admin	7	7	7	5	-29%
Curb Service	40	40	40	40	0%
Residential-Loose Trash Collec	14	18	18	18	0%
Sanitation Frontload	13	13	13	15	15%
Sanitation Roll-off	3	4	4	5	25%
PS Training Ops - Fac. Mgmt.		4	4	4	0%
Total -Field Operations	**270**	**280**	**280**	**282**	**1%**

TRANSPORTATION

Jamsheed Mehta

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

Interesting Department Fact:
Since the GO Program inception in 2001, 55 projects have been completed or are under construction worth over $176 million dollars.

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

FISCAL YEAR 2009

GOALS	
Goal	Update the City's Transportation Master Plan.
Related Council Goal	A city with high quality services for citizens.
Activities	The first year of the plan update process has focused on the public involvement plan for citizen input, with public comments received at public meetings, city commission and committee meetings, and presentations made to civic organizations and interest groups. Public opinion also has been obtained from a public opinion survey, senior center survey, transit rider's survey and an online survey on the city's website. A second phase of public input will be conducted during the next year on potential transportation projects to be included in a proposed system-wide transportation plan. Work has begun on the following elements of the transportation plan update: current conditions, future conditions, policy guidelines, roadways, transit centers, a transit plan, and alternative modes. These elements will be reviewed by a multi-departmental review team and the members of the Citizens Transportation Oversight Commission.
Desired Outcomes (Perf. Measures)	Develop a strategy for implementation; review current plan performance; and identify new plan elements.
Goal	Optimize the city's ROAM streetlight and work order management system to minimize streetlight outages and maintain a cost effective street lighting program.
Related Council Goal	One community focused on public safety for citizens and visitors.
Activities	Perform daily monitoring of ROAM reports for streetlight malfunctions; create work orders for service contractor follow up;

	continue to respond to resident concerns related to streetlights; and perform on-site inspections as necessary.
Desired Outcomes (Perf. Measures)	Average 5% or less streetlight outages on the city's streetlight system.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Street lighting improvements: The city has over 19,000 streetlights, and two significant projects were undertaken. The first was to convert all LPS streetlights to HPS. Approximately 8,000 LPS streetlights were converted creating consistent street lighting citywide. The second project was the installation of new technology (ROAM photo-controls) that assists the Transportation Department in quickly detecting, repairing and managing the overall street lighting system. The ROAM photo-controls use wireless technology and allow staff to see via a web-portal, the streetlight system and how well it is functioning.

Accomplishments:

- Event traffic management: The Transportation Department served as the primary transportation planning and traffic operations liaison to the NFL for Super Bowl XLII game day and NFL Experience activities. Traffic management and coordination was an overwhelming success for visitors and citizens before, during and after the Super Bowl. Specifically, Transportation was responsible for:
  - coordinating vehicle routes and traffic control with neighboring transportation agencies;
  - developing and implementing traffic barricades and signing that was used to safely guide event guests to the parking lots and activities;
  - disseminating of traffic and parking information to the public via the telephone and Internet so that guests could plan ahead and get current traffic information;
  - deploying the use of traffic monitoring and management tools such as cameras and remote communications to traffic signals to provide an optimum level of service;
  - operating a downtown park-and-ride shuttle that offered guests and local residents options for access to the stadium area.
  - Speed Cushion Program: Traffic mitigation on collector streets has been an on-going challenge. Collector streets are most often primary response routes for the Fire Department. Speed humps cause a delay in response time for first responders, and were not used on collector streets for this very reason. Still, demand for a solution for traffic mitigation on collector streets was needed. Transportation staff designed, tested and successfully created a speed cushion device that is much like a speed hump but is configured to accommodate the wheel base of a fire engine without causing a delay in response times. Testing results have proven the speed cushion to be a cost effective tool to mitigate speeding on primary response routes in the city's roadway system.

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	The park and ride facility complete and open for service in FY 2008. Transit center site alternatives with recommendations to management by December 2007.
Obstacles/Challenges	A new concrete technology was used at the park and ride facility. The concrete allows water to percolate through the concrete into the ground instead of running off into a retention basin. The concrete installation was challenging because it had to be poured when temperatures were under 95 degrees or the concrete would not set properly. Due to the construction schedule, the concrete pours took place from August to October during the night to accommodate the appropriate temperatures for concrete installation.
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.
Was the goal met?	Yes.
What were the Performance Measures?	Program in place and functioning by December 2007.
Obstacles/Challenges	To date the program has been highly successful. The city has multiple projects going on and can have up to 40 permits issued for any one day. Providing the necessary inspection and documentation has been taxing on current staff. An additional staff member was approved as part of the FY 2009 budget.

FISCAL YEAR 2007

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 the University of Phoenix Stadium for 12 football games held during the inaugural season. Together with the Police Department, the Transportation Department was 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.

- 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) commenced and, 7 parcels for the advance purchase of right-of-way for the future Northern Avenue Parkway were 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 and 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 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.

TRANSPORTATION STATISTICS

	FY 07 ACTUALS	FY 08 ESTIMATE	FY 09 BUDGET
Inputs:			
Number of full time employees - Transportation Admin.	5	5	5
Number of full time employees - Traffic Engineering	13	13	14
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 - Planning and Programs	6	7	7
Number of full time employees - Transit	39.25	39.25	39.25
Department operating expenditures	$15,074,726	$18,586,997	$20,027,925
Outputs:			
Transportation Management Systems			
Miles of fiber optic cable connecting traffic signal system	45	51	65
Number of CCTV cameras at city intersections	15	30	50
Number of intersections with remote access	59	89	117
Transportation Signs and Markings			
Number of miles striped	550	600	625
Number of traffic signs repaired	5,800	6,000	6,000
Traffic Signals			
Signalized Intersections	190	190	195
Transit - Fixed Route			
Ridership for Glendale Urban Shuttle (GUS)	97,681	101,133	105,178
Effectiveness Measures:			
Transit - Fixed Route			
GUS ridership per 1,000 population	400.53	410.84	423.11
Efficiency Measures:			
Number of intersections with signals maintained per FTE	19.0	19.0	19.5
Number of traffic signs repaired per FTE	580	600	600
Miles of striping installed per FTE	55	60	63

City of Glendale
Budget Summary by Department

Transportation

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1010) Transp - BCS Event	$44,269	$0	$0	$0	NA
(1010) Transp - Fiesta Bowl Event	$228,164	$0	$0	$0	NA
(1010) Transp - Stadium Mgmt Plan	$237,995	$0	$0	$0	NA
(1010) Transp - Super Bowl Event	$0	$439,729	$359,729	$0	-100%
(1281) Stadium - Transportation Ops.	$0	$0	$723,113	$646,127	NA
(1281) Transp - Fiesta Bowl Event	$0	$0	$106,623	$80,000	NA
(1282) Arena - Transportation Ops.	$0	$0	$78,779	$15,000	NA
(1340) Arena - Transportation Ops.	$0	$78,779	$0	$0	-100%
(1340) Signs & Markings	$968,059	$940,508	$940,508	$947,862	1%
(1340) Stadium - Transportation Ops.	$431,882	$723,113	$0	$0	-100%
(1340) Street Light Management	$1,665,081	$1,615,702	$1,615,702	$1,924,420	19%
(1340) Traffic Design and Development	$255,923	$300,512	$300,512	$309,772	3%
(1340) Traffic Signals	$1,277,740	$1,647,536	$1,448,822	$1,309,753	-21%
(1340) Traffic Studies	$370,008	$488,296	$438,296	$520,606	7%
(1340) Transp - Fiesta Bowl Event	$0	$106,623	$0	$0	-100%
(1340) Transportation Administration	$579,743	$608,761	$608,761	$587,701	-3%
(1340) Transportation Planning	$62,474	$79,605	$79,605	$83,088	4%
(1660) Demand Management	$10,449	$65,310	$65,310	$65,310	0%
(1660) Dial-A-Ride	$2,696,593	$2,990,075	$3,026,417	$2,642,701	-12%
(1660) Fixed Route	$3,653,689	$5,111,711	$4,657,941	$5,806,416	14%
(1660) Intelligent Transportation Sys	$474,208	$679,652	$679,652	$723,780	6%
(1660) Red Light Enforcement	$8,627	$402,200	$100,000	$293,571	-27%
(1660) Traffic Mitigation	$170,878	$370,640	$370,640	$372,933	1%
(1660) Trans. Program Education	$2,949	$0	$0	$0	NA
(1660) Transit Management	$0	$0	$0	$349,467	NA
(1660) Transportation CIP O&M	$0	$81,413	$81,413	$113,893	40%
(1660) Transportation Education	$215,445	$266,955	$266,955	$259,832	-3%
(1660) Transportation Program Mgmt	$1,229,395	$5,547,621	$2,047,421	$2,319,267	-58%
(1760) Airport Operations	$491,155	$590,798	$590,798	$656,426	11%
Total - Transportation	**$15,074,726**	**$23,135,539**	**$18,586,997**	**$20,027,925**	**-13%**

City of Glendale
Budget Summary by Department

Transportation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$5,783,704	$6,767,976	$6,869,541	$6,890,059	2%
Supplies and Contracts	$6,938,723	$10,679,713	$9,558,255	$10,976,755	3%
Internal Premiums	$340,180	$465,256	$465,256	$488,478	5%
Internal Service Charges	$1,587,542	$1,791,238	$1,815,945	$1,708,169	-5%
Operating Capital	$424,577	$3,500,000		$64,000	-98%
Work Order Credits		($68,644)	($122,000)	($99,536)	45%
Total - Transportation	**$15,074,726**	**$23,135,539**	**$18,586,997**	**$20,027,925**	**-13%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
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	5	25%
Transportation Administration	5	5	5	5	0%
Transportation Planning	1	1	1	1	0%
Dial-A-Ride	39.25	39.25	39.25	35.25	-10%
Intelligent Transportation Sys	5	5	5	5	0%
Traffic Mitigation	1	1	1	1	0%
Transit Management				4	
Transportation Education	1	1	1	1	0%
Transportation Program Mgmt	2	3	3	3	0%
Airport Operations	5	5	5	5	0%
Total -Transportation	**88.25**	**89.25**	**89.25**	**90.25**	**1%**

UTILITIES

Roger Bailey

Department Description:
The Utilities Department is a self-supporting operation and is responsible for treating and distributing potable water that meets all federal and state drinking water standards; collecting and treating the city's wastewater in compliance with all regulatory requirements; implementing odor and roach infestation control measures; and reading all water meters on a monthly basis.

Interesting Department Fact:
Did you know that it costs $1.40 for the city to produce 1,000 gallons of water?

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 2009

GOALS	
Goal	Complete the design phase and begin the 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 and a contractor and construction manager at risk for pre-construction and the start of construction; and provide oversight and designer interface for these activities.
Desired Outcomes (Perf. Measures)	Completion of the design of the groundwater treatment plant before the end of FY 2009.
Goal	Begin implementation of the Arrowhead Ranch Water Reclamation Facility treatment process upgrades project, including replacement of the disinfection system, in order to continue to meet the Arizona Department of Environmental Quality and permit requirements for A+ quality effluent.
Related Council Goal	A city with high quality services for citizens.
Activities	Provide oversight for the design and construction of the treatment process upgrades.
Desired Outcomes (Perf. Measures)	Complete design of the plant upgrades by November 2008 and complete the construction of the treatment process upgrades by July 2011.

FISCAL YEAR 2008

Business Practice/Service Delivery Improvement:

- Completed implementation of the new Interactive Voice Recognition/Interactive Web Recognition (IVR/IWR) systems.
- Implemented a Criteria-Based Promotion Program to enhance knowledge retention and mentoring for Utilities personnel.

Accomplishments:

- Completed start up and commissioning of the new Oasis Water Treatment Plant. As part of the Oasis Water Campus, Oasis is the city's newest, state-of-the-art treatment facility. This new facility went into production in October 2007 and provides 10 MGD of treated Salt River Project water. In addition, the Oasis Water Campus houses a police sub-station.
- Completed the upgrades to the Cholla Water Treatment Plant, a fully automated 30 MGD treatment facility. The upgrades include utilization of the newest Granular Activated Carbon (GAC) technology for best achievable results in the filtration process and the newest available automation for "in line" instrumentation that continuously monitors the water produced at the plant.

GOAL UPDATES	
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.
Was the goal met?	The design phase of the plant has been completed and the construction phase is being implemented.
What were the Performance Measures?	Provided oversight and contractor/designer interface for the construction, start-up and commissioning of the new 10 MGD water treatment plant located at the Oasis Water Campus by November 2007.
Obstacles/Challenges	None.
Goal	To start-up and operate the new, fully automated 10MGD 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.
Was the goal met?	Yes-The Oasis Water Treatment Plant is operational and was completed on schedule and within budget.
What were the Performance Measures?	Completion of construction and commissioning of the plant on time and within budget.
Obstacles/Challenges	None.

FISCAL YEAR 2007

Accomplishments:

- Received the prestigious Gold Award for Competitiveness Achievement Award from the Association of Metropolitan Water Agencies for providing quality drinking water to residents. The Utilities 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 new and increased 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 the utilities operation.
Related Council Goal	A city with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Complete an updated infrastructure needs assessment. Complete capital 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 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.

City of Glendale
Budget Summary by Department

Utilities

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(2360) Arrowhead Reclamation Plant	$2,261,995	$2,219,154	$2,219,154	$2,233,181	1%
(2360) Information Management	$1,053,913	$1,109,945	$1,109,945	$1,121,662	1%
(2360) Property Management	$110,034	$0	$0	$87,000	NA
(2360) Public Service Representatives	$325,987	$310,120	$310,120	$301,313	-3%
(2360) Safety Administration	$0	$138,970	$138,970	$141,428	2%
(2360) System Security	$219,006	$728,979	$728,979	$683,064	-6%
(2360) Utilities Administration	$6,705,410	$6,552,552	$6,542,552	$6,488,576	-1%
(2360) West Area Plant	$3,172,716	$3,151,448	$3,151,448	$3,748,601	19%
(2400) Central System Control	$1,340,843	$1,521,349	$1,521,349	$1,469,685	-3%
(2400) Central System Maintenance	$446,422	$775,580	$775,580	$784,031	1%
(2400) Cholla Treatment Plant	$3,027,363	$3,699,583	$3,699,583	$3,718,120	1%
(2400) Customer Service - Field	$1,000,804	$1,348,005	$1,160,037	$1,118,759	-17%
(2400) Irrigation	$201,009	$200,105	$200,105	$197,200	-1%
(2400) Major Maintenance	$294,786	$0	$0	$0	NA
(2400) Meter Maintenance	$1,366,714	$1,364,145	$1,364,145	$1,384,861	2%
(2400) Oasis Water Campus	$319,757	$5,453,389	$4,963,021	$4,630,973	-15%
(2400) Pyramid Peak Plant	$1,809,440	$1,585,300	$1,585,300	$1,664,423	5%
(2400) Raw Water Usage	$2,586,688	$3,482,182	$3,482,182	$3,482,182	0%
(2400) Water Distribution	$3,293,400	$3,876,773	$3,876,773	$3,596,913	-7%
(2420) Pretreatment Program	$665,510	$559,509	$559,509	$568,152	2%
(2420) SROG (91st Ave) Plant	$2,921,764	$5,400,000	$4,685,868	$4,500,000	-17%
(2420) Wastewater Collection	$2,509,495	$3,311,317	$3,311,317	$3,370,799	2%
Total - Utilities	**$35,633,056**	**$46,788,405**	**$45,385,937**	**$45,290,923**	**-3%**

City of Glendale
Budget Summary by Department

Utilities

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$11,155,395	$13,750,281	$13,822,274	$13,832,931	1%
Supplies and Contracts	$17,549,830	$25,486,990	$24,251,312	$24,618,250	-3%
Internal Premiums	$1,018,094	$1,173,773	$1,173,773	$1,126,212	-4%
Internal Service Charges	$5,551,460	$5,496,968	$5,444,026	$5,662,380	3%
Operating Capital	$358,277	$880,393	$694,552	$51,150	-94%
Total - Utilities	**$35,633,056**	**$46,788,405**	**$45,385,937**	**$45,290,923**	**-3%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Arrowhead Reclamation Plant	12	13	13	13	0%
Information Management	6	6	6	6	0%
Public Service Representatives	4	4	4	4	0%
Safety Administration		1	1	1	0%
System Security	2	8	8	8	0%
Utilities Administration	9	8	8	10	25%
West Area Plant	14	14	14	14	0%
Central System Control	9	10	10	9	-10%
Central System Maintenance	5	6	6	6	0%
Cholla Treatment Plant	9	9	9	9	0%
Customer Service - Field	15	15	15	15	0%
Irrigation	1	1	1	1	0%
Major Maintenance	1				
Meter Maintenance	11	11	11	11	0%
Oasis Water Campus	2	15	15	15	0%
Pyramid Peak Plant	10	9	9	10	11%
Water Distribution	30	30	30	30	0%
Pretreatment Program	6	6	6	6	0%
Wastewater Collection	19	20	20	19	-5%
Total -Utilities	**165**	**186**	**186**	**187**	**1%**

Catlin Court in Historic Downtown Glendale

OTHER

Grants
Non-Departmental

The Bead Museum in Historic Downtown Glendale

Return to TOC

City of Glendale
Budget Summary by Department

Grants

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1840) Domestic Violence Grant	$0	$71,937	$124,217	$0	-100%
(1840) DV Pilot Project Grant	$0	$0	$0	$70,065	NA
(1840) Miscellaneous Grants	$327,933	$500,000	$1,239,597	$951,607	90%
Total - Grants	**$327,933**	**$571,937**	**$1,363,814**	**$1,021,672**	**79%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$62,476	$221,937	$221,937	$220,065	-1%
Supplies and Contracts	$265,457	$350,000	$1,141,877	$801,607	129%
Total - Grants	**$327,933**	**$571,937**	**$1,363,814**	**$1,021,672**	**79%**

STAFFING BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Domestic Violence Grant	1	1	1		
DV Pilot Project Grant				1	
Total -Grants	**1**	**1**	**1**	**1**	**0%**

City of Glendale
Budget Summary by Department

Non-Departmental

FUND NUMBER / BUDGET BY PROGRAM	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
(1000) Fund 1000 Non-Dept	$723,821	$1,631,667	$1,563,112	$1,108,917	-32%
Total - Non-Departmental	**$723,821**	**$1,631,667**	**$1,563,112**	**$1,108,917**	**-32%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 06-07 Actual	FY 07-08 Budget	FY 07-08 Estimate	FY 08-09 Budget	Percent Over FY 08 Budget
Wages/Salaries/Benefits	$246,391	$350,360	$356,961	$350,360	0%
Supplies and Contracts	$472,114	$911,307	$836,151	$758,557	-17%
Internal Premiums	$5,316				
Internal Service Charges		$370,000	$370,000		
Total - Non-Departmental	**$723,821**	**$1,631,667**	**$1,563,112**	**$1,108,917**	**-32%**

Capital Improvement Plan

2009-2017

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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, acquisition of land, and the construction, renovation or rehabilitation of infrastructure or buildings. Capital projects usually have 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 to provide essential services to current residents and support new growth and development. A wide range of projects comprise capital improvements as illustrated by the examples below:

- fire and police stations;
- libraries, court facilities, and office buildings;
- parks, trails, open space, pools, recreation centers and other related facilities;
- water and wastewater treatment plants, pipes, storage facilities and pump stations;
- roads and bridges;
- landscape beautification projects;
- computer software and hardware systems other than desktops, PC's and printers
- flood control drainage channels, storm drains, and retention basis;
- and major equipment purchases such as landfill compactors and sanitation trucks.

Rapidly growing municipalities such as Glendale face a special set of complex problems. These cities need to build new roads, add public amenities such as parks and libraries, and expand public safety services to accommodate new residential and non-residential development. They also must simultaneously maintain, replace, rehabilitate, and/or upgrade existing capital assets such as roads, parks, building, and underground pipes for the water and sewer system.

Glendale has kept pace with its rapid growth through many significant public improvements. Notable projects since 1996 include:

2008 Oasis Water Treatment Plant
2008 Cholla Water Treatment Plant Process Improvements

2007 Foothills Recreation & Aquatic Center
2007 Downtown Campus
2007 Emergency Operations Center
2007 Convention Center/Media Center/Parking Garage
2006 Field Operations Complex
2006 Fire Station 159
2006 Rose Lane Pool Restoration
2005 99th Avenue Metering Station Improvements
2004 New Adult Center Facility
2004 Pyramid Peak Water Treatment Plant – Solid Handling Exp
2003 NHL Coyotes Arena
2002 Manistee Land Redevelopment
2001 Tourism Visitor Center
2000 Arrowhead Wastewater Plant Expansion
1999 Foothills Branch Library
1999 Glendale Civic Center

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.

Paying for Capital Improvements

In many respects, the city planning process for selecting, scheduling and financing capital improvements parallels the way an individual might plan for buying a new house or car. This process entails an assessment of many valid competing needs, a determination of priorities, an evaluation of costs and financing options and an establishment of realistic completion timeframes. 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 must 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 financing to cover certain costs for capital improvements. Repayment of 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 or unanticipated medical expense, 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.

The CIP must:

- support City Council strategic goals and objectives;
- satisfactorily address all federal, state and city legal and financial requirements;
- maintain the city's favorable investment ratings and financial integrity; and
- ensure all geographic areas of the city have comparable quality in the types of services that are defined in the Public Facilities section of the General Plan.

Capital projects should be in alignment with the following:

- 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; and
- cost more than $50,000 and have 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 priority list for park development. The City Center Master Plan, Parks Master Plan, Water & Sewer Master Plan, Storm Water Master Plan, GO! Transportation Plan and five-year plans for landfill and solid waste collection services also provide valuable guidance in the preparation of the CIP.

Economic forecasts are a critical source of information and guidance throughout the capital planning process. The forecasts assess external factors such as whether the local economy is growing or contracting, population growth, inflation for construction materials, the value of land, 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 capital appropriations in the FY 2009 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. City Council makes the final decision about whether to fund a project.

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 a critical factor considered during the capital planning process, as well as compliance with legal limits and financial resources.

Once the projects are selected for inclusion in the capital plan, decisions must be made about which projects should be recommended for inclusion in the first five years of the plan. 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 Management and Budget Departments evaluate various debt-related issues to ensure the proposed expenditures meet all debt coverage requirements as discussed in the city's Debt Management Plan. The Finance Department periodically updates the Debt Management Plan to include the most recent debt issuances.

The City Council reviews all projects, considers citizen requests and evaluates 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 who serve on many different city boards and commissions as well from individual citizens through the public hearing and comment process. Through these public input venues, residents and businesses have alerted staff about infrastructure development and renovation needs, important quality-of-life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan. Citizens had additional opportunities for input when they participated in Glendale's November 1999 bond 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.

FINANCING THE CIP

Introduction

The financial projections used to develop the CIP are based on staff's best prediction of future bond sales, interest rates, construction cost increases, and other relevant variables. These financial projections are jointly developed by the Management and Budget and Finance Departments, in conjunction with the Deputy City Manager for Administrative Services. They are updated annually to reflect changes in the economic environment.

As with prior FY capital programs, the first five years of the plan are financially balanced. This means the plan

- complies with the state's constitutional debt limits;
- complies with the available voter authorization required for municipal bonds;
- balances the use of incoming revenue streams with the use of fund balance, while maintaining a fund balance that exceeds the required minimum of 10% of the prior year's debt service; and
- identifies the source of revenue to finance various projects.

Financial and legal constraints make it impossible for the city to fund every project on its priority list. For example, it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Also, revenues used to pay the debt service are not limitless. Therefore, implementation timetables are established to stagger projects over time based on Council's strategic goals and the estimated financial resources expected for the future.

Limited staff resources to undertake new capital projects also must be considered. Capital projects can consume significant time to manage effectively, and project managers in the departments typically manage several capital projects concurrently.

The city also must coordinate the timing of many of its capital projects with federal, state, county and municipal governments and outside entities. For example, street improvements should be coordinated with utility companies to minimize the amount of new street surface that must be cut to lay new or replacement utility and fiber optic lines.

The availability of unanticipated financing, such as federal or state transportation grants or Arizona Heritage Fund grants, may cause the city to accelerate or delay a particular project. In addition, a scheduled project may be delayed in order to take advantage of an unusual one-time opportunity such as the receipt of grant monies.

All of these issues are discussed in more detail in the following material.

Debt Management Plan

A critical element of the financing for capital projects is the ability to manage the overall debt incurred for past projects while including the new debt 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 within the city's financial policies, the legal framework governing municipal debt and the covenants established for prior issuances. This purpose includes an assessment of the city's ability to incur additional debt and other long-term obligations within these same limits at favorable interest rates. Analysis of the city's debt position is important as planned future capital projects could result in the need for additional capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the city, the limitations identified above, and the amount of cash that can be 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 receives the best possible terms and conditions;
- use debt structures that match the useful lives of the projects being financed or fall within accepted maturity guidelines;
- use revenue-based bond issues where feasible, e.g., water and sewer and highway user revenue bonds;
- use excise tax-secured bond financing when appropriate; and
- finance the majority of the remaining projects general obligation bonds, which are supported by the city's secondary property tax revenue.

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, per capita income and the assessed valuation of property within the city's corporate limits.

Within the context of the DMP, the ten-year CIP is developed with potential funding sources 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.

General Obligation Bonds

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, a municipality's secondary property tax revenue can be used only for the payment of G.O. debt service. 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 revenue generated from the secondary property tax levy, whereas primary property tax revenue may be used for any lawful purpose.

It is preferable for water and sewer (utilities) revenues to pay for water/sewer G.O. bond debt. However, if adequate utility revenue is not available, the city can fall back on secondary property tax revenue for water/sewer G.O. bond debt.

General Obligation Debt Limitations

Arizona's State Constitution limits the total outstanding principal on G.O. bonds to 6% or 20% of the city's total secondary assessed valuation. With this approach, a municipality's capacity to issue additional G.O. debt will grow as assessed valuation increases and as outstanding G.O. bonds are retired.

G.O. projects in the 20% category are

- Water, sewer, storm sewers (flood control facilities) and artificial light when controlled by the municipality;
- Open space preserves, trails, parks, playgrounds and recreational facilities;
- Public safety, law enforcement, fire and emergency services facilities; and
- Streets and transportation facilities

G.O. projects in the 6% category are

- Economic development,
- Historic preservation/cultural facilities,
- Government facilities and
- Libraries

Previously, the 6% constitutional limitation applied to public safety, streets and transportation facilities, but Arizona voters changed this in the November 2006 election with the passage of Proposition 104.

Table 2-1 reflects the city's G.O. bond capacity as of January 1, 2008. Debt outstanding for public safety, streets/parking and transportation facilities is not reflected in the table below given the change that occurred with the passage of Proposition 104. The amount of debt outstanding excludes debt service fund balances.

Table 2-1
Constitutional Debt Limitation
(All Dollars in Thousands)

General Municipal Purpose Bonds		Water, Sewer, Flood Control, Light, Parks and Open Space	
6% Limitation[1]	$109,621	20% Limitation[1,2]	$365,404
Less Direct Bonded Debt to be Outstanding	$49,990	Less Direct Bonded Debt to be Outstanding	$173,670
Unused 6% Borrowing Capacity	$59,631	Unused 20% Borrowing Capacity	$191,734

[1] Based on the FY 2008 secondary assessed valuation of $1,827,019,187.
[2] 20% outstanding debt does not include public safety, streets/parking and transportation facilities
Source: Appendix C of 2008 A&B Municipal Property Corporation Preliminary Official Statement doc

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
(All Dollar in Thousands)

Fiscal Year	6% Bonds	20% Bonds	Total
FY 2009	$92,391	$328,010	$420,401
FY 2010	$92,101	$294,301	$386,402
FY 2011	$104,173	$304,799	$408,972
FY 2012	$115,298	$322,255	$437,553
FY 2013	$124,162	$348,488	$472,649

*Based on the FY 2009 assessed valuation of $2,193,675,193

Table 2-3 shows the projected bond sales required for the 6% and 20% categories in order to implement future CIP projects.

Table 2-3
Projected Bond Sales
(All Dollar in Thousands)

Fiscal Year	New Bond Sale	
	6%	20%
FY 2009	$24,737	$62,368
FY 2010	$16,309	$5,500
FY 2011	$1,497	$6,300
FY 2012	$6,001	$0
FY 2013	$0	$0

Assessed Valuation

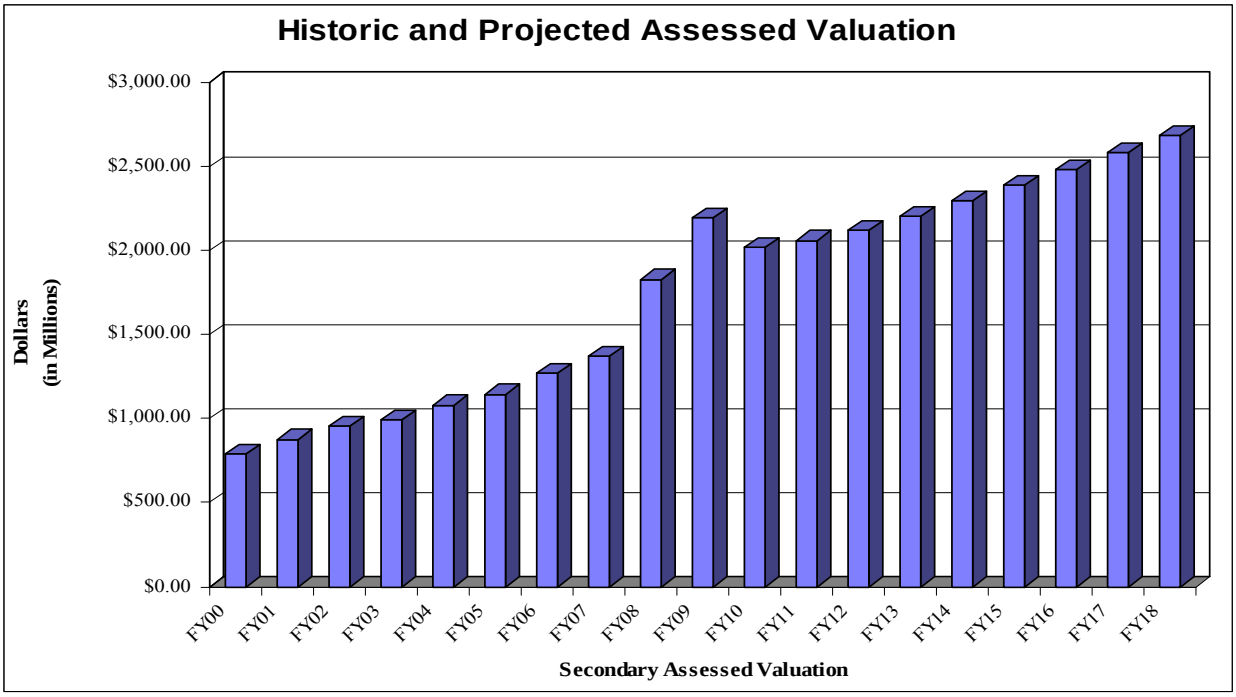
Glendale's secondary assessed valuation for FY 2009 is almost $2.2 billion. Approximately 33%, or almost $720 million, is attributable to commercial development. A 22%, or $135 million increase in commercial assessed valuation was realized for FY 2009 due to new development completed over the past few years. Almost 67%, or $1.5 billion of the $2.2 billion, is attributable to residential development.

Since FY 2000, Glendale's secondary assessed valuation has more than doubled. This growth is the result of the quality economic development investments the city has made over the last several years, as well as the rise in land valuation that accompanies sustained growth in population.

The 2009 assessed valuation notices that property owners received in February 2008 reflected the 2007 real estate market and will be reflected in Glendale's secondary assessed valuation for FY 2010. According to the Maricopa County Assessor's Office, the 2009 notices reflected a 13% decline in the median value of single-family residential property in Glendale. The 2007 real estate market marked the start of the changing housing market, which is in flux as a new equilibrium point between buyers and sellers is established, especially in the hard-hit Phoenix metropolitan area.

However, Glendale expects recently completed and recently permitted commercial development to have a positive impact on future assessed valuation growth in Glendale. As of mid-April 2008, Glendale had $442 million of development permitted for construction. Of that amount, $412 million is attributable to commercial construction in the Thunderbird Road Medical Corridor, Bell Road Corridor and the west area of Glendale where the city's sports, entertainment, and retail destination area has grown to include significant office and hotel development.

Overall, the CIP for FY 2009-18 assumes an 8% decline in assessed valuation for FY 2010 as displayed in the graph showing historic and projected secondary assessed valuation for Glendale. For FY 2011 through FY 2018, we are assuming a conservative growth rate that starts at 2.0%, increases to 4.0% over two years, and then holds steady at an annual 4% growth rate through FY 2018.



Capital Plan Implications for Secondary Property Tax Rate

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 2009 thru FY 2018 and necessarily takes into account the expected changes in assessed valuation mentioned above. The table also 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 plan maintains a fund balance that exceeds the required minimum of 10% of the prior year's debt service. The city's June 30, 2007 fund balance was $11.7 million, which was 48% of the FY 2008 debt service.

The current G.O. debt is documented in Schedule 7 of this budget book.

Table 2-4
General Obligation Property Tax Bonds
(All Dollars in Thousands)

Fiscal Year	Assessed Value Growth Rate	Assessed Valuation	Estimated Tax Rate	Estimated Property Tax Rev.	Existing Debt Service*	Proposed Debt Service*	Total Debt Service
FY 2009	20.07%	$2,193,675	$1.3519	$29,656	$22,800	$0	$22,800
FY 2010	-8.00%	$2,018,181	$1.3519	$27,284	$22,931	$7,423	$30,354
FY 2011	2.00%	$2,058,545	$1.3519	$27,829	$22,884	$9,062	$31,946
FY 2012	3.00%	$2,120,301	$1.3519	$28,664	$22,931	$9,852	$32,784
FY 2013	4.00%	$2,205,113	$1.3519	$29,811	$22,942	$11,088	$34,030

* Excludes water, sewer and landfill general obligations.

Voter Authorization

Under Arizona state law, cities can obtain long-term financing through the use of G.O. bonds only 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, resulting in voters approving all $411.5 million of bonds requested.

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 initiated. 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 authorization category. The remaining authorization numbers reflect unused authorization from the October 1981, March 1987, November 1999 and May 2007 bond elections.

Table 2-5
Projected Remaining G.O. Bond Voter Authorization
(All Dollars in Thousands)

Category	FY 2008[1]	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Public Safety	$116,773	$70,167	$70,167	$66,541	$66,541	$66,541
Landfill	$15,540	$15,540	$15,540	$15,540	$15,540	$15,540
Library	$17,096	$10,307	$4,719	$4,719	$4,719	$4,719
Streets/Parking[2, 3]	$67,238	$57,837	$57,209	$57,209	$57,209	$57,209
Cultural/Historical[2]	$13,721	$13,721	$13,721	$13,721	$13,721	$13,721
Transit[2]	$6,750	$6,750	$6,750	$6,750	$6,750	$6,750
Econ. Development	$34,412	$20,694	$11,468	$11,468	$5,467	$5,467
Govt. Facilities[2]	$34,725	$30,495	$29,000	$27,503	$27,503	$27,503
Open Space/Trails	$50,525	$50,525	$50,525	$50,525	$50,525	$50,525
Parks	$23,602	$19,168	$19,168	$19,168	$19,168	$19,168
Flood Control	$24,107	$12,779	$7,907	$5,233	$5,233	$5,233

[1] Remaining authorization as of June 30, 2008
[2] Bonds can be issued as G. O. Bonds, Revenue Bonds or both.
[3] Streets/Parking voter authorization can be used for Street Revenue Bonds that are repaid with HURF revenue

Revenue Bonds

The City of Glendale currently uses three types of revenue bonds, namely 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 derived from user fees for those specific services. Although revenue bonds may incur slightly higher interest costs than G.O. bonds, revenue bonds do not affect the city's debt limitation. However revenue bonds 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).

HURF often is called the gas tax even though there are several other transportation-related fees, including a portion of the vehicle license tax, that comprise this revenue source. Much of this revenue source is based on the volume of fuel sold rather than the price of fuel. The Arizona Legislature has in the past altered, and may in the future alter, (1) the type and/or rate of taxes, fees and charges to be deposited into the Arizona Highway Revenue Fund and (2) the allocation of such monies among the Arizona Department of Transportation, Arizona cities and counties and other purposes.

As with G.O. bonds, HURF bond-funded projects can be undertaken only after voter approval is obtained through a citywide bond election. However, HURF bonds do not affect the city's debt limitation.

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 city of Glendale uses HURF revenue to pay street operating costs and a portion of the principal and interest on street revenue bonds (i.e. HURF bonds). In prior FYs, the revenue collected has not been sufficient to support street operating costs and the debt service payment for street related capital projects. Therefore, General Fund operating funds have been used to support the shortfall.

In FY 2009, the city projects it will collect $17.6 million in HURF revenue. The FY 2009 operating budget for HURF-eligible activities is $12.9 million. HURF debt is $4.7 million, with $3.7 million covered by HURF revenues and the remaining $1 million by the designated sales tax for transportation per the direction of City Council.

Table 2-6 summarizes the impact of capital plan projects for street revenue bonds. 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
(All Dollars in Thousands)

Fiscal Year	Highway User Tax Revenues	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage	% of Revenues Used
FY 2009	$16,986	$4,707		$4,707	3.61	28%
FY 2010	$16,986	$4,709	$1,297	$6,006	2.83	35%
FY 2011	$16,986	$4,700	$1,297	$5,997	2.83	35%
FY 2012	$16,986	$4,696	$1,297	$5,993	2.83	35%
FY 2013	$16,986	$4,696	$1,297	$5,993	2.83	35%

The $9.4 million bond sale scheduled for FY 2009 will use the voter authorization from the streets and parking G.O. category.

Table 2-7
Street Revenue Bonds Remaining Voter Authorization
(All Dollars in Thousands)

Fiscal Year	New Bonds Sold	Remaining Voter Authorization[1]
FY 2009	$9,401	$0
FY 2010	$0	$0
FY 2011	$0	$0
FY 2012	$0	$0
FY 2013	$0	$0

[1] Streets/Parking G.O. voter authorization can be used for street revenue bonds that are repaid with HURF revenue

Transportation Sales Tax Revenue Bonds: On November 6, 2001, Glendale held a special election where voters passed a new half-cent sales tax to fund a new transportation plan. The transportation plan was created to improve service for all modes of transportation, including public transit, motorized vehicle, 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 public 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 are 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 annual funding of $11.5 million in FY 2009 – FY 2012 for the pavement management program (1-inch and 2-inch overlay). The table summarizes annual revenue from the designated sales tax, future bond sale amounts, the corresponding debt service, and the resulting coverage ratio. The minimum debt coverage ratio that was established for the FY 2008 transportation sales tax revenue bond issuance is 2.0. Please see the *Glendale Onboard Annual Report* for more information.

Table 2-8
Transportation Revenue Bonds
(All Dollars in Thousands)

Fiscal Year	Transportation Sales Tax Revenue	Bond Sales	Total Debt Service	Annual Coverage
FY 2009	$24,852	$34,000	$9,739	2.55
FY 2010	$26,784	$26,000	$11,740	2.28
FY 2011	$28,927	$2,000	$11,899	2.43
FY 2012	$30,952	$28,000	$14,200	2.18
FY 2013	$33,118	$11,000	$15,135	2.19

Water/Sewer Revenue Bonds: The city can sells bond 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). Glendale's 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 the bond debt service coverage ratio. Adjustments in net revenue may be made in some 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.

In December 2003, the city entered into a trust agreement and issued subordinate lien obligations. Subordinate lien obligations are not bonds; they are junior and subordinate to the lien on water/sewer system revenues from existing city revenue bonds. Obligations offer the city the ability to take advantage of historically low interest rates at a time when adequate bond authorization is unavailable.

FY 2009-13 CIP projects for the water and sewer system will be funded with one of these financing sources. 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 Bonds & Coverage Ratios
(All Dollars in Thousands)

Fiscal Year	Bond Sales	Annual Coverage Ratio
FY 2009	$26,500	1.25
FY 2010	$64,500	1.26
FY 2011	$59,000	1.25
FY 2012	$49,000	1.27
FY 2013	$48,000	1.30

Landfill Revenue Bonds: Landfill revenue bonds fund environmental improvements required by federal and state law as well as 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, 2008, was $15.5 million.

Other Capital Financing Options

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 therefore 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 usually is not a viable option in lower-income areas.

For capital plan purposes, it is assumed that any new LIDs either will 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 the bonds, a city will typically pledge excise taxes (i.e., 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 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 also will 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 following:

- Glendale Municipal Office Complex,
- Jobing.com Arena,
- Glendale Media Center and Expo Hall, Convention Center and Parking Garage adjacent to the Westgate development in west Glendale,
- a portion of the Glendale Regional Public Safety Training Facility, and
- infrastructure for the Zanjero development.

Table 2-10 shows the current amount of MPC principal debt outstanding as of June 30, 2008 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 2-10
Outstanding Municipal Property Bonds

Issue	Year Issued	Principal Balance Outstanding
MPC Bonds	1999	$1,735,000
AMFP – Arena	2002	$5,055,000
AMFP - Refunding – Arena	2003	$7,250,000
MPC Bonds - Arena Taxable	2003B	$96,735,000
MPC Bonds - Arena Tax Exempt	2003A	$48,705,000
MPC Bonds - Refund Imp Dist	2004A	$8,315,000
MPC Bonds - GRPSTF/Zanjero	2006A	$31,950,000
MPC Bonds - H/Conv/Media	2008	$94,995,000
TOTAL		$294,740,000

Lease Financing: Lease financing provides long-term financing for the purchase of equipment or other capital improvements and 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. Title to the asset is transferred to the city at the end of the lease term.

Table 2-11 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 2-11
Outstanding Leases

Lease Financing	Year Issued	Original Amount	Total Balance Outstanding	Year Matures
LaSalle Lease	2000	$24,614,627	$1,225,642	2010
Equipment Lease	2003	$1,240,330	$220,193	2009
Hickman/Motorola Lease	2003	$10,800,000	$8,800,000	2012
Library	2003	$392,915	$63,921	2009
Copier Lease	2004	$26,374	$2,877	2008
Equipment Lease	2004	$665,000	$188,424	2009
Equipment Lease	2006	$1,370,300	$854,505	2011
Equipment Lease	2007	$1,368,800	$1,170,010	2016
Total Lease Financing			$12,525,572	
Notes[1]				
Downtown Bldg Purchase	2000B	$1,779,000	$99,555	2008
Northern Crossing Note	2002	$14,500,000	$4,277,778	2012
Larry Miller Note	2004	$2,700,000	$1,080,000	2009
Total Note Financing			$5,457,333	
Grant Total			$17,982,905	

[1] Excludes Wastewater Management Authority of Arizona loan agreements that are included in the outstanding water and sewer revenue bonded debt.

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 existing Arizona Heritage Fund grants for parks and historic preservation capital projects are an example 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 for which local matching requirements will come from the city's operating budget and/or the city's 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 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, the project is modified to reduce costs, or the project is 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 2009 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 patrol cars, and a technology replacement fund for desktop computers, servers, optical scanning equipment, and other related technology 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 asphalt repairs and sealcoating, 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 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 form new utilities to finance and maintain infrastructure improvements, such as streetlights and storm sewers, or to generate new revenue sources for 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 low-end user (i.e., the residential sector) to the high-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.

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. 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. Existing city facilities and equipment that were once considered state-of-the-art will require rehabilitation, renovation or upgrades to accommodate new uses and/or address safety and structural improvements. Older facilities usually involve higher maintenance and repair costs as well. Pay-as-you-go capital projects, grant-matching funds, a portion of the debt service 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 a detailed set of cost guidelines that is provided to all departments each year. These guidelines are updated annually in conjunction with the various departments that are experts on different types of operating costs. For instance, in FY 2008 the estimated operating cost for capital facilities were as follows:

- $0.143/sq. ft. for building water usage;
- $0.18/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 because it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Implementation timetables are established that stagger projects over time. Council reviews operating and maintenance costs associated with capital projects scheduled to come on-line in the upcoming fiscal year during the budget workshops it conducts each spring. 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 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 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 redevelopment of under-performing or under-used areas of the city, 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 for the upcoming four years, by category. Detailed operating cost estimates are included in the project detail section of the CIP. If applicable, each project contains an operating and maintenance description, as well as a projection for the operating costs for the first five years and a five-year aggregate estimate for the second five years for personnel, supplies, utilities, insurance, etc. Projects coming online in FY 2009 received operating and maintenance funding through the normal supplemental process.

Operating Impact by CIP Project Type

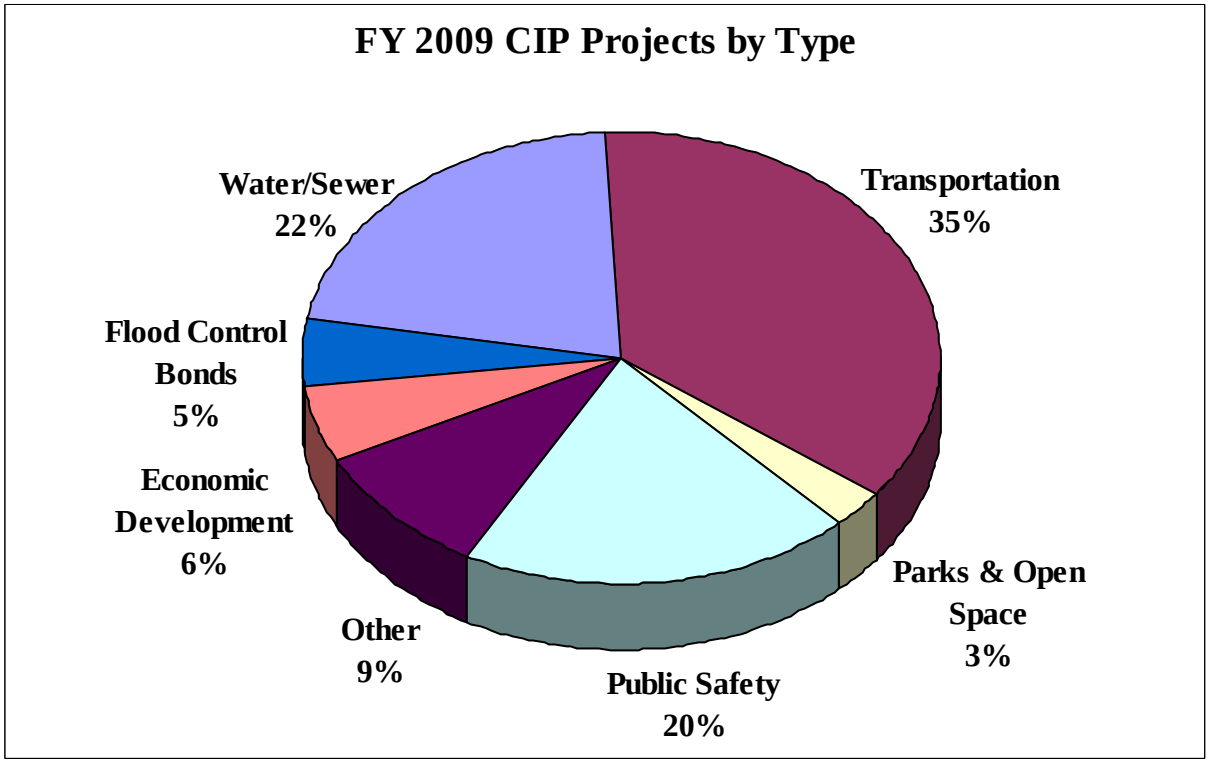
(All Dollars in Thousands)

Project Type	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Water & Sewer Projects	$716	$1,912	$3,700	$3,811
Transportation Sales Tax Projects	$484	$542	$825	$887
All Other Transportation Projects (DIF, HURF & Streets)	$86	$98	$101	$104
Park Projects	$404	$358	$371	$384
Library Projects	$0	$2,500	$2,575	$2,652
Public Safety Projects	$4,706	$6,690	$6,891	$7,133
Landfill Sanitation Projects	$130	$206	$212	$874
Economic Development Projects	$2	$2	$2	$0
Other Projects	$426	$460	$585	$621
TOTAL Operating Impact	$6,954	$12,769	$15,262	$16,465

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 2009 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.

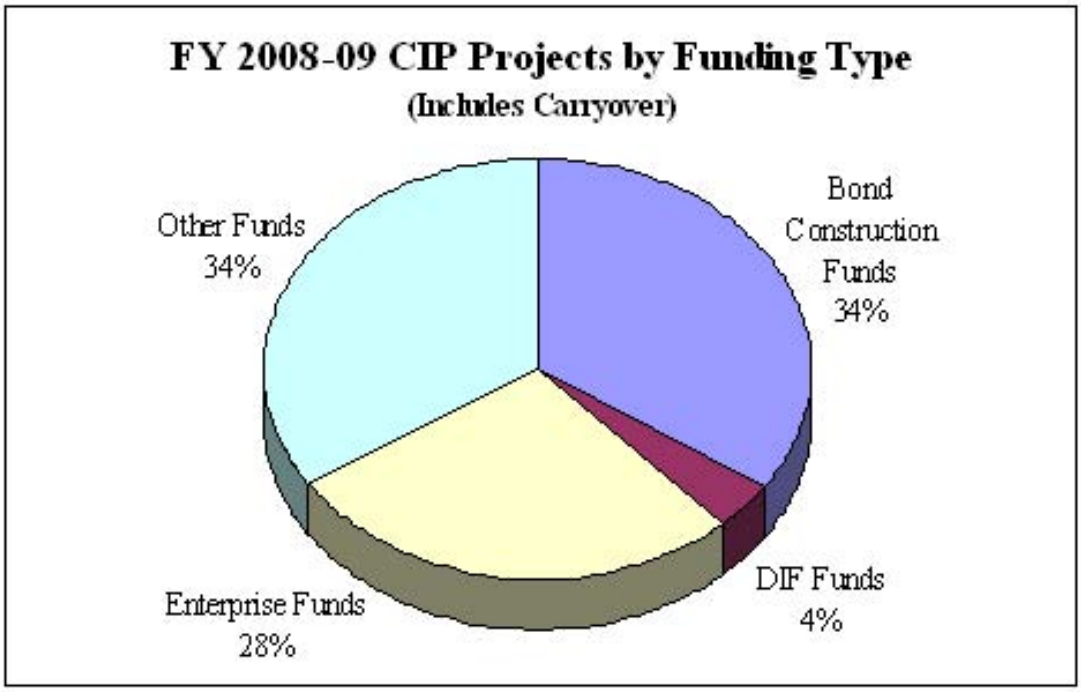
New projects are identified with an asterisk --*-- in the project's title for the detailed description of each project. Projects that do not have funding in the first year are assigned a "T" (temporary) number until design or construction begins.

FY 2009 - 2018 Capital Improvement Plan
Summary of ALL Capital Projects by Funding Type

Fund # - Name	Carryover	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 14-18
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	$4,056,003	$3,341,087	$1,451,017	$160,000	$0	$0	$136,610,714
2000 - Street Rev Bonds (HURF)	$6,349,460	$8,786,338	$2,661,153	$0	$0	$0	$0
2140 - Open Space/Trails Construc	$541,638	$0	$0	$0	$0	$0	$109,704,880
2060 - Parks Construc	$2,641,174	$6,510,000	$2,100,000	$0	$0	$0	$277,931,374
2160 - Library Construc	$0	$6,788,621	$5,588,457	$0	$0	$0	$13,315,819
2040 - Public Safety Construc	$8,089,430	$48,476,512	$1,452,425	$3,182,215	$512,500	$2,703,540	$140,382,174
2080 - Gov't Facilities Construc	$1,004,595	$1,122,757	$1,494,849	$622,581	$874,255	$0	$74,389,645
2130 - Cultural Facility Construc	$179,112	$0	$0	$0	$0	$0	$41,122,777
2100 - Economic Dev Construc	$498,703	$13,718,029	$9,226,000	$0	$6,000,549	$0	$91,007,231
1270 - G.F. Rev Obligations	$581,416	$0	$0	$0	$0	$0	$0
2180 - Flood Control Construc	$10,616,502	$11,327,888	$4,872,186	$2,673,598	$160,925	$160,925	$35,333,565
Sub-Total	**$34,558,033**	**$100,071,232**	**$28,846,087**	**$6,638,394**	**$7,548,229**	**$2,864,465**	**$919,798,179**
DIF FUNDS							
1600 - DIF-Roadway Improvement	$3,710,778	$1,170,000	$1,170,000	$1,170,000	$1,170,000	$1,170,000	$13,331,725
1520 - DIF-Citywide Open Spaces	$33,128	$144,481	$90,631	$90,631	$90,631	$90,631	$409,048
1460 - DIF-Citywide Parks	$0	$0	$26,100	$0	$0	$0	$0
1480 - DIF-Citywide Rec Facility	$1,287,270	$0	$0	$0	$0	$0	$0
1540 - DIF-Park Dev Zone 1	$385,743	$0	$18,100	$0	$0	$0	$0
1560 - DIF-Park Dev Zone 2	$166,167	$7,000	$11,000	$15,000	$15,000	$15,000	$0
1580 - DIF-Park Dev Zone 3	$6,906	$11,000	$8,000	$19,000	$21,000	$37,000	$0
1380 - DIF-Library Buildings	$2,447,122	$240,000	$0	$0	$0	$0	$0
1400 - DIF-Library Books	$100,000	$0	$0	$0	$0	$0	$0
1500 - DIF-Libraries	$3,094,859	$38,098	$57,000	$76,000	$76,000	$76,000	$381,000
1440 - DIF-Police Dept Facilities	$306,320	$0	$0	$0	$0	$0	$0
1420 - DIF-Fire Protection Facility	$717,590	$0	$0	$0	$0	$0	$0
1620 - DIF-General Gov't	$0	$558,144	$549,072	$0	$0	$0	$0
Sub-Total	**$12,255,883**	**$2,168,723**	**$1,929,903**	**$1,370,631**	**$1,372,631**	**$1,388,631**	**$14,121,773**

FY 2009 - 2018 Capital Improvement Plan
Summary of ALL Capital Projects by Funding Type

Fund # - Name	Carryover	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 14-18
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	$9,930,489	$2,347,411	$12,010,394	$16,719,710	$22,000,000	$25,150,000	$5,362,725
2400 - Water	$14,898,266	$38,492,930	$46,063,860	$29,368,127	$9,459,901	$24,369,868	$190,429,163
2420 - Sewer	$20,534,946	$11,190,330	$13,416,256	$20,319,207	$21,530,673	$2,967,892	$63,854,981
2210 - Transportation Construc	$33,328,861	$71,592,438	$35,128,729	$42,298,460	$42,033,700	$22,098,013	$117,999,963
1650 - Transportation Grants	$13,659,584	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
1340 - Streets	$0	$0	$0	$0	$0	$0	$1,519,685
2480 - Sanitation	$669,734	$2,089,810	$2,917,245	$2,196,656	$2,179,590	$3,142,854	$21,925,281
2440 - Landfill	$1,989,723	$6,575,871	$4,934,950	$1,356,390	$0	$8,034,692	$15,295,577
2120 - Airport Capital Projects	$11	$785,558	$9,735,253	$11,815,997	$0	$243,750	$0
1840 - Other State & Local Grants	$3,421,618	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
1000 - General Fund	$4,728,245	$1,133,646	$902,858	$1,252,858	$1,252,858	$1,152,858	$4,150,924
1740 - Civic Center	$0	$100,000	$100,000	$1,373,631	$2,248,200	$100,000	$17,622,000
2150 - Technology Infrastructure	$0	$866,935	$985,200	$636,000	$655,000	$165,000	$22,643,996
1220 - Arts Commission	$0	$500,000	$350,000	$350,000	$350,000	$350,000	$1,750,000
Sub-Total	**$103,161,477**	**$139,674,929**	**$130,544,745**	**$131,687,036**	**$105,709,922**	**$91,774,927**	**$482,554,295**
Grand Total	**$149,975,393**	**$241,914,884**	**$161,320,735**	**$139,696,061**	**$114,630,782**	**$96,028,023**	**$1,416,474,247**



Youth Sports Complex

BOND CONSTRUCTION FUNDS

STREET/PARKING BONDS
STREET REVENUE BONDS (HURF)
OPEN SPACE/TRAILS CONSTRUCTION
PARKS CONSTRUCTION
LIBRARY CONSTRUCTION
PUBLIC SAFETY CONSTRUCTION
GOV'T FACILITIES CONSTRUCTION
CULTURAL FACILITY CONSTRUCTION
ECONOMIC DEV CONSTRUCTION
GENERAL FUND REVENUE OBLIGATIONS
FLOOD CONTROL CONSTRUCTION

Splash pad at Western Area Park

Return to CIP TOC

TRANSPORTATION

This category includes projects that are funded with street construction bonds and HURF monies.

The street construction bonds are subject to the 20% of assessed valuation limits and are paid off using secondary property tax revenues. 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. Street improvements along 67th Avenue from Camelback to Grand Avenue will include the underground conversion of utilities, curb, gutter, sidewalk and landscaping. The Petition Lighting Program project will allow additional street lighting to be added to areas that are deemed to be inadequate.

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 Avenue and street improvements on 67th Avenue from Peoria to Arizona Canal Diversion Channel (ACDC).

Project Name: Downtown Parking Structure
Funding Source: G.O. Bond
Fund #: 1980
Project #: 68113

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Street/Parking Bonds (1980) — Category: 20%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$8,613,491	$1,249,335	$463,486	$319,244	$331,455	$345,542
Total Beginning Balance:			8,613,491	1,249,335	463,486	319,244	331,455	345,542
Revenue								
Bond Proceeds			0	628,000	0	0	0	136,610,000
Investment Income			40,000	43,727	18,539	14,366	16,573	86,386
Total Revenue:			40,000	671,727	18,539	14,366	16,573	136,696,386
Operating Expenses								
Advisor Fees			7,066	6,559	2,781	2,155	2,486	12,958
Total Operating Expenses:			7,066	6,559	2,781	2,155	2,486	12,958
Project Expenses	**Carryover**	**New Funding**						
68102 Petition Lighting Program	209,362	160,000	160,000	160,000	0	0	1,120,000	
68103 Street Scallop	0	0	0	0	0	0	8,991,986	
68104 Street Beautification	1,171,789	0	1,291,017	0	0	0	6,409,952	
68113 Downtown Parking Structure	2,674,852	0	0	0	0	0	0	
68116 Camelback Imp's-67th to 99th	0	0	0	0	0	0	3,226,700	
68117 *67th Ave. Camelback to Grand	0	3,181,087	0	0	0	0	0	
T1210 Orangewood 99th to Glendale	0	0	0	0	0	0	18,849,767	
T1230 New River Bridge at Maryland	0	0	0	0	0	0	54,401,846	
T1231 *Downtown Parking Structure	0	0	0	0	0	0	22,107,500	
T1232 *95th Ave. Camelbk to BH Rd.	0	0	0	0	0	0	16,108,900	
T1233 *Glendale Ave; 99th to Litchfld	0	0	0	0	0	0	5,394,063	
Total Project Expenses:	4,056,003	3,341,087	1,451,017	160,000	0	0	136,610,714	
Total FY 08-09 Funding:		7,397,090						
Estimated Ending Balance:			**$1,249,335**	**$463,486**	**$319,244**	**$331,455**	**$345,542**	**$418,256**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Street/Parking Bonds (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. Infill street lighting requests are initiated by residents and requires approval of affected residents. This is an annual ongoing project.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$192,957	$150,813	$150,813	$150,813	$0	$0	$1,055,689
Finance Charges	$3,254	$2,250	$2,250	$2,250	$0	$0	$15,750
Engineering Charges	$11,038	$5,429	$5,429	$5,429	$0	$0	$38,004
Arts	$2,113	$1,508	$1,508	$1,508	$0	$0	$10,557
TOTAL	**$209,362**	**$160,000**	**$160,000**	**$160,000**	**$0**	**$0**	**$1,120,000**

Operating Description: O and M costs are for electricity and maintenance of new street lighting in that year.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$3,990	$4,110	$4,233	$4,360	$23,842
Equip. Maint.	$0	$1,260	$1,298	$1,337	$1,377	$7,529
TOTAL	**$0**	**$5,250**	**$5,408**	**$5,570**	**$5,737**	**$31,371**

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 Dept.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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: No O and M needed at this time, O and M will be determined when the project is closer to construction

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Street/Parking Bonds (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, city-wide, along the arterial street system.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$1,111,153	$0	$1,230,000	$0	$0	$0	$6,107,000
Finance Charges	$31,107	$0	$31,488	$0	$0	$0	$156,340
Engineering Charges	$17,229	$0	$17,229	$0	$0	$0	$85,542
Arts	$12,300	$0	$12,300	$0	$0	$0	$61,070
TOTAL	**$1,171,789**	**$0**	**$1,291,017**	**$0**	**$0**	**$0**	**$6,409,952**

Operating Description: O and M based upon standard formula for water and maintenance for 307,500 sq ft of landscaped area.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$27,675	$28,505	$29,360	$30,241	$165,371
Water	$0	$13,838	$14,253	$14,681	$15,121	$82,689
TOTAL	**$0**	**$41,513**	**$42,758**	**$44,041**	**$45,362**	**$248,060**

Project: 68113 - Downtown Parking Structure **Funding Source:** General Obligation Bonds

Project Description: Construction of mixed-use parking structure at the Bank of America site - one level below grade and four above grade, approximately 600 spaces, and 11,000 sq. ft of retail/office component. Design & implement master plan for downtown parking structures. Promote redevelopment consistent with the City Center Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$193,562	$0	$0	$0	$0	$0	$0
Design	$236,964	$0	$0	$0	$0	$0	$0
Construction	$1,505,521	$0	$0	$0	$0	$0	$0
Finance Charges	$258,755	$0	$0	$0	$0	$0	$0
Engineering Charges	$24,500	$0	$0	$0	$0	$0	$0
Arts	$24,226	$0	$0	$0	$0	$0	$0
Contingency	$431,324	$0	$0	$0	$0	$0	$0
TOTAL	**$2,674,852**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Street/Parking Bonds (1980) — Category: 20%

Project: 68116 - Camelback Imp's-67th to 99th **Funding Source:** General Obligation Bonds

Project Description: Complete street improvements on Camelback Road between 67th and 99th Avenues. Work will include curb, gutter, sidewalk, streetlights and landscaping.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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 and M needed at this time.

Project: 68117 - *67th Ave. Camelback to Grand **Funding Source:** General Obligation Bonds

Project Description: Construct street improvements on 67th Avenue from Camelback to Grand Avenue. Project includes underground conversion of utilities, curb, gutter, sidewalk and landscaping.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$3,000,000	$0	$0	$0	$0	$0
Finance Charges	$0	$77,587	$0	$0	$0	$0	$0
Engineering Charges	$0	$73,500	$0	$0	$0	$0	$0
Arts	$0	$30,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$3,181,087**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M needed 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	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$10,537,200
Design	$0	$0	$0	$0	$0	$0	$2,151,025
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
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$18,849,767**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Street/Parking Bonds (1980) — Category: 20%

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 bridge will provide a connection between the east side of the airport and the Sports and Entertainment Center across Maryland Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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
Contingency	$0	$0	$0	$0	$0	$0	$3,841,916
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$54,401,846**

Operating Description: No O and M needed at this time.

Project: T1231 - *Downtown Parking Structure **Funding Source:** General Obligation Bonds

Project Description: Construction of an additional parking structure within the downtown area, one level below grade and four above grade with approx. 600 spaces. Design & implement master plan for downtown parking structures. Promote redevelopment consistent with the City Center Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$15,000,000
Design	$0	$0	$0	$0	$0	$0	$1,500,000
Construction	$0	$0	$0	$0	$0	$0	$4,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$475,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$40,000
Contingency	$0	$0	$0	$0	$0	$0	$1,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$22,107,500**

Operating Description: O and 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. Reflects estimated O and M costs to continue maintaining the garage (without consideration of any retail revenue component). Estimated staffing needs include a building maintenance worker and a custodian. A fully-equipped truck, building maintenance supplies and line supplies.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$1,170,910
Supplies/Contr	$0	$0	$0	$0	$0	$451,149
Utilities	$0	$0	$0	$0	$0	$808,733
Bldg. Maint.	$0	$0	$0	$0	$0	$43,023
Equip. Maint.	$0	$0	$0	$0	$0	$113,534
Electrical	$0	$0	$0	$0	$0	$785,178
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$29,878
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,402,405**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Street/Parking Bonds (1980) — Category: 20%

Project: T1232 - *95th Ave. Camelbk to BH Rd. **Funding Source:** General Obligation Bonds

Project Description: This project is to acquire right-of-way, move utilities, design and construct a five-lane roadway, with curb, gutter, sidewalk, landscaping, street lighting and underground overhead utilities from Camelback Road north to Bethany Home Road.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$2,500,000
Design	$0	$0	$0	$0	$0	$0	$2,100,000
Construction	$0	$0	$0	$0	$0	$0	$10,100,000
Finance Charges	$0	$0	$0	$0	$0	$0	$392,900
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$101,000
Contingency	$0	$0	$0	$0	$0	$0	$800,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,108,900**

Operating Description: No O and M needed at this time.

Project: T1233 - *Glendale Ave; 99th to Litchfld **Funding Source:** General Obligation Bonds

Project Description: Complete street improvements in Glendale Avenue - 99th Avenue to Litchfield Road. Improvements include the construction of curb, gutter, sidewalk and appurtenances. To be used as infill as the properties develop.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$125,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,394,063**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Street Revenue Bonds (HURF) (2000) — Category: HURF

		FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance		$8,505,360	$2,795,021	$217,020	$224,399	$232,982	$242,884
Total Beginning Balance:		8,505,360	2,795,021	217,020	224,399	232,982	242,884
Revenue							
Investment Income		30,489	97,826	8,681	10,098	11,649	60,721
Revenue Bond Proceeds		9,401,000	0	0	0	0	0
Total Revenue:		9,431,489	97,826	8,681	10,098	11,649	60,721
Operating Expenses							
Advisor Fees		6,030	14,674	1,302	1,515	1,747	9,108
Total Operating Expenses:		6,030	14,674	1,302	1,515	1,747	9,108
Project Expenses	**Carryover**	**New Funding**					
68900 67th Ave/Cactus to ACDC	1,583,714	2,207,099	0	0	0	0	0
68909 67th Ave-Camelback to Grand	4,765,746	0	0	0	0	0	0
68912 83rd Ave-Glendale to Northern	0	108,722	2,661,153	0	0	0	0
68913 99th Widening-Camelbck-Northrn	0	6,470,517	0	0	0	0	0
Total Project Expenses:	6,349,460	8,786,338	2,661,153	0	0	0	0
Total FY 08-09 Funding:		15,135,798					
Estimated Ending Balance:		**$2,795,021**	**$217,020**	**$224,399**	**$232,982**	**$242,884**	**$294,497**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Street Revenue Bonds (HURF) (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	2009	2010	2011	2012	2013	2014-2018
Land	$100,000	$0	$0	$0	$0	$0	$0
Design	$308,802	$150,000	$0	$0	$0	$0	$0
Construction	$1,040,813	$0	$0	$0	$0	$0	$0
Finance Charges	$58,356	$53,832	$0	$0	$0	$0	$0
Engineering Charges	$55,743	$3,267	$0	$0	$0	$0	$0
Arts	$20,000	$0	$0	$0	$0	$0	$0
Contingency	$0	$2,000,000	$0	$0	$0	$0	$0
TOTAL	**$1,583,714**	**$2,207,099**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M grounds costs are for landscape maintenance at .17/sq ft. Utility and equipment maintenance costs are for power and electricity for approximately 40 street lights.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$5,000	$5,150	$5,305	$5,464	$29,877
Landscape	$0	$2,000	$2,060	$2,122	$2,185	$11,951
TOTAL	**$0**	**$7,000**	**$7,210**	**$7,427**	**$7,649**	**$41,828**

Project: 68909 - 67th Ave-Camelback to Grand **Funding Source:** HURF Bonds

Project Description: Construct street improvements on 67th Avenue from Camelback to Grand Avenue The Transportation Sales Tax will fund the design and construction of 67th Avenue at Camelback & Glendale Ave.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$4,726,963	$0	$0	$0	$0	$0	$0
Finance Charges	$11,444	$0	$0	$0	$0	$0	$0
Engineering Charges	$17,464	$0	$0	$0	$0	$0	$0
Arts	$9,875	$0	$0	$0	$0	$0	$0
TOTAL	**$4,765,746**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Street Revenue Bonds (HURF) (2000) — Category: HURF

Project: 68912 - 83rd Ave-Glendale to Northern **Funding Source:** HURF Bonds

Project Description: Complete street improvements on 83rd Avenue from Glendale to Northern. Improvements include curb, gutter, sidewalk, streetlights and landscaping.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$100,000	$150,000	$0	$0	$0	$0
Construction	$0	$0	$2,100,000	$0	$0	$0	$0
Finance Charges	$0	$6,382	$60,493	$0	$0	$0	$0
Engineering Charges	$0	$2,340	$52,660	$0	$0	$0	$0
Arts	$0	$0	$21,000	$0	$0	$0	$0
Contingency	$0	$0	$277,000	$0	$0	$0	$0
TOTAL	**$0**	**$108,722**	**$2,661,153**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs are for landscape maintenance. Utilities and equipment maintenance costs are for power and electricity for approximately 20 street lights ($125 ea/year).

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$2,575	$2,652	$2,732	$14,939
Landscape	$0	$0	$6,474	$6,668	$6,868	$37,558
TOTAL	**$0**	**$0**	**$9,049**	**$9,320**	**$9,600**	**$52,497**

Project: 68913 - 99th Widening-Camelbck-Northrn **Funding Source:** HURF Bonds

Project Description: Complete street improvements on 99th Avenue from Camelback to Northern as infill as the property develops. Improvements include curb, gutter, sidewalk, streetlights, landscaping and a bridge widening over Grand Canal.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$700,000	$0	$0	$0	$0	$0
Construction	$0	$3,500,000	$0	$0	$0	$0	$0
Finance Charges	$0	$157,817	$0	$0	$0	$0	$0
Engineering Charges	$0	$77,700	$0	$0	$0	$0	$0
Arts	$0	$35,000	$0	$0	$0	$0	$0
Contingency	$0	$2,000,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$6,470,517**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Estimated 132 street lights ($125 ea/yr). Landscaping will be maintained by the commercial development adjacent to the roadway.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$16,500	$16,995	$17,505	$18,030	$98,595
TOTAL	**$0**	**$16,500**	**$16,995**	**$17,505**	**$18,030**	**$98,595**

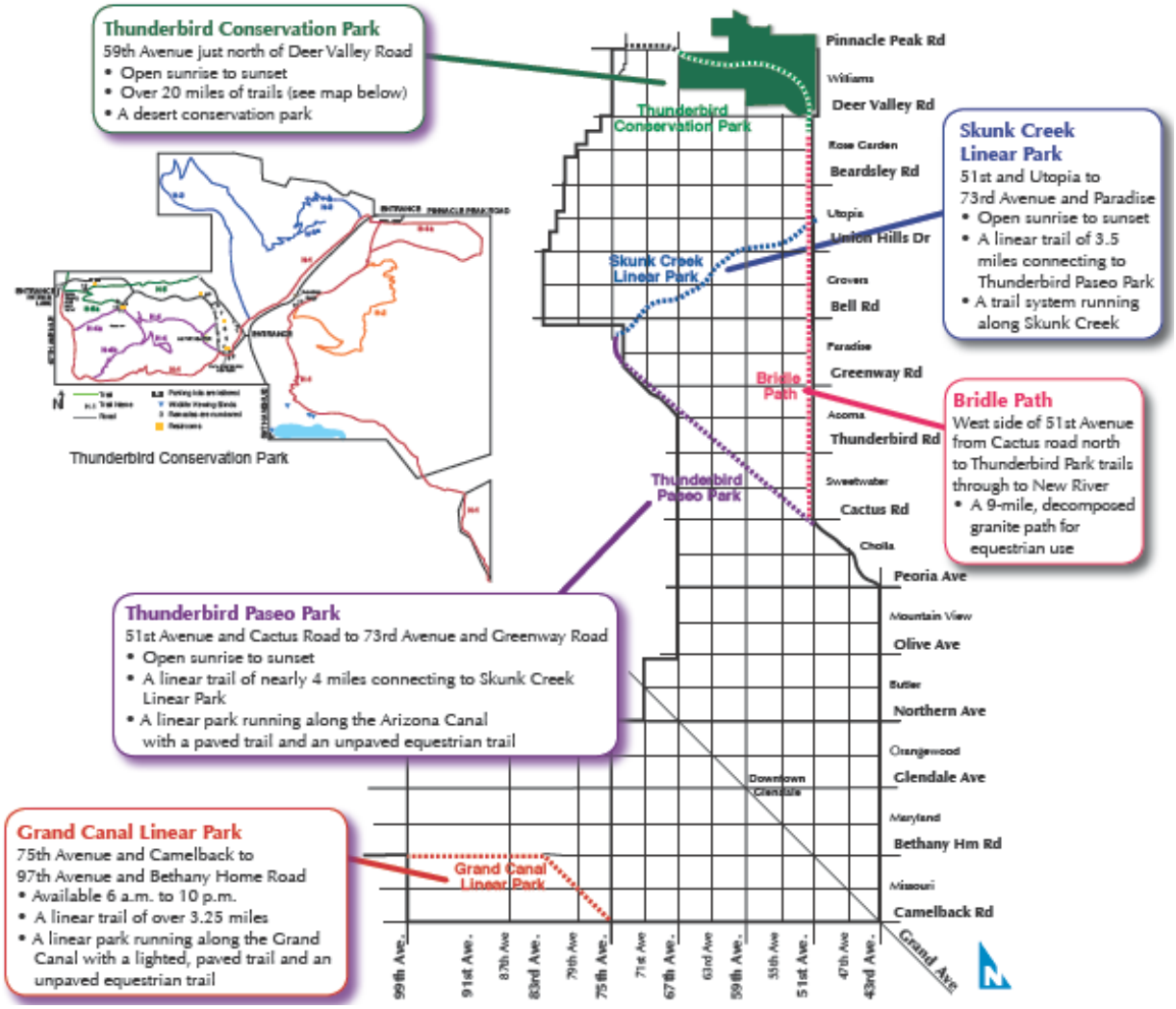
*** New Project**

OPEN SPACE AND TRAILS

This category enables the city to acquire land for the preservation of open space and to construct multi-use trails and linear parks.

FY 2009 includes carryover funds for the continuation of phase II of Thunderbird Paseo improvements. Examples of the work to be completed include landscape, signage and trail improvements, and replacement of equipment located in the linear park.

Project Name: Thunderbird Paseo Park Development
Funding Source: G.O. Bond
Fund #: 2140
Project #: 70000
Picture Note: Map of City of Glendale Trails
Visit: www.glendaleaz.com/ParksandRecreation/trails/



FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Open Space/Trails Construction (2140) — Category: 20%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$1,067,211	$541,460	$557,568	$576,526	$598,578	$624,018
Total Beginning Balance:			1,067,211	541,460	557,568	576,526	598,578	624,018
Revenue								
Bond Proceeds			0	0	0	0	0	109,159,000
Investment Income			15,887	18,951	22,303	25,944	29,929	156,004
Total Revenue:			15,887	18,951	22,303	25,944	29,929	109,315,004
Operating Expenses								
Advisor Fees			0	2,843	3,345	3,892	4,489	23,401
Total Operating Expenses:			0	2,843	3,345	3,892	4,489	23,401
Project Expenses	**Carryover**	**New Funding**						
70000 Thunderbird Paseo Park Develop	541,638	0	0	0	0	0	0	1,903,246
70002 Grand Canal Linear/Reg. Dev.	0	0	0	0	0	0	0	8,295,403
70003 City-Wide Trails System	0	0	0	0	0	0	0	26,353,203
70005 West Valley Multi-Model Corrid	0	0	0	0	0	0	0	2,368,847
T1600 Multi-Use Bridge at 51st Ave.	0	0	0	0	0	0	0	495,360
T1610 WARP - Trail System	0	0	0	0	0	0	0	6,800,050
T1620 Land Acquisition	0	0	0	0	0	0	0	57,489,021
T1630 Thunderbird Park Improvements	0	0	0	0	0	0	0	5,632,350
T1761 *New River Bike Trail	0	0	0	0	0	0	0	367,400
Total Project Expenses:	541,638	0	0	0	0	0	0	109,704,880
Total FY 08-09 Funding:		541,638						
Estimated Ending Balance:			**$541,460**	**$557,568**	**$576,526**	**$598,578**	**$624,018**	**$210,741**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Open Space/Trails Construction (2140) — Category: 20%

Project: 70000 - Thunderbird Paseo Park Develop **Funding Source:** General Obligation Bonds

Project Description: Park improvements and renovations that include tree replacement and additions, improvements to landscaping, signage, trail asphalt and pedestrian/equestrian bridges and replacement of equipment located in the linear park.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$541,638	$0	$0	$0	$0	$0	$380,435
Construction	$0	$0	$0	$0	$0	$0	$1,086,956
Finance Charges	$0	$0	$0	$0	$0	$0	$40,630
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$10,870
Equipment	$0	$0	$0	$0	$0	$0	$90,217
Contingency	$0	$0	$0	$0	$0	$0	$251,138
TOTAL	**$541,638**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,903,246**

Operating Description: O and M expenses would vary based upon the specific type of future landscape improvements that are implemented. Staffing of two PT (15 hour per week) assistance. Supplies/contracts for 50 acres. Landscape reflects cleaning/maintaining three ramadas. Water for restroom. Refuse estimated at $3,864 per year.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$85,626
Supplies/Contr	$0	$0	$0	$0	$0	$176,765
Bldg. Maint.	$0	$0	$0	$0	$0	$97,826
Equip. Maint.	$0	$0	$0	$0	$0	$81,521
Insurance	$0	$0	$0	$0	$0	$2,947
Landscape	$0	$0	$0	$0	$0	$69,870
Water	$0	$0	$0	$0	$0	$333
Refuse	$0	$0	$0	$0	$0	$19,320
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$534,208**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Open Space/Trails Construction (2140) — Category: 20%

Project: 70002 - Grand Canal Linear/Reg. Dev. **Funding Source:** General Obligation Bonds

Project Description:

Design, development and enhancement of the Grand Canal Linear Park and trail from 75th Avenue to New River and New River to Northern Avenue. Improvements include enhanced trail segments and amenities to meet the growing demand for multi-use pathways. Past development project along the Grand Canal included a partnership with the Flood Control District of Maricopa County (FCDMC). FY 2009 and FY 2010, funds will be used to develop and enhance neighborhood park nodes and community park nodes along the Grand Canal Linear Park's multi-use trail.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$1,901,621
Construction	$0	$0	$0	$0	$0	$0	$5,433,202
Finance Charges	$0	$0	$0	$0	$0	$0	$202,183
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$54,332
Equipment	$0	$0	$0	$0	$0	$0	$68,245
Contingency	$0	$0	$0	$0	$0	$0	$543,320
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,295,403**

Operating Description:

O and M includes supplies/contracts and water for park without restroom using potable for 20 acres. Building maintenance includes electricity maintenance of 50 low-level security lights along the trail system. Landscape maintenance and landscape water for 871,200 sq ft of space (area of trail system). Cleaning/maintenance of three ramadas.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$73,980
Bldg. Maint.	$0	$0	$0	$0	$0	$27,081
Landscape	$0	$0	$0	$0	$0	$797,729
Water	$0	$0	$0	$0	$0	$7,429
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$906,219**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Open Space/Trails Construction (2140) — Category: 20%

Project: 70003 - City-Wide Trails System **Funding Source:** General Obligation Bonds

Project Description: Implementation of Open Space and Trails 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.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$5,696,250
Construction	$0	$0	$0	$0	$0	$0	$16,275,000
Finance Charges	$0	$0	$0	$0	$0	$0	$640,828
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$0	$162,750
Equipment	$0	$0	$0	$0	$0	$0	$19,001
Contingency	$0	$0	$0	$0	$0	$0	$3,437,374
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$26,353,203**

Operating Description: Specific scope will determine the additional O and M 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 and 150 walkway lights at $125 each. Utilities, supplies/contracts, landscape maintenance and landscape water for 50 acres of space.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$169,444
Utilities	$0	$0	$0	$0	$0	$336,329
Bldg. Maint.	$0	$0	$0	$0	$0	$93,750
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$7,125
Landscape	$0	$0	$0	$0	$0	$38,758
Water	$0	$0	$0	$0	$0	$103,355
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$748,761**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Open Space/Trails Construction (2140) — Category: 20%

Project: 70005 - West Valley Multi-Model Corrid **Funding Source:** General Obligation Bonds

Project Description: Multi-modal trail system along New River and Agua Fria River Corridor as per the M.A.G. 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$540,555
Construction	$0	$0	$0	$0	$0	$0	$1,544,414
Finance Charges	$0	$0	$0	$0	$0	$0	$58,993
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$15,444
Contingency	$0	$0	$0	$0	$0	$0	$154,441
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,368,847**

Operating Description: O and M includes supplies/contracts, landscape maintenance and landscape water for 435,600 sq ft of landscape. Water includes park without restroom (three drinking fountains). Building maintenance costs include 34 low-level security lights for rest nodes and trail at $75 each and $13 per lamp for bulb replacement. Cleaning/maintenance of three ramadas.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$36,990
Bldg. Maint.	$0	$0	$0	$0	$0	$18,415
Landscape	$0	$0	$0	$0	$0	$435,793
Water	$0	$0	$0	$0	$0	$1,114
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$492,312**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Open Space/Trails Construction (2140) — Category: 20%

Project: T1600 - Multi-Use Bridge at 51st Ave. **Funding Source:** General Obligation Bonds

Project Description: Pedestrian, bicycle and equestrian bridge to cross AZ Canal on the south side of Thunderbird Paseo Linear Park and west of 51st Avenue and south of Cactus Avenue to link neighborhood Thunderbird Paseo Linear Park & Regional Sun Circle Trail. The bridge will be about 70 ft. long and 12 ft. wide, and includes free standing, dusk to dawn light poles at each end.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$102,972
Construction	$0	$0	$0	$0	$0	$0	$294,206
Finance Charges	$0	$0	$0	$0	$0	$0	$11,166
Engineering Charges	$0	$0	$0	$0	$0	$0	$19,462
Arts	$0	$0	$0	$0	$0	$0	$2,942
Contingency	$0	$0	$0	$0	$0	$0	$64,612
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$495,360**

Operating Description: O and M includes supplies/contract to clean, inspect and make needed repairs to the bridge on an annual basis. Equipment maintenance is electricity for bridge lighting at $125 for each pole. Building maintenance for 840 sq ft bridge surface area. Landscape maintenance for about 1,000 sq ft at each end of the bridge.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$23,256
Bldg. Maint.	$0	$0	$0	$0	$0	$6,289
Equip. Maint.	$0	$0	$0	$0	$0	$1,494
Landscape	$0	$0	$0	$0	$0	$1,077
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$32,116**

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. Develop an ADA accessible concrete trail, ramadas, landscape, irrigation, drinking fountain, picnic tables, park benches and small rest nodes that service parks users as well as Grand Canal Linear Park and trail users.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$1,467,688
Construction	$0	$0	$0	$0	$0	$0	$4,193,396
Finance Charges	$0	$0	$0	$0	$0	$0	$165,854
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$41,934
Contingency	$0	$0	$0	$0	$0	$0	$419,339
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$419,339
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,800,050**

Operating Description: O and M included in the Western Area Regional Park (2060-70532) operation and maintenance.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Open Space/Trails Construction (2140) — Category: 20%

Project: T1620 - Land Acquisition — **Funding Source:** General Obligation Bonds

Project Description: Following the Parks and Recreation 10-year Master Plan, acquire property that is needed for future parks, open space and trailheads in various locations that are identified throughout the City. The goal is to acquire approximately 200 acres as identified in the Parks and Recreation Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$56,086,850
Finance Charges	$0	$0	$0	$0	$0	$0	$1,402,171
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$57,489,021**

Operating Description: O and M includes landscape maintenance and water for dust and weed control for an estimated 200 acres.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$0	$0	$0	$0	$1,001,880
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,001,880**

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. Items to be addressed include park improvements such as restrooms, drinking water access, restoration of the wildlife habitat corridor, continued revegetation of open space, ranger/park information building, ramada & picnic area improvements, disabled accessibility, trail restoration and signage.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$1,141,304
Construction	$0	$0	$0	$0	$0	$0	$3,260,869
Finance Charges	$0	$0	$0	$0	$0	$0	$137,374
Engineering Charges	$0	$0	$0	$0	$0	$0	$81,440
Arts	$0	$0	$0	$0	$0	$0	$32,609
Equipment	$0	$0	$0	$0	$0	$0	$19,565
Contingency	$0	$0	$0	$0	$0	$0	$959,189
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,632,350**

Operating Description: O and M includes supplies/contracts for 5 acres and cleaning/maintenance of 23 ramadas. Building maintenance and utilities for 2,000 sq ft of space. Utilities for 10 light poles at $125 each. Refuse at 3,864 per year.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$475,025
Utilities	$0	$0	$0	$0	$0	$17,500
Bldg. Maint.	$0	$0	$0	$0	$0	$76,086
Equip. Maint.	$0	$0	$0	$0	$0	$10,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$5,000
Landscape	$0	$0	$0	$0	$0	$187,057
Refuse	$0	$0	$0	$0	$0	$19,320
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$789,988**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Open Space/Trails Construction (2140) — Category: 20%

Project: T1761 - *New River Bike Trail **Funding Source:** General Obligation Bonds

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	2009	2010	2011	2012	2013	2014-2018
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 and M associated with 7 ft of landscaped area along a 12,200 linear foot multi-use pathway.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$14,192
Landscape	$0	$0	$0	$0	$0	$28,383
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$42,575**

*** New Project**

PARKS

Park projects are traditionally funded by a combination of park G.O. bonds and development impact fees. Park projects in the first five years of the plan focus on the redevelopment of existing park facilities. Examples of this work include renovation, replacement or expansion of ramada areas, shade structures, playground facilities, sports courts and ball fields, turf and landscaping, irrigation systems, security lighting and landscaping.

New park and recreation facilities present operating and maintenance costs at a time when ongoing revenue streams will be needed for the new courthouse and the west area library. Therefore, new park and recreation facilities were deferred to the last five years of the plan.

Project Name: Western Area Regional Park
Funding Source: G.O. Bond
Fund #: 2060
Project #: 70532
Picture Note: Completed X-Court at the Western Area Park (above); rendering of completed park (right)

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Parks Construction (2060) — Category: 20%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$8,239,462	$3,514,431	$1,518,985	$1,570,630	$1,630,706	$1,700,011
Total Beginning Balance:			8,239,462	3,514,431	1,518,985	1,570,630	1,630,706	1,700,011
Revenue								
Bond Proceeds			4,434,000	0	0	0	0	277,931,000
Investment Income			0	123,005	60,759	70,678	81,535	425,003
Total Revenue:			4,434,000	123,005	60,759	70,678	81,535	278,356,003
Operating Expenses								
Advisor Fees			7,857	18,451	9,114	10,602	12,230	63,750
Total Operating Expenses:			7,857	18,451	9,114	10,602	12,230	63,750
Project Expenses	**Carryover**	**New Funding**						
70500 Parks Redevelopment	1,598,856	0	1,600,000	0	0	0	18,409,600	
70502 71st & Orangewood Soccer Cmplx	0	0	0	0	0	0	4,481,557	
70503 Rose Lane Rec. Center Developm	0	0	0	0	0	0	14,894,120	
70504 Foothills Rec & Aquatics Ctr	0	0	0	0	0	0	1,413,707	
70506 63rd & Northern Park Dev.	0	0	0	0	0	0	2,228,790	
70507 Rose Lane Pool Construction	0	0	0	0	0	0	1,360,912	
70508 Murphy Park Improvements	0	0	0	0	0	0	1,092,464	
70509 Manistee Ranch Development	0	0	0	0	0	0	173,487	
70510 Park Enhancements	95,768	250,000	250,000	0	0	0	7,940,126	
70511 Land Acquisition	0	0	0	0	0	0	14,444,261	
70512 Facilities Renovation	228,169	250,000	250,000	0	0	0	7,279,930	
70513 Bonsall Park Improvements	0	0	0	0	0	0	2,081,218	
70514 O'Neil Center Expansion	0	0	0	0	0	0	4,687,510	
70515 T-Bird Park Improvements	2,128	278,241	0	0	0	0	3,030,327	
70516 GCC Community Pool Rest.	0	0	0	0	0	0	591,106	
70517 Apollo-Cardinal Pool Restore	0	0	0	0	0	0	505,570	
70519 O'Neil Pool Restoration	0	0	0	0	0	0	505,570	
70520 Sahuaro Ranch Park Improv.	0	2,406,076	0	0	0	0	1,873,704	
70521 Indoor Multi-Sport/Aquatics	0	0	0	0	0	0	72,106,475	

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Parks Construction (2060) — Category: 20%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
70522	Outdoor Multi-Sport Complex	0	0	0	0	0	0	32,283,220
70523	79th/Orangewood	0	0	0	0	0	0	981,588
70525	Barnyard Additions	153,292	325,683	0	0	0	0	0
70526	Soccer Lights	532,424	0	0	0	0	0	3,050,978
70527	West Area Pool	0	0	0	0	0	0	10,978,072
70528	Family Recreation Center-West	0	0	0	0	0	0	33,131,075
70529	Zero Depth Aquatic Features	0	0	0	0	0	0	1,736,109
70531	Sahuaro Ranch Visitor Ctr.	0	0	0	0	0	0	1,355,099
70532	Western Area Regional Park	18,789	3,000,000	0	0	0	0	13,283,852
70533	Parks Maint. Bldg - North	0	0	0	0	0	0	3,168,478
70534	Parks Maint. Bldg - West	0	0	0	0	0	0	2,235,077
70535	Paseo Raquet Center Park	0	0	0	0	0	0	3,616,136
70540	Grounds & Facilities Imprvmnts	11,748	0	0	0	0	0	0
T1710	Adult Center Expansion	0	0	0	0	0	0	12,506,744
T1711	*Cactus Pool Restoration	0	0	0	0	0	0	504,512
Total Project Expenses:		2,641,174	6,510,000	2,100,000	0	0	0	277,931,374
Total FY 08-09 Funding:			9,151,174					
Estimated Ending Balance:			**$3,514,431**	**$1,518,985**	**$1,570,630**	**$1,630,706**	**$1,700,011**	**$2,060,890**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70500 - Parks Redevelopment **Funding Source:** General Obligation Bonds

Project Description: Department 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, ball fields, security lighting and landscaping.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$371,958	$0	$0	$0	$2,115,600
Construction	$1,408,386	$0	$1,062,738	$0	$0	$0	$14,104,000
Finance Charges	$29,152	$0	$39,509	$0	$0	$0	$449,006
Engineering Charges	$9,208	$0	$9,346	$0	$0	$0	$105,654
Arts	$13,993	$0	$10,627	$0	$0	$0	$141,040
Contingency	$112,838	$0	$105,822	$0	$0	$0	$1,494,300
Miscellaneous/Other	$25,279	$0	$0	$0	$0	$0	$0
TOTAL	**$1,598,856**	**$0**	**$1,600,000**	**$0**	**$0**	**$0**	**$18,409,600**

Operating Description: O and M includes supplies/contracts for renovation of 20 acres of which 7 acres include new improvements. Building maintenance may include the addition of two volleyball courts and two basketball courts, including the O and M of court lighting at $750 per court and $133 per court for lamp replacement. Other building maintenace costs will be the addition of eight low level security lights per park. Landscape maintenance and landscape water for 7 acres of landscape. Cleaning/maintenance of four ramadas. Renovation of 20 acres of land. Water for four additional drinking fountains.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$4,207	$4,333	$4,463	$4,597	$25,893
Bldg. Maint.	$0	$7,052	$7,264	$7,481	$7,706	$43,403
Landscape	$0	$57,164	$58,879	$60,645	$62,465	$351,832
Water	$0	$222	$229	$236	$243	$1,366
TOTAL	**$0**	**$68,645**	**$70,705**	**$72,825**	**$75,011**	**$422,494**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70502 - 71st & Orangewood Soccer Cmplx **Funding Source:** General Obligation Bonds

Project Description:

Phase III development of the 40+ acre multi-use field complex and community park at 71st Avenue and Orangewood. This phase includes installation of lighted multi-use fields, bleachers, restroom, control building and other park amenities. Once completed, the multi-use complex will feature soccer/football fields, sports lights, restroom, playground, picnic facility, parking and sport courts w/lights. Phase II is proposed in 2009-10 from DIF Citywide Parks (1460-72500) and DIF Citywide Rec Facilities (1480-72800) and includes sports field development and half street improvements. Phase I was funded by DIF Citywide Parks (1460-72500) and DIF Citywide (1480-72800) and included development of a neighborhood park to be completed in Fall 2007.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$510,390
Construction	$0	$0	$0	$0	$0	$0	$3,400,608
Finance Charges	$0	$0	$0	$0	$0	$0	$108,940
Engineering Charges	$0	$0	$0	$0	$0	$0	$72,353
Arts	$0	$0	$0	$0	$0	$0	$34,006
Equipment	$0	$0	$0	$0	$0	$0	$15,000
Contingency	$0	$0	$0	$0	$0	$0	$340,260
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,481,557**

Operating Description:

O and M includes staffing 2 Service Workers, a Building Maintenance Worker and 2 PT staff. Insurance for staff. Supplies/Contracts for 40 acres. Utilities for 2,000 sq ft of space. Building maintenance costs include lights for five soccer fields at $15,000 per field and $2,666 per field for lamp replacement. An additional 40 low level security lights will be maintained at $75 and $13 for lamp replacement per fixture. Building maintenance and custodial service for 800 sq ft restroom and 1,200 sq ft control building (includes HVAC). Purchase, maintenance (including fuel) and Tech/Vehicle replacement of a 1/2-ton truck and a computer. Refuse includes a 6-yard container picked up 3 times per week. Landscape and water operating costs were included in FY07-08 in projects 1460-72503, 1460-72500, and 1480-72802.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$1,202,920
Supplies/Contr	$0	$0	$0	$0	$0	$147,960
Utilities	$0	$0	$0	$0	$0	$21,542
Bldg. Maint.	$0	$0	$0	$0	$0	$607,904
Insurance	$0	$0	$0	$0	$0	$11,263
Electrical	$0	$0	$0	$0	$0	$3,693
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$44,011
Refuse	$0	$0	$0	$0	$0	$11,879
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,051,172**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70503 - Rose Lane Rec. Center Developm **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. Renovation and expansion of the existing community center from 5,000 sq ft to 35,000 sq ft Renovations include parking, gymnasium, infrastructure, flooring, equipment, kitchen, activity rooms, meeting rooms and furnishings.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$3,221,750
Construction	$0	$0	$0	$0	$0	$0	$9,208,000
Finance Charges	$0	$0	$0	$0	$0	$0	$361,961
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$92,080
Equipment	$0	$0	$0	$0	$0	$0	$920,800
Contingency	$0	$0	$0	$0	$0	$0	$920,800
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$53,729
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,894,120**

Operating Description: O and M includes staffing 2 Senior Recreation Coordinators, a clerical position, 3 Recreation Programmers, a Service Worker II, a Service Worker III (all FTE positions include benefits) and 5 PT Recreation Leader II's. Insurance is $610 x the number of staff. Supplies/contracts, utilities (includes electricity), building maintenance (includes HVAC), custodial services and plumbing maintenance for 35,000 sq ft of space. Electrical includes fire alarm at $600 per year. Purchase, maintenance (including fuel) and Tech/Vehicle replacement of a 1/2 ton pick up, 2 cars, 8 PC's and 8 color printers. Refuse includes two 6 yd containers picked up 3 times a week.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$2,776,220
Supplies/Contr	$0	$0	$0	$0	$0	$398,520
Utilities	$0	$0	$0	$0	$0	$376,978
Bldg. Maint.	$0	$0	$0	$0	$0	$1,669,474
Insurance	$0	$0	$0	$0	$0	$60,070
Electrical	$0	$0	$0	$0	$0	$3,693
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$134,799
Refuse	$0	$0	$0	$0	$0	$23,770
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,443,524**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70504 - Foothills Rec & Aquatics Ctr **Funding Source:** General Obligation Bonds

Project Description: Replacement of recreation and aquatic center equipment and renovation of facility. Includes preventative maintenance to the pool plaster, patching of pool decking, replacement of shade canopies and addressing any new pool equipment or compliance requirements by Maricopa County Environmental Services Health Code. Replacement of fitness room equipment and existing audio/visual equipment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$0	$0	$0	$0	$815,217
Finance Charges	$0	$0	$0	$0	$0	$0	$34,480
Engineering Charges	$0	$0	$0	$0	$0	$0	$39,600
Arts	$0	$0	$0	$0	$0	$0	$8,152
Equipment	$0	$0	$0	$0	$0	$0	$326,087
Contingency	$0	$0	$0	$0	$0	$0	$190,171
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,413,707**

Operating Description: No O and M needed at this time.

Project: 70506 - 63rd & Northern Park Dev. **Funding Source:** General Obligation Bonds

Project Description: Phase I construction of the community park included a playground, ramada, open turf area, parking, landscaping and meandering concrete path. Phase II includes completing park construction to include a looped concrete pathway/trail, native grass, landscaping and low flow crossing.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$89,944
Construction	$0	$0	$0	$0	$0	$0	$1,823,082
Finance Charges	$0	$0	$0	$0	$0	$0	$61,887
Engineering Charges	$0	$0	$0	$0	$0	$0	$52,608
Arts	$0	$0	$0	$0	$0	$0	$18,231
Contingency	$0	$0	$0	$0	$0	$0	$183,038
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,228,790**

Operating Description: Since the most of the area will be designed with native grasses, the cost of maintaining the facility will be less a typical community park. O and M includes supplies/contracts, landscape maintenance and landscape water for 30 acres of landscape. Supplies/contracts, utlities (electricity), water and plumbing for 800 sq ft restroom and one drinking fountain. Building maintenance includes electrical for 40 additional low-level security lights at $75 each and $13 for lamp replacement. Insurance.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$148,084
Utilities	$0	$0	$0	$0	$0	$8,617
Bldg. Maint.	$0	$0	$0	$0	$0	$39,390
Landscape	$0	$0	$0	$0	$0	$527,091
Water	$0	$0	$0	$0	$0	$699
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$723,881**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70507 - Rose Lane Pool Construction **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pools and deck restoration in FY 2014. Repair and preventative maintenance to pool plaster, patching of pool decking, replacement of shade canopies and pool equipment and compliance requirements with Maricopa County Environmental Services Health Code.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$285,326
Construction	$0	$0	$0	$0	$0	$0	$815,217
Finance Charges	$0	$0	$0	$0	$0	$0	$33,193
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$8,152
Contingency	$0	$0	$0	$0	$0	$0	$176,024
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,360,912**

Operating Description: No O and M needed at this time.

Project: 70508 - Murphy Park Improvements **Funding Source:** General Obligation Bonds

Project Description: Phase II 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$170,940
Construction	$0	$0	$0	$0	$0	$0	$488,400
Engineering Charges	$0	$0	$0	$0	$0	$0	$29,400
Arts	$0	$0	$0	$0	$0	$0	$4,884
Equipment	$0	$0	$0	$0	$0	$0	$350,000
Contingency	$0	$0	$0	$0	$0	$0	$48,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,092,464**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$18,840
Construction	$0	$0	$0	$0	$0	$0	$125,600
Finance Charges	$0	$0	$0	$0	$0	$0	$4,231
Engineering Charges	$0	$0	$0	$0	$0	$0	$11,000
Arts	$0	$0	$0	$0	$0	$0	$1,256
Contingency	$0	$0	$0	$0	$0	$0	$12,560
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$173,487**

Operating Description: Additional low level security will include 30 low level security lights x $75 and $13 per light for bulb replacement.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
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: For park enhancements at existing park sites per the Parks and Recreation Master Plan. Enhancements may include new sport courts, picnic areas and playgrounds with shade structures added to existing park sites as selected through an ongoing assessment. Purchase of park maintenance equipment for ongoing maintenance of parks and grounds. All park enhancements are dependent on the ongoing park and facility needs assessment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$20,505	$20,505	$0	$0	$0	$1,046,797
Construction	$59,294	$198,595	$198,595	$0	$0	$0	$5,978,652
Finance Charges	$2,602	$6,340	$6,340	$0	$0	$0	$166,927
Engineering Charges	$3,639	$2,715	$2,715	$0	$0	$0	$87,069
Arts	$2,327	$1,986	$1,986	$0	$0	$0	$59,787
Contingency	$18,686	$19,859	$19,859	$0	$0	$0	$600,894
Miscellaneous/Other	$9,220	$0	$0	$0	$0	$0	$0
TOTAL	**$95,768**	**$250,000**	**$250,000**	**$0**	**$0**	**$0**	**$7,940,126**

Operating Description: O and M will be affected slightly with additional amenities, such as additional ramada, upgrade irrigation and additional low level lighting. Supplies/contracts for 4 acres if space. Building maintenance includes an average of 10 additional low level security lighting - $75 for electricity and $13 per lamp for replacement. Landscape maintenance and landscape water for 43,560 sq ft of landscape. O and M is based on 10 - 15 parks sites.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$2,404	$2,476	$2,550	$2,627	$43,095
Bldg. Maint.	$0	$880	$906	$934	$962	$15,774
Landscape	$0	$5,730	$5,902	$6,079	$6,261	$102,717
TOTAL	**$0**	**$9,014**	**$9,284**	**$9,563**	**$9,850**	**$161,586**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70511 - Land Acquisition **Funding Source:** General Obligation Bonds

Project Description: Per the Parks and Recreation Master Plan and Trails & 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. To purchase various parcels of property to accomplish open space and trails goals identified in the Department's 10-year master plan. Acreage costs are figured at an average of $175,000 per acre in the City per Property Management, in FY 2009, and increased 9% per year. The goal is to acquire approximately 50 acres as identified in the Parks and Recreation Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$14,091,962
Finance Charges	$0	$0	$0	$0	$0	$0	$352,299
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,444,261**

Operating Description: O and M includes landscape maintenance and water for dust and weed control for an estimated 50 acres.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
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 and Recreation Master Plan and ongoing park assessments. Funds are used city-wide to renovate sports courts, replace shade structures, update irrigation systems, replace park benches and picnic tables and renovate parking lots and fencing. The specific parks or facilities that receive assistance from this fund are targeted through an ongoing assessment and feedback from the citizens and staff.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$188,711	$216,300	$216,300	$0	$0	$0	$6,030,769
Finance Charges	$6,403	$6,160	$6,160	$0	$0	$0	$172,270
Engineering Charges	$4,899	$4,016	$4,016	$0	$0	$0	$111,968
Arts	$2,560	$2,163	$2,163	$0	$0	$0	$60,308
Contingency	$25,596	$21,361	$21,361	$0	$0	$0	$904,615
TOTAL	**$228,169**	**$250,000**	**$250,000**	**$0**	**$0**	**$0**	**$7,279,930**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70513 - Bonsall Park Improvements **Funding Source:** General Obligation Bonds

Project Description: Project includes updating and enhancing the community park and renovating the urban lake. Improvements and enhancements are projected to include resealing of the lake, upgrade and/or construct new restroom and renovate other park amenities as determined through a park assessment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$472,973
Construction	$0	$0	$0	$0	$0	$0	$1,353,713
Finance Charges	$0	$0	$0	$0	$0	$0	$50,761
Engineering Charges	$0	$0	$0	$0	$0	$0	$50,234
Arts	$0	$0	$0	$0	$0	$0	$13,537
Contingency	$0	$0	$0	$0	$0	$0	$140,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,081,218**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$952,000
Construction	$0	$0	$0	$0	$0	$0	$2,720,000
Finance Charges	$0	$0	$0	$0	$0	$0	$104,378
Engineering Charges	$0	$0	$0	$0	$0	$0	$67,932
Arts	$0	$0	$0	$0	$0	$0	$27,200
Equipment	$0	$0	$0	$0	$0	$0	$408,000
Contingency	$0	$0	$0	$0	$0	$0	$408,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,687,510**

Operating Description: O and M includes staffing a Senior Recreation Coordinator (benefits included) and five part-time Recreation Leaders. Insurance for staff. Utilities (including electrical), water, building maintenance (including HVAC), custodial service and plumbing maintenance for an additional 10,000 sq ft of space. Electrical includes fire alarm. Purchase and Tech. replacement of 3 laptops, 3 color printers and software. Landscape maintenance and landscape water for 10,000 sq ft of landscape. Refuse includes two 6 yd containers picked up 3 times a week.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$746,232
Supplies/Contr	$0	$0	$0	$0	$0	$113,863
Utilities	$0	$0	$0	$0	$0	$107,708
Bldg. Maint.	$0	$0	$0	$0	$0	$483,147
Insurance	$0	$0	$0	$0	$0	$7,398
Electrical	$0	$0	$0	$0	$0	$3,699
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$92,303
Landscape	$0	$0	$0	$0	$0	$83,089
Water	$0	$0	$0	$0	$0	$8,801
Refuse	$0	$0	$0	$0	$0	$11,885
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,658,125**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70515 - T-Bird Park Improvements **Funding Source:** General Obligation Bonds

Project Description: Recommendations from the Thunderbird Conservation Park Master Plan completed through a public process in 2006 have been initiated. The master plan recommended the following: trail repairs and improvements, removal of invasive plant species & revegetation, signage upgrades, trash can & picnic table repairs & replacement and repairs to existing ramadas and other infrastructure. The funding for FY 2009 will continue this process. The out-year funding will address the continuation of revegetation, as well as the installation of new park elements, such as a ranger/information facility, trail head improvements, ramadas and parking lot improvements.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$59,351	$0	$0	$0	$0	$646,739
Construction	$0	$169,576	$0	$0	$0	$0	$1,847,826
Finance Charges	$0	$6,810	$0	$0	$0	$0	$73,910
Engineering Charges	$1,638	$4,623	$0	$0	$0	$0	$50,377
Arts	$490	$1,696	$0	$0	$0	$0	$18,478
Contingency	$0	$36,185	$0	$0	$0	$0	$392,997
TOTAL	**$2,128**	**$278,241**	**$0**	**$0**	**$0**	**$0**	**$3,030,327**

Operating Description: O and M includes staffing a Service Worker I (includes benefits). Contracted cleaning, utilities and supplies for two new restrooms. Contracted labor assistance, supplies, utilities, building maintenance for 1,500 sq ft of space. Refuse at $322 per month, ramada cleaning, building water, building maintenance, equipment replacement and electrical for security monitoring @ $109 per month.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$299,263
Supplies/Contr	$0	$48,913	$50,380	$51,892	$53,449	$292,279
Utilities	$0	$2,853	$2,939	$3,027	$3,118	$17,048
Bldg. Maint.	$0	$3,119	$3,213	$3,309	$3,408	$18,638
Equip. Maint.	$0	$815	$839	$865	$891	$4,870
Electrical	$0	$0	$0	$0	$0	$6,540
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$5,000
Landscape	$0	$5,966	$6,145	$6,329	$6,519	$35,650
Refuse	$0	$0	$0	$0	$0	$22,417
TOTAL	**$0**	**$61,666**	**$63,516**	**$65,422**	**$67,385**	**$701,705**

Project: 70516 - GCC Community Pool Rest. **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pool and deck restoration in FY 2014. Repair and preventative maintenance to pool plaster and patching and resurfacing of the pool deck. Installation of chlorine shut off equipment to comply with Fire Code. NOTE: Pools are renovated every nine years. GCC was last renovated in FY 2005.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$122,788
Construction	$0	$0	$0	$0	$0	$0	$350,823
Finance Charges	$0	$0	$0	$0	$0	$0	$14,417
Engineering Charges	$0	$0	$0	$0	$0	$0	$23,207
Arts	$0	$0	$0	$0	$0	$0	$3,508
Contingency	$0	$0	$0	$0	$0	$0	$76,363
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$591,106**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70517 - Apollo-Cardinal Pool Restore **Funding Source:** General Obligation Bonds

Project Description: Replastering of the pool and deck restoration in FY 2014. Repair and preventative maintenance to pool plaster and patching and resurfacing of the pool deck. Installation of new 1 1/4" no climb chain link fencing. NOTE: Pools are renovated every nine years. Cardinal Pool was last renovated in 2003.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$105,000
Construction	$0	$0	$0	$0	$0	$0	$300,000
Finance Charges	$0	$0	$0	$0	$0	$0	$12,331
Engineering Charges	$0	$0	$0	$0	$0	$0	$19,845
Arts	$0	$0	$0	$0	$0	$0	$3,000
Contingency	$0	$0	$0	$0	$0	$0	$65,394
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$505,570**

Operating Description: No O and M needed 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 in FY 2014. Repair and preventative maintenance to pool plaster and patching and resurfacing of the pool deck. Installation of new 1 1/4" no climb chain link fencing. NOTE: Pools are renovated every nine years. O'Neil Pool was last renovated in FY 2002.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$105,000
Construction	$0	$0	$0	$0	$0	$0	$300,000
Finance Charges	$0	$0	$0	$0	$0	$0	$12,331
Engineering Charges	$0	$0	$0	$0	$0	$0	$19,845
Arts	$0	$0	$0	$0	$0	$0	$3,000
Contingency	$0	$0	$0	$0	$0	$0	$65,394
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$505,570**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70520 - Sahuaro Ranch Park Improv. **Funding Source:** General Obligation Bonds

Project Description: The renovation or replacement of a 20-year plus infrastructure and the addition of new amenities at this major destination regional park. Replacement & renovation of existing ramadas, playgrounds, dog park, soccer & softball fields, control building, drinking fountains, restrooms, trees, landscape, parking, tables, benches, pathways, fencing, lighting, irrigation system, etc.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$553,019	$0	$0	$0	$0	$430,850
Construction	$0	$1,580,054	$0	$0	$0	$0	$1,231,000
Finance Charges	$0	$58,658	$0	$0	$0	$0	$45,700
Engineering Charges	$0	$39,462	$0	$0	$0	$0	$30,744
Arts	$0	$15,801	$0	$0	$0	$0	$12,310
Contingency	$0	$159,082	$0	$0	$0	$0	$123,100
TOTAL	**$0**	**$2,406,076**	**$0**	**$0**	**$0**	**$0**	**$1,873,704**

Operating Description: O and M is based on enhanced maintenance of approximately 10-acres of parkland and the additonal park improvements.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$20,000	$20,600	$21,218	$21,855	$119,510
TOTAL	**$0**	**$20,000**	**$20,600**	**$21,218**	**$21,855**	**$119,510**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70521 - Indoor Multi-Sport/Aquatics **Funding Source:** General Obligation Bonds

Project Description:

This center is in the 2002 Parks and Recreation Department Master Plan as an action strategy to provide sports complexes throughout the City. Since the Master Plan was developed additional recreational facilities have expanded or opened in the north/central portion of the City. Scope to be determined with further community needs analysis, but would include pool and water features. Budget figures are factored on a 40,000 sq ft building and a 40,000 sq ft aquatics area.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$7,500,000
Design	$0	$0	$0	$0	$0	$0	$13,216,000
Construction	$0	$0	$0	$0	$0	$0	$37,760,000
Finance Charges	$0	$0	$0	$0	$0	$0	$1,758,694
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$276,900
Engineering Charges	$0	$0	$0	$0	$0	$0	$196,258
Arts	$0	$0	$0	$0	$0	$0	$377,600
Equipment	$0	$0	$0	$0	$0	$0	$1,695,807
Contingency	$0	$0	$0	$0	$0	$0	$9,325,216
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$72,106,475**

Operating Description:

'O and M includes recreation staff: a Recreation Manager, 3 Senior Recreation Coordinators, 3 Recreation Programmers, a Service Worker II, an Office Support Supervisor, 2 Secretaries, and hourly staff. Aquatics staff: a Pool Coordinator, a Pool Manager, Lifeguards, a Cashier, a Service Worker III, a Recreation Programmer and hourly staff. Additional Staff: Building Maintenance Worker, a Service Worker III and 2 Custodians. Contracts for specialty equipment = $69,870. Utilities, Building Maintenance, and water for 70,000 sq ft of space. Insurance for staff. Electrical includes security monitering. Purchase of two trucks including replacement cost. Landscaping for 9 acres. Refuse at $400 per month.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$7,245,200
Supplies/Contr	$0	$0	$0	$0	$0	$1,746,750
Utilities	$0	$0	$0	$0	$0	$850,000
Bldg. Maint.	$0	$0	$0	$0	$0	$904,475
Equip. Maint.	$0	$0	$0	$0	$0	$125,000
Insurance	$0	$0	$0	$0	$0	$42,700
Electrical	$0	$0	$0	$0	$0	$37,500
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$166,892
Landscape	$0	$0	$0	$0	$0	$250,740
Water	$0	$0	$0	$0	$0	$50,050
Refuse	$0	$0	$0	$0	$0	$24,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,443,307**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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 FY 2014 and constructed in FY 2015-16. During the upcoming Master Plan update, this project will be reviewed in consideration of other recreation facilities added during the recent years.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$6,000,000
Design	$0	$0	$0	$0	$0	$0	$5,390,000
Construction	$0	$0	$0	$0	$0	$0	$15,400,000
Finance Charges	$0	$0	$0	$0	$0	$0	$787,396
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$150,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$0	$154,000
Equipment	$0	$0	$0	$0	$0	$0	$98,823
Contingency	$0	$0	$0	$0	$0	$0	$4,181,001
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$32,283,220**

Operating Description:

'O and M includes staffing a Recreation Manager, 2 Senior Recreation Coordinators, a Secretary, 3 Recreation Programmers, a Service Worker II, a Service Worker III, a Building Maintenance Worker, 3 Custodians (all FTE positions include benefits) and 10 PT Recreation Programmers. Insurance for staff. Supplies/contracts, utilities (includes electricity), water, building maintenance (includes HVAC), custodial services and plumbing maintenance for 40,000 sq ft of space. Electrical includes fire alarm monitoring. Purchase, maintenance (including fuel) and Tech/Vehicle replacement of a 1/2 ton pickup, 2 cars, 8 PC's, 8 color printers. Landscape maintenance for approximately 22 acres. Refuse includes two 6 yd containers picked up 3 times a week.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$5,486,243
Supplies/Contr	$0	$0	$0	$0	$0	$351,680
Utilities	$0	$0	$0	$0	$0	$605,542
Bldg. Maint.	$0	$0	$0	$0	$0	$1,630,307
Insurance	$0	$0	$0	$0	$0	$67,483
Electrical	$0	$0	$0	$0	$0	$3,494
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$86,309
Landscape	$0	$0	$0	$0	$0	$45,648
Water	$0	$0	$0	$0	$0	$33,304
Refuse	$0	$0	$0	$0	$0	$11,879
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,321,889**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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 Glendale Elementary School District and Parks and Recreation Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$220,690
Construction	$0	$0	$0	$0	$0	$0	$630,544
Finance Charges	$0	$0	$0	$0	$0	$0	$24,392
Engineering Charges	$0	$0	$0	$0	$0	$0	$36,603
Arts	$0	$0	$0	$0	$0	$0	$6,305
Contingency	$0	$0	$0	$0	$0	$0	$63,054
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$981,588**

Operating Description: No O and M needed at this time.

Project: 70525 - Barnyard Additions **Funding Source:** General Obligation Bonds

Project Description: Completion of a multi-purpose building in Historic Sahuaro Ranch Park. This facility will be used for housing museum collections, special events, retreats, corporate meetings and parties. Construction of a pre-manufactured structure approximately 1,600 sq ft to accommodate the museum collections, special events, retreats and corporate meetings.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$153,292	$10,000	$0	$0	$0	$0	$0
Construction	$0	$250,000	$0	$0	$0	$0	$0
Finance Charges	$0	$7,791	$0	$0	$0	$0	$0
Engineering Charges	$0	$12,740	$0	$0	$0	$0	$0
Arts	$0	$2,500	$0	$0	$0	$0	$0
Equipment	$0	$17,652	$0	$0	$0	$0	$0
Contingency	$0	$25,000	$0	$0	$0	$0	$0
TOTAL	**$153,292**	**$325,683**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes staffing 2 PT (20 hour per week) Recreation Programmers. Supplies/contracts, utilities (electricity), building maintenance (includes HVAC), water, custodial service for a 1,600 sq ft building. Purchase and Tech replacement cost for 2 PC's, 2 color printers, a b&w printer, 3 telephones, $50,000 in AV equipment, wireless service and software. Landscape maintenance and landscape water for approximately 22,000 sq ft of landscape around the building.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$48,478	$49,932	$51,430	$52,973	$289,679
Supplies/Contr	$0	$3,049	$3,140	$3,235	$3,332	$18,219
Utilities	$0	$2,884	$2,971	$3,060	$3,151	$17,233
Bldg. Maint.	$0	$12,772	$13,155	$13,550	$13,956	$76,319
PC/Vehicle Replacement	$0	$59,056	$214	$220	$227	$1,242
Landscape	$0	$2,874	$2,960	$3,049	$3,140	$17,174
Water	$0	$235	$242	$249	$257	$1,404
TOTAL	**$0**	**$129,348**	**$72,614**	**$74,793**	**$77,036**	**$421,270**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70526 - Soccer Lights **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. This will also fund installation of additional athletic field and court lighting in the City to address user demand.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$700,000
Construction	$434,032	$0	$0	$0	$0	$0	$2,000,000
Finance Charges	$4,795	$0	$0	$0	$0	$0	$75,978
Engineering Charges	$11,668	$0	$0	$0	$0	$0	$55,000
Arts	$5,399	$0	$0	$0	$0	$0	$20,000
Contingency	$50,689	$0	$0	$0	$0	$0	$200,000
Miscellaneous/Other	$25,841	$0	$0	$0	$0	$0	$0
TOTAL	**$532,424**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,050,978**

Operating Description: O and M cost is based on six new multi-use fields. Building maintenance costs include electrical at $15,000 per field and lamp replacement at $2,666 per field. $3,000 for sinking fund for repair and renovation per IGA.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$110,785
Bldg. Maint.	$0	$0	$0	$0	$0	$652,378
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$763,163**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70527 - West Area Pool **Funding Source:** General Obligation Bonds

Project Description:

Construction of a new aquatic center to accommodate new area growth in the western section of the City. Design, engineering and construction of a zero depth swimming pool with children's play features and a six-lane, 25-yard competitive swimming pool, with amenities such as a dive well, waterslides, wave-in-a-box, an action river, approximately 20,000 sq ft of decking, a bath house and a parking lot.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$2,116,595
Construction	$0	$0	$0	$0	$0	$0	$7,149,660
Finance Charges	$0	$0	$0	$0	$0	$0	$241,305
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$24,840
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$71,497
Contingency	$0	$0	$0	$0	$0	$0	$1,281,675
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,978,072**

Operating Description:

O and M include a Programmer, a Service Worker III, a pool manager, 2 assistant pool managers, 3 cashiers, 36 lifeguards and hourly staff. Water, pool maintenance, pool chemicals, landscape maintenance, electricity, natural gas, maintenance, aquatic supplies, line supplies, equipment repair & fuel, vehicle replacement. Purchase of a new pool maintenance vehicle, 2 new PC's and computer applications consisten with other recreation centers including Microsoft applications & Rectrac, 2 new telephone lines, a new fax line and access to the city network. Approximately five people will have access to these IT resources.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$2,475,208
Supplies/Contr	$0	$0	$0	$0	$0	$969,673
Utilities	$0	$0	$0	$0	$0	$344,831
Bldg. Maint.	$0	$0	$0	$0	$0	$113,815
Equip. Maint.	$0	$0	$0	$0	$0	$72,800
Electrical	$0	$0	$0	$0	$0	$260,147
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$8,871
Landscape	$0	$0	$0	$0	$0	$153,259
Water	$0	$0	$0	$0	$0	$76,630
Refuse	$0	$0	$0	$0	$0	$23,087
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,498,321**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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. Equipment furnishings include estimated costs for furnishing a recreation facility and exercise room amenities, such as fitness equipment, tables, chairs and audio/visual equipment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$7,166,250
Construction	$0	$0	$0	$0	$0	$0	$20,475,000
Finance Charges	$0	$0	$0	$0	$0	$0	$808,075
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$260,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$0	$204,750
Equipment	$0	$0	$0	$0	$0	$0	$2,047,500
Contingency	$0	$0	$0	$0	$0	$0	$2,047,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$33,131,075**

Operating Description: 'O and M includes staffing a Recreation Manager, a Office Support Supervisor, 3 Senior Recreation Coordinators, 2 clerical staff, 3 Recreation Programmers, a Service Worker II, a Service Worker III, 2 Building Maintenance Workers (all FTE positions include benefits) and 10 PT Recreation Programmers. Insurance for staff. Supplies/contracts, utilities (electricity), building maintenance (including HVAC), custodial services, plumbing for 70,000 sq ft of space. Electrical includes a fire alarm system. Purchase, maintenance (including fuel) and Tech/Vehicle replacement of a 1/2 ton pickup, 2 cars, 8 PC's, 8 color printers and software. Landscape maintenance and water costs are located in project 2060-70532. Refuse includes two 6 yd containers picked up 3 times a week.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$5,469,068
Supplies/Contr	$0	$0	$0	$0	$0	$797,039
Utilities	$0	$0	$0	$0	$0	$753,956
Bldg. Maint.	$0	$0	$0	$0	$0	$3,382,032
Insurance	$0	$0	$0	$0	$0	$51,786
Electrical	$0	$0	$0	$0	$0	$3,693
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$134,799
Refuse	$0	$0	$0	$0	$0	$23,757
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,616,130**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$153,750
Construction	$0	$0	$0	$0	$0	$0	$1,230,000
Finance Charges	$0	$0	$0	$0	$0	$0	$42,344
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$12,300
Contingency	$0	$0	$0	$0	$0	$0	$254,715
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,736,109**

Operating Description: O and M includes staffing additional lifeguarding hours, pool chemical, utilities, landscape maintenance, pool maintenance, aquatic supplies, building maintenance, electrical and water.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$75,000
Supplies/Contr	$0	$0	$0	$0	$0	$110,000
Utilities	$0	$0	$0	$0	$0	$60,000
Bldg. Maint.	$0	$0	$0	$0	$0	$20,000
Insurance	$0	$0	$0	$0	$0	$5,088
Landscape	$0	$0	$0	$0	$0	$60,000
Water	$0	$0	$0	$0	$0	$20,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$350,088**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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 customer service point of contact for the Sahuaro Ranch Park historical area and information center for the rest of the park areas.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$158,182
Construction	$0	$0	$0	$0	$0	$0	$925,000
Finance Charges	$0	$0	$0	$0	$0	$0	$34,667
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$9,250
Equipment	$0	$0	$0	$0	$0	$0	$92,500
Contingency	$0	$0	$0	$0	$0	$0	$92,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,355,099**

Operating Description: O and M incoudes includes 1 Office Support Supervisor and 2 part-time, hourly staff. Supplies and contracts, utilities include the cost for electricity and water, building maintenance includes maintenance of the HVAC, custodial services and plumbing for 5,000 sq ft of space. Electrical also includes a $10,000 security alarm system and $10,000 for fire alarm system. PC/Vehicle replacement for 4 PC's, 4 color printers, a b&w printer, software. Six telephones, wireless service and AV. Landscape maintenance and water for 20,000 sq ft of landscape.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$573,789
Supplies/Contr	$0	$0	$0	$0	$0	$56,934
Utilities	$0	$0	$0	$0	$0	$53,857
Bldg. Maint.	$0	$0	$0	$0	$0	$241,577
Equip. Maint.	$0	$0	$0	$0	$0	$5,468
Insurance	$0	$0	$0	$0	$0	$7,511
Electrical	$0	$0	$0	$0	$0	$123,095
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$4,888
Landscape	$0	$0	$0	$0	$0	$16,618
Water	$0	$0	$0	$0	$0	$4,398
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,088,135**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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 for this phase will help meet the recommended guidelines proposed in the park site master plan. Based on funds available in FY 2010, the priorities for this project include turf and landscaping improvements urban lake, feeder stream, irrigation adjacent to lake and stream, ramadas and picnic areas, sport courts, playground areas and infrastructure for this phase.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$18,789	$100,000	$0	$0	$0	$0	$1,760,149
Construction	$0	$2,540,161	$0	$0	$0	$0	$10,101,496
Finance Charges	$0	$63,500	$0	$0	$0	$0	$216,979
Engineering Charges	$0	$20,937	$0	$0	$0	$0	$94,063
Arts	$0	$25,402	$0	$0	$0	$0	$101,015
Contingency	$0	$250,000	$0	$0	$0	$0	$1,010,150
TOTAL	**$18,789**	**$3,000,000**	**$0**	**$0**	**$0**	**$0**	**$13,283,852**

Operating Description: O and M includes supplies/contracts include funding for maintenance contract.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$110,000	$113,300	$116,699	$120,200	$123,806	$677,022
TOTAL	**$110,000**	**$113,300**	**$116,699**	**$120,200**	**$123,806**	**$677,022**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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. An approximately 5,000 sq ft building for park maintenance setup, repairs and storage of equipment & tools is needed in the north end of the City. Outdoor, fenced and landscaped space and uncovered parking for maintenance vehicles would also be included in the project.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$515,481
Design	$0	$0	$0	$0	$0	$0	$477,750
Construction	$0	$0	$0	$0	$0	$0	$1,365,000
Finance Charges	$0	$0	$0	$0	$0	$0	$55,001
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$75,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$50,676
Arts	$0	$0	$0	$0	$0	$0	$13,650
Equipment	$0	$0	$0	$0	$0	$0	$202,640
Contingency	$0	$0	$0	$0	$0	$0	$413,280
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,168,478**

Operating Description: O and M includes supplies/contracts, landscape maintenance and landscape water for 130,680 sq ft of landscape. Utilities (electricity), water, building maintenance (includes HVAC) and plumbing for 5,000 sq ft building. Electrical includes $10,000 for fire alarm and $10,000 for security alarm. Refuse includes one 6-yard containers picked up 3 times a week.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$11,097
Utilities	$0	$0	$0	$0	$0	$53,854
Bldg. Maint.	$0	$0	$0	$0	$0	$186,181
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
Electrical	$0	$0	$0	$0	$0	$123,095
Landscape	$0	$0	$0	$0	$0	$108,576
Water	$0	$0	$0	$0	$0	$4,401
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$502,204**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (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. Construct 5,000 sq ft maintenance storage building and yard to station staff and supplies closer to western Glendale. Costs are based on $273 per sq ft, which includes an 8% inflation rate.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$477,750
Construction	$0	$0	$0	$0	$0	$0	$1,365,000
Finance Charges	$0	$0	$0	$0	$0	$0	$55,001
Engineering Charges	$0	$0	$0	$0	$0	$0	$50,676
Arts	$0	$0	$0	$0	$0	$0	$13,650
Equipment	$0	$0	$0	$0	$0	$0	$136,500
Contingency	$0	$0	$0	$0	$0	$0	$136,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,235,077**

Operating Description: O and M includes supplies/contracts, landscape maintenance and landscape water for 130,680 sq ft of landscape. Utilities (electricity), water, building maintenance (includes HVAC) and plumbing for 5,000 sq ft building. Electrical includes $10,000 for fire alarm and $10,000 for security alarm. Refuse includes one 6-yard containers picked up 3 times a week.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$11,097
Utilities	$0	$0	$0	$0	$0	$53,854
Bldg. Maint.	$0	$0	$0	$0	$0	$186,181
Electrical	$0	$0	$0	$0	$0	$123,095
Landscape	$0	$0	$0	$0	$0	$108,576
Water	$0	$0	$0	$0	$0	$4,401
Refuse	$0	$0	$0	$0	$0	$11,879
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$499,083**

Project: 70535 - Paseo Raquet Center Park **Funding Source:** General Obligation Bonds

Project Description: Spectator seating, landscape, lighting and facility improvements to Paseo Racquet Center ball field and racquet center complex in FY 2014. The project includes 12,500 sq ft of spectator seating at the Paseo ball fields, partial removal of landscape, addition of hardscape and improvements to the lighting system and the restroom/concessions building. This project also encompasses necessary maintenance repairs to the racquet center complex that include court resurfacing, lighting, fencing and building restoration and improvements per the approved agreement with lessee.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$760,870
Construction	$0	$0	$0	$0	$0	$0	$2,173,913
Finance Charges	$0	$0	$0	$0	$0	$0	$88,198
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$21,739
Contingency	$0	$0	$0	$0	$0	$0	$516,416
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,616,136**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: 70540 - Grounds & Facilities Imprvmnts **Funding Source:** General Obligation Bonds

Project Description: Grounds and facility improvements at Glen Lakes and Desert Mirage, Glendale's two municipal golf courses.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$11,748	$0	$0	$0	$0	$0	$0
TOTAL	**$11,748**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: T1710 - Adult Center Expansion **Funding Source:** General Obligation Bonds

Project Description: Improvements to the unfinished interior space on the second level of the Adult Center. Expansion will help meet the needs for additional programming to accommodate growing use of the facility. Development of approximately 17,000 sq ft on the upper level of the Adult Center. Construction includes classrooms, game room with indoor shuffleboard courts, aerobic/dance multi-purpose room, restrooms, offices, audio/visual system, furnishings, equipment and storage areas.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$2,493,050
Construction	$0	$0	$0	$0	$0	$0	$7,123,000
Finance Charges	$0	$0	$0	$0	$0	$0	$305,042
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$107,853
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$71,230
Equipment	$0	$0	$0	$0	$0	$0	$700,034
Contingency	$0	$0	$0	$0	$0	$0	$1,614,035
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,506,744**

Operating Description: O and M includes staffing a Senior Recreation Coordinator, a Recreation Programmer, a FTE Office Support Supervisor, a Custodian, 2 PT (19 hour per week) Recreation Programmers (all positions include benefits). Insurance for staff. Supplies/contracts, utilities (including electrical), water, building maintenace (includes HVAC), custodial services for 17,000 sq ft of space. Electrical for monthly security monitering. Purchase and Tech. replacement of five PC's and three color printers.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$1,382,740
Supplies/Contr	$0	$0	$0	$0	$0	$127,500
Utilities	$0	$0	$0	$0	$0	$182,750
Bldg. Maint.	$0	$0	$0	$0	$0	$314,500
Equip. Maint.	$0	$0	$0	$0	$0	$30,013
Insurance	$0	$0	$0	$0	$0	$18,308
Electrical	$0	$0	$0	$0	$0	$5,702
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$19,210
Water	$0	$0	$0	$0	$0	$12,155
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,092,878**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Parks Construction (2060) — Category: 20%

Project: T1711 - *Cactus Pool Restoration **Funding Source:** General Obligation Bonds

Project Description: Repair and preventative maintenance of the pool plaster, replacement of existing aging pool gutter system with stainless steel gutter system. Note: Pools are renovated every nine years. Cactus Pool was scheduled in 2009.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$167,294
Construction	$0	$0	$0	$0	$0	$0	$310,690
Engineering Charges	$0	$0	$0	$0	$0	$0	$23,421
Arts	$0	$0	$0	$0	$0	$0	$3,107
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$504,512**

Operating Description: No O and M needed at this time.

*** 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.

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 2009 and FY 2010. The renovation of the three existing library facilities is planned for the last five years of the capital program.

Project Name: Renovation Library Facilities
Funding Source: G.O. Bond
Fund #: 2160
Project #: T2810
Picture Note: Main Library above; Foothills Library right & below

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Library Construction (2160) — Category: 6%

		FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance		$0	$1,379	$963	$996	$1,034	$1,078
Total Beginning Balance:		0	1,379	963	996	1,034	1,078
Revenue							
Bond Proceeds		6,789,000	5,588,000	0	0	0	13,315,000
Investment Income		1,000	48	39	45	52	270
Total Revenue:		6,790,000	5,588,048	39	45	52	13,315,270
Operating Expenses							
Advisor Fees		0	7	6	7	8	40
Total Operating Expenses:		0	7	6	7	8	40
Project Expenses	**Carryover**	**New Funding**					
74000 West Branch Library	0	6,788,621	5,588,457	0	0	0	0
T2810 Renovation Library Facilities	0	0	0	0	0	0	13,315,819
Total Project Expenses:	0	6,788,621	5,588,457	0	0	0	13,315,819
Total FY 08-09 Funding:		6,788,621					
Estimated Ending Balance:		**$1,379**	**$963**	**$996**	**$1,034**	**$1,078**	**$489**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Library Construction (2160) — Category: 6%

Project: 74000 - West Branch Library **Funding Source:** General Obligation Bonds

Project Description: This request is for funding to construct and furnish a branch library to serve the western portion of the City. This includes the design and construction of a 33,500 sq ft facility on approximately seven acres of land at the Western Area Regional Facility site at 83rd Avenue and Bethany Home Road. This project will be funded by a combination of Library bonds and Development Impact Fees.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$1	$0	$0	$0	$0	$0
Construction	$0	$4,000,000	$5,072,859	$0	$0	$0	$0
Finance Charges	$0	$168,920	$183,150	$0	$0	$0	$0
IT/Phone/Security	$0	$440,000	$0	$0	$0	$0	$0
Engineering Charges	$0	$40,781	$51,719	$0	$0	$0	$0
Arts	$0	$40,000	$50,729	$0	$0	$0	$0
Equipment	$0	$1,000,000	$0	$0	$0	$0	$0
Contingency	$0	$1,098,919	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$230,000	$0	$0	$0	$0
TOTAL	**$0**	**$6,788,621**	**$5,588,457**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes staffing 2 Librarian III's, 7 Librarian I's, a Library Operations Supervisor, 4 Library Assistant III's, a Library Assistant II, a Library Assistant I, 7 part-time (3.5 FTEs) Circulation Clerks, an Office Assistant, a part-time (0.5 FTE) Courier, a PC Support Specialist II, a Security Guard and a Building Maintenance Worker. The West Branch Library Manager will be funded as a result of a reclassification of a current vacancy. Purchase of a Building Maintenance truck will be provided for the Building Maintenance Worker that must be added to support the additional building. The O and M also includes books, periodicals, electronic resources, supplies/contracts (including contracted custodial services), a library vehicle, professional development, equipment maintenance, building maintenance, utilities and insurance.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$1,457,978	$1,501,717	$1,546,769	$8,458,367
Supplies/Contr	$0	$0	$626,118	$644,900	$664,245	$3,632,364
Utilities	$0	$0	$17,250	$17,768	$18,301	$100,077
Bldg. Maint.	$0	$0	$78,725	$81,087	$83,520	$456,722
Equip. Maint.	$0	$0	$78,240	$80,587	$83,005	$453,905
Insurance	$0	$0	$17,043	$17,554	$18,081	$98,874
Electrical	$0	$0	$83,750	$86,263	$88,851	$485,874
PC/Vehicle Replacement	$0	$0	$126,225	$130,012	$133,912	$732,285
Landscape	$0	$0	$6,860	$7,067	$7,279	$39,805
Water	$0	$0	$6,298	$6,487	$6,682	$36,540
Refuse	$0	$0	$1,513	$1,558	$1,605	$8,777
TOTAL	**$0**	**$0**	**$2,500,000**	**$2,575,000**	**$2,652,250**	**$14,503,590**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Library Construction (2160) — Category: 6%

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, expanding space for meeting rooms, youth and technical services at Main Library, renovating interiors at Foothills, adding meeting room space to Velma Teague, installing print solution for patrons to include smart card technology and equipment. Also replacing current fluorescent lighting at Main Library which contains parts no longer replaceable due to being phased out by federal energy policy legislation and considered hazardous.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$0	$0	$0	$0	$7,122,276
Finance Charges	$0	$0	$0	$0	$0	$0	$324,776
Engineering Charges	$0	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$0	$71,223
Equipment	$0	$0	$0	$0	$0	$0	$5,677,544
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,315,819**

Operating Description: No O and M needed at this time.

*** New Project**

PUBLIC SAFETY

Public safety projects are funded by a combination of public safety general obligation bonds and development impact fees. This section highlights the G.O. projects funded in Fund 2040 for both the Fire and Police Departments.

Carryover funding is included for the relocation of Fire Station 151 and to complete purchases related to a hazmat vehicle and equipment. Funding for upgrades to the Police digital comm. system, equipment and radios, along with upgrades for Fire comm. equipment and engine pumpers, ladders and ladder tenders is included in various projects. In addition, over $42 million is allocated for a City Court Building that will start construction in FY 2009.

Project Name: Training Facility Phase II
Funding Source: G.O. Bond
Fund #: 2040
Project #: T5370
Picture Note: Phase I of the Public Safety Training Facility (pictured) opened FY 2007.

Project Name: Engine & Ladder Replacement
Funding Source: G.O. Bond
Fund #: 2040
Project #: 75034

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Public Safety Construction (2040) — Category: 20%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$14,735,387	$4,775,445	$3,465,090	$4,026,688	$3,668,209	$1,120,567
Total Beginning Balance:			14,735,387	4,775,445	3,465,090	4,026,688	3,668,209	1,120,567
Revenue								
Bond Proceeds			46,606,000	0	3,626,000	0	0	140,382,000
Investment Income			0	167,141	138,604	181,201	183,410	280,142
Total Revenue:			46,606,000	167,141	3,764,604	181,201	183,410	140,662,142
Operating Expenses								
Advisor Fees			0	25,071	20,791	27,180	27,512	42,021
Total Operating Expenses:			0	25,071	20,791	27,180	27,512	42,021
Project Expenses	**Carryover**	**New Funding**						
75000 Fire Station Relocation	4,455,531	0	0	0	0	0	0	0
75002 Hazardous Materials Vehicle	35,168	0	0	0	0	0	0	0
75012 Police Digital Comm. System	1,567,092	512,500	512,500	1,435,000	512,500	512,500	4,407,500	
75018 Fingerprint Identification Sys	0	0	0	0	0	0	615,000	
75019 EOC/Training Facility Phase I	20,000	0	0	0	0	0	0	
75020 City Court Building	2,011,639	41,954,832	0	0	0	0	0	
75024 800MHz Comm Equip	0	0	939,925	0	0	0	1,778,478	
75033 *Police Handheld Radio Upgrade	0	1,870,025	0	0	0	0	0	
75034 *Engine & Ladder Replacement	0	2,191,040	0	1,747,215	0	2,191,040	1,747,215	
75035 Fire Ladder Truck & Tender	0	1,948,115	0	0	0	0	0	
T2520 Infor & Imaging Systems	0	0	0	0	0	0	512,500	
T2690 Fire Admin Relocation	0	0	0	0	0	0	15,282,528	
T5320 EOC Equipment Replacement	0	0	0	0	0	0	3,130,798	
T5330 Refurbish Gatwy & Fthls Statn	0	0	0	0	0	0	2,346,354	
T5350 Fire Station - 99th & Maryland	0	0	0	0	0	0	14,618,412	
T5370 Training Facility Phase II	0	0	0	0	0	0	39,422,329	
T5380 Purchase HazMat Vehicle	0	0	0	0	0	0	881,167	
T5390 Replace Utility Truck	0	0	0	0	0	0	664,528	
T5400 Replace 1 Brush Truck	0	0	0	0	0	0	471,090	

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Public Safety Construction (2040) — Category: 20%

		FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
T5430 Specialty Delivery Truck	0	0	0	0	0	0	216,952
T5440 3000 Gallon Fuel Truck	0	0	0	0	0	0	114,452
T5450 30 Heart Monitors	0	0	0	0	0	0	799,500
T5460 Rebuild Fire Station 153	0	0	0	0	0	0	11,027,121
T5510 Security Fencing	0	0	0	0	0	0	1,691,148
T5520 Vehicle Technology - Video/MDC	0	0	0	0	0	0	2,707,500
T5530 911 Phone Upgrades/Expansion	0	0	0	0	0	0	1,826,718
T5531 *CAD/RMS/MDC Upgrade	0	0	0	0	0	0	7,801,275
T5532 *HQ Renovation	0	0	0	0	0	0	11,457,774
T5533 *Com Van Equipment Replaceme	0	0	0	0	0	0	2,050,000
T5534 *Tactical Vehicles/Events Van	0	0	0	0	0	0	1,125,000
T5535 *Warehouse Facility Fire RMS	0	0	0	0	0	0	13,686,835
Total Project Expenses:	8,089,430	48,476,512	1,452,425	3,182,215	512,500	2,703,540	140,382,174
Total FY 08-09 Funding:		56,565,942					
Estimated Ending Balance:		**$4,775,445**	**$3,465,090**	**$4,026,688**	**$3,668,209**	**$1,120,567**	**$1,358,514**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: 75000 - Fire Station Relocation **Funding Source:** General Obligation Bonds

Project Description: Design, construction and furniture, fixtures and equipment to move existing Fire Station 151 out of the residential neighborhood at 55th Avenue and Orangewood. The vacated building will be used for fire department equipment, repair and storage.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$635,752	$0	$0	$0	$0	$0	$0
Construction	$2,747,281	$0	$0	$0	$0	$0	$0
Finance Charges	$53,729	$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	$386,983	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$66,828	$0	$0	$0	$0	$0	$0
TOTAL	**$4,455,531**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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 Fire's fleet. These vehicles are used on a daily basis and due to growth in the city, this has placed a greater hazmat demand on the department.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$18,637	$0	$0	$0	$0	$0	$0
Equipment	$16,531	$0	$0	$0	$0	$0	$0
TOTAL	**$35,168**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: 75012 - Police Digital Comm. System — **Funding Source:** General Obligation Bonds

Project Description:

This project is designed to fund upgrades to the Digital Communications (radio) System used by the Police, Transportation, Sanitation, Airport, Public Works and Utilities Departments. The upgrade ensures the digital radio system used by Glendale Police and other city departments is operating at peak performance for mission-critical use. This project upgrades the Glendale system to an identical platform the City of Phoenix is currently upgrading to as well. If Glendale remains on it's own system, the two systems remain compatible ensuring continued interoperability. If Glendale moves forward with a merger with the Phoenix system, Glendale's system hardware will be at the same level ensuring the equipment can continue to be used in the regional system to increase and/or enhance capacity.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$42,136	$12,500	$12,500	$35,000	$12,500	$12,500	$107,500
Equipment	$1,524,956	$500,000	$500,000	$1,400,000	$500,000	$500,000	$4,300,000
TOTAL	**$1,567,092**	**$512,500**	**$512,500**	**$1,435,000**	**$512,500**	**$512,500**	**$4,407,500**

Operating Description:

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 and was covered in the past by the initial warranty and system upgrade. This will not be covered starting in 2007.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
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: 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 the field in minutes. The price assumes that there would be 100 units issued to officers on various shifts and beats.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$15,000
Equipment	$0	$0	$0	$0	$0	$0	$500,000
Contingency	$0	$0	$0	$0	$0	$0	$50,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$615,000**

Operating Description:

O and M includes supplies/contracts for 100 units, Tech replacement and an annual maintenance agreement.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$300,000
Equip. Maint.	$0	$0	$0	$0	$0	$242,500
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$416,666
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$959,166**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: 75019 - EOC/Training Facility Phase I — **Funding Source:** General Obligation Bonds

Project Description: Construction of a 10,800 sq ft 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 and fire props.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$20,000	$0	$0	$0	$0	$0	$0
TOTAL	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 75020 - City Court Building — **Funding Source:** General Obligation Bonds

Project Description: A new court building is needed to meet service demands for at least the next 20 years as the court's caseload continues its steady growth, requiring additional facilities and staff. The new Court Building will occupy approximately five acres of land and serve as a gateway landmark entering Glendale's east side. Located at the southwest corner of 47th and Glendale Avenues, the Court will replace the abandoned Larry Miller Toyota property. The size of the new Court building is expected to be 90,000 sq ft The building will contain up to 14 courtrooms, including four "blank" courtrooms to be built out when necessary for future expansion.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$1,944,706	$5,800,500	$0	$0	$0	$0	$0
Construction	$0	$22,500,000	$0	$0	$0	$0	$0
Finance Charges	$51,656	$836,638	$0	$0	$0	$0	$0
IT/Phone/Security	$0	$2,510,296	$0	$0	$0	$0	$0
Engineering Charges	$15,277	$122,000	$0	$0	$0	$0	$0
Arts	$0	$225,000	$0	$0	$0	$0	$0
Equipment	$0	$2,000,000	$0	$0	$0	$0	$0
Contingency	$0	$5,205,118	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$2,755,280	$0	$0	$0	$0	$0
TOTAL	**$2,011,639**	**$41,954,832**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: See O & M Detail Addendum

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$373,107	$2,200,670	$2,799,280	$2,883,259	$15,766,840
Supplies/Contr	$0	$41,404	$366,594	$318,998	$328,568	$1,796,743
Utilities	$0	$333,138	$411,742	$261,870	$269,726	$1,474,975
Bldg. Maint.	$0	$1,071,085	$614,932	$391,101	$402,834	$2,202,860
Equip. Maint.	$0	$857	$1,059	$674	$693	$3,793
Insurance	$0	$2,641	$18,384	$23,385	$24,087	$131,718
Electrical	$0	$2,284	$2,823	$1,796	$1,850	$10,114
PC/Vehicle Replacement	$0	$49,495	$151,676	$96,467	$99,361	$543,347
Landscape	$0	$9,178	$11,344	$7,215	$7,431	$40,638
Water	$0	$12,910	$15,956	$10,148	$10,453	$57,157
Refuse	$0	$3,901	$4,820	$3,066	$3,158	$17,272
TOTAL	**$0**	**$1,900,000**	**$3,800,000**	**$3,914,000**	**$4,031,420**	**$22,045,457**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: 75024 - 800MHz Comm Equip — **Funding Source:** General Obligation Bonds

Project Description: Purchase 800MHz radios for the Phoenix Regional Wireless Network in order to meet FCC requirements for public safety radio transmissions. The 800 MHz fire system is scheduled for full implementation valley wide in 2010. Currently GFD is required to use the 800 MHz system for all Stadium/Arena events.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$22,925	$0	$0	$0	$43,378
Equipment	$0	$0	$917,000	$0	$0	$0	$1,735,100
TOTAL	**$0**	**$0**	**$939,925**	**$0**	**$0**	**$0**	**$1,778,478**

Operating Description: Network fees will start July 1, 2008 and cost $49 per month per radio. Costs shown in 2010-2013 are for 190 radios. Cost shown in 2014-2018 is for 440 radios.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$9,310	$9,589	$9,877	$10,173	$55,632
TOTAL	**$0**	**$9,310**	**$9,589**	**$9,877**	**$10,173**	**$55,632**

Project: 75033 - *Police Handheld Radio Upgrade — **Funding Source:** General Obligation Bonds

Project Description: The purchase of Model II handheld radios will replace 410 Model I portable radios that were originally purchased with the new system in 2003.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$27,635	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$1,842,390	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,870,025**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: $35,000 is to replace batteries.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$35,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$35,000**	**$0**

Project: 75034 - *Engine & Ladder Replacement — **Funding Source:** General Obligation Bonds

Project Description: To maximize the safe use of emergency code 3 apparatus the Fire Departments replacement plan indicates that front line engines be replaced at seven years or 100,000 miles and be moved into a reserve status and ladder trucks after 15 years or 100,000 miles. The department will maintain a reserve fleet of one reserve truck for every two front line. This CIP request is for a continuous plan for replacement of the departments code 3 apparatus.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$53,440	$0	$42,615	$0	$53,440	$42,615
Equipment	$0	$2,137,600	$0	$1,704,600	$0	$2,137,600	$1,704,600
TOTAL	**$0**	**$2,191,040**	**$0**	**$1,747,215**	**$0**	**$2,191,040**	**$1,747,215**

Operating Description: No O and M impact is anticipated since these are replacement engines and ladders trucks.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) Category: 20%

Project: 75035 - Fire Ladder Truck & Tender **Funding Source:** General Obligation Bonds

Project Description: One fully equipped ladder truck, ladder tender vehicle and staffing of 18 firefighters. Furnishings to accommodate additional ladder company in existing station. Over 50% of structure fires occur in central Glendale which has numerous multi-residential structures and contains the City's industrial area. Based on current growth, call volume and demand for the ladder services this equipment and company will be located at FS151.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$47,515	$0	$0	$0	$0	$0
Equipment	$0	$1,900,600	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,948,115**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes 12 Firefighters, 3 Captains and 3 Engineers and one-time cost for recruit testing and academy training to be funded from the public safety sales tax fund 1720 in FY 2010. Equipment maintenance for ladder and tender based on average costs for current vehicles in the fleet. Radio fees $49 month x 10, annual CAD $4,338 per truck.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$1,768,013	$1,821,053	$1,875,685	$1,931,956	$10,564,725
Supplies/Contr	$0	$528,028	$543,869	$560,185	$576,990	$3,155,220
Equip. Maint.	$0	$372,110	$383,273	$394,771	$406,615	$2,223,536
TOTAL	**$0**	**$2,668,151**	**$2,748,195**	**$2,830,641**	**$2,915,561**	**$15,943,481**

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	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$12,500
Equipment	$0	$0	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$512,500**

Operating Description: O and M for 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:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$50,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: T2690 - Fire Admin Relocation **Funding Source:** General Obligation Bonds

Project Description: Purchase 2.5 acres of land in FY 2010. A land study by a consultant in 2008 would identify best locations to build a Fire Administration facility. Design and construction would begin in FY 2011 of a 33,000 sq ft office to house all of Fire Administration and the Fire Marshals office staff. If completed in year 2012, at move in the facility would have 11,000 sq ft available for 25 additional staff by 2025 as projected in 2025 in the Facility Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$3,294,225
Design	$0	$0	$0	$0	$0	$0	$1,983,366
Construction	$0	$0	$0	$0	$0	$0	$7,366,854
Finance Charges	$0	$0	$0	$0	$0	$0	$346,932
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$500,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$73,669
Equipment	$0	$0	$0	$0	$0	$0	$566,676
Contingency	$0	$0	$0	$0	$0	$0	$1,058,306
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$15,282,528**

Operating Description: O and M includes office supply contract, equipment maintenance for office equipment and phones. Custodial service and utlities including electrical for security access for four doors and a fire alarm system with monitoring for approximately 33,000 sq ft of space. PC replacement for 4 color printers, 10 laptops and 68 desktop computers.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$107,000
Utilities	$0	$0	$0	$0	$0	$331,650
Bldg. Maint.	$0	$0	$0	$0	$0	$585,750
Equip. Maint.	$0	$0	$0	$0	$0	$198,275
Electrical	$0	$0	$0	$0	$0	$680,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$131,715
Landscape	$0	$0	$0	$0	$0	$10,530
Water	$0	$0	$0	$0	$0	$21,450
Refuse	$0	$0	$0	$0	$0	$9,658
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,076,028**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

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 seven years due to improvements in technology and use. The average life of EOC furniture is approximately eight years based on use. The EOC will be seven years old in 2013.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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: There is no additional operating impact beyond that reported this year in the O and M budget submittal. This project will replace existing equipment and systems at the EOC. Ongoing O and M costs are included in the current O and M budget and are not anticipated to change with the replacement of existing equipment.

Project: T5330 - Refurbish Gatwy & Fthls Statn **Funding Source:** General Obligation Bonds

Project Description: Refurbish Gateway and Foothills Public Safety Facilities. Plan and design a renovation and addition to the Foothills Station, with an anticipated renovation area of 1,120 sq ft and a new addition of 910 sq ft It is anticipated that this station will need to accommodate up to 124 employees. Also plan and design the renovation of the Gateway Station which will include the expansion of the current parking area. It is anticipated that this facility will need to accommodate up to 135 employees.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$517,860
Construction	$0	$0	$0	$0	$0	$0	$1,479,600
Finance Charges	$0	$0	$0	$0	$0	$0	$57,228
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$73,980
Engineering Charges	$0	$0	$0	$0	$0	$0	$54,930
Arts	$0	$0	$0	$0	$0	$0	$14,796
Contingency	$0	$0	$0	$0	$0	$0	$147,960
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,346,354**

Operating Description: O and M includes major building maintenance, routine, building maintenance and utilities for 910 sq ft of new space. $1,000,000 in funding is needed for building upkeep and maintenance over a five year period that are over and above the planned rennovations and additions.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$7,962
Bldg. Maint.	$0	$0	$0	$0	$0	$10,692
Equip. Maint.	$0	$0	$0	$0	$0	$1,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,018,654**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (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, four-bay fire station, with firefighter quarters for 18 personnel, furniture/fixtures/equipment, office space and storage. Equipment includes one engine. This facility will respond into the surrounding residential and the Westgate area between Northern and Camelback, west of the 101. This fire station would house a fire pumper 24 X 7 initially with further expansion of ladders and medic units as growth demands.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$2,395,800
Design	$0	$0	$0	$0	$0	$0	$2,007,090
Construction	$0	$0	$0	$0	$0	$0	$6,690,300
Finance Charges	$0	$0	$0	$0	$0	$0	$364,996
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$140,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$66,903
Equipment	$0	$0	$0	$0	$0	$0	$1,601,040
Contingency	$0	$0	$0	$0	$0	$0	$1,259,783
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,618,412**

Operating Description:

O and M includes 12 Firefighters, 3 Captains, 3 Engineer and .5 FTE Building Maintenance Worker. Also includes promotions, training, medic pay, station supplies, station and equipment maintenance, grounds maintenance, insurance and 1-time cost to recruit, test, hire and to send 18 firefighters to the training academy and six to medic school. Utilities, building maintenance & supplies and custodial for 15,000 sq ft of space. Technology replacement for five computers and two printers.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$1,968,013
Supplies/Contr	$0	$0	$0	$0	$0	$528,028
Utilities	$0	$0	$0	$0	$0	$115,500
Bldg. Maint.	$0	$0	$0	$0	$0	$165,000
Equip. Maint.	$0	$0	$0	$0	$0	$15,000
Insurance	$0	$0	$0	$0	$0	$10,995
Electrical	$0	$0	$0	$0	$0	$23,800
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$27,000
Landscape	$0	$0	$0	$0	$0	$6,100
Water	$0	$0	$0	$0	$0	$2,860
Refuse	$0	$0	$0	$0	$0	$1,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,863,296**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (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 shared site improvements such as landscaping, street lighting, earthwork, utility modifications, retaining walls and parking lots. Shared buildings for police and fire for classrooms, admin., break room, lockers, showers, maintenance & tire shop, driver's training track building and simulator. Shoot house, rubberized running track and obstacle course for Police. Fire building props (strip mall, gas station, single family house, big box store, apt. bldg, semi-truck, and burn room props). Cost based on estimate provided by LEA Architects, LLC revision date 02/05/08.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$2,937,655
Construction	$0	$0	$0	$0	$0	$0	$29,376,550
Finance Charges	$0	$0	$0	$0	$0	$0	$961,520
Engineering Charges	$0	$0	$0	$0	$0	$0	$124,410
Arts	$0	$0	$0	$0	$0	$0	$293,766
Equipment	$0	$0	$0	$0	$0	$0	$587,531
Contingency	$0	$0	$0	$0	$0	$0	$4,406,483
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$734,414
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$39,422,329**

Operating Description:

O and M includes salaries and benefits for a Battalion Chief, 2 Captains, a Secretary, a Records Technician and a Custodian. No additional staffing is needed for Police. Equipment maintenance for 1st five years includes PD training equipment, PD vehicle, computers & workstations. PD training equipment & supplies, PD tuition/lab fees and FD items $14,000. Supplies/contracts also includes a 3-year maintenance contract at $72,000 for driving simulator. Utilities includes an estimate received from Architect. Building maintenance and water for 99,515 sq ft of space. Landscape maintenance and water for 10 acres of landscape. Refuse for two six-yard containers on site with pick up three days per week.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$1,144,610
Supplies/Contr	$0	$0	$0	$0	$0	$123,975
Utilities	$0	$0	$0	$0	$0	$399,128
Bldg. Maint.	$0	$0	$0	$0	$0	$174,150
Equip. Maint.	$0	$0	$0	$0	$0	$2,222,805
Insurance	$0	$0	$0	$0	$0	$186,538
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$33,100
Landscape	$0	$0	$0	$0	$0	$307,020
Water	$0	$0	$0	$0	$0	$71,155
Refuse	$0	$0	$0	$0	$0	$19,316
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,681,797**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (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 current vehicle is out of service for maintenance or deployed in kind to another city. This second support truck will ensure continued service to the citizens of Glendale.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$21,492
Equipment	$0	$0	$0	$0	$0	$0	$859,675
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$881,167**

Operating Description: O and M includes shop and fuel $17,000 annually based on average cost of current truck, radio fees $49 per month x 2, CAD charges $4,338 annually and 10 year vehicle replacement based on current cost plus $10,000 per year for inflation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$143,080
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$429,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$572,920**

Project: T5390 - Replace Utility Truck **Funding Source:** General Obligation Bonds

Project Description: Replace six year old utility truck. This is a specialized vehicle used in the fire service primarily as an exterior lighting tower, mobile fresh breathing air station, mobile rehabilitation/re-hydration unit and to provide electricity for fans and lights inside buildings. This vehicle is used for the delivery of electric power, both for exterior lighting needs and interior electrical needs, during fire and emergency calls. It is also used to refill firefighter's self-contained breathing apparatus on all calls requiring self-contained air use and also provides for firefighter rehabilitation and re-hydration on all events that require administration of water and fluids to sustain firefighters.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$16,208
Equipment	$0	$0	$0	$0	$0	$0	$648,320
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$664,528**

Operating Description: O and M includes annual shop and fuel of $19,658 based on average cost for current truck. Radio fees for two at $49 per radio, annual CAD cost of $4,436. 10-year vehicle replacement based on current cost plus $10,000 per year for inflation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$126,350
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$374,160
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$500,510**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: T5400 - Replace 1 Brush Truck — **Funding Source:** General Obligation Bonds

Project Description: Replacement of "brush truck" vehicle. This type of vehicle provides fire suppression off-road when dealing with brush fires requiring a specialized four-wheel drive or a "brush truck" unit.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$11,490
Equipment	$0	$0	$0	$0	$0	$0	$459,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$471,090**

Operating Description: O and M includes annual shop and fuel charges of $7,000 based on average cost for current truck. Radio fees $49 per month x 4, annual CAD cost $4,338. 10-year vehicle replacement based on current cost plus $10,000 per year for inflation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$68,450
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$279,800
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$348,250**

Project: T5430 - Specialty Delivery Truck — **Funding Source:** General Obligation Bonds

Project Description: Purchase of a specialty delivery truck to replace a smaller vehicle that does not meet the departments needs. This vehicle carries emergency medical supplies and various firefighting supplies. This vehicle is used as a mobile storage for supplies that are delivered to the fire stations on a daily and/or weekly basis and for large-scale medical or fire emergencies.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$5,292
Equipment	$0	$0	$0	$0	$0	$0	$211,660
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$216,952**

Operating Description: O and M includes annual shop and fuel of $7,000 estimated based on average costs for similar vehicles. Radio fees $49 per month x 1. 10-year vehicle replacement current cost plus $10,000 per year for inflation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$37,940
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$155,830
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$193,770**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (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 long campaign fire scenes that require pumping all day & all night, such as the Sanderson Ford Fire; Bio Lab Fire; Ice Plant Fire, etc. Other uses include: filling station generator fuel tanks-- rolling electrical black outs of APS and SRP modifications and or repair of transformers underground utilities--and deployment of USAR team can be anywhere in the state, the team typically will deploy in a disaster area that has no power.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$2,792
Equipment	$0	$0	$0	$0	$0	$0	$111,660
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$114,452**

Operating Description: O and M includes shop and fuel of $7,000 based on cost for similar size vehicle. Radio fees $49 per month x 1. 10-year vehicle replacement current cost plus $10,000 per year for inflation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$37,940
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$105,832
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$143,772**

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	2009	2010	2011	2012	2013	2014-2018
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 and M includes the ongoing maintenance cost and batteries for five years.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: T5460 - Rebuild Fire Station 153 **Funding Source:** General Obligation Bonds

Project Description: FS153 (built in 1973) is 33 years old and houses one engine company of five firefighters per shift. This project includes demolition and rebuilding fire station 153 from a 8,000 sq ft, two-bay station to a 15,000 sq ft, four-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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$2,007,090
Construction	$0	$0	$0	$0	$0	$0	$6,690,300
Finance Charges	$0	$0	$0	$0	$0	$0	$268,954
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$140,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$66,903
Equipment	$0	$0	$0	$0	$0	$0	$500,000
Contingency	$0	$0	$0	$0	$0	$0	$1,043,374
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$218,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,027,121**

Operating Description: O and M includes utilities and building maintenance including custodial services for 15,000 sq ft of space. No new FTE's have been assumed. Electrical is calculated for IT network hardware costs provided by IT. Landscape includes cost for ROW maintenance at .17/sq ft.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$115,500
Bldg. Maint.	$0	$0	$0	$0	$0	$135,000
Electrical	$0	$0	$0	$0	$0	$120,000
Landscape	$0	$0	$0	$0	$0	$22,875
Water	$0	$0	$0	$0	$0	$10,725
Refuse	$0	$0	$0	$0	$0	$800
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$404,900**

Project: T5510 - Security Fencing **Funding Source:** General Obligation Bonds

Project Description: Security fencing at five stations FS151, FS152, FS154, FS156 and FS157, including gate loops and 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	2009	2010	2011	2012	2013	2014-2018
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 and M includes annual equipment service and maintenance of $4,000 x 5 years for motor and chain drive.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$20,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: T5520 - Vehicle Technology - Video/MDC **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; issues ruggedized laptop computers to all officers. This project would also fund computers in approximately 40 additional public safety vehicles (25 police and 15 fire) that currently do not have them.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$67,500
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**	**$2,707,500**

Operating Description: Equipment maintenance is for replacement cost for hardware and software licensing fees. Staffing is a Systems Analyst for data retention and retrieval for five years.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$438,750
Equip. Maint.	$0	$0	$0	$0	$0	$1,455,392
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,894,142**

Project: T5530 - 911 Phone Upgrades/Expansion **Funding Source:** General Obligation Bonds

Project Description: 911 phone system upgrade and communications center expansion. If the 911 surcharge is eliminated by the legislature, we will be responsible for replacing the 911 phone system prior to the current technology becoming obsolete. This funding would also add four call-taking stations positions to our back-up center in the main public safety building.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$40,593
Equipment	$0	$0	$0	$0	$0	$0	$1,623,750
Contingency	$0	$0	$0	$0	$0	$0	$162,375
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,826,718**

Operating Description: Maintenance on hardware and software for the call-taking stations $45,000 x 5 years = $225,000. And $125,000 for equipment maintenance on user optional equipment not covered by the State of Arizona emergency number reimbursement program.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$350,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$350,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: T5531 - *CAD/RMS/MDC Upgrade **Funding Source:** General Obligation Bonds

Project Description: Items included in this replacement package would include modules for booking, records management, dispatch, homeland security, court/prosecutors and wireless ticketing. This package would also include automatic vehicle location (AVL), a system that is currently used by the fire department which results in a much quicker response to calls and includes mapping so that officers can be directed to the call location.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$100,000
Finance Charges	$0	$0	$0	$0	$0	$0	$190,275
Engineering Charges	$0	$0	$0	$0	$0	$0	$11,000
Equipment	$0	$0	$0	$0	$0	$0	$7,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,801,275**

Operating Description: O and M related to software upgrades.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$240,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$240,000**

Project: T5532 - *HQ Renovation **Funding Source:** General Obligation Bonds

Project Description: This project includes the cost of planning, designing and implementing the renovations and additions to the current Main Public Safety Building to create a Police Headquarters.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$2,569,560
Construction	$0	$0	$0	$0	$0	$0	$7,341,601
Finance Charges	$0	$0	$0	$0	$0	$0	$279,457
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$367,080
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$73,416
Contingency	$0	$0	$0	$0	$0	$0	$734,160
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,457,774**

Operating Description: O and M includes major building maintenance, routine, building maintenance and utilities for 4,820 sq ft of new space.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$42,175
Bldg. Maint.	$0	$0	$0	$0	$0	$56,635
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$98,810**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: T5533 - *Com Van Equipment Replacement **Funding Source:** General Obligation Bonds

Project Description: Replacement funds for interoperability command van purchased in FY 2004-05. This would fund technology replacement only, not the truck or trailer. This van is utilized as a mobile emergency operation center, back-up communications center and as a forward mobile command center.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$50,000
Equipment	$0	$0	$0	$0	$0	$0	$2,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,050,000**

Operating Description: O and M related to technolgy subcriptions.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$500,000**

Project: T5534 - *Tactical Vehicles/Events Van **Funding Source:** General Obligation Bonds

Project Description: Purchase two rescue/response vehicles and one events van. Several grants have been received from the Dept of Emergency Mgmt (and other government agencies) for equipment to be used in cases of extreme emergency and civil disobedience, however, currently there are no vehicles appropriate for transporting the equipment and people into the scene. The van will carry equipment such as riot shields, less lethal munitions and equipment for communications.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$25,000
Equipment	$0	$0	$0	$0	$0	$0	$1,000,000
Contingency	$0	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,125,000**

Operating Description: O and M includes the cost of adding the two response vehicles to the Vehicle Replacement Fund rate for the two response vehicles based on a 16-year cycle at $25,000 per year. The replacement rate for the van will be based on a 16 year cycle at $12,500 per year. Vehicle maintenance is anticipated at $7,000 per year, per vehicle.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$105,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$312,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$417,500**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Public Safety Construction (2040) — Category: 20%

Project: T5535 - *Warehouse Facility Fire RMS **Funding Source:** General Obligation Bonds

Project Description:

The fire department has grown in size over the years to nine stations and a training center. Fire Support Services handles all logistical needs for the Fire Department and is in need of a totally secured building that can provide adequate covered space to park two to four spare, fully outfitted reserve fire trucks. This project is to purchase two acres of land and construct a 20,000 sq ft metal warehouse to store fire equipment and station EMS supplies. The current 12,000 sq ft facility has been in use since 1992 and the Fire Department has been forced to utilize several remote locations to store various amounts of equipment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$2,300,000
Design	$0	$0	$0	$0	$0	$0	$3,340,000
Construction	$0	$0	$0	$0	$0	$0	$5,260,000
Finance Charges	$0	$0	$0	$0	$0	$0	$333,825
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$140,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$52,600
Equipment	$0	$0	$0	$0	$0	$0	$954,000
Contingency	$0	$0	$0	$0	$0	$0	$1,213,910
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,686,835**

Operating Description:

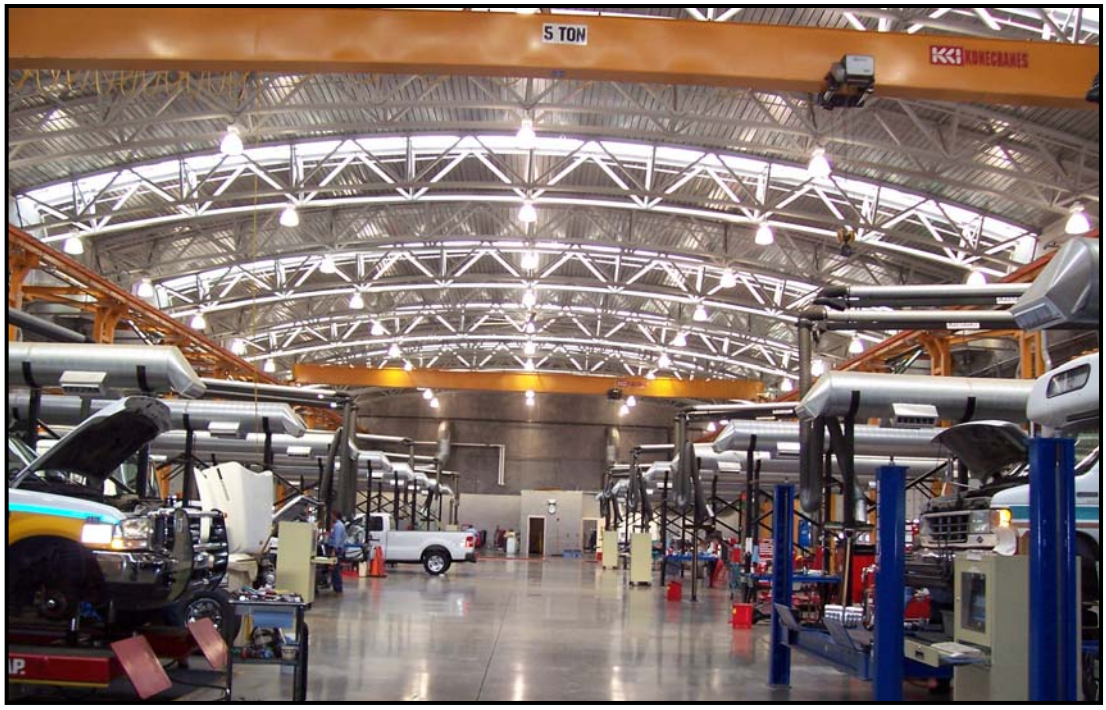
O and M includes utilities, building maintenance and water for 20,000 sq ft of space. Landscaping of 29,000 sq ft. Refuse based on one six yard containers with pick up three times per week. Technology replacement for six PC's and a printer. Electrical includes maintenance for security alarm, fire alarm and phones.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$160,000
Bldg. Maint.	$0	$0	$0	$0	$0	$225,000
Electrical	$0	$0	$0	$0	$0	$60,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$11,605
Landscape	$0	$0	$0	$0	$0	$19,575
Water	$0	$0	$0	$0	$0	$14,300
Refuse	$0	$0	$0	$0	$0	$9,660
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$500,140**

*** New Project**

GOVERNMENT FACILITY

FY 2009 will see the continuation of the repair, maintenance and rehabilitation of roofing, flooring, heating and air-conditioning systems and wall coverings in existing buildings. Funds also will be used to modify existing restrooms to ensure they are compliant with the Americans with Disabilities Act.



Project Name: Operations Center Expansion
Funding Source: G.O. Bond
Fund #: 2080
Project #: 77500
Picture Note: Phase I (pictured) of the Field Operations Center opened in August of 2004.

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Gov't Facilities Construction (2080) — Category: 6%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			($2,096,603)	$6,045	$6,376	$881,012	$40,456	$42,176
Total Beginning Balance:			(2,096,603)	6,045	6,376	881,012	40,456	42,176
Revenue								
Bond Proceeds			4,230,000	1,495,000	1,497,000	0	0	74,389,000
Investment Income			0	212	255	39,646	2,023	10,544
Total Revenue:			4,230,000	1,495,212	1,497,255	39,646	2,023	74,399,544
Operating Expenses								
Advisor Fees			0	32	38	5,947	303	1,582
Total Operating Expenses:			0	32	38	5,947	303	1,582
Project Expenses	**Carryover**	**New Funding**						
77500 Operations Center Expansion	0	0	0	0	0	0	0	52,466,345
77501 City Office Building	0	0	0	0	0	0	0	14,265,300
77503 Exterior Closure (Roofing)	27,752	235,170	264,992	123,176	0	0		305,281
77504 City Hall - HVAC System	307,185	0	0	0	0	0	0	4,939,493
77505 Environmental (ADA Compliance	361,926	179,103	0	0	0	0	0	0
77507 Interior Finishes (Flooring)	192,206	251,327	209,244	196,589	213,163	0		1,013,860
77508 Interior Finishes (Paint)	33,966	121,505	105,703	0	342,999	0		578,251
77509 Mechanical Upgrades	17,598	0	680,309	190,253	0	0	0	0
77510 Electrical/Lighting Upgrades	2,764	118,555	118,713	112,563	112,563	0		562,815
77512 Exterior Closure (Paint)	61,198	217,097	115,888	0	205,530	0		258,300
Total Project Expenses:	1,004,595	1,122,757	1,494,849	622,581	874,255	0		74,389,645
Total FY 08-09 Funding:		2,127,352						
Estimated Ending Balance:			**$6,045**	**$6,376**	**$881,012**	**$40,456**	**$42,176**	**$50,493**

*** New Project**

**A bond sale is planned in early FY09. The cash balance in other contruction funds is more than adequate to cover the temporary negative fund balanace in Fund 2080.

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Gov't Facilities Construction (2080) — Category: 6%

Project: 77500 - Operations Center Expansion — **Funding Source:** General Obligation Bonds

Project Description: Phase I of the Field Operations Center opened in August 2004. Phase II 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$3,200,000
Construction	$0	$0	$0	$0	$0	$0	$46,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$610,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$500,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$191,345
Arts	$0	$0	$0	$0	$0	$0	$465,000
Contingency	$0	$0	$0	$0	$0	$0	$1,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$52,466,345**

Operating Description: O and M costs for the Phase I of construction were approved during the FY 2006 budget development process. O and M costs for Phase II 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. The project would include either construction or renovation of 40,000-60,000 sq ft of office space.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$1,200,000
Construction	$0	$0	$0	$0	$0	$0	$12,200,000
Finance Charges	$0	$0	$0	$0	$0	$0	$328,300
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$300,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$122,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,265,300**

Operating Description: O and M includes utilities (electical and water), building maintenance, supplies and custodial service for approximately a 70,000 sq ft building. Other maintenance includes refuse collection $2,400 per year.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$756,400
Bldg. Maint.	$0	$0	$0	$0	$0	$600,000
Landscape	$0	$0	$0	$0	$0	$9,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,366,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Gov't Facilities Construction (2080) — Category: 6%

Project: 77503 - Exterior Closure (Roofing) — **Funding Source:** General Obligation Bonds

Project Description: Make city-wide roofing upgrades that would require a total of $905,970 over the next several years to improve the condition 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. In FY 2009 the roof membrane at the airport is proposed to be replaced.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$4,383	$5,736	$6,463	$3,004	$0	$0	$7,446
Equipment	$23,369	$229,434	$258,529	$120,172	$0	$0	$297,835
TOTAL	**$27,752**	**$235,170**	**$264,992**	**$123,176**	**$0**	**$0**	**$305,281**

Operating Description: No additional O and M needed at this time.

Project: 77504 - City Hall - HVAC System — **Funding Source:** General Obligation Bonds

Project Description: The existing heating, ventilating and air conditioning (HVAC) system at city hall is reaching capacity with 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. In FY 2008 improvements to the air quality will be completed in the sub-basement, basement and 1st floors of City Hall. Enhancements to the remainder of the building will be completed in 2014.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$127,375	$0	$0	$0	$0	$0	$1,256,000
Finance Charges	$38,679	$0	$0	$0	$0	$0	$0
Engineering Charges	$17,378	$0	$0	$0	$0	$0	$37,093
Arts	$1,345	$0	$0	$0	$0	$0	$12,560
Equipment	$104,476	$0	$0	$0	$0	$0	$3,633,840
Contingency	$17,932	$0	$0	$0	$0	$0	$0
TOTAL	**$307,185**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,939,493**

Operating Description: No additional O and M needed at this time.

Project: 77505 - Environmental (ADA Compliance) — **Funding Source:** General Obligation Bonds

Project Description: An independent study of 37 of the oldest city properties was conducted and as a result of that study it was determined that the most critical need was to insure that there are sufficient ADA compliant restrooms for the public and city employees. The $174,736 in FY 2009 will allow for the remodeling of one set of restrooms at the main terminal building at the City Airport.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$223,065	$0	$0	$0	$0	$0	$0
Finance Charges	$12,126	$4,368	$0	$0	$0	$0	$0
Equipment	$126,735	$174,735	$0	$0	$0	$0	$0
TOTAL	**$361,926**	**$179,103**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Gov't Facilities Construction (2080) — Category: 6%

Project: 77507 - Interior Finishes (Flooring) **Funding Source:** General Obligation Bonds

Project Description: Make city-wide interior flooring upgrades that would require a total of $1,838,227 over the next 10 years 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. The Housing Authority office building, the IT Building and the Velma Teague Library are the recommendations for FY 2009.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$4,858	$6,130	$5,104	$4,795	$5,199	$0	$24,728
Equipment	$0	$245,197	$204,140	$191,794	$207,964	$0	$989,132
Miscellaneous/Other	$187,348	$0	$0	$0	$0	$0	$0
TOTAL	**$192,206**	**$251,327**	**$209,244**	**$196,589**	**$213,163**	**$0**	**$1,013,860**

Operating Description: No additional O and M needed at this time.

Project: 77508 - Interior Finishes (Paint) **Funding Source:** General Obligation Bonds

Project Description: Make city-wide interior paint and wall covering upgrades that would require a total of $1,120,446 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 the first four-year period. Interior painting and wall repair to all of the Historic Sahuaro Ranch buildings is planned for FY 2009.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$32,833	$0	$0	$0	$0	$0	$0
Finance Charges	$1,133	$2,964	$2,578	$0	$8,366	$0	$14,104
Equipment	$0	$118,541	$103,125	$0	$334,633	$0	$564,147
TOTAL	**$33,966**	**$121,505**	**$105,703**	**$0**	**$342,999**	**$0**	**$578,251**

Operating Description: No additional O and M needed at this time.

Project: 77509 - Mechanical Upgrades **Funding Source:** General Obligation Bonds

Project Description: The city-wide mechanical upgrades would require a total of $849,329 over the next two years to improve the condition age of several facilities and extend the useful life of the infrastructure. There will be a total of 19 HVAC related projects completed on 13 different city buildings over a three-year period. Some of the major projects include; replacing all the HVAC equipment at the Airport in FY 2010, and replacing all the HVAC system controls at the Main Library in FY 2010 and the Foothills Public Safety Complex in FY 2011.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$16,351	$0	$0	$0	$0	$0	$0
Finance Charges	$1,247	$0	$16,593	$4,640	$0	$0	$0
Equipment	$0	$0	$663,716	$185,613	$0	$0	$0
TOTAL	**$17,598**	**$0**	**$680,309**	**$190,253**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Gov't Facilities Construction (2080) — Category: 6%

Project: 77510 - Electrical/Lighting Upgrades **Funding Source:** General Obligation Bonds

Project Description: The upgrades to the lighting and electrical systems would require a total of $1,000,205 over a multi-year program 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. Improvements are scheduled during FY 2008 for City Hall that will initially include the replacement of old coil and core light fixture ballasts with energy efficient electronic ones and the replacement of the fluorescent lamps with higher efficient ones. The focus of lighting improvements will be on the Public Safety Building in FY 2009.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$2,764	$2,892	$2,895	$2,745	$2,745	$0	$13,727
Equipment	$0	$115,663	$115,818	$109,818	$109,818	$0	$549,088
TOTAL	**$2,764**	**$118,555**	**$118,713**	**$112,563**	**$112,563**	**$0**	**$562,815**

Operating Description: No additional O and M needed at this time.

Project: 77512 - Exterior Closure (Paint) **Funding Source:** General Obligation Bonds

Project Description: Make city-wide painting related upgrades that would require a total of $774,453 over a several year period to improve the condition of several facilities and extend the useful life of the infrastructure. Some of the major projects include: a citywide exterior painting program at a cost of $50,400 a year for 10 years, painting of City Hall and the Council Chambers in 2009, awning replacement at Sahuaro Ranch historic buildings in FY 2009, metal shade structure replacement to Main Library in FY 2011, painting or the exterior of the O'Neil Recreation Hall in FY 2012 and a number of caulking and paint related upgrades to several city buildings from 2009 to 2012.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$1,493	$5,295	$5,754	$0	$5,013	$0	$6,300
Equipment	$59,705	$211,802	$110,134	$0	$200,517	$0	$252,000
TOTAL	**$61,198**	**$217,097**	**$115,888**	**$0**	**$205,530**	**$0**	**$258,300**

Operating Description: No additional O and M needed at this time.

*** New Project**

CULTURAL FACILITIES/HISTORIC PRESERVATION

This general obligation category will fund the continuation of repair and rehabilitation work for two historic properties the city owns and operates, Sahuaro Ranch and Manistee Ranch. The work includes installing roofs and other building features to preserve the historic integrity of the properties. In the last five years of the program, construction of a performing arts center for community theater groups, small venue concerts, films and other performances is planned.

Project Name: Historic Sahuaro Ranch Repairs
Funding Source: G. O. Bond
Fund #: 2130
Project #: 84303

Project Name: Manistee Ranch Bldg. Painting
Funding Source: G. O. Bond
Fund #: 2130
Project #: 84304

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Cultural Facility Construction (2130) — Category: 6%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$604,618	$425,506	$438,165	$453,063	$470,393	$490,385
Total Beginning Balance:			604,618	425,506	438,165	453,063	470,393	490,385
Revenue								
Bond Proceeds			0	0	0	0	0	40,589,000
Investment Income			0	14,893	17,527	20,388	23,520	122,596
Total Revenue:			0	14,893	17,527	20,388	23,520	40,711,596
Operating Expenses								
Advisor Fees			0	2,234	2,629	3,058	3,528	18,389
Total Operating Expenses:			0	2,234	2,629	3,058	3,528	18,389
Project Expenses	**Carryover**	**New Funding**						
84300 Cultural Arts Facility	0	0	0	0	0	0	0	41,122,777
84303 Historic Sahuaro Ranch Repairs	69,112	0	0	0	0	0	0	0
84304 Manistee Ranch Bldg. Painting	110,000	0	0	0	0	0	0	0
Total Project Expenses:	179,112	0	0	0	0	0	0	41,122,777
Total FY 08-09 Funding:		179,112						
Estimated Ending Balance:			**$425,506**	**$438,165**	**$453,063**	**$470,393**	**$490,385**	**$60,815**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Cultural Facility Construction (2130) — Category: 6%

Project: 84300 - Cultural Arts Facility **Funding Source:** General Obligation Bonds

Project Description: Construction of a cultural arts facility in Glendale was identified in the 1999 Bond Election. Budget estimates are based on a 52,860-square-foot building, equipment and furniture on seven acres of land. This concept originated from a citizen's committee in the mid-1990's. The actual type of facility, size, location and community partners will be determined by 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	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$12,302,203
Design	$0	$0	$0	$0	$0	$0	$5,343,295
Construction	$0	$0	$0	$0	$0	$0	$18,319,867
Finance Charges	$0	$0	$0	$0	$0	$0	$993,997
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$146,933
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$0	$183,199
Equipment	$0	$0	$0	$0	$0	$0	$2,289,983
Contingency	$0	$0	$0	$0	$0	$0	$1,421,300
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$41,122,777**

Operating Description: Full-time staff includes a supervisor, two arts specialists, an office assistant, a building maintenance worker and 1.5 FTE custodians. Part-time staff includes hourly staff for the box office and arts assistants. Building operating expenses are typical.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$2,289,198
Supplies/Contr	$0	$0	$0	$0	$0	$2,951,795
Utilities	$0	$0	$0	$0	$0	$736,515
Bldg. Maint.	$0	$0	$0	$0	$0	$1,534,685
Equip. Maint.	$0	$0	$0	$0	$0	$458,709
Insurance	$0	$0	$0	$0	$0	$227,316
Electrical	$0	$0	$0	$0	$0	$606,187
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$157,772
Landscape	$0	$0	$0	$0	$0	$100,757
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,062,934**

Project: 84303 - Historic Sahuaro Ranch Repairs **Funding Source:** General Obligation Bonds

Project Description: This project addresses the most critical and time-sensitive issues identified in the Sahuaro Ranch Building Condition Assessment. These items include weatherizing exteriors, repairing foundations, installing historically accurate cedar roofs, improving handicapped access and repainting bricks on Ranch buildings and completing an needs assessment in the barnyard.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$68,132	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$980	$0	$0	$0	$0	$0	$0
TOTAL	**$69,112**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Cultural Facility Construction (2130) — Category: 6%

Project: 84304 - Manistee Ranch Bldg. Painting **Funding Source:** General Obligation Bonds

Project Description: This project includes painting several exteriors and miscellaneous repairs to ancillary buildings, adding protective screening under the main house porch and minor exterior repairs.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$110,000	$0	$0	$0	$0	$0	$0
TOTAL	**$110,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

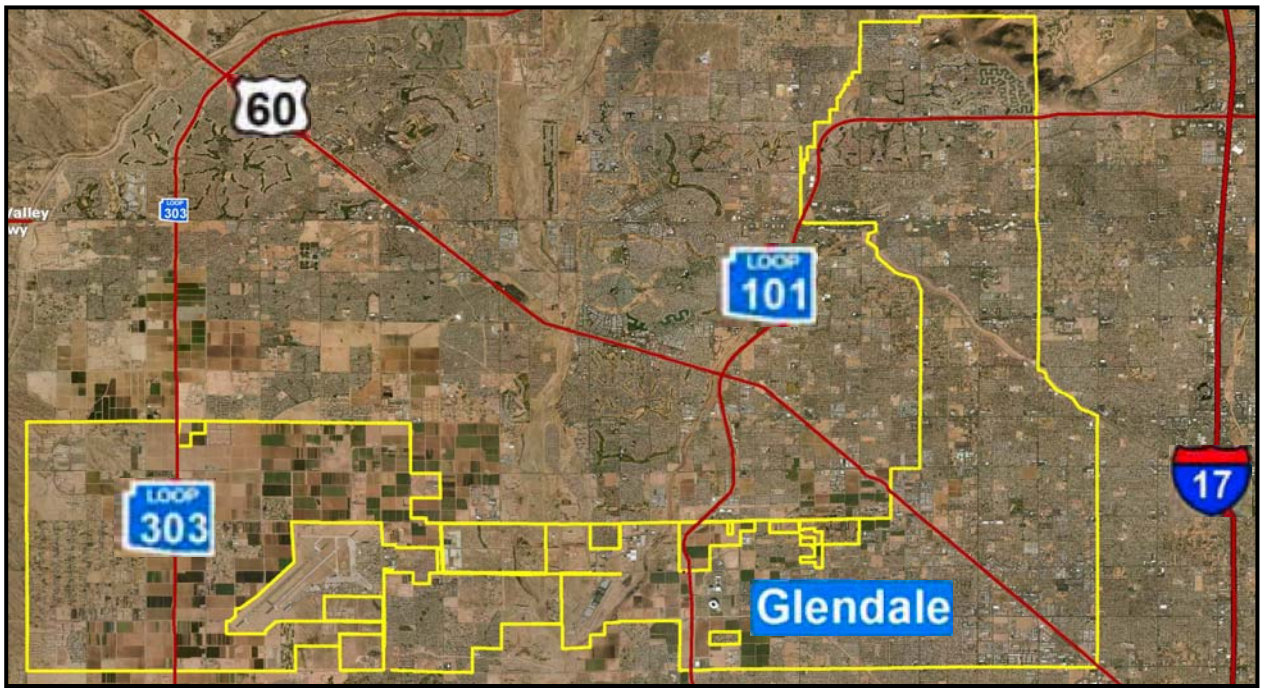
Operating Description: No additional O and M needed at this time.

*** New Project**

ECONOMIC DEVELOPMENT

This general obligation bond category includes $28.9 million for economic development capital projects in the first five years of the plan, with $13.7 million in FY 2009 alone. These funds are intended for the purchase of land for redevelopment, the upgrade and repair of older infrastructure and new development infrastructure. The overall goal is to attract high quality economic development projects that create or retain well-paying jobs in Glendale, enhance the city's financial stability and attract new capital investment.

Project Name: Loop 303 Development
Funding Source: G.O. Bond
Fund #: 2100
Project #: 84406



FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Economic Dev Construction (2100) — Category: 6%

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$528,790	$30,058	$31,403	$32,471	$33,713	$35,146
Total Beginning Balance:			528,790	30,058	31,403	32,471	33,713	35,146
Revenue								
Bond Proceeds			13,718,000	9,226,451	0	6,000,549	0	90,969,889
Investment Income			0	1,052	1,256	1,461	1,686	8,787
Total Revenue:			13,718,000	9,227,503	1,256	6,002,010	1,686	90,978,676
Operating Expenses								
Advisor Fees			0	158	188	219	253	1,318
Total Operating Expenses:			0	158	188	219	253	1,318
Project Expenses	**Carryover**	**New Funding**						
84400 Downtown Land Acquisition	498,703	6,658,000	4,135,000	0	0	0	22,556,250	
84401 Redevelopment Land Acquist.	0	1,061,000	1,061,000	0	0	0	25,625,000	
84406 Loop 303 Infrastructure	0	2,029,021	2,000,000	0	6,000,549	0	5,925,981	
84407 New Development Infrastructure	0	3,970,008	2,030,000	0	0	0	36,900,000	
Total Project Expenses:	498,703	13,718,029	9,226,000	0	6,000,549	0	91,007,231	
Total FY 08-09 Funding:		14,216,732						
Estimated Ending Balance:			**$30,058**	**$31,403**	**$32,471**	**$33,713**	**$35,146**	**$5,273**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Economic Dev Construction (2100) — Category: 6%

Project: 84400 - Downtown Land Acquisition **Funding Source:** General Obligation Bonds

Project Description: Purchase of underperforming properties in the City Center Master Plan area which can be assembled and re-marketed to businesses and establishments that desire to locate in the downtown redevelopment area. Funding will also cover associated costs of appraisals, environmental assessments, title searches, demolitions, etc. City will undertake RFPs to identify and negotiate development agreements. Continue implementation of the City Center Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$498,703	$5,510,000	$4,065,000	$0	$0	$0	$22,500,000
Construction	$0	$1,000,000	$0	$0	$0	$0	$0
Finance Charges	$0	$90,000	$70,000	$0	$0	$0	$56,250
Engineering Charges	$0	$48,000	$0	$0	$0	$0	$0
Arts	$0	$10,000	$0	$0	$0	$0	$0
TOTAL	**$498,703**	**$6,658,000**	**$4,135,000**	**$0**	**$0**	**$0**	**$22,556,250**

Operating Description: Minimal O and 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. Estimating for weed control and maintenance, etc

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$2,251	$2,311	$2,400	$0	$25,000
TOTAL	**$0**	**$2,251**	**$2,311**	**$2,400**	**$0**	**$25,000**

Project: 84401 - Redevelopment Land Acquist. **Funding Source:** General Obligation Bonds

Project Description: Redevelopment of infrastructure that needs to be upgraded or repaired to encourage private investment in redevelopment of the downtown area. Use funds to assist in any aspect of redevelopment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$25,000,000
Construction	$0	$1,000,000	$1,000,000	$0	$0	$0	$0
Finance Charges	$0	$15,000	$15,000	$0	$0	$0	$625,000
Engineering Charges	$0	$36,000	$36,000	$0	$0	$0	$0
Arts	$0	$10,000	$10,000	$0	$0	$0	$0
TOTAL	**$0**	**$1,061,000**	**$1,061,000**	**$0**	**$0**	**$0**	**$25,625,000**

Operating Description: Minimal O and M associated for land acquisition only. Acquired land would be offered to developers for purchase and development as desired within scope of a development agreement. Estimating for weed control and maintenance.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$0	$0	$0	$0	$20,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Economic Dev Construction (2100) — Category: 6%

Project: 84406 - Loop 303 Infrastructure **Funding Source:** General Obligation Bonds

Project Description: Construction of infrastructure improvements and other development costs for new retail or mixed-use development near Loop 303 in fulfillment of development agreement. As the Loop 101 builds out, the Loop 303 area is becoming the hot spot for new development within the City. Attracting high quality development projects requires infrastructure already be in place.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$1,000,000	$0	$0	$0	$0	$500,000
Construction	$0	$986,210	$1,916,790	$0	$5,802,000	$0	$3,000,000
Finance Charges	$0	$21,402	$41,598	$0	$90,000	$0	$144,300
Engineering Charges	$0	$11,547	$22,444	$0	$50,529	$0	$30,481
Arts	$0	$9,862	$19,168	$0	$58,020	$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**	**$2,029,021**	**$2,000,000**	**$0**	**$6,000,549**	**$0**	**$5,925,981**

Operating Description: No O and M needed at this time.

Project: 84407 - New Development Infrastructure **Funding Source:** General Obligation Bonds

Project Description: Funding to provide new infrastructure to recruit and encourage new high quality private development city-wide. The City incurs infrastructure and development costs as new economic development projects occur. Funds are needed to assist with infrastructure costs to support major development projects which will generate new revenues and economic benefits for the City as a tool to recruit high quality employers to the City.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$2,500,000	$2,000,000	$0	$0	$0	$36,000,000
Construction	$0	$1,348,000	$0	$0	$0	$0	$0
Finance Charges	$0	$60,000	$30,000	$0	$0	$0	$900,000
Engineering Charges	$0	$48,528	$0	$0	$0	$0	$0
Arts	$0	$13,480	$0	$0	$0	$0	$0
TOTAL	**$0**	**$3,970,008**	**$2,030,000**	**$0**	**$0**	**$0**	**$36,900,000**

Operating Description: O and M costs would be included within the scope of a development agreement.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: General Fund Rev Obligations (1270) — Category: Other

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$1,018,019	$436,603	$449,592	$464,878	$482,660	$503,173
Total Beginning Balance:			1,018,019	436,603	449,592	464,878	482,660	503,173
Revenue								
Investment Income			0	15,281	17,984	20,920	24,133	125,793
Total Revenue:			0	15,281	17,984	20,920	24,133	125,793
Operating Expenses								
Advisor Fees			0	2,292	2,698	3,138	3,620	18,869
Total Operating Expenses:			0	2,292	2,698	3,138	3,620	18,869
Project Expenses	**Carryover**	**New Funding**						
85004 Training Facility Phase I	161,416	0	0	0	0	0	0	0
85007 Media Center	420,000	0	0	0	0	0	0	0
Total Project Expenses:	581,416	0	0	0	0	0	0	0
Total FY 08-09 Funding:		581,416						
Estimated Ending Balance:			**$436,603**	**$449,592**	**$464,878**	**$482,660**	**$503,173**	**$610,097**

*** New Project**

**Revenue Bond Fund

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: General Fund Rev Obligations (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 and fire props.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$9,669	$0	$0	$0	$0	$0	$0
Arts	$3,528	$0	$0	$0	$0	$0	$0
Equipment	$54,390	$0	$0	$0	$0	$0	$0
Contingency	$93,829	$0	$0	$0	$0	$0	$0
TOTAL	**$161,416**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Design	$11,356	$0	$0	$0	$0	$0	$0
Finance Charges	$24,843	$0	$0	$0	$0	$0	$0
Engineering Charges	$14,285	$0	$0	$0	$0	$0	$0
Arts	$13,664	$0	$0	$0	$0	$0	$0
Equipment	$308,451	$0	$0	$0	$0	$0	$0
Contingency	$47,401	$0	$0	$0	$0	$0	$0
TOTAL	**$420,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FLOOD CONTROL

FY 2009 projects include the completion of several storm drains along 59th Avenue, 67th Avenue, and Northern Avenue between 45th and 63rd Avenues. FY 2009 also will see the design and construction of storm drainage channel improvements in the Bethany Home Road alignment between 67th and 75th Avenues.

Project Name: 59th Brown to Olive
Funding Source: G.O. Bond
Fund #: 2180
Project #: 79003

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: Flood Control Construction (2180) — Category: 20%

		FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance		$12,544,987	$1,925,384	$1,982,478	$2,050,284	$1,967,783	$1,890,489
Total Beginning Balance:		12,544,987	1,925,384	1,982,478	2,050,284	1,967,783	1,890,489
Revenue							
Bond Proceeds		11,328,000	4,872,000	2,674,000	0	0	34,234,000
Investment Income		0	67,388	79,299	92,263	98,389	472,622
Total Revenue:		11,328,000	4,939,388	2,753,299	92,263	98,389	34,706,622
Operating Expenses							
Advisor Fees		3,213	10,108	11,895	13,839	14,758	70,893
Total Operating Expenses:		3,213	10,108	11,895	13,839	14,758	70,893
Project Expenses	**Carryover**	**New Funding**					
79000 Bethany Home Outfall Channel	481,479	2,931,451	4,711,261	2,512,673	0	0	0
79001 Bethany Home 58th - 51st	0	0	0	0	0	0	5,014,601
79002 67th Ave/Peoria to ACDC	3,055,863	2,508,730	0	0	0	0	0
79003 59th Ave. Brown to Olive	834,935	1,330,157	0	0	0	0	0
79004 Local Drainage Problems	598,947	0	0	0	0	0	1,177,976
79005 Collector Drains	612,194	0	0	0	0	0	4,189,724
79006 AZDES Permit	457,299	160,925	160,925	160,925	160,925	160,925	804,625
79007 Greenway Drain - 53rd to 71st	0	0	0	0	0	0	3,684,359
79008 Northern Drain - 45th to 63rd	4,468,118	4,396,625	0	0	0	0	0
79010 Storm Water Master Plan	107,667	0	0	0	0	0	843,750
T2900 Bethany Home, 75th-67th (SD)	0	0	0	0	0	0	8,561,197
T2910 Bethany Home, 67th-58th (SD)	0	0	0	0	0	0	7,373,259
T2940 Greenway Drain 59th-53rd	0	0	0	0	0	0	3,684,074
Total Project Expenses:	10,616,502	11,327,888	4,872,186	2,673,598	160,925	160,925	35,333,565
Total FY 08-09 Funding:		21,944,390					
Estimated Ending Balance:		**$1,925,384**	**$1,982,478**	**$2,050,284**	**$1,967,783**	**$1,890,489**	**$1,192,653**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Flood Control Construction (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 - 75th to 67th Avenues. The portions of the outfall channel between Loop 101 and 75th Avenue are complete and between 75th and 67th Avenues will be completed in 2008.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$407,908	$2,800,000	$4,500,000	$2,400,000	$0	$0	$0
Finance Charges	$38,456	$70,000	$112,500	$60,000	$0	$0	$0
Engineering Charges	$19,115	$33,451	$53,761	$28,673	$0	$0	$0
Arts	$16,000	$28,000	$45,000	$24,000	$0	$0	$0
TOTAL	**$481,479**	**$2,931,451**	**$4,711,261**	**$2,512,673**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 79001 - Bethany Home 58th - 51st — **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain along Bethany Home Road between 51st to 58th Avenues including mainline pipe, catch basins and appurtenances.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$300,000
Construction	$0	$0	$0	$0	$0	$0	$4,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$112,551
Engineering Charges	$0	$0	$0	$0	$0	$0	$79,550
Arts	$0	$0	$0	$0	$0	$0	$40,000
Contingency	$0	$0	$0	$0	$0	$0	$400,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$82,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,014,601**

Operating Description: O and M will not occur until project is actually constructed in the future. 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: 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. 50% of the storm drain cost will be shared with the Flood Control District through an Inter-governmental agreement.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$103,574	$0	$0	$0	$0	$0	$0
Construction	$2,789,181	$2,382,500	$0	$0	$0	$0	$0
Finance Charges	$77,158	$30,405	$0	$0	$0	$0	$0
Engineering Charges	$57,750	$72,000	$0	$0	$0	$0	$0
Arts	$28,200	$23,825	$0	$0	$0	$0	$0
TOTAL	**$3,055,863**	**$2,508,730**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Flood Control Construction (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.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$67,797	$0	$0	$0	$0	$0	$0
Construction	$694,082	$1,250,000	$0	$0	$0	$0	$0
Finance Charges	$21,006	$19,657	$0	$0	$0	$0	$0
Engineering Charges	$43,000	$48,000	$0	$0	$0	$0	$0
Arts	$9,050	$12,500	$0	$0	$0	$0	$0
TOTAL	**$834,935**	**$1,330,157**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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. This is an ongoing program.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$582,022	$0	$0	$0	$0	$0	$1,099,284
Finance Charges	$1,865	$0	$0	$0	$0	$0	$23,715
Engineering Charges	$12,048	$0	$0	$0	$0	$0	$43,983
Arts	$3,012	$0	$0	$0	$0	$0	$10,994
TOTAL	**$598,947**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,177,976**

Operating Description: No additional O and M needed at this time.

Project: 79005 - Collector Drains — **Funding Source:** General Obligation Bonds

Project Description: Ongoing program to construct storm drain improvements on collector streets or to mitigate drainage and flooding problems.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$97,284	$0	$0	$0	$0	$0	$0
Construction	$461,080	$0	$0	$0	$0	$0	$4,000,000
Finance Charges	$24,330	$0	$0	$0	$0	$0	$51,724
Engineering Charges	$24,500	$0	$0	$0	$0	$0	$98,000
Arts	$5,000	$0	$0	$0	$0	$0	$40,000
TOTAL	**$612,194**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,189,724**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Flood Control Construction (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 storm water flows and prepare 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	2009	2010	2011	2012	2013	2014-2018
Design	$35,489	$0	$0	$0	$0	$0	$0
Finance Charges	$9,398	$3,925	$3,925	$3,925	$3,925	$3,925	$19,625
Engineering Charges	$9,312	$0	$0	$0	$0	$0	$0
Arts	$147	$0	$0	$0	$0	$0	$0
Equipment	$245,793	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$157,160	$157,000	$157,000	$157,000	$157,000	$157,000	$785,000
TOTAL	**$457,299**	**$160,925**	**$160,925**	**$160,925**	**$160,925**	**$160,925**	**$804,625**

Operating Description: No additional O and M needed at this time.

Project: 79007 - Greenway Drain - 53rd to 71st **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Greenway Road from 67th to 61st Avenue to include mainline piping, catch basins, and appurtenances. This project will intercept storm water flows east of 67th Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$0	$2,640,000
Finance Charges	$0	$0	$0	$0	$0	$0	$89,869
Engineering Charges	$0	$0	$0	$0	$0	$0	$58,090
Arts	$0	$0	$0	$0	$0	$0	$26,400
Contingency	$0	$0	$0	$0	$0	$0	$370,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,684,359**

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.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Flood Control Construction (2180) — Category: 20%

Project: 79008 - Northern Drain - 45th to 63rd **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on Northern Avenue from the basin at 63rd to approximately 45th Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$3,494	$0	$0	$0	$0	$0	$0
Construction	$4,255,649	$4,150,000	$0	$0	$0	$0	$0
Finance Charges	$0	$103,450	$0	$0	$0	$0	$0
Engineering Charges	$42,725	$101,675	$0	$0	$0	$0	$0
Arts	$44,000	$41,500	$0	$0	$0	$0	$0
Miscellaneous/Other	$122,250	$0	$0	$0	$0	$0	$0
TOTAL	**$4,468,118**	**$4,396,625**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 79010 - Storm Water Master Plan **Funding Source:** General Obligation Bonds

Project Description: City-wide storm water master plan to determine adequacy of existing facilities and prioritize new facilities. Project will include detailed aerial mapping and hydrologic modeling to determine storm water flow and volume.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$83,167	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$0	$0	$0	$0	$0	$18,750
Engineering Charges	$24,500	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$825,000
TOTAL	**$107,667**	**$0**	**$0**	**$0**	**$0**	**$0**	**$843,750**

Operating Description: No additional O and M needed 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$450,000
Construction	$0	$0	$0	$0	$0	$0	$6,970,000
Finance Charges	$0	$0	$0	$0	$0	$0	$208,997
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$69,700
Contingency	$0	$0	$0	$0	$0	$0	$770,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,561,197**

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.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Flood Control Construction (2180) — Category: 20%

Project: T2910 - Bethany Home, 67th-58th (SD) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Bethany Home Road from 67th to 58th Avenue. Construction costs to be shared with Maricopa County Flood Control District ($3,500,000). Project will include storm drain pipe, catch basins and appurtenances.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$835,000
Construction	$0	$0	$0	$0	$0	$0	$5,490,000
Finance Charges	$0	$0	$0	$0	$0	$0	$179,985
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,499
Arts	$0	$0	$0	$0	$0	$0	$54,900
Contingency	$0	$0	$0	$0	$0	$0	$610,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$110,875
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,373,259**

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 in Greenway Road between 59th and 53rd Avenues to include mainline piping, catch basins and appurtenances.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$0	$2,630,000
Finance Charges	$0	$0	$0	$0	$0	$0	$89,869
Engineering Charges	$0	$0	$0	$0	$0	$0	$57,905
Arts	$0	$0	$0	$0	$0	$0	$26,300
Contingency	$0	$0	$0	$0	$0	$0	$380,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,684,074**

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.

*** New Project**

Foothills Branch Library

DEVELOPMENT IMPACT FEE FUNDS

DIF–ROADWAY IMPROVEMENTS
DIF–CITYWIDE OPEN SPACES
DIF–CITYWIDE PARKS
DIF–CITYWIDE REC FACILITY
DIF–PARK DEV ZONE 1
DIF–PARK DEV ZONE 2
DIF–PARK DEV ZONE 3
DIF–LIBRARY BUILDINGS
DIF–LIBRARY BOOKS
DIF–LIBRARIES
DIF–POLICE DEPT FACILITIES
DIF–FIRE PROTECTION FACILITIES
DIF–GENERAL GOV'T

Public Safety Facility #159

Return to CIP TOC

TRANSPORTATION - DIF

This category includes development impact fees paid by developers for specific roadway improvements when they construct new residential and commercial developments within City limits. The fees cover the increased cost to the City of providing new roadway infrastructure that is needed as a direct result of the development project being built by the developer.

Street projects that will be funded with development impact fees include the matching money for developmental agreements for street arterial improvements in FY 2009 through FY 2018, 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 mile street improvements. Lastly, carryover funding is included for the completion of street improvements on 59th Avenue from Melinda to Pinnacle Peak and for the construction of a storm drain and road widening along 67th Avenue and Cactus.

Project Name: 59th Ave/Melinda to Pinncle PK
Funding Source: DIF
Fund #: 1600
Project #: 67804

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Roadway Improvements (1600) — Category: DIF

		FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance		$7,493,457	$5,608,440	$7,551,377	$8,447,840	$9,422,401	$10,487,929
Total Beginning Balance:		7,493,457	5,608,440	7,551,377	8,447,840	9,422,401	10,487,929
Revenue							
Development Impact Fees		2,916,642	2,916,642	1,764,408	1,764,408	1,764,408	8,822,040
Interest Income		79,119	196,295	302,055	380,153	471,120	2,621,982
Total Revenue:		2,995,761	3,112,937	2,066,463	2,144,561	2,235,528	11,444,022
Project Expenses	**Carryover**	**New Funding**					
67801 Dev. Agree. - Mjr. Arterials	0	300,000	300,000	300,000	300,000	300,000	1,500,000
67802 Dev. Agree. - Arterials	0	300,000	300,000	300,000	300,000	300,000	1,500,000
67803 Dev. Agree. - Signals	0	570,000	570,000	570,000	570,000	570,000	2,850,000
67804 59th Ave/Melinda to Pinncle Pk	1,039,676	0	0	0	0	0	0
67806 Construction Vehicle w Bkt Arm	62,279	0	0	0	0	0	0
67807 Traffic Signals Shop Expansion	36,803	0	0	0	0	0	0
67808 Bethany Home Rd - 91st-83rd	0	0	0	0	0	0	7,481,725
67813 67th Ave Cactus to ACDC	2,572,020	0	0	0	0	0	0
Total Project Expenses:	3,710,778	1,170,000	1,170,000	1,170,000	1,170,000	1,170,000	13,331,725
Total FY 08-09 Funding:		4,880,778					
Estimated Ending Balance:		**$5,608,440**	**$7,551,377**	**$8,447,840**	**$9,422,401**	**$10,487,929**	**$8,600,226**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Roadway Improvements (1600) — Category: DIF

Project: 67801 - Dev. Agree. - Mjr. Arterials **Funding Source:** Development Impact Fees

Project Description: This program is to 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	2009	2010	2011	2012	2013	2014-2018
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 and M needed in the first five years, O and M will be determined closer to the start of the project.

Project: 67802 - Dev. Agree. - Arterials **Funding Source:** Development Impact Fees

Project Description: This program is to 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	2009	2010	2011	2012	2013	2014-2018
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 and M needed in the first five years, O and M will be determined closer to the start of the project.

Project: 67803 - Dev. Agree. - Signals **Funding Source:** Development Impact Fees

Project Description: Fee's charged to developers are 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	2009	2010	2011	2012	2013	2014-2018
Land	$0	$24,113	$24,113	$24,113	$24,113	$24,113	$121,334
Design	$0	$40,000	$40,000	$40,000	$40,000	$40,000	$241,400
Construction	$0	$491,719	$491,719	$491,719	$491,719	$491,719	$2,416,850
Engineering Charges	$0	$9,251	$9,251	$9,251	$9,251	$9,251	$46,247
Arts	$0	$4,917	$4,917	$4,917	$4,917	$4,917	$24,169
TOTAL	**$0**	**$570,000**	**$570,000**	**$570,000**	**$570,000**	**$570,000**	**$2,850,000**

Operating Description: O and M costs are for the electricity and maintenance of new traffic signal installations.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$10,485	$10,800	$11,124	$11,457	$62,653
Equip. Maint.	$0	$5,243	$5,400	$5,562	$5,729	$31,329
TOTAL	**$0**	**$15,728**	**$16,200**	**$16,686**	**$17,186**	**$93,982**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Roadway Improvements (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	2009	2010	2011	2012	2013	2014-2018
Design	$960,239	$0	$0	$0	$0	$0	$0
Arts	$8,780	$0	$0	$0	$0	$0	$0
Contingency	$70,240	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$417	$0	$0	$0	$0	$0	$0
TOTAL	**$1,039,676**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 67806 - Construction Vehicle w Bkt Arm — **Funding Source:** Development Impact Fees

Project Description: The installation of video cameras and detection components, associated with the City's Intelligent Transportation System, work best at mounting heights greater than 50 feet. This request is for the purchase of a bucket truck with an adequate working height.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$62,279	$0	$0	$0	$0	$0	$0
TOTAL	**$62,279**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 67807 - Traffic Signals Shop Expansion — **Funding Source:** Development Impact Fees

Project Description: Funding will be used to purchase work stations, cabinets and equipment needed to make the new office location suitable for the traffic signal divisions needs.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$36,803	$0	$0	$0	$0	$0	$0
TOTAL	**$36,803**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Roadway Improvements (1600) — Category: DIF

Project: 67808 - Bethany Home Rd - 91st-83rd **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 decides to construct the roadway in the future.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$5,700,000
Design	$0	$0	$0	$0	$0	$0	$200,000
Construction	$0	$0	$0	$0	$0	$0	$1,100,000
Finance Charges	$0	$0	$0	$0	$0	$0	$177,725
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$11,000
Contingency	$0	$0	$0	$0	$0	$0	$250,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,481,725**

Operating Description: No O and M needed at this time.

Project: 67813 - 67th Ave Cactus to ACDC **Funding Source:** Development Impact Fees

Project Description: Construction of a storm drain in 67th Ave.-Peoria to ACDC and the construction of street improvements that includes widening 67th Avenue to four lanes with a continuous left turn lane.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$2,572,020	$0	$0	$0	$0	$0	$0
TOTAL	**$2,572,020**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

OPEN SPACES & TRAILS - DIF

This category includes development impact fees paid by developers for new or expansion of existing infrastructure related to open space and trails when they construct new residential developments within City limits. The fees cover the increased cost to the City for the preservation of open space and the construction of multi-use trails and linear parks to accommodate growth in residential development.

For FY 2009, impact fee revenues will be used to develop Discovery Park and Pasadena Park to accommodate increased use by residents from new and/or growing residential developments.

Project Name: Discovery Park
Source: DIF
Fund #: 1520
Project #: 70543

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Citywide Open Spaces (1520) — Category: DIF

		FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance		$149,771	$34,172	$32,584	$60,385	$89,600	$120,578
Total Beginning Balance:		149,771	34,172	32,584	60,385	89,600	120,578
Revenue							
Development Impact Fees		58,565	87,847	117,129	117,129	117,129	585,645
Interest Income		3,445	1,196	1,303	2,717	4,480	30,144
Total Revenue:		62,010	89,043	118,432	119,846	121,609	615,789
Project Expenses	**Carryover**	**New Funding**					
70452 Park Improvements - City Wide	33,128	0	0	0	0	0	0
70453 *Discovery Park	0	98,510	44,660	44,660	44,660	44,660	206,976
70454 *Pasadena Park	0	45,971	45,971	45,971	45,971	45,971	202,072
Total Project Expenses:	33,128	144,481	90,631	90,631	90,631	90,631	409,048
Total FY 08-09 Funding:		177,609					
Estimated Ending Balance:		**$34,172**	**$32,584**	**$60,385**	**$89,600**	**$120,578**	**$327,319**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Citywide Open Spaces (1520) — Category: DIF

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	2009	2010	2011	2012	2013	2014-2018
Construction	$23,901	$0	$0	$0	$0	$0	$0
Engineering Charges	$4,772	$0	$0	$0	$0	$0	$0
Arts	$405	$0	$0	$0	$0	$0	$0
Contingency	$4,050	$0	$0	$0	$0	$0	$0
TOTAL	**$33,128**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 70453 - *Discovery Park **Funding Source:** Development Impact Fees

Project Description: Develop and improve parks city-wide to accommodate growth per the Parks and Recreation 2002 Master Plan. Funding will be used to develop Discovery Park to accommodate increased use by residents from new or growing residential developments.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$80,000	$35,000	$35,000	$35,000	$35,000	$176,000
Engineering Charges	$0	$5,280	$2,310	$2,310	$2,310	$2,310	$11,616
Arts	$0	$800	$350	$350	$350	$350	$1,760
Contingency	$0	$12,430	$7,000	$7,000	$7,000	$7,000	$17,600
TOTAL	**$0**	**$98,510**	**$44,660**	**$44,660**	**$44,660**	**$44,660**	**$206,976**

Operating Description: No additional O and M needed at this time.

Project: 70454 - *Pasadena Park **Funding Source:** Development Impact Fees

Project Description: Develop and improve parks city-wide to accommodate growth per the Parks and Recreation 2002 Master Plan. Funding will be used to develop Pasadena Park to accommodate increased use by residents from new or growing residential developments.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$39,050	$39,050	$39,050	$39,050	$39,050	$172,000
Engineering Charges	$0	$2,577	$2,577	$2,577	$2,577	$2,577	$11,352
Arts	$0	$391	$391	$391	$391	$391	$1,720
Contingency	$0	$3,953	$3,953	$3,953	$3,953	$3,953	$17,000
TOTAL	**$0**	**$45,971**	**$45,971**	**$45,971**	**$45,971**	**$45,971**	**$202,072**

Operating Description: No additional O and M needed at this time.

*** New Project**

PARKS - DIF

This category includes development impact fees paid by developers for new or expansion of existing park infrastructure when they construct new residential developments within City limits. The fees cover the increased cost to the City for the construction of new park infrastructure to accommodate growth in residential development.

The majority of park impact fee revenue is restricted for use in specific areas, as defined below:

- DIF Parks – Citywide: Eligible for use citywide.
- DIF Parks – Zone 1: Restricted to areas west of 75th Avenue, south of Greenway Road.
- DIF Parks – Zone 2: Restricted to areas east of 75th Avenue, south of Greenway Road.
- DIF Parks – Zone 3: Restricted to areas north of Greenway Road.

In FY 2009, development impact fees will be used to complete Phase II construction of a lighted, multi-use sports complex at 71st Avenue and Orangewood; to develop a neighborhood, joint-use park at 79th Avenue and Orangewood to serve residents within a one-mile radius per the Parks 2002 Master Plan; and to develop Phase II of a 5 acre neighborhood park at 63rd Avenue and Butler.

Project Name: 63rd – Butler Park Dvlpt (Z2)
Funding Source: DIF
Fund #: 1560
Project #: 73401

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Citywide Parks (1460) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$97,824	$121,812	$135,956	$189,369	$245,866	$306,134
Total Beginning Balance:			97,824	121,812	135,956	189,369	245,866	306,134
Revenue								
Development Impact Fees			23,988	35,981	47,975	47,975	47,975	239,875
Interest Income			0	4,263	5,438	8,522	12,293	76,534
Total Revenue:			23,988	40,244	53,413	56,497	60,268	316,409
Project Expenses	**Carryover**	**New Funding**						
T3223 *Desert Garden Park	0	0	13,050	0	0	0	0	0
T3224 *Bonsall Park	0	0	13,050	0	0	0	0	0
Total Project Expenses:	0	0	26,100	0	0	0	0	0
Total FY 08-09 Funding:		0						
Estimated Ending Balance:			**$121,812**	**$135,956**	**$189,369**	**$245,866**	**$306,134**	**$622,543**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Citywide Parks (1460) — Category: DIF

Project: T3223 - *Desert Garden Park **Funding Source:** Development Impact Fees

Project Description: Develop and improve parks city-wide to accommodate growth per the Parks and Recreation 2002 Master Plan. Funding will be used to develop Desert Garden Park to accommodate increased use by residents from new or growing residential developments.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$5,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$8,000	$0	$0	$0	$0
Arts	$0	$0	$50	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$13,050**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: T3224 - *Bonsall Park **Funding Source:** Development Impact Fees

Project Description: Develop and improve parks city-wide to accommodate growth per the Parks and Recreation 2002 Master Plan. Funding will be used to develop Bonsall Park to accommodate increased use by residents from new or growing residential developments.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$5,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$8,000	$0	$0	$0	$0
Arts	$0	$0	$50	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$13,050**	**$0**	**$0**	**$0**	**$0**

Operating Description: No new O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Citywide Rec Facility (1480) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$1,330,934	$68,332	$106,705	$158,948	$214,076	$272,755
Total Beginning Balance:			1,330,934	68,332	106,705	158,948	214,076	272,755
Revenue								
Development Impact Fees			24,668	35,981	47,975	47,975	47,975	239,875
Interest Income			0	2,392	4,268	7,153	10,704	68,189
Total Revenue:			24,668	38,373	52,243	55,128	58,679	308,064
Project Expenses	**Carryover**	**New Funding**						
72800 Soccer Field Complex	92,170	0	0	0	0	0	0	0
72802 Soccer Com - 71st & Orangewood	1,195,100	0	0	0	0	0	0	0
Total Project Expenses:	1,287,270	0	0	0	0	0	0	0
Total FY 08-09 Funding:		1,287,270						
Estimated Ending Balance:			**$68,332**	**$106,705**	**$158,948**	**$214,076**	**$272,755**	**$580,819**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Citywide Rec Facility (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	2009	2010	2011	2012	2013	2014-2018
Construction	$92,170	$0	$0	$0	$0	$0	$0
TOTAL	**$92,170**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 72802 - Soccer Com - 71st & Orangewood — **Funding Source:** Development Impact Fees

Project Description: Phase II construction of lighted multi-use sports complex at 71st Avenue and Orangewood.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$130,800	$0	$0	$0	$0	$0	$0
Construction	$887,000	$0	$0	$0	$0	$0	$0
Finance Charges	$8,720	$0	$0	$0	$0	$0	$0
Engineering Charges	$42,440	$0	$0	$0	$0	$0	$0
Arts	$10,640	$0	$0	$0	$0	$0	$0
Contingency	$115,500	$0	$0	$0	$0	$0	$0
TOTAL	**$1,195,100**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Park Dev Zone 1 (1540) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$398,125	$19,650	$13,140	$28,201	$44,005	$60,740
Total Beginning Balance:			398,125	19,650	13,140	28,201	44,005	60,740
Revenue								
Development Impact Fees			7,268	10,902	14,535	14,535	14,535	72,677
Interest Income			0	688	526	1,269	2,200	15,185
Total Revenue:			7,268	11,590	15,061	15,804	16,735	87,862
Project Expenses	**Carryover**	**New Funding**						
73104 79th Ave & Orangewood	385,743	0	18,100	0	0	0	0	0
Total Project Expenses:	385,743	0	18,100	0	0	0	0	0
Total FY 08-09 Funding:		385,743						
Estimated Ending Balance:			**$19,650**	**$13,140**	**$28,201**	**$44,005**	**$60,740**	**$148,602**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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 in FY 2008 & FY 2009 will be used to complete the joint-use park. Phased development of a 10 acre joint-use neighborhood park that will include pathway, park lighting, ramadas, landscape and irrigation. Additional funding to support this project is included in FY 2009 in project 2060-70523.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$42,900	$0	$0	$0	$0	$0	$0
Construction	$270,500	$0	$10,000	$0	$0	$0	$0
Finance Charges	$2,840	$0	$0	$0	$0	$0	$0
Engineering Charges	$24,399	$0	$8,000	$0	$0	$0	$0
Arts	$4,115	$0	$100	$0	$0	$0	$0
Contingency	$40,989	$0	$0	$0	$0	$0	$0
TOTAL	**$385,743**	**$0**	**$18,100**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Park Dev Zone 2 (1560) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$166,167	$1,368	$1,318	$906	$482	$41
Total Beginning Balance:			166,167	1,368	1,318	906	482	41
Revenue								
Development Impact Fees			7,268	10,902	14,535	14,535	14,535	72,677
Interest Income			1,100	48	53	41	24	10
Total Revenue:			8,368	10,950	14,588	14,576	14,559	72,687
Project Expenses	**Carryover**	**New Funding**						
73400 Park Improvements/Enhance	105,506	0	0	0	0	0	0	0
73401 63rd - Butler Park Dvlpt. (Z2)	60,661	0	0	0	0	0	0	0
73404 *Paseo Linear Park Additions	0	7,000	11,000	15,000	15,000	15,000	15,000	0
Total Project Expenses:	166,167	7,000	11,000	15,000	15,000	15,000	0	
Total FY 08-09 Funding:		173,167						
Estimated Ending Balance:			**$1,368**	**$1,318**	**$906**	**$482**	**$41**	**$72,728**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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	2009	2010	2011	2012	2013	2014-2018
Construction	$68,459	$0	$0	$0	$0	$0	$0
Finance Charges	$1,150	$0	$0	$0	$0	$0	$0
Engineering Charges	$12,257	$0	$0	$0	$0	$0	$0
Arts	$2,150	$0	$0	$0	$0	$0	$0
Contingency	$21,490	$0	$0	$0	$0	$0	$0
TOTAL	**$105,506**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 73401 - 63rd - Butler Park Dvlpt. (Z2) — **Funding Source:** Development Impact Fees

Project Description: Phase II of a five acre neighborhood park.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$1,944	$0	$0	$0	$0	$0	$0
Construction	$58,717	$0	$0	$0	$0	$0	$0
TOTAL	**$60,661**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 73404 - *Paseo Linear Park Additions — **Funding Source:** Development Impact Fees

Project Description: Based on the increases in growth, park usage and public input gathered, the proposed improvements will accommodate the growth by adding active recreation elements, such as additional biking features, playground equipment, shade structures or sports courts and ballfields that are growth related in parks between Olive and Greenway.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$7,000	$11,000	$15,000	$15,000	$15,000	$0
TOTAL	**$0**	**$7,000**	**$11,000**	**$15,000**	**$15,000**	**$15,000**	**$0**

Operating Description: Building maintenance expenses are for routine cellular tower testing/repairs and periodic shade cloth replacement.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Bldg. Maint.	$0	$1,500	$3,090	$4,728	$6,273	$34,303
TOTAL	**$0**	**$1,500**	**$3,090**	**$4,728**	**$6,273**	**$34,303**

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Park Dev Zone 3 (1580) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$21,396	$11,140	$14,432	$10,544	$4,553	$3,781
Total Beginning Balance:			21,396	11,140	14,432	10,544	4,553	3,781
Revenue								
Development Impact Fees			7,268	10,902	14,535	14,535	36,000	180,000
Interest Income			382	390	577	474	228	945
Total Revenue:			7,650	11,292	15,112	15,009	36,228	180,945
Project Expenses	**Carryover**	**New Funding**						
73700 Park Enhancements/Ren	6,906	0	0	0	0	0	0	0
73704 *Thunderbird Park Kiosks	0	11,000	8,000	19,000	21,000	37,000	0	
Total Project Expenses:	6,906	11,000	8,000	19,000	21,000	37,000	0	
Total FY 08-09 Funding:		17,906						
Estimated Ending Balance:			**$11,140**	**$14,432**	**$10,544**	**$4,553**	**$3,781**	**$184,726**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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	2009	2010	2011	2012	2013	2014-2018
Construction	$1,786	$0	$0	$0	$0	$0	$0
Engineering Charges	$1,920	$0	$0	$0	$0	$0	$0
Arts	$291	$0	$0	$0	$0	$0	$0
Contingency	$2,909	$0	$0	$0	$0	$0	$0
TOTAL	**$6,906**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 73704 - *Thunderbird Park Kiosks **Funding Source:** Development Impact Fees

Project Description: Increased usage of Thunderbird Conservation Park due to growth in the northern part of the City is requiring the construction of a trail-head informational kiosks in the park. These kiosks will orient hikers, equestrians and bicyclists to the difficulty and length ratings of the trails.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$11,000	$8,000	$19,000	$21,000	$37,000	$0
TOTAL	**$0**	**$11,000**	**$8,000**	**$19,000**	**$21,000**	**$37,000**	**$0**

Operating Description: O and M costs with this project are for replacement of kiosk bulletin board covers and shade cloth.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$850	$1,350	$1,850	$2,350	$12,851
TOTAL	**$0**	**$850**	**$1,350**	**$1,850**	**$2,350**	**$12,851**

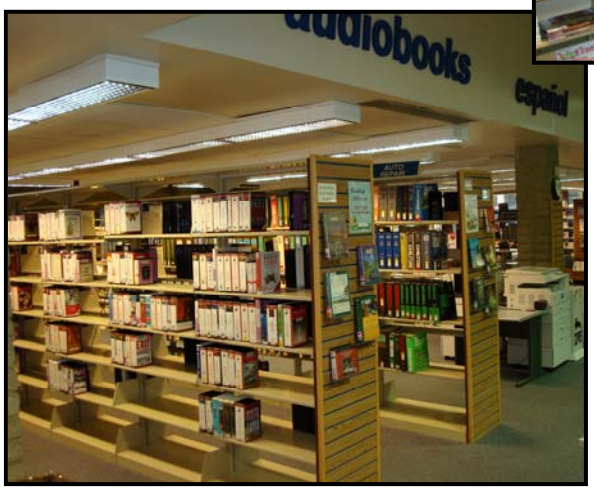
*** New Project**

LIBRARY - DIF

This category includes development impact fees paid by developers for new or expansion of existing library infrastructure when they construct new residential developments within City limits. The fees cover the increased cost to the City of providing new library related infrastructure that is needed to accommodate growth in residential development.

Impact fees in this category will be used to fund a portion of the design and construction of a new branch library in the west area of Glendale.

Project Name: Library Books – Pop. Growth
Funding Source: DIF
Fund #: 1500
Project #: 74751
Picture Note: Current media from the Velma Teague Branch Library.



FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Library Buildings (1380) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$2,755,306	$68,184	$70,570	$73,393	$76,696	$80,531
Total Beginning Balance:			2,755,306	68,184	70,570	73,393	76,696	80,531
Revenue								
Interest Income			0	2,386	2,823	3,303	3,835	20,133
Total Revenue:			0	2,386	2,823	3,303	3,835	20,133
Project Expenses	**Carryover**	**New Funding**						
74250 West Branch Library	2,447,122	240,000	0	0	0	0	0	0
Total Project Expenses:	2,447,122	240,000	0	0	0	0	0	0
Total FY 08-09 Funding:		2,687,122						
Estimated Ending Balance:			**$68,184**	**$70,570**	**$73,393**	**$76,696**	**$80,531**	**$100,664**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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 seven acres of land at the Western Area Regional Facility site. Necessary equipment for the operation of the library includes a $3 million security system, gates, self checks, radio frequency identification technology, a fire alarm system and a burglar alarm with motion sensor and cameras. Construction is planned to begin in February 2009. The opening of the library is slated for Summer 2010.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$2,424,622	$0	$0	$0	$0	$0	$0
Construction	$0	$223,049	$0	$0	$0	$0	$0
Engineering Charges	$22,500	$14,721	$0	$0	$0	$0	$0
Arts	$0	$2,230	$0	$0	$0	$0	$0
TOTAL	**$2,447,122**	**$240,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Library Books (1400) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$126,570	$26,570	$27,500	$28,600	$29,887	$31,381
Total Beginning Balance:			126,570	26,570	27,500	28,600	29,887	31,381
Revenue								
Interest Income			0	930	1,100	1,287	1,494	7,845
Total Revenue:			0	930	1,100	1,287	1,494	7,845
Project Expenses	**Carryover**	**New Funding**						
74500 Library Books/Population Growt	100,000	0	0	0	0	0	0	0
Total Project Expenses:	100,000	0	0	0	0	0	0	0
Total FY 08-09 Funding:		100,000						
Estimated Ending Balance:			**$26,570**	**$27,500**	**$28,600**	**$29,887**	**$31,381**	**$39,226**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Library Books (1400) — Category: DIF

Project: 74500 - Library Books/Population Growt **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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$100,000	$0	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Libraries (1500) — Category: DIF

		FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance		$3,196,168	$101,267	$104,894	$109,201	$114,226	$120,048
Total Beginning Balance:		3,196,168	101,267	104,894	109,201	114,226	120,048
Revenue							
Development Impact Fees		38,056	57,083	76,111	76,111	76,111	380,555
Interest Income		0	3,544	4,196	4,914	5,711	30,012
Total Revenue:		38,056	60,627	80,307	81,025	81,822	410,567
Project Expenses	**Carryover**	**New Funding**					
74750 West Branch Library/Books	1,953,096	0	0	0	0	0	0
74751 Library Books - Pop. Growth	1,141,763	38,098	57,000	76,000	76,000	76,000	381,000
Total Project Expenses:	3,094,859	38,098	57,000	76,000	76,000	76,000	381,000
Total FY 08-09 Funding:		3,132,957					
Estimated Ending Balance:		**$101,267**	**$104,894**	**$109,201**	**$114,226**	**$120,048**	**$149,615**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Libraries (1500) — Category: DIF

Project: 74750 - West Branch Library/Books — **Funding Source:** Development Impact Fees

Project Description: Request is for the funding to construct a branch library and to purchase materials to serve the western portion of the City. Design and construction of a 33,500 sq ft facility on approximately seven acres of land at the Western Area Regional Facility site.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$334,606	$0	$0	$0	$0	$0	$0
Construction	$1,543,059	$0	$0	$0	$0	$0	$0
IT/Phone/Security	$60,000	$0	$0	$0	$0	$0	$0
Arts	$15,431	$0	$0	$0	$0	$0	$0
TOTAL	**$1,953,096**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$1,141,763	$38,098	$57,000	$76,000	$76,000	$76,000	$381,000
TOTAL	**$1,141,763**	**$38,098**	**$57,000**	**$76,000**	**$76,000**	**$76,000**	**$381,000**

Operating Description: No additional O and M needed at this time.

*** New Project**

PUBLIC SAFETY

This category includes development impact fees paid by developers for new public safety infrastructure improvements when they construct both new residential and commercial developments within City limits. The fees cover the increased cost to the City of providing new public safety related infrastructure that is needed as a direct result of the development project being built by the developer.

Police

Impact fee revenue covers debt service related to the construction of the police portion of the Gateway Public Safety Facility at 6261 North 83rd Avenue in the western area of Glendale.

Carryover of impact fee revenues from FY 2008 will fund the Police Department's needs assessment related to growth and the purchase of additional portable radios to address growth in residential and commercial development.

Fire

Impact fee revenue covers debt service related to the construction of the fire portion of the Gateway Public Safety Facility at 6261 North 83rd Avenue in the western area of Glendale.

Carryover of impact fee revenues from FY 2008 will fund a portion of the construction of Fire Station 151, which is being relocated in part to address the growth in residential and commercial development that has occurred in the service area.

Project Name: Fire Station Relocation
Funding Source: DIF
Fund #: 1420
Project #: 77003
Picture Notes: Rendering of the new Fire Station 151 (above); the vacant Fire Station 151 which will be used for fire department equipment repair and storage (right).

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Police Dept Facilities (1440) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$1,871,776	$1,944,270	$2,348,728	$2,425,544	$2,731,387	$3,064,650
Total Beginning Balance:			1,871,776	1,944,270	2,348,728	2,425,544	2,731,387	3,064,650
Revenue								
Development Impact Fees			731,000	731,000	196,694	196,694	196,694	983,470
Interest Income			44,942	68,049	93,949	109,149	136,569	766,163
Total Revenue:			775,942	799,049	290,643	305,843	333,263	1,749,633
Debt Service								
Bond Interest**			37,471	23,084	8,224	0	0	0
Bond Principal**			359,657	371,507	205,603	0	0	0
Total Debt Service:			397,128	394,591	213,827	0	0	0
Project Expenses	**Carryover**	**New Funding**						
77301 Public Safety Master Plan	250,726	0	0	0	0	0	0	0
77302 DIF-PD Motorola Radio	55,594	0	0	0	0	0	0	0
Total Project Expenses:	306,320	0	0	0	0	0	0	0
Total FY 08-09 Funding:		306,320						
Estimated Ending Balance:			**$1,944,270**	**$2,348,728**	**$2,425,544**	**$2,731,387**	**$3,064,650**	**$4,814,283**

*** New Project**

**Debt payment for bond sales for West Public Safety Building (2003).

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Police Dept 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	2009	2010	2011	2012	2013	2014-2018
Design	$250,726	$0	$0	$0	$0	$0	$0
TOTAL	**$250,726**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 77302 - DIF-PD Motorola Radio — **Funding Source:** Development Impact Fees

Project Description: Upgrade of the digital radio system including seven consoles.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$55,594	$0	$0	$0	$0	$0	$0
TOTAL	**$55,594**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-Fire Protection Facilities (1420) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$1,091,150	$656,197	$962,489	$1,144,788	$1,501,410	$1,881,587
Total Beginning Balance:			1,091,150	656,197	962,489	1,144,788	1,501,410	1,881,587
Revenue								
Development Impact Fees			581,000	581,000	305,107	305,107	305,107	1,525,535
Interest Income			1,224	22,967	38,500	51,515	75,070	470,397
Total Revenue:			582,224	603,967	343,607	356,622	380,177	1,995,932
Debt Service								
Bond Interest**			28,267	17,415	6,204	0	0	0
Bond Principal**			271,320	280,260	155,104	0	0	0
Total Debt Service:			299,587	297,675	161,308	0	0	0
Project Expenses	**Carryover**	**New Funding**						
77003 Fire Station Relocation	717,590	0	0	0	0	0	0	0
Total Project Expenses:	717,590	0	0	0	0	0	0	0
Total FY 08-09 Funding:		717,590						
Estimated Ending Balance:			**$656,197**	**$962,489**	**$1,144,788**	**$1,501,410**	**$1,881,587**	**$3,877,519**

*** New Project**

**Debt payment for bond sales for West Public Safety Building (2003).

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-Fire Protection Facilities (1420) — Category: DIF

Project: 77003 - Fire Station Relocation **Funding Source:** Development Impact Fees

Project Description: Design, construction and furniture, fixtures and equipment to move existing Fire Station 151 out of the residential neighborhood at 55th Avenue and Orangewood. The vacated building will be used for fire department equipment, repair and storage.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$717,590	$0	$0	$0	$0	$0	$0
TOTAL	**$717,590**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

GENERAL GOVERNMENT - DIF

This category includes development impact fees paid by developers for specific general government improvements when they construct new residential and commercial developments within City limits. The fees cover the increased cost to the City of providing general government infrastructure that is needed as a direct result of the development project being built by the developer.

Impact fees in this category will fund the lease purchase of 5+ acres of land along Glendale Avenue for the new City Court Complex. The last lease purchase payments will be made in FY 2010.

Project Name: Land for City Court Building
Funding Source: DIF
Fund #: 1620
Project #: 77752
Picture Note: The site of the future court building is pictured, demolition of the existing building is a separate project.

FY 2009 - 2018 Capital Improvement Plan
Fund and Project Summary

Fund: DIF-General Gov't (1620) — Category: DIF

			FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
Beginning Balance			$1,373,893	$1,038,763	$710,176	$1,430,120	$2,786,228	$4,217,292
Total Beginning Balance:			1,373,893	1,038,763	710,176	1,430,120	2,786,228	4,217,292
Revenue								
Development Impact Fees			1,291,753	1,291,753	1,291,753	1,291,753	1,291,753	6,458,763
Interest Income			46,005	36,357	28,407	64,355	139,311	1,054,323
Total Revenue:			1,337,758	1,328,110	1,320,160	1,356,108	1,431,064	7,513,086
Debt Service								
Bond Interest**			105,181	64,798	23,085	0	0	0
Bond Principal**			1,009,563	1,042,827	577,131	0	0	0
Total Debt Service:			1,114,744	1,107,625	600,216	0	0	0
Project Expenses	**Carryover**	**New Funding**						
77752 Land for City Court Building	0	558,144	549,072	0	0	0	0	0
Total Project Expenses:	0	558,144	549,072	0	0	0	0	0
Total FY 08-09 Funding:		558,144						
Estimated Ending Balance:			**$1,038,763**	**$710,176**	**$1,430,120**	**$2,786,228**	**$4,217,292**	**$11,730,378**

*** New Project**

**Debt payment for Field Operations Center (2004) and Larry Miller Building (2005).

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: DIF-General Gov't (1620) — Category: DIF

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	2009	2010	2011	2012	2013	2014-2018
Land	$0	$558,144	$549,072	$0	$0	$0	$0
TOTAL	**$0**	**$558,144**	**$549,072**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M at this time, O and M funding was received in FY 2006.

*** New Project**

Cholla Water Treatment Plant

ENTERPRISE/OTHER FUNDS

WATER & SEWER
WATER
SEWER
TRANSPORTATION CONSTRUCTION
TRANSPORTATION GRANTS
STREETS
SANITATION
LANDFILL
AIRPORT CAPITAL PROJECTS
OTHER STATE AND LOCAL GRANTS
GENERAL FUND
CIVIC CENTER
TECHNOLOGY INFRASTRUCTURE
ARTS COMMISSION

NOTE: Because these funds include both operating divisions and CIP projects, the fund summaries are limited to the project expenses only.

Return to CIP TOC

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 2009-18 budget reflects recommendations from the Red Oak Consulting study completed in 2008.

The combined water/sewer fund (fund 2360) reflects continued funding in FY 2009 for the implementation of a new utility billing system and the expansion and enhancement of the city's water reclamation facilities, the West Area Water Reclamation Facility and the Arrowhead Water Reclamation Facility.

FY 2009 for the water fund (fund 2400) reflects continued funding of the Cholla Water Treatment Plan telemetry project; replacement and rehabilitation of the water distribution system throughout the city; and the expansion of the Zone 4 Groundwater Treatment Plant that will provide capacity of 10 MGD for the drinking water system.

In FY 2009, the sewer fund (fund 2420) projects include sewer line replacement or extension, the repair of the 99th Avenue sewer line that connects to the Phoenix/Sub-Regional Operating Group (SROG); and the continued expansion of the 91st Avenue Wastewater Treatment Plan co-owned by the City of Phoenix and SROG, of which Glendale is a member. This project will expand the facility's treatment capacity from 153 MGD to 250 MGD.

Project Name: Oasis Water Campus
Funding Source: Revenue Bond
Fund #: 2400
Project #: 61003

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Water & Sewer (2360) — Category: Revenue

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
60000 Utility Billing System Repl.	2,518,165	0	0	0	0	0	0
60001 Water Quality Instrument	334,325	147,000	0	0	0	0	1,057,822
60002 Addtl. Recharge Capacity	2,150,101	0	0	0	0	0	0
60003 West Area WWRP	1,010,514	0	0	0	0	0	0
60004 Arrowhead WRF	187,980	0	0	0	0	0	0
60006 Sand Filtrs & Dis Sys - AWRF	1,068,347	100,389	3,844,919	1,800,000	0	0	0
60007 Arrwhd Wtr Reclam Fac Imps	2,661,057	100,011	2,165,300	1,800,000	0	0	0
60008 *WAWRF Phase IV	0	2,000,011	6,000,175	4,999,710	13,000,000	16,150,000	2,247,700
T2160 Insertion Machine: W & S Fund	0	0	0	0	0	0	66,000
T2170 Cashier Security Remodel	0	0	0	0	0	0	81,530
T2250 WAWRF Clarifier Replacement	0	0	0	0	0	0	271,863
T2270 WAWRF Fine Screen Replacement	0	0	0	0	0	0	670,250
T2280 WAWRF Odor Control Replacement	0	0	0	0	0	0	967,560
T2281 *91st Ave WWTP Capacity Increas	0	0	0	8,120,000	9,000,000	9,000,000	0
Total Water & Sewer Projects:	**$9,930,489**	**$2,347,411**	**$12,010,394**	**$16,719,710**	**$22,000,000**	**$25,150,000**	**$5,362,725**
Total FY 08-09 Funding:		**$12,277,900**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water & Sewer (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 & fees and annual service & maintenance.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$2,518,165	$0	$0	$0	$0	$0	$0
TOTAL	**$2,518,165**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 60001 - Water Quality Instrument **Funding Source:** Water & Sewer Revenues

Project Description: Funding a replacement program for the major analytical instrumentation at the City's Water Quality Laboratory. Highly sensitive and precise analytical instrumentation is required for the regulatory analysis of the City's water.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$15,633
Equipment	$334,325	$147,000	$0	$0	$0	$0	$1,042,189
TOTAL	**$334,325**	**$147,000**	**$0**	**$0**	**$0**	**$0**	**$1,057,822**

Operating Description: Replacement of lower quality detection instruments with more sensitive mass spectrometer detectors results in additional ongoing maintenance costs. Because of the initial warranties on each instrument listed in the Scope of Work, these operating impacts are expected to begin the year following instrument replacement.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$25,000	$25,750	$26,523	$27,318	$149,387
TOTAL	**$0**	**$25,000**	**$25,750**	**$26,523**	**$27,318**	**$149,387**

Project: 60002 - Addtl. Recharge Capacity **Funding Source:** Water & Sewer Revenues

Project Description: Provide contingency recharge capacity for the Arrowhead Ranch Water Reclamation Facility in order to comply with capacity, management, operation and maintenance and prevent possible sanitary sewer overflows due to loss of discharge pathway to Arrowhead amenities during normal operations.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$1,908,333	$0	$0	$0	$0	$0	$0
Finance Charges	$48,957	$0	$0	$0	$0	$0	$0
Arts	$21,463	$0	$0	$0	$0	$0	$0
Contingency	$146,870	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$24,478	$0	$0	$0	$0	$0	$0
TOTAL	**$2,150,101**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water & Sewer (2360) — Category: Revenue

Project: 60003 - West Area WWRP **Funding Source:** Water & Sewer Revenues

Project Description: Expansion of the existing WAWRF from 4.3/7.0 MGD to 10 MGD.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$226,706	$0	$0	$0	$0	$0	$0
Design	$686,252	$0	$0	$0	$0	$0	$0
Engineering Charges	$65,097	$0	$0	$0	$0	$0	$0
Arts	$26,709	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$5,750	$0	$0	$0	$0	$0	$0
TOTAL	**$1,010,514**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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 MGD to 5.5 MGD. The plant provides treated effluent for use in landscaped areas in northern Glendale.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$187,980	$0	$0	$0	$0	$0	$0
TOTAL	**$187,980**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water & Sewer (2360) — Category: Revenue

Project: 60006 - Sand Filtrs & Dis Sys - AWRF **Funding Source:** Water & Sewer Revenues

Project Description: Replace the aging sand filters and ultra violet light disinfection system at the Arrowhead Ranch Water Reclamation Facility. The current aging system is not providing consistent compliance with regulatory requirements. Funds in the later years will upgrade the SCADA software.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$177,398	$98,600	$0	$0	$0	$0	$0
Construction	$864,168	$0	$3,400,000	$1,600,000	$0	$0	$0
Finance Charges	$4,833	$0	$50,000	$23,000	$0	$0	$0
Engineering Charges	$13,249	$1,789	$61,684	$29,028	$0	$0	$0
Arts	$8,699	$0	$34,000	$16,000	$0	$0	$0
Contingency	$0	$0	$299,235	$131,972	$0	$0	$0
TOTAL	**$1,068,347**	**$100,389**	**$3,844,919**	**$1,800,000**	**$0**	**$0**	**$0**

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 a liquid bleach disinfection. Both of these systems require a higher electrical use. The current system is not adequate and regulatory issues have arisen due to incomplete disinfection.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$41,000	$82,000	$84,000	$459,346
Equip. Maint.	$0	$0	$0	$5,300	$5,600	$30,623
TOTAL	**$0**	**$0**	**$41,000**	**$87,300**	**$89,600**	**$489,969**

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. This will enable the plant to consistently meet the A+ effluent water quality requirements. This project includes replacement of the mechanical equipment in clarifiers one through four, installing OSHA personal protection equipment, upgrading the waste activated sludge pumps, adding a cover to the sand filters, repairs to the main operations building and upgrading the process control software.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$956,716	$0	$0	$0	$0	$0	$0
Construction	$1,421,122	$96,675	$1,900,000	$1,600,000	$0	$0	$0
Finance Charges	$39,457	$0	$29,750	$20,800	$0	$0	$0
Engineering Charges	$36,120	$2,369	$46,550	$39,200	$0	$0	$0
Arts	$20,222	$967	$19,000	$16,000	$0	$0	$0
Contingency	$187,420	$0	$170,000	$124,000	$0	$0	$0
TOTAL	**$2,661,057**	**$100,011**	**$2,165,300**	**$1,800,000**	**$0**	**$0**	**$0**

Operating Description: Due to the upgrade the amount of waste water bring treated will increase thereby resulting in an incease in chemical costs.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$15,000	$15,450	$15,914	$87,022
TOTAL	**$0**	**$0**	**$15,000**	**$15,450**	**$15,914**	**$87,022**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water & Sewer (2360) — Category: Revenue

Project: 60008 - *WAWRF Phase IV **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct additional treatment capacity at the West Area Water Reclamation Facility to treat the increased wastewater flow from the rapidly developing area along the Loop 101 alignment. This expansion is identified in the revised Wastewater Treatment Master Plan completed by Malcolm Purnie. The current treatment capacity will be increased from 11.5 MGD to 17.2 MGD, average daily flow.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$1,795,000	$0	$0	$0	$0	$0
Construction	$0	$0	$5,500,000	$4,600,000	$12,000,000	$15,000,000	$2,000,000
Finance Charges	$0	$27,000	$83,000	$65,000	$180,000	$210,000	$20,000
Engineering Charges	$0	$6,911	$21,175	$17,710	$46,200	$57,750	$7,700
Arts	$0	$0	$55,000	$46,000	$120,000	$150,000	$20,000
Contingency	$0	$171,100	$341,000	$271,000	$653,800	$732,250	$200,000
TOTAL	**$0**	**$2,000,011**	**$6,000,175**	**$4,999,710**	**$13,000,000**	**$16,150,000**	**$2,247,700**

Operating Description: O and M includes staffing three new plant operators starting FY 2012 (including benefits). Other treatment expenses are prorated with existing facility expenses. Plant capacity will increase 33% resulting in an increase in, supplies (chemicals), utilities and equipment maintenance. No new telephones, PC's or vehicles will be required.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$204,000	$210,120	$1,149,022
Supplies/Contr	$0	$0	$0	$100,000	$103,000	$563,246
Utilities	$0	$0	$0	$300,000	$309,000	$1,689,739
Equip. Maint.	$0	$0	$0	$66,000	$67,980	$371,743
TOTAL	**$0**	**$0**	**$0**	**$670,000**	**$690,100**	**$3,773,750**

Project: T2160 - Insertion Machine: W & S Fund **Funding Source:** Water & Sewer Revenues

Project Description: Replace current insertion machine (Water and Sewer portion only, other funding sources are the General Fund and Sanitation Fund). It performs insertion for all departments, including Sales Tax, Water and Sewer, Sanitation, Marketing, Human Resources, Council, Landfill and Payroll.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$0	$0	$0	$0	$0	$66,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$66,000**

Operating Description: O and M includes adding this piece of equipment into the Technology Replacement Fund. The cost is split 33% to the water and sewer fund, 33% to the general fund and 34% to the sanitation fund. A one-year service Preventative Maintenance Agreement (PMA) is built into the cost.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$33,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$66,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$99,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water & Sewer (2360) — Category: Revenue

Project: T2170 - Cashier Security Remodel **Funding Source:** Water & Sewer Revenues

Project Description: Bullet-proof security glass and related improvements for cashier area and surrounding exterior. This request will improve the safety of our employees 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$15,000
Construction	$0	$0	$0	$0	$0	$0	$49,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$7,040
Arts	$0	$0	$0	$0	$0	$0	$490
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$10,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$81,530**

Operating Description: No O and M needed at this time.

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 West Area Water Reclamination Facility 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$30,000
Construction	$0	$0	$0	$0	$0	$0	$227,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$12,593
Arts	$0	$0	$0	$0	$0	$0	$2,270
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$271,863**

Operating Description: No O and M needed at this time.

Project: T2270 - WAWRF Fine Screen Replacement **Funding Source:** Water & Sewer Revenues

Project Description: The West Area Water Reclamation Facility fine screens are mechanical devices removing solid materials from the West Area Water Reclamation Facility influent flows. These mechanical devices are subject to wear and tear and need to be replaced periodically. Funding moved to FY 2014.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$50,000
Construction	$0	$0	$0	$0	$0	$0	$585,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$29,400
Arts	$0	$0	$0	$0	$0	$0	$5,850
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$670,250**

Operating Description: No O and M impact is anticipated since this is a replacement of existing equipment.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water & Sewer (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 years due to wear & tear.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$120,000
Construction	$0	$0	$0	$0	$0	$0	$800,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$39,560
Arts	$0	$0	$0	$0	$0	$0	$8,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$967,560**

Operating Description: No O and M impact is anticipated since this is a replacement of existing equipment.

Project: T2281 - *91st Ave WWTP Capacity Increas **Funding Source:** Water & Sewer Revenues

Project Description: Increase the current Glendale treatment capacity ownership in the Multi-Cities SROG wastewater treatment plant by five million gallons per day, calculated on an average daily flow basis. This capacity increase is needed in order to meet the wastewater treatment capacity of the City. These improvements are identified in the revised Wastewater Treatment Master Plan completed by Malcolm Purnie.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$120,000	$130,000	$130,000	$0
Miscellaneous/Other	$0	$0	$0	$8,000,000	$8,870,000	$8,870,000	$0
TOTAL	**$0**	**$0**	**$0**	**$8,120,000**	**$9,000,000**	**$9,000,000**	**$0**

Operating Description: Additional professional contract expenses with the Sub-Regional operating group will be required as Glendale's ownership percentage increases due to acquiring additional 91st Avenue WWTP capacity. This increase in capacity is driven by growth in the West Area and a projected increase in treated sewer byproducts discharged from the West Area Water Reclamation Facility to 91st Avenue WWTP for disposal.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$900,000	$927,000	$5,069,216
TOTAL	**$0**	**$0**	**$0**	**$900,000**	**$927,000**	**$5,069,216**

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Water (2400) — Category: Revenue

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
61001 Fire Hydrant Replacement	686,560	0	0	1,501,187	913,933	1,499,999	4,583,541
61003 Oasis Water Campus	4,289,763	0	0	0	0	0	0
61004 CAP Water Purchase	0	0	0	0	0	0	184,120
61005 Cholla Telemetry	1,161,342	0	0	0	0	0	0
61007 Zone 4 Reservoir Fill Line	755,548	0	0	0	0	0	0
61008 Zone 4 WTP to 83rd/Orangewood	111,590	0	0	0	0	0	0
61009 Drinking Water Well Head Trmt	320,381	500,039	2,700,015	0	0	0	0
61010 Zone 3 Pump Improvements	115,582	0	0	0	0	0	0
61012 Irrigation	0	0	0	0	0	0	909,584
61013 Line Replacement & Extension	1,299,537	6,700,000	2,000,000	4,530,677	0	6,916,430	43,952,158
61015 Outer Loop Effluent Line	55,000	0	0	0	0	0	3,248,500
61017 Pyramid Peak Storage	42,770	0	0	0	0	0	0
61019 Storage and Recovery Well	0	0	0	0	0	0	4,737,988
61020 West Area Reuse Pipelines	236,601	0	837,417	514,077	810,100	0	3,684,933
61021 N River/Agua Fria Storage Proj	878,015	0	378,015	58,845	0	0	0
61023 Water System Security	1,124,891	2,000,000	0	0	0	0	0
61024 Cholla Water Plant Process Imp	1,258,766	0	0	0	0	0	0
61027 Water Line Extension	201,551	1,742,386	1,516,271	1,516,271	1,516,271	1,516,271	2,025,029
61029 Regional GAC Plant	0	0	0	0	1,088,400	951,500	0
61035 83rd Ave Trn Main Orgewd to Gd	781,043	0	0	0	0	0	0
61036 Zn4 Groundwater Trtment Plant	1,579,326	25,178,505	30,799,512	10,000,000	0	0	0
61038 Loop 101 Water Treatment Fac	0	0	0	0	0	0	49,668,500
61039 *Groundwater Availability Study	0	450,000	0	0	0	0	0
61040 *Loop 101 Wells & Piping	0	1,922,000	0	0	0	0	9,469,900
T3470 67th Ave. Wtr Mn Brdly to Utop	0	0	0	0	0	0	1,139,675
T3480 95th A Wtr Trn Ln Orgewd to G	0	0	0	0	1,464,000	0	0
T3490 Acoma Rd Trn Mn Zn 2 GrndTrt P	0	0	0	0	0	0	393,375
T3500 Glendale Ave. Water Trans Mn	0	0	0	0	0	0	3,536,050
T3510 Orngewood Ave Wtr Trans Mn	0	0	0	0	339,465	0	2,826,035
T3520 Zn 2 Grndwater Trtmnt Plant	0	0	0	0	0	0	9,076,000
T3530 Pyramid Pk WTP Train #1 Equip	0	0	0	0	3,327,732	3,457,468	0
T3540 WTPs Chlorine Gas Elimination	0	0	3,482,630	4,247,070	0	0	0
T3550 Hillcrest Ranch Booster Rehab	0	0	0	0	0	0	552,775

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Water (2400) — Category: Revenue

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
T3552 *Additional Water Supply	0	0	0	0	0	10,028,200	50,141,000
T3553 *Utilities Office Complex	0	0	0	0	0	0	200,000
T3554 *Zone 3 Transmission Pipelines	0	0	0	0	0	0	100,000
T3556 *N River/Agua Fria Storage Cap	0	0	4,350,000	7,000,000	0	0	0
Total Water Projects:	**$14,898,266**	**$38,492,930**	**$46,063,860**	**$29,368,127**	**$9,459,901**	**$24,369,868**	**$190,429,163**
Total FY 08-09 Funding:		**$53,391,196**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61001 - Fire Hydrant Replacement **Funding Source:** Water & Sewer Revenues

Project Description: Replacement of approximately 900 old fire hydrants. To date, 285 have been installed. Current design work will replace 330 fire hydrants for Phase II. All hydrants are in excess of 25 years old and do not meet current city design guidelines or AWWA annual inspection recommendations. We are unable to obtain parts and perform routine service.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$515,662	$0	$0	$1,445,000	$880,000	$1,440,000	$4,400,000
Finance Charges	$0	$0	$0	$20,500	$12,200	$24,435	$74,875
Engineering Charges	$112,124	$0	$0	$21,237	$12,933	$21,164	$64,666
Arts	$58,774	$0	$0	$14,450	$8,800	$14,400	$44,000
TOTAL	**$686,560**	**$0**	**$0**	**$1,501,187**	**$913,933**	**$1,499,999**	**$4,583,541**

Operating Description: No additional O and M needed at this time.

Project: 61003 - Oasis Water Campus **Funding Source:** Water & Sewer Revenues

Project Description: Completion of the construction 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	2009	2010	2011	2012	2013	2014-2018
Design	$4,410	$0	$0	$0	$0	$0	$0
Construction	$2,175,942	$0	$0	$0	$0	$0	$0
Engineering Charges	$241,041	$0	$0	$0	$0	$0	$0
Arts	$488,801	$0	$0	$0	$0	$0	$0
Contingency	$1,379,569	$0	$0	$0	$0	$0	$0
TOTAL	**$4,289,763**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61004 - CAP Water Purchase — **Funding Source:** Water & Sewer Revenues

Project Description: In 2000, the Arizona Department of Water Resources submitted its final recommendations for the reallocation of 66,000 acre-feet of Central Arizona Project water to the U.S. Secretary of Interior. It was recommended that Glendale receive 3,053 acre-feet in the reallocation. Glendale is expected to purchase this 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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$184,120
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$184,120**

Operating Description: O and M impact is incurred when the additional water is actually allocated and delivered to the city for treatment. Operating impacts are based upon the delivery rates for Central Arizona Project water to the city as approved and published by the Central Arizona Water Conservation District; and the projected treatment costs relating to the additional Central Arizona Project allocation water. Charges are revised annually. Previously approved operational funding for this project has been excluded.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$591,717
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$591,717**

Project: 61005 - Cholla Telemetry — **Funding Source:** Water & Sewer Revenues

Project Description: The 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	2009	2010	2011	2012	2013	2014-2018
Construction	$398,735	$0	$0	$0	$0	$0	$0
Arts	$2,648	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$759,959	$0	$0	$0	$0	$0	$0
TOTAL	**$1,161,342**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 61007 - Zone 4 Reservoir Fill Line — **Funding Source:** Water & Sewer Revenues

Project Description: This water transmission main (24"/20") has been identified in the Black & Veatch Comprehensive Water Facilities Planning and Design report of September 2003, as a key component of the plan to improve water quality in Water Pressure Zone 4.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$362,297	$0	$0	$0	$0	$0	$0
Construction	$381,890	$0	$0	$0	$0	$0	$0
Finance Charges	$11,361	$0	$0	$0	$0	$0	$0
TOTAL	**$755,548**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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 Water Treatment Plant Zone 4 into Water Pressure Zone 4 as far as 83rd Avenue and Orangewood.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$35,922	$0	$0	$0	$0	$0	$0
Finance Charges	$9,848	$0	$0	$0	$0	$0	$0
Engineering Charges	$25,646	$0	$0	$0	$0	$0	$0
Arts	$12,107	$0	$0	$0	$0	$0	$0
Contingency	$19,696	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$8,371	$0	$0	$0	$0	$0	$0
TOTAL	**$111,590**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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	2009	2010	2011	2012	2013	2014-2018
Construction	$202,589	$476,500	$2,570,000	$0	$0	$0	$0
Finance Charges	$0	$7,100	$41,350	$0	$0	$0	$0
Engineering Charges	$22,768	$11,674	$62,965	$0	$0	$0	$0
Arts	$10,062	$4,765	$25,700	$0	$0	$0	$0
Contingency	$73,481	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$11,481	$0	$0	$0	$0	$0	$0
TOTAL	**$320,381**	**$500,039**	**$2,700,015**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M for additional power,chemical and maintance costs at the well sites for treatment equipment will be required. Currently the sites are only being used during the summer, with the new construction the sites will operate 24 hours a day 365 days a years. New O and M is based on currect cost.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$30,900	$31,827	$32,782	$33,899	$185,374
Utilities	$0	$12,360	$12,731	$13,113	$13,513	$73,895
Equip. Maint.	$0	$15,000	$15,450	$15,914	$16,424	$89,813
TOTAL	**$0**	**$58,260**	**$60,008**	**$61,809**	**$63,836**	**$349,082**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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	2009	2010	2011	2012	2013	2014-2018
Construction	$115,582	$0	$0	$0	$0	$0	$0
TOTAL	**$115,582**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$18,000
Construction	$0	$0	$0	$0	$0	$0	$770,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$33,884
Arts	$0	$0	$0	$0	$0	$0	$7,700
Contingency	$0	$0	$0	$0	$0	$0	$80,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$909,584**

Operating Description: No O and M needed at this time.

Project: 61013 - Line Replacement & Extension — **Funding Source:** Water & Sewer Revenues

Project Description: Replacement and rehabilitation of water lines throughout the City.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$250,137	$930,000	$0	$550,000	$0	$950,000	$4,002,000
Construction	$705,421	$5,000,000	$1,800,000	$3,600,000	$0	$5,300,000	$35,000,000
Finance Charges	$80,246	$75,000	$26,000	$55,000	$0	$60,000	$650,000
Engineering Charges	$0	$22,830	$6,930	$15,977	$0	$24,062	$150,158
Arts	$63,118	$50,000	$18,000	$36,000	$0	$53,000	$350,000
Contingency	$200,615	$622,170	$149,070	$273,700	$0	$529,368	$3,800,000
TOTAL	**$1,299,537**	**$6,700,000**	**$2,000,000**	**$4,530,677**	**$0**	**$6,916,430**	**$43,952,158**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61015 - Outer Loop Effluent Line **Funding Source:** Water & Sewer Revenues

Project Description: Project to transport, store and recharge effluent reuse water for Arrowhead Ranch and area-wide.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$21,023	$0	$0	$0	$0	$0	$3,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$45,000
Engineering Charges	$24,000	$0	$0	$0	$0	$0	$73,500
Arts	$3,400	$0	$0	$0	$0	$0	$30,000
Contingency	$0	$0	$0	$0	$0	$0	$100,000
Miscellaneous/Other	$6,577	$0	$0	$0	$0	$0	$0
TOTAL	**$55,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,248,500**

Operating Description: No additional O and M needed at this time.

Project: 61017 - Pyramid Peak Storage **Funding Source:** Water & Sewer Revenues

Project Description: Installation of a new 10 MG Reservoir, piping changes and related process equipment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$22,348	$0	$0	$0	$0	$0	$0
Engineering Charges	$17,193	$0	$0	$0	$0	$0	$0
Arts	$3,229	$0	$0	$0	$0	$0	$0
TOTAL	**$42,770**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

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, 2.0 MGD, turbine pump recovery well. The goal is to pump the recovered groundwater to the Arrowhead amenities customers.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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
Contingency	$0	$0	$0	$0	$0	$0	$400,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,737,988**

Operating Description: O and M includes three years of chemicals and equipment maintance based on pilot studies.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$240,000
Equip. Maint.	$0	$0	$0	$0	$0	$45,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$285,000**

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 the West Area Water Reclamation Facility. This plan was completed in May 2003. Reuse pipelines projects will be developed and scheduled as required. Extensions of the effluent line to serve new lakes are also included.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$179,358	$0	$0	$0	$200,000	$0	$0
Construction	$8,552	$0	$750,000	$470,000	$570,000	$0	$3,200,000
Finance Charges	$8,821	$0	$0	$0	$0	$0	$75,000
Engineering Charges	$34,169	$0	$13,367	$8,377	$13,724	$0	$57,033
Arts	$5,701	$0	$7,500	$4,700	$5,700	$0	$32,000
Contingency	$0	$0	$66,550	$31,000	$20,676	$0	$320,900
TOTAL	**$236,601**	**$0**	**$837,417**	**$514,077**	**$810,100**	**$0**	**$3,684,933**

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. Annual maintenance includes instrument and control work on the telemetry, mechanical work on the valves and transmission piping and repair of transmission system in the event of deterioration or breakage. Cost is based on engineering estimate for cleaning and repair to valves.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$47,000	$63,000	$64,890	$66,837	$365,490
TOTAL	**$0**	**$47,000**	**$63,000**	**$64,890**	**$66,837**	**$365,490**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61021 - N River/Agua Fria Storage Proj **Funding Source:** Water & Sewer Revenues

Project Description: To acquire a 20% ownership in the New River/Agua Fria Underground Storage Facility administered by the Salt River Project. The city has physically expanded the West Area Water Reclamation Facility and needs additional recharge capacity to accommodate (store) the effluent processed at the expanded facility. The new regional underground storage facility is located in the vicinity of 107th Avenue and Bethany Home Road. The stored effluent will be used to meet Glendale's long-term water demands and maintain compliance with the state groundwater code.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$760,325	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$117,690	$0	$378,015	$58,845	$0	$0	$0
TOTAL	**$878,015**	**$0**	**$378,015**	**$58,845**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Construction	$397,896	$1,850,000	$0	$0	$0	$0	$0
Finance Charges	$33,914	$30,000	$0	$0	$0	$0	$0
Engineering Charges	$9,376	$66,600	$0	$0	$0	$0	$0
Arts	$14,491	$18,500	$0	$0	$0	$0	$0
Contingency	$199,713	$34,900	$0	$0	$0	$0	$0
Miscellaneous/Other	$469,501	$0	$0	$0	$0	$0	$0
TOTAL	**$1,124,891**	**$2,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 61024 - Cholla Water Plant Process Imp **Funding Source:** Water & Sewer Revenues

Project Description: Improvments to the Cholla WTP to meet water treatment regulations. Work to be performed during the current 10-year CIP will consist mainly of improvements to the existing sand filters and addition of new filters. The new vent will also be added.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$673,194	$0	$0	$0	$0	$0	$0
Construction	$125,565	$0	$0	$0	$0	$0	$0
Finance Charges	$25,616	$0	$0	$0	$0	$0	$0
Engineering Charges	$116,005	$0	$0	$0	$0	$0	$0
Arts	$48,982	$0	$0	$0	$0	$0	$0
Contingency	$269,404	$0	$0	$0	$0	$0	$0
TOTAL	**$1,258,766**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61027 - Water Line Extension — **Funding Source:** Water & Sewer Revenues

Project Description: Installation of water line extensions.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$153,709	$150,000	$150,000	$150,000	$150,000	$150,000	$200,000
Construction	$5,235	$1,400,000	$1,200,000	$1,200,000	$1,200,000	$1,200,000	$1,600,000
Finance Charges	$6,329	$22,000	$20,000	$20,000	$20,000	$20,000	$30,000
Engineering Charges	$24,977	$16,386	$14,271	$14,271	$14,271	$14,271	$19,029
Arts	$7,911	$14,000	$12,000	$12,000	$12,000	$12,000	$16,000
Contingency	$0	$140,000	$120,000	$120,000	$120,000	$120,000	$160,000
Miscellaneous/Other	$3,390	$0	$0	$0	$0	$0	$0
TOTAL	**$201,551**	**$1,742,386**	**$1,516,271**	**$1,516,271**	**$1,516,271**	**$1,516,271**	**$2,025,029**

Operating Description: No additional O and M needed at this time.

Project: 61029 - Regional GAC Plant — **Funding Source:** Water & Sewer Revenues

Project Description: Co-ownership of a regional granular activated carbon (GAC) regeneration plant and site. Glendale will be a member of the IGA group on this project. The Cholla Water Treatment Plant has changed over to GAC filter media.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$30,000	$0	$0
Miscellaneous/Other	$0	$0	$0	$0	$1,058,400	$951,500	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,088,400**	**$951,500**	**$0**

Operating Description: There are no direct O and M costs to the City of Glendale for this project. All O and M costs will be included in the cost of GAC regeneration. Regeneration costs are based on a per pound rate and will include any on going project O and M costs.

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 to the existing Zone 4 Transmission Main on Glendale Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$151,722	$0	$0	$0	$0	$0	$0
Construction	$406,295	$0	$0	$0	$0	$0	$0
Finance Charges	$28,124	$0	$0	$0	$0	$0	$0
Engineering Charges	$23,859	$0	$0	$0	$0	$0	$0
Arts	$19,418	$0	$0	$0	$0	$0	$0
Contingency	$151,625	$0	$0	$0	$0	$0	$0
TOTAL	**$781,043**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61036 - Zn4 Groundwater Trtment Plant **Funding Source:** Water & Sewer Revenues

Project Description: An expansion of the Zone 4 Water Treatment Plant intended to treat 10 MGD of groundwater to remove nitrates and other contaminants. This facility will provide needed drinking water when surface water plants are off line during canal dry-ups.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$360,053	$1,000,000	$1,200,000	$0	$0	$0	$0
Construction	$816,813	$20,300,000	$27,790,000	$9,100,000	$0	$0	$0
Finance Charges	$32,691	$455,000	$420,000	$15,000	$0	$0	$0
Engineering Charges	$18,502	$82,005	$111,612	$35,035	$0	$0	$0
Arts	$24,355	$203,000	$277,900	$91,000	$0	$0	$0
Contingency	$326,912	$3,138,500	$1,000,000	$758,965	$0	$0	$0
TOTAL	**$1,579,326**	**$25,178,505**	**$30,799,512**	**$10,000,000**	**$0**	**$0**	**$0**

Operating Description: This is an expansion of the Zone 4 Water Treatment Facility to give it the capability to treat groundwater therefore only new costs will be for staffing three plant operators, chemicals and utilities. Chemical, utilities and maintance cost are based on actual cost during a pilot study to treat groundwater.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$214,500	$220,935	$227,563	$1,244,408
Supplies/Contr	$0	$0	$360,600	$371,418	$382,561	$2,091,998
Utilities	$0	$0	$54,636	$56,275	$57,963	$316,967
Equip. Maint.	$0	$0	$0	$50,000	$51,500	$281,623
Insurance	$0	$0	$6,409	$6,601	$6,799	$37,180
TOTAL	**$0**	**$0**	**$636,145**	**$705,229**	**$726,386**	**$3,972,176**

Project: 61038 - Loop 101 Water Treatment Fac **Funding Source:** Water & Sewer Revenues

Project Description: Design and build a 10 MGD Groundwater Treatment Plant and Storage Reservoir in Zone 4. The treatment plant is needed in order to meet the potable water demand of this growing area of the City. This facility is identified in the revised Utilities Water Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$4,500,000
Construction	$0	$0	$0	$0	$0	$0	$43,883,390
Finance Charges	$0	$0	$0	$0	$0	$0	$660,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$186,276
Arts	$0	$0	$0	$0	$0	$0	$438,834
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$49,668,500**

Operating Description: No O and M needed at this time, O and M will be determined closer to the start of the project.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: 61039 - *Groundwater Availability Study **Funding Source:** Water & Sewer Revenues

Project Description: Comprehensive study and development of a groundwater model to assess and determine groundwater availability and aquifer sustainability in support of the City's designation of assured water supply reapplication and water system master plans.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$450,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$450,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No new O and M needed at this time.

Project: 61040 - *Loop 101 Wells & Piping **Funding Source:** Water & Sewer Revenues

Project Description: Rehabilitate existing wells in Zone 4 to supply raw water to the Loop 101 Ground Water Treatment Plant (GWTP). These improvements are needed in order to meet the growing potable water demand in this area of the City, and also to meet water quality regulations. These improvements are identified in the revised Utilities Water Master Plan completed by Black and Veatch.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$150,000	$0	$0	$0	$0	$900,000
Construction	$0	$1,709,000	$0	$0	$0	$0	$8,266,500
Finance Charges	$0	$26,000	$0	$0	$0	$0	$125,000
Engineering Charges	$0	$19,390	$0	$0	$0	$0	$95,610
Arts	$0	$17,090	$0	$0	$0	$0	$82,665
Contingency	$0	$520	$0	$0	$0	$0	$125
TOTAL	**$0**	**$1,922,000**	**$0**	**$0**	**$0**	**$0**	**$9,469,900**

Operating Description: No new O and M needed at this time.

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" main in 67th Avenue that serves Water Pressure Zone 3.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$100,000
Construction	$0	$0	$0	$0	$0	$0	$875,000
Finance Charges	$0	$0	$0	$0	$0	$0	$14,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$41,925
Arts	$0	$0	$0	$0	$0	$0	$8,750
Contingency	$0	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,139,675**

Operating Description: No new O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3480 - 95th A Wtr Trn Ln Orgewd to G **Funding Source:** Water & Sewer Revenues

Project Description: Installation of 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$190,000	$0	$0
Construction	$0	$0	$0	$0	$1,100,000	$0	$0
Finance Charges	$0	$0	$0	$0	$20,000	$0	$0
Engineering Charges	$0	$0	$0	$0	$43,000	$0	$0
Arts	$0	$0	$0	$0	$11,000	$0	$0
Contingency	$0	$0	$0	$0	$100,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,464,000**	**$0**	**$0**

Operating Description: Preventative maintenance and future regulations (DMOM, Distribution Management Operation and Maintenance) are the driving factor for the O and M adjustments. Although the project design is .5 miles of main it is estimated $7,000 per year is necessary beginning July 2013.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$35,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$35,000**

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	2009	2010	2011	2012	2013	2014-2018
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 (DMOM, Distribution Management Operation and Maintenance) are the driving factor for the O and M adjustments. Although the project design is for .25 miles of main, it is estimated an additional $5,000 per year is necessary beginning May 2014. Cost is based on engineering studies.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$28,162
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$28,162**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

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	2009	2010	2011	2012	2013	2014-2018
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	$45,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$61,050
Arts	$0	$0	$0	$0	$0	$0	$25,000
Contingency	$0	$0	$0	$0	$0	$0	$105,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,536,050**

Operating Description: No new O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$333,000	$0	$0
Construction	$0	$0	$0	$0	$0	$0	$2,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$37,500
Engineering Charges	$0	$0	$0	$0	$6,465	$0	$48,535
Arts	$0	$0	$0	$0	$0	$0	$25,000
Contingency	$0	$0	$0	$0	$0	$0	$215,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$339,465**	**$0**	**$2,826,035**

Operating Description: Due to the complexity of the line, additional maintenance costs are necessary in the outfall years. In addition to the preventative maintenance costs, future regulations (DMOM, Distribution Management Operation and Maintenance) 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:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$50,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3520 - Zn 2 Grndwater Trtmnt Plant **Funding Source:** Water & Sewer Revenues

Project Description: A new water treatment plant intended to treat 2.5 MGD of groundwater to remove nitrates and other contaminants. This facility will provide needed drinking water when surface water plants are offline.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$1,000,000
Design	$0	$0	$0	$0	$0	$0	$1,200,000
Construction	$0	$0	$0	$0	$0	$0	$6,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$115,500
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$65,000
Contingency	$0	$0	$0	$0	$0	$0	$103,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,076,000**

Operating Description: No O and M needed at this time, O and M will be determined closer to the start of the project and won't be need untill after FY 2018.

Project: T3530 - Pyramid Pk WTP Train #1 Equip **Funding Source:** Water & Sewer Revenues

Project Description: Replace and rehab equipment at the Pyramid Peak Water Treatment Plant related to water pathway #1 and other equipment in the original plant, which were installed over 21 years ago. By the existing IGA between Glendale and Peoria, this cost will be split amongst the two Cities, with Peoria responsible for approximately 23% of the project costs.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$0	$0	$2,900,000	$3,020,000	$0
Finance Charges	$0	$0	$0	$0	$42,000	$45,000	$0
Engineering Charges	$0	$0	$0	$0	$58,784	$61,216	$0
Arts	$0	$0	$0	$0	$29,000	$30,200	$0
Contingency	$0	$0	$0	$0	$297,948	$301,052	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$3,327,732**	**$3,457,468**	**$0**

Operating Description: O and M costs will not be impacted by this project. Overall O and M costs should be lower with this project due to less maintenance on the new equipment and the equipment should be more efficient, lowering the overall operating costs.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3540 - WTPs Chlorine Gas Elimination **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the removal of both 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$680,000	$0	$0	$0	$0
Construction	$0	$0	$2,500,000	$3,720,000	$0	$0	$0
Finance Charges	$0	$0	$35,000	$40,000	$0	$0	$0
Engineering Charges	$0	$0	$42,630	$49,870	$0	$0	$0
Arts	$0	$0	$25,000	$37,200	$0	$0	$0
Contingency	$0	$0	$200,000	$400,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$3,482,630**	**$4,247,070**	**$0**	**$0**	**$0**

Operating Description: Additional annual cost for supplies and electricity are $20,000 and $15,000 respectively. Costs on based on engineering studies.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$20,000	$20,600	$112,649
Utilities	$0	$0	$0	$15,000	$15,450	$84,487
TOTAL	**$0**	**$0**	**$0**	**$35,000**	**$36,050**	**$197,136**

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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$25,000
Construction	$0	$0	$0	$0	$0	$0	$450,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$23,275
Arts	$0	$0	$0	$0	$0	$0	$4,500
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$552,775**

Operating Description: No O and M at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3552 - *Additional Water Supply **Funding Source:** Water & Sewer Revenues

Project Description: Acquisition and development of renewable water supply to meet increasing demand for water, maintain the City's designation of assured water supply and to minimize drought impacts on Glendale water system customers.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$741,000
Contingency	$0	$0	$0	$0	$0	$0	$11,400,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$10,028,200	$38,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,028,200**	**$50,141,000**

Operating Description: O and M impact is based upon projected delivery and treatment costs relating to the additional water supply.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$386,027
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$386,027**

Project: T3553 - *Utilities Office Complex **Funding Source:** Water & Sewer Revenues

Project Description: Complete a design concept report to establish the location and layout of a new utilities office complex. The current complex is over 31 years and will need to be upgraded in the projected time frame, as a consequence to its wear and tear. In addition, the Utilities Department has grown over the years to better serve the community and as such will need additional space to better accommodate employees and the operations on a whole.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$189,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$11,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$200,000**

Operating Description: No O and M costs needed for study.

Project: T3554 - *Zone 3 Transmission Pipelines **Funding Source:** Water & Sewer Revenues

Project Description: Complete a design concept report to determine the alignment and site of one or two transmission mains for Water Zone 3. The line is intended to improve the pressure distribution within this service area.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**

Operating Description: No O and M costs needed for study.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Water (2400) — Category: Revenue

Project: T3556 - *N River/Agua Fria Storage Cap **Funding Source:** Water & Sewer Revenues

Project Description: Purchase of additional recharge capacity at the New River/Agua Fria Underground Storage Project. The additional capacity is needed to ensure the city is able to store projected increases in reclaimed water produced at the city's West Area Water Reclamation Facility.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$0	$4,350,000	$7,000,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$4,350,000**	**$7,000,000**	**$0**	**$0**	**$0**

Operating Description: Additional O and M costs due to purchase of additional capacity. Charges are from approved opertaing budget for this facility.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$53,460	$55,064	$56,716	$58,417	$319,449
TOTAL	**$0**	**$53,460**	**$55,064**	**$56,716**	**$58,417**	**$319,449**

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Sewer (2420) — Category: Revenue

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
63000 67th-115th, Northern-C'Back	0	0	0	4,551,205	5,102,863	0	12,365,177
63003 99th Ave Interceptor Line	3,897,622	306,936	403,670	1,000,230	4,873,418	0	1,339,745
63004 Arrowhead Ranch Sewer Odor Con	657,512	0	0	0	0	0	0
63005 Sewer System Evaluation	544,714	0	0	0	0	0	0
63006 Arrowhead Sewer Lines	67,422	0	1,700,000	2,071,225	0	0	1,735,750
63007 Sewer 99th Ave. W. Water Meter	0	0	0	601,083	3,815,788	0	3,289,729
63008 Sewers for Areas on Septic Sys	29,646	75,245	231,414	243,799	255,518	0	1,764,841
63009 67/Ave Swge Lft Sta. Odor Con.	955,511	0	0	0	0	0	0
63010 91st Ave. Construction	3,302,352	9,177,983	6,139,378	4,366,939	4,397,256	0	10,150,000
63013 67th Ave. Lift Station	1,771,733	719,100	0	0	0	0	0
63014 67th & 83rd Ave SLS Mode	379,562	0	0	0	0	0	4,579,138
63015 CMOM Implementation	385,430	0	0	574,000	0	0	0
63016 Sewer Line Replacement	141,421	0	0	1,724,952	2,391,260	2,581,061	15,559,524
63017 Sewer Line Extension	357,732	275,766	287,557	301,847	317,929	0	1,763,940
63018 Camelback Swr Rehab	1,554,545	635,300	1,498,650	0	0	0	0
63019 Western Area Odor Control	4,317	0	0	0	0	0	0
63020 Security Enhance Wastewtr Ops	3,778,799	0	0	4,883,927	376,641	386,831	5,881,462
63021 Sweetwater & 55th Ave SLS	1,624,059	0	0	0	0	0	0
63022 95th Ave Sewer Connection	675,809	0	0	0	0	0	0
63023 City Wide Sewer Odor Control	406,760	0	2,290,667	0	0	0	1,763,175
T3610 Bethany Hme Rd Interceptor	0	0	325,920	0	0	0	3,330,500
T3611 *Glendale Ave 93rd-99th Ave	0	0	539,000	0	0	0	332,000
Total Sewer Projects:	**$20,534,946**	**$11,190,330**	**$13,416,256**	**$20,319,207**	**$21,530,673**	**$2,967,892**	**$63,854,981**
Total FY 08-09 Funding:		**$31,725,276**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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 as identified by Hennings, Durham and Richardson (HDR) Sewer Depth Study of December 2000. These sewers are growth related.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$400,000	$700,000	$0	$1,000,000
Construction	$0	$0	$0	$3,650,000	$4,012,000	$0	$9,570,000
Finance Charges	$0	$0	$0	$40,000	$22,000	$0	$135,000
Engineering Charges	$0	$0	$0	$24,705	$28,743	$0	$64,477
Arts	$0	$0	$0	$36,500	$40,120	$0	$95,700
Contingency	$0	$0	$0	$400,000	$300,000	$0	$1,500,000
TOTAL	**$0**	**$0**	**$0**	**$4,551,205**	**$5,102,863**	**$0**	**$12,365,177**

Operating Description: No new O and M needed at this time.

Project: 63003 - 99th Ave Interceptor Line **Funding Source:** Water & Sewer Revenues

Project Description: The main sewer line to the Sub-Regional Operating Group (SROG) was inspected by project engineering consultants and determined that it needs to be rehabilitated. Pipe lining will be replaced along with manhole structures that are corroded.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$242,972	$0	$0	$0	$600,000	$0	$0
Construction	$3,516,658	$300,000	$375,000	$875,000	$3,700,000	$0	$1,200,000
Finance Charges	$39,614	$0	$0	$15,000	$80,000	$0	$0
Engineering Charges	$58,558	$3,936	$4,920	$11,480	$56,418	$0	$15,745
Arts	$39,820	$3,000	$3,750	$8,750	$37,000	$0	$12,000
Contingency	$0	$0	$20,000	$90,000	$400,000	$0	$112,000
TOTAL	**$3,897,622**	**$306,936**	**$403,670**	**$1,000,230**	**$4,873,418**	**$0**	**$1,339,745**

Operating Description: Rehabilitation of the 99th Avenue interceptor is scheduled to begin in 2010. Glendale's share of odor control, interceptor cleaning and operating costs is an ongoing expense estimated at $336,000 per year. With the increased volume due to greater capacity, expenses are expected to increase by $440,000 beginning in FY 2011.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$440,000	$453,200	$466,796	$2,552,632
TOTAL	**$0**	**$0**	**$440,000**	**$453,200**	**$466,796**	**$2,552,632**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

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 in the Arrowhead Ranch area to control the odor of sewer gases.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$630,572	$0	$0	$0	$0	$0	$0
Engineering Charges	$21,564	$0	$0	$0	$0	$0	$0
Arts	$5,376	$0	$0	$0	$0	$0	$0
TOTAL	**$657,512**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 63005 - Sewer System Evaluation — **Funding Source:** Water & Sewer Revenues

Project Description: A five-year project, now in its fourth year, to evaluate the condition of the City's sewer system and develop a systematic plan for rehabilitating and replacing deteriorated sewers and manholes.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$544,714	$0	$0	$0	$0	$0	$0
TOTAL	**$544,714**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 63006 - Arrowhead Sewer Lines — **Funding Source:** Water & Sewer Revenues

Project Description: The rehabilitation or replacement of various wastewater collection lines in the Arrowhead Ranch area will improve sewer flow conditions and reduce sewer odors. This work was identified in a report completed by the consulting firm, Damon Williams and Associates. The work will be done in phases.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$60,237	$0	$0	$350,000	$0	$0	$0
Construction	$0	$0	$1,490,000	$1,500,000	$0	$0	$1,500,000
Finance Charges	$0	$0	$22,000	$22,000	$0	$0	$18,000
Engineering Charges	$5,499	$0	$27,565	$34,225	$0	$0	$27,750
Arts	$1,686	$0	$14,900	$15,000	$0	$0	$15,000
Contingency	$0	$0	$145,535	$150,000	$0	$0	$175,000
TOTAL	**$67,422**	**$0**	**$1,700,000**	**$2,071,225**	**$0**	**$0**	**$1,735,750**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63007 - Sewer 99th Ave. W. Water Meter — **Funding Source:** Water & Sewer Revenues

Project Description: The multi-cities SROG organization is currently requiring the SROG cities to construct their sewage metering stations equal to the approved design studied by the SROG prototype meter station project in Scottsdale. The metering stations are located on 99th Avenue south of Camelback Road and south of Northern Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$0	$585,000	$3,375,000	$0	$2,900,000
Finance Charges	$0	$0	$0	$0	$48,000	$0	$30,000
Engineering Charges	$0	$0	$0	$10,233	$59,038	$0	$50,729
Arts	$0	$0	$0	$5,850	$33,750	$0	$29,000
Contingency	$0	$0	$0	$0	$300,000	$0	$280,000
TOTAL	**$0**	**$0**	**$0**	**$601,083**	**$3,815,788**	**$0**	**$3,289,729**

Operating Description: These metering stations will require service and replacement of automatic sampling units, miscellaneous telemetry and flow recording equipment on a periodic basis. No data connectivity or telephone are required.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$5,464	$5,600	$30,623
Equip. Maint.	$0	$0	$0	$25,000	$25,750	$140,812
TOTAL	**$0**	**$0**	**$0**	**$30,464**	**$31,350**	**$171,435**

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 city sewer. As of September 2007, there are five projects that have been funded through this program. No other areas have officially met the requirements for projects to go forward. The five projects that were funded and are now complete are Cortez Sewer, Hidden Manor, Rancho Del Higo, Orangewood West and Cinnabar.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$28,851	$0	$0	$0	$250,000	$0	$0
Construction	$0	$70,000	$200,000	$212,000	$0	$0	$1,710,000
Engineering Charges	$795	$1,545	$4,414	$4,679	$5,518	$0	$37,741
Arts	$0	$700	$2,000	$2,120	$0	$0	$17,100
Contingency	$0	$3,000	$25,000	$25,000	$0	$0	$0
TOTAL	**$29,646**	**$75,245**	**$231,414**	**$243,799**	**$255,518**	**$0**	**$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:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

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	2009	2010	2011	2012	2013	2014-2018
Design	$118,769	$0	$0	$0	$0	$0	$0
Construction	$717,615	$0	$0	$0	$0	$0	$0
Engineering Charges	$37,920	$0	$0	$0	$0	$0	$0
Arts	$12,550	$0	$0	$0	$0	$0	$0
Contingency	$53,456	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$15,201	$0	$0	$0	$0	$0	$0
TOTAL	**$955,511**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 63010 - 91st Ave. Construction **Funding Source:** Water & Sewer Revenues

Project Description: To provide additional funding for the continuing construction/expansion of the 91st Avenue Wastewater Treatment Plant co-owned by the City of Phoenix and the Sub-Regional Operating Group (SROG), of which Glendale is a member. This is an ongoing venture to expand the treatment facility from 153 MGD to 250 MGD.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$29,921	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$135,000	$90,000	$60,000	$60,000	$0	$150,000
Miscellaneous/Other	$3,272,431	$9,042,983	$6,049,378	$4,306,939	$4,337,256	$0	$10,000,000
TOTAL	**$3,302,352**	**$9,177,983**	**$6,139,378**	**$4,366,939**	**$4,397,256**	**$0**	**$10,150,000**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63013 - 67th Ave. Lift Station **Funding Source:** Water & Sewer Revenues

Project Description: The material condition of this sewage lift station (SLS) has deteriorated and requires equipment upgrades in order to assure the system remains fully functional and does not violate regulations. The station is essential to satisfy Capacity Management Operation and Maintenance (CMOM).

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$35,463	$0	$0	$0	$0	$0	$0
Construction	$1,549,548	$650,000	$0	$0	$0	$0	$0
Finance Charges	$0	$10,000	$0	$0	$0	$0	$0
Engineering Charges	$52,621	$39,600	$0	$0	$0	$0	$0
Arts	$14,876	$6,500	$0	$0	$0	$0	$0
Contingency	$114,048	$13,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$5,177	$0	$0	$0	$0	$0	$0
TOTAL	**$1,771,733**	**$719,100**	**$0**	**$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. Equipment maintenance includes replacement of odor control media and service to pumps and associated valves. Cost is based on historical data.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$28,000	$28,840	$29,600	$161,865
TOTAL	**$0**	**$0**	**$28,000**	**$28,840**	**$29,600**	**$161,865**

Project: 63014 - 67th & 83rd Ave SLS Mode **Funding Source:** Water & Sewer Revenues

Project Description: This sewage lift station (SLS), located at 67th Avenue and Beardsley Road, will need to be rehabilitated and later expanded to assure system reliability, adequate pumping capacity and regulatory compliance. This redesign will include more efficient odor control and larger capacity pumps.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$700,000
Construction	$379,562	$0	$0	$0	$0	$0	$3,375,000
Finance Charges	$0	$0	$0	$0	$0	$0	$45,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$75,388
Arts	$0	$0	$0	$0	$0	$0	$33,750
Contingency	$0	$0	$0	$0	$0	$0	$350,000
TOTAL	**$379,562**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,579,138**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

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. Phase III will update the administrative program in FY 2011.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$354,230	$0	$0	$0	$0	$0	$0
Engineering Charges	$31,200	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$0	$574,000	$0	$0	$0
TOTAL	**$385,430**	**$0**	**$0**	**$574,000**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 63016 - Sewer Line Replacement — **Funding Source:** Water & Sewer Revenues

Project Description: Replacement/Rehabilitation of existing sewer lines as identified by the Sewer Evaluation Study prepared by HDR Engineers and to be completed by CDM Engineers. Projects will be developed as funds are available.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$35,387	$0	$0	$490,000	$0	$520,000	$570,000
Construction	$57,059	$0	$0	$1,100,000	$2,200,000	$1,800,000	$13,200,000
Finance Charges	$46,216	$0	$0	$15,000	$30,000	$27,000	$180,000
Engineering Charges	$254	$0	$0	$9,699	$13,420	$14,152	$83,997
Arts	$2,505	$0	$0	$11,000	$22,000	$18,000	$132,000
Contingency	$0	$0	$0	$99,253	$125,840	$201,909	$1,393,527
TOTAL	**$141,421**	**$0**	**$0**	**$1,724,952**	**$2,391,260**	**$2,581,061**	**$15,559,524**

Operating Description: No additional O and M needed at this time.

Project: 63017 - Sewer Line Extension — **Funding Source:** Water & Sewer Revenues

Project Description: Sewer extension at various locations are due to growth. These extensions will convey wastewater from new developments.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$73,919	$150,000	$0	$100,000	$50,000	$0	$140,000
Construction	$261,263	$100,000	$260,000	$170,000	$240,000	$0	$1,420,000
Finance Charges	$3,683	$0	$0	$0	$0	$0	$0
Engineering Charges	$13,907	$4,766	$4,957	$5,147	$5,529	$0	$29,740
Arts	$4,960	$1,000	$2,600	$1,700	$2,400	$0	$14,200
Contingency	$0	$20,000	$20,000	$25,000	$20,000	$0	$160,000
TOTAL	**$357,732**	**$275,766**	**$287,557**	**$301,847**	**$317,929**	**$0**	**$1,763,940**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63018 - Camelback Swr Rehab — **Funding Source:** Water & Sewer Revenues

Project Description: To replace the 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" sewer pipe has to be permanently plugged and abandoned. Sewer manholes will be rehabilitated along the Camelback trunk sewer to the 67th Avenue sewer lift station.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$1,233,334	$550,000	$1,275,000	$0	$0	$0	$0
Finance Charges	$29,596	$0	$20,000	$0	$0	$0	$0
Engineering Charges	$123,096	$19,800	$45,900	$0	$0	$0	$0
Arts	$40,270	$5,500	$12,750	$0	$0	$0	$0
Contingency	$128,249	$60,000	$145,000	$0	$0	$0	$0
TOTAL	**$1,554,545**	**$635,300**	**$1,498,650**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 63019 - Western Area Odor Control — **Funding Source:** Water & Sewer Revenues

Project Description: Hydrogen peroxide chemical dosing stations to control odor of sewer gases.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$4,317	$0	$0	$0	$0	$0	$0
TOTAL	**$4,317**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 63020 - Security Enhance Wastewtr Ops — **Funding Source:** Water & Sewer Revenues

Project Description: Add various security enhancements to the Water Reclamation Facilities, the various effluent recharge facilities and the various sewer lift stations to achieve compliance with the anticipated requirements of the Federal Homeland Security regulations.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$700,000	$0	$0	$0	$0	$0	$0
Construction	$2,579,181	$0	$0	$4,300,000	$330,000	$350,000	$5,200,000
Finance Charges	$80,000	$0	$0	$65,000	$5,000	$5,000	$80,000
Engineering Charges	$61,618	$0	$0	$57,024	$4,376	$4,641	$68,959
Arts	$58,000	$0	$0	$43,000	$3,300	$3,500	$52,000
Contingency	$300,000	$0	$0	$418,903	$33,965	$23,690	$480,503
TOTAL	**$3,778,799**	**$0**	**$0**	**$4,883,927**	**$376,641**	**$386,831**	**$5,881,462**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: 63021 - Sweetwater & 55th Ave SLS **Funding Source:** Water & Sewer Revenues

Project Description: The material condition of this sewage lift station (SLS) has deteriorated and requires equipment upgrades in order to assure system reliability, adequate capacity and public safety. Station is essential to satisfy Capacity Management Operations and Maintenance (CMOM).

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$135,406	$0	$0	$0	$0	$0	$0
Construction	$1,266,969	$0	$0	$0	$0	$0	$0
Engineering Charges	$51,654	$0	$0	$0	$0	$0	$0
Arts	$20,030	$0	$0	$0	$0	$0	$0
Contingency	$150,000	$0	$0	$0	$0	$0	$0
TOTAL	**$1,624,059**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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" sewer line in 95th Avenue entering the 48" sewer line in Camelback Road. Currently the crowns of the two sewer lines match elevations. The top of the 36" line will be raised.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$37,633	$0	$0	$0	$0	$0	$0
Construction	$593,215	$0	$0	$0	$0	$0	$0
Engineering Charges	$29,116	$0	$0	$0	$0	$0	$0
Arts	$5,942	$0	$0	$0	$0	$0	$0
Contingency	$9,903	$0	$0	$0	$0	$0	$0
TOTAL	**$675,809**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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 and control of hydrogen sulfide gas.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$65,003	$0	$0	$0	$0	$0	$100,000
Construction	$266,363	$0	$2,000,000	$0	$0	$0	$1,450,000
Finance Charges	$19,094	$0	$30,000	$0	$0	$0	$20,000
Engineering Charges	$21,309	$0	$37,000	$0	$0	$0	$28,675
Arts	$13,366	$0	$20,000	$0	$0	$0	$14,500
Contingency	$21,625	$0	$203,667	$0	$0	$0	$150,000
TOTAL	**$406,760**	**$0**	**$2,290,667**	**$0**	**$0**	**$0**	**$1,763,175**

Operating Description: Three additional dosing stations coming online in FY 2010 will increase the annual usage of the hydrogen peroxide chemical used by the dosing stations and will require additional electricity. Supplies - average yearly chemical cost for a site today is $176,640. Utilities - average yearly electric utility cost per site today is $700.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$529,920	$545,818	$562,192	$579,058	$3,166,526
Utilities	$0	$2,100	$2,163	$2,228	$2,295	$12,549
TOTAL	**$0**	**$532,020**	**$547,981**	**$564,420**	**$581,353**	**$3,179,075**

Project: T3610 - Bethany Hme Rd Interceptor — **Funding Source:** Water & Sewer Revenues

Project Description: Installation of 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	2009	2010	2011	2012	2013	2014-2018
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	$45,000
Engineering Charges	$0	$0	$5,920	$0	$0	$0	$55,500
Arts	$0	$0	$0	$0	$0	$0	$30,000
Contingency	$0	$0	$0	$0	$0	$0	$200,000
TOTAL	**$0**	**$0**	**$325,920**	**$0**	**$0**	**$0**	**$3,330,500**

Operating Description: It is estimated that interceptor sewer maintenance will cost approximately $20,000 per mile per year for 1.5 miles. Additional staffing requirements in the outfall years for routine cleaning and preventative maintenance.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sewer (2420) — Category: Revenue

Project: T3611 - *Glendale Ave 93rd-99th Ave **Funding Source:** Water & Sewer Revenues

Project Description: Design and construct a new parallel relief sewer on Glendale Avenue from 93rd the 99th Avenue to handle the additional wastewater flows generated by growth near Loop 101. The relief sewer will be installed in two phases. These proposed improvements were identified in the sewer collection study recently completed by CDM.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$80,000	$0	$0	$0	$35,000
Construction	$0	$0	$429,000	$0	$0	$0	$280,000
Engineering Charges	$0	$0	$21,887	$0	$0	$0	$13,545
Arts	$0	$0	$4,290	$0	$0	$0	$2,800
Contingency	$0	$0	$3,823	$0	$0	$0	$655
TOTAL	**$0**	**$0**	**$539,000**	**$0**	**$0**	**$0**	**$332,000**

Operating Description: No new O and M needed at this time.

*** New Project**

TRANSPORTATION

This category includes projects funded with revenue bonds backed by 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 (Fund 2210). This also includes a separate fund for any transportation related grants (Fund 1650).

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.

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.

Project Name: L101/Glendale Pk & Ride Lot
Funding Source: Transportation Sales Tax
Fund #: 2210
Project #: 65015

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Transportation Construction (2210) — Category: Transportation

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
65003 Multi-Use Bridge Skunk Creek	84,407	0	0	0	0	0	0
65004 Buses/Vans	0	1,083,325	257,500	257,500	257,500	309,419	1,707,412
65005 Smart Traffic Signals	314,784	2,277,212	0	731,349	0	731,349	0
65006 Bus Pullouts	1,114	0	0	0	0	0	749,696
65007 Grand Ave Access Enhancements	3,835,267	8,517,002	0	0	0	0	0
65008 Intersection Improvements	1,423,721	0	0	0	0	0	0
65010 51st/Camelback to Peoria	2,440,191	0	0	0	0	0	0
65013 Bus Stops and Shelters	87,899	210,000	110,654	114,085	115,708	120,509	670,813
65014 Transit Support Capital	35,044	200,000	164,866	170,306	176,012	181,468	1,006,218
65015 L101/Glendale Pk & Ride Lot	170,000	0	0	0	0	0	0
65016 Northern Ave Super Street	1,483,920	31,951,910	11,845,661	8,096,273	4,678,880	4,835,623	21,886,142
65017 Rail System	0	1,026,824	1,060,196	10,720,921	17,945,472	13,901,966	79,832,632
65022 PE & Oversight for Transp. Pkg	643,109	1,683,745	1,751,094	1,215,260	0	0	0
65024 Lane Drop Elimination Project	16,964	0	0	0	0	0	0
65027 Downtown Pedestrian Circ	1,569,475	0	0	0	0	0	0
65029 Smart Traffic Signal Equipment	71,086	0	0	0	0	0	0
65030 Multi-Use Pathway Grand Canal	298,971	0	837,825	0	0	0	0
65031 Airport Master Plan Update	0	7,064	0	0	0	6,250	0
65033 Northern Ave Pkwy Prelim.	1,339,264	0	0	0	0	0	0
65036 Runway Protection Zone LandPch	0	0	187,500	187,500	0	0	0
65037 57th / Skunk Creek	4,076,585	0	0	0	0	0	0
65038 67th Ave.:Camelback to Grand	92,500	0	0	0	0	0	0
65039 67th Ave: Olive to Bell Rd Imp	1,122,811	5,789,904	0	0	0	0	0
65040 Catlin Court Alley (Match)	506,871	0	0	0	0	0	0
65042 51st Ave/Bell Intersection Imp	0	0	0	0	0	0	1,463,159
65043 Bethany Home: 59th to 67th Saf	0	142,377	657,623	0	0	0	0
65044 Airport - Tower and Radio Upgr	15,667	11,013	0	0	0	0	0
65046 75th/83rd/Glendale-Street Impr	100,000	0	0	0	0	0	0
65048 Loop 101 North Park & Ride Lot	0	0	0	0	0	0	1,010,000
65050 43rd Ave Bethany Hme to Peoria	3,416,117	0	0	0	0	0	0
65051 59th Ave/Bethany Hme Intersect	0	0	0	0	0	0	5,503,078
65052 Transit Center	246,172	254,625	1,765,450	1,808,508	806,350	1,120,000	0
65055 Airport - Security Upgrade	0	0	1,500	36,000	0	0	0

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Transportation Construction (2210) — Category: Transportation

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
65060 Street Scallops	258,238	0	0	0	0	0	0
65062 Glendale Sports Facilities Sgn	244,551	800,000	1,400,000	565,654	0	0	0
65063 New River - Multi-use Pathway	173,821	0	2,865,951	1,747,761	0	0	0
65065 Airport-Northwest Land Purch	25,152	0	0	0	0	0	0
65069 Glendale Transportation Plan	4,762	371,128	0	0	0	0	0
65070 Union Hills/Skunk Cr. Path	75,956	82,304	0	0	0	0	0
65072 Expanded Safety Program	397,499	406,451	409,910	413,537	417,341	429,861	670,813
65073 Old Roma Alley Ped Project	65,139	86,052	0	0	0	0	0
65077 Airport-Runway-Taxiway-Asph	0	0	9,575	55,425	0	0	0
65078 Airport Matching Funds	0	0	0	0	200,000	294,423	1,500,000
65079 95th Ave - Glendale to Cabela	1,204,562	1,248,417	0	0	0	0	0
65080 Arrowhead Mall Transit Center	252,612	2,342,696	0	0	0	0	0
65081 Collector/Residential Overlay	938,015	3,500,000	3,500,000	3,500,000	3,500,000	0	0
65082 Arterial Overlay	6,296,615	8,000,000	8,000,000	8,000,000	8,000,000	0	0
65083 *Speed Cushions	0	146,954	151,652	156,574	161,735	167,145	0
65084 *Pave Access Points	0	35,675	0	0	0	0	0
65085 *Airport-Apron Lighting Match	0	7,500	0	0	0	0	0
65086 51st Avenue HES Projects	0	1,410,260	0	0	0	0	0
T0960 Downtown Park-and-Ride	0	0	101,772	4,475,557	5,774,702	0	2,000,000
T7403 *Airport - ARFF Station	0	0	50,000	46,250	0	0	0
Total Transportation Construction Project	**$33,328,861**	**$71,592,438**	**$35,128,729**	**$42,298,460**	**$42,033,700**	**$22,098,013**	**$117,999,963**
Total FY 08-09 Funding:		**$104,921,299**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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 Avenue alignment drainage facility.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Engineering Charges	$10,977	$0	$0	$0	$0	$0	$0
Arts	$1,297	$0	$0	$0	$0	$0	$0
Equipment	$72,133	$0	$0	$0	$0	$0	$0
TOTAL	**$84,407**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 65004 - Buses/Vans — **Funding Source:** Half Cent Sales Tax

Project Description: This project replaces worn out buses and vans. Buses will be purchased to expand circulator service based on transit service needs that will be identified in the Transportation Plan update.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$15,000	$7,500	$7,500	$7,500	$7,500	$37,500
Equipment	$0	$1,068,325	$250,000	$250,000	$250,000	$301,919	$1,669,912
TOTAL	**$0**	**$1,083,325**	**$257,500**	**$257,500**	**$257,500**	**$309,419**	**$1,707,412**

Operating Description: O and M associated with staffing three drivers in 2009 and vehicle maintenance for circulator and shuttle.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$118,038	$121,579	$125,227	$128,983	$705,334
Equip. Maint.	$0	$51,200	$52,736	$54,318	$55,948	$305,945
TOTAL	**$0**	**$169,238**	**$174,315**	**$179,545**	**$184,931**	**$1,011,279**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Design	$72,440	$0	$0	$0	$0	$0	$0
Construction	$61,278	$2,168,738	$0	$700,000	$0	$700,000	$0
Finance Charges	$17,636	$33,653	$0	$7,199	$0	$7,199	$0
Engineering Charges	$109,850	$53,134	$0	$17,150	$0	$17,150	$0
Arts	$53,580	$21,687	$0	$7,000	$0	$7,000	$0
TOTAL	**$314,784**	**$2,277,212**	**$0**	**$731,349**	**$0**	**$731,349**	**$0**

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:	2009	2010	2011	2012	2013	2014-2018
Utilities	$3,605	$3,713	$3,825	$3,939	$4,057	$22,188
Equip. Maint.	$23,195	$23,891	$24,608	$25,346	$26,106	$142,759
TOTAL	**$26,800**	**$27,604**	**$28,433**	**$29,285**	**$30,163**	**$164,947**

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	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$0	$0	$0	$72,964
Design	$0	$0	$0	$0	$0	$0	$72,964
Construction	$1,114	$0	$0	$0	$0	$0	$557,712
Finance Charges	$0	$0	$0	$0	$0	$0	$11,079
Engineering Charges	$0	$0	$0	$0	$0	$0	$29,400
Arts	$0	$0	$0	$0	$0	$0	$5,577
TOTAL	**$1,114**	**$0**	**$0**	**$0**	**$0**	**$0**	**$749,696**

Operating Description: O and M associated with maintenance of landscaping around bus pullouts.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$0	$0	$0	$0	$3,431
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,431**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Land	$3,122,369	$6,357,105	$0	$0	$0	$0	$0
Design	$581,842	$0	$0	$0	$0	$0	$0
Construction	$5,248	$1,944,579	$0	$0	$0	$0	$0
Finance Charges	$85,218	$125,867	$0	$0	$0	$0	$0
Engineering Charges	$0	$70,005	$0	$0	$0	$0	$0
Arts	$40,209	$19,446	$0	$0	$0	$0	$0
Miscellaneous/Other	$381	$0	$0	$0	$0	$0	$0
TOTAL	**$3,835,267**	**$8,517,002**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M is associated with landscaping maintenance and water.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$174,149	$179,373	$184,755	$190,297	$1,040,624
Water	$0	$87,074	$89,686	$92,377	$95,148	$520,309
TOTAL	**$0**	**$261,223**	**$269,059**	**$277,132**	**$285,445**	**$1,560,933**

Project: 65008 - Intersection Improvements — **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for the design and construction of intersection improvements for capacity, safety and access as identified on an ongoing basis. Turning lanes, median barriers, lane extensions, right-of-way, utility relocations and paving access points are examples of the type of construction this project will fund.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$5,693	$0	$0	$0	$0	$0	$0
Engineering Charges	$4,715	$0	$0	$0	$0	$0	$0
Arts	$17,554	$0	$0	$0	$0	$0	$0
Contingency	$1,395,759	$0	$0	$0	$0	$0	$0
TOTAL	**$1,423,721**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Construction	$2,243,545	$0	$0	$0	$0	$0	$0
Finance Charges	$45,857	$0	$0	$0	$0	$0	$0
Engineering Charges	$106,439	$0	$0	$0	$0	$0	$0
Arts	$44,350	$0	$0	$0	$0	$0	$0
TOTAL	**$2,440,191**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Design	$41,208	$18,404	$9,900	$10,000	$11,000	$12,000	$58,792
Construction	$16,137	$179,917	$94,602	$97,741	$98,281	$101,821	$574,715
Finance Charges	$0	$3,150	$1,660	$1,711	$1,736	$1,808	$10,062
Engineering Charges	$23,735	$6,730	$3,546	$3,656	$3,708	$3,862	$21,497
Arts	$6,819	$1,799	$946	$977	$983	$1,018	$5,747
TOTAL	**$87,899**	**$210,000**	**$110,654**	**$114,085**	**$115,708**	**$120,509**	**$670,813**

Operating Description: O and M associated with the maintenance of bus shelters.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$10,000	$10,300	$10,609	$10,927	$59,755
TOTAL	**$0**	**$10,000**	**$10,300**	**$10,609**	**$10,927**	**$59,755**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65014 - Transit Support Capital — **Funding Source:** Half Cent Sales Tax

Project Description: To continue delivery of transit services, replacement capital expenditures are needed, including computer equipment, support vehicles and radio systems. Because of past federal funding sources for these items, Transit has not contributed to replacement funds for vehicles or computers.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$35,044	$200,000	$164,866	$170,306	$176,012	$181,468	$1,006,218
TOTAL	**$35,044**	**$200,000**	**$164,866**	**$170,306**	**$176,012**	**$181,468**	**$1,006,218**

Operating Description: O and M is for equipment and vehicle maintenance costs.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$4,635	$4,774	$4,917	$5,065	$27,696
TOTAL	**$0**	**$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	2009	2010	2011	2012	2013	2014-2018
Construction	$170,000	$0	$0	$0	$0	$0	$0
TOTAL	**$170,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65016 - Northern Ave Super Street — **Funding Source:** Half Cent Sales Tax

Project Description: Right-of-way acquisition and construction of the Northern Parkway corridor alignment between L303 and Grand Avenue 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. Costs for this project are shared between the region at 70% and local agencies at 30%. The project cost in FY 2009 is $26 million for the region and $5.95 million for Glendale. The project cost between FY 2009 and FY 2018 is $51,600,000 for the region and $31,694,489 for Glendale.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$1,055,417	$31,472,631	$11,667,976	$7,974,829	$0	$0	$0
Design	$363,057	$0	$0	$0	$0	$0	$0
Finance Charges	$44,518	$479,279	$177,685	$121,444	$70,183	$72,534	$328,292
Engineering Charges	$20,928	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$0	$0	$4,608,697	$4,763,089	$21,557,850
TOTAL	**$1,483,920**	**$31,951,910**	**$11,845,661**	**$8,096,273**	**$4,678,880**	**$4,835,623**	**$21,886,142**

Operating Description: O and M costs are for landscape, water, electrical and other maintenance based on current design.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$3,631	$29,789
Landscape	$0	$0	$0	$0	$18,806	$202,585
Water	$0	$0	$0	$0	$9,402	$101,292
TOTAL	**$0**	**$0**	**$0**	**$0**	**$31,839**	**$333,666**

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.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$15,402	$15,903	$160,814	$269,182	$205,448	$1,179,793
Miscellaneous/Other	$0	$1,011,422	$1,044,293	$10,560,107	$17,676,290	$13,696,518	$78,652,839
TOTAL	**$0**	**$1,026,824**	**$1,060,196**	**$10,720,921**	**$17,945,472**	**$13,901,966**	**$79,832,632**

Operating Description: Ownership of O and M costs associated with right-of-way acquisition is yet to be determined.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$1,337,896
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,337,896**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$9,835	$16,670	$17,337	$12,032	$0	$0	$0
Miscellaneous/Other	$633,274	$1,667,075	$1,733,757	$1,203,228	$0	$0	$0
TOTAL	**$643,109**	**$1,683,745**	**$1,751,094**	**$1,215,260**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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	2009	2010	2011	2012	2013	2014-2018
Design	$16,964	$0	$0	$0	$0	$0	$0
TOTAL	**$16,964**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 65027 - Downtown Pedestrian 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	2009	2010	2011	2012	2013	2014-2018
Construction	$1,289,722	$0	$0	$0	$0	$0	$0
Finance Charges	$81,779	$0	$0	$0	$0	$0	$0
Engineering Charges	$116,979	$0	$0	$0	$0	$0	$0
Arts	$80,809	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$186	$0	$0	$0	$0	$0	$0
TOTAL	**$1,569,475**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$71,086	$0	$0	$0	$0	$0	$0
TOTAL	**$71,086**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65030 - Multi-Use Pathway Grand Canal — **Funding Source:** Half Cent Sales Tax

Project Description: Construct a multi-use path from just east of the 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	2009	2010	2011	2012	2013	2014-2018
Design	$296,880	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$778,755	$0	$0	$0	$0
Finance Charges	$0	$0	$11,682	$0	$0	$0	$0
Engineering Charges	$2,091	$0	$39,600	$0	$0	$0	$0
Arts	$0	$0	$7,788	$0	$0	$0	$0
TOTAL	**$298,971**	**$0**	**$837,825**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with the maintenance of benches, drinking fountain, trash receptacles, lighting and 30 ft of landscaped area along a 6,300 linear ft multi-use pathway.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$13,267	$13,665	$14,075	$76,968
Landscape	$0	$0	$18,046	$18,587	$19,145	$104,693
Refuse	$0	$0	$8,199	$8,445	$8,698	$47,566
TOTAL	**$0**	**$0**	**$39,512**	**$40,697**	**$41,918**	**$229,227**

Project: 65031 - Airport Master Plan Update — **Funding Source:** Half Cent Sales Tax

Project Description: The current Airport Master Plan was last updated in October 1997. Every five years the Master Plan is to be updated. Complete the Airport Master Plan drafts Phase I (August 2006), Phase II (October 2006), and include the final chapters.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$7,064	$0	$0	$0	$6,250	$0
TOTAL	**$0**	**$7,064**	**$0**	**$0**	**$0**	**$6,250**	**$0**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65033 - Northern Ave Pkwy Prelim. **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	2009	2010	2011	2012	2013	2014-2018
Design	$1,217,662	$0	$0	$0	$0	$0	$0
Finance Charges	$103,794	$0	$0	$0	$0	$0	$0
Engineering Charges	$17,808	$0	$0	$0	$0	$0	$0
TOTAL	**$1,339,264**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 65036 - Runway Protection Zone LandPch **Funding Source:** Half Cent Sales Tax

Project Description: Acquire 36 acres north of runway 19 for runway protection zone to approach. The amount programmed is the transportation half-cent sales tax match for project 2120-T1460.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$187,500	$187,500	$0	$0	$0
TOTAL	**$0**	**$0**	**$187,500**	**$187,500**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Design	$44,669	$0	$0	$0	$0	$0	$0
Construction	$3,827,033	$0	$0	$0	$0	$0	$0
Finance Charges	$60,818	$0	$0	$0	$0	$0	$0
Engineering Charges	$103,520	$0	$0	$0	$0	$0	$0
Arts	$40,545	$0	$0	$0	$0	$0	$0
TOTAL	**$4,076,585**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

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	2009	2010	2011	2012	2013	2014-2018
Engineering Charges	$92,500	$0	$0	$0	$0	$0	$0
TOTAL	**$92,500**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Land	$97,666	$0	$0	$0	$0	$0	$0
Construction	$831,034	$5,569,730	$0	$0	$0	$0	$0
Finance Charges	$39,389	$83,545	$0	$0	$0	$0	$0
Engineering Charges	$108,808	$80,932	$0	$0	$0	$0	$0
Arts	$45,914	$55,697	$0	$0	$0	$0	$0
TOTAL	**$1,122,811**	**$5,789,904**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with landscaping and other maintenance of medians ($544), turn lanes ($213), bus pullouts and bus shelters ($300).

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$5,375	$5,536	$5,702	$5,873	$32,118
Water	$0	$2,687	$2,768	$2,851	$2,936	$16,056
TOTAL	**$0**	**$8,062**	**$8,304**	**$8,553**	**$8,809**	**$48,174**

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	2009	2010	2011	2012	2013	2014-2018
Construction	$506,871	$0	$0	$0	$0	$0	$0
TOTAL	**$506,871**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$0	$0	$0	$0	$1,379,203
Finance Charges	$0	$0	$0	$0	$0	$0	$20,513
Engineering Charges	$0	$0	$0	$0	$0	$0	$49,651
Arts	$0	$0	$0	$0	$0	$0	$13,792
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,463,159**

Operating Description: O and M is for water and landscape maintenance.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$0	$0	$0	$0	$662
Water	$0	$0	$0	$0	$0	$662
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,324**

Project: 65043 - Bethany Home: 59th to 67th Saf — **Funding Source:** Half Cent Sales Tax

Project Description: Install lighting improvements and median island for bicyclist and pedestrian safety on Bethany Home Road between 59th and 67th Avenues. This project has Federal HES funds administered by ADOT. The money programmed here is for design, construction administration, ADOT review fees and match HES funds.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$134,350	$112,224	$0	$0	$0	$0
Construction	$0	$0	$500,000	$0	$0	$0	$0
Finance Charges	$0	$2,250	$14,073	$0	$0	$0	$0
Engineering Charges	$0	$5,777	$26,326	$0	$0	$0	$0
Arts	$0	$0	$5,000	$0	$0	$0	$0
TOTAL	**$0**	**$142,377**	**$657,623**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M is for landscape street lights in the median.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$3,574	$3,681	$3,792	$20,734
Landscape	$0	$0	$252	$260	$268	$1,465
TOTAL	**$0**	**$0**	**$3,826**	**$3,941**	**$4,060**	**$22,199**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65044 - Airport - Tower and Radio Upgr **Funding Source:** Half Cent Sales Tax

Project Description: This grant is to replace radio communication equipment in the tower that is very old and outdated. Included in this grant is the replacement of the runway precision approach path indicator (PAPI) lighting at both ends of the runway. The amount programmed is the transportation half-cent sales tax match for project 2120-79503.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$11,013	$0	$0	$0	$0	$0
Miscellaneous/Other	$15,667	$0	$0	$0	$0	$0	$0
TOTAL	**$15,667**	**$11,013**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 65046 - 75th/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 Ave, Glendale Avenue and Camelback Road. Project also includes street widening along Glendale Avenue from 75th to 83rd Ave.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$100,000	$0	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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. Select site, acquire land, design and construct park-and-ride lot to be utilized for existing transit routes and future bus rapid transit routes. The lot will consist of parking spaces, lighting, landscaped islands and periphery landscaping.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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: No O and M anticipated for the City of Glendale. This facility will be maintained by other parties.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$9,375
Landscape	$0	$0	$0	$0	$0	$146,875
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$156,250**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65050 - 43rd Ave Bethany Hme 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 Avenue from Bethany Home Road to Peoria Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$3,093,325	$0	$0	$0	$0	$0	$0
Finance Charges	$15,437	$0	$0	$0	$0	$0	$0
Engineering Charges	$104,564	$0	$0	$0	$0	$0	$0
Arts	$47,744	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$155,047	$0	$0	$0	$0	$0	$0
TOTAL	**$3,416,117**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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. These improvements will also relieve congestion and improve safety. This project will consist of designing and constructing a westbound right turn lane, east and westbound bus bays and an east and westbound median.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$0	$0	$0	$0	$5,249,259
Finance Charges	$0	$0	$0	$0	$0	$0	$81,326
Engineering Charges	$0	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$0	$52,493
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,503,078**

Operating Description: O and M associated with landscape maintenance of 840 sq ft of additional landscape area.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$0	$0	$0	$0	$234
Equip. Maint.	$0	$0	$0	$0	$0	$3,927
Landscape	$0	$0	$0	$0	$0	$468
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,629**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65052 - Transit Center — **Funding Source:** Half Cent Sales Tax

Project Description: 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. The cost between FY 2009 and FY 2013 is $1,969,408 for the region and $3,785,525 for Glendale.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$237,229	$246,675	$0	$0	$0	$0	$0
Construction	$0	$0	$1,693,670	$1,735,607	$773,566	$1,074,463	$0
Finance Charges	$0	$3,819	$26,482	$26,482	$12,095	$16,800	$0
Engineering Charges	$8,943	$4,131	$28,361	$29,063	$12,953	$17,992	$0
Arts	$0	$0	$16,937	$17,356	$7,736	$10,745	$0
TOTAL	**$246,172**	**$254,625**	**$1,765,450**	**$1,808,508**	**$806,350**	**$1,120,000**	**$0**

Operating Description: O & M associated with maintenance of property, utilities, landscaping and building maintenance.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$1,000	$1,030	$5,632
Utilities	$0	$0	$0	$13,113	$13,506	$73,857
Bldg. Maint.	$0	$0	$0	$216,360	$222,851	$1,218,639
Landscape	$0	$0	$0	$5,464	$5,628	$30,774
TOTAL	**$0**	**$0**	**$0**	**$235,937**	**$243,015**	**$1,328,902**

Project: 65055 - Airport - Security Upgrade — **Funding Source:** Half Cent Sales Tax

Project Description: These are the match funds for an FAA and ADOT funded project to acquire and install perimeter security equipment. The project is to enhance the security with cameras and perimeter fencing.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$1,168	$28,040	$0	$0	$0
Engineering Charges	$0	$0	$320	$7,680	$0	$0	$0
Arts	$0	$0	$12	$280	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,500**	**$36,000**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Construction	$203,815	$0	$0	$0	$0	$0	$0
Engineering Charges	$29,077	$0	$0	$0	$0	$0	$0
Arts	$12,281	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$13,065	$0	$0	$0	$0	$0	$0
TOTAL	**$258,238**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 65062 - Glendale Sports Facilities Sgn — **Funding Source:** Half Cent Sales Tax

Project Description: This project includes design, purchase and installation of full matrix arterial street dynamic message signs (DMS) and lane control signs around the Glendale Sports Facilities in addition to the communications connections of the signs to the central control system.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$180,154	$0	$0	$0	$0	$0	$0
Finance Charges	$38,216	$12,000	$21,000	$8,485	$0	$0	$0
Engineering Charges	$11,763	$0	$0	$0	$0	$0	$0
Equipment	$14,418	$788,000	$1,379,000	$557,169	$0	$0	$0
TOTAL	**$244,551**	**$800,000**	**$1,400,000**	**$565,654**	**$0**	**$0**	**$0**

Operating Description: O and M for this project is for electrical costs of the message signs. Equipment maintenance costs from FY 2013 for the expected life is 10 years and significant maintenance costs at $5,000 per year after five years of installation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$1,000	$1,030	$1,061	$1,093	$5,975
Utilities	$0	$1,000	$1,030	$1,061	$1,093	$5,975
Equip. Maint.	$0	$0	$0	$0	$5,628	$30,774
TOTAL	**$0**	**$2,000**	**$2,060**	**$2,122**	**$7,814**	**$42,724**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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 that is part of the regional West Valley Rivers Multimodal Corridor Master Plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$169,698	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$2,729,432	$1,666,274	$0	$0	$0
Finance Charges	$0	$0	$42,354	$24,000	$0	$0	$0
Engineering Charges	$4,123	$0	$66,871	$40,824	$0	$0	$0
Arts	$0	$0	$27,294	$16,663	$0	$0	$0
TOTAL	**$173,821**	**$0**	**$2,865,951**	**$1,747,761**	**$0**	**$0**	**$0**

Operating Description: O and M associated with 17 ft of landscaped area along a 12,200 linear ft multi-use pathway.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$0	$0	$20,397	$21,009	$114,885
Water	$0	$0	$0	$10,198	$10,504	$57,442
TOTAL	**$0**	**$0**	**$0**	**$30,595**	**$31,513**	**$172,327**

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	2009	2010	2011	2012	2013	2014-2018
Land	$214	$0	$0	$0	$0	$0	$0
Design	$24,938	$0	$0	$0	$0	$0	$0
TOTAL	**$25,152**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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 include public involvement.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$4,762	$371,128	$0	$0	$0	$0	$0
TOTAL	**$4,762**	**$371,128**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Design	$68,429	$30,000	$0	$0	$0	$0	$0
Construction	$0	$43,753	$0	$0	$0	$0	$0
Engineering Charges	$7,527	$8,113	$0	$0	$0	$0	$0
Arts	$0	$438	$0	$0	$0	$0	$0
TOTAL	**$75,956**	**$82,304**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with the maintenance of 3,750 sq ft of landscaping.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$174	$179	$185	$190	$1,040
Landscape	$0	$348	$358	$369	$380	$2,079
TOTAL	**$0**	**$522**	**$537**	**$554**	**$570**	**$3,119**

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 are safety mitigation at bridge crossing (blunt ends), lighting, signing, pedestrian and bicyclist safety improvements, discontinuous roadway sections (drop-offs) and access management.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$397,499	$406,451	$409,910	$413,537	$417,341	$429,861	$670,813
TOTAL	**$397,499**	**$406,451**	**$409,910**	**$413,537**	**$417,341**	**$429,861**	**$670,813**

Operating Description: No additional O and M needed 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. Federal funds are available to pay for a portion of this project.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$76,152	$0	$0	$0	$0	$0
Engineering Charges	$0	$9,138	$0	$0	$0	$0	$0
Arts	$0	$762	$0	$0	$0	$0	$0
Miscellaneous/Other	$65,139	$0	$0	$0	$0	$0	$0
TOTAL	**$65,139**	**$86,052**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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" layer of asphalt that will extend 15 ft. from the edge of the 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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$0	$9,575	$55,425	$0	$0	$0
TOTAL	**$0**	**$0**	**$9,575**	**$55,425**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

Project: 65078 - Airport Matching Funds — **Funding Source:** Half Cent Sales Tax

Project Description: This project will provide matching funds for unanticipated/new airport capital projects.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$0	$0	$0	$200,000	$294,423	$1,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$200,000**	**$294,423**	**$1,500,000**

Operating Description: No O and M needed at this time.

Project: 65079 - 95th Ave - Glendale to Cabela — **Funding Source:** Half Cent Sales Tax

Project Description: This project will widen 95th Avenue for 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. 95th Avenue will be widened to two lanes northbound and two lanes southbound. The southbound 95th Avenue at Glendale will also include two dedicated left turn lanes to the east, one dedicated right turn lane to the west and one dual purpose lane for through traffic to the south and right turns to the west.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$1,140,762	$1,182,293	$0	$0	$0	$0	$0
Finance Charges	$17,111	$17,734	$0	$0	$0	$0	$0
Engineering Charges	$35,282	$36,567	$0	$0	$0	$0	$0
Arts	$11,407	$11,823	$0	$0	$0	$0	$0
TOTAL	**$1,204,562**	**$1,248,417**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes landscape maintenance and water for 1,340 sq ft of landscape, as estimated by ROW, a total of $210 per year.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$210	$216	$223	$229	$1,255
Water	$0	$510	$525	$541	$557	$3,047
TOTAL	**$0**	**$720**	**$741**	**$764**	**$786**	**$4,302**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (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	2009	2010	2011	2012	2013	2014-2018
Design	$236,842	$0	$0	$0	$0	$0	$0
Construction	$0	$2,213,936	$0	$0	$0	$0	$0
Finance Charges	$5,002	$34,621	$0	$0	$0	$0	$0
Engineering Charges	$10,768	$72,000	$0	$0	$0	$0	$0
Arts	$0	$22,139	$0	$0	$0	$0	$0
TOTAL	**$252,612**	**$2,342,696**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 65081 - Collector/Residential Overlay — **Funding Source:** Half Cent Sales Tax

Project Description: The City has approximately 615 miles of residential/collector (non-arterial) streets. One of the strategies utilized for maintaining these streets is a one-inch rubberized asphalt overlay. The city completes approximately 20-25 miles of residential street overlay per year. Management projections show that over the next four years, approximately $3.5 million per year will be required to fund residential street overlay needs.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$814,709	$3,381,642	$3,381,642	$3,381,642	$3,381,642	$0	$0
Finance Charges	$0	$84,542	$84,542	$84,542	$84,542	$0	$0
Arts	$0	$33,816	$33,816	$33,816	$33,816	$0	$0
Miscellaneous/Other	$123,306	$0	$0	$0	$0	$0	$0
TOTAL	**$938,015**	**$3,500,000**	**$3,500,000**	**$3,500,000**	**$3,500,000**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 65082 - Arterial Overlay — **Funding Source:** Half Cent Sales Tax

Project Description: To implement an ongoing 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. The thickness of the overlay in this new program could be as much as three inches. This program will enable approx 40 miles of arterial streets to be overlaid with asphalt over this four-year program based on traffic and structural analysis design.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$6,086,459	$7,727,650	$7,727,650	$7,727,650	$7,727,650	$0	$0
Finance Charges	$65,241	$195,073	$195,073	$195,073	$195,073	$0	$0
Arts	$58,501	$77,277	$77,277	$77,277	$77,277	$0	$0
Miscellaneous/Other	$86,414	$0	$0	$0	$0	$0	$0
TOTAL	**$6,296,615**	**$8,000,000**	**$8,000,000**	**$8,000,000**	**$8,000,000**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65083 - *Speed Cushions — **Funding Source:** Half Cent Sales Tax

Project Description: This project will remove and replace existing, modified speed humps with speed cushions and add new speed cushions where warranted. Replacing modified speed humps and constructing new speed cushions will help address the current backlog of neighborhoods qualifying for traffic mitigation.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$136,000	$140,352	$144,913	$149,696	$154,710	$0
Finance Charges	$0	$2,172	$2,237	$2,304	$2,373	$2,445	$0
Engineering Charges	$0	$7,422	$7,659	$7,908	$8,169	$8,443	$0
Arts	$0	$1,360	$1,404	$1,449	$1,497	$1,547	$0
TOTAL	**$0**	**$146,954**	**$151,652**	**$156,574**	**$161,735**	**$167,145**	**$0**

Operating Description: No O and M needed at this time.

Project: 65084 - *Pave Access Points — **Funding Source:** Half Cent Sales Tax

Project Description: Pave street access points on Glendale Avenue between Loop 101 and Luke Air Force Base as a dust control measure to improve air quality in Glendale.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$27,000	$0	$0	$0	$0	$0
Finance Charges	$0	$405	$0	$0	$0	$0	$0
Engineering Charges	$0	$8,000	$0	$0	$0	$0	$0
Arts	$0	$270	$0	$0	$0	$0	$0
TOTAL	**$0**	**$35,675**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

Project: 65085 - *Airport-Apron Lighting Match — **Funding Source:** Half Cent Sales Tax

Project Description: This is an FAA and ADOT funded project to replace the apron light poles and place lights on the perimeter shining over the area.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$750	$0	$0	$0	$0	$0
Construction	$0	$4,703	$0	$0	$0	$0	$0
Engineering Charges	$0	$2,000	$0	$0	$0	$0	$0
Arts	$0	$47	$0	$0	$0	$0	$0
TOTAL	**$0**	**$7,500**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: 65086 - 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 Road and 51st Avenue & Northern Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$1,329,035	$0	$0	$0	$0	$0
Finance Charges	$0	$19,935	$0	$0	$0	$0	$0
Engineering Charges	$0	$48,000	$0	$0	$0	$0	$0
Arts	$0	$13,290	$0	$0	$0	$0	$0
TOTAL	**$0**	**$1,410,260**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs are for landscape maintenance.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Utilities	$0	$124	$128	$132	$135	$741
Landscape	$0	$247	$254	$262	$270	$1,476
TOTAL	**$0**	**$371**	**$382**	**$394**	**$405**	**$2,217**

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 central and north Glendale areas. The project cost between FY 2010 and FY 2018 is $4,856,369 for the region and $7,495,662 for Glendale.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$1,679,895	$0	$0	$0
Design	$0	$0	$99,136	$295,662	$0	$0	$0
Construction	$0	$0	$0	$2,379,142	$5,572,983	$0	$1,929,120
Finance Charges	$0	$0	$1,527	$67,133	$83,621	$0	$30,000
Engineering Charges	$0	$0	$1,109	$29,934	$62,368	$0	$21,589
Arts	$0	$0	$0	$23,791	$55,730	$0	$19,291
TOTAL	**$0**	**$0**	**$101,772**	**$4,475,557**	**$5,774,702**	**$0**	**$2,000,000**

Operating Description: No O and M anticipated for the City of Glendale. Valley Metro will maintain the park-and-ride.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Construction (2210) — Category: Transportation

Project: T7403 - *Airport - ARFF Station **Funding Source:** Half Cent Sales Tax

Project Description: Acquire land on the NW corner of airport property, design and construct aircraft fire fighting station.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$50,000	$0	$0	$0	$0
Design	$0	$0	$0	$14,444	$0	$0	$0
Construction	$0	$0	$0	$26,979	$0	$0	$0
Engineering Charges	$0	$0	$0	$4,557	$0	$0	$0
Arts	$0	$0	$0	$270	$0	$0	$0
TOTAL	**$0**	**$0**	**$50,000**	**$46,250**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Transportation Grants (1650) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
67502 Buses/Vans (Grant)	8,458	0	0	0	0	0	0
67505 Grant Appropriation - Capital	1,405,840	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
67511 Old Roma Alley Ped Project	551,126	0	0	0	0	0	0
67517 Northern Pkwy Sarival-Dysart	10,100,000	0	0	0	0	0	0
67518 Grand Avenue	1,000,000	0	0	0	0	0	0
67519 FTA Grant X080	594,160	0	0	0	0	0	0
Total Transportation Grants Projects:	**$13,659,584**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 08-09 Funding:		**$15,659,584**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Transportation Grants (1650) — Category: Other

Project: 67502 - Buses/Vans (Grant) **Funding Source:** Grants

Project Description: Additional buses will be needed to replace worn out buses and new buses added to expand Dial-A-Ride and circulator service to include weekend, evening and more frequent service.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$8,458	$0	$0	$0	$0	$0	$0
TOTAL	**$8,458**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 67505 - Grant Appropriation - Capital **Funding Source:** Grants

Project Description: This represents reserve appropriation only for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$1,405,840	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$1,405,840**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No additional O and M needed at this time.

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 Fund 2210.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$29,891	$0	$0	$0	$0	$0	$0
Construction	$489,677	$0	$0	$0	$0	$0	$0
Engineering Charges	$26,629	$0	$0	$0	$0	$0	$0
Arts	$4,929	$0	$0	$0	$0	$0	$0
TOTAL	**$551,126**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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	2009	2010	2011	2012	2013	2014-2018
Land	$9,950,000	$0	$0	$0	$0	$0	$0
Finance Charges	$150,000	$0	$0	$0	$0	$0	$0
TOTAL	**$10,100,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 67518 - Grand Avenue **Funding Source:** Grants

Project Description: Spot street improvements for local access enhancements along Grand Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$1,000,000	$0	$0	$0	$0	$0	$0
TOTAL	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 67519 - FTA Grant X080 **Funding Source:** Grants

Project Description: Replacement of five Dial-A-Ride buses, two Gus the Bus buses. Includes the reimbursement of maintenance expenses and an upgrade of the computer dispatch system.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$411,200	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$182,960	$0	$0	$0	$0	$0	$0
TOTAL	**$594,160**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Streets (1340) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
T0003 *Replacement of Streets Equipmt	0	0	0	0	0	0	489,230
T0005 *Growth in Streets Equipment	0	0	0	0	0	0	790,855
T0010 *Right of Way Rearload Truck	0	0	0	0	0	0	239,600
Total Streets Projects:	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,519,685**
Total FY 08-09 Funding:		**$0**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Streets (1340) — Category: Other

Project: T0003 - *Replacement of Streets Equipmt **Funding Source:** Highway User Revenue Fund

Project Description: Replace four pieces of equipment that are not in the vehicle replacement program and add this equipment to the vehicle replacement program when purchased. The following four pieces of equipment will be purchased in FY 2014 and then added to the vehicle replacement fund: one concrete mixer truck at a cost of $203,000, an asphalt roller at a cost of $80,000, an asphalt paving machine at a cost of $110,000 and a water truck at a cost of $89,000.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$7,230
Equipment	$0	$0	$0	$0	$0	$0	$482,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$489,230**

Operating Description: Equipment replacement costs are included in FY 2014 at $48,200 annually inflated at 4% with a 10-year life. Because this is replacement equipment, operating cost are already in the budget and are not needed here.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$261,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$261,000**

Project: T0005 - *Growth in Streets Equipment **Funding Source:** Highway User Revenue Fund

Project Description: This is a request to purchase six new pieces of equipment for street maintenance based on projections for continued growth and expectations of deterioration due to aging of the street, curb, gutter and sidewalk network. The Planning Department estimates 60-70 miles of streets may be added during the next seven to nine years. With the City's rapid and continued growth, these additional resources will allow current service levels for the public to be maintained.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$11,687
Equipment	$0	$0	$0	$0	$0	$0	$779,168
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$790,855**

Operating Description: O and M includes staffing 4 Service Worker II's, 2 Service Worker III's, a Equipment Operator and a Crew Leader (including benefits). Insurance for staff. Line supplies for the first year are projected to be $159,000 with the cost for supplies projected to inflate at 8% per year. Equipment maintenance and fuel costs for the first year. The Vehicle replacement for five vehicles over a 10-year lifecycle, with a 4% annual inflation adjustment.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$2,441,588
Supplies/Contr	$0	$0	$0	$0	$0	$930,956
Equip. Maint.	$0	$0	$0	$0	$0	$114,109
Insurance	$0	$0	$0	$0	$0	$104,480
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$309,478
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,900,611**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Streets (1340) — Category: Other

Project: T0010 - *Right of Way Rearload Truck **Funding Source:** Highway User Revenue Fund

Project Description:

Replacement of the existing right of way compactor truck, which is not in the vehicle replacement fund, with a new rearloader truck. This right of way truck was purchased in 1979 and has exceeded its useful life. Funding is included to add this truck to the vehicle replacement fund. The truck works with the right of way crews in the disposal of tree trimmings and other landscaping that is maintained by the Glendale staff.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$4,600
Equipment	$0	$0	$0	$0	$0	$0	$235,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$239,600**

Operating Description:

Because this new truck will replace an existing truck, funding is already available for equipment maintenance. Vehicle replacement funds are included in FY 2014 at $30,615 annually inflated at 4% so this truck can be added to the vehicle replacement schedule with a 10-year life.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$165,800
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$165,800**

*** New Project**

SANITATION

In FY 2009 funding will be used to replace older rolloff trucks, sideload refuse trucks and loose trash equipment trucks that have reached the end of their serviceable life.

Project Name: Sanitation Office Trailer
Fund #: 2480
Project #: T2411
Picture Note: Sanitation's current office trailer.

Project Name: Rolloff Trucks & Bins - 17810
Fund #: 2480
Project #: 78001

Project Name: Commercial Trucks - 17820
Fund #: 2480
Project #: 78002

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Sanitation (2480) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
78001 Rolloff Trucks - 6269	0	50,000	393,584	421,136	0	301,979	1,246,959
78002 Frontloader Trucks-6271	233,853	779,826	278,137	0	0	1,008,164	3,370,558
78003 Sideload Refuse Trucks-6272	0	996,324	1,332,585	1,711,032	2,135,945	979,482	12,166,210
78004 Loose Trash Equipment - 6280	435,881	221,930	805,361	0	0	809,584	4,218,349
78005 Repl Pickup Trucks -Sanitation	0	41,730	107,578	64,488	43,645	43,645	347,705
T2410 Insertion Machine: Sanitation	0	0	0	0	0	0	68,000
T2411 *Sanitation Office Trailer	0	0	0	0	0	0	507,500
Total Sanitation Projects:	**$669,734**	**$2,089,810**	**$2,917,245**	**$2,196,656**	**$2,179,590**	**$3,142,854**	**$21,925,281**
Total FY 08-09 Funding:		**$2,759,544**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sanitation (2480) — Category: Other

Project: 78001 - Rolloff Trucks - 6269 **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 nine years. None of this equipment is in the city's vehicle replacement fund. In FY 2009, ten 40-yard rolloff containers will be purchased at a cost of $5,000 each.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$5,816	$6,224	$0	$4,463	$18,425
Equipment	$0	$50,000	$387,768	$414,912	$0	$297,516	$1,228,534
TOTAL	**$0**	**$50,000**	**$393,584**	**$421,136**	**$0**	**$301,979**	**$1,246,959**

Operating Description: O and M includes staffing an Equipment Operator to operate a new truck in FY 2013 (includes benefits). Insurance cost is based on the current average cost ($2,756) per employee for insurance for Fund 2480. Equipment maintenance cost include repairs, tires and fuel based on Equipment Management recommendation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$62,448	$341,492
Equip. Maint.	$0	$0	$0	$0	$59,355	$324,577
Insurance	$0	$0	$0	$0	$3,195	$17,472
TOTAL	**$0**	**$0**	**$0**	**$0**	**$124,998**	**$683,541**

Project: 78002 - Frontloader Trucks-6271 **Funding Source:** Sanitation Revenues

Project Description: Replacement of ten commercial frontload refuse collection trucks, one commercial sideload refuse 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 six years except the delivery truck which is projected at 10 years. None of this equipment is in the city's vehicle replacement fund. Three frontload trucks will be replaced in FY 2009 at a cost of $256,100 each.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$6,050	$11,526	$4,110	$0	$0	$15,105	$42,422
Equipment	$227,803	$768,300	$274,027	$0	$0	$993,059	$3,328,136
TOTAL	**$233,853**	**$779,826**	**$278,137**	**$0**	**$0**	**$1,008,164**	**$3,370,558**

Operating Description: O and M includes staffing two Equipment Operators to operate a new truck and a new container delivery truck in FY 2013 (includes benefits). Insurance cost is based on the current average cost ($2,756) per empoyee for insurance for Fund 2480. Equipment maintenance cost includes repairs, tires and fuel based on Equipment Management recommendation. There are no vehicle replacement costs for Fund 2480.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$124,896	$755,379
Equip. Maint.	$0	$0	$0	$0	$84,705	$561,400
Insurance	$0	$0	$0	$0	$6,390	$42,244
TOTAL	**$0**	**$0**	**$0**	**$0**	**$215,991**	**$1,359,023**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sanitation (2480) — Category: Other

Project: 78003 - Sideload Refuse Trucks-6272 **Funding Source:** Sanitation Revenues

Project Description: Purchase of 55 automated sideload refuse trucks over a 10-year period including five additional trucks due to growth. Service life is projected to be approximately six years for newly purchased equipment. These are not in the vehicle replacement fund. In FY 2009 three replacement trucks and one growth truck at a cost of $245,400 each.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$14,724	$19,695	$25,284	$31,563	$14,475	$179,797
Equipment	$0	$981,600	$1,312,890	$1,685,748	$2,104,382	$965,007	$11,986,413
TOTAL	**$0**	**$996,324**	**$1,332,585**	**$1,711,032**	**$2,135,945**	**$979,482**	**$12,166,210**

Operating Description: O and M includes staffing an additional Equipment Operator to operate new trucks in fiscal years: 2009, 2011, 2013 and 2015 and 2017. An additional Crew Leader position will be added in FY 2014 (positions include benefits). Insurance cost is based on the current average cost ($2,756) per employee for insurance for Fund 2480. Equipment maintenance cost includes repairs, tires and fuel. There are no vehicle replacement costs for Fund 2480.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$55,484	$57,149	$58,863	$60,629	$331,543
Equip. Maint.	$0	$71,206	$73,342	$75,542	$77,809	$425,490
Insurance	$0	$2,839	$2,924	$3,012	$3,102	$16,964
TOTAL	**$0**	**$129,529**	**$133,415**	**$137,417**	**$141,540**	**$773,997**

Project: 78004 - Loose Trash Equipment - 6280 **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 10 years for rearloaders and eight years for tractors. One rearloader will be replaced in FY 2009 at a cost of $218,650.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$14,800	$3,280	$11,901	$0	$0	$11,964	$89,086
Equipment	$421,081	$218,650	$793,460	$0	$0	$797,620	$4,129,263
TOTAL	**$435,881**	**$221,930**	**$805,361**	**$0**	**$0**	**$809,584**	**$4,218,349**

Operating Description: O and M includes staffing three additional Equipment Operatorsin FY 2013 due to growth (includes benefits). Insurance cost is based on current average cost ($2,756) per employee for Fund 2480. Equipment maintenance cost includes repairs, tires and fuel based on Equipment Management recommendation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$187,345	$1,024,479
Equip. Maint.	$0	$0	$0	$0	$114,175	$624,356
Insurance	$0	$0	$0	$0	$12,780	$69,886
TOTAL	**$0**	**$0**	**$0**	**$0**	**$314,300**	**$1,718,721**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sanitation (2480) — Category: Other

Project: 78005 - Repl Pickup Trucks -Sanitation **Funding Source:** Sanitation Revenues

Project Description: These pickups will replace aging existing pickup trucks as well as add one growth pickup over a ten-year period. Supervisor's, Crew Leader's and Inspector's pickup trucks will be purchased with cash. Mechanic's and container delivery trucks will be acquired through lease purchase. Two replacement pickup trucks will be needed in FY 2009 at a cost of $20,865 each for the commercial division.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$600	$600	$645	$645	$0
Equipment	$0	$41,730	$106,978	$63,888	$43,000	$43,000	$347,705
TOTAL	**$0**	**$41,730**	**$107,578**	**$64,488**	**$43,645**	**$43,645**	**$347,705**

Operating Description: One additional new pickup truck will be needed in FY 2014 for a new crew leader. The staff and related costs for this position are provided in the CIP for Sideload Refuse Trucks, division 17830. Additional O and M for the five out years is provided here and projected to be $17,471.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$17,471
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$17,471**

Project: T2410 - Insertion Machine: Sanitation **Funding Source:** Sanitation Revenues

Project Description: Replace current insertion machine (Sanitation Fund portion only, other funding sources are the General Fund and Water and Sewer Fund). It performs insertion for all departments, including Sales Tax, Water and Sewer, Sanitation, Marketing, Human Resources, Council, Landfill and Payroll.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$0	$0	$0	$0	$0	$68,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$68,000**

Operating Description: O and M includes adding this piece of equipment into the Technology Replacement Fund. The cost is split 33% to the water and sewer fund, 33% to the general fund and 34% to the sanitation fund. A one-year service Preventative Maintenance Agreement (PMA) is built into the cost.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$34,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$68,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$102,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Sanitation (2480) — Category: Other

Project: T2411 - *Sanitation Office Trailer **Funding Source:** Sanitation Revenues

Project Description: Currently, sanitation staff work out of a mobile trailer office. A new office trailer will be needed by FY 2014 due to growth. Currently, the sanitation division has 75 employees and their work environment is very tight. By FY 2014, an additional six employees will be added including one crew leader who will need office space.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$7,500
Equipment	$0	$0	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$507,500**

Operating Description: No O and M needed at this time.

*** New Project**

LANDFILL

FY 2009 will see the continuation of various improvements to the Glendale Municipal Landfill and the Materials Recovery Facility (MRF), including the replacement of equipment that has reached the end of their useful life.

A new project for FY 2009 is the excavation of the landfill's north expansion area to prepare for future waste cell development. The north expansion area must be lowered an additional 80 feet before it can be lined and prepared for future use. This project was identified in Landfill Development Plan (October 2001).

Project Name: MRF Facility Improvements
Fund #: 2440
Project #: 78516

Project Name: LF Water Pull Tractor Replace
Fund #: 2440
Project #: T2350

Project Name: MRF Loader Replacement
Fund #: 2440
Project #: 78521

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Landfill (2440) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
78502 Landfill Screening Berm	0	0	0	0	0	0	715,981
78503 Landfill Closure (South)	0	0	0	334,144	0	7,082,532	0
78505 Landfill Liner Installation	0	204,982	4,798,435	0	0	0	4,798,435
78506 Landfill Repl Pickup Truck	0	25,493	0	73,988	0	0	53,255
78507 Landfill Soil Excavation	0	4,045,902	0	0	0	0	4,045,902
78508 Landfill Stormwater Drainage	138,278	78,410	80,765	83,186	0	0	0
78509 MRF Forklifts	0	32,277	33,089	33,901	0	0	235,886
78511 Landfill Compactor Replacement	0	915,530	0	0	0	952,160	1,054,504
78512 Fuel Tanker Replacement	220,000	0	0	0	0	0	255,780
78514 Sanitation Inspect Trucks-6273	0	84,712	22,661	24,246	0	0	263,609
78516 MRF Facility Improvements	143,686	0	0	0	0	0	0
78517 Landfill Gas System Expansion	518,573	0	0	0	0	0	0
78518 MRF Process Line Improvements	468,244	0	0	0	0	0	0
78519 Landfill Entrance Signal	500,942	0	0	0	0	0	0
78520 Landfill Bulldozer Replacement	0	757,190	0	0	0	0	1,218,000
78521 MRF Loader Replacement	0	431,375	0	0	0	0	507,500
T2350 LF Water Pull Tractor Replace	0	0	0	543,025	0	0	710,500
T2360 Landfill Motor Grader Replace	0	0	0	263,900	0	0	0
T2370 Landfill Auger Scraper Replace	0	0	0	0	0	0	1,436,225
Total Landfill Projects:	**$1,989,723**	**$6,575,871**	**$4,934,950**	**$1,356,390**	**$0**	**$8,034,692**	**$15,295,577**
Total FY 08-09 Funding:		**$8,565,594**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Landfill (2440) — Category: Other

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 that are east of the landfill.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$70,000
Construction	$0	$0	$0	$0	$0	$0	$600,000
Finance Charges	$0	$0	$0	$0	$0	$0	$10,581
Engineering Charges	$0	$0	$0	$0	$0	$0	$29,400
Arts	$0	$0	$0	$0	$0	$0	$6,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$715,981**

Operating Description: Landscape maintenance and water cost will be covered under annual landfill closure.

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 FY 2012. Closure will take place during FY 2013.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$325,000	$0	$325,000	$0
Construction	$0	$0	$0	$0	$0	$6,500,000	$0
Finance Charges	$0	$0	$0	$4,939	$0	$104,237	$0
Engineering Charges	$0	$0	$0	$4,205	$0	$88,295	$0
Arts	$0	$0	$0	$0	$0	$65,000	$0
TOTAL	**$0**	**$0**	**$0**	**$334,144**	**$0**	**$7,082,532**	**$0**

Operating Description: Annual cost for postclosure landscape maintenance, methane gas management and ongoing environmental monitoring after site is closed.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Landscape	$0	$0	$0	$0	$0	$900,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$900,000**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Landfill (2440) — Category: Other

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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$200,000	$100,000	$0	$0	$0	$100,000
Construction	$0	$0	$4,536,288	$0	$0	$0	$4,536,288
Finance Charges	$0	$3,029	$71,511	$0	$0	$0	$71,511
Engineering Charges	$0	$1,953	$45,273	$0	$0	$0	$45,273
Arts	$0	$0	$45,363	$0	$0	$0	$45,363
TOTAL	**$0**	**$204,982**	**$4,798,435**	**$0**	**$0**	**$0**	**$4,798,435**

Operating Description: No O and M needed at this time.

Project: 78506 - Landfill Repl Pickup Truck **Funding Source:** Landfill Revenues

Project Description: Replacement of one pickup truck that will reach the end of its serviceable life in FY 2009, two trucks in 2011 and two in 2015 for a total of five vehicles. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$377	$0	$1,093	$0	$0	$787
Equipment	$0	$25,116	$0	$72,895	$0	$0	$52,468
TOTAL	**$0**	**$25,493**	**$0**	**$73,988**	**$0**	**$0**	**$53,255**

Operating Description: No O and M impact is anticipated since these are replacement vehicles.

Project: 78507 - Landfill Soil Excavation **Funding Source:** Landfill Revenues

Project Description: Excavation of north expansion area to prepare for future waste cell development. The north expansion area of the landfill must be lowered an additional 80 ft. before it can be lined and prepared for the future landfilling operations. This project was identified in Landfill Development Plan (October 2001).

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$25,000	$0	$0	$0	$0	$25,000
Construction	$0	$3,874,350	$0	$0	$0	$0	$3,874,350
Finance Charges	$0	$61,558	$0	$0	$0	$0	$61,558
Engineering Charges	$0	$46,250	$0	$0	$0	$0	$46,250
Arts	$0	$38,744	$0	$0	$0	$0	$38,744
TOTAL	**$0**	**$4,045,902**	**$0**	**$0**	**$0**	**$0**	**$4,045,902**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78508 - Landfill Stormwater Drainage **Funding Source:** Landfill Revenues

Project Description: Construction of storm water diversion devices to protect landfill cover erosion as landfill is being developed. These are a series of drainage improvement projects that are necessary during the operation that will be integrated into the final closure of the south half of the landfill.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$120,932	$71,795	$73,950	$76,168	$0	$0	$0
Finance Charges	$3,750	$1,159	$1,194	$1,229	$0	$0	$0
Engineering Charges	$11,565	$4,738	$4,881	$5,027	$0	$0	$0
Arts	$2,031	$718	$740	$762	$0	$0	$0
TOTAL	**$138,278**	**$78,410**	**$80,765**	**$83,186**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 78509 - MRF Forklifts **Funding Source:** Landfill Revenues

Project Description: Replace MRF forklifts that have an estimated service life of six years. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. One forklift to be replaced in each year from FY 2009-2011.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$477	$489	$501	$0	$0	$3,486
Equipment	$0	$31,800	$32,600	$33,400	$0	$0	$232,400
TOTAL	**$0**	**$32,277**	**$33,089**	**$33,901**	**$0**	**$0**	**$235,886**

Operating Description: No O and M impact is anticipated since these are replacement forklifts.

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 FY 2009, FY 2013 and FY 2016. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund but instead are debt financed at the time of acquisition.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$13,530	$0	$0	$0	$14,072	$15,584
Equipment	$0	$902,000	$0	$0	$0	$938,088	$1,038,920
TOTAL	**$0**	**$915,530**	**$0**	**$0**	**$0**	**$952,160**	**$1,054,504**

Operating Description: No O and M impact is anticipated since these are replacement compactors.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Landfill (2440) — Category: Other

Project: 78512 - Fuel Tanker Replacement **Funding Source:** Landfill Revenues

Project Description: Replacement of a landfill fuel tanker that will reach the end of its serviceable life in FY 2017.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$3,780
Equipment	$220,000	$0	$0	$0	$0	$0	$252,000
TOTAL	**$220,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$255,780**

Operating Description: No additional O and M needed at this time.

Project: 78514 - Sanitation Inspect Trucks-6273 **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. Purchase of 14 pickups over a ten-year period including two additional trucks due to growth. Service life is projected to be approximately seven years for newly purchased equipment. Four replacement trucks are included in FY 2009 at a cost of $20,865 each.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$1,252	$335	$358	$0	$0	$3,898
Equipment	$0	$83,460	$22,326	$23,888	$0	$0	$259,711
TOTAL	**$0**	**$84,712**	**$22,661**	**$24,246**	**$0**	**$0**	**$263,609**

Operating Description: O and M includes staffing an additional inspector in FY 2011 and FY 2015 due to projected residential growth (includes benefits). Insurance for staff. Equipment maintenance costs are included for planned new growth trucks based on shop information. Vehicle replacement costs are based on a 7-year life.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$61,424	$63,267	$65,165	$645,574
Equip. Maint.	$0	$0	$4,449	$4,582	$4,720	$46,759
Insurance	$0	$0	$3,012	$3,102	$3,195	$31,653
PC/Vehicle Replacement	$0	$0	$3,500	$3,605	$3,713	$34,000
TOTAL	**$0**	**$0**	**$72,385**	**$74,556**	**$76,793**	**$757,986**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Landfill (2440) — Category: Other

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 controling litter ($40,000), in FY 2009; a maintenance shop, parts warehouse, and office ($100,000); and shelving for the parts warehouse ($10,000) in FY 2011.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$125,281	$0	$0	$0	$0	$0	$0
Finance Charges	$4,905	$0	$0	$0	$0	$0	$0
Engineering Charges	$12,000	$0	$0	$0	$0	$0	$0
Arts	$1,500	$0	$0	$0	$0	$0	$0
TOTAL	**$143,686**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 78517 - Landfill Gas System Expansion **Funding Source:** Landfill Revenues

Project Description: Expand the landfill gas collection system in the south area of landfill to remain compliant with Landfill's Title V air permit.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$475,648	$0	$0	$0	$0	$0	$0
Finance Charges	$10,625	$0	$0	$0	$0	$0	$0
Engineering Charges	$28,050	$0	$0	$0	$0	$0	$0
Arts	$4,250	$0	$0	$0	$0	$0	$0
TOTAL	**$518,573**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$17,850	$0	$0	$0	$0	$0	$0
Equipment	$450,394	$0	$0	$0	$0	$0	$0
TOTAL	**$468,244**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Landfill (2440) — Category: Other

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	2009	2010	2011	2012	2013	2014-2018
Construction	$452,000	$0	$0	$0	$0	$0	$0
Finance Charges	$14,590	$0	$0	$0	$0	$0	$0
Engineering Charges	$29,832	$0	$0	$0	$0	$0	$0
Arts	$4,520	$0	$0	$0	$0	$0	$0
TOTAL	**$500,942**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 78520 - Landfill Bulldozer Replacement **Funding Source:** Landfill Revenues

Project Description: Replacement of two landfill bulldozers that will reach the end of their serviceable life in FY 2009 (Model D-8) and FY 2014 (Model D-9). Landfill vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$11,190	$0	$0	$0	$0	$18,000
Equipment	$0	$746,000	$0	$0	$0	$0	$1,200,000
TOTAL	**$0**	**$757,190**	**$0**	**$0**	**$0**	**$0**	**$1,218,000**

Operating Description: No O and M impact is anticipated since these are replacement bulldozers.

Project: 78521 - MRF Loader Replacement **Funding Source:** Landfill Revenues

Project Description: Replacement of loader used to move recyclables from truck tipping floor to the MRF processing line. The current unit was purchased in 2000 and will be eight years old when replaced in FY 2009. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. The same loader that is replaced in 2009 will also need to be replaced in 2017.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$6,375	$0	$0	$0	$0	$7,500
Equipment	$0	$425,000	$0	$0	$0	$0	$500,000
TOTAL	**$0**	**$431,375**	**$0**	**$0**	**$0**	**$0**	**$507,500**

Operating Description: No O and M impact is anticipated since this is a replacement loader.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Landfill (2440) — Category: Other

Project: T2350 - LF Water Pull Tractor Replace **Funding Source:** Landfill Revenues

Project Description: Replacement of water pull tractor that will reach the end of its serviceable life in FY 2011. 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	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$8,025	$0	$0	$10,500
Equipment	$0	$0	$0	$535,000	$0	$0	$700,000
TOTAL	**$0**	**$0**	**$0**	**$543,025**	**$0**	**$0**	**$710,500**

Operating Description: No O and M impact is anticipated since this is a replacement water pull tractor.

Project: T2360 - Landfill Motor Grader Replace **Funding Source:** Landfill Revenues

Project Description: Replacement of motor grader that will reach the end of its serviceable life in FY 2011. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. The motor grader is used to establish and maintain the temporary roads on the active portion of the landfill.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$3,900	$0	$0	$0
Equipment	$0	$0	$0	$260,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$263,900**	**$0**	**$0**	**$0**

Operating Description: No O and M impact is anticipated since this is a replacement motorgrader.

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. The scraper is used to remove dirt from the earth that is used for daily and intermittent cover of the refuse at the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Finance Charges	$0	$0	$0	$0	$0	$0	$21,225
Equipment	$0	$0	$0	$0	$0	$0	$1,415,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,436,225**

Operating Description: No O and M impact is anticipated since this is a replacement auger scraper.

*** 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.

FY 2009 capital funding will address upgrades to the radio communication equipment located in the control tower and replacement of the runway apron's light poles, among other things.

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.

Project Name: Airport – Runway/Taxiway Asph.
Funding Source: Grant/Transportation Half-Cent Sales Tax
Fund #: 2120
Project #: 79512

Project Name: Airport – Tower & Radio Upgrad
Funding Source: Grant/Transportation Half-Cent Sales Tax
Fund #: 2120
Project #: 79503

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Airport Capital Projects (2120) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
79503 Airport - Tower & Radio Upgrad	11	429,478	0	0	0	0	0
79504 Airport - Security Upgrade	0	0	154,584	1,307,916	0	0	0
79511 Eastside Drainage & Masterplan	0	63,580	0	0	0	243,750	0
79512 Airport-Runway/Taxiway Asph.	0	0	318,169	1,841,831	0	0	0
79514 *Airport-Apron Lighting	0	292,500	0	0	0	0	0
T1452 *Airport - ARFF Station	0	0	1,950,000	1,353,750	0	0	0
T1460 Runway Land Purchase	0	0	7,312,500	7,312,500	0	0	0
Total Airport Capital Projects Projects:	**$11**	**$785,558**	**$9,735,253**	**$11,815,997**	**$0**	**$243,750**	**$0**
Total FY 08-09 Funding:		**$785,569**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Airport Capital Projects (2120) — Category: Other

Project: 79503 - Airport - Tower & Radio Upgrad **Funding Source:** Grants/City Match

Project Description: This grant is to replace radio communication equipment in the tower that is very old and outdated. Included in this grant is the replacement of the runway precision approach path indicator (PAPI) lighting at both ends of the runway.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$11	$429,478	$0	$0	$0	$0	$0
TOTAL	**$11**	**$429,478**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 79504 - Airport - Security Upgrade **Funding Source:** Grants/City Match

Project Description: This is an FAA and ADOT funded project to acquire and install perimeter security equipment.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$150,000	$0	$0	$0	$0
Construction	$0	$0	$0	$1,256,931	$0	$0	$0
Engineering Charges	$0	$0	$4,584	$38,416	$0	$0	$0
Arts	$0	$0	$0	$12,569	$0	$0	$0
TOTAL	**$0**	**$0**	**$154,584**	**$1,307,916**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

Project: 79511 - Eastside Drainage & Masterplan **Funding Source:** Grants/City Match

Project Description: The current Airport Master Plan was last updated in October 1997.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$63,580	$0	$0	$0	$243,750	$0
TOTAL	**$0**	**$63,580**	**$0**	**$0**	**$0**	**$243,750**	**$0**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Airport Capital Projects (2120) — Category: Other

Project: 79512 - Airport-Runway/Taxiway Asph. **Funding Source:** Grants/City Match

Project Description: This is FAA and ADOT funded to reduce erosion and dust control of the taxiway shoulders.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$310,000	$0	$0	$0	$0
Construction	$0	$0	$0	$1,777,228	$0	$0	$0
Engineering Charges	$0	$0	$8,169	$46,831	$0	$0	$0
Arts	$0	$0	$0	$17,772	$0	$0	$0
TOTAL	**$0**	**$0**	**$318,169**	**$1,841,831**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

Project: 79514 - *Airport-Apron Lighting **Funding Source:** Grants/City Match

Project Description: This is an FAA and ADOT funded project to replace the apron light poles and place lights on the perimeter shining over the area.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$30,000	$0	$0	$0	$0	$0
Construction	$0	$246,487	$0	$0	$0	$0	$0
Engineering Charges	$0	$13,548	$0	$0	$0	$0	$0
Arts	$0	$2,465	$0	$0	$0	$0	$0
TOTAL	**$0**	**$292,500**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

Project: T1452 - *Airport - ARFF Station **Funding Source:** Grants/City Match

Project Description: Acquire land on the NW corner of airport property, design and construct aircraft fire fighting station.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$1,950,000	$0	$0	$0	$0
Design	$0	$0	$0	$130,000	$0	$0	$0
Construction	$0	$0	$0	$1,169,059	$0	$0	$0
Engineering Charges	$0	$0	$0	$43,000	$0	$0	$0
Arts	$0	$0	$0	$11,691	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,950,000**	**$1,353,750**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Airport Capital Projects (2120) — Category: Other

Project: T1460 - Runway Land Purchase **Funding Source:** Grants/City Match

Project Description: Acquire 36 acres north of runway 19 for runway protection zone to approach.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$7,312,500	$7,312,500	$0	$0	$0
TOTAL	**$0**	**$0**	**$7,312,500**	**$7,312,500**	**$0**	**$0**	**$0**

Operating Description: No O and M needed at this time.

*** New Project**

OTHER CAPITAL PROJECTS

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.

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 2009 – FY 2018 based in part 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 2018 and is included in the CIP. A renovation project is included in FY 2011 and FY 2012 to create another "signature feature" and increase the functional space available at the facility.

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 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Other State and Local Grants (1840) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
80002 83rd&87th Bethany Hm Trans-Cnl	90,000	0	0	0	0	0	0
80003 Glendale Sports Facilities ITS	48,729	0	0	0	0	0	0
80004 Bell Road ITS Design	66,596	0	0	0	0	0	0
80007 Grand Canal Trail Renovation	9,781	0	0	0	0	0	0
80008 Catlin Court Alley Beautificat	550,573	0	0	0	0	0	0
80012 Bike & Ped/Skunk Creek @BellRd	476,100	0	0	0	0	0	0
80013 CIP Grant Reserve Approp	1,588,174	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
80014 Purchase of ITS Trailers	22,196	0	0	0	0	0	0
80022 87th Ave & Missouri Jt Use Prk	105,440	0	0	0	0	0	0
80025 Sunnyside Dr Bridge/Trail Ren	102,203	0	0	0	0	0	0
80028 43rd Ave/Peoria Ped Rest Area	361,826	0	0	0	0	0	0
Total Other State and Local Grants Projec	**$3,421,618**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 08-09 Funding:		**$5,421,618**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Other State and Local 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	2009	2010	2011	2012	2013	2014-2018
Design	$90,000	$0	$0	$0	$0	$0	$0
TOTAL	**$90,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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	2009	2010	2011	2012	2013	2014-2018
Design	$48,729	$0	$0	$0	$0	$0	$0
TOTAL	**$48,729**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 80004 - Bell Road ITS Design **Funding Source:** Grants

Project Description: Intelligent Transportation System for Bell Road.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$66,596	$0	$0	$0	$0	$0	$0
TOTAL	**$66,596**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 80007 - Grand Canal Trail Renovation **Funding Source:** Grants

Project Description: Design and development of the Bethany Home Outfall Channel Grand Canal Linear Park. Arizona Heritage Fund Grant.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$9,781	$0	$0	$0	$0	$0	$0
TOTAL	**$9,781**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Other State and Local Grants (1840) — Category: Other

Project: 80008 - Catlin Court Alley Beautificat **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	2009	2010	2011	2012	2013	2014-2018
Construction	$550,573	$0	$0	$0	$0	$0	$0
TOTAL	**$550,573**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 80012 - Bike & Ped/Skunk Creek @BellRd **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). The City match is budgeted in project 1980-????? (31-8083).

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$47,205	$0	$0	$0	$0	$0	$0
Construction	$405,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$19,845	$0	$0	$0	$0	$0	$0
Arts	$4,050	$0	$0	$0	$0	$0	$0
TOTAL	**$476,100**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 80013 - CIP Grant Reserve Approp **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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$1,588,174	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$1,588,174**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Other State and Local Grants (1840) — Category: Other

Project: 80014 - Purchase of ITS Trailers — **Funding Source:** Grants

Project Description: Purchase of trailers that will be used by Intelligent Transportation System staff.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$22,196	$0	$0	$0	$0	$0	$0
TOTAL	**$22,196**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Construction	$105,440	$0	$0	$0	$0	$0	$0
TOTAL	**$105,440**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 80025 - Sunnyside Dr Bridge/Trail Ren — **Funding Source:** Grants

Project Description: Park and trail renovations.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$102,203	$0	$0	$0	$0	$0	$0
TOTAL	**$102,203**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 80028 - 43rd Ave/Peoria Ped Rest Area — **Funding Source:** Grants

Project Description: Construction of a pedestrian rest areas between Gateway Plaza and Paseo Linear Park.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$295,000	$0	$0	$0	$0	$0	$0
Construction	$66,826	$0	$0	$0	$0	$0	$0
TOTAL	**$361,826**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: General Fund (1000) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
81013 Bldg. Maintenance Reserve	0	100,000	100,000	100,000	100,000	100,000	500,000
81014 Property Acquisition	0	0	0	350,000	350,000	350,000	1,750,000
81022 Park & Feature Fields	137,454	0	0	0	0	0	0
81023 EOC Equipment	62,066	0	0	0	0	0	0
81028 Audio Visual Equipment	6,975	0	0	0	0	0	0
81036 Cultural/Historic Markings	11,001	0	0	0	0	0	0
81040 Manistee Ranch Bldg. Painting	1,441	0	0	0	0	0	0
81043 AV Replacement Reserve	0	100,000	100,000	100,000	100,000	0	500,000
81045 Exterior Closure (Carpentry)	22,137	0	0	0	0	0	0
81047 Fire Administration Relocation	862,650	0	0	0	0	0	0
81048 Fire Building Maintenance	119,388	0	0	0	0	0	0
81049 Technology for Prosecutors	87,255	0	0	0	0	0	0
81050 Records Management - Clerk	202,178	0	0	0	0	0	0
81053 CAP Facility	215,700	0	0	0	0	0	0
81055 Sales Tax System	3,000,000	0	0	0	0	0	0
81056 *Fire Suppression System	0	160,000	0	0	0	0	0
81057 *Repayment to State Aviation	0	702,858	702,858	702,858	702,858	702,858	0
81058 *Library's Comp. Server Room AC	0	70,788	0	0	0	0	0
T0260 Insertion Machine: Gen Fund	0	0	0	0	0	0	66,000
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	170,376
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	0	204,148
T4731 *Call Center	0	0	0	0	0	0	750,000
T4734 Ballistic Vests	0	0	0	0	0	0	210,400
Total General Fund Projects:	**$4,728,245**	**$1,133,646**	**$902,858**	**$1,252,858**	**$1,252,858**	**$1,152,858**	**$4,150,924**
Total FY 08-09 Funding:		**$5,861,891**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: General Fund (1000) — Category: Other

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.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$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 funding is held in reserve to support long term projects and is therefore not subject to O & M costs because the maintenance of replacement items have generally been included in the operating budget.

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	2009	2010	2011	2012	2013	2014-2018
Land	$0	$0	$0	$350,000	$350,000	$350,000	$1,750,000
TOTAL	**$0**	**$0**	**$0**	**$350,000**	**$350,000**	**$350,000**	**$1,750,000**

Operating Description: No O and M needed at this time.

Project: 81022 - Park & Feature Fields **Funding Source:** General Fund

Project Description: The City and the AZSTA will develop a youth & amateur sports & recreational facility adjacent to the Cardinals Stadium to be used for sporting and recreation activities when not being used as overflow turf parking. This is Phase 1 of the project.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$57,128	$0	$0	$0	$0	$0	$0
Construction	$257	$0	$0	$0	$0	$0	$0
Equipment	$80,069	$0	$0	$0	$0	$0	$0
TOTAL	**$137,454**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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 resouces involved in the operation of this center

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Construction	$36,815	$0	$0	$0	$0	$0	$0
Equipment	$25,251	$0	$0	$0	$0	$0	$0
TOTAL	**$62,066**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed 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, the Council Chambers Control Room and the 4th Floor Conference Room. This supplemental was approved by Council and moved to PAYGO.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$5,297	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$1,678	$0	$0	$0	$0	$0	$0
TOTAL	**$6,975**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 81036 - Cultural/Historic Markings — **Funding Source:** General Fund

Project Description: Funds for historic/cultural landmarking and tourism plan.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$11,001	$0	$0	$0	$0	$0	$0
TOTAL	**$11,001**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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	2009	2010	2011	2012	2013	2014-2018
Design	$1,441	$0	$0	$0	$0	$0	$0
TOTAL	**$1,441**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 81043 - AV Replacement Reserve — **Funding Source:** General Fund

Project Description: Continue to fund 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 the TRF.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$100,000	$100,000	$100,000	$100,000	$0	$500,000
TOTAL	**$0**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$0**	**$500,000**

Operating Description: This cost assumes the entire PAYGO account is spent during the year. The O and M money will be required to fund the Technology Replacement Fund. This assumes a five-year average replacement cycle ($100,000/5 = $20,000 annually). The O and M shows the cumulative effect of contribution to the Technology Replacement Fund.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
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: 81045 - Exterior Closure (Carpentry) — **Funding Source:** General Fund

Project Description: Make city-wide carpentry related upgrades that would require a total of $42,774 over a three-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	2009	2010	2011	2012	2013	2014-2018
Design	$22,137	$0	$0	$0	$0	$0	$0
TOTAL	**$22,137**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: General Fund (1000) — Category: Other

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 for Fire Administration.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$205,000	$0	$0	$0	$0	$0	$0
Construction	$50,000	$0	$0	$0	$0	$0	$0
IT/Phone/Security	$50,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$7,150	$0	$0	$0	$0	$0	$0
Arts	$500	$0	$0	$0	$0	$0	$0
Equipment	$200,000	$0	$0	$0	$0	$0	$0
Contingency	$25,000	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$325,000	$0	$0	$0	$0	$0	$0
TOTAL	**$862,650**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O&M for former Coyotes suite will run approx. $3,300 per month and for any additional space this number would increase of course.

Project: 81048 - Fire Building Maintenance **Funding Source:** General Fund

Project Description: Funds will be used for O and 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	2009	2010	2011	2012	2013	2014-2018
Design	$119,388	$0	$0	$0	$0	$0	$0
TOTAL	**$119,388**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$87,255	$0	$0	$0	$0	$0	$0
TOTAL	**$87,255**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: General Fund (1000) — Category: Other

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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$202,178	$0	$0	$0	$0	$0	$0
TOTAL	**$202,178**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 81053 - CAP Facility — **Funding Source:** General Fund

Project Description: Relocation of the City of Glendale Community Action Program to office suites located at 59th Avenue and Northern. This project cost includes installation of IT infrastructure, conduit with fiber, alarm system, phone system, AV system, signage, new furniture, recpetion counter and security lobby windows.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$215,700	$0	$0	$0	$0	$0	$0
TOTAL	**$215,700**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

Project: 81055 - Sales Tax System — **Funding Source:** General Fund

Project Description: Purchase of a new software application system which is responsible for revenue generation for the City. The system being replaced is 20+ years old and runs on hardware and operating systems which are no longer cost effective to support. Data resides on hardware and databases which are also no longer cost effective to support. The vendor will replace the functionality of the current system with contemporary hardware, OS platforms and databases.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$3,000,000	$0	$0	$0	$0	$0	$0
TOTAL	**$3,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81056 - *Fire Suppression System — **Funding Source:** General Fund

Project Description: Modify and update the existing smoke detection and pre-application sprinkler systems with a new gaseous suppression system for the four technology equipment locations in the Public Safety Administration Building which currently have equipment replacement values (ERV) estimated at a total of $11,550,000. These rooms are the Main Data Center (EVR = $1M), the Computer Operations Center (ERV = $550K), the Radio Equipment Room (ERV = $6M) and the Telco Room (ERV = $4M).

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
IT/Phone/Security	$0	$160,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$160,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Annual maintenance fee for quarterly system checks, cleaning of smoke detectors and routine maintenance.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$1,200	$1,236	$1,273	$1,311	$7,171
TOTAL	**$0**	**$1,200**	**$1,236**	**$1,273**	**$1,311**	**$7,171**

Project: 81057 - *Repayment to State Aviation — **Funding Source:** General Fund

Project Description: In 1997, the City of Glendale received a total of $2,473,714 in grant funds from the State Aviation Fund for the purchase of land adjacent to the Glendale Municipal Airport. Because the land is included in the property being used by the Spring Training Facility and will not be used for airport specific purposes, the city must repay ADOT. Adjusting those 1997 grant funds to 2007 figures was done by using a Phoenix-Mesa Consumer Price Index, determining a balance of $3,131,294 is due for repayment to ADOT. The City will pay that principal amount over a period of five years with equal bi-annual payments of $351,429 for a total of $702,858 annually. During that time, the unpaid principal will earn interest at the five-year U.S. Treasury T-Bill annual interest rate of 4.31%, which was effective September 21, 2007. Total repayment amount will be $3,514,291.10.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Land	$0	$702,858	$702,858	$702,858	$702,858	$702,858	$0
TOTAL	**$0**	**$702,858**	**$702,858**	**$702,858**	**$702,858**	**$702,858**	**$0**

Operating Description: No O and M at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: General Fund (1000) — Category: Other

Project: 81058 - *Library's Comp. Server Room AC **Funding Source:** General Fund

Project Description: Funding will be used to upgrade the current air conditioning in the Main Library's computer server room. With the addition of several servers to the room the utilization of the house air conditioner and the full-time utilization of the back-up (emergency) air conditioner is no longer a viable option for the library. Damage caused by overheating could result in decreased customer service, staff being unable to perform regular job duties and/or possible, permanent loss of the library network. This supplemental was approved by Council and moved to PAYGO by budget staff.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Engineering Charges	$0	$5,500	$0	$0	$0	$0	$0
Equipment	$0	$49,488	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$15,800	$0	$0	$0	$0	$0
TOTAL	**$0**	**$70,788**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: ???

Project: T0260 - Insertion Machine: Gen Fund **Funding Source:** General Fund

Project Description: Replace current insertion machine (General Fund portion only, other funding sources are the Water and Sewer Fund and Sanitation Fund). It performs insertion for all departments, including Sales Tax, Water and Sewer, Sanitation, Marketing, Human Resources, Council, Landfill and Payroll.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$0	$0	$0	$0	$0	$66,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$66,000**

Operating Description: O and M includes adding this piece of equipment into the Technology Replacement Fund. The cost is split 33% to the water and sewer fund, 33% to the general fund and 34% to the sanitation fund. A one-year service Preventative Maintenance Agreement (PMA) is built into the cost.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$33,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$66,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$99,000**

Project: T4620 - Resurface Library Parking Lots **Funding Source:** General Fund

Project Description: 1 1/2" Overlay of asphalt for approx. 91,654 sq ft of existing pavement at Main Library and 114,862 square feet of existing pavement at Foothills Branch. Clean, repair and fill existing cracks with rubberized crack sealer and apply 1 1/2" asphalt overlay to the parking lot. Restriping of 361 parking stalls and 14 handicapped stalls with logo, striping, arrows and hash out striping at both facilities.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$170,376
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$170,376**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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	2009	2010	2011	2012	2013	2014-2018
Construction	$0	$0	$0	$0	$0	$0	$166,671
Engineering Charges	$0	$0	$0	$0	$0	$0	$12,000
Arts	$0	$0	$0	$0	$0	$0	$1,667
Contingency	$0	$0	$0	$0	$0	$0	$23,810
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$204,148**

Operating Description: No O and M impact is anticipated since this is a replacement of existing equipment and systems.

Project: T4731 - *Call Center **Funding Source:** General Fund

Project Description: The Customer Call Center, operating with a customer relationship management (CRM) application, will provide citizens with a "one-stop" call to report violations, request information, initiate work requests, etc. The center and CRM software will provide elected officials and leadership with valid statistical data to ensure organizational capital, operating and information technology investments are aligned with business plans and Council strategic priorities. An increased efficiency of service provision and resource deployment based upon documented, reliable data collection and trend analysis is anticipated. In addition all internal service work requests will be accommodated by the CRM application.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$750,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$750,000**

Operating Description: O and M includes staffing 3 IT support positions, 9 call specialist positions, a lead position, a supervisor position, a Senior Management Assistant, 2 field representative positions, an Office Assistant and manager position (all positions include benefits). EOC staff have determined that the operating cost for the EOC O and M budget can accomodate the addition of 19 staff. Supplies/contracts for staff training, annual sofware maintenance, language services, consultant services and office supplies.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$1,117,629
Supplies/Contr	$0	$0	$0	$0	$0	$329,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,446,629**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: General Fund (1000) — Category: Other

Project: T4734 - Ballistic Vests **Funding Source:** General Fund

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. 263 vest at $800 each.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$0	$0	$0	$0	$0	$210,400
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$210,400**

Operating Description: No O and M needed at this time.

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Civic Center (1740) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
84551 Civic Center Renovation	0	0	0	1,273,631	2,148,200	0	0
84554 Maintenance Reserve Fund	0	100,000	100,000	100,000	100,000	100,000	500,000
T0350 Civic Center Expansion	0	0	0	0	0	0	17,122,000
Total Civic Center Projects:	**$0**	**$100,000**	**$100,000**	**$1,373,631**	**$2,248,200**	**$100,000**	**$17,622,000**
Total FY 08-09 Funding:		**$100,000**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Civic Center (1740) — Category: Other

Project: 84551 - Civic Center Renovation — **Funding Source:** General Fund

Project Description:

This enhancement would create another "signature feature" at the Glendale Civic Center. The east courtyard would be converted into an atrium-style event area, with a skylight allowing for year round use. This project also involves renovating and developing the grass area (open space), south of the Civic Center, into functional use space that can be booked for private events. The renovations to the Civic Center will enhance amenities, provide more pre-function space, attract clients and allow the facility to remain competitive within the surrounding market.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$700,000	$0	$0	$0
Construction	$0	$0	$0	$333,334	$1,666,666	$0	$0
IT/Phone/Security	$0	$0	$0	$0	$35,000	$0	$0
Engineering Charges	$0	$0	$0	$21,049	$33,951	$0	$0
Arts	$0	$0	$0	$3,333	$16,667	$0	$0
Equipment	$0	$0	$0	$0	$130,000	$0	$0
Contingency	$0	$0	$0	$215,915	$215,916	$0	$0
Miscellaneous/Other	$0	$0	$0	$0	$50,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$1,273,631**	**$2,148,200**	**$0**	**$0**

Operating Description:

O and M includes a FTE Service Worker III to help maintain the facility and provide additional supervision for event set-up and audio/visual technical expertise for the renovated space. Supplies, utilities, building maintenance, equipment maintenance and water for 5,000 sq ft of space. The 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. Also includes $3,000 for ongoing supplies/contracts & electrical at $1,800 anually.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$46,748	$48,150	$263,306
Supplies/Contr	$0	$0	$0	$6,750	$6,953	$38,019
Utilities	$0	$0	$0	$14,000	$14,420	$78,854
Bldg. Maint.	$0	$0	$0	$10,000	$10,300	$56,325
Equip. Maint.	$0	$0	$0	$2,000	$2,060	$11,265
Electrical	$0	$0	$0	$1,800	$1,854	$10,138
Water	$0	$0	$0	$0	$715	$3,910
TOTAL	**$0**	**$0**	**$0**	**$81,298**	**$84,452**	**$461,817**

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	2009	2010	2011	2012	2013	2014-2018
Contingency	$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:

These funds are used to replace and repair depreciable items (furniture, fixtures and equipment) which must be added or replaced prior to the expiration of their anticipated useful service life. Building components presently receive preventative maintenance from the Facilities Management Department. No O and M costs are anticipated for these items.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Civic Center (1740) — Category: Other

Project: T0350 - Civic Center Expansion **Funding Source:** General Fund

Project Description:

Expansion of the Civic Center to meet the demand for additional meeting and event space as the West Valley continues to grow. 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	2009	2010	2011	2012	2013	2014-2018
Design	$0	$0	$0	$0	$0	$0	$3,300,000
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
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$72,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$17,122,000**

Operating Description:

O and M includes 2 full time event coordinators, 1 building maintenance worker, 3 full time service workers, 10 part time (19 hours per week) temporary setup/custodial staff and insurance for staff. Six computers & a printer. Supplies, utilities, building maintenance, equipment maintenance for 40,000 sq ft of facility space. Insurance is based on the recommended guideline of $865 per person. Electrical costs include a fire panel & building security/monitoring service. Landscape maintenance and water for 5,000 sq ft of landscape and refuse-two 6 yard containers..

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$443,670
Supplies/Contr	$0	$0	$0	$0	$0	$34,000
Utilities	$0	$0	$0	$0	$0	$105,200
Bldg. Maint.	$0	$0	$0	$0	$0	$90,000
Equip. Maint.	$0	$0	$0	$0	$0	$16,000
Insurance	$0	$0	$0	$0	$0	$4,325
Electrical	$0	$0	$0	$0	$0	$102,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$9,873
Landscape	$0	$0	$0	$0	$0	$27,000
Water	$0	$0	$0	$0	$0	$2,100
Refuse	$0	$0	$0	$0	$0	$10,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$844,168**

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Technology Infrastructure (2150) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
81059 *Time, Labor, Payroll & Reports	0	866,935	0	0	0	0	0
T7000 City Fiber Optic Communication	0	0	0	0	0	0	16,220,625
T7010 Event Management Center Upgrad	0	0	0	0	0	0	1,025,000
T7030 Project/Permit Tracking System	0	0	0	0	0	0	2,500,000
T7040 Cemetery Records Management	0	0	0	0	0	0	89,000
T7050 Facility Audio/Visual Systems	0	0	0	0	0	0	1,820,000
T7060 RFID Security System	0	0	0	0	0	0	808,771
T7070 Libraries Security System	0	0	0	0	0	0	180,600
T7071 *PeopleSoft Phase 2 Enhancement	0	0	985,200	636,000	655,000	165,000	0
Total Technology Infrastructure Projects:	**$0**	**$866,935**	**$985,200**	**$636,000**	**$655,000**	**$165,000**	**$22,643,996**
Total FY 08-09 Funding:		**$866,935**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Technology Infrastructure (2150) — Category: Other

Project: 81059 - *Time, Labor, Payroll & Reports **Funding Source:** General Fund

Project Description:

Estimated financial payback of this project is between nine months and two years after go-live. Implementation includes Time & Labor, Payroll Enhancements, Revenue Budgeting and enhanced financial reporting. Payroll expenses account for $100 million of the City's annual operating costs. The existing Time Entry system is a 10+ year old, “homegrown” application. The major shortcomings of the system are as follows: internal and external audit findings, unable to process Firefighter time directly in Time Entry, written in Oracle Forms 6i which is an older technology that is increasingly difficult to support, requires paper timesheets and manual review/approval, does not enforce various City policies and requires manual intervention to correct, does not support reporting employee time at a more granular level of detail for management decision making and tracking purposes.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
IT/Phone/Security	$0	$771,935	$0	$0	$0	$0	$0
Equipment	$0	$70,000	$0	$0	$0	$0	$0
Contingency	$0	$25,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$866,935**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description:

O and M includes an additional Systems Analyst for support and to maintain the new modules and business processes. Supplies/contracts including software maintenance and consulting/training, technology replacement for storage, hardware and a PC.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$100,800	$103,824	$106,939	$110,147	$602,328
Supplies/Contr	$0	$104,160	$107,285	$110,503	$113,818	$622,406
PC/Vehicle Replacement	$0	$19,028	$19,599	$20,187	$20,792	$113,701
TOTAL	**$0**	**$223,988**	**$230,708**	**$237,629**	**$244,757**	**$1,338,435**

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	2009	2010	2011	2012	2013	2014-2018
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 and M needed at this time, O and M will be needed for electricity, equipment and maintenance and will be determined closer to the start of the project.

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Technology Infrastructure (2150) — Category: Other

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	2009	2010	2011	2012	2013	2014-2018
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$25,000
Equipment	$0	$0	$0	$0	$0	$0	$1,000,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,025,000**

Operating Description: No O and M needed at this time.

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	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,500,000**

Operating Description: O and M includes staffing a Project/Permit Coordinator to provide much needed ongoing technical assistance and support to the nine departments using the system. The $133,900 is required for the ongoing service and maintenance agreement associated with the software purchase.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$0	$0	$0	$0	$90,969
Supplies/Contr	$0	$0	$0	$0	$0	$133,900
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$224,869**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Technology Infrastructure (2150) — Category: Other

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). Many records are exclusively paper-based. Over the decades, there have been errors in the control of inventory (sold and unsold lots) and paper records have deteriorated. Automation would assist in managing records for the long term and improving customer service.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
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 2014 based on inflation of 3%. Contract estimated to increase 3% each year due to inflation.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$13,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,500**

Project: T7050 - Facility Audio/Visual Systems — **Funding Source:** General Fund

Project Description:

The replacement of audio/visual equipment utilized in Community Services Departments that are not currently in the City's Replacement Fund. These systems are approaching or have surpassed their expected useful life.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$0	$0	$0	$0	$0	$1,820,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,820,000**

Operating Description:

O and M includes adding this equipment into the Techonology Replacement Fund. Assumes capital cost will be equally spread over the five year period and a six-year life cycle for the equipment. $1,820,000/5 = $364,000 * 16.67% = $60,666 paid into replacement fund in year one. This doubles in year two, triples in year three, etc.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$849,333
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$849,333**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Technology Infrastructure (2150) — Category: Other

Project: T7060 - RFID Security System **Funding Source:** General Fund

Project Description: To purchase and install self check machines using radio frequency identification (RFI) technology for the city's library system. This improved system addresses security, inventory control and enhanced circulation efficiency.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$0	$0	$0	$0	$0	$808,771
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$808,771**

Operating Description: O and M includes adding equipment into the replacement program, maintenance contract, software licenses and tags for new materials.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Supplies/Contr	$0	$0	$0	$0	$0	$58,948
Equip. Maint.	$0	$0	$0	$0	$0	$22,780
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$38,626
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$120,354**

Project: T7070 - Libraries 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. This includes card access. This system would be compatible to other city facilities.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Equipment	$0	$0	$0	$0	$0	$0	$180,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$180,600**

Operating Description: O and M includes adding gates and security equipment into the PC replacement plan. Equipment maintenance for the systems.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Equip. Maint.	$0	$0	$0	$0	$0	$2,200
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$11,520
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,720**

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital Project Detail

Fund: Technology Infrastructure (2150) — Category: Other

Project: T7071 - *PeopleSoft Phase 2 Enhancement **Funding Source:** General Fund

Project Description:

This request is for funding a multi-year plan (FY 2010 to FY 2013) to improve and to streamline everyday business functions. The projects in this request have a maximum ROI of 18 months. The plan includes simplifying and further automating manual, duplicative processes in order to improve service delivery for residents and other customers and providing leadership project and program based reports to manage limited resources better. Over the past 10 years, staff has focused on maintaining and upgrading the system and has had minimal time available to develop and enhance unused functionality. A cross-departmental team has developed a multi-year implementation plan to address this situation and leverage the City's sizeable investment in the City's core HR and Financial systems.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
IT/Phone/Security	$0	$0	$880,200	$601,000	$590,000	$155,000	$0
Equipment	$0	$0	$80,000	$10,000	$40,000	$0	$0
Contingency	$0	$0	$25,000	$25,000	$25,000	$10,000	$0
TOTAL	**$0**	**$0**	**$985,200**	**$636,000**	**$655,000**	**$165,000**	**$0**

Operating Description:

O and M includes an additional Systems Analyst (in year 2) for support and to maintain the new modules and business processes. Supplies/contracts including software maitenance and consulting/training, insurance for staff, a computer, replacement costs for the computer and other equipment.

Operating Costs:	2009	2010	2011	2012	2013	2014-2018
Staffing	$0	$100,800	$103,824	$106,939	$110,147	$602,328
Supplies/Contr	$0	$57,520	$59,246	$61,023	$62,854	$343,710
Insurance	$0	$703	$724	$1,449	$1,492	$8,161
PC/Vehicle Replacement	$0	$21,528	$24,674	$35,414	$36,476	$199,468
TOTAL	**$0**	**$180,551**	**$188,468**	**$204,825**	**$210,969**	**$1,153,667**

*** New Project**

FY 2009 - 2018 Capital Improvement Program
Capital Projects By Fund and Project Number

Fund: Arts Commission (1220) — Category: Other

Project Name:	Carryover:	FY 08-09:	FY 09-10:	FY 10-11:	FY 11-12:	FY 12-13:	FY 14-18:
84650 Art Commission	0	500,000	350,000	350,000	350,000	350,000	1,750,000
Total Arts Commission Projects:	**$0**	**$500,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$1,750,000**
Total FY 08-09 Funding:		**$500,000**					

*** New Project**

FY 2009-2018 Capital Improvement Plan
Capital 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. Projects that will be carried over from FY 2008 include the Public Safety Memorial, Fire Station #151, the West Branch Library and the new Courts Building. New projects in FY 2009 include the 57th and Grand Avenues Downtown Art Project, the Park and Ride lot at Loop 101 and Glendale Avenue and a Pedestrian Bridge at Loop 101 and 63rd Avenue.

Capital Costs:	Carryover	2009	2010	2011	2012	2013	2014-2018
Miscellaneous/Other	$0	$500,000	$350,000	$350,000	$350,000	$350,000	$1,750,000
TOTAL	**$0**	**$500,000**	**$350,000**	**$350,000**	**$350,000**	**$350,000**	**$1,750,000**

Operating Description:

Maintenance and restoration of the public art collection is funded in the operating budget.

*** New Project**

Schedules

2008-2009

SCHEDULES

The budget schedules summarize the City's financial activities in a comprehensive, numeric format. They are intended to give the reader a glance at the city's financial situation. *Schedule 1* is the most comprehensive schedule, offering a summary of all pertinent financial information for all the City's funds. The reader can readily determine the starting and ending fund balances, transfers in and out, revenues and operating, capital and debt service expenditures for each fund.

The remaining schedules provide in-depth detail of budgetary information which is necessary for the smooth operation of the city. All the schedules serve as handy reference materials to City of Glendale employees and to the public.

This section includes detailed analyses and reports for the following areas:

- Schedule 1 *by* ***Category*** includes major sources of inflows & outflows by category
- Schedule 1 *by* ***Fund*** is a summary of the inflows and outflows by fund
- Schedule 2 *by* ***Category*** is a multi-year look at **revenues** all funds combined
- Schedule 2 *by* ***Fund*** is a multi-year look at **revenues** by individual fund
- 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 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**

Schedule One by CATEGORY
FY 2009 Fund Balance Analysis
(All Dollars in Thousands)

	General Fund	Streets Fund	Other Special Revenue	Enterprise	Revolving/Int Services	Construction	Debt Service	Total
Revenues and Other Sources:								
Taxes revenue	$68,979		$51,655		$1,700		$29,814	$152,148
Intergovernmental	$68,332	$17,616	$31,072		$84	$786		$117,890
Charges for services	$11,704		$7,199	$89,645	$16,835			$125,382
Licenses and permits	$11,577		$66			$5,687		$17,330
Fines and forfeitures	$3,693		$315					$4,008
Miscellaneous	$2,362		$13,206	$6,504	$889	$27,200	$1,313	$51,474
Interest Income	$850		$1,150	$2,630	$1,434	$560	$25	$6,649
Self insurance premiums					$27,189			$27,189
Other Financing Sources			$500	$72,313		$107,506		$180,319
Transfer In			$6,691		$862	$9,546	$32,221	$49,319
Total	**$167,497**	**$17,616**	**$111,854**	**$171,092**	**$48,993**	**$151,285**	**$63,372**	**$731,709**
Expenditures								
Public Safety	$82,735		$37,733					$120,468
Community Services	$25,737		$14,690		$1,924	$128		$42,478
Administrative Svcs	$15,411		$512	$2,889	$35,129	$38		$53,978
Public Works	$12,543	$12,940	$15,191	$67,459	$12,804			$120,936
Fac & Fin Mgmt	$11,671		$1,413		$916			$14,001
Appointed Officials	$10,398		$612					$11,009
Community Dev.	$6,375			$2,319				$8,695
Internal Services	$2,747		$427					$3,174
Non-Dept/Grants	$1,109		$1,022					$2,131
Capital Outlay	$6,729		$21,181	$108,720		$255,261		$391,890
Debt Service				$25,128		$1,811	$52,375	$79,315
Contingency	$14,057	$4,443	$7,683	$12,500	$3,000	$35,243		$76,926
Transfer Out	$18,690	$3,707	$25,403				$1,519	$49,319
Total	**$208,201**	**$21,090**	**$125,866**	**$219,016**	**$53,773**	**$292,480**	**$53,894**	**$974,319**
Excess (Deficiency) of Revenues over Expenses	($40,704)	($3,474)	($14,012)	($47,924)	($4,780)	($141,195)	$9,478	($242,611)
Beginning Fund Balance	$41,370	$3,474	$20,812	$134,300	$23,954	$141,196	$26,754	$391,861
Ending Fund Balance	**$666**	**$0**	**$6,800**	**$86,377**	**$19,174**	**$1**	**$36,232**	**$149,251**

Schedule One by FUND
FY 2009 Fund Balance Analysis
(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations
General/Special Rev. Funds:						
1000	General Fund	$41,370	$167,497	$0	($18,690)	($168,725)
1340	Streets	$3,474	$17,616	$0	($3,707)	($12,940)
1010	National Events	$683	$0	$0	$0	$0
1190	Employee Groups	$84	$100	$38	$0	($85)
1240	Court Fund	$249	$350	$56	$0	($612)
1280	Youth Sports Complex	$0	$25	$605	$0	($630)
1281	Stadium Event Operations	$0	$1,045	$1,972	$0	($3,017)
1282	Arena Event Operations	$0	$722	$503	$0	($1,225)
1300	HOME Grant	$62	$1,415	$0	$0	($1,418)
1320	Community Dvpmt Block Grant	$7	$3,175	$0	$0	($3,093)
1640	Local Transp. Assistance	$0	$1,000	$0	($1,000)	$0
1650	Transportation Grants	$2,975	$12,685	$0	$0	$0
1660	Transportation	$12,626	$26,805	$1,900	($17,874)	($13,067)
1700	Police Special Revenue	$759	$15,917	$0	$0	($16,370)
1720	Fire Special Revenue	$427	$8,365	$0	$0	($8,632)
1740	Civic Center	$200	$530	$611	$0	($941)
1760	Airport Operating	$71	$522	$64	$0	($656)
1770	Zanjero Special Revenue	$0	$1,226	$0	($1,226)	$0
1780	Arena Special Revenue	$0	$5,580	$0	($5,303)	($277)
1820	CAP Grant Fund	$0	$242	$185	$0	($427)
1830	Emergency Shelter Grants	$0	$98	$0	$0	($98)
1840	Other State and Local Grants	$32	$14,298	$150	$0	($9,059)
1860	RICO	$2,204	$520	$0	$0	($1,299)
2500	Community Housing Services	$432	$8,268	$607	$0	($8,761)
2530	Public Safety Training Center	$0	$2,275	$0	$0	($1,931)
Enterprise Funds:						
2360+	Water and Sewer	$105,329	$146,090	$0	$0	($50,500)
2480	Sanitation	$5,641	$15,667	$0	$0	($14,823)
2440	Landfill	$23,330	$9,335	$0	$0	($7,346)
Revolving/Internal Service Funds:						
1040	General Services Fund	$0	$9,774	$0	$0	($9,774)
1100	Telephone	$77	$1,112	$0	$0	($1,015)
1120	Vehicle Replacement	$4,925	$3,196	$0	$0	($3,030)
1140	Technology Replacement	$3,134	$2,087	$0	$0	($3,765)
1160	Cable Communications	$42	$25	$0	$0	($55)
1260	Library Book Sales	$147	$263	$0	$0	($312)
1790	Stadium City Sales Tax - AZSTA	$357	$1,700	$0	$0	($1,700)
1870	Marketing Self-Sustaining	$0	$358	$862	$0	($862)
1880	Parks & Rec Self-Sustaining	$131	$1,105	$0	$0	($1,200)
1885	Parks & Rec Designated	$675	$84	$0	$0	($412)
2540	Risk Management Self Ins.	$6,867	$3,828	$0	$0	($2,760)
2560	Worker's Comp Self Ins.	$2,900	$1,118	$0	$0	($1,407)
2580	Benefits Trust	$4,700	$23,481	$0	$0	($24,481)

Return to TOC

Schedule One by FUND
FY 2009 Fund Balance Analysis
(All Dollars in Thousands)

		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
General/Special Rev. Funds, continued						
1000	General Fund	($6,729)	$0	($14,057)	($189,511)	$666
1340	Streets	$0	$0	($4,443)	($17,383)	$0
1010	National Events	$0	$0	($683)	($683)	$0
1190	Employee Groups	$0	$0	$0	($85)	$137
1240	Court Fund	$0	$0	$0	($612)	$44
1280	Youth Sports Complex	$0	$0	$0	($630)	$0
1281	Stadium Event Operations	$0	$0	$0	($3,017)	$0
1282	Arena Event Operations	$0	$0	$0	($1,225)	$0
1300	HOME Grant	$0	$0	$0	($1,418)	$59
1320	Community Dvpmt Block Grant	$0	$0	$0	($3,093)	$88
1640	Local Transp. Assistance	$0	$0	$0	$0	$0
1650	Transportation Grants	($15,660)	$0	$0	($15,660)	$0
1660	Transportation	$0	$0	($7,000)	($20,067)	$3,391
1700	Police Special Revenue	$0	$0	$0	($16,370)	$306
1720	Fire Special Revenue	$0	$0	$0	($8,632)	$161
1740	Civic Center	($100)	$0	$0	($1,041)	$300
1760	Airport Operating	$0	$0	$0	($656)	$0
1770	Zanjero Special Revenue	$0	$0	$0	$0	$0
1780	Arena Special Revenue	$0	$0	$0	($277)	$0
1820	CAP Grant Fund	$0	$0	$0	($427)	$0
1830	Emergency Shelter Grants	$0	$0	$0	($98)	$0
1840	Other State and Local Grants	($5,422)	$0	$0	($14,481)	$0
1860	RICO	$0	$0	$0	($1,299)	$1,425
2500	Community Housing Services	$0	$0	$0	($8,761)	$546
2530	Public Safety Training Center	$0	$0	$0	($1,931)	$344
Enterprise Funds, continued						
2360+	Water and Sewer	($97,394)	($24,990)	($10,000)	($182,884)	$68,535
2480	Sanitation	($2,760)	$0	($500)	($18,082)	$3,226
2440	Landfill	($8,566)	($139)	($2,000)	($18,050)	$14,615
Revolving/Internal Service Funds, continued						
1040	General Services Fund	$0	$0	$0	($9,774)	$0
1100	Telephone	$0	$0	$0	($1,015)	$174
1120	Vehicle Replacement	$0	$0	$0	($3,030)	$5,091
1140	Technology Replacement	$0	$0	$0	($3,765)	$1,456
1160	Cable Communications	$0	$0	$0	($55)	$13
1260	Library Book Sales	$0	$0	$0	($312)	$97
1790	Stadium City Sales Tax - AZSTA	$0	$0	$0	($1,700)	$357
1870	Marketing Self-Sustaining	$0	$0	$0	($862)	$358
1880	Parks & Rec Self-Sustaining	$0	$0	$0	($1,200)	$37
1885	Parks & Rec Designated	$0	$0	$0	($412)	$348
2540	Risk Management Self Ins.	$0	$0	($3,000)	($5,760)	$4,935
2560	Worker's Comp Self Ins.	$0	$0	$0	($1,407)	$2,611
2580	Benefits Trust	$0	$0	$0	($24,481)	$3,700

Return to TOC

Schedule One by FUND
FY 2009 Fund Balance Analysis
(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations
Construction Funds:						
1220	Arts Commission	$3,729	$1,360	$0	$0	($128)
1270	General Fund Rev Obligations	$1,018	$0	$0	$0	$0
1380	DIF- Library Buildings	$2,755	$0	$0	$0	$0
1400	DIF- Library Books	$127	$0	$0	$0	$0
1420	DIF- Fire Protection Facilities	$1,091	$582	$0	$0	$0
1440	DIF- Police Dept Facilities	$1,872	$776	$0	$0	$0
1460	DIF- Citywide Parks	$98	$24	$0	$0	$0
1480	DIF- Citywide Rec Facility	$1,331	$25	$0	$0	$0
1500	DIF- Libraries	$3,196	$38	$0	$0	$0
1520	DIF- Citywide Open Space	$150	$62	$0	$0	$0
1540	DIF- Park Dev Zone 1	$398	$7	$0	$0	$0
1560	DIF- Park Dev Zone 2	$166	$8	$0	$0	$0
1580	DIF- Park Dev Zone 3	$21	$8	$0	$0	$0
1600	DIF- Roadway Improvements	$7,493	$2,996	$0	$0	$0
1620	DIF- General Gov't	$1,374	$1,338	$0	$0	$0
1980	Street/Parking Bonds	$8,613	$40	$0	$0	($7)
2000	Street Revenue Bonds (HURF)	$8,505	$9,431	$0	$0	($6)
2040	Public Safety Construction	$14,735	$46,606	$0	$0	$0
2060	Parks Construction	$8,239	$4,434	$0	$0	($8)
2080	Gov't Facilities Construction*	($2,097)	$4,230	$0	$0	$0
2100	Economic Dev. Construction	$529	$13,718	$0	$0	$0
2120	Airport Capital Projects	$0	$786	$0	$0	$0
2130	Cultural Facility Construction	$605	$0	$0	$0	$0
2140	Open Space/Trails Construction	$1,067	$16	$0	$0	$0
2160	Library Construction	$0	$6,790	$0	$0	$0
2180	Flood Control Construction	$12,545	$11,328	$0	$0	($3)
2210	Transportation Construction	$58,359	$37,030	$9,546	$0	($14)
2280	Cemetery Perpetual Care	$5,276	$106	$0	$0	$0
Debt Service Funds:						
1900	General Obligation Bond Debt	$14,111	$29,814	$0	$0	$0
1920	Street Revenue Bond Debt	$0	$0	$4,707	$0	$0
1940	Municipal Property Corp.	$0	$1,338	$20,186	$0	$0
1970	Transportation Bond Debt	$0	$0	$7,327	$0	$0
2533	Training Facility Debt Service	$12,643	$0	$0	($1,519)	$0
TOTAL		**$391,861**	**$682,389**	**$49,319**	**($49,319)**	**($376,870)**

* A bond sale is planned in early FY09. The cash balance in other contruction funds is more than adequate to cover the temporary negative fund balanace in Fund 2080.

Schedule One by FUND
FY 2009 Fund Balance Analysis
(All Dollars in Thousands)

Construction Funds, continued

		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
1220	Arts Commission	($500)	$0	($4,461)	($5,089)	$0
1270	General Fund Rev Obligations	($581)	$0	($437)	($1,018)	$0
1380	DIF- Library Buildings	($2,687)	$0	($68)	($2,755)	$0
1400	DIF- Library Books	($100)	$0	($27)	($127)	$0
1420	DIF- Fire Protection Facilities	($718)	($300)	($656)	($1,673)	$0
1440	DIF- Police Dept Facilities	($306)	($397)	($1,944)	($2,648)	$0
1460	DIF- Citywide Parks	$0	$0	($122)	($122)	$0
1480	DIF- Citywide Rec Facility	($1,287)	$0	($68)	($1,356)	$0
1500	DIF- Libraries	($3,133)	$0	($101)	($3,234)	$0
1520	DIF- Citywide Open Space	($178)	$0	($34)	($212)	$0
1540	DIF- Park Dev Zone 1	($386)	$0	($19)	($405)	$0
1560	DIF- Park Dev Zone 2	($173)	$0	($1)	($174)	$0
1580	DIF- Park Dev Zone 3	($18)	$0	($11)	($29)	$0
1600	DIF- Roadway Improvements	($4,881)	$0	($5,608)	($10,489)	$0
1620	DIF- General Gov't	($558)	($1,115)	($1,039)	($2,712)	$0
1980	Street/Parking Bonds	($7,397)	$0	($1,249)	($8,653)	$0
2000	Street Revenue Bonds (HURF)	($15,136)	$0	($2,795)	($17,936)	$0
2040	Public Safety Construction	($56,566)	$0	($4,775)	($61,341)	$0
2060	Parks Construction	($9,151)	$0	($3,514)	($12,673)	$0
2080	Gov't Facilities Construction*	($2,127)	$0	($6)	($2,133)	$0
2100	Economic Dev. Construction	($14,217)	$0	($30)	($14,247)	$0
2120	Airport Capital Projects	($786)	$0	$0	($786)	$0
2130	Cultural Facility Construction	($179)	$0	($426)	($605)	$0
2140	Open Space/Trails Construction	($542)	$0	($541)	($1,083)	$0
2160	Library Construction	($6,789)	$0	($1)	($6,790)	$0
2180	Flood Control Construction	($21,944)	$0	($1,925)	($23,873)	$0
2210	Transportation Construction	($104,921)	$0	$0	($104,935)	$0
2280	Cemetery Perpetual Care	$0	$0	($5,382)	($5,382)	$0

Debt Service Funds, continued

1900	General Obligation Bond Debt	$0	($21,071)	$0	($21,071)	$22,854
1920	Street Revenue Bond Debt	$0	($4,707)	$0	($4,707)	$0
1940	Municipal Property Corp.	$0	($19,269)	$0	($19,269)	$2,255
1970	Transportation Bond Debt	$0	($7,327)	$0	($7,327)	$0
2533	Training Facility Debt Service	$0	$0	$0	$0	$11,123

TOTAL	**($391,890)**	**($79,315)**	**($76,926)**	**($925,000)**	**$149,251**

Schedule Two by CATEGORY
Summary of Revenues
(Includes All Funds)

Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
Bond Proceeds	$161,033,744	$180,208,465	$176,563,499	$179,006,000
City Sales Tax	$90,347,741	$97,819,833	$93,863,440	$118,248,846
Miscellaneous	$12,453,377	$4,993,828	$4,927,617	$43,988,789
Water Revenues	$29,183,161	$31,845,441	$34,555,000	$43,120,000
State Income Tax	$22,909,486	$27,517,525	$34,108,838	$34,688,413
Property Tax	$21,386,965	$23,084,851	$28,587,472	$33,710,096
Grants	$11,046,535	$15,813,910	$31,182,950	$28,848,932
Sewer Revenue	$18,200,183	$23,180,953	$23,050,000	$24,050,000
State Shared Sales Tax	$23,297,507	$23,036,546	$23,036,507	$23,500,000
Internal Charges	$18,762,330	$20,474,991	$21,913,887	$22,350,616
Highway User Revenues	$16,888,186	$17,323,871	$17,442,000	$17,616,000
City Contributions	$11,260,808	$11,663,592	$12,544,766	$15,785,361
Motor Vehicle In-Lieu	$10,444,385	$10,043,746	$9,943,310	$10,042,743
Residential Sanitiation	$9,459,977	$9,551,175	$9,597,562	$9,622,555
Staff & Adm Chargebacks	$8,454,505	$8,614,499	$8,570,749	$8,547,115
Interest	$11,332,636	$15,334,881	$9,078,098	$6,648,813
Development Impact Fees	$5,771,323	$7,522,759	$6,363,142	$5,687,476
Employee Contributions	$3,822,489	$4,021,927	$3,920,676	$4,633,000
Arena Fees	$4,472,946	$4,228,074	$4,534,892	$4,506,742
Court Revenue	$3,220,620	$3,669,675	$3,719,311	$3,751,670
Water Development Impact Fees	$5,793,071	$4,686,519	$3,500,000	$3,500,000
Tipping Fees	$2,675,623	$3,585,878	$3,325,000	$3,455,000
Commercial Sanitation Frontload	$3,267,939	$3,397,164	$3,400,000	$3,450,000
Recreation Revenue	$1,520,107	$2,652,430	$2,883,776	$3,108,328
Retiree Contributions	$2,105,603	$2,256,437	$2,496,464	$2,950,031
Building Permits	$2,943,022	$2,233,062	$2,718,498	$2,745,678
Gas/Electric Franchise Fees	$2,345,331	$2,663,381	$2,703,332	$2,743,882
Fire Department Fees	$1,102,477	$1,286,265	$2,305,377	$2,610,492
Partner Revenue		$11,449,237	$2,188,254	$2,275,284
Recycling Sales	$2,699,721	$3,318,287	$2,315,000	$2,010,000
Cable Franchise Fees	$1,587,256	$1,644,058	$1,709,821	$1,709,821
Lease Proceeds	$1,559,674	$1,565,750	$856,900	$1,325,000
Plan Check Fees	$1,126,881	$1,311,743	$1,250,000	$1,250,000
Security Revenue		$1,175,633	$2,095,487	$1,045,000

Schedule Two by CATEGORY
Summary of Revenues
(Includes All Funds)

Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
City Property Rental	$883,300	$1,025,755	$765,114	$1,031,519
Sewer Development Impact Fees	$1,868,089	$1,555,281	$1,500,000	$1,000,000
LTAF - Lottery	$1,158,998	$1,132,225	$1,000,000	$1,000,000
Commercial Sanitation Rolloff	$690,933	$952,476	$900,000	$900,000
Sales Tax Licenses	$590,956	$602,798	$608,824	$614,911
Library Fines/Fees	$580,431	$617,738	$602,970	$602,970
Right-of-Way Permits	$554,081	$631,153	$559,622	$531,641
Engineering Plan Check Revenue	$398,528	$540,297	$545,699	$518,414
Airport Fees	$383,983	$408,198	$455,895	$509,225
State Forfeitures	$1,116,555	$1,928,507	$1,200,000	$500,000
Facility Rental Income	$401,702	$565,692	$479,930	$491,651
Planning/Zoning	$481,966	$381,904	$385,723	$450,000
Miscellaneous CD Fees	$1,506,164	$9,105	$385,453	$305,453
Cemetery Revenue	$232,299	$250,779	$252,350	$275,000
Outside City Commercial	$217,014	$250,470	$225,000	$211,900
SRP In-Lieu	$193,296	$188,823	$188,742	$188,742
Liquor Licenses	$176,383	$179,873	$181,672	$183,489
Bus./Prof. Licenses	$90,519	$117,747	$118,924	$120,113
Transit Revenue	$187,715	$196,516	$110,492	$107,180
Business Licenses	$87,713	$82,227	$83,050	$83,880
Equipment Rental	$72,934	$38,648	$60,250	$62,250
Development Impact Fees	$154,110	$131,254	$140,000	$60,000
Traffic Engineering Plan Check	$14,920	$39,137	$41,756	$42,173
Miscellaneous Bin Service	$64,800	$45,105	$30,000	$40,000
Sanitation Development Impact Fe	$51,117	$15,456	$17,000	$17,000
Federal Forfeitures	$99,198	$6,169	$10,000	$10,000
Northern Crossing	$1,345,786	$484,112		
Special Assessments Revenue	$15,756	$6,312		
Other	$15,025			
Grand Total :	**$536,109,880**	**$595,560,143**	**$602,100,091**	**$682,389,194**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
1000 - General					
	City Sales Tax	$59,740,654	$63,621,241	$62,266,000	$64,893,667
	State Income Tax	$22,909,486	$27,517,525	$34,108,838	$34,688,413
	State Shared Sales Tax	$23,297,507	$23,036,546	$23,036,507	$23,500,000
	Motor Vehicle In-Lieu	$10,444,385	$10,043,746	$9,943,310	$10,042,743
	Staff & Adm Chargebacks	$7,835,000	$7,990,999	$7,986,000	$8,007,000
	Property Tax	$3,643,481	$3,742,582	$3,888,000	$4,053,801
	Court Revenue	$2,932,134	$3,368,970	$3,402,649	$3,436,670
	Building Permits	$2,943,051	$2,233,062	$2,718,498	$2,745,678
	Gas/Electric Franchise Fees	$2,345,331	$2,663,381	$2,703,332	$2,743,882
	Fire Department Fees	$1,101,608	$1,285,133	$2,305,377	$2,610,492
	Recreation Revenue	$634,162	$1,619,928	$1,849,704	$1,939,256
	Cable Franchise Fees	$1,587,256	$1,644,058	$1,709,821	$1,709,821
	Plan Check Fees	$1,126,881	$1,311,743	$1,250,000	$1,250,000
	City Property Rental	$883,300	$887,482	$665,114	$911,519
	Interest	$3,404,771	$2,227,069	$1,500,000	$850,000
	Sales Tax Licenses	$590,956	$602,798	$608,824	$614,911
	Right-of-Way Permits	$554,081	$631,153	$559,622	$531,641
	Engineering Plan Check Revenue	$398,528	$540,297	$545,699	$518,414
	Miscellaneous	$999,514	$753,360	$500,415	$500,415
	Planning/Zoning	$481,966	$381,904	$385,723	$450,000
	Library Fines/Fees	$310,591	$336,952	$340,320	$340,320
	Miscellaneous CD Fees	$1,506,164	$9,105	$385,453	$305,453
	Cemetery Revenue	$232,299	$250,779	$252,350	$275,000
	Liquor Licenses	$176,383	$179,873	$181,672	$183,489
	Bus./Prof. Licenses	$90,519	$117,747	$118,924	$120,113
	Facility Rental Income		$53,985	$106,930	$116,651
	Business Licenses	$87,713	$82,227	$83,050	$83,880
	Traffic Engineering Plan Check	$14,920	$39,137	$41,756	$42,173
	SRP In-Lieu	$34,846	$32,111	$31,236	$31,236
	Lease Proceeds	$165,974	$819,323		
	Security Revenue		$777,459		
	Arena Fees	$783,695	$530,763		
	Northern Crossing	$1,345,786	$484,112		
	Total - General:	**$152,602,942**	**$159,816,550**	**$163,475,124**	**$167,496,638**
1010 - National Events					
	Security Revenue		$337,494		
	Miscellaneous		$48,548		
	Facility Rental Income		$47,507		

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
	Total - National Events:		**$433,549**		
1040 - General Services					
	Internal Charges	$8,207,445	$8,810,038	$9,434,340	$9,774,246
	Total - General Services:	**$8,207,445**	**$8,810,038**	**$9,434,340**	**$9,774,246**
1100 - Telephone Services					
	Internal Charges	$781,899	$643,095	$641,685	$1,111,883
	Total - Telephone Services:	**$781,899**	**$643,095**	**$641,685**	**$1,111,883**
1120 - Vehicle Replacement					
	Internal Charges	$1,637,653	$2,082,438	$2,909,243	$2,731,653
	Miscellaneous	$340,758	$298,943	$268,949	$268,949
	Interest	$156,095	$207,205	$180,796	$195,810
	Total - Vehicle Replacement:	**$2,134,506**	**$2,588,586**	**$3,358,988**	**$3,196,412**
1140 - PC Replacement					
	Internal Charges	$1,681,686	$2,106,112	$2,259,314	$2,087,196
	Interest	$106,767	$180,252		
	Miscellaneous	$17,582	$30,009		
	Total - PC Replacement:	**$1,806,035**	**$2,316,373**	**$2,259,314**	**$2,087,196**
1160 - Cable Communications					
	Equipment Rental	$33,032	$700	$25,250	$25,250
	Interest	$184	$239		
	Total - Cable Communications:	**$33,216**	**$939**	**$25,250**	**$25,250**
1190 - Employee Groups					
	Miscellaneous	$103,683	$116,848	$100,000	$100,000
	Total - Employee Groups:	**$103,683**	**$116,848**	**$100,000**	**$100,000**
1220 - Arts Commission Fund					
	Miscellaneous			$1,000,000	$1,200,000
	Interest	$69,206	$135,763	$155,000	$160,000
	Total - Arts Commission Fund:	**$69,206**	**$135,763**	**$1,155,000**	**$1,360,000**
1240 - Court Security/Bonds					
	Court Revenue	$288,486	$300,705	$315,000	$315,000
	Miscellaneous	$34,047	$27,749	$32,000	$32,000
	Interest	$11,539	$17,496	$10,281	$3,070
	Total - Court Security/Bonds:	**$334,072**	**$345,950**	**$357,281**	**$350,070**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
1260 - Library					
	Library Fines/Fees	$269,840	$280,786	$262,650	$262,650
	Miscellaneous	$103	$110		
	Total - Library:	**$269,943**	**$280,896**	**$262,650**	**$262,650**
1270 - G.F. Revenue Oblgs					
	Bond Proceeds	$32,232,382	$72,327,000		
	Interest		$1,280,884		
	Miscellaneous		$19,153		
	Total - G.F. Revenue Oblgs:	**$32,232,382**	**$73,627,037**		
1280 - Youth Sports Complex					
	Recreation Revenue		$17,893	$50,000	$25,000
	Fire Department Fees	$110	$1,132		
	Total - Youth Sports Complex:	**$110**	**$19,025**	**$50,000**	**$25,000**
1281 - Stadium Event Operations					
	Security Revenue			$2,095,487	$1,045,000
	Total - Stadium Event Operation			**$2,095,487**	**$1,045,000**
1282 - Arena Event Operations					
	Arena Fees			$756,080	$721,680
	Total - Arena Event Operations:			**$756,080**	**$721,680**
1300 - Home Grant					
	Grants	$687,262	$1,311,974	$1,400,432	$1,414,715
	Total - Home Grant:	**$687,262**	**$1,311,974**	**$1,400,432**	**$1,414,715**
1320 - C.D.B.G.					
	Grants	$2,443,776	$2,682,153	$3,281,352	$3,174,954
	Total - C.D.B.G.:	**$2,443,776**	**$2,682,153**	**$3,281,352**	**$3,174,954**
1340 - Highway User Gas Tax					
	Highway User Revenues	$16,888,186	$17,323,871	$17,442,000	$17,616,000
	Miscellaneous		$7,732		
	Total - Highway User Gas Tax:	**$16,888,186**	**$17,331,603**	**$17,442,000**	**$17,616,000**
1380 - DIF Library Blds					
	Interest	$94,320	$133,877	$79,000	$0
	Total - DIF Library Blds:	**$94,320**	**$133,877**	**$79,000**	**$0**
1400 - DIF - Library Book					
	Interest	$10,609	$15,245		

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
	Total - DIF - Library Book:	**$10,609**	**$15,245**		
1420 - DIF-Fire Protection Facilities					
	Development Impact Fees	$524,632	$556,525	$581,000	$581,000
	Interest	$19,570	$38,325	$51,000	$1,224
	Total - DIF-Fire Protection Facil	**$544,202**	**$594,850**	**$632,000**	**$582,224**
1440 - DIF-Police Facilities					
	Development Impact Fees	$603,098	$742,099	$731,000	$731,000
	Interest	$79,070	$104,479	$92,222	$44,942
	Total - DIF-Police Facilities:	**$682,168**	**$846,578**	**$823,222**	**$775,942**
1460 - DIF-Citywide Parks					
	Development Impact Fees	$416,683	$189,185	$48,000	$23,988
	Interest	$58,046	$80,820	$28,000	
	Total - DIF-Citywide Parks:	**$474,729**	**$270,005**	**$76,000**	**$23,988**
1480 - DIF-Citywide Recreation Fac					
	Development Impact Fees	$226,109	$85,088	$52,000	$24,668
	Interest	$33,267	$58,613	$32,000	
	Total - DIF-Citywide Recreation	**$259,376**	**$143,701**	**$84,000**	**$24,668**
1500 - DIF-Libraries					
	Development Impact Fees	$496,858	$151,973	$76,000	$38,056
	Interest	$87,270	$144,108	$80,000	
	Total - DIF-Libraries:	**$584,128**	**$296,081**	**$156,000**	**$38,056**
1520 - DIF-Citywide Open Spaces					
	Development Impact Fees	$77,436	$123,473	$117,000	$58,565
	Interest	$11,304	$21,583	$4,000	$3,445
	Total - DIF-Citywide Open Spac	**$88,740**	**$145,056**	**$121,000**	**$62,010**
1540 - DIF-Parks Dev Zone 1					
	Development Impact Fees	$178,597	$211,392	$15,000	$7,268
	Interest	$16,398	$30,137	$12,000	$0
	Total - DIF-Parks Dev Zone 1:	**$194,995**	**$241,529**	**$27,000**	**$7,268**
1560 - DIF-Parks Dev Zone 2					
	Development Impact Fees	$152,554	$81,964	$15,000	$7,268
	Interest	$40,051	$46,227	$19,000	$1,100
	Total - DIF-Parks Dev Zone 2:	**$192,605**	**$128,191**	**$34,000**	**$8,368**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
1580 - DIF-Parks Dev Zone 3					
	Development Impact Fees	$3,806	$3,468	$15,000	$7,268
	Interest	$16,070	$15,118	$4,000	$382
	Total - DIF-Parks Dev Zone 3:	**$19,876**	**$18,586**	**$19,000**	**$7,650**
1600 - DIF-Roadway Improvements					
	Development Impact Fees	$1,928,806	$4,085,840	$3,421,142	$2,916,642
	Interest	$312,784	$505,295	$387,211	$79,119
	Total - DIF-Roadway Improvem	**$2,241,590**	**$4,591,135**	**$3,808,353**	**$2,995,761**
1620 - DIF-General Government					
	Development Impact Fees	$1,162,744	$1,291,752	$1,292,000	$1,291,753
	Interest	$98,557	$128,234	$109,000	$46,005
	Total - DIF-General Governmen	**$1,261,301**	**$1,419,986**	**$1,401,000**	**$1,337,758**
1640 - Local Transp. Assistance					
	LTAF - Lottery	$1,158,998	$1,132,225	$1,000,000	$1,000,000
	Total - Local Transp. Assistance	**$1,158,998**	**$1,132,225**	**$1,000,000**	**$1,000,000**
1650 - Transportation Grants					
	Miscellaneous			$0	$12,584,520
	Grants	$794,263	$2,805,325	$4,368,471	$100,000
	Total - Transportation Grants:	**$794,263**	**$2,805,325**	**$4,368,471**	**$12,684,520**
1660 - Transportation Sales Tax					
	City Sales Tax	$23,215,361	$25,051,367	$21,851,700	$24,851,700
	Interest	$1,045,256	$997,431	$206,604	$1,137,140
	Grants		$675,300	$669,884	$709,338
	Transit Revenue	$187,715	$196,516	$110,492	$107,180
	Miscellaneous	$327,182	$13,766	$1,738	$0
	Court Revenue			$1,662	$0
	Total - Transportation Sales Tax	**$24,775,514**	**$26,934,380**	**$22,842,080**	**$26,805,358**
1700 - Police Special Revenue					
	City Sales Tax	$3,084,637	$3,344,208	$3,733,520	$15,916,938
	Total - Police Special Revenue:	**$3,084,637**	**$3,344,208**	**$3,733,520**	**$15,916,938**
1720 - Fire Special Revenue					
	City Sales Tax	$1,542,318	$1,672,104	$1,866,648	$7,865,216
	Lease Proceeds				$500,000
	Total - Fire Special Revenue:	**$1,542,318**	**$1,672,104**	**$1,866,648**	**$8,365,216**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
1740 - Civic Center					
	Facility Rental Income	$339,024	$367,420	$328,000	$330,000
	Miscellaneous	$148,683	$173,432	$146,000	$163,000
	Equipment Rental	$39,902	$37,948	$35,000	$37,000
	Total - Civic Center:	**$527,609**	**$578,800**	**$509,000**	**$530,000**
1760 - Airport Special Revenue					
	Airport Fees	$383,983	$408,198	$455,895	$509,225
	Lease Proceeds	$23,400	$45,627	$12,000	$12,000
	Miscellaneous	$710	$3,819	$600	$600
	Total - Airport Special Revenue:	**$408,093**	**$457,644**	**$468,495**	**$521,825**
1770 - Zanjero Special Revenue					
	City Sales Tax	$144,380	$927,756	$892,558	$1,226,227
	Total - Zanjero Special Revenue:	**$144,380**	**$927,756**	**$892,558**	**$1,226,227**
1780 - Arena Special Revenue					
	Arena Fees	$3,689,251	$3,697,311	$3,778,812	$3,785,062
	City Sales Tax	$1,196,513	$1,220,100	$1,553,014	$1,795,098
	Miscellaneous		$8,329		
	Total - Arena Special Revenue:	**$4,885,764**	**$4,925,740**	**$5,331,826**	**$5,580,160**
1790 - Stadium City Sales Tax - AZSTA					
	City Sales Tax	$1,423,878	$1,983,057	$1,700,000	$1,700,000
	Total - Stadium City Sales Tax -	**$1,423,878**	**$1,983,057**	**$1,700,000**	**$1,700,000**
1820 - CAP Grant					
	Miscellaneous	$286,699	$286,699	$287,329	$242,047
	Total - CAP Grant:	**$286,699**	**$286,699**	**$287,329**	**$242,047**
1830 - Emergency Shelter Grants					
	Grants	$97,174	$101,921	$93,142	$97,881
	Total - Emergency Shelter Grant	**$97,174**	**$101,921**	**$93,142**	**$97,881**
1840 - Grants					
	Grants	$5,202,910	$4,569,150	$13,115,265	$14,298,192
	Miscellaneous	$913,918	$1,338,678		
	Interest	$1,295	$8,341		
	Recreation Revenue	($1,107)			
	Other	$15,025			
	Total - Grants:	**$6,132,041**	**$5,916,169**	**$13,115,265**	**$14,298,192**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
1860 - RICO Funds					
	State Forfeitures	$1,116,555	$1,928,507	$1,200,000	$500,000
	Interest	$59,675	$140,741	$200,000	$10,000
	Federal Forfeitures	$99,198	$6,169	$10,000	$10,000
	Total - RICO Funds:	**$1,275,428**	**$2,075,417**	**$1,410,000**	**$520,000**
1870 - Marketing Self Sust					
	Miscellaneous	$345,356	$421,615	$357,500	$357,500
	Grants		$10,000		
	Total - Marketing Self Sust:	**$345,356**	**$431,615**	**$357,500**	**$357,500**
1880 - Parks & Recreation Self Sust					
	Recreation Revenue	$887,052	$1,014,609	$900,000	$1,060,000
	Facility Rental Income	$62,678	$89,376	$45,000	$45,000
	Grants		($21)		
	Miscellaneous	$367	$1,270		
	Total - Parks & Recreation Self	**$950,097**	**$1,105,234**	**$945,000**	**$1,105,000**
1885 - Parks & Recreation Designated					
	Recreation Revenue			$84,072	$84,072
	Total - Parks & Recreation Desi			**$84,072**	**$84,072**
1900 - G.O. Bond Debt Service					
	Property Tax	$17,743,484	$19,342,269	$24,699,472	$29,656,295
	SRP In-Lieu	$158,450	$156,712	$157,506	$157,506
	Interest	$33,001	$37		
	Total - G.O. Bond Debt Service:	**$17,934,935**	**$19,499,018**	**$24,856,978**	**$29,813,801**
1920 - HURF Debt Service					
	Miscellaneous		$5,390		
	Interest	$4,712	$78		
	Total - HURF Debt Service:	**$4,712**	**$5,468**		
1940 - M.P.C. Debt Service					
	Miscellaneous				$1,312,758
	Interest	$83,229	$189,984	$85,000	$25,000
	Total - M.P.C. Debt Service:	**$83,229**	**$189,984**	**$85,000**	**$1,337,758**
1960 - Special Assessment Bonds					
	Special Assessments Revenue	$15,756	$6,312		
	Interest	$13,287	$6,194		
	Total - Special Assessment Bond	**$29,043**	**$12,506**		

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
1980 - Streets Constr. - 1999 Auth					
	Interest	$221,176	$265,690	$460,867	$40,000
	Bond Proceeds	$1,145,557	$20,594,798		
	Miscellaneous	$833	$30,526		
	Total - Streets Constr. - 1999 Au	**$1,367,566**	**$20,891,014**	**$460,867**	**$40,000**
2000 - Hurf Street Bonds					
	Bond Proceeds	$15,932,114		$0	$9,401,000
	Interest	$173,909	$566,573	$420,750	$30,489
	Miscellaneous	$4,453	$30,551		
	Total - Hurf Street Bonds:	**$16,110,476**	**$597,124**	**$420,750**	**$9,431,489**
2020 - Streets Constr-1987 G.O. Auth					
	Miscellaneous		$46,992		
	Interest	$4,344	$2,063		
	Total - Streets Constr-1987 G.O.	**$4,344**	**$49,055**		
2040 - Public Safety Construction					
	Bond Proceeds	$12,786,113	$28,951,413	$0	$46,606,000
	Interest	$97,856	$22,470	$483,242	$0
	Miscellaneous		$9,817		
	Total - Public Safety Constructio	**$12,883,969**	**$28,983,700**	**$483,242**	**$46,606,000**
2060 - Parks Construction					
	Bond Proceeds	$7,882,788		$0	$4,434,000
	Interest	$572,955	$473,397	$289,672	$0
	Miscellaneous	$21,382	$3,422	$1,086	
	Total - Parks Construction:	**$8,477,125**	**$476,819**	**$290,758**	**$4,434,000**
2080 - Gov't Facilities - 1999 Auth					
	Bond Proceeds		$328,029	$0	$4,230,000
	Miscellaneous	$1,405			
	Total - Gov't Facilities - 1999 Au	**$1,405**	**$328,029**	**$0**	**$4,230,000**
2100 - Economic Dev. Constr-1999 Auth					
	Bond Proceeds			$0	$13,718,000
	Interest	$8,640	$4,104	$0	$0
	Miscellaneous		$642		
	Total - Economic Dev. Constr-19	**$8,640**	**$4,746**	**$0**	**$13,718,000**
2120 - Airport Capital Projects					
	Grants	$190,731	$1,708,894	$32,965	$785,558

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
	Interest	$43	$44		
	Total - Airport Capital Projects:	**$190,774**	**$1,708,938**	**$32,965**	**$785,558**
2130 - Cultural Facility Bond Fund					
	Miscellaneous		$2,888		
	Interest	$29,496			
	Total - Cultural Facility Bond F	**$29,496**	**$2,888**		
2140 - Open Space/Trails Constr-99 Au					
	Interest	$35,376	$30,297	$32,000	$15,887
	Total - Open Space/Trails Const	**$35,376**	**$30,297**	**$32,000**	**$15,887**
2160 - Library Construction					
	Bond Proceeds			$0	$6,789,000
	Interest	$4,105	$1,949		$1,000
	Total - Library Construction:	**$4,105**	**$1,949**	**$0**	**$6,790,000**
2180 - Flood Control Construction					
	Bond Proceeds	$8,010,732	$12,323,584	$0	$11,328,000
	Miscellaneous	$164,592	$326,570	$950,000	$0
	Interest	$71,266	$245,041	$20,000	$0
	Grants		$151,551		
	Total - Flood Control Constructi	**$8,246,590**	**$13,046,746**	**$970,000**	**$11,328,000**
2210 - Transportation Capital Project					
	Miscellaneous			$0	$26,000,000
	Bond Proceeds			$111,063,499	$11,000,000
	Interest			$30,000	$30,000
	Total - Transportation Capital P			**$111,093,499**	**$37,030,000**
2240 - Arena Construction Fund					
	Interest	$78,326	$37,195		
	Total - Arena Construction Fun	**$78,326**	**$37,195**		
2260 - Arena Dev. Review & Inspection					
	Interest	$156,568	$2,388		
	Miscellaneous		$1,842		
	Building Permits	($29)			
	Fire Department Fees	$759			
	Total - Arena Dev. Review & Ins	**$157,298**	**$4,230**		
2280 - Cemetery Perpetual Care					
	Interest	$170,479	$257,106	$106,408	$106,408

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
	Total - Cemetery Perpetual Care	**$170,479**	**$257,106**	**$106,408**	**$106,408**
2360 - Water and Sewer					
	Bond Proceeds	$83,044,058	$45,683,641	$65,500,000	$71,500,000
	Water Revenues	$29,183,161	$31,845,441	$34,555,000	$43,120,000
	Sewer Revenue	$18,200,183	$23,180,953	$23,050,000	$24,050,000
	Water Development Impact Fees	$5,793,071	$4,686,519	$3,500,000	$3,500,000
	Interest	$2,614,569	$4,701,704	$1,700,000	$1,530,000
	Miscellaneous	$8,414,976	$814,196	$1,094,000	$1,094,000
	Sewer Development Impact Fees	$1,868,089	$1,555,281	$1,500,000	$1,000,000
	Staff & Adm Chargebacks	$210,000	$212,000	$173,000	$176,000
	City Property Rental		$138,273	$100,000	$120,000
	Lease Proceeds			$4,400	$0
	Grants	$21,381	$10,835		
	Facility Rental Income		$7,404		
	Total - Water and Sewer:	**$149,349,488**	**$112,836,247**	**$131,176,400**	**$146,090,000**
2440 - Landfill					
	Tipping Fees	$2,675,623	$3,585,878	$3,325,000	$3,455,000
	Internal Charges	$2,459,114	$2,725,958	$2,500,000	$2,500,000
	Recycling Sales	$2,692,192	$3,307,805	$2,305,000	$2,005,000
	Interest	$642,056	$1,091,336	$950,000	$900,000
	Staff & Adm Chargebacks	$370,000	$369,752	$370,000	$316,758
	Miscellaneous	$155,582	($5,703)	$148,000	$98,000
	Development Impact Fees	$154,110	$131,254	$140,000	$60,000
	Total - Landfill:	**$9,148,677**	**$11,206,280**	**$9,738,000**	**$9,334,758**
2480 - Sanitation					
	Residential Sanitiation	$9,459,977	$9,551,175	$9,597,562	$9,622,555
	Commercial Sanitation Frontload	$3,267,939	$3,397,164	$3,400,000	$3,450,000
	Commercial Sanitation Rolloff	$690,933	$952,476	$900,000	$900,000
	Lease Proceeds	$1,370,300	$700,800	$840,500	$813,000
	Internal Charges	$300,789	$322,397	$365,000	$325,000
	Outside City Commercial	$217,014	$250,470	$225,000	$211,900
	Interest	$87,689	$209,578	$150,000	$200,000
	Staff & Adm Chargebacks	$39,505	$41,748	$41,749	$47,357
	Miscellaneous Bin Service	$64,800	$45,105	$30,000	$40,000
	Miscellaneous	$55,056	$102,083	$40,000	$35,000
	Sanitation Development Impact Fe	$51,117	$15,456	$17,000	$17,000
	Recycling Sales	$7,529	$10,482	$10,000	$5,000
	Total - Sanitation:	**$15,612,648**	**$15,598,934**	**$15,616,811**	**$15,666,812**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 06 Actual	FY 07 Actual	FY 08 Estimate	FY 09 Budget
2500 - Pub Housing Budget Activities					
	Grants	$1,609,038	$1,786,828	$8,221,439	$8,268,294
	Total - Pub Housing Budget Acti	**$1,609,038**	**$1,786,828**	**$8,221,439**	**$8,268,294**
2530 - Training Facility Revenue Fund					
	Partner Revenue		$696,831	$2,188,254	$2,275,284
	Total - Training Facility Revenu		**$696,831**	**$2,188,254**	**$2,275,284**
2536 - Training Facility Capital Proj					
	Partner Revenue		$10,752,406	$0	$0
	Total - Training Facility Capital		**$10,752,406**	**$0**	**$0**
2540 - Risk Management Self Insurance					
	Internal Charges	$2,556,244	$2,760,061	$2,812,791	$2,828,000
	Interest	$95,995	$157,778	$1,000,000	$1,000,000
	Miscellaneous		$37,591	$0	$0
	Security Revenue		$30,340	$0	$0
	Total - Risk Management Self In	**$2,652,239**	**$2,985,770**	**$3,812,791**	**$3,828,000**
2560 - Workers Comp. Self Insurance					
	Internal Charges	$1,137,500	$1,024,892	$991,514	$992,638
	Interest	$152,686	$247,598	$125,000	$125,000
	Security Revenue		$30,340	$0	$0
	Total - Workers Comp. Self Insu	**$1,290,186**	**$1,302,830**	**$1,116,514**	**$1,117,638**
2580 - Benefits Trust Fund					
	City Contributions	$11,260,808	$11,663,592	$12,544,766	$15,785,361
	Employee Contributions	$3,822,489	$4,021,927	$3,920,676	$4,633,000
	Retiree Contributions	$2,105,603	$2,256,437	$2,496,464	$2,950,031
	Interest	$248,769	$304,795	$75,045	$112,792
	Miscellaneous	$116,496	$36,961	$0	$0
	Total - Benefits Trust Fund:	**$17,554,165**	**$18,283,712**	**$19,036,951**	**$23,481,184**
	Grand Total :	**$536,109,880**	**$595,560,143**	**$602,100,091**	**$682,389,194**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
1000 - General				
Administrative Svcs				
11210 Administration Services Admin.	$264,735	$266,047	$266,047	$465,208
Finance				
11310 Finance Administration	$775,753	$746,200	$866,200	$904,235
11320 Accounting Services	$1,161,831	$1,286,886	$1,286,886	$1,198,018
11330 L.I.D. Administration	$9,000	$9,000	$9,000	$9,000
11340 License/Collection	$863,857	$882,604	$882,604	$943,384
11350 Regulatory & Communication	$48,884	$75,060	$75,060	$607
11360 Purchasing	$470,029	$494,688	$494,688	$504,038
11370 Warehouse	$381,914	$412,038	$412,038	$393,821
Total for Finance	**$3,711,268**	**$3,906,476**	**$4,026,476**	**$3,953,103**
Human Resources				
11010 Risk Management/Safety	$501,189	$556,407	$541,552	$638,121
11020 Benefits	$361,343	$365,951	$313,550	$270,057
11030 Human Resources Administration	$775,245	$868,241	$940,915	$753,085
11040 Employment Services	$483,635	$476,888	$526,645	$397,772
11050 Employee Relations	$215,509	$185,400	$185,400	$230,660
11060 Compensation	$382,183	$431,447	$399,090	$459,304
11070 Organizational Development	$414,488	$346,071	$406,404	$452,591
Total for Human Resources	**$3,133,592**	**$3,230,405**	**$3,313,556**	**$3,201,590**
11510 Information Technology	$3,505,315	$3,911,880	$3,707,023	$3,884,994
Lease Pmts/OtherFees				
11380 Lease Payments	$9,532,023	$2,841,092	$2,994,333	$2,755,366
11390 Merchant Fees	$192,823	$160,000	$160,000	$160,000
89800 1000 Advisor Fees	$107,083	$112,680	$149,241	$149,241
Total for Lease Pmts/OtherFees	**$9,831,929**	**$3,113,772**	**$3,303,574**	**$3,064,607**
Management & Budget				
11610 Budget & Research	$607,569	$684,231	$684,231	$677,449
11620 Grants Administration	$150,588	$160,960	$160,960	$163,676
Total for Management & Budget	**$758,157**	**$845,191**	**$845,191**	**$841,125**
TOTAL - Administrative Svcs:	**$21,204,996**	**$15,273,771**	**$15,461,867**	**$15,410,627**
Appointed Officials				
City Attorney				
10610 City Attorney	$2,357,794	$2,787,567	$2,787,669	$2,886,534
10620 Attorney-Spec Proj Fees/Costs	$852,849	$575,000	$575,000	$575,000
Total for City Attorney	**$3,210,643**	**$3,362,567**	**$3,362,669**	**$3,461,534**
City Clerk				
10210 City Clerk	$368,373	$404,673	$404,673	$446,864
10220 Records Management	$215,940	$184,247	$184,247	$181,972

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
City Clerk				
10230 Passport Services	$2,356	$2,000	$2,000	$1,135
10240 Elections	$236,743	$277,990	$115,682	$116,990
Total for City Clerk	**$823,412**	**$868,910**	**$706,602**	**$746,961**
10410 City Court	$4,088,607	$4,599,468	$4,514,543	$4,625,868
Council Office				
10110 Council Office	$542,058	$582,716	$576,115	$586,333
10120 Cholla District	$72,035	$101,600	$79,644	$104,511
10130 Barrel District	$75,567	$96,301	$79,754	$99,060
10140 Sahuaro District	$72,969	$96,362	$79,367	$99,121
10150 Cactus District	$66,798	$96,143	$82,051	$98,902
10160 Yucca District	$86,174	$96,279	$73,668	$99,037
10170 Ocotillo District	$59,000	$95,389	$85,733	$98,155
Total for Council Office	**$974,601**	**$1,164,790**	**$1,056,332**	**$1,185,119**
10010 Office of the Mayor	$344,327	$365,488	$359,297	$378,211
TOTAL - Appointed Officials:	**$9,441,590**	**$10,361,223**	**$9,999,443**	**$10,397,693**
Community Dev.				
Building Safety				
15610 Building Safety	$2,161,488	$2,518,943	$2,518,973	$2,571,344
15620 Development Services Center	$618,426	$736,061	$736,061	$750,041
15630 Westgate-Bldg Safety Rvw/Insp.	$973,613	$1,239,552	$1,239,552	$1,023,291
Total for Building Safety	**$3,753,527**	**$4,494,556**	**$4,494,586**	**$4,344,676**
15510 CD Deputy City Manager	$438,993	$461,513	$462,513	$181,910
12910 HazMat Incidence Response	$29,242	$44,477	$44,477	$42,476
Planning				
15910 Planning Administration	$502,598	$522,292	$522,248	$518,265
15920 Zoning Admin & Tech. Assist.	$326,132	$411,281	$411,281	
15930 Current Planning	$686,173	$751,615	$751,615	$919,652
15940 Long-Range Planning & Research	$266,344	$278,179	$278,179	$368,306
Total for Planning	**$1,781,247**	**$1,963,367**	**$1,963,323**	**$1,806,223**
TOTAL - Community Dev.:	**$6,003,009**	**$6,963,913**	**$6,964,899**	**$6,375,285**
Community Services				
14410 Code Compliance	$1,380,098	$1,685,573	$1,685,373	$1,643,655

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Comm. Partnerships				
15010 Community Revitalization	$489,657	$526,020	$526,020	$483,206
15015 Neighborhood Partnership	$554,268	$579,733	$555,681	$532,071
15020 Neighborhood Volunteer Program	$191			
15025 Mega Events - N'Hood/Volunteer	$40,429	$73,434		
Total for Comm. Partnerships	**$1,084,545**	**$1,179,187**	**$1,081,701**	**$1,015,277**
14510 Comm. Services Admin.	$270,779	$282,995	$282,995	$296,654
Library & Arts				
15220 Library	$8,286,740	$8,544,168	$8,544,168	$8,556,345
15230 Arts Maintenance - Admin.	$140,304	$153,911	$153,911	$156,499
Total for Library & Arts	**$8,427,044**	**$8,698,079**	**$8,698,079**	**$8,712,844**
15120 Neighborhood Improvement Grant	$546,869	$1,580,345	$677,277	$1,322,699
Parks & Recreation				
13010 Pool Maintenance	$275,702	$267,741	$262,645	$263,543
13020 Park Irrigation	$341,210	$370,296	$370,296	$360,155
13030 Parks CIP & Planning	$220,364	$330,725	$329,469	$325,930
13040 Parks Maintenance	$2,140,490	$4,131,720	$4,485,720	$4,512,855
13050 Parks North District	$2,004,469			
13060 Elsie McCarthy Pk. Maintenance	$23,974	$44,048		
14610 Parks & Recreation Admin.	$235,177	$242,827	$243,124	$255,575
14620 Glendale Community Center	$207,323	$238,108	$238,108	$248,143
14630 Recreation Support Services	$965,330	$1,003,987	$1,014,325	$991,462
14640 Adult Center	$406,046	$431,542	$431,542	$412,051
14650 Youth and Teen	$873,581	$924,921	$924,921	$891,721
14660 Special Events and Programs	$212,160	$213,443	$213,443	$225,387
14670 Sports and Health	$348,158	$511,375	$511,375	$525,314
14680 Aquatics	$632,687	$585,244	$585,244	$572,731
14690 Audio/Visual	$262,887	$251,894	$247,925	$228,507
14700 Marketing - Parks & Rec	$184,912	$156,608	$156,608	$144,409
14710 Park Rangers	$366,445	$383,541	$383,541	$371,501
14720 Foothills Recreation Center	$1,466,789	$1,904,051	$1,785,000	$1,938,069
14730 GESD-Reimb Division	$52,531			
14740 Copper Canyon HS Youth Dev Prg	$65,492	$32,490	$32,490	$34,351
14760 Historic Sahuaro Ranch	$274,391	$339,247	$339,247	$335,218
Total for Parks & Recreation	**$11,560,118**	**$12,363,808**	**$12,555,023**	**$12,636,922**
15110 Res. Infill Housing Incentives	$29,384	$100,432	$30,253	$109,120
TOTAL - Community Services:	**$23,298,837**	**$25,890,419**	**$25,010,701**	**$25,737,171**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Fac & Fin Mgmt				
Conv./Media/Parking				
10890 Convention/Media/Parking	$121,923	$2,295,474	$2,136,840	$1,895,039
10891 Media Center Operations			$158,634	$184,963
Total for Conv./Media/Parking	**$121,923**	**$2,295,474**	**$2,295,474**	**$2,080,002**
Economic Development				
16010 Economic Development	$887,043	$971,576	$971,576	$960,955
16030 Super Bowl Event Pre-Planning	$137,535			
16040 Downtown Beaut. & Promotion		$806,018	$806,018	$361,278
Total for Economic Development	**$1,024,578**	**$1,777,594**	**$1,777,594**	**$1,322,233**
11220 Facilities & Financial Mgmt				$278,698
Marketing and Comm.				
10810 Marketing	$1,248,297	$1,221,272	$1,293,183	$1,476,581
10820 Tourism	$571,109	$441,136	$441,136	$456,942
10830 Special Events Prod. Support	$52,497	$67,083	$67,083	$60,150
10840 Mkt'g - Fiesta Bowl Event		$169,000		
14110 City-Wide Special Events	$237,213	$342,705	$342,705	$331,336
14120 Cable Communications	$792,672	$827,269	$827,269	$806,395
Total for Marketing and Comm.	**$2,901,788**	**$3,068,465**	**$2,971,376**	**$3,131,404**
Rebates & Incentives				
16210 Rebates & Incentives	$1,169,235	$2,918,400	$2,918,400	$2,905,200
16220 Visual Improvement Program	$112,736	$561,898	$71,441	$573,309
16230 Redevelopment Land Acquisition	$306,339	$1,592,148	$203,052	$1,380,360
Total for Rebates & Incentives	**$1,588,310**	**$5,072,446**	**$3,192,893**	**$4,858,869**
TOTAL - Fac & Fin Mgmt:	**$5,636,599**	**$12,213,979**	**$10,237,337**	**$11,671,206**
Internal Services				
10710 City Auditor	$404,754	$428,272	$428,362	$453,683
10310 City Manager	$1,319,900	$1,343,725	$1,342,642	$1,383,464
14420 CAP Local Match	$17,381	$26,181	$26,181	$141,814
10910 Intergovernmental Programs	$531,226	$631,513	$631,553	$767,868
TOTAL - Internal Services:	**$2,273,261**	**$2,429,691**	**$2,428,738**	**$2,746,829**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Non-Departmental				
11801 Fund 1000 Non-Dept	$723,821	$1,631,667	$1,563,112	$1,108,917
TOTAL - Non-Departmental:	**$723,821**	**$1,631,667**	**$1,563,112**	**$1,108,917**
Public Safety				
Fire Department				
12410 Fire Administration	$707,300	$823,622	$822,622	$1,841,477
12415 Fire Admin Services	$152,991	$162,526	$272,206	
12420 Fire Life Safety Services Adm.	$265,900	$437,244	$436,244	$126,681
12421 Fire Special Operations	$189,794	$128,235	$126,735	$32,407
12422 Fire Operations	$16,665,374	$18,056,067	$17,122,751	$17,982,517
12430 Fire Logistical Services Adm.	$155,552			
12433 Fire Resource Management	$3,095,264	$3,124,060	$2,515,138	$2,822,315
12434 Fire Training	$373,302	$440,833	$438,319	$387,043
12436 Fire Medical Services & Health	$376,361	$515,885	$509,885	$454,168
12437 Fire Assessment & Planning	$103,751	$110,632		
12441 Fire Marshal's Office	$1,097,690	$1,150,106	$1,150,106	$1,121,258
12444 Fire Community Services	$486,252	$391,749	$390,749	$498,968
12490 Arena - Fire Event Staffing	$184,737	$311,733		
12491 Ambulance Services	$593,352	$487,005	$522,345	$512,683
12492 Air-Med & Logistics Ops (HALO)			$702,000	$736,076
12515 Fire - Fiesta Bowl Event		$264,726		
12520 Stadium - Fire Event Staffing	$390,493	$517,099		
12521 PS Training Ctr - Fire	$312,904	$720,820	$720,820	$681,053
Total for Fire Department	**$25,151,017**	**$27,642,342**	**$25,729,920**	**$27,196,646**
Homeland Security				
12810 Homeland Security Admin.	$109,266	$122,542	$122,542	$129,987
12820 Emergency Operations Ctr (EOC)	$919,916	$854,845	$879,345	$902,388
Total for Homeland Security	**$1,029,182**	**$977,387**	**$1,001,887**	**$1,032,375**
Police Department				
12110 Police Legal Services	$336,620	$412,458	$412,458	$494,147
12120 Police Administration	$2,335,122	$2,822,332	$2,148,006	$3,781,884
12130 Central Patrol Bureau	$12,336,126	$11,284,505	$11,640,846	$12,375,283
12150 Crime Investigations	$7,426,331	$7,983,289	$7,873,233	$8,344,339
12160 Police Personnel Management	$1,624,753	$1,933,737	$1,926,430	$1,930,203
12170 Foothills Patrol Bureau	$9,812,833	$9,897,958	$9,897,958	$10,446,363
12180 Police Support Services	$6,142,833	$4,670,222	$4,670,222	$3,345,962
12190 Arena-PD Event Staffing	$592,082	$847,751		
12200 PD - Homeland Security	$58,095			
12210 PD - Fiscal Management	$2,345,049	$3,802,812	$2,080,754	$1,932,043
12215 PD - Tow Administration				$64,737
12220 PD - Detention	$2,305,996	$3,066,045	$2,358,999	$3,296,698
12230 PD - Communications	$1,161,333	$2,363,738	$2,329,694	$2,627,443
12231 Stadium - PD Event Staffing	$1,313,948	$1,621,611		
12232 PS Training Ctr - Police	$312,904	$720,819	$720,819	$681,052
12233 PD - Special Operations	$1,798,293	$4,139,461	$4,084,316	$5,185,780

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Police Department				
12234 PD - Fiesta Bowl Event		$1,455,822		
Total for Police Department	**$49,902,318**	**$57,022,560**	**$50,143,735**	**$54,505,934**
TOTAL - Public Safety:	**$76,082,517**	**$85,642,289**	**$76,875,542**	**$82,734,955**
Public Works				
Engineering				
13710 BofA Bank Building	$531,334	$320,221	$320,221	$484,735
13715 Promenade at Palmaire				$172,317
13720 Engineering Administration	$406,757	$433,383	$433,183	$551,211
13730 CIP Administration	$198,420	$305,479	$305,479	$885,193
13740 CIP Design	$330,809	$341,351	$341,351	$0
13750 CIP Construction	$304,719	$330,551	$330,551	$0
13760 Real Estate Services	$228,494	$236,211	$236,211	$201,747
13770 Mapping and Records	$265,465	$289,979	$289,979	$204,554
13780 Land Development Division	$423,560	$498,176	$485,407	$520,144
13790 Construction Inspection	$599,694	$645,026	$645,026	$656,504
13800 Materials Testing	$208,964	$253,794	$253,794	$254,572
13820 Utility Inspection	$223,165	$230,728	$243,497	$225,765
Total for Engineering	**$3,721,381**	**$3,884,899**	**$3,884,699**	**$4,156,742**
Field Operations				
13410 Field Operations Admin.	$1,057,195	$1,106,465	$1,146,465	$1,118,657
13420 Cemetery	$232,416	$245,567	$245,567	$253,833
13430 Manistee Ranch Maintenance	$10,473	$12,117	$12,117	$5,117
13440 Graffiti Removal	$263,200	$236,840	$370,439	$355,054
13450 Facilities Management	$4,392,352	$4,469,878	$4,509,878	$4,984,099
13460 Custodial Services	$1,344,229	$1,453,820	$1,453,820	$1,299,308
13461 Downtown Parking Garage		$124,367	$84,367	$156,400
16710 Right-of-Way Maintenance		$24,000		
Total for Field Operations	**$7,299,865**	**$7,673,054**	**$7,822,653**	**$8,172,468**
13310 Public Works Administration	$198,088	$208,080	$208,080	$213,329
TOTAL - Public Works:	**$11,219,334**	**$11,766,033**	**$11,915,432**	**$12,542,539**
TOTAL - General	**$155,883,964**	**$172,172,985**	**$160,457,071**	**$168,725,222**
1010 - National Events				
Fac & Fin Mgmt				
16120 National Events Pre-Planning		$85,000	$85,000	
Marketing and Comm.				
14180 Mkt'g - Fiesta Bowl Event	$336,941			
14181 Mkt'g - BCS Event	$133,207			
14182 Mkt'g - Super Bowl Event		$194,000	$194,000	

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Marketing and Comm.				
Total for Marketing and Comm.	**$470,148**	**$194,000**	**$194,000**	
TOTAL - Fac & Fin Mgmt:	**$470,148**	**$279,000**	**$279,000**	
Public Safety				
Fire Department				
12550 Fire - Fiesta Bowl Event	$225,862			
12555 Fire - BCS Event	$214,389			
12560 Fire - Super Bowl Event		$921,409	$921,409	
Total for Fire Department	**$440,251**	**$921,409**	**$921,409**	
12399 EOC - Super Bowl Event		$279,350	$229,350	
Police Department				
12350 PD - Fiesta Bowl Event	$445,940			
12355 PD - BCS Event	$217,168			
12360 PD - Super Bowl Event		$1,039,362	$1,039,362	
Total for Police Department	**$663,108**	**$1,039,362**	**$1,039,362**	
TOTAL - Public Safety:	**$1,103,359**	**$2,240,121**	**$2,190,121**	
Public Works				
13500 Right-of-Way - Mega Events	$1,241,449	$452,088	$116,088	
Transportation				
16350 Transp - Fiesta Bowl Event	$228,164			
16355 Transp - BCS Event	$44,269			
16360 Transp - Super Bowl Event		$439,729	$359,729	
16365 Transp - Stadium Mgmt Plan	$237,995			
Total for Transportation	**$510,428**	**$439,729**	**$359,729**	
TOTAL - Public Works:	**$1,751,877**	**$891,817**	**$475,817**	
TOTAL - National Events	**$3,325,384**	**$3,410,938**	**$2,944,938**	
1040 - General Services				
Public Works				
Field Operations				
13510 Equipment Management	$4,022,533	$4,194,451	$4,194,451	$4,266,442
13520 Fuel Services	$3,055,093	$3,261,139	$3,261,139	$3,335,054
13530 Parts Store Operations	$1,725,206	$1,750,075	$1,743,319	$2,172,750
Total for Field Operations	**$8,802,832**	**$9,205,665**	**$9,198,909**	**$9,774,246**
TOTAL - Public Works:	**$8,802,832**	**$9,205,665**	**$9,198,909**	**$9,774,246**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
TOTAL - General Services	**$8,802,832**	**$9,205,665**	**$9,198,909**	**$9,774,246**
1100 - Telephone Services				
Administrative Svcs				
11520 Telephones	$601,777	$1,013,617	$738,831	$1,015,462
TOTAL - Administrative Svcs:	**$601,777**	**$1,013,617**	**$738,831**	**$1,015,462**
TOTAL - Telephone Services	**$601,777**	**$1,013,617**	**$738,831**	**$1,015,462**
1120 - Vehicle Replacement				
Public Works				
13610 Equipment Replacement	$3,038,277	$3,029,741	$2,399,153	$3,029,741
TOTAL - Public Works:	**$3,038,277**	**$3,029,741**	**$2,399,153**	**$3,029,741**
TOTAL - Vehicle Replacement	**$3,038,277**	**$3,029,741**	**$2,399,153**	**$3,029,741**
1140 - PC Replacement				
Administrative Svcs				
11530 Technology Replacement	$2,387,859	$2,607,583	$2,088,158	$3,764,888
TOTAL - Administrative Svcs:	**$2,387,859**	**$2,607,583**	**$2,088,158**	**$3,764,888**
TOTAL - PC Replacement	**$2,387,859**	**$2,607,583**	**$2,088,158**	**$3,764,888**
1160 - Cable Communications				
Fac & Fin Mgmt				
14210 Communications Production	$2,773	$54,700	$54,700	$54,700
TOTAL - Fac & Fin Mgmt:	**$2,773**	**$54,700**	**$54,700**	**$54,700**
Internal Services				
14220 PEG-Public Safety	$595			
TOTAL - Internal Services:	**$595**			
TOTAL - Cable Communications	**$3,368**	**$54,700**	**$54,700**	**$54,700**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
1190 - Employee Groups				
Administrative Svcs				
Employee Groups				
11110 GEMS	$31,183		$8,390	
11120 Diversity Committee	$51,749	$54,909	$28,411	$54,909
11130 Glendale Hispanic Network	$22,670		$18,108	
11140 Holiday Event	$28,825	$30,000	$30,000	$30,000
Total for Employee Groups	**$134,427**	**$84,909**	**$84,909**	**$84,909**
TOTAL - Administrative Svcs:	**$134,427**	**$84,909**	**$84,909**	**$84,909**
TOTAL - Employee Groups	**$134,427**	**$84,909**	**$84,909**	**$84,909**
1220 - Arts Commission Fund				
Community Services				
15310 Arts Maintenance	$54,951	$127,787	$127,787	$127,787
TOTAL - Community Services:	**$54,951**	**$127,787**	**$127,787**	**$127,787**
TOTAL - Arts Commission Fund	**$54,951**	**$127,787**	**$127,787**	**$127,787**
1240 - Court Security/Bonds				
Appointed Officials				
City Court				
10510 Court Security	$274,091	$299,644	$319,962	$347,578
10520 Court Time Payments	$67,079	$44,000	$3,725	$206,980
10530 Fill the Gap	$84,259	$42,000	$54,000	$57,000
Total for City Court	**$425,429**	**$385,644**	**$377,687**	**$611,558**
TOTAL - Appointed Officials:	**$425,429**	**$385,644**	**$377,687**	**$611,558**
TOTAL - Court Security/Bonds	**$425,429**	**$385,644**	**$377,687**	**$611,558**
1260 - Library				
Community Services				
Library & Arts				
15410 Library Book Fund	$140,403	$231,003	$231,003	$207,313
15420 Library Special Revenue	$97,802	$105,150	$105,150	$105,150
Total for Library & Arts	**$238,205**	**$336,153**	**$336,153**	**$312,463**
TOTAL - Community Services:	**$238,205**	**$336,153**	**$336,153**	**$312,463**
TOTAL - Library	**$238,205**	**$336,153**	**$336,153**	**$312,463**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
1270 - G.F. Revenue Oblgs				
Administrative Svcs				
89811 1270 Advisor Fees		$26,664		
TOTAL - Administrative Svcs:		**$26,664**		
TOTAL - G.F. Revenue Oblgs		**$26,664**		
1280 - Youth Sports Complex				
Community Dev.				
15710 Stadium - Development Services	$46,349			
TOTAL - Community Dev.:	**$46,349**			
Community Services				
13290 YSC - Parks & Rec	$188,897	$267,189	$239,277	$262,000
TOTAL - Community Services:	**$188,897**	**$267,189**	**$239,277**	**$262,000**
Fac & Fin Mgmt				
16110 YSC - Econ. Dev.	$252,517	$303,021	$303,021	$303,051
TOTAL - Fac & Fin Mgmt:	**$252,517**	**$303,021**	**$303,021**	**$303,051**
Public Works				
13470 YSC - Facilities Mgt.	$31,328	$126,731	$90,000	$65,000
TOTAL - Public Works:	**$31,328**	**$126,731**	**$90,000**	**$65,000**
TOTAL - Youth Sports Complex	**$519,091**	**$696,941**	**$632,298**	**$630,051**
1281 - Stadium Event Operations				
Community Services				
15025 Mega Events - N'Hood/Volunteer			$50,000	
TOTAL - Community Services:			**$50,000**	

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Fac & Fin Mgmt				
10840 Mkt'g - Fiesta Bowl Event			$169,000	$169,000
TOTAL - Fac & Fin Mgmt:			**$169,000**	**$169,000**
Public Safety				
Fire Department				
12515 Fire - Fiesta Bowl Event			$264,726	$160,000
12520 Stadium - Fire Event Staffing			$517,098	$230,000
Total for Fire Department			**$781,824**	**$390,000**
Police Department				
12231 Stadium - PD Event Staffing			$1,711,171	$1,328,717
12234 PD - Fiesta Bowl Event			$1,455,822	$402,773
Total for Police Department			**$3,166,993**	**$1,731,490**
TOTAL - Public Safety:			**$3,948,817**	**$2,121,490**
Public Works				
Transportation				
16840 Stadium - Transportation Ops.			$723,113	$646,127
16845 Transp - Fiesta Bowl Event			$106,623	$80,000
Total for Transportation			**$829,736**	**$726,127**
TOTAL - Public Works:			**$829,736**	**$726,127**
TOTAL - Stadium Event Operations			**$4,997,553**	**$3,016,617**
1282 - Arena Event Operations				
Public Safety				
12490 Arena - Fire Event Staffing			$311,733	$307,407
12190 Arena-PD Event Staffing			$847,751	$852,549
TOTAL - Public Safety:			**$1,159,484**	**$1,159,956**
Public Works				
16740 Arena - ROW Maintenance			$62,500	$50,000
16830 Arena - Transportation Ops.			$78,779	$15,000

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
TOTAL - Public Works:			**$141,279**	**$65,000**
TOTAL - Arena Event Operations			**$1,300,763**	**$1,224,956**
1300 - Home Grant				
Community Services				
30001 HOME Program	$1,299,382	$1,593,837	$449,172	$1,418,124
TOTAL - Community Services:	**$1,299,382**	**$1,593,837**	**$449,172**	**$1,418,124**
TOTAL - Home Grant	**$1,299,382**	**$1,593,837**	**$449,172**	**$1,418,124**
1320 - C.D.B.G.				
Community Services				
31001 CDBG Programs	$2,682,154	$4,118,886	$2,863,947	$3,093,418
TOTAL - Community Services:	**$2,682,154**	**$4,118,886**	**$2,863,947**	**$3,093,418**
TOTAL - C.D.B.G.	**$2,682,154**	**$4,118,886**	**$2,863,947**	**$3,093,418**
1340 - Highway User Gas Tax				
Public Works				
Field Operations				
16710 Right-of-Way Maintenance	$2,370,710	$2,579,905	$2,603,905	$2,625,093
16720 Street Maintenance	$6,910,488	$4,037,409	$4,037,409	$3,993,577
16730 Street Cleaning	$767,077	$696,228	$696,228	$637,814
16740 Arena - ROW Maintenance	$28,632	$62,500		
Total for Field Operations	**$10,076,907**	**$7,376,042**	**$7,337,542**	**$7,256,484**
Transportation				
16810 Traffic Signals	$1,277,740	$1,647,536	$1,448,822	$1,309,753
16820 Signs & Markings	$968,059	$940,508	$940,508	$947,862
16830 Arena - Transportation Ops.		$78,779		
16840 Stadium - Transportation Ops.	$431,882	$723,113		
16845 Transp - Fiesta Bowl Event		$106,623		
16910 Transportation Administration	$579,743	$608,761	$608,761	$587,701
16920 Street Light Management	$1,665,081	$1,615,702	$1,615,702	$1,924,420
16930 Transportation Planning	$62,474	$79,605	$79,605	$83,088
16940 Traffic Studies	$370,008	$488,296	$438,296	$520,606
16950 Traffic Design and Development	$255,923	$300,512	$300,512	$309,772
Total for Transportation	**$5,610,910**	**$6,589,435**	**$5,432,206**	**$5,683,202**
TOTAL - Public Works:	**$15,687,817**	**$13,965,477**	**$12,769,748**	**$12,939,686**
TOTAL - Highway User Gas Tax	**$15,687,817**	**$13,965,477**	**$12,769,748**	**$12,939,686**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
1660 - Transportation Sales Tax				
Administrative Svcs				
89812 1660 Advisor Fees		$7,282		
TOTAL - Administrative Svcs:		**$7,282**		
Public Works				
16310 Transportation Engineering Pgm	$104,765	$111,635	$111,635	$119,354
Transportation				
16510 Transportation Program Mgmt	$1,229,395	$5,547,621	$2,047,421	$2,319,267
16520 Transportation Education	$215,445	$266,955	$266,955	$259,832
16525 Transit Management				$349,467
16530 Dial-A-Ride	$2,696,593	$2,990,075	$3,026,417	$2,642,701
16540 Fixed Route	$3,653,689	$5,111,711	$4,657,941	$5,806,416
16550 Demand Management	$10,449	$65,310	$65,310	$65,310
16560 Trans. Program Education	$2,949			
16570 Intelligent Transportation Sys	$474,208	$679,652	$679,652	$723,780
16580 Traffic Mitigation	$170,878	$370,640	$370,640	$372,933
16590 Transportation CIP O&M		$81,413	$81,413	$113,893
16600 Red Light Enforcement	$8,627	$402,200	$100,000	$293,571
Total for Transportation	**$8,462,233**	**$15,515,577**	**$11,295,749**	**$12,947,170**
TOTAL - Public Works:	**$8,566,998**	**$15,627,212**	**$11,407,384**	**$13,066,524**
TOTAL - Transportation Sales Tax	**$8,566,998**	**$15,634,494**	**$11,407,384**	**$13,066,524**
1700 - Police Special Revenue				
Public Safety				
12310 Patrol - Special Revenue Fund	$3,666,417	$4,002,264	$12,428,960	$16,370,001
TOTAL - Public Safety:	**$3,666,417**	**$4,002,264**	**$12,428,960**	**$16,370,001**
TOTAL - Police Special Revenue	**$3,666,417**	**$4,002,264**	**$12,428,960**	**$16,370,001**
1720 - Fire Special Revenue				
Public Safety				
12610 Fire - Special Revenue Fund	$1,832,058	$2,070,860	$5,800,815	$8,631,958
TOTAL - Public Safety:	**$1,832,058**	**$2,070,860**	**$5,800,815**	**$8,631,958**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
TOTAL - Fire Special Revenue	**$1,832,058**	**$2,070,860**	**$5,800,815**	**$8,631,958**
1740 - Civic Center				
Fac & Fin Mgmt				
11710 Civic Center	$855,696	$908,313	$908,313	$941,053
TOTAL - Fac & Fin Mgmt:	**$855,696**	**$908,313**	**$908,313**	**$941,053**
TOTAL - Civic Center	**$855,696**	**$908,313**	**$908,313**	**$941,053**
1760 - Airport Special Revenue				
Public Works				
16410 Airport Operations	$491,155	$590,798	$590,798	$656,426
TOTAL - Public Works:	**$491,155**	**$590,798**	**$590,798**	**$656,426**
TOTAL - Airport Special Revenue	**$491,155**	**$590,798**	**$590,798**	**$656,426**
1780 - Arena Special Revenue				
Administrative Svcs				
11420 Arena Renewal and Replacement	$189,250	$270,750	$270,750	$277,000
TOTAL - Administrative Svcs:	**$189,250**	**$270,750**	**$270,750**	**$277,000**
TOTAL - Arena Special Revenue	**$189,250**	**$270,750**	**$270,750**	**$277,000**
1790 - Stadium City Sales Tax - AZSTA				
Administrative Svcs				
11400 AZSTA - Stadium Tax Refund	$2,604,607	$1,700,000	$1,700,000	$1,700,000
TOTAL - Administrative Svcs:	**$2,604,607**	**$1,700,000**	**$1,700,000**	**$1,700,000**
TOTAL - Stadium City Sales Tax - AZS	**$2,604,607**	**$1,700,000**	**$1,700,000**	**$1,700,000**
1820 - CAP Grant				
Internal Services				
Comm. Action Program				
32040 Community Action Program (CAP)	$451,476	$466,128	$466,128	$426,892
32041 Youth Choices Mini Grant	($1)			

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Comm. Action Program				
Total for Comm. Action Program	**$451,475**	**$466,128**	**$466,128**	**$426,892**
TOTAL - Internal Services:	**$451,475**	**$466,128**	**$466,128**	**$426,892**
TOTAL - CAP Grant	**$451,475**	**$466,128**	**$466,128**	**$426,892**
1830 - Emergency Shelter Grants				
Community Services				
31905 Emergency Shelter Grant	$101,921	$99,946	$98,559	$97,881
TOTAL - Community Services:	**$101,921**	**$99,946**	**$98,559**	**$97,881**
TOTAL - Emergency Shelter Grants	**$101,921**	**$99,946**	**$98,559**	**$97,881**
1840 - Grants				
Administrative Svcs				
32010 Grant Match Funds - Mgt & Bdgt	$150,000	$150,000	$150,000	$150,000
TOTAL - Administrative Svcs:	**$150,000**	**$150,000**	**$150,000**	**$150,000**
Community Dev.				
36500 Water Watchers Grant	$12,216		$10,000	
TOTAL - Community Dev.:	**$12,216**		**$10,000**	
Community Services				
36006 Grant Approp - Library	$129,241	$500,000	$500,000	$500,000
Parks & Recreation				
35004 Grant Approp - Parks & Rec		$500,000	$500,000	$500,000
35006 T-Bird Paseo Trail Signage	$39,583			
35007 Heritage Fd Sahuaro Ranch BCA	$10,500			
35008 Youth Football Hub Grant	$23,697	$60,211	$60,211	$56,781
Total for Parks & Recreation	**$73,780**	**$560,211**	**$560,211**	**$556,781**
TOTAL - Community Services:	**$203,021**	**$1,060,211**	**$1,060,211**	**$1,056,781**
Miscellaneous Grants				
Grants				
32118 Miscellaneous Grants	$327,933	$500,000	$1,239,597	$951,607
32123 Domestic Violence Grant		$71,937	$124,217	

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Grants				
32136 DV Pilot Project Grant				$70,065
Total for Grants	**$327,933**	**$571,937**	**$1,363,814**	**$1,021,672**
TOTAL - Miscellaneous Grants:	**$327,933**	**$571,937**	**$1,363,814**	**$1,021,672**
Public Safety				
34001 Grant Approp - Fire Dept	$822,062	$3,025,000	$3,025,000	$3,025,000
Police Department				
33002 Victim Rights - PD	$78,052	$22,800	$22,800	$22,800
33018 VOCA 2003-113	$127,180	$179,023	$179,023	$182,752
33021 Grant Approp - Police Dept	$2,961,833	$3,697,737	$3,697,737	$3,600,000
Total for Police Department	**$3,167,065**	**$3,899,560**	**$3,899,560**	**$3,805,552**
TOTAL - Public Safety:	**$3,989,127**	**$6,924,560**	**$6,924,560**	**$6,830,552**
TOTAL - Grants	**$4,682,297**	**$8,706,708**	**$9,508,585**	**$9,059,005**
1860 - RICO Funds				
Public Safety				
Police Department				
32020 Federal RICO	$91,030	$225,000	$225,000	$225,000
32030 State RICO	$1,118,477	$1,095,714	$1,095,714	$1,074,146
Total for Police Department	**$1,209,507**	**$1,320,714**	**$1,320,714**	**$1,299,146**
TOTAL - Public Safety:	**$1,209,507**	**$1,320,714**	**$1,320,714**	**$1,299,146**
TOTAL - RICO Funds	**$1,209,507**	**$1,320,714**	**$1,320,714**	**$1,299,146**
1870 - Marketing Self Sust				
Fac & Fin Mgmt				
Marketing and Comm.				
14310 Tourism - Souvenir Program	$4,512	$10,000	$10,000	$10,000
14320 4th of July	$48,227	$40,000	$40,000	$40,000
14321 Glitter Spectacular	$139,004	$111,000	$111,000	$111,000
14322 Enchanted Evening	$86,763	$75,000	$75,000	$55,000
14323 Glitter and Glow	$91,000	$100,000	$100,000	$100,000
14324 Chocolate Affaire	$122,015	$90,000	$90,000	$90,000
14325 Jazz Festival	$208,355	$160,000	$160,000	$160,000
14326 Glitters Light	$176,815	$175,798	$175,798	$175,798
14327 Other Special Events	$17,087	$30,000	$30,000	$30,000
14328 Arvizu Events	$14,772	$30,000	$30,000	$30,000
14329 Fiesta Glendale		$60,000	$60,000	$60,000
Total for Marketing and Comm.	**$908,550**	**$881,798**	**$881,798**	**$861,798**
TOTAL - Fac & Fin Mgmt:	**$908,550**	**$881,798**	**$881,798**	**$861,798**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
TOTAL - Marketing Self Sust	**$908,550**	**$881,798**	**$881,798**	**$861,798**
1880 - Parks & Recreation Self Sust				
Community Services				
Parks & Recreation				
13120 Apollo Pool Repair	$4,639	$10,000		
13130 Cardinal Pool Repair	$1,181	$10,000		
13140 Cactus Pool Repair	$5,486	$10,000		
13150 GCC Pool Repair	$3,868	$10,000		
13160 Ironwood Pool Repair	$1,208	$35,000		
13170 Dedicate A Tree	$767	$5,000		
13180 Desert Valley Park		$2,000		
13190 GESD ES Ballfields		$7,000		
13200 Arrowhead Amenities Sinking F	$8,469	$18,000		
13210 Desert Mirage Park	$1,411	$7,000		
13220 Desert Gardens Park		$7,000		
13230 Discovery Park		$7,000		
14820 Rec Self Sust-Administration	$19,293	$55,000	$55,000	$25,000
14825 Adult Center Self Sustaining	$99,963	$85,000	$85,000	$95,000
14830 Rec Self Sust-Spec Int Classes	$185,054	$207,598	$207,598	$197,598
14840 Sports Self Sustaining	$200,135	$277,067	$277,067	$209,067
14850 Youth and Teen Self Sustaining	$423,911	$368,096	$368,096	$383,166
14860 Spec Events & Prgm Self Sust	$70,345	$164,213	$104,354	$94,213
14870 Rec Self Sust-Audio/Visual	$7,378	$21,650	$21,650	$16,650
14880 Ironwood HS Lights		$5,000		
14890 Aquatic Self Sustaining	$58,214	$45,919	$45,919	$72,919
14891 GESD-Reimb Division				$101,180
14892 Glendale Community Center				$5,000
Total for Parks & Recreation	**$1,091,322**	**$1,357,543**	**$1,164,684**	**$1,199,793**
TOTAL - Community Services:	**$1,091,322**	**$1,357,543**	**$1,164,684**	**$1,199,793**
TOTAL - Parks & Recreation Self Sust	**$1,091,322**	**$1,357,543**	**$1,164,684**	**$1,199,793**
1885 - Parks & Recreation Designated				
Community Services				
Parks & Recreation				
13110 O'Neil Park Maintenance			$4,000	
13120 Apollo Pool Repair			$10,000	$10,000
13130 Cardinal Pool Repair			$10,000	$10,000
13140 Cactus Pool Repair			$9,000	$244,532
13150 GCC Pool Repair			$1,600	$10,000
13160 Ironwood Pool Repair			$9,000	$35,000
13170 Dedicate A Tree			$5,000	$5,000
13180 Desert Valley Park			$2,000	$2,000
13190 GESD ES Ballfields			$7,000	$7,000
13210 Desert Mirage Park			$7,000	$7,000
13220 Desert Gardens Park			$7,000	$7,000
13230 Discovery Park			$7,000	$7,000
13231 Kellis Ballfield Lights			$9,000	$9,000

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Parks & Recreation				
13232 Copper Canyon Ballfield Lights			$9,000	$9,000
13234 Ironwood HS Light			$5,000	$5,000
13235 Elsie McCarthy Pk. Maint			$44,048	$44,048
Total for Parks & Recreation			**$145,648**	**$411,580**
TOTAL - Community Services:			**$145,648**	**$411,580**
TOTAL - Parks & Recreation Designate			**$145,648**	**$411,580**
1980 - Streets Constr. - 1999 Auth				
Administrative Svcs				
89802 1980 Advisor Fees	$2,836	$5,418	$7,066	$7,066
TOTAL - Administrative Svcs:	**$2,836**	**$5,418**	**$7,066**	**$7,066**
TOTAL - Streets Constr. - 1999 Auth	**$2,836**	**$5,418**	**$7,066**	**$7,066**
2000 - Hurf Street Bonds				
Administrative Svcs				
89807 2000 Advisor Fees	$4,198	$2,745	$6,030	$6,030
TOTAL - Administrative Svcs:	**$4,198**	**$2,745**	**$6,030**	**$6,030**
TOTAL - Hurf Street Bonds	**$4,198**	**$2,745**	**$6,030**	**$6,030**
2040 - Public Safety Construction				
Administrative Svcs				
89806 2040 Advisor Fees	$174	$2,239		
TOTAL - Administrative Svcs:	**$174**	**$2,239**		
TOTAL - Public Safety Construction	**$174**	**$2,239**		
2060 - Parks Construction				
Administrative Svcs				
89804 2060 Advisor Fees	$4,672	$11,643	$7,857	$7,857
TOTAL - Administrative Svcs:	**$4,672**	**$11,643**	**$7,857**	**$7,857**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
TOTAL - Parks Construction	**$4,672**	**$11,643**	**$7,857**	**$7,857**
2130 - Cultural Facility Bond Fund				
Administrative Svcs				
89801 2130 Advisor Fees		$1,732		
TOTAL - Administrative Svcs:		**$1,732**		
TOTAL - Cultural Facility Bond Fund		**$1,732**		
2140 - Open Space/Trails Constr-99 Au				
Administrative Svcs				
89803 2140 Advisor Fees		$771		
TOTAL - Administrative Svcs:		**$771**		
TOTAL - Open Space/Trails Constr-99		**$771**		
2180 - Flood Control Construction				
Administrative Svcs				
89808 2180 Advisor Fees	$2,458	$4,123	$3,213	$3,213
TOTAL - Administrative Svcs:	**$2,458**	**$4,123**	**$3,213**	**$3,213**
TOTAL - Flood Control Construction	**$2,458**	**$4,123**	**$3,213**	**$3,213**
2210 - Transportation Capital Project				
Administrative Svcs				
89813 2210 Advisor Fees			$13,568	$13,568
TOTAL - Administrative Svcs:			**$13,568**	**$13,568**
TOTAL - Transportation Capital Projec			**$13,568**	**$13,568**
2360 - Water and Sewer				
Administrative Svcs				
17020 Customer Service Office	$2,673,968	$2,826,252	$2,826,252	$2,851,389

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Lease Pmts/OtherFees				
89805 2360 Advisor Fees	$3,032	$5,831	$3,289	$3,289
89809 2400 Advisor Fees	$10,834	$30,245	$17,222	$17,222
89810 2420 Advisor Fees	$6,365	$13,627	$17,514	$17,514
Total for Lease Pmts/OtherFees	**$20,231**	**$49,703**	**$38,025**	**$38,025**
TOTAL - Administrative Svcs:	**$2,694,199**	**$2,875,955**	**$2,864,277**	**$2,889,414**
Community Dev.				
17510 Cross Connection Control	$206,321	$225,447	$227,847	$230,730
Env. Resources				
17010 Environmental Resources	$470,829	$570,042	$570,042	$549,819
17410 Water Conservation	$287,919	$323,770	$323,770	$328,793
17420 Water Quality	$1,160,469	$1,210,370	$1,210,370	$1,209,968
Total for Env. Resources	**$1,919,217**	**$2,104,182**	**$2,104,182**	**$2,088,580**
TOTAL - Community Dev.:	**$2,125,538**	**$2,329,629**	**$2,332,029**	**$2,319,310**
Public Works				
Utilities				
17110 Utilities Administration	$6,705,410	$6,552,552	$6,542,552	$6,488,576
17115 Safety Administration		$138,970	$138,970	$141,428
17120 Information Management	$1,053,913	$1,109,945	$1,109,945	$1,121,662
17130 Public Service Representatives	$325,987	$310,120	$310,120	$301,313
17140 System Security	$219,006	$728,979	$728,979	$683,064
17150 Property Management	$110,034			$87,000
17160 Arrowhead Reclamation Plant	$2,261,995	$2,219,154	$2,219,154	$2,233,181
17170 West Area Plant	$3,172,716	$3,151,448	$3,151,448	$3,748,601
17210 Customer Service - Field	$1,000,804	$1,348,005	$1,160,037	$1,118,759
17220 Irrigation	$201,009	$200,105	$200,105	$197,200
17230 Raw Water Usage	$2,586,688	$3,482,182	$3,482,182	$3,482,182
17240 Central System Control	$1,340,843	$1,521,349	$1,521,349	$1,469,685
17250 Pyramid Peak Plant	$1,809,440	$1,585,300	$1,585,300	$1,664,423
17260 Cholla Treatment Plant	$3,027,363	$3,699,583	$3,699,583	$3,718,120
17270 Major Maintenance	$294,786			
17280 Central System Maintenance	$446,422	$775,580	$775,580	$784,031
17290 Water Distribution	$3,293,400	$3,876,773	$3,876,773	$3,596,913
17300 Meter Maintenance	$1,366,714	$1,364,145	$1,364,145	$1,384,861
17310 Oasis Water Campus	$319,757	$5,453,389	$4,963,021	$4,630,973
17610 Pretreatment Program	$665,510	$559,509	$559,509	$568,152
17620 SROG (91st Ave) Plant	$2,921,764	$5,400,000	$4,685,868	$4,500,000
17630 Wastewater Collection	$2,509,495	$3,311,317	$3,311,317	$3,370,799
Total for Utilities	**$35,633,056**	**$46,788,405**	**$45,385,937**	**$45,290,923**
TOTAL - Public Works:	**$35,633,056**	**$46,788,405**	**$45,385,937**	**$45,290,923**
TOTAL - Water and Sewer	**$40,452,793**	**$51,993,989**	**$50,582,243**	**$50,499,647**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
2440 - Landfill				
Public Works				
Field Operations				
17710 Landfill	$3,032,442	$3,124,645	$3,194,645	$3,226,661
17720 Gas Management System	$43,109	$84,000	$84,000	$184,000
17730 Solid Waste Admin	$850,170	$892,236	$759,892	$647,952
17740 Recycling	$832,408	$866,467	$866,467	$855,801
17750 MRF Operations	$2,263,209	$2,578,006	$2,508,006	$2,431,208
Total for Field Operations	**$7,021,338**	**$7,545,354**	**$7,413,010**	**$7,345,622**
TOTAL - Public Works:	**$7,021,338**	**$7,545,354**	**$7,413,010**	**$7,345,622**
TOTAL - Landfill	**$7,021,338**	**$7,545,354**	**$7,413,010**	**$7,345,622**
2480 - Sanitation				
Public Works				
Field Operations				
17810 Sanitation Roll-off	$1,042,823	$1,230,639	$1,299,037	$1,324,813
17820 Sanitation Frontload	$3,392,714	$3,565,037	$3,628,977	$3,652,112
17830 Curb Service	$7,047,936	$7,275,497	$7,255,497	$7,250,575
17840 Residential-Loose Trash Collec	$2,082,380	$2,621,349	$2,621,349	$2,595,113
Total for Field Operations	**$13,565,853**	**$14,692,522**	**$14,804,860**	**$14,822,613**
TOTAL - Public Works:	**$13,565,853**	**$14,692,522**	**$14,804,860**	**$14,822,613**
TOTAL - Sanitation	**$13,565,853**	**$14,692,522**	**$14,804,860**	**$14,822,613**
2500 - Pub Housing Budget Activities				
Community Services				
17910 Community Housing	$1,784,799	$8,706,854	$8,706,854	$8,761,451
TOTAL - Community Services:	**$1,784,799**	**$8,706,854**	**$8,706,854**	**$8,761,451**
TOTAL - Pub Housing Budget Activitie	**$1,784,799**	**$8,706,854**	**$8,706,854**	**$8,761,451**
2530 - Training Facility Revenue Fund				
Public Safety				
12590 PS Training Ops - Fire	$413,117	$1,097,725	$1,097,725	$913,268
12390 PS Training Ops - Police	$234,965	$384,557	$384,557	$406,715
TOTAL - Public Safety:	**$648,082**	**$1,482,282**	**$1,482,282**	**$1,319,983**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 07 Actual	FY 08 Budget	FY 08 Estimate	FY 09 Budget
Public Works				
13480 PS Training Ops - Fac. Mgmt.	$95,859	$705,972	$596,393	$611,466
TOTAL - Public Works:	**$95,859**	**$705,972**	**$596,393**	**$611,466**
TOTAL - Training Facility Revenue Fu	**$743,941**	**$2,188,254**	**$2,078,675**	**$1,931,449**
2540 - Risk Management Self Insurance				
Administrative Svcs				
18010 Risk Mgmt Trust Fund	$2,582,449	$2,760,000	$2,760,000	$2,760,000
TOTAL - Administrative Svcs:	**$2,582,449**	**$2,760,000**	**$2,760,000**	**$2,760,000**
TOTAL - Risk Management Self Insura	**$2,582,449**	**$2,760,000**	**$2,760,000**	**$2,760,000**
2560 - Workers Comp. Self Insurance				
Administrative Svcs				
18110 Worker's Compensation	$1,009,194	$1,407,000	$1,399,566	$1,407,000
TOTAL - Administrative Svcs:	**$1,009,194**	**$1,407,000**	**$1,399,566**	**$1,407,000**
TOTAL - Workers Comp. Self Insuranc	**$1,009,194**	**$1,407,000**	**$1,399,566**	**$1,407,000**
2580 - Benefits Trust Fund				
Administrative Svcs				
18210 Benefit Programs	$18,783,947	$23,066,000	$23,065,488	$24,481,185
TOTAL - Administrative Svcs:	**$18,783,947**	**$23,066,000**	**$23,065,488**	**$24,481,185**
TOTAL - Benefits Trust Fund	**$18,783,947**	**$23,066,000**	**$23,065,488**	**$24,481,185**
TOTAL - OPERATING BUDGET	**$307,694,822**	**$363,230,487**	**$359,363,343**	**$376,869,586**

Schedule Four
Transfers Between Funds
(All Dollars in Thousands)

		TRANSFER FROM								
		General (1000)	Streets (1340)	* Arena Spec Rev (1780)	* Zanjero Spec Rev (1770)	* Training Fac. Debt (2533)	* Transport. (1660)	LTAF (1640)	Total In:	
TRANSFER TO	Street Debt (1920)		$3,707				$1,000		**$4,707**	TRANSFER TO
	MPC Debt (1940)	$12,138		$5,303	$1,226	$1,519			**$20,186**	
	Transportation (1660)	$900						$1,000	**$1,900**	
	* Transp. Constr. (2210)						$9,546		**$9,546**	
	* Transp. Debt (1970)						$7,327		**$7,327**	
	* Airport Oper. (1760)	$64							**$64**	
	* CAP Grants (1820)	$185							**$185**	
	* Other Grants (1840)	$150							**$150**	
	* Civic Center (1740)	$611							**$611**	
	Court Fund (1240)	$56							**$56**	
	* Youth Sports Complex (1280)	$605							**$605**	
	* Stadium Event Ops. (1281)	$1,972							**$1,972**	
	* Arena Event Ops. (1282)	$503							**$503**	
	Mkt'g Self-Sust. (1870)	$862							**$862**	
	Employee Groups (1190)	$38							**$38**	
	Comm. Housing (2500)	$607							**$607**	
	Total Out:	**$18,690**	**$3,707**	**$5,303**	**$1,226**	**$1,519**	**$17,874**	**$1,000**	**$49,319**	
		TRANSFER FROM								

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

Schedule Five
Expenditure Limitation and
Summary of Tax Levy and Tax Rate Information

Expenditure Limitation	2007-08 Fiscal Year	Estimated 2008-09 Fiscal Year
Voter Approved Expenditure Limitation	$500,024,647	$ 520,698,946
Estimated Expenditures	$942,000,000	925,000,000
Estimated Amount of Exclusions	($445,908,541)	(410,287,848)
Total Estimated Expenditures Subject to Limitation	$496,091,459	$514,712,152

1. Maximum Allowable Primary Property Tax Levy		
(ARS 42-17051.A)	**$4,045,609**	**$4,302,371**

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	**$3,888,000**	**$4,053,801**
B. Secondary Property Taxes	**$24,699,472**	**$29,656,295**
C. Total Property Tax Levy Amounts	**$28,587,472**	**$33,710,096**

4. Property Taxes Collected*		
A. Primary Property Taxes		
1. 2007-08 Levy	**$3,810,240**	
2. Prior Years' Levies	**$77,760**	
3. Total Primary Property Taxes	**$3,888,000**	
B. Secondary Property Taxes		
1. 2007-08 Levy	**$24,205,483**	
2. Prior Years' Levies	**$493,989**	
3. Total Secondary Property Taxes	**$24,699,472**	

5. Property Tax Rates		
A. City of Glendale Tax Rate		
1. Primary Property Tax Rate	**0.2681/$100**	**0.2432/$100**
2. Secondary Property Tax Rate	**1.3519/$100**	**1.3519/$100**
Total Glendale Tax Rate	**$1.6200/$100**	**$1.5951/$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		**$1,598,761,696**
B. Current Primary Net Assessed Valuation		**$1,666,939,590**
C. New Property Subject to Taxation		**$68,177,894**
D. Change in Primary Net Assessed Valuation Due to New Property		**4.3%**
E. Maxmimum Truth in Taxation Tax Levy		**$4,053,801**
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	'04-05	'05-06	'06-07	'07-08	'08-09
Mayor - 111						
10010 Office of the Mayor						
Asst to the Mayor	1000	1	1	1	1	1
Exec Administrative Asst	1000	1	1	1		
Exec Administrative Asst II	1000			1	1	1
Mayor	1000	1	1	1	1	1
Sr Mgmt Asst	1000				1	1
Sr Secretary	1000	1	1			
Program Total:		**4**	**4**	**4**	**4**	**4**
Mayor Total:		**4**	**4**	**4**	**4**	**4**
Council Office - 112						
10110 Council Office						
Council Asst	1000	4	4	4	4	4
Council Srvcs Admin	1000	1	1	1	1	1
Exec Administrative Asst	1000					1
Secretary	1000					1
Sr Secretary	1000	2	2	2	2	
Program Total:		**7**	**7**	**7**	**7**	**7**
10120 Cholla District						
Council Member	1000	1	1	1		
Vice Mayor	1000				1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
10130 Barrel District						
Council Member	1000				1	1
Vice Mayor	1000	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
Dep City Clerk	1000	1	1	1	1	1
Mgmt Aide	1000				1	1
Office Asst	1000	1	1			
Secretary	1000			1	1	1
Sr Secretary	1000	1	1	1		
Program Total:		**4**	**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
City Clerk - 121						
10220 Records Management						
Mgmt Aide	1000		1	1		
Office Asst	1000	1	1	1		
Records Mgmt Asst	1000				1	1
Records Supv	1000				1	1
Secretary, Senior	1000	1				
Program Total:		**2**	**2**	**2**	**2**	**2**
City Clerk Total:		**6**	**6**	**6**	**6**	**6**
City Manager - 131						
10310 City Manager						
Asst City Mgr	1000	1	1	1	1	1
City Manager	1000	1	1	1	1	1
City Mgr Relations Dir	1000	1	1	1	1	1
Exec Administrative Asst	1000	2	2	2	2	3
Mgmt Asst II	1000	1	1			1
Mgmt Asst to the City Mgr	1000	1	1	1	1	1
Special Projects Admin	1000		1	1	1	
Sr Mgmt Asst	1000	1		1	1	1
Program Total:		**8**	**8**	**8**	**8**	**9**
City Manager Total:		**8**	**8**	**8**	**8**	**9**
City Auditor - 132						
10710 City Auditor						
Asst City Auditor	1000	1	1	1	1	1
City Auditor	1000	1	1	1	1	1
Internal Auditor	1000	1	1	1	1	2
Mgmt Aide	1000	1	1			
Mgmt Asst	1000			1	1	
Sr Secretary	1000					0.5
Program Total:		**4**	**4**	**4**	**4**	**4.5**
City Auditor Total:		**4**	**4**	**4**	**4**	**4.5**
Intergovt. Programs - 133						
10910 Intergovernmental Programs						
Dep Intergov Programs Dir	1000		2	1	1	1
Intergov Programs Coordinator	1000	1				
Intergov Programs Dir	1000	1	1	1	1	1
Legislative Coordinator	1000			1	1	1
Mgmt Aide	1000	1	1	1	1	
Mgmt Asst	1000					1
Program Total:		**3**	**4**	**4**	**4**	**4**
Intergovt. Programs Total:		**3**	**4**	**4**	**4**	**4**
Env. Resources - 135						
17010 Environmental Resources						
Environmental Program Mgr	2360	2	2	2	3	3
Environmental Resource Dir	2360	1	1	1	1	1
Secretary	2360	1				
Sr Secretary	2360		1	1	1	1
Program Total:		**4**	**4**	**4**	**5**	**5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Env. Resources - 135						
17410 Water Conservation						
Environmental Program Mgr	2400	1	1	1	1	1
Water Conservation Spec	2400		1	1	1	1
Program Total:		**1**	**2**	**2**	**2**	**2**
17420 Water Quality						
Chemist	2360	5	5	5	5	5
Environmental Program Mgr	2360			1		
Laboratory Tech	2360	2	2	3	3	3
Public Service Representative	2360	1	1			
Water Quality Data Coord	2360	1	1	1	1	1
Water Quality Lab Mgr	2360	1	1	1	1	1
Water Quality Program Coordinator	2360	1	1			
Program Total:		**11**	**11**	**11**	**10**	**10**
Env. Resources Total:		**16**	**17**	**17**	**17**	**17**
City Court - 141						
10410 City Court						
Account Spec II	1000				1	1
Accountant I	1000	1	1	1		
City Judge	1000	2	2	2	2	2
Coll Rep	1000	1	1	1	1	1
Court Accounting Supv	1000	1	1	1	1	1
Court Admin	1000	1	1	1	1	1
Court Clerk I	1000	4	4	6	4	3
Court Clerk II	1000	20	20	24	26	27
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 Supv	1000	3	3	2	1	1
Dep Court Admin	1000			1	2	2
Judicial Asst	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	1
Program Total:		**43**	**43**	**50**	**50**	**50**
10510 Court Security						
Police Officer	1240	1	1	1	1	1
10520 Court Time Payments						
Court Clerk I	1240	2	2			
City Court Total:		**46**	**46**	**51**	**51**	**51**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
City Attorney - 151						
10610 City Attorney						
Asst City Attorney	1000	3	3	3	3	3
Asst City Prosecutor	1000	5	4	7	7	8
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	1	1	1	2
Dep City Attorney	1000	2	2	2	2	2
Exec Legal Asst	1000	1	1	1	1	1
Legal Asst	1000	2	2	2	2	2
Mgmt Asst to the City Attorney	1000			1	1	1
Secretary	1000	2	2	2	2	2
Sr Asst City Prosecutor	1000		1	1	1	
Sr Secretary	1000	4	4	5	5	5
Victim Assistance Caseworker	1000			1	1	1
Program Total:		**21**	**21**	**27**	**27**	**28**
City Attorney Total:		**21**	**21**	**27**	**27**	**28**
Marketing and Comm. - 154						
10810 Marketing						
Asst Dep City Mgr	1000					1
Comm Dir	1000	1	1	1	1	
Creative Designer	1000	2	3	2	2	2
Creative Services Mgr	1000	1		1	1	1
Dep Comm Dir	1000				1	1
Economic Development Admin	1000					1
Electronic Information Specialist	1000		2			
Management Aide	1000	1				
Marketing & Comm Admin	1000	1	1	1		
Marketing & Comm Coord	1000	1	1	1	1	1
Marketing & Comm Mgr	1000	1	2	2	1	1
Mgmt Asst	1000			1	1	1
Sr Marketing & Comm Mgr	1000		1		1	1
Sr Secretary	1000	1	1	1	1	1
Web Content Program Mgr	1000			2	2	2
Program Total:		**9**	**12**	**12**	**12**	**13**
10820 Tourism						
Customer Assistance Rep	1000			0.5	0.5	0.5
Dep Comm Dir	1000	1	1	1	1	1
Mgmt Asst	1000		1			
Office Assistant	1000	1				
Tourism Asst	1000		1			
Tourism Coordinator	1000			1	1	1
Tourism Manager	1000			1	1	1
Program Total:		**2**	**3**	**3.5**	**3.5**	**3.5**
14110 City-Wide Special Events						
Management Assistant	1000	1				
Special Events Coord	1000	3	3		1	1
Special Events Division Mgr	1000			1	1	1
Special Events Program Manager	1000	1		2	2	2
Program Total:		**5**	**3**	**3**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Marketing and Comm. - 154						
14120 Cable Communications						
Cable Media Administrator	1000			1	1	1
Television Exec Prod/Anchor	1000			1	1	1
Television Producer/Host	1000		1	1	1	1
Television Production Mgr	1000	1	1			
Video Playback Operator	1000	1	1			
Video Production Coord	1000	3	3	4	4	4
Writer/Producer	1000	1	1			
Program Total:		**6**	**7**	**7**	**7**	**7**
Marketing and Comm. Total:		**22**	**25**	**25.5**	**26.5**	**27.5**
Conv./Media/Parking - 155						
10890 Convention/Media/Parking						
Chief Broadcast Engineer	1000				1	
10891 Media Center Operations						
Chief Broadcast Engineer	1000					1
Conv./Media/Parking Total:					**1**	**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	1.5	1.5	1.5	1.5
Community Eligibility Spec	1820		2	2	2	2
Customer Assistance Rep	1820	1	1	1	1	1
Mgmt Aide	1820	1	1	1	1	1
Office Asst	1820	1	0.5	0.5	0.5	0.5
Program Total:		**6.5**	**7**	**7**	**7**	**7**
Comm. Action Program Total:		**6.5**	**7**	**7**	**7**	**7**
Human Resources - 191						
11010 Risk Management/Safety						
Employee Safety Specialist	1000	1	1	1	1	1
Loss Control Supervisor	1000	1	1	1	1	1
Occupational Health Nurse	1000					1
Risk Mgr	1000	1	1	1	1	1
Risk Mgmt Claims Analyst	1000	1	1	1	1	1
Worker's Comp Claims Analyst	1000		1	1	1	1
Program Total:		**4**	**5**	**5**	**5**	**6**
11020 Benefits						
Employee Benefits Rep	1000	1.5	1.5	1.75	1.75	2
Occupational Health Nurse	1000	1	1	1	1	
Sr HR Analyst	1000	1	1	1	1	1
Worker's Comp. Claims Analyst	1000	1				
Program Total:		**4.5**	**3.5**	**3.75**	**3.75**	**3**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Human Resources - 191						
11030 Human Resources Administration						
Asst HR Dir	1000		1		1	1
Customer Assistance Rep	1000	1	0.5			
Dep HR Dir	1000			2	1	
HR & Risk Mgmt Dir	1000	1	1	1	1	1
HR Program Coord	1000	1	1		0.75	
HR Program Mgr	1000	1	1			
HR Tech	1000			0.75	0.75	
Mgmt Asst	1000	1	1	1	1	1
Sr HR Analyst	1000			2	2	2
Sr HR Technology Analyst	1000					1
Program Total:		**5**	**5.5**	**6.75**	**7.5**	**6**
11040 Employment Services						
HR Analyst	1000	2	1	2	2	2
HR Assistant Director	1000	1				
HR Program Coord	1000					0.75
HR Program Mgr	1000	1	1		1	1
HR Spec	1000		1		1	
HR Tech	1000	1	1	2.5	0.75	
Sr HR Analyst	1000			1	1	
Sr Mgmt Asst	1000		1			
Program Total:		**5**	**5**	**5.5**	**5.75**	**3.75**
11050 Employee Relations						
HR Analyst	1000	1		1	1	1
HR Program Mgr	1000	1	1	2	1	1
HR Tech	1000					0.75
Secretary	1000		1			
Sr HR Analyst	1000	1	1			
Program Total:		**3**	**3**	**3**	**2**	**2.75**
11060 Compensation						
Dep HR Dir	1000			1	1	1
HR Analyst	1000				1	
HR Comp & Benifits Mgr	1000	1	1			
HR Program Mgr	1000			1	1	1
HR Tech	1000	1				2.5
HRMS Analyst	1000	1	1	1		
Mgmt Asst	1000					1
Sr HR Analyst	1000	1	1			
Sr HR Tech	1000		1	1	1	
Program Total:		**4**	**4**	**4**	**4**	**5.5**
11070 Organizational Development						
Dep HR Dir	1000			1	1	1
HR Analyst	1000		1	1		
HR Program Mgr	1000	1	1			
Sr HR Analyst	1000				1	2
Program Total:		**1**	**2**	**2**	**2**	**3**
Human Resources Total:		**26.5**	**28**	**30**	**30**	**30**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Fac & Fin Mgmt - 210						
11220 Facilities & Financial Mgmt						
Dep City Mgr	1000					1
Sr Mgmt Asst	1000					1
Program Total:						**2**
Fac & Fin Mgmt Total:						**2**
Admin Svcs Admin. - 220						
11210 Administration Services Admin.						
Dep City Mgr	1000	1	1	1	1	1
Exec Administrative Asst	1000					1
Exec Administrative Asst II	1000					1
Homeland Security Dir	1000		1			
Sr Mgmt Asst	1000		1	1	1	1
Program Total:		**1**	**3**	**2**	**2**	**4**
Admin Svcs Admin. Total:		**1**	**3**	**2**	**2**	**4**
Finance - 221						
11310 Finance Administration						
Account Spec	1000					1
Controller/Asst Finance Dir	1000	1				
Dep Finance Dir	1000		2	2	2	2
Finance Dir/CFO	1000	1	1	1	1	1
Financial Administrative Coord	1000		1	1	1	1
Mgmt Asst	1000					1
Office Asst	1000	0.5	0.5			
Office Support Supervisor	1000	1				
Secretary	1000	1.5	1.5	2	2	2
Sr Secretary	1000	1	1	1	1	1
Program Total:		**6**	**7**	**7**	**7**	**9**
11320 Accounting Services						
Account Spec	1000	4	4	4	4	3
Account Specialist, Senior	1000	1				
Accountant I	1000	4	4	5	5	5
Accountant II	1000	4	5	5	5	5
Accounting Mgr	1000	2	2	2	2	2
Office Support Supv	1000			1	1	1
Payroll & Accts Payable Supv	1000		1	1	1	1
Payroll Spec	1000	2	2	2	2	2
Secretary	1000			1	1	
Program Total:		**17**	**18**	**21**	**21**	**19**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Finance - 221						
11340 License/Collection						
Account Spec	1000	0.5	0.5	0.5	0.5	
Billing & Compliance Spec	1000			1	1	
Coll Rep	1000	1	1	1	1	1
License & Compliance Specialis	1000	1	1			
Office Support Supv	1000	1	1			
Reg Licensing & Compl Analyst	1000					2
Revenue Admin	1000	1	1			
Secretary	1000	1	1			
Sr Applications Analyst	1000			1	1	1
Sr Billing & Compliance Spec	1000	2	2	2	2	2
Tax & License Mgr	1000	1	1	1	1	1
Tax Auditor	1000	3	3	3	3	3
Program Total:		**11.5**	**11.5**	**9.5**	**9.5**	**10**
11350 Regulatory & Communication						
Regulatory Licensing Analyst	1000	1	1	1	1	
11360 Purchasing						
Contract Analyst	1000	3	3	3	3	3
Contract Spec	1000	1	1	1	1	1
Materials Mgr	1000	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**5**	**5**
11370 Warehouse						
Materials Control Asst	1000	1	1	1	1	1
Materials Control Spec	1000	4	3	2.75	2.75	2.75
Materials Logistics Mgr	1000	1	1	1	1	1
Secretary	1000	0.75	0.75	1	1	1
Program Total:		**6.75**	**5.75**	**5.75**	**5.75**	**5.75**
17020 Customer Service Office						
Account Spec	2360	3	2	1	1	1
Account Spec II	2360	2	3	4	4	4
Billing & Compliance Spec	2360	1.5	3	7	7	7
Billing Supv	2360	1	1	1	1	1
Business Equip Tech	2360	2	2	2	2	2
Cashier	2360	6	6	6	6	6
Coll Rep	2360	4	3	3	3	3
Customer Relations Supv	2360	1	1	1	1	1
Duplicating Coord	2360	1	1	1	1	1
License & Compliance Specialis	2360	5	4			
Office Asst	2360	1	1	1	1	1
Revenue Recovery Supv	2360	1	1	1	1	1
Sr Account Spec	2360	3	4	5	5	5
Sr Customer Assistance Rep	2360	2	2.5	2.5	2.5	2.5
Program Total:		**33.5**	**34.5**	**35.5**	**35.5**	**35.5**
2225 Arena - Finance						
Accountant II	2260	1				
Finance Total:		**81.75**	**82.75**	**84.75**	**84.75**	**84.25**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Info. Technology - 231						
11510 Information Technology						
Account Spec	1000	1	1			
Applications Analyst	1000		1	1	1	1
Assoc Sys Admin	1000	2	2	1	1	1
Chief Info Technology Officer	1000	1	1	1	1	1
Database Admin	1000	1	1	1	1	1
Dep Chief Info Tech Officer	1000				1	1
Electronic Information Spclst	1000	1				
Help Desk Support Spec	1000	3	3	3	2	3
Help Desk Supv	1000				1	1
Info Technology Project Mgr	1000	1	1	1		
Info Technology Mgr	1000	4	4	4	4	4
Info Technology Project Mgr	1000					1
Mgmt Aide	1000			1	1	1
Network Engineer	1000	1	1	1	1	1
Sr Applications Analyst	1000	1	1	1	1	1
Sr GIS Analyst	1000				1	1
Sr Network Engineer	1000	1	1	1	1	1
Sr Sys Admin	1000					1
Sr Sys Analyst	1000			2		
Sys Admin	1000	2	2	4	4	3
Sys Analyst	1000	6	6	6	7	6
Voice Comm Admin	1000	1	1			
Program Total:		**26**	**26**	**28**	**28**	**29**
11520 Telephones						
Voice Comm Admin	1100	1	1	1	1	1
11530 Technology Replacement						
Mgmt Aide	1140				1	1
Info. Technology Total:		**27**	**27**	**29**	**30**	**31**
Management & Budget - 241						
11610 Budget & Research						
Asst Budget Dir	1000		1	1	1	1
Budget Analyst	1000	3	1	1	2	2
Budget and Rate Manager	1000	1				
Budget Coord	1000	1	1	1		
Budget Dir	1000	1	1	1	1	1
Management Assistant	1000	0.15				
Sr Budget Analyst	1000		2	2	2	2
Program Total:		**6.15**	**6**	**6**	**6**	**6**
11620 Grants Administration						
Grants Admin	1000	1	1	1	1	1
Secretary	1000		0.5	0.5	0.5	0.5
Program Total:		**1**	**1.5**	**1.5**	**1.5**	**1.5**
Management & Budget Total:		**7.15**	**7.5**	**7.5**	**7.5**	**7.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Police Department - 312						
12110 Police Legal Services						
Police Officer	1000	2	2	2	3	2
Police Sergeant	1000					1
Public Safety Staff Attorney	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**4**	**4**
12120 Police Administration						
Asst Police Chief	1000	1				2
Asst Police Dir	1000		1	1	1	1
Mgmt Aide	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	2	2	2
Police Chief	1000	1	1	1	1	1
Police Commander	1000	1	1	1		
Police Crime Prevention Spec	1000		1			
Police Crime/Stats Analyst	1000			1		3
Police Lieutenant	1000					1
Police Officer	1000	1	2	2	1	3
Police Plan & Research Analyst	1000				1	1
Police Sergeant	1000	4	4	4	2	4
Police Tech Srvcs Mgr	1000					2
Secretary	1000	1	1	1		
Sr Secretary	1000				1	1
Victim Assistance Caseworker	1000	1	1	1	1	
Program Total:		**12**	**14**	**15**	**11**	**22**
12130 Central Patrol Bureau						
Mgmt Aide	1000			1		
Mgmt Asst	1000			1	1	
Office Support Supv	1000	1	1	1		
Police Aide	1000	1	1	4	1	
Police Commander	1000	3	3	3	1	1
Police Crime Prevention Spec	1000	5	3	3	3	3
Police Lieutenant	1000	4	4	5	4	3
Police Officer	1000	122	122	139	108	105.5
Police Officer (Assignment)	1000	2	2	2		
Police Sergeant	1000	18	18	18	14	14
Police Volunteer Coord	1000				1	1
Secretary	1000	1	1	1	1	1
Program Total:		**157**	**155**	**178**	**134**	**128.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Police Department - 312						
12150 Crime Investigations						
Asst Police Chief	1000		1	1	2	
Mgmt Aide	1000			3	5	3
Police Commander	1000				1	1
Police Crime/Stats Analyst	1000	3	3	3	3	
Police Crisis Srvcs Coord	1000				1	
Police Identification Tech	1000	4	4	5	5	5
Police Lieutenant	1000	2	2	2	4	3
Police Officer	1000	44	45	45	48	56
Police Officer (Assignment)	1000	4	2	2	1	1
Police Sergeant	1000	6	6	6	7	7
Police Tech Srvcs Bureau Admin	1000	1	1	1	1	
Sr Secretary	1000	1	1	1	1	1
Victim Assistance Caseworker	1000	2	2	2	2	3
Victim Assistance Supv	1000	1	1	1		
Program Total:		**68**	**68**	**72**	**81**	**80**
12160 Police Personnel Management						
Police Commander	1000	1			1	1
Police Crisis Srvcs Coord	1000					1
Police Hiring Coord	1000					3
Police Lieutenant	1000	2	2	2	1	
Police Officer	1000	4	3	4	9	6
Police Officer (Assignment)	1000	1	1	1	1	1
Police Sergeant	1000	2	2	2	2	3
Police Tech Srvcs Mgr	1000					1
Secur Officer	1000	4	4	4	4	4
Secur Srvcs Coord	1000	1	1	1	1	1
Program Total:		**15**	**13**	**14**	**19**	**21**
12170 Foothills Patrol Bureau						
Police Commander	1000		1	1	1	1
Police Crime Prevention Spec	1000	2	3	3	3	3
Police Lieutenant	1000	4	4	4	5	5
Police Officer	1000	89	88	92	90	84.5
Police Sergeant	1000	13	13	13	13	12
Secretary	1000	1	1	1	1	1
Program Total:		**109**	**110**	**114**	**113**	**106.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Police Department - 312						
12180 Police Support Services						
Customer Assistance Rep	1000	1	1	1	1	
Mgmt Asst	1000	1	1			
PC Support Specialist II	1000	1	1			
Police Comm Spec	1000	31	32	30	8.25	1
Police Comm Supv	1000	4	4	4	1	
Police Comm Sys Spec	1000			1		
Police Comm Sys Tech	1000			1		
Police Community Srvcs Officer	1000	9	9	9	8	9
Police Detention Officer	1000	9	9	9	1	
Police Hiring Coord	1000				1	
Police Identification Supv	1000	1	1	1	1	1
Police Identification Tech	1000				1	1
Police Officer	1000	15	14	14	10	4
Police Ops Mgr	1000	1	1	1		
Police Polygraph Examiner	1000	1	1	1	1	
Police Property/Evid Custodian	1000	3	3	3	3	3
Police Records Tech	1000	16.5	16.5	16.5	15.5	15.5
Police Sergeant	1000	1	1	1	1	1
Police Support Srvcs Supv	1000	5	5	5	2	2
Police Tech Srvcs Bureau Admin	1000					1
Police Tech Srvcs Mgr	1000	2	2	2	1	1
Property Room Supv	1000	1	1	1	1	1
Secretary	1000	2.5	2.5	2.5		
Sr Secretary	1000				3	3
Srvc Worker III (Fleet)	1000	1	1	1	1	1
Sys Analyst	1000			1	1	
Program Total:		**106**	**106**	**105**	**61.75**	**44.5**
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1000	1	1	1	1	
Public Safety Events Scheduler	1282					1
Program Total:		**1**	**1**	**1**	**1**	**1**
12215 PD - Tow Administration						
Mgmt Aide	1000					1
12220 PD - Detention						
Police Detention Officer	1000			1	8	9
Police Support Srvcs Supv	1000				3	3
Police Tech Srvcs Mgr	1000				1	1
Program Total:				**1**	**12**	**13**
12230 PD - Communications						
Police Comm Spec	1000			1	23.25	26.5
Police Comm Supv	1000				4	5
Police Comm Sys Spec	1000				1	1
Police Comm Sys Tech	1000				1	1
Police Ops Mgr	1000				1	1
Program Total:				**1**	**30.25**	**34.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Police Department - 312						
12231 Stadium - PD Event Staffing						
Mgmt Aide	1000				1	
Police Support Srvcs Supv	1000			1		
Public Safety Events Scheduler	1000			1	1	
Mgmt Aide	1281					1
Public Safety Events Scheduler	1281					1
Program Total:				**2**	**2**	**2**
12233 PD - Special Operations						
Mgmt Aide	1000				1	
Police Aide	1000				3	4
Police Commander	1000				1	1
Police Lieutenant	1000				2	4
Police Officer	1000				24	27
Police Officer (Assignment)	1000				1	1
Police Sergeant	1000				9	10
Police Support Srvcs Supv	1000				1	1
Program Total:					**42**	**48**
12310 Patrol - Special Revenue Fund						
Database Admin	1700					1
Info Technology Project Mgr	1700					1
Legal Asst	1700					1
Mgmt Aide	1700					6
Police Aide	1700					3
Police Comm Spec	1700	4	4	4	4	10
Police Detention Officer	1700	6	6	6	6	9
Police Lieutenant	1700					1
Police Officer	1700	23	23	23	32	75
Police Records Tech	1700					3
Police Sergeant	1700					4
Police Support Srvcs Supv	1700					1
Secur Officer	1700					1
Sr HR Analyst	1700					1
Victim Assistance Caseworker	1700					1
Program Total:		**33**	**33**	**33**	**42**	**118**
12390 PS Training Ops - Police						
Police Lieutenant	2530			1	1	1
Secur Officer	2530			1	1	1
Program Total:				**2**	**2**	**2**
32030 State RICO						
Secretary	1860	0.5	0.5	0.5	0.5	0.5
33018 VOCA 2003-113						
Victim Assistance Caseworker	1840	1	2	2	2	2
7652 VOCA 2002-301						
Victim Assistance Caseworker	1840	2	1			
Police Department Total:		**507.5**	**506.5**	**543.5**	**557.5**	**628.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Fire Department - 331						
12410 Fire Administration						
Asst Fire Chief	1000	2				2
Fire Battalion Chief (40 Hrs)	1000	2	1		1	2
Fire Budget & Project Mgr	1000					1
Fire Captain (52 Hrs)	1000					1
Fire Chief	1000	1	1	1	1	1
Fire Crisis Response Vol Coord	1000	1				
Fire Finance/Budget Coord	1000				1	2
Fire Marshal	1000	1				
Management Assistant, Sr	1000	1				
Mgmt Aide	1000	1	1	1	1	2
Mgmt Asst	1000	1	1	1		1
Secretary	1000		0.5	0.5	0.5	0.5
Secretary, Senior	1000	1				
Sr HR Analyst	1000					1
Program Total:		**11**	**4.5**	**3.5**	**4.5**	**13.5**
12415 Fire Admin Services						
Fire Finance/Budget Coord	1000			1	1	
Mgmt Aide	1000			1	1	
Mgmt Asst	1000		1			
Program Total:			**1**	**2**	**2**	
12420 Fire Life Safety Services Adm.						
Asst Fire Chief	1000			1	2	
Exec Asst Fire Chief	1000		1			
Fire Battalion Chief (40 Hrs)	1000		1		1	1
Fire Crisis Response Vol Coord	1000		1	1		
Secretary	1000		1			
Program Total:			**4**	**2**	**3**	**1**
12421 Fire Special Operations						
Emergency Services Coordinator	1000	1				
Fire Battalion Chief (40 Hrs)	1000	1	1	1		
Fire Captain (52 Hrs)	1000		1			
Sr HR Analyst	1000		1	1	1	
Program Total:		**2**	**3**	**2**	**1**	
12422 Fire Operations						
Fire Battalion Chief (40 Hrs)	1000	3	3	1	1	3
Fire Battalion Chief (52 Hrs)	1000			3	4	5
Fire Captain (52 Hrs)	1000	41	43	49	49	49
Fire Comm Outreach Coord	1000					1
Fire Crisis Response Vol Coord	1000				1	1
Fire Engineer (52 Hrs)	1000	41	36	42	43	44
Fire Fighter (52 Hrs)	1000	77	95	94	94	83
Public Safety Info Supervisor	1000	1				
Secretary	1000	0.5				
Program Total:		**163.5**	**177**	**189**	**192**	**186**
12430 Fire Logistical Services Adm.						
Asst Fire Chief	1000		1	1		

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Fire Department - 331						
12433 Fire Resource Management						
Fire Battalion Chief (40 Hrs)	1000	1	1	1	1	2
Fire Battalion Chief (52 Hrs)	1000			1	1	
Fire Captain (40 Hrs)	1000				1	1
Fire Engineer (52 Hrs)	1000					1
Mgmt Asst	1000				1	
Secretary	1000	1				
Srvc Worker I	1000	1	1	1	1	1
Srvc Worker II	1000	1	1	1	1	1
Sys Analyst	1000				1	1
Program Total:		**4**	**3**	**4**	**7**	**7**
12434 Fire Training						
Fire Battalion Chief (40 Hrs)	1000			2	1	
Fire Battalion Chief (52 Hrs)	1000		1	1	1	1
Fire Captain (40 Hrs)	1000				2	2
Fire Captain (52 Hrs)	1000	1	1			
Program Total:		**1**	**2**	**3**	**4**	**3**
12436 Fire Medical Services & Health						
Fire Battalion Chief (40 Hrs)	1000	2	1	1	2	
Fire Battalion Chief (52 Hrs)	1000					2
Fire Captain (40 Hrs)	1000		1	1		
Fire Captain (52 Hrs)	1000				1	
Fire Engineer (52 Hrs)	1000					1
Program Total:		**2**	**2**	**2**	**3**	**3**
12437 Fire Assessment & Planning						
Fire Budget & Project Mgr	1000				1	
Mgmt Asst II	1000			1		
Sr Mgmt Asst	1000		1			
Program Total:			**1**	**1**	**1**	
12441 Fire Marshal's Office						
Asst Fire Marshal	1000				1	2
Fire Battalion Chief (40 Hrs)	1000	1	1	1	1	1
Fire Captain (52 Hrs)	1000		1	1	1	
Fire Insp I	1000			2	2	2
Fire Insp II	1000	4	4	4	4	4
Fire Protection Engineer I	1000	1	1	1	1	1
Mgmt Aide	1000		1	1	1	1
Office Support Supervisor	1000	1				
Plans Examiner	1000	1	1	1	1	1
Secretary	1000	0.5				
Program Total:		**8.5**	**9**	**11**	**12**	**12**
12444 Fire Community Services						
Fire Battalion Chief (40 Hrs)	1000			1	1	2
Fire Captain (52 Hrs)	1000		1			
Fire Comm Outreach Coord	1000				3	2
Fire Fighter (52 Hrs)	1000					1
Program Total:			**1**	**1**	**4**	**5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Fire Department - 331						
12490 Arena - Fire Event Staffing						
Secretary	1000	1	1	1	1	
Secretary	1282					1
Program Total:		**1**	**1**	**1**	**1**	**1**
12491 Ambulance Services						
Fire Budget & Project Mgr	1000		1			
Fire Captain (40 Hrs)	1000			1	1	1
Secretary	1000		1	1	1	1
Program Total:			**2**	**2**	**2**	**2**
12510 Westgate-Fire Marshal's Office						
Fire Insp I	1000	2	1			
12590 PS Training Ops - Fire						
Fire Battalion Chief (40 Hrs)	2530			1	1	1
Fire Captain (40 Hrs)	2530			1	1	1
Mgmt Aide	2530				1	1
Mgmt Asst	2530				1	1
Secretary	2530				1	1
Srvc Worker II	2530				1	1
Program Total:				**2**	**6**	**6**
12610 Fire - Special Revenue Fund						
Applications Analyst	1720					1
Customer Assistance Rep	1720					1
Fire Battalion Chief (40 Hrs)	1720					2
Fire Captain (40 Hrs)	1720					6
Fire Captain (52 Hrs)	1720					1
Fire Crisis Response Vol Coord	1720					3
Fire Dept Staff Counselor	1720					1
Fire Engineer (52 Hrs)	1720	1	1	4	4	4
Fire Fighter (52 Hrs)	1720	17	17	14	17	23
Fire Insp I	1720					1
Fire Protection Engineer II	1720					1
Mgmt Aide	1720					2
Secretary	1720					1
Shop Maint Coord	1720					1
Srvc Worker III	1720					2
Program Total:		**18**	**18**	**18**	**21**	**50**
12710 Stadium -Fire Marshal's Office						
Fire Insp I	1280	2	2			
3334 Logistical Services						
Fire Battalion Chief (40 Hrs)	1000		1	1		
3336 Fire Office Systems						
Fire Battalion Chief (40 Hrs)	1000			1		
Fire Captain (40 Hrs)	1000		1	1		
Program Total:			**1**	**2**		

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Authorized Staffing

Dept	Program Name	Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Fire Department - 331								
	3338	**Fire Information/Technology**						
		Mgmt Aide	1000		1			
		Sys Analyst	1000			1		
		Program Total:			**1**	**1**		
	3341	**Fire Marshal - Code Developmnt**						
		Fire Marshal	1000		1	1		
	3362	**Fire Community Relations**						
		Fire Comm Outreach Coord	1000			2		
		Fire Community Srvcs Admin	1000		1			
		Program Total:			**1**	**2**		
	34011	**Metro Med Response Sys (MMRS)**						
		Fire Captain (52 Hrs)	1840	1				
		Fire Department Total:		**216**	**237.5**	**251.5**	**263.5**	**289.5**
Fire Department - 333								
	12492	**Air-Med & Logistics Ops (HALO)**						
		Fire Fighter (52 Hrs)	1000					3
		Mgmt Aide	1000					1
		Program Total:						**4**
		Fire Department Total:						**4**
Homeland Security - 341								
	12810	**Homeland Security Admin.**						
		Homeland Security Dir	1000			1	1	1
	12820	**Emergency Operations Ctr (EOC)**						
		Asst Homeland Security Dir	1000			1	1	1
		Building Maintenance Worker	1000			1	1	1
		Info Technology Manager	1000			2		
		Mgmt Aide	1000				1	1
		Mgmt Asst	1000			1		
		Operations & Training Officer	1000				1	1
		Secretary	1000			1		
		Sys Admin	1000				1	1
		Sys Analyst	1000				1	1
		Program Total:				**6**	**6**	**6**
		Homeland Security Total:				**7**	**7**	**7**
Comm. Services Adm - 411								
	14510	**Comm. Services Admin.**						
		Dep City Mgr	1000	1	1	1	1	1
		Sr Mgmt Asst	1000	1	1	1	1	1
		Program Total:		**2**	**2**	**2**	**2**	**2**
		Comm. Services Adm Total:		**2**	**2**	**2**	**2**	**2**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Parks & Recreation - 421						
13010 Pool Maintenance						
Service Worker 2	1000	1				
Srvc Worker III (Parks)	1000	2	3	3	3	3
Program Total:		**3**	**3**	**3**	**3**	**3**
13020 Park Irrigation						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	2	1	1	1	1
Srvc Worker III (Parks)	1000	1	2	2	2	2
Program Total:		**4**	**4**	**4**	**4**	**4**
13030 Parks CIP & Planning						
Dep Parks & Rec Dir	1000	1	1	1	1	1
Parks & Rec Projects Coord	1000				2	2
Parks Supv	1000	1	1	1		
Srvc Worker II (Parks)	1000	1	1			
Support Srvc Supv	1000	1	1			
Program Total:		**4**	**4**	**2**	**3**	**3**
13040 Parks Maintenance						
Crewleader (Parks)	1000	2	2	2	3	3
Dep Parks & Rec Dir	1000	1	1	1	1	1
Landscape Gard/Horticulturist	1000	1	1	1	1	1
Park Mgr	1000				2	2
Parks & Rec Projects Coord	1000	1	1	1		
Parks Supv	1000	1	1	1		
Playground Equip Srvc Worker	1000	1	1	1	2	2
Secretary	1000				1	1
Sr Heavy Equip Srvc Worker	1000				1	1
Srvc Worker I (Parks)	1000	4	4	4	4	4
Srvc Worker II (Parks)	1000	4	4	4	9	9
Srvc Worker III (Parks)	1000	3	3	3	4	4
Program Total:		**18**	**18**	**18**	**28**	**28**
13050 Parks North District						
Crewleader (Parks)	1000	1	1	1		
Dep Parks & Rec Dir	1000	1	1	1		
Parks & Rec Projects Coord	1000	1	1	1		
Parks Supv	1000	1	1	1		
Playground Equip Srvc Worker	1000	1	1	1		
Service Worker 1	1000	1				
Sr Heavy Equip Srvc Worker	1000	1	1	1		
Srvc Worker II (Parks)	1000	4	5	5		
Srvc Worker III (Parks)	1000	1	1	1		
Program Total:		**12**	**12**	**12**		
14610 Parks & Recreation Admin.						
Museum Education Curator	1000	1	1			
Parks & Rec Dir	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	1
Sr Rec Coord	1000			1		
Program Total:		**3**	**3**	**3**	**2**	**2**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Parks & Recreation - 421						
14620 Glendale Community Center						
Rec Center/Program Supervisor	1000	1				
Rec Coord	1000	1	1	1		
Rec Programmer	1000	1	1	1	1	1
Sr Rec Coord	1000		1	1	2	2
Program Total:		**3**	**3**	**3**	**3**	**3**
14630 Recreation Support Services						
Accountant I	1000	1	1			
Mgmt Asst	1000				1	1
Office Support Supv	1000	1	1	1		
Rec Accounts Coord	1000			1	1	1
Secretary	1000	3	3	3	3	3
Sr Secretary	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000			1	1	1
Support Srvc Supv	1000			1	1	1
Program Total:		**6**	**6**	**8**	**8**	**8**
14640 Adult Center						
Rec Coord	1000	2	2	2	2	2
Rec Mgr	1000	1	1	1	1	1
Secretary	1000	2	2	2	2	2
Srvc Worker I (Parks)	1000	1	1	1	1	
Srvc Worker II (Parks)	1000					1
Program Total:		**6**	**6**	**6**	**6**	**6**
14650 Youth and Teen						
Rec Coord	1000	1	1	1	1	1
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	8	8	6	4.5	4.5
Recreation Center/Program Sup	1000	1				
Sr Rec Coord	1000		1	1	1	1
Program Total:		**11**	**11**	**9**	**7.5**	**7.5**
14660 Special Events and Programs						
Rec Coord	1000	2	1	1	1	1
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	0.75	0.75	1.75		
Sr Rec Coord	1000		1	2		
Program Total:		**3.75**	**3.75**	**5.75**	**2**	**2**
14670 Sports and Health						
Dep Parks & Rec Dir	1000				1	1
Rec Coord	1000	2	2	2	3	3
Rec Mgr	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**5**	**5**
14680 Aquatics						
Sr Rec Coord	1000				1	1
14690 Audio/Visual						
Audio/Visual Coordinator	1000				1	1
Audio/Visual Network Spec	1000	1	2	2	1	1
Program Total:		**1**	**2**	**2**	**2**	**2**

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Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Parks & Recreation - 421						
14700 Marketing - Parks & Rec						
Creative Designer	1000	1				
Mgmt Asst	1000		1	1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
14710 Park Rangers						
Park Mgr	1000				1	1
Park Ranger	1000	3	3	3	3	3
Park Ranger Supv	1000	1	1	1		
Program Total:		**4**	**4**	**4**	**4**	**4**
14740 Copper Canyon HS Youth Dev Prg						
Rec Programmer	1000				0.75	0.75
14760 Historic Sahuaro Ranch						
Rec Programmer	1000				1	1
Sr Rec Coord	1000				2	2
Program Total:					**3**	**3**
14850 Youth and Teen Self Sustaining						
Rec Programmer	1880	1	2	5	5	5
14860 Spec Events & Prgm Self Sust						
Rec Programmer	1880	3	3			
35008 Youth Football Hub Grant						
Rec Coord	1840				1	1
Parks & Recreation Total:		**86.75**	**88.75**	**88.75**	**89.25**	**89.25**
Parks & Recreation - 422						
14720 Foothills Recreation Center						
Building Maintenance Worker	1000				1	1
Office Support Supv	1000			1	1	1
Rec Mgr	1000		1	1	1	1
Rec Programmer	1000			3	3	3
Secretary	1000			1	1	1
Sr Rec Coord	1000			2	2	2
Srvc Worker I (Bldg Maint)	1000			1		
Srvc Worker II (Parks)	1000			1	1	1
Program Total:			**1**	**10**	**10**	**10**
Parks & Recreation Total:			**1**	**10**	**10**	**10**
Civic Center - 431						
11710 Civic Center						
Civic Center Event Coord	1740	2	2	3	3	3
Civic Center Mgr	1740	1	1	1	1	1
Civic Center Ops Coord	1740	1	1	1	1	1
Secretary	1740	1	1	1	1	1
Srvc Worker III (Bldg Maint)	1740	1	1	1	1	1
Program Total:		**6**	**6**	**7**	**7**	**7**

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Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Civic Center - 431						
Civic Center Total:		**6**	**6**	**7**	**7**	**7**
Comm. Partnerships - 441						
15010 Community Revitalization						
Revitalization Admin	1000		1	1	1	1
Revitalization Grants Supv	1000	1	1	1	1	1
Revitalization Manager	1000	1				
Program Total:		**2**	**2**	**2**	**2**	**2**
15015 Neighborhood Partnership						
Community Education Coord	1000	1	1			
Community Volunteer Coord	1000			1		
Dir of Community Partnerships	1000	1				
Mgmt Aide	1000	1	1			0.5
Neighborhood Partnership Admin	1000		1	1	1	1
Neighborhood Srvcs Coord	1000				3	3
Sr Mgmt Asst	1000	1	1	2		
Sr Secretary	1000			1	1	1
Program Total:		**4**	**4**	**5**	**5**	**5.5**
15020 Neighborhood Volunteer Program						
Community Volunteer Coord	1000	1	1			
15025 Mega Events - N'Hood/Volunteer						
Rec Programmer	1000				0.5	
17910 Community Housing						
Account Spec	2500	1	1	1		
Account Spec II	2500				1	1
Accountant I	2500	1	1	1	1	1
Bldg Maint Supv	2500			1	1	1
Building Maintenance Worker	2500	3	3	3	3	3
Comm Housing & Revit Director	2500	1				
Community Partnerships Dir	2500		1	1	1	1
Housing Assistance Rep	2500	10	10	9	9	10
Housing Maint Srvcs Mgr	2500	1	1	1		
Housing Modernization Coord	2500	1	1			
Housing Srvcs Admin	2500	1	1	1	1	1
Housing Supv	2500				1	1
Mgmt Asst	2500	1	1	1	1	1
Secretary	2500	2	2	3	3	2
Sr Mgmt Asst	2500	1	1	1	1	1
Sr Secretary	2500	1	1	1	1	1
Srvc Worker I (Bldg Maint)	2500	1	1	1	1	1
Program Total:		**25**	**25**	**25**	**25**	**25**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Comm. Partnerships - 441						
31001 CDBG Programs						
Account Spec II	1320	1	1	1	1	1
Mgmt Asst	1320	0.75	0.75	0.75	0.75	0.75
Revitalization Coord	1320	4	4	4	4	4
Revitalization Supv	1320	1	1	1	1	1
Secretary	1320	1	1	1	1	1
Sr Secretary	1320	1	1	1	1	1
Program Total:		**8.75**	**8.75**	**8.75**	**8.75**	**8.75**
Comm. Partnerships Total:		**40.75**	**40.75**	**40.75**	**41.25**	**41.25**
Library & Arts - 452						
15210 Historic Sahuaro Ranch						
Arts & Cultural Admin	1000			1		
15220 Library						
Account Spec	1000	1	1	1	2	2
Computer Ops Supv	1000	1	1	1	1	1
Courier	1000	1	1	1	1	1
Creative Designer	1000	1	1	1	1	
Librarian	1000	1.5				
Librarian I	1000	16.75	4.5	5.5	3.5	2.5
Librarian II	1000	7	22.75	21.75	21.25	21.25
Librarian III	1000	6	6	6	6	6
Librarian IV	1000				4	4
Library Asst I	1000	3	2.5	3	3	3
Library Asst II	1000	5.75	5	5	3	3
Library Asst III	1000	14.75	13.75	13.25	13.75	13.75
Library Circulation Clerk	1000	11.76	11.26	11.26	11.26	11.26
Library Dir	1000	1	1	1	1	1
Library Graphics Coord	1000					1
Library Mgr	1000	5	5	5	5	6
Library Ops Supv	1000	4	5	5	5	5
Library Technology Supv	1000		1	1	1	1
Mgmt Asst	1000	1	1	1	1	1
Office Asst	1000	2.25	2	2		
PC Support Specialist II	1000	3	2	2	3	3
Program Total:		**86.76**	**86.76**	**86.76**	**86.76**	**86.76**
15230 Arts Maintenance - Admin.						
Arts & Cultural Admin	1000				1	1
15310 Arts Maintenance						
Arts & Cultural Admin	1220	1	1	1		
Library & Arts Total:		**87.76**	**87.76**	**88.76**	**87.76**	**87.76**
Grants - 470						
32123 Domestic Violence Grant						
Mgmt Asst	1840			1	1	

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Grants - 470						
32136 DV Pilot Project Grant						
Mgmt Asst	1840					1
Grants Total:				**1**	**1**	**1**
Community Dev Admin - 511						
15510 CD Deputy City Manager						
Dep City Mgr	1000	1	1	1	1	1
Exec Administrative Asst	1000	1	1	1	1	
Exec Administrative Asst II	1000	1	1	1	1	
Sr Mgmt Asst	1000	1	1	1	1	
Program Total:		**4**	**4**	**4**	**4**	**1**
Community Dev Admin Total:		**4**	**4**	**4**	**4**	**1**
Building Safety - 521						
15610 Building Safety						
Asst Bldg Safety Dir	1000			1	1	1
Bldg Insp	1000	6	6	9	4	4
Bldg Insp Spec	1000	4	4	4	8	7
Bldg Safety Dir	1000	1	1	1	1	1
Bldg Safety Mgr	1000	1	1			
Mgmt Asst	1000	1	1			
Plans Examiner	1000	3	3	3	3	3
Secretary	1000	1	1	1	1	1
Sr Bldg Insp	1000	2	2	3	4	5
Sr Mgmt Asst	1000			1	1	1
Sr Plans Examiner	1000	1	1	1	1	1
Sr Secretary	1000	1	1	1	1	1
Structural Plans Examiner	1000	1	1	1	1	1
Program Total:		**22**	**22**	**26**	**26**	**26**
15620 Development Services Center						
Bldg Safety Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	2	2	2	2	2
Development Plans Tech	1000	2	2	2	2	2
Development Srvcs Rep	1000	4	4	4	4	2
Development Srvcs Supv	1000	1	1	1	1	1
Sr Development Srvcs Rep	1000					2
Program Total:		**10**	**10**	**10**	**10**	**10**
15630 Westgate-Bldg Safety Rvw/Insp.						
Bldg Insp	1000	1	2			
Bldg Insp Spec	1000	4	4	9	11	9
Development Plans Tech	1000		1		2	1
Plans Examiner	1000	1	1	1	1	1
Secretary	1000		1			
Sr Bldg Insp	1000		1		1	1
Program Total:		**6**	**10**	**10**	**15**	**12**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Building Safety - 521						
15710 Stadium - Development Services						
Bldg Insp Spec	1280	11	11	3		
Building Inspector, General	1280	1				
Building Inspector, Senior	1280	1				
Development Plans Technician	1280	1				
Plans Examiner	1280	1				
Plans Examiner, Sr	1280	1				
Plans Examiner, Structural	1280	1				
Secretary	1280	1				
Program Total:		**18**	**11**	**3**		
17510 Cross Connection Control						
Bldg Insp	2400		1	1	1	1
Cross Connection Control Spec	2400	1	1	1		
Secretary	2400	0.75	0.75	0.75	0.75	0.75
Sr Bldg Insp	2400				1	1
Program Total:		**1.75**	**2.75**	**2.75**	**2.75**	**2.75**
Building Safety Total:		**57.75**	**55.75**	**51.75**	**53.75**	**50.75**
Planning - 531						
15910 Planning Administration						
Mgmt Asst	1000	1	1			
Planning Dir	1000	1	1	1	1	1
Secretary	1000	2	2	2		
Sr Mgmt Asst	1000			1	1	1
Sr Secretary	1000	1	1	1	3	3
Program Total:		**5**	**5**	**5**	**5**	**5**
15920 Zoning Admin & Tech. Assist.						
Assoc Planner	1000	2	1	1	2	
Planner	1000		1	1	1	
Sr Planner	1000	1	1	1	1	
Zoning Admin	1000	1	1	1	1	
Program Total:		**4**	**4**	**4**	**5**	
15930 Current Planning						
Assoc Planner	1000			1		1
Dep Planning Dir	1000		1	1	1	1
Landscape Architect	1000			1	1	
Planner	1000	3	3	3	3	2
Planning Manager	1000	1				
Principal Planner	1000				1	2
Sr Planner	1000	3	3	3	2	4
Program Total:		**7**	**7**	**9**	**8**	**10**
15940 Long-Range Planning & Research						
Dep Planning Dir	1000		1	1	1	1
Planner	1000					1
Planning Manager	1000	1				
Planning Tech	1000	1	1	1	1	1
Sr Planner	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**4**
Planning Total:		**19**	**19**	**21**	**21**	**19**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Economic Development - 540						
16010 Economic Development						
Asst Economic Development Dir	1000	1	1			
Business Development Manager	1000	2				
Economic Development Admin	1000		2	3	3	4
Economic Development Analyst	1000	1				
Economic Development Dir	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	1	1	1
Planning Manager	1000	1				
Sr Marketing & Comm Mgr	1000			1	1	1
Program Total:		**7**	**5**	**6**	**6**	**7**
16040 Downtown Beaut. & Promotion						
Secur Officer	1000				2	2
Srvc Worker II	1000				2	2
Program Total:					**4**	**4**
Economic Development Total:		**7**	**5**	**6**	**10**	**11**
Code Compliance - 550						
14410 Code Compliance						
Asst Code Compliance Dir	1000			1	1	1
Code Compliance Dir	1000	1	1	1	1	1
Code Compliance Supv	1000	1	1	2	2	2
Code Insp I	1000	6	8	7	7	6
Code Insp II	1000	4	4	4	4	5
Code Insp III	1000	1	1		2	2
Mgmt Asst	1000			1	1	1
Office Support Supv	1000	1	1			
Secretary	1000	2.5	3.5	2.5	2.5	2.5
Sr Secretary	1000			1	1	1
Program Total:		**16.5**	**19.5**	**19.5**	**21.5**	**21.5**
Code Compliance Total:		**16.5**	**19.5**	**19.5**	**21.5**	**21.5**
Public Works Admin. - 611						
13310 Public Works Administration						
Dep City Mgr	1000	1	1	1	1	1
Public Works Admin. Total:		**1**	**1**	**1**	**1**	**1**
Field Operations - 620						
13410 Field Operations Admin.						
Account Spec II	1000	1	1	1	1	1
Dep Field Ops Dir	1000			1	1	1
Dispatcher/Router	1000	2	2	2	2	2
Field Ops Admin Supv	1000	1	1	1	1	1
Field Ops Dir	1000	1	1	1	1	1
Secretary	1000	1	1			
Sr Mgmt Asst	1000	3	3	1	1	1
Sr Secretary	1000	1	1	1	1	1
Program Total:		**10**	**10**	**8**	**8**	**8**

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Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Field Operations - 620						
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	1	1	1	1	
Srvc Worker III (Parks)	1000					1
Program Total:		**2**	**2**	**2**	**2**	**2**
13440 Graffiti Removal						
Service Worker 1	1000	1				
Srvc Worker II	1000					1
Srvc Worker II (Airport)	1000	1	3	1	1	1
Srvc Worker II (Streets)	1000			2	2	2
Program Total:		**2**	**3**	**3**	**3**	**4**
13450 Facilities Management						
Bldg Maint Leader	1000	2	2	2	2	2
Bldg Maint Supv	1000	2	2	2	2	2
Building Maintenance Worker	1000	16	16	16	16	16
Facilities Mgmt Supt	1000	1	1	1	1	1
Program Total:		**21**	**21**	**21**	**21**	**21**
13460 Custodial Services						
Custodial Supv	1000	2	2	2	2	1
Custodian	1000	14	14	14	14	15
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	1
Custodian	2530				3	3
Program Total:					**4**	**4**
13510 Equipment Management						
Buyer I	1040	1		1	1	1
Buyer II	1040	1				
Equip Mechanic I	1040	3	2	2	2	5
Equip Mechanic II	1040	7	8	10	10	10
Equip Mechanic Spec	1040	16	15	16	16	17
Equip Mgmt Supt	1040	1	1	1	1	1
Fleet Sys Coord	1040			1	1	1
Fleet Tire Spec	1040	2	2	2	2	
Paint & Body Spec	1040	1	1	1	1	
Parts Room Attendant	1040	2				
PC Support Spec I	1040	1	1			
Shop Maint Coord	1040	2	2	2	2	2
Shop Services Supervisor	1040	1	1			
Shop Supv	1040	1	1	2	2	2
Sr Equipment Mechanic Sp	1040		1			
Srvc Writer	1040	1	1	1	1	1
Welder\Fabricator	1040	2	2	2	2	1
Program Total:		**42**	**38**	**41**	**41**	**41**
13530 Parts Store Operations						
Buyer II	1040		1	1	1	1

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Field Operations - 620						
16710 Right-of-Way Maintenance						
Crewleader (Streets)	1340	2	2	2	2	2
Engineering Insp II	1340				1	1
Parks Supervisor	1340	1				
PC Oper	1340	1	1	1	1	1
Service Worker III (Streets)	1340	6	6	7	8	8
Srvc Worker II (Streets)	1340	7	7	6	4	4
Streets Supv	1340		1	1	1	1
Program Total:		**17**	**17**	**17**	**17**	**17**
16720 Street Maintenance						
Crewleader (Streets)	1340	7	7	7	7	7
Engineering Insp II	1340	1	1	1	1	1
Heavy Equip Oper	1340	2	2	1	1	1
Mgmt Asst	1340					1
PC Oper	1340	1	1	1	1	
Service Worker III (Streets)	1340	7	7	8	8	9
Srvc Worker II (Streets)	1340	18	18	18	18	17
Streets Supt	1340	1	1	1	1	1
Streets Supv	1340	3	3	3	3	3
Program Total:		**40**	**40**	**40**	**40**	**40**
16730 Street Cleaning						
Equipment Operator (Streets)	1340	4	4	4	4	4
Service Worker III (Streets)	1340	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**5**	**5**
17710 Landfill						
Crewleader (Landfill)	2440	1	1	1	1	1
Landfill Insp	2440	1	1	1	1	1
Landfill Oper	2440	4	4	5	5	5
Landfill Supv	2440	1	1	1	1	1
Mgmt Asst	2440					1
PC Oper	2440	1	1	1	1	
Sr Equip Mechanic Special	2440	1	1	1	1	1
Srvc Worker I	2440	1	2	1	1	1
Srvc Worker I (Landfill)	2440			1	2	2
Srvc Worker II (Landfill)	2440	2	2	2	2	2
Weigh Scale Oper	2440	3	3	4	4	4
Program Total:		**15**	**16**	**18**	**19**	**19**
17730 Solid Waste Admin						
Account Spec II	2440	3	3	3	3	1
Dep Field Ops Dir	2440		1	1	1	1
Deputy Director, Field Ops	2440	1				
Landfill Supt	2440	1	1	1	1	1
Management & Budget Analyst	2440	1				
Sanitation Supt	2440	1	1	1	1	1
Sr Budget Analyst	2440		1	1	1	1
Program Total:		**7**	**7**	**7**	**7**	**5**

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Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Field Operations - 620						
17740 Recycling						
Recycling Coord	2440	1	1	1	1	1
Sanitation Insp	2440	3	3	4	4	4
Sr Sanitation Insp	2440	1	1	1	1	1
Program Total:		**5**	**5**	**6**	**6**	**6**
17750 MRF Operations						
Account Spec II	2440	1	1	1	1	1
Crewleader (Sanitation)	2440	1	1	1	1	1
Equip Mechanic I	2440	1	1	1	1	1
Equip Mechanic II	2440	1	1	1	1	1
Laborer	2440	4	4			
MRF Laborer Team Leader	2440	2	2			
Sanitation Supv	2440	1	1	1	1	1
Srvc Worker I	2440			1	1	1
Srvc Worker I (Sanitation)	2440			3	3	3
Srvc Worker II	2440			2	2	2
Program Total:		**11**	**11**	**11**	**11**	**11**
17810 Sanitation Roll-off						
Account Spec II	2480					1
Equip Operator (Sanitation)	2480	3	3	3	4	4
Program Total:		**3**	**3**	**3**	**4**	**5**
17820 Sanitation Frontload						
Account Spec II	2480					1
Commercial Sanitation Insp	2480	1	1	1	1	1
Crewleader (Sanitation)	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	9	9	9	9	9
Mgmt Asst	2480	1	1	1	1	
Sanitation Supv	2480	1	1			
Sr Mgmt Asst	2480					1
Srvc Worker III (Sanitation)	2480	1	1	1	1	2
Program Total:		**14**	**14**	**13**	**13**	**15**
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	2	2	2
Equip Mechanic I	2480	1	1	1	1	2
Equip Operator	2480			2	2	2
Equip Operator (Sanitation)	2480	32	33	32	32	31
Sanitation Supv	2480			1	1	1
Srvc Worker I (Sanitation)	2480	1	1	1		
Srvc Worker II (Sanitation)	2480	1	1	1	2	2
Program Total:		**37**	**38**	**40**	**40**	**40**
17840 Residential-Loose Trash Collec						
Crewleader (Sanitation)	2480				1	1
Equip Operator (Sanitation)	2480	12	12	12	15	15
Sanitation Insp	2480	1	1	1	1	1
Sanitation Supv	2480	1	1	1	1	1
Program Total:		**14**	**14**	**14**	**18**	**18**
Field Operations Total:		**265**	**265**	**270**	**280**	**282**

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Authorized Staffing

Dept	Program Name	Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Engineering - 631								
	13720	**Engineering Administration**						
		City Engineer	1000	1	1	1	1	1
		Engineering Project Coord	1000					1
		Mgmt Asst	1000			1	1	1
		Office Support Supv	1000	1	1			
		Sr Secretary	1000	2	2	2	2	2
		Program Total:		**4**	**4**	**4**	**4**	**5**
	13730	**CIP Administration**						
		Assoc Civil Engineer	1000		1	1	1	1
		Asst City Engineer	1000	1	1	1	1	1
		Engineering Project Mgr	1000					2
		Engineering Tech II	1000					1
		Landscape Architect	1000	2	1	1	1	1
		Mgmt Aide	1000		1	1	1	1
		Mgmt Asst	1000					1
		Programs Admin	1000					1
		Sr Civil Engineer	1000	3	3	4	4	5
		Sr Engineering Tech	1000	1	1	1		1
		Sr Mgmt Asst	1000	1	1	1	1	
		Program Total:		**8**	**9**	**10**	**9**	**15**
	13740	**CIP Design**						
		Engineering & Design Supv	1000	1	1	1	1	
		Engineering Tech II	1000	1	1	1	1	
		Sr Engineering Tech	1000	2	2	2	2	
		Program Total:		**4**	**4**	**4**	**4**	
	13750	**CIP Construction**						
		Engineering Project Mgr	1000	2	2	2	2	
		Engineering Technician 2	1000	1				
		Engineering Technician, Senior	1000	1				
		Sr Civil Engineer	1000	1	1	1	1	
		Program Total:		**5**	**3**	**3**	**3**	
	13760	**Real Estate Services**						
		Property Agent	1000	1	2	2	2	1
		Property Mgr	1000	1	1	1	1	1
		Program Total:		**2**	**3**	**3**	**3**	**2**
	13770	**Mapping and Records**						
		Engineering Tech II	1000	2	2	2	2	1
		Engineering Utility Coordinato	1000	1				
		Special Projects Administrator	1000	1				
		Sr Civil Engineer	1000		1			
		Sr Engineering Tech	1000	1	1	1	1	1
		Program Total:		**5**	**4**	**3**	**3**	**2**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Engineering - 631						
13780 Land Development Division						
Asst City Engineer	1000	1	1	1	1	1
Land Development Engineer	1000	2				
Landscape Architect	1000		1			
Mgmt Aide	1000	1	1	1	1	1
Sr Civil Engineer	1000		2	2	3	3
Program Total:		**4**	**5**	**4**	**5**	**5**
13790 Construction Inspection						
Construction Engineering Supv	1000	1	1	1	1	1
Engineering Insp II	1000	3	3	3	3	3
Sr Engineering Insp	1000	3	3	3	3	3
Program Total:		**7**	**7**	**7**	**7**	**7**
13800 Materials Testing						
Materials Tech	1000	2	2	2	2	2
Sr Materials Tech	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**3**
13820 Utility Inspection						
Engineering Insp II	1000		2	2	2	2
Engineering Utility Coord	1000		1	1	1	1
Utility Inspector	1000	2				
Program Total:		**2**	**3**	**3**	**3**	**3**
16310 Transportation Engineering Pgm						
Sr Civil Engineer	1660	1	1	1	1	1
Engineering Total:		**45**	**46**	**45**	**45**	**43**
Transportation - 632						
16410 Airport Operations						
Airport Administrator	1760	1	1	1	1	1
Crewleader (Airport)	1760	1	1	1	1	1
Sr Secretary	1760	1	1	1	1	1
Srvc Worker II (Airport)	1760	2	2	2	2	2
Program Total:		**5**	**5**	**5**	**5**	**5**
16510 Transportation Program Mgmt						
Dep Trans Dir	1660			1	1	1
Secretary	1660				1	1
Trans Coord	1660	1	1	1		
Trans Planner	1660				1	1
Trans Program Admin	1660	1	1			
Program Total:		**2**	**2**	**2**	**3**	**3**
16520 Transportation Education						
Trans Coord	1660	1	1	1	1	1
16525 Transit Management						
Sr Secretary	1660					1
Transit Administrator	1660					1
Transit Mgr	1660					2
Program Total:						**4**

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Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Transportation - 632						
16530 Dial-A-Ride						
Dispatcher/Router	1660	4.75	4.75	6.5	6.5	6.5
Lead Transit Oper	1660				6	7
Secretary	1660	1	1	1	1	1
Sr Mgmt Asst	1660	1	1	1	1	1
Sr Secretary	1660	1	1	1	1	
Transit Administrator	1660				1	
Transit Coord	1660	1	1	1	2	2
Transit Mgr	1660	1	1	1	2	
Transit Oper	1660	21.5	21.5	24.75	17.75	16.75
Transit Supv	1660	3	3	3	1	1
Program Total:		**34.25**	**34.25**	**39.25**	**39.25**	**35.25**
16570 Intelligent Transportation Sys						
Intelligent Trans Sys Analyst	1660	1	1	1	1	1
Intelligent Trans Sys Mgr	1660	1	1	1	1	1
Intelligent Trans Sys Tech	1660	1	1	1	1	1
Principal Traffic Engineer	1660			1	1	1
Traffic Signal Tech II	1660		1	1	1	1
Program Total:		**3**	**4**	**5**	**5**	**5**
16580 Traffic Mitigation						
Traffic Engineer I	1660	1	1	1	1	1
16810 Traffic Signals						
Traffic Ops Electronic Tech	1340	1	1	1	1	1
Traffic Ops Supt	1340	1	1	1	1	1
Traffic Signal Supv	1340	2	2	1	1	1
Traffic Signal Tech I	1340	1	2	2	2	2
Traffic Signal Tech II	1340	3	3	3	3	3
Traffic Signal Tech III	1340	2	1	2	2	2
Program Total:		**10**	**10**	**10**	**10**	**10**
16820 Signs & Markings						
Crewleader (Streets)	1340	2	2	2	2	2
Service Worker III (Streets)	1340	1	1	1	1	1
Sign Fabricator	1340	1	1	1	1	1
Srvc Worker II (Streets)	1340	5	5	5	5	5
Traffic Signs & Markings Supv	1340	1	1	1	1	1
Program Total:		**10**	**10**	**10**	**10**	**10**
16910 Transportation Administration						
City Traffic Engineer	1340	1				
Intelligent Trans Sys Tech	1340			1	1	1
Secretary	1340	1	1	1	1	1
Sr Mgmt Asst	1340			1	1	1
Sr Secretary	1340	1	1	1	1	1
Traffic Ed Program Manager	1340	1				
Trans Dir	1340		1	1	1	1
Program Total:		**4**	**3**	**5**	**5**	**5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Transportation - 632						
16920 Street Light Management						
Traffic Engineer II	1340					1
Traffic Engineering Spec	1340		1	1	1	1
Traffic Lighting Mgr	1340	1	1	1	1	
Program Total:		**1**	**2**	**2**	**2**	**2**
16930 Transportation Planning						
Trans Coord	1340	1	1	1		
Trans Planner	1340				1	1
Transportation Planning Mgr	1340	1	1			
Program Total:		**2**	**2**	**1**	**1**	**1**
16940 Traffic Studies						
Neighrhood Traffic Specialist	1340	1				
Principal Traffic Engineer	1340	1	1	1	1	1
Traffic Education Program Mgr	1340		1	1	1	1
Traffic Engineer II	1340	1	1			
Traffic Engineering Tech	1340	1	1	1	1	2
Trans Planning Mgr	1340			1	1	1
Program Total:		**4**	**4**	**4**	**4**	**5**
16950 Traffic Design and Development						
Dep Trans Dir	1340			1	1	1
Principal Traffic Engineer	1340	1	1			
Sr Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Spec	1340					1
Traffic Engineering Tech	1340	1	1	1	1	
Program Total:		**3**	**3**	**3**	**3**	**3**
Transportation Total:		**80.25**	**81.25**	**88.25**	**89.25**	**90.25**
Utilities - 641						
17110 Utilities Administration						
Account Spec	2360	1	1	1	1	1
Dep Utilities Dir	2360	1	1			2
Mgmt Aide	2360					1
Secretary	2360	2	2	2	2	1
Sr Civil Engineer	2360			1	1	1
Sr Mgmt Asst	2360	1	2	2	1	1
Sr Secretary	2360	1	1	1	1	1
Utilities Accting & Budget Mgr	2360			1	1	1
Utilities Dir	2360	1	1	1	1	1
Program Total:		**7**	**8**	**9**	**8**	**10**
17115 Safety Administration						
Sr Mgmt Asst	2360				1	1

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Utilities - 641						
17120 Information Management						
GIS Coord	2360			1	1	1
PC Support Spec I	2360	1	1			
PC Support Specialist II	2360			1		
Sys Admin	2360				1	1
Utilities Network Engineer	2360	1	2	2	2	2
Utilities Technology Mgr	2360		1	1	1	1
Utility Data Comm Manager	2360	1				
Utility Data Coord	2360	1	1	1	1	1
Utility SCADA Planner	2360	1				
Program Total:		**5**	**5**	**6**	**6**	**6**
17130 Public Service Representatives						
Public Srvc Rep	2360	3	3	4	4	4
17140 System Security						
Secur Officer	2360			1	5	5
Util Safety Spec	2360					1
Util Safety/Security Coor	2360				2	1
Utilities Secur Supt	2360	1	1	1	1	1
Program Total:		**1**	**1**	**2**	**8**	**8**
17160 Arrowhead Reclamation Plant						
Plant Instrument Technician 2	2360	1				
Plant Maint Mechanic II	2360	1	1	2	2	2
Plant Operations Supervisor	2360	1				
Sr Plant Instrument Tech	2360		1	1	1	1
Sr Water Reclam Facility Oper	2360		1	1	2	2
Wastewater Plant Operator, Sr	2360	1				
Water Reclam Facility Oper II	2360	3	4	7	7	7
Water Reclam Facility Supv	2360		1	1	1	1
Program Total:		**7**	**8**	**12**	**13**	**13**
17170 West Area Plant						
Plant Instrument Tech II	2360	1	1	1	1	1
Sr Plant Instrument Tech	2360		1	1	1	1
Sr Plant Maint Mechanic	2360	1	1	1	1	1
Sr Water Reclam Facility Oper	2360	1	1	1	1	1
Utility Ops Supt	2360					1
Water Reclam Facility Oper I	2360	3	2	1		
Water Reclam Facility Oper II	2360	7	6	7	8	8
Water Reclam Facility Supv	2360			1	1	1
Water Reclam Supt	2360	1	1	1	1	
Program Total:		**14**	**13**	**14**	**14**	**14**
17210 Customer Service - Field						
Lead Water Srvc Rep	2400	2	2	2	1	1
Utilities Supv	2400	1	1		1	1
Utility Ops Supt	2400			1	1	1
Water Srvc Rep	2400	12	12	12	12	12
Program Total:		**15**	**15**	**15**	**15**	**15**

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Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Utilities - 641						
17220 Irrigation						
Crewleader (Water)	2400	1	1	1	1	1
17240 Central System Control						
Sr HR Analyst	2400					1
Sr Water Plant Oper	2400	1	1	1	1	1
Util Safety/Security Coor	2400		1	1	1	
Utility Ops Supt	2400					1
Water Control Room Oper	2400	6	5	5	5	5
Water Plant Operator II	2400	1	1		1	
Water Plant Ops Supv	2400	1	1	1	1	1
Water Treatment Supt	2400	1	1	1	1	
Program Total:		**10**	**10**	**9**	**10**	**9**
17250 Pyramid Peak Plant						
Plant Instrument Technician 2	2400	1				
Sr Plant Instrument Tech	2400		1	1	1	1
Sr Plant Maint Mechanic	2400	1	1	1	1	1
Sr Water Plant Oper	2400	1	1	1	1	1
Water Plant Operator II	2400	6	6	7	6	7
Program Total:		**9**	**9**	**10**	**9**	**10**
17260 Cholla Treatment Plant						
Plant Instrument Tech II	2400	1	1	1	1	1
Plant Maint Mechanic II	2400	1	1	1	1	1
Sr Water Plant Oper	2400	1	1	1	1	2
Water Plant Operator II	2400	4	4	6	6	5
Program Total:		**7**	**7**	**9**	**9**	**9**
17270 Major Maintenance						
Sr Water Plant Oper	2400		1			
Water Plant Ops Supv	2400	1	2	1		
Program Total:		**1**	**3**	**1**		
17280 Central System Maintenance						
Plant Instrument Tech I	2400	1	1	1		
Plant Instrument Tech II	2400	1	1	1	2	2
Sr Plant Instrument Tech	2400	1	1	1	1	1
Sr Plant Maint Mechanic	2400	1	1	1	1	1
Srvc Worker II (Water)	2400	1	1	1	1	1
Water Plant Ops Supv	2400				1	1
Program Total:		**5**	**5**	**5**	**6**	**6**
17290 Water Distribution						
Lead Water Srvc Rep	2400				1	1
Sr Utility Sys Tech	2400	2	2	2	2	2
Utilities Supv	2400	2	2	2	2	2
Utility Sys Tech I	2400	15	15	17	16	16
Utility Sys Tech II	2400	8	8	9	9	9
Program Total:		**27**	**27**	**30**	**30**	**30**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	'04-05	'05-06	'06-07	'07-08	'08-09
Utilities - 641						
17300 Meter Maintenance						
Sr Utility Sys Tech	2400	1	1	1	1	1
Utilities Supv	2400	1	1	1	1	1
Utility Locator	2400	3	3	4	4	4
Utility Sys Tech I	2400	4	4	4	3	3
Utility Sys Tech II	2400	1	1	1	2	2
Program Total:		**10**	**10**	**11**	**11**	**11**
17310 Oasis Water Campus						
Building Maintenance Worker	2400				1	1
Custodian	2400				1	1
Plant Instrument Tech II	2400				1	1
Public Srvc Rep	2400				1	1
Sr Plant Instrument Tech	2400				1	1
Sr Plant Maint Mechanic	2400				1	1
Sr Water Plant Oper	2400			1	1	1
Srvc Worker II (Water)	2400				1	1
Water Plant Operator II	2400				6	5
Water Plant Ops Supv	2400			1	1	2
Program Total:				**2**	**15**	**15**
17610 Pretreatment Program						
Pretreatment Insp	2420	4	1	2	2	2
Pretreatment Officer	2420	1	1	1	1	1
Sr Pretreatment Insp	2420		3	3	3	3
Program Total:		**5**	**5**	**6**	**6**	**6**
17630 Wastewater Collection						
Dep Utilities Dir	2420			2	2	
PC Oper	2420	1	1	1	1	1
Sr Utility Sys Tech	2420	1	1	1	2	1
Utilities Supv	2420	1	1	1	1	1
Utility Ops Supt	2420	1	1			1
Utility Sys Tech I	2420	6	8	9	9	10
Utility Sys Tech II	2420	3	4	5	5	5
Program Total:		**13**	**16**	**19**	**20**	**19**
Utilities Total:		**140**	**146**	**165**	**186**	**187**
Grand Total		**1,875.16**	**1,916.01**	**2,031.51**	**2,100.51**	**2,204.51**

Schedule Seven
Long Term Debt Service Detail

		FY 2008-09			
Bond Description	**Date of Issue**	**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 - GRPSTC/Zanjero	6/1/2006	1,135,000	1,610,525	-	2,745,525
MPC Bonds - Series 2008A, B & C - H/Conv/Media	Prelim	1,290,000	2,704,557	-	3,994,557
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		**6,370,000**	**12,879,421**	**20,000**	**19,269,421**
Property Tax Funded Debt					
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	329,238	5,000	1,464,238
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	6/26/2007	3,130,000	2,589,850	5,000	5,724,850
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**13,793,173**	**8,749,686**	**340,000**	**22,882,859**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	6,310,000	729,713	5,000	7,044,713
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	-	3,716,031	5,000	3,721,031
Water & Sewer Revenue Bonds - Series 2007	6/15/2007	650,000	2,088,963	5,000	2,743,963
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,245,000	2,812,388	-	5,057,388
WIFA 2001	8/1/2002	671,096	457,686	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**10,711,096**	**14,206,480**	**72,000**	**24,989,576**
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
Sub-Total Street Revenue Funded Debt		**3,570,000**	**1,126,156**	**10,650**	**4,706,806**
Transportation Sales Tax Bond Debt Service					
Transportation Sales Tax Obligations Bond	10/16/2007	2,545,000	4,782,331	-	7,327,331
Sub-Total Trans S/Tax Bond Debt Service		2,545,000	4,782,331	-	7,327,331
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)		**$37,121,096**	**$41,750,798**	**$442,650**	**$79,314,543**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

		FY 2009-10			
Bond Description	**Date of Issue**	**Principal**	**Interest**	**Other Fees**	**Total**
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$0	$0	$0	$0
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 - GRPSTC/Zanjero	6/1/2006	1,195,000	1,553,775	-	2,748,775
MPC Bonds - Series 2008A, B & C - H/Conv/Media	Prelim	1,420,000	5,338,999	-	6,758,999
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		**5,200,000**	**15,314,001**	**15,000**	**20,529,001**
Property Tax Funded Debt					
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	6/26/2007	3,255,000	2,464,650	5,000	5,724,650
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**14,470,000**	**8,202,749**	**340,000**	**23,012,749**
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	-	3,716,031	5,000	3,721,031
Water & Sewer Revenue Bonds - Series 2007	6/15/2007	680,000	2,061,338	5,000	2,746,338
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,315,000	2,745,038	-	5,060,038
WIFA 2001	8/1/2002	696,490	432,292	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**11,206,490**	**13,705,661**	**72,000**	**24,984,151**
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
Sub-Total Street Revenue Funded Debt		**3,730,000**	**968,656**	**10,650**	**4,709,306**
Transportation Sales Tax Bond Debt Service					
Transportation Sales Tax Obligations Bond	10/16/2007	2,675,000	4,655,081	-	7,330,081
Sub-Total Trans S/Tax Bond Debt Service		2,675,000	4,655,081	-	7,330,081
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)		**$37,281,490**	**$42,846,148**	**$437,650**	**$80,565,288**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

		FY 2010-11			
Bond Description	**Date of Issue**	**Principal**	**Interest**	**Other Fees**	**Total**
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$0	$0	$0	$0
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 - GRPSTC/Zanjero	6/1/2006	1,250,000	1,494,025	-	2,744,025
MPC Bonds - Series 2008A, B & C - H/Conv/Media	Prelim	1,735,000	5,272,191	-	7,007,191
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		**6,185,000**	**15,108,331**	**15,000**	**21,308,331**
Property Tax Funded Debt					
General Obligation Bonds - Series 2000	6/1/2000	-	-	-	-
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	6/26/2007	3,385,000	2,334,450	5,000	5,724,450
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**15,020,000**	**7,609,556**	**335,000**	**22,964,556**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
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	3,716,031	5,000	7,176,031
Water & Sewer Revenue Bonds - Series 2007	6/15/2007	1,700,000	2,032,438	5,000	3,737,438
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,385,000	2,675,588	-	5,060,588
WIFA 2001	8/1/2002	722,845	405,937	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**11,747,845**	**13,163,893**	**67,000**	**24,978,738**
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
Sub-Total Street Revenue Funded Debt		**3,890,000**	**800,188**	**10,000**	**4,700,188**
Transportation Sales Tax Bond Debt Service					
Transportation Sales Tax Obligations Bond	10/16/2007	2,780,000	4,548,081	-	7,328,081
Sub-Total Trans S/Tax Bond Debt Service		2,780,000	4,548,081	-	7,328,081
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)		**$39,622,845**	**$41,230,049**	**$427,000**	**$81,279,894**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

		FY 2011-12			
Bond Description	**Date of Issue**	**Principal**	**Interest**	**Other Fees**	**Total**
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$0	$0	$0	$0
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	390,000	5,268,735	5,000	5,663,735
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,390,000	2,077,981	5,000	3,472,981
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	1,665,000	264,750	5,000	1,934,750
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	1,315,000	1,431,525	-	2,746,525
MPC Bonds - Series 2008A, B & C - H/Conv/Media	Prelim	2,205,000	5,198,789	-	7,403,789
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		**6,965,000**	**14,842,293**	**15,000**	**21,822,293**
Property Tax Funded Debt					
General Obligation Bonds - Series 2000	6/1/2000	-	-	-	-
General Obligation Bonds - Series 2002	6/1/2002	1,660,000	1,098,750	5,000	2,763,750
General Obligation Bonds - Series 2003	4/1/2003	3,360,000	1,184,600	5,000	4,549,600
General Obligation Bonds - Series 2004	6/1/2004	2,350,000	970,494	5,000	3,325,494
General Obligation Bonds - Series 2005	6/1/2005	1,250,000	203,413	5,000	1,458,413
General Obligation Bonds - Series 2006A	4/11/2006	1,785,000	971,531	5,000	2,761,531
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	1,715,000	372,000	5,000	2,092,000
General Obligation Bonds - Series 2007	6/26/2007	3,520,000	2,190,588	5,000	5,715,588
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**15,640,000**	**6,991,375**	**335,000**	**22,966,375**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
General Obligation Bonds - Series 2003	4/1/2003	925,000	325,550	2,000	1,252,550
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	2,725,000	3,843,000	5,000	6,573,000
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	3,590,000	3,577,831	5,000	7,172,831
Water & Sewer Revenue Bonds - Series 2007	6/15/2007	1,775,000	1,960,188	5,000	3,740,188
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,455,000	2,604,038	-	5,059,038
WIFA 2001	8/1/2002	750,198	378,585	50,000	1,178,782
Sub-Total W/S Revenue Funded Debt		**12,220,198**	**12,689,191**	**67,000**	**24,976,388**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	2,435,000	290,913	5,000	2,730,913
HURF Revenue Bonds - Series 2006	4/11/2006	1,605,000	365,425	5,000	1,975,425
Sub-Total Street Revenue Funded Debt		**4,040,000**	**656,338**	**10,000**	**4,706,338**
Transportation Sales Tax Bond Debt Service					
Transportation Sales Tax Obligations Bond	10/16/2007	2,890,000	4,436,881	-	7,326,881
Sub-Total Trans S/Tax Bond Debt Service		2,890,000	4,436,881	-	7,326,881
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)		**$41,755,198**	**$39,616,077**	**$427,000**	**$81,798,275**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

		FY 2013 - Beyond			
Bond Description	**Date of Issue**	**Principal**	**Interest**	**Other Fees**	**Total**
Excise Tax Funded Debt					
Municipal Property Corp. Bonds	10/1/1999	$0	$0	$0	$0
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	95,675,000	73,708,320	5,000	169,388,320
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	43,010,000	24,868,431	5,000	67,883,431
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	3,630,000	274,750	5,000	3,909,750
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	27,055,000	11,392,850	-	38,447,850
MPC Bonds - Series 2008A, B & C - H/Conv/Media	Prelim	88,345,000	67,192,448	-	155,537,448
AMFP Series 14 - Arena	7/31/2002	5,055,000	5,080,444	-	10,135,444
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	7,326,125	-	14,576,125
Sub-Total Excise Tax Funded Debt		**270,020,000**	**189,843,368**	**15,000**	**459,878,368**
Property Tax Funded Debt					
General Obligation Bonds - Series 2000	6/1/2000	-	-	-	-
General Obligation Bonds - Series 2002	6/1/2002	21,465,000	6,171,738	5,000	27,641,738
General Obligation Bonds - Series 2003	4/1/2003	23,605,000	3,489,950	5,000	27,099,950
General Obligation Bonds - Series 2004	6/1/2004	19,605,000	3,767,894	5,000	23,377,894
General Obligation Bonds - Series 2005	6/1/2005	4,035,000	321,819	5,000	4,361,819
General Obligation Bonds - Series 2006A	4/11/2006	19,760,000	4,694,756	5,000	24,459,756
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	5,725,000	582,500	5,000	6,312,500
General Obligation Bonds - Series 2007	6/26/2007	44,620,000	12,213,975	5,000	56,838,975
G.O. Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**138,815,000**	**31,242,631**	**335,000**	**170,392,631**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
General Obligation Bonds - Series 2003	4/1/2003	6,485,000	958,550	2,000	7,445,550
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	74,680,000	37,151,750	5,000	111,836,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	72,955,000	27,422,450	5,000	100,382,450
Water & Sewer Revenue Bonds - Series 2007	6/15/2007	39,075,000	16,909,825	5,000	55,989,825
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	56,100,000	24,854,538	-	80,954,538
WIFA 2001	8/1/2002	9,254,679	2,033,142	50,000	11,337,821
Sub-Total W/S Revenue Funded Debt		**258,549,679**	**109,330,255**	**67,000**	**367,946,934**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	-	-	-	-
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	5,145,000	307,444	5,000	5,457,444
HURF Revenue Bonds - Series 2006	4/11/2006	7,105,000	751,100	5,000	7,861,100
Sub-Total Street Revenue Funded Debt		**12,250,000**	**1,058,544**	**10,000**	**13,318,544**
Transportation Sales Tax Bond Debt Service					
Transportation Sales Tax Obligations Bond	10/16/2007	94,145,000	52,408,888	-	146,553,888
Sub-Total Trans S/Tax Bond Debt Service		94,145,000	52,408,888	-	146,553,888
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)		**$773,779,679**	**$383,883,685**	**$427,000**	**$1,158,090,364**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven
Long Term Debt Service Detail

		Grand Totals			
Bond Description	**Date of Issue**	**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	96,735,000	94,840,503	25,000	191,600,503
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	48,705,000	33,427,456	25,000	82,157,456
MPC Bonds - Series 2004A - Refund Imp Dist	5/5/2004	8,315,000	1,636,138	25,000	9,976,138
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	31,950,000	17,482,700	-	49,432,700
MPC Bonds - Series 2008A, B & C - H/Conv/Media	Prelim	94,995,000	85,706,983	-	180,701,983
AMFP Series 14 - Arena	7/31/2002	5,055,000	6,119,494	-	11,174,494
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	8,689,125	-	15,939,125
Sub-Total Excise Tax Funded Debt		**294,740,000**	**247,987,413**	**80,000**	**542,807,413**
Property Tax Funded Debt					
General Obligation Bonds - Series 2000	6/1/2000	2,918,173	231,772	10,000	3,159,945
General Obligation Bonds - Series 2002	6/1/2002	27,740,000	10,937,038	25,000	38,702,038
General Obligation Bonds - Series 2003	4/1/2003	36,380,000	8,989,950	25,000	45,394,950
General Obligation Bonds - Series 2004	6/1/2004	28,405,000	8,153,963	25,000	36,583,963
General Obligation Bonds - Series 2005	6/1/2005	8,795,000	1,391,432	25,000	10,211,432
General Obligation Bonds - Series 2006A	4/11/2006	26,525,000	8,984,082	25,000	35,534,082
GO Bonds - Series 2006B (refunding series 2000)	4/11/2006	9,065,000	2,314,251	25,000	11,404,251
General Obligation Bonds - Series 2007	6/26/2007	57,910,000	21,793,513	25,000	79,728,514
G.O. Bond Arbitrage (1)		-	-	1,500,000	1,500,000
Sub-Total Property Tax Funded Debt		**197,738,173**	**62,796,000**	**1,685,000**	**262,219,174**
Water & Sewer Revenue Funded Debt					
Water & Sewer Revenue Bonds - Series 2000	6/1/2000	12,965,000	1,112,375	10,000	14,087,375
General Obligation Bonds - Series 2003	4/1/2003	9,995,000	2,469,750	10,000	12,474,750
Subordinate Lien W&S Rev Bonds - Series 2003	12/16/2003	80,000,000	52,913,000	25,000	132,938,000
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	80,000,000	42,148,375	25,000	122,173,375
Water & Sewer Revenue Bonds - Series 2007	6/15/2007	43,880,000	25,052,750	25,000	68,957,750
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	65,500,000	35,691,588	-	101,191,588
WIFA 2001	8/1/2002	12,095,307	3,707,642	250,000	16,052,950
Sub-Total W/S Revenue Funded Debt		**304,435,307**	**163,095,480**	**345,000**	**467,875,787**
Street Revenue Bonds Debt Service (HURF)					
HURF Revenue Bonds - Series 2000	6/1/2000	3,240,000	261,675	1,300	3,502,975
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	11,080,000	1,774,806	25,000	12,879,806
HURF Revenue Bonds - Series 2006	4/11/2006	13,160,000	2,573,400	25,000	15,758,400
Sub-Total Street Revenue Funded Debt		**27,480,000**	**4,609,881**	**51,300**	**32,141,181**
Transportation Sales Tax Bond Debt Service					
Transportation Sales Tax Obligations Bond	10/16/2007	105,035,000	70,831,263	-	175,866,263
Sub-Total Trans S/Tax Bond Debt Service		105,035,000	70,831,263	-	175,866,263
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)		**$929,560,307**	**$549,326,760**	**$2,161,300**	**$1,481,048,369**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account*	2008-09	2009-10	2010-11	2011-12	2012-13	Beyond 13
Northern Crossing **						
1000-11380-560400	-	-	1,055,555	1,611,111	1,611,111	-
1000-11380-560600	363,611	363,611	318,750	205,417	68,472	-
Total	363,611	363,611	1,374,305	1,816,528	1,679,583	-
Remodeling Office Space - '00 LaSalle Lease						
1000-11380-560400	205,412	217,626	113,619	-	-	-
1000-11380-560600	20,317	11,605	2,374	-	-	-
Total	225,729	229,231	115,993	-	-	-
Sound Walls - '00 LaSalle Lease						
1000-11380-560400	228,904	242,516	126,613	-	-	-
1000-11380-560600	22,640	12,932	2,646	-	-	-
Total	251,544	255,448	129,258	-	-	-
Fire Trucks & Equipment - '03 BofA Lease						
1000-11380-560400	56,291	57,770	29,452	-	-	-
1000-11380-560600	3,381	1,902	384	-	-	-
Total	59,672	59,672	29,836	-	-	-
Fire Trucks & Equipment - '07 Lease						
1000-11380-560400	71,655	74,381	77,212	80,150	83,200	212,443
1000-11380-560600	21,915	19,188	16,357	13,419	10,369	13,199
Total	93,569	93,569	93,569	93,569	93,569	225,642
Bank of America Loans (Note 2000A &B)						
1000-11380-560400	99,555	-	-	-	-	-
1000-11380-560600	1,685	-	-	-	-	-
Total	101,240	-	-	-	-	-
Konica 7155 Copier - '03 BofA Lease						
1000-11320-560400	1,747	889	-	-	-	-
1000-11320-560600	54	11	-	-	-	-
Total	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	510,000	360,000	-	-
Total	557,100	1,185,100	2,510,000	5,160,000	-	-
Motorola - '03 BofA Lease**						
1000-11380-560400	1,000,000	372,000	-	-	-	-
1000-11380-560600	102,900	27,900	-	-	-	-
Total	1,102,900	399,900	-	-	-	-
Copier - '04 BancOne Lease						
1000-11030-560400	1,903	974	-	-	-	-
1000-11030-560600	75	15	-	-	-	-
Total	1,978	989	-	-	-	-
General Fund (1000) Total:	**2,759,144**	**2,588,420**	**4,252,961**	**7,070,097**	**1,773,152**	**225,642**

* Account 560400 (Prin) & 560600 (Int)

** Variable Rate Lease

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account*	2008-09	2009-10	2010-11	2011-12	2012-13	Beyond 13
Environmental Sweeper - '00 LaSalle Lease						
1340-16730-560400	34,813	36,883	19,256	-	-	-
1340-16730-560600	3,443	1,967	402	-	-	-
Total	38,256	38,850	19,658	-	-	-
Streets Fund (1340) Total:	**38,256**	**38,850**	**19,658**	-	-	-
1 Roll-off Truck - '06 Banc of America Lease						
2480-17810-560400	24,298	25,208	26,152	-	-	-
2480-17810-560600	2,584	1,674	730	-	-	-
Total	26,882	26,882	26,882	-	-	-
Frontloader Refuse Truck - '04 BancOne Lease						
2480-17820-560400	33,301	17,042	-	-	-	-
2480-17820-560600	1,315	266	-	-	-	-
Total	34,617	17,308	-	-	-	-
1 Sideloader Refuse Truck -'06 Banc of America Lease						
2480-17820-560400	40,803	42,330	43,915	-	-	-
2480-17820-560600	4,339	2,811	1,226	-	-	-
Total	45,142	45,141	45,141	-	-	-
1 Frontload Truck - '07 Lease						
2480-17820-560400	41,255	42,825	44,454	46,146	-	
2480-17820-560600	6,200	4,630	3,001	1,309	-	-
Total	47,455	47,455	47,455	47,455	-	-
Sideloader Truck - 04 BancOne Lease						
2480-17830-560400	34,633	17,723	-	-	-	-
2480-17830-560600	1,368	277	-	-	-	-
Total	36,001	18,000	-	-	-	-
Sideloader Refuse Trucks - '03 BofA Lease						
2480-17830-560400	62,363	-	-	-	-	-
2480-17830-560600	714	-	-	-	-	-
Total	63,077	-	-	-	-	-
3 Sideloader Refuse Trucks -'06 Banc of America Lease						
2480-17830-560400	118,547	122,986	127,591	-	-	-
2480-17830-560600	12,605	8,166	3,561	-	-	-
Total	131,152	131,152	131,152	-	-	-
2 Sideloader Refuse Truck - '07 Lease						
2480-17830-560400	78,661	81,654	84,762	87,988	-	-
2480-17830-560600	11,822	8,829	5,721	2,496	-	-
Total	90,483	90,483	90,483	90,484	-	-

* Account 560400 (Prin) & 560600 (Int)
** Variable Rate Lease

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account*	2008-09	2009-10	2010-11	2011-12	2012-13	Beyond 13
Rearloader Trucks (2) - '04 BancOne Lease						
2480-17840-560400	56,706	29,019	-	-	-	-
2480-17840-560600	2,240	454	-	-	-	-
Total	58,946	29,473	-	-	-	-
Rearloader Sanitation Truck - '03 BofA Lease						
2480-17840-560400	11,681	-	-	-	-	-
2480-17840-560600	134	-	-	-	-	-
Total	11,815	-	-	-	-	-
2 Rearloader Refuse Trucks - '06 Banc of America Lease						
2480-17840-560400	67,146	69,660	72,269	-	-	-
2480-17840-560600	7,140	4,625	2,017	-	-	-
Total	74,286	74,285	74,286	-	-	-
2 Case 570 Mxt Tractor/Loader - '06 Banc of America Lease						
2480-17840-560400	23,637	24,522	25,441	-	-	-
2480-17840-560600	2,513	1,628	710	-	-	-
Total	26,150	26,150	26,151	-	-	-
1 Tractor - '07 Lease						
2480-17840-560400	14,932	15,500	16,090	16,702	-	-
2480-17840-560600	2,244	1,676	1,086	474	-	-
Total	17,176	17,176	17,176	17,176	-	-
Sanitation Fund (2480) Total:	**663,182**	**523,505**	**458,726**	**155,115**	**-**	**-**
Library Copier- Keybank Lease						
1260-15410-560400	61,113	-	-	-	-	-
1260-15410-560600	987	-	-	-	-	-
Total	62,100	-	-	-	-	-
Library Copier- Kansas State Bank						
1260-15410-560400	2,808	-	-	-	-	-
1260-15410-560600	182	-	-	-	-	-
Total	2,990	-	-	-	-	-
Library Fund (1260) Total:	**65,090**	**-**	**-**	**-**	**-**	**-**
Larry Miller Land Purchase						
1620-77752-560400	540,000	540,000	-	-	-	-
1620-77752-560600	18,144	9,072	-	-	-	-
Total	558,144	549,072	-	-	-	-
DIF -Gen Gov't (1620) Total:	**558,144**	**549,072**	**-**	**-**	**-**	**-**
Grand Total:	**4,083,816**	**3,699,847**	**4,731,345**	**7,225,212**	**1,773,152**	**225,642**

* 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 (1000)						
	Fac & Fin Mgmt					
	Facilities & Financial Mgmt	$1,240	$44		$2,191	$2,267
	Mayor					
	Office of the Mayor	$2,060	$88		$2,021	$3,367
	Council Office					
	Barrel District					$872
	Cactus District					$1,583
	Cholla District					$1,583
	Council Office	$6,638	$285		$9,741	$2,750
	Ocotillo District					$1,865
	Sahuaro District					$1,583
	Yucca District					$912
	City Clerk					
	City Clerk	$2,159	$573		$4,668	$4,253
	Elections	$701				
	Records Management	$1,039	$44		$8,687	
	City Manager					
	City Manager	$5,674	$346		$5,311	$4,494
	City Auditor					
	City Auditor	$2,218	$53		$2,585	$1,234
	Intergovt. Programs					
	Intergovernmental Programs	$2,731	$88		$2,111	$1,234
	City Court					
	City Court	$25,831	$6,599	$2,446	$15,006	$20,970
	City Attorney					
	City Attorney	$16,164	$2,835	$992	$18,257	$7,566
	Marketing and Comm.					
	Cable Communications	$4,078	$341	$6,318	$73,038	$4,554
	City-Wide Special Events	$4,825	$119		$2,726	$845
	Marketing	$6,495	$275		$7,447	$6,319
	Special Events Prod. Support	$169				
	Tourism	$2,109	$574		$2,186	$6,788
	Conv./Media/Parking					
	Convention/Media/Parking	$6,071	$246		$229,903	
	Media Center Operations				$12,002	$3,012
	Comm. Action Program					
	CAP Local Match	$66		$2,693	$3,119	$3,958
	Human Resources					
	Benefits	$1,990	$82		$296	
	Compensation	$2,226	$88		$365	

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						
	Employee Relations	$1,037	$44			
	Employment Services	$2,749	$840		$365	
	Human Resources Administration	$12,714	$164		$18,713	$8,130
	Organizational Development	$1,442	$44		$729	
	Risk Management/Safety	$3,647	$362	$4,028	$1,094	
Admin Svcs Admin.						
	Administration Services Admin.	$2,302	$88		$365	$282
Finance						
	Accounting Services	$9,223	$592			
	Finance Administration	$3,874	$2,164		$14,954	$7,714
	License/Collection	$4,930	$1,279	$2,990	$8,890	$1,945
	Purchasing	$2,671	$110		$3,942	$1,516
	Regulatory & Communication	$474	$22			
	Warehouse	$2,676	$337	$5,858	$2,957	$1,677
Info. Technology						
	Information Technology	$17,833	$5,614	$3,160	$295,761	$13,978
Management & Budget						
	Budget & Research	$3,433	$131		$4,632	$1,248
	Grants Administration	$833	$33		$729	$282
Police Department						
	Central Patrol Bureau				$221	
	Crime Investigations				$612	
	PD - Fiscal Management	$805,740	$271,042		$38,661	
	Police Administration			$777,419	$1,223	
	Police Support Services				$236,503	$167,889
Fire Department						
	Ambulance Services		$319			
	Fire Administration	$151,123	$6,595		$367	$111,919
	Fire Community Services		$363			
	Fire Marshal's Office		$3,776			
	Fire Medical Services & Health		$892		$219	
	Fire Operations		$157,718	$231,049	$398	
	Fire Resource Management		$2,277		$47,691	
	Fire Special Operations		$22			
	Fire Training		$1,189			
Homeland Security						
	Emergency Operations Ctr (EOC)	$3,863	$971			$31,312
	Homeland Security Admin.	$594	$22		$3,195	$2,468
Comm. Services Adm						
	Comm. Services Admin.	$1,283	$44		$729	$282

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		$9,009		$5,899	
	Aquatics		$3,169		$729	
	Audio/Visual		$331		$51,556	
	Copper Canyon HS Youth Dev Pr	$295	$209			
	Foothills Recreation Center		$5,757		$15,255	$19,710
	Glendale Community Center		$1,192		$1,273	
	Historic Sahuaro Ranch	$1,709	$1,000		$405	$13,228
	Marketing - Parks & Rec		$793			
	Park Irrigation	$2,337	$1,390		$405	
	Park Rangers	$2,339	$2,029		$770	
	Parks & Recreation Admin.		$44		$1,458	
	Parks CIP & Planning	$10,181	$2,280	$1,316	$2,101	
	Parks Maintenance	$19,942	$9,654	$44,820	$1,094	
	Pool Maintenance	$1,529	$863			
	Recreation Support Services	$48,843	$1,155	$34,595	$26,882	$46,230
	Special Events and Programs		$1,019		$729	
	Sports and Health		$1,456			
	Youth and Teen		$4,168		$405	$5,313
Comm. Partnerships						
	Community Revitalization	$1,895	$3,627	$2,187	$5,450	$3,153
	Neighborhood Partnership	$2,885	$249	$1,025	$4,134	$2,066
Library & Arts						
	Arts Maintenance - Admin.	$673	$205			
	Library	$48,752	$11,740	$3,767	$107,373	$63,818
Community Dev Admin						
	CD Deputy City Manager	$1,308	$48		$525	$350
Building Safety						
	Building Safety	$40,441	$6,492	$39,461	$17,717	$9,458
	Development Services Center	$4,703	$868		$7,457	$7,647
	Westgate-Bldg Safety Rvw/Insp.	$7,396	$4,050			$655
Planning						
	Current Planning	$6,632	$285		$5,104	$1,529
	Long-Range Planning & Research	$1,555	$66		$1,557	$563
	Planning Administration	$2,740	$110	$2,791	$7,091	$2,200
Economic Development						
	Downtown Beaut. & Promotion	$3,171	$983	$2,127		
	Economic Development	$4,367	$131		$5,407	$1,771
Code Compliance						
	Code Compliance	$11,456	$688	$17,972	$10,465	$3,595
Public Works Admin.						
	Public Works Administration	$809	$22		$729	$1,194

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	$1,731	$685	$3,512		$4,924
	Custodial Services	$9,910	$10,392	$14,667	$3,090	
	Downtown Parking Garage	$313				
	Facilities Management	$18,649	$12,435	$35,129	$3,404	$31,044
	Field Operations Admin.	$5,067	$175		$4,001	$32,157
	Graffiti Removal	$2,147	$2,090	$5,964		
	Manistee Ranch Maintenance	$31				
	Engineering					
	CIP Administration		$600	$12,602	$12,425	
	Construction Inspection		$5,028	$13,404	$4,164	
	Engineering Administration	$37,623	$92		$4,234	$8,291
	Land Development Division		$110		$2,346	
	Mapping and Records		$66		$4,260	
	Materials Testing		$2,378	$3,260	$859	$4,695
	Real Estate Services		$66		$1,793	
	Utility Inspection		$2,378	$3,458	$1,530	
Total - General		**$1,428,354**	**$581,311**	**$1,279,010**	**$1,408,686**	**$696,242**
General Services (1040)						
	Field Operations					
	Equipment Management	$34,816	$19,691	$8,172	$8,583	$6,627
	Fuel Services			$1,316		
	Parts Store Operations		$22			
Total - General Services		**$34,816**	**$19,713**	**$9,488**	**$8,583**	**$6,627**
Telephone Services (1100)						
	Info. Technology					
	Telephones	$1,099				
Total - Telephone Services		**$1,099**				
PC Replacement (1140)						
	Info. Technology					
	Technology Replacement				$1,161	$350
Total - PC Replacement					**$1,161**	**$350**
Arts Commission Fund (1220)						
	Library & Arts					
	Arts Maintenance				$2,417	

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 - Arts Commission Fund					**$2,417**	
Court Security/Bonds (1240)						
	City Court					
	Court Time Payments				$2,000	$500
Total - Court Security/Bonds					**$2,000**	**$500**
Stadium Event Operations (1281)						
	Police Department					
	PD - Fiesta Bowl Event	$3,670				
	Stadium - PD Event Staffing	$4,657	$1,766			
	Fire Department					
	Fire - Fiesta Bowl Event	$667				
	Stadium - Fire Event Staffing	$1,303				
	Transportation					
	Stadium - Transportation Ops.	$4,509				
	Transp - Fiesta Bowl Event	$665				
Total - Stadium Event Operation		**$15,471**	**$1,766**			
Arena Event Operations (1282)						
	Police Department					
	Arena-PD Event Staffing	$2,422	$22			
	Fire Department					
	Arena - Fire Event Staffing	$1,070	$22			
	Field Operations					
	Arena - ROW Maintenance	$390				
Total - Arena Event Operations		**$3,882**	**$44**			
Highway User Gas Tax (1340)						
	Field Operations					
	Right-of-Way Maintenance	$52,513	$24,348	$49,943	$729	
	Street Cleaning	$9,951	$3,964	$116,257		
	Street Maintenance	$78,984	$39,691	$176,350	$9,987	
	Transportation					
	Signs & Markings	$15,691	$11,304	$36,521	$1,094	
	Street Light Management	$12,730	$815	$911		
	Traffic Design and Development	$4,572	$837			
	Traffic Signals	$61,455	$11,761	$19,737	$2,351	
	Traffic Studies	$6,642	$88	$2,906	$1,679	

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
	Transportation					
	Transportation Administration	$98,952	$943	$3,712	$11,931	$12,986
	Transportation Planning	$1,396	$35		$1,094	
Total - Highway User Gas Tax		**$342,886**	**$93,786**	**$406,337**	**$28,865**	**$12,986**
Transportation Sales Tax (1660)						
	Engineering					
	Transportation Engineering Pgm		$22		$680	
	Transportation					
	Dial-A-Ride	$98,126	$13,148		$1,125	$18,608
	Intelligent Transportation Sys		$1,679	$17,827	$5,693	$4,897
	Traffic Mitigation		$22			
	Transportation Education		$88	$2,501	$4,474	
	Transportation Program Mgmt		$66		$1,929	
Total - Transportation Sales Tax		**$98,126**	**$15,025**	**$20,328**	**$13,901**	**$23,505**
Police Special Revenue (1700)						
	Police Department					
	Patrol - Special Revenue Fund	$201,435	$67,761	$307,498	$151,417	$44,522
Total - Police Special Revenue		**$201,435**	**$67,761**	**$307,498**	**$151,417**	**$44,522**
Fire Special Revenue (1720)						
	Fire Department					
	Fire - Special Revenue Fund	$37,781	$45,182	$80,798	$17,349	$29,030
Total - Fire Special Revenue		**$37,781**	**$45,182**	**$80,798**	**$17,349**	**$29,030**
Civic Center (1740)						
	Civic Center					
	Civic Center	$5,160	$1,594	$1,215	$8,868	$11,591
Total - Civic Center		**$5,160**	**$1,594**	**$1,215**	**$8,868**	**$11,591**
Airport Special Revenue (1760)						
	Transportation					
	Airport Operations	$20,078	$1,204	$3,704	$2,483	$18,326
Total - Airport Special Revenue		**$20,078**	**$1,204**	**$3,704**	**$2,483**	**$18,326**

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
RICO Funds (1860)						
	Police Department					
	State RICO			$90,723		
Total - RICO Funds				**$90,723**		
Parks & Recreation Self Sust (1880)						
	Parks & Recreation					
	Adult Center Self Sustaining		$346			
	Rec Self Sust-Audio/Visual		$24			
	Rec Self Sust-Spec Int Classes		$344		$972	
	Spec Events & Prgm Self Sust		$117			
	Sports Self Sustaining		$273			
	Youth and Teen Self Sustaining		$2,196			
Total - Parks & Recreation Self			**$3,300**		**$972**	
Parks & Recreation Designated (1885)						
	Parks & Recreation					
	Elsie McCarthy Pk. Maint	$111	$157			
Total - Parks & Recreation Desi		**$111**	**$157**			
Water and Sewer (2360)						
	Env. Resources					
	Environmental Resources		$110		$3,602	$684
	Water Quality		$2,430	$7,858		$563
	Finance					
	Customer Service Office		$3,841	$1,378	$28,978	$20,459
	Utilities					
	Arrowhead Reclamation Plant		$5,277	$9,323		
	Information Management		$558	$7,153	$250,238	
	Public Service Representatives		$2,752	$9,212		
	Safety Administration		$22	$1,298		
	System Security		$1,295	$4,331	$486	
	Utilities Administration	$330,544	$945	$16,653		$143,986
	West Area Plant		$4,936	$15,553		
Total - Water and Sewer		**$330,544**	**$22,166**	**$72,759**	**$283,304**	**$165,692**

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
Water (2400)						
	Env. Resources					
	Water Conservation		$2,166	$1,546	$2,505	$282
	Building Safety					
	Cross Connection Control		$676	$3,867	$1,026	$402
	Utilities					
	Central System Control		$2,864	$7,265		
	Central System Maintenance		$1,785	$11,974		
	Cholla Treatment Plant		$5,020	$3,326	$972	
	Customer Service - Field		$6,941	$22,790		
	Irrigation		$353	$2,395		
	Meter Maintenance		$4,126	$21,147		
	Oasis Water Campus		$4,828	$31,101		$2,500
	Pyramid Peak Plant		$7,082	$7,682		
	Water Distribution		$16,755	$143,681		
Total - Water			**$52,596**	**$256,774**	**$4,503**	**$3,184**
Sewer (2420)						
	Utilities					
	Pretreatment Program		$2,126	$18,207		
	Wastewater Collection		$10,778	$131,913	$525	
Total - Sewer			**$12,904**	**$150,120**	**$525**	
Landfill (2440)						
	Field Operations					
	Landfill	$49,029	$9,228		$12,109	$6,882
	MRF Operations		$4,045		$10,238	$4,883
	Recycling		$3,317		$2,970	$684
	Solid Waste Admin		$1,164		$3,135	$1,918
Total - Landfill		**$49,029**	**$17,754**		**$28,452**	**$14,367**
Sanitation (2480)						
	Field Operations					
	Curb Service	$79,402	$23,845		$1,458	$1,529
	Residential-Loose Trash Collec	$26,908	$9,720		$1,458	
	Sanitation Frontload	$58,982	$14,467		$1,458	$1,355
	Sanitation Roll-off	$9,272	$2,709			
Total - Sanitation		**$174,564**	**$50,741**		**$4,374**	**$2,884**

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
Pub Housing Budget Activities (2500)						
	Comm. Partnerships					
	Community Housing	$57,339	$3,092	$13,492	$10,634	
Total - Pub Housing Budget Acti		**$57,339**	**$3,092**	**$13,492**	**$10,634**	
Training Facility Revenue Fund (2530)						
	Police Department					
	PS Training Ops - Police		$569	$32,271	$10,142	$9,120
	Fire Department					
	PS Training Ops - Fire	$26,294	$906	$3,070	$98,560	$72,957
	Field Operations					
	PS Training Ops - Fac. Mgmt.	$1,031	$1,067	$4,066		
Total - Training Facility Revenu		**$27,325**	**$2,542**	**$39,407**	**$108,702**	**$82,077**
Total Internal Premiums :		**$2,828,000**	**$992,638**	**$2,731,653**	**$2,087,196**	**$1,111,883**

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 generally accepted allocation methods. Annual amounts should be charged against departmental operating budgets by the Finance Department at the beginning of each fiscal year. Charges for Customer Service are paid to the Water/Sewer Fund and charges for Solid Waste Adminstration are paid to the Landfill Fund.

Fund Name	Dept	Program Name	General Fund Indirect	Customer Service	Solid Waste Administration	Sanitation F/L
Transportation Sales Tax (1660)						
Transportation Program Mgmt			$898,000			
			$898,000			
Water and Sewer (2360)						
Utilities Administration			$4,274,000			
Utilities Administration						$47,357
			$4,274,000			**$47,357**
Landfill (2440)						
Gas Management System			$6,000			
Landfill				$52,500		
Landfill			$446,000			
MRF Operations			$378,000			
Recycling			$124,000			
Solid Waste Admin			$128,000			
Solid Waste Admin				$6,500		
			$1,082,000	**$59,000**		
Sanitation (2480)						
Curb Service				$61,000		
Curb Service					$155,288	
Curb Service			$830,000			
Residential-Loose Trash Collec			$308,000			
Residential-Loose Trash Collec					$55,950	
Sanitation Frontload				$56,000		
Sanitation Frontload					$77,616	
Sanitation Frontload			$439,000			
Sanitation Roll-off			$176,000			
Sanitation Roll-off					$27,904	
			$1,753,000	**$117,000**	**$316,758**	
Total General Staff / Administrative Charges:			**$8,007,000**	**$176,000**	**$316,758**	**$47,357**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2009 Budget
General (1000)				
	Homeland Security			
	Emergency Operations Ctr (EOC) (12820)			
		One-Time Supplemental	Security Cameras	$10,000
	Neighborhood Imp Gr			
	Neighborhood Improvement Grant (15120			
		Carryover	Spring 2008 Grants	$393,983
		Carryover	Mercer Lane Sidewalk Project	$52,117
		Carryover	Tierra Buena Park Improvements	$48,114
		Carryover	FY 2008 Small Grants	$25,000
			Neighborhood Improvement Grant	**$519,214**
	GENERAL TOTAL			**$529,214**
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**
PC Replacement (1140)				
	Info. Technology			
	Technology Replacement (11530)			
		Base	Scheduled Technology Repl's	$926,906
	PC REPLACEMENT TOTAL			**$926,906**
Highway User Gas Tax (1340)				
	Transportation			
	Traffic Signals (16810)			
		Carryover	Traffic Aerial Truck (GF)	$30,000
	Traffic Studies (16940)			
		One-Time Supplemental	1/2 Ton P/U Reg Cab	$17,000
	HIGHWAY USER GAS TAX TOTAL			**$47,000**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2009 Budget
Police Special Revenue (1700)				
	Police Department			
	Patrol - Special Revenue Fund (12310)			
		Base	Patrol Car Repl Equipment	$108,000
		Base	Technology - 1212005	$73,004
		One-Time Supplemental	Crown Victoria & Equip	$243,820
		One-Time Supplemental	Vehicle - Crown Vics (3) - sro	$117,054
		One-Time Supplemental	Vehicle - Unmarked Sedan	$102,810
		One-Time Supplemental	Vehicle - Motorcycle	$55,930
		One-Time Supplemental	Crown Victoria & Equip	$48,764
		One-Time Supplemental	Crown Victoria & Equip	$48,764
		One-Time Supplemental	Vehicle - Crown Victoria	$48,764
		One-Time Supplemental	Vehicle - Unmarked Sedan	$17,135
			Patrol - Special Revenue Fund	**$864,045**
	POLICE SPECIAL REVENUE TOTAL			**$864,045**
Fire Special Revenue (1720)				
	Fire Department			
	Fire - Special Revenue Fund (12610)			
		Carryover	Fire Pumper	$500,000
		Carryover	Grant Match Funds	$80,000
		One-Time Supplemental	Vehicle	$22,000
		One-Time Supplemental	Vehicle	$22,000
		One-Time Supplemental	Mobile Computer & Auto Locator	$17,000
		One-Time Supplemental	Mobile Computer & Auto Locator	$17,000
		One-Time Supplemental	Mobile Computer & Auto Locator	$17,000
		One-Time Supplemental	Mobile Computer & Auto Locator	$17,000
		One-Time Supplemental	Mobile Computer & Auto Locator	$17,000
		One-Time Supplemental	Vehicle	$17,000
		One-Time Supplemental	Vehicle	$17,000
		One-Time Supplemental	Vehicle	$17,000
			Fire - Special Revenue Fund	**$760,000**
	FIRE SPECIAL REVENUE TOTAL			**$760,000**
Airport Special Revenue (1760)				
	Transportation			
	Airport Operations (16410)			
		One-Time Supplemental	Security & Equipment Needs	$17,000
	AIRPORT SPECIAL REVENUE TOTAL			**$17,000**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2009 Budget
Grants (1840)				
	Police Department			
	VOCA 2003-113 (33018)			
		Base	Equipment over $5000	$17,817
	GRANTS TOTAL			**$17,817**
RICO Funds (1860)				
	Police Department			
	Federal RICO (32020)			
		Base	Equipment	$100,000
	RICO FUNDS TOTAL			**$100,000**
Parks & Recreation Designated (1885)				
	Parks & Recreation			
	Cactus Pool Repair (13140)			
		Timed	Improve Other Than Bldgs	$171,650
		Timed	Prof & Contr-Cap Projects	$30,000
		Timed	Artwork	$1,717
			Cactus Pool Repair	**$203,367**
	PARKS & RECREATION DESIGNATED TOTAL			**$203,367**
Water and Sewer (2360)				
	Utilities			
	Information Management (17120)			
		Base	Equipment > $5,000	$22,000
	Oasis Water Campus (17310)			
		Base	Communication Equipment	$5,500
		Base	Equipment Under $5000	$4,800
		Base	Communication Equipment	$2,600
			Oasis Water Campus	**$12,900**
	Wastewater Collection (17630)			
		Base	Equipment	$10,000
	West Area Plant (17170)			
		Base	RSPS Trash Removal	$6,250
	WATER AND SEWER TOTAL			**$51,150**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2009 Budget
Pub Housing Budget Activities (2500)				
	Comm. Partnerships			
	Community Housing (17910)			
		Base	Misc Cap Projects	$240,000
	PUB HOUSING BUDGET ACTIVITIES TOTAL			**$240,000**
			Grand Total:	**$6,741,240**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2009 Budget
General (1000)		
	Mayor	
	Office of the Mayor (10010)	
	Mayor's Youth Advisory Comm	$1,500
	Council Office	
	Barrel District (10130)	
	Council District Projects	$15,000
	Cactus District (10150)	
	Council District Projects	$15,000
	Cholla District (10120)	
	Council District Projects	$15,000
	Ocotillo District (10170)	
	Council District Projects	$15,000
	Sahuaro District (10140)	
	Council District Projects	$15,000
	Yucca District (10160)	
	Council District Projects	$15,000
	City Clerk	
	Elections (10240)	
	2008 Regular Elections	$28,000
	Info. Technology	
	Information Technology (11510)	
	Web/Eservices	$204,857
	Non-Departmental	
	Fund 1000 Non-Dept (11801)	
	Unbudgeted Carryover Reserve	$420,000

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2009 Budget
	Homeland Security	
	Emergency Operations Ctr (EOC) (12820)	
	EOC Contract Labor	$59,778
	General Retirement	$5,649
	Social Security	$3,706
	Medicare	$867
	Emergency Operations Ctr (EOC)	**$70,000**
	Res. Infill Housing	
	Res. Infill Housing Incentives (15110)	
	Res. Infill Housing Incentives	$59,120
	Neighborhood Imp Gr	
	Neighborhood Improvement Grant (15120)	
	Spring 2008 Grants	$393,983
	5-Yr Revit Plan Implementation	$135,400
	Mercer Lane Sidewalk Project	$52,117
	East Catlin Court Streetscape	$50,000
	Tierra Buena Park Improvements	$48,114
	FY 2008 Small Grants	$25,000
	West Plaza Paving Project	$18,085
	Neighborhood Improvement Grant	**$722,699**
	Rebates & Incentives	
	Redevelopment Land Acquisition (16230)	
	Prof & Cont - Re-Dev Land Acq	$1,380,360
	Visual Improvement Program (16220)	
	Prof & Cont - VIP Funds	$423,309
	GENERAL TOTAL	**$3,399,845**

Home Grant (1300)

	Comm. Partnerships	
	HOME Program (30001)	
	SFR Rehab/Replacement	$439,736
	30007-Unprogrammed ADDI	$133,388
	30012-Habitat WV	$100,000
	30010-Habitat VOS	$50,000
	HOME Program	**$723,124**
	HOME GRANT TOTAL	**$723,124**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2009 Budget
C.D.B.G. (1320)		
	Comm. Partnerships	
	CDBG Programs (31001)	
	31017-SFR Rehab - FY 07/08	$419,430
	31062-Dwntwn Strscp Ed-FY04/05	$100,000
	31063-VIP Econ Dev-FY06/07	$70,000
	31057-BGCMP Clubhouse-FY07/08	$50,000
	31021-CSA Emerg Rep-FY06/07	$45,000
	31063-VIP Econ Dev-FY04/05	$30,000
	31031-Orch Glen Strscp FY05/06	$30,000
	31022-DD Roof Repair - FY07/08	$28,173
	31045-ABIL-FY06/07	$20,000
	31015-CPLC Infill Hsng-FY04/05	$15,000
	31069-St Mary's Prkg-FY06/07	$2,000
	CDBG Programs	**$809,603**
C.D.B.G. TOTAL		**$809,603**
Highway User Gas Tax (1340)		
	Transportation	
	Traffic Signals (16810)	
	Traffic Aerial Truck (GF)	$30,000
HIGHWAY USER GAS TAX TOTAL		**$30,000**
Transportation Sales Tax (1660)		
	Transportation	
	Fixed Route (16540)	
	Fixed Route Contract Expense	$414,928
	Red Light Enforcement (16600)	
	Prof & Cont - Red Light Prog	$176,471
	Temp Pay - Red Light	$100,000
	General Retirement - Red Light	$9,450
	Social Security - Red Light	$6,200
	Medicare - Red Light	$1,450
	Red Light Enforcement	**$293,571**
TRANSPORTATION SALES TAX TOTAL		**$708,499**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2009 Budget
Fire Special Revenue (1720)		
	Fire Department	
	Fire - Special Revenue Fund (12610)	
	Fire Pumper	$500,000
	Grant Match Funds	$80,000
	Fire - Special Revenue Fund	**$580,000**
	FIRE SPECIAL REVENUE TOTAL	**$580,000**
Water and Sewer (2360)		
	Utilities	
	Oasis Water Campus (17310)	
	Granulated Activated Carbon	$200,000
	Admin Furniture Equipment	$100,000
	Oasis Water Campus	**$300,000**
	WATER AND SEWER TOTAL	**$300,000**
Training Facility Revenue Fund (2530)		
	Field Operations	
	PS Training Ops - Fac. Mgmt. (13480)	
	GRPSTC - Electricity Reserve	$59,579
	GRPSTC - Building Maint. Res.	$50,000
	PS Training Ops - Fac. Mgmt.	**$109,579**
	TRAINING FACILITY REVENUE FUND TOTAL	**$109,579**
	Grand Total:	**$6,660,650**

Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
General (1000)				
Building Safety				
Westgate-Bldg Safety Rvw/Insp. (15630)				
Authorized Salaries	Salary - Contract FTEs (12)		$698,599	
Uniform Allowance (#56)	Uniform Allowance		$500	
Social Security - City Share	Social Security		$43,313	
Allocated Retirement Expense	General Retirement		$66,018	
Employee Benefits	Employee Benefits		$84,000	
ER-Medicare Exp	Medicare		$10,130	
Professional Development	Training		$9,300	
Cell Phone Charges	Cell Phone		$9,600	
Cell Phone Charges	Air Cards		$10,560	
Telephone Utilities	Telephone Charges		$900	
Fire and Liability Insurance	Insurance Premium		$7,396	
Worker's Compensation Premiu	Workers' Comp Premium		$4,050	
Office Equipment Maintenance	Maintenance for Copier		$900	
Drygood and Wearing Apparel	Uniforms		$5,300	
Line Supplies	Code Books		$1,500	
Office Supplies	Supplies for Copier		$1,000	
Office Supplies	Office Supplies		$6,300	
Shop Charges	Shop Charges		$5,600	
Fuel - Shop Chargebacks	Fuel		$6,000	
Telephone Charges	Telephone Charges		$655	
Total for Westgate-Bldg Safety Rvw/Insp.			**$971,621**	
City Attorney				
Attorney-Spec Proj Fees/Costs (10620)				
Professional and Contractual	Fees & Costs		$575,000	
Total for Attorney-Spec Proj Fees/Costs			**$575,000**	
City Attorney (10610)				
Authorized Salaries	Salary - Asst City Prosecutor	$75,375		
Social Security - City Share	Social Security	$4,673		
Allocated Retirement Expense	General Retirement	$7,123		
Employee Benefits	Employee Benefits	$7,000		
ER-Medicare Exp	Medicare	$1,093		
Professional Development	Dues/CLE for Prosecutor	$2,200		
Telephone Utilities	Telephone Charges		$200	
Professional and Contractual	Professional & Contractual	$2,500		
Equipment Less $5,000/Unit	Private Office Furnishings		$5,000	
Equipment Less $5,000/Unit	Two Laptops - Purchase		$4,542	
Equipment Less $5,000/Unit	Laptop Computer		$2,271	
Equipment Less $5,000/Unit	Two Projectors & Screens		$2,000	
Office Equipment Maintenance	Office Equipment Maintenance	$2,000		
Line Supplies	Legal Publications	$500		
Postage	Additional Postage	$4,000		

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
City Attorney				
City Attorney (10610)				
Office Supplies	Office Supplies	$2,100		
Software	Upgrade Software	$4,500		
PC Replacement Charges	Computer Replacement	$643		
PC Replacement Charges	Two PC Repl Charges	$1,286		
Total for City Attorney		**$114,993**	**$14,013**	**$129,006**
City Clerk				
City Clerk (10210)				
Temporary Pay	Part Time/Hourly Secretary		$25,620	
Social Security - City Share	Social Security		$1,588	
Allocated Retirement Expense	General Retirement		$2,421	
ER-Medicare Exp	Medicare		$371	
Total for City Clerk			**$30,000**	
City Court				
City Court (10410)				
Authorized Salaries	Court Clerk II - FARE		$68,000	
Temporary Pay	Pro-Tem Judge		$52,000	
Social Security - City Share	Social Security		$7,440	
Allocated Retirement Expense	General Retirement		$11,340	
Employee Benefits	Employee Benefits		$14,000	
ER-Medicare Exp	Medicare		$1,740	
Professional Development	Training		$4,000	
Professional and Contractual	Systems Trainer		$3,400	
Professional and Contractual	Network Charge Increase		$19,250	
Public Defender	Public Defender		$126,000	
Line Supplies	Supplies		$800	
PC Replacement Charges	Computer Replacement		$4,000	
Telephone Charges	Telephone Charges		$2,000	
Total for City Court			**$313,970**	
City Manager				
City Manager (10310)				
Authorized Salaries	Salary - Exec Admin Asst	$44,070		
Social Security - City Share	Social Security	$2,732		
Allocated Retirement Expense	General Retirement	$4,165		
Employee Benefits	Employee Benefits	$7,000		
ER-Medicare Exp	Medicare	$639		
Total for City Manager		**$58,606**		
Civic Center				
Civic Center (11710)				
Electricity	Civic Ctr Elec.		$14,258	
Natural Gas	Civic Ctr. Gas		$1,584	
Total for Civic Center			**$15,842**	

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Comm. Action Program				
CAP Local Match (14420)				
Utilities	Refuse Collection Charges	$2,000		
Utilities	Qwest Charges	$30,000		
Electricity	Electrical Monthly Billing	$8,000		
Contracted Security Service	Security Service Charges	$18,000		
Rental Fees	Monthly Lease Charges	$60,000		
Total for CAP Local Match		**$118,000**		
Community Dev Admin				
CD Deputy City Manager (15510)				
Authorized Salaries	Add'l Sal - New DCM Conversion	$41,590		
Social Security - City Share	Social Security	$2,632		
Allocated Retirement Expense	General Retirement	$4,032		
Employee Benefits	Employee Benefits	$7,000		
ER-Medicare Exp	Medicare	$615		
Professional Development	Professional Development	$5,000		
Fire and Liability Insurance	Insurance Premium	$1,308		
Worker's Compensation Premiu	Workers' Comp Premium	$48		
Professional and Contractual	Professional & Contractual	$300		
Equipment Less $5,000/Unit	Desktop Computer		$1,799	
Line Supplies	Other Line Supplies	$900		
Office Supplies	Office Supplies	$1,000		
Other Office Supplies	Display Phone		$150	
PC Replacement Charges	Computer Replacement	$525		
Telephone Charges	Telephone Charges	$350		
Total for CD Deputy City Manager		**$65,300**	**$1,949**	**$67,249**
Council Office				
Council Office (10110)				
Professional and Contractual	Appointed Officials Evaluation		$15,000	
Total for Council Office			**$15,000**	
Economic Development				
Downtown Beaut. & Promotion (16040)				
Rental Fees	Glendale Express Bus (6 Mo.)		$60,000	
Total for Downtown Beaut. & Promotion			**$60,000**	
Economic Development (16010)				
Promotion and Publicity	GPEC Annual Contract		$95,896	
Total for Economic Development			**$95,896**	
Engineering				
BofA Bank Building (13710)				
Professional and Contractual	Operating Expenses		$211,779	
Total for BofA Bank Building			**$211,779**	
Promenade at Palmaire (13715)				

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Engineering				
Promenade at Palmaire (13715)				
Professional and Contractual	O&M Retail Parking Garage	$60,000	$112,317	$172,317
Total for Promenade at Palmaire		**$60,000**	**$112,317**	**$172,317**
Field Operations				
Cemetery (13420)				
Cemetery - Taxable Revenues	Revenue From Fee Adjustment	($17,400)		
Utilities	Utilities	$15,300		
Electricity	Electricity	$2,100		
Total for Cemetery		**$0**		
Facilities Management (13450)				
Electricity	Electricity (FY09, 1304013)		$2,160	
Electricity	APS & SRP Rate Increases		$468,000	
Electricity	Electricity (FY09, 1304008)	$40,604		
Natural Gas	SW Gas Rate Increases		$39,607	
Building Maintenance & Repair	Bldg Maint (FY09, 1304013)		$19,670	
Total for Facilities Management		**$40,604**	**$529,437**	**$570,041**
Field Operations Admin. (13410)				
Professional and Contractual	Annual Rate Increase	$14,759		
Total for Field Operations Admin.		**$14,759**		
Graffiti Removal (13440)				
Line Supplies	Line Supplies		$59,900	
Total for Graffiti Removal			**$59,900**	
Street Maintenance (16720)				
Line Supplies	Line Supplies		$100,000	
Total for Street Maintenance			**$100,000**	
Finance				
Finance Administration (11310)				
Professional and Contractual	Postage		$5,714	
Professional and Contractual	Interns, Temporary Help		$5,714	
Professional and Contractual	Audit Services		$4,285	
Professional and Contractual	Actuarial Services		$3,572	
Office Supplies	Forms for Tax/Lic/Check Stock		$3,572	
Office Supplies	General Office Supplies		$1,429	
Fuel - Shop Chargebacks	Fuel		$714	
Total for Finance Administration			**$25,000**	
Fire Department				
Fire Resource Management (12433)				
Building Maintenance & Repair	Building Maintenance		$225,000	
Total for Fire Resource Management			**$225,000**	
PS Training Ctr - Fire (12521)				
Professional Development	GRPSTC - GF Portion FY09	$32,637		

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Fire Department				
PS Training Ctr - Fire (12521)				
Total for PS Training Ctr - Fire		**$32,637**		
PS Training Ops - Fire (12590)				
Fire and Liability Insurance	Insurance Premium	$16,000		
Professional and Contractual	Permits & Network Support	$10,850		
PC Replacement Charges	PC/Tech Repl Chgs (existing)	$60,180		
Total for PS Training Ops - Fire		**$87,030**		
Homeland Security				
Emergency Operations Ctr (EOC) (12820)				
Professional Development	Emergency Training & Exercises	$14,989		
Miscellaneous	Equipment Maint Contract	$14,712		
Cell Phone Charges	Cell Phone	$4,100		
Professional and Contractual	Maricopa County Agreement	$5,000		
Office Equipment Maintenance	Annual Equip Maint Increase	$6,230		
Software Maintenance	IT Required Software	$24,631		
Office Supplies	Office Supplies		$4,000	
Memberships and Subscriptions	Professional Organization Dues	$750		
Fuel - Shop Chargebacks	Fuel	$2,600		
Equipment	Security Cameras		$10,000	
Total for Emergency Operations Ctr (EOC)		**$73,012**	**$14,000**	**$87,012**
Human Resources				
Benefits (11020)				
Elected Officials Retirement	GF Portion of Ret. Chg - Elect	$19,631		
Allocated Retirement Expense	GF Portion of Ret. Chg - Gen'l	($70,063)		
Allocated Retirement Expense	Other Funds - Gen'l	($48,697)		
Police Retirement Exp	GF Portion of Ret. Chg - PD	$1,260,753		
Police Retirement Exp	Other Funds - Police	$163,319		
Fire Retirement Exp	GF Portion of Ret. Chg - Fire	$507,285		
Fire Retirement Exp	Other Funds - Fire	$64,443		
Total for Benefits		**$1,896,671**		
Human Resources Administration (11030)				
Authorized Salaries	PSafety STP Inc - Other Funds	$236,424		
Authorized Salaries	PSafety STP Inc - GF	$1,808,715		
Authorized Salaries	Market Inc - GF		$1,831,932	
Authorized Salaries	Market Inc - Other Funds		$1,151,475	
Temporary Pay	Temp/Seasonal Pay Adj.		$87,000	
Social Security - City Share	Social Security		$5,394	
ER-Medicare Exp	Medicare		$1,262	
Total for Human Resources Administration		**$2,045,139**	**$3,077,063**	**$5,122,202**
Intergovt. Programs				
Intergovernmental Programs (10910)				
Professional and Contractual	Federal Consultant Contract		$108,000	

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Intergovt. Programs				
Intergovernmental Programs (10910)				
Professional and Contractual	Consultant Contract		$120,000	
Professional and Contractual	Luke Air Force Base Contract		$25,155	
Total for Intergovernmental Programs			**$253,155**	
Marketing and Comm.				
Marketing (10810)				
Authorized Salaries	Downtown Re-Development Mgr	$78,971		
Social Security - City Share	Social Security	$4,896		
Allocated Retirement Expense	General Retirement	$7,463		
Employee Benefits	Employee Benefits	$7,000		
ER-Medicare Exp	Medicare	$1,145		
Travel Exp	Model City Tour Expenses		$18,200	
Professional and Contractual	Redevelopment		$100,000	
Equipment Under $1000	Computer		$1,800	
PC Replacement Charges	Computer Replacement	$525		
Total for Marketing		**$100,000**	**$120,000**	**$220,000**
Mayor				
Office of the Mayor (10010)				
Travel Exp	Travel Expenses for Luke AFB		$7,000	
Total for Office of the Mayor			**$7,000**	
Neighborhood Imp Gr				
Neighborhood Improvement Grant (15120)				
Professional and Contractual	N'Hood Imp. Program Funds		$600,000	
Total for Neighborhood Improvement Grant			**$600,000**	
Parks & Recreation				
Parks Maintenance (13040)				
Utilities	Water		$27,059	
Utilities	Water for Irrigation	$9,760		
Utilities	Utility Increase		$159,697	
Prof'l & Contract Parks Only	Landscape Maintenance		$27,060	
Professional and Contractual	Landscape Maintenance	$206,914		
Line Supplies	Line supplies		$34,051	
Total for Parks Maintenance		**$216,674**	**$247,867**	**$464,541**
Police Department				
PD - Detention (12220)				
Prisoner Maintenance	Prisoner Maintenence		$880,000	
Total for PD - Detention			**$880,000**	
PS Training Ctr - Police (12232)				
Professional Development	GRPSTC - GF Portion FY09	$32,636		
Total for PS Training Ctr - Police		**$32,636**		

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Rebates & Incentives				
Visual Improvement Program (16220)				
Professional and Contractual	Property Improvements		$150,000	
Total for Visual Improvement Program			**$150,000**	
TF Revenues				
Training Facility Revenue (02530)				
PS Training Facility-Glendale	Partners Est Rev Offset (25%)	($21,757)		
Total for Training Facility Revenue		**($21,757)**		
Transportation				
Airport Operations (16410)				
Temporary Pay	Svc Worker II - Contractual		$38,070	
Social Security - City Share	Social Security		$2,360	
Allocated Retirement Expense	General Retirement		$3,598	
Employee Benefits	Employee Benefits		$7,000	
ER-Medicare Exp	Medicare		$552	
Equipment	Security & Equipment Needs		$17,000	
Total for Airport Operations			**$68,580**	
Street Light Management (16920)				
Electricity	Electricity		$316,854	
Total for Street Light Management			**$316,854**	
Traffic Studies (16940)				
Barricade-Permit Fee	Barricade Revenue Offset	($77,504)	($19,271)	($96,775)
Authorized Salaries	Traffic Eng Tech	$51,017		
Social Security - City Share	Social Security	$3,163		
Allocated Retirement Expense	General Retirement	$4,821		
Employee Benefits	Employee Benefits	$7,000		
ER-Medicare Exp	Medicare	$740		
Professional Development	Professional Development	$500		
Equipment Less $5,000/Unit	Computer-Laptop		$2,271	
Equipment Replacement Charges	Vehicle Replacement	$1,620		
PC Replacement Charges	Computer Replacement	$643		
Shop Charges	Shop Charges	$5,000		
Fuel - Shop Chargebacks	Fuel	$3,000		
Equipment	1/2 Ton P/U Reg Cab		$17,000	
Total for Traffic Studies		**$0**	**$0**	**$0**
GENERAL TOTAL		**$4,934,304**	**$9,091,243**	**$14,025,547**

Court Security/Bonds (1240)

City Court				
Court Security (10510)				
Overtime Pay	Overtime	$6,225		
Social Security - City Share	Social Security	$386		

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
City Court				
Court Security (10510)				
Police Retirement Exp	Police Retirement	$1,317		
ER-Medicare Exp	Medicare	$90		
Professional and Contractual	Annual Increase	$27,363		
Total for Court Security		**$35,381**		
Court Time Payments (10520)				
Temporary Pay	Systems Analyst		$71,802	
Social Security - City Share	Social Security		$4,452	
Allocated Retirement Expense	General Retirement		$6,785	
Employee Benefits	Employee Benefits		$7,000	
ER-Medicare Exp	Medicare		$1,041	
Professional Development	Training		$1,000	
Professional and Contractual	Systems Trainer	$2,000	$1,000	$3,000
Equipment Less $5,000/Unit	Hand-Held Ticket Devices (14)		$63,000	
Equipment Less $5,000/Unit	Office Equipment		$2,000	
Line Supplies	Supplies		$400	
PC Replacement Charges	Computer & Printer Repl.		$2,000	
Telephone Charges	Telephone Charges		$500	
Total for Court Time Payments		**$2,000**	**$160,980**	**$162,980**
Fill the Gap (10530)				
Professional and Contractual	Wizard support	$15,000		
Total for Fill the Gap		**$15,000**		
COURT SECURITY/BONDS TOTAL		**$52,381**	**$160,980**	**$213,361**
Transportation Sales Tax (1660)				
Transportation				
Fixed Route (16540)				
Professional and Contractual	Professional & Contractual	$20,063	$175,000	$195,063
Shop Charges	Shop Charges		$48,000	
Total for Fixed Route		**$20,063**	**$223,000**	**$243,063**
Intelligent Transportation Sys (16570)				
Line Supplies	Smart Traffic Signals O&M	$26,800		
Total for Intelligent Transportation Sys		**$26,800**		
Transportation CIP O&M (16590)				
Utilities	Water/Trash Services	$7,829		
Electricity	Electricity	$15,201		
Professional and Contractual	Supplies & Contracts/Equip	$3,150		
Landscape Maintenance	Landscape Maintenance	$6,300		
Total for Transportation CIP O&M		**$32,480**		
Transportation Program Mgmt (16510)				
Professional and Contractual	Professional & Contractual		$265,000	
Total for Transportation Program Mgmt			**$265,000**	

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
TRANSPORTATION SALES TAX TOTAL		**$79,343**	**$488,000**	**$567,343**
Police Special Revenue (1700)				
Police Department				
Patrol - Special Revenue Fund (12310)				
Authorized Salaries	Lieutenant	$83,101		
Authorized Salaries	Victim's Assistance Case Worke	$53,568		
Authorized Salaries	Records Technicians (2)	$76,139		
Authorized Salaries	Police Sergeant	$66,609		
Authorized Salaries	Police Officers (16)	$835,040		
Authorized Salaries	Background Investigators (2)	$88,140		
Authorized Salaries	Paralegal Secretary	$46,274		
Authorized Salaries	Motor Officers (2)	$104,380		
Authorized Salaries	Detective Sergeant	$66,609		
Authorized Salaries	Communications Specialists (2)	$92,547		
Authorized Salaries	Booking Expediters (2)	$79,946		
Authorized Salaries	Case Manager (Mgmt Aide)	$44,070		
Authorized Salaries	Advocacy Center Receptionist	$34,531		
Authorized Salaries	Accident Investigators (2)	$69,062		
Authorized Salaries	Detectives (6)	$313,140		
Overtime Pay	Overtime	$458,000	$376,165	$834,165
Uniform Allowance (#56)	Uniform Allowance	$29,600		
Social Security - City Share	Social Security	$155,691	$23,322	$179,013
Allocated Retirement Expense	General Retirement	$61,299		
Employee Benefits	Employee Benefits	$287,000		
Police Retirement Exp	Police Retirement	$393,916	$79,559	$473,475
ER-Medicare Exp	Medicare	$36,413	$5,454	$41,867
Professional Development	Training	$8,200		
Recruitment Expenses	Recruitment & Hiring Costs		$76,670	
Cell Phone Charges	Cell Phone Air Time	$11,400		
Cell Phone Charges	Cell Phone		$3,800	
Professional and Contractual	Polygraph Services	$75,000		
Professional and Contractual	Fieldwork Expenses for CID	$7,500		
Professional and Contractual	Police Radio O&M	$24,826		
Equipment Less $5,000/Unit	Computer		$25,494	
Equipment Less $5,000/Unit	Equip - Weapon, Taser, Vest		$159,300	
Equipment Less $5,000/Unit	Equipment for Sedan		$137,277	
Equipment Less $5,000/Unit	Equipment -Taser, Handcuffs		$3,000	
Equipment Less $5,000/Unit	Office Phone		$4,250	
Equipment Less $5,000/Unit	Police Radio		$153,010	
Equipment Less $5,000/Unit	Workstation, Office Furniture		$85,500	
Range Supplies	Ammunition	$153,000		
Motor Fuel	Fuel	$1,500		
Line Supplies	Line Supplies	$8,200		

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Police Department				
Patrol - Special Revenue Fund (12310)				
Bullet Proof Vest	Vest Replacement	$3,780		
Other Office Supplies	OSHA Supplies	$12,500		
Equipment Replacement Charges	Vehicle Replacement	$113,143		
PC Replacement Charges	Annual Software License	$5,040		
PC Replacement Charges	Computer Replacement	$6,383		
PC Replacement Charges	Cost for True Network		$840	
PC Replacement Charges	Cost for True Software		$15,960	
PC Replacement Charges	MDC Replacement	$22,820		
Community Activity	Supplies, Citz Acd, Volunteers	$21,000		
Community Activity	Victims Assistance Supplies	$7,500		
Prisoner Maintenance	Prisoner Maintenance	$220,000		
Shop Charges	Vehicle Prep & Striping		$2,200	
Shop Charges	Shop Charges	$200,000		
Shop Charges	Vehicle Maintenance	$37,000		
Fuel - Shop Chargebacks	Fuel	$45,500		
Fuel - Shop Chargebacks	Fuel - sro	$9,000		
Telephone Charges	Telephone Charges	$2,550		
Equipment	Crown Victoria & Equip		$341,348	
Equipment	Vehicle - Crown Victorias		$165,818	
Equipment	Vehicle - Motorcycle		$55,930	
Equipment	Vehicle - Unmarked Sedan		$119,945	
Total for Patrol - Special Revenue Fund		**$4,470,917**	**$1,834,842**	**$6,305,759**
POLICE SPECIAL REVENUE TOTAL		**$4,470,917**	**$1,834,842**	**$6,305,759**

Fire Special Revenue (1720)

Fire Department				
Fire - Special Revenue Fund (12610)				
Authorized Salaries	Operations Firefighters (4)	$198,820		
Authorized Salaries	Salary - Service Worker III	$44,070		
Authorized Salaries	Salary - Service Wkr III	$44,070		
Authorized Salaries	Salary - Safety Division Chief	$83,101		
Authorized Salaries	Salary - FMO Protection Eng.	$87,256		
Authorized Salaries	Salary - EMS Captain	$66,609		
Authorized Salaries	Comm Svcs Education Captain	$66,609		
Authorized Salaries	Salary - EMS QA Analyst	$59,058		
Overtime Pay	Honor Guard Backfill OT		$5,000	
Overtime Pay	RTO Overtime Pay		$43,128	
Overtime Pay	RTO Backfill OT		$32,751	
Overtime Pay	Paramedic School Backfill OT		$183,659	
Overtime Pay	Testing Overtime	$40,000	$67,650	$107,650
Overtime Pay	Overtime	$8,000		
Overtime Pay	Interview Overtime		$48,545	

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Fire Department				
Fire - Special Revenue Fund (12610)				
Overtime Pay	Fire Pal Program OT		$30,000	
Overtime Pay	Car Seat Tech. Training OT		$2,400	
Overtime Pay	Backfill Pay OT		$12,990	
Overtime Pay	Medic Unit OT	$700,800		
Overtime Pay	KD/Leave Usage Backfill OT	$127,600		
Paramedic Pay	Medic Pay	$11,406		
Paramedic Pay	MedicPay	$11,406		
Hazardous Material Pay	Hazmat Pay	$14,980		
Uniform Allowance (#56)	Uniform Allowance	$7,850		
Social Security - City Share	Social Security	$15,032		
Allocated Retirement Expense	General Retirement	$22,913		
Employee Benefits	Employee Benefits	$77,000		
Fire Retirement Exp	Fire Retirement	$261,495	$84,329	$345,824
ER-Medicare Exp	Medicare	$22,674	$6,180	$28,854
Professional Development	EMS Training Sessions	$26,807		
Professional Development	Paramedic Training Fee (10)		$34,500	
Professional Development	Professional Development	$73,886	$55,414	$129,300
Professional Development	Training	$5,500		
Professional Development	Tuition Fees		$26,250	
Recruitment Expenses	Recruitment & Hiring Costs	$32,000	$18,000	$50,000
Turnout Exp	Breathing Pack (SCBA)		$37,800	
Turnout Exp	Post-Academy Turnouts	$15,715	$15,715	$31,430
Turnout Exp	Academy Turnouts		$15,715	
Turnout Exp	Ballistic Vest		$5,600	
Employee Physical Exp	Annual Physicals	$5,250		
Cell Phone Charges	Air Card Fees for 12	$7,200		
Cell Phone Charges	Cell Phone Air Time	$150		
Additional Program Expenses	CR Operating Budget	$52,624		
Professional and Contractual	CAD Maint & Tech Fees	$17,700		
Professional and Contractual	Medical Director		$100,000	
Professional and Contractual	Fire Radio O&M	$3,492		
Professional and Contractual	Cad Upgrade Equipment		$15,000	
Professional and Contractual	Cad Fee Increase	$207,412		
Professional and Contractual	Alpha Pager	$1,050		
Professional and Contractual	CBRNE Maint & Repairs	$15,000		
Equipment Less $5,000/Unit	Laptop Computers & Printers		$71,266	
Equipment Less $5,000/Unit	Tools/Equipment/Supplies		$500	
Equipment Less $5,000/Unit	Small Tools & Repairs	$40,000		
Equipment Less $5,000/Unit	Tools/Equipment		$1,500	
Equipment Less $5,000/Unit	Workstation, Office Furniture	$4,500	$27,000	$31,500
Equipment Less $5,000/Unit	Office Display Phone		$1,100	
Equipment Less $5,000/Unit	Equipment for TRT Personnel		$10,000	
Equipment Less $5,000/Unit	Equipment & Office Supplies		$1,000	

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Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Fire Department				
Fire - Special Revenue Fund (12610)				
Equipment Less $5,000/Unit	Computer		$16,268	
Equipment Less $5,000/Unit	Cell Phone		$600	
Equipment Less $5,000/Unit	Card Readers & Vehicle Alarm		$25,000	
Equipment Less $5,000/Unit	Tools/Equipment/Office Supplie		$500	
Equipment Less $5,000/Unit	Fire Radio Portable		$15,000	
Office Equipment Maintenance	FH Mobile Inspection Software	$1,320	$10,620	$11,940
Line Supplies	Miscellaneous Expenses		$7,000	
Line Supplies	Academy Fee		$31,500	
Line Supplies	Comm. Svc. Program Supplies	$27,100		
Line Supplies	EMS Equipment	$40,000		
Equipment Replacement Charges	Vehicle Replacement	$23,036		
PC Replacement Charges	Computer Replacement	$3,780		
PC Replacement Charges	Annual Software License	$1,400		
Shop Charges	O&M - 2-F350 Trucks	$15,000		
Shop Charges	Shop Charges	$7,500		
Shop Charges	Vehicle Prep & Striping		$100,000	
Fuel - Shop Chargebacks	Fuel	$7,500		
Telephone Charges	Telephone Charges	$1,050		
Equipment	MCT & AVL		$85,000	
Equipment	Vehicle		$95,000	
Total for Fire - Special Revenue Fund		**$2,606,721**	**$1,339,480**	**$3,946,201**
FIRE SPECIAL REVENUE TOTAL		**$2,606,721**	**$1,339,480**	**$3,946,201**

Water and Sewer (2360)

Finance				
Customer Service Office (17020)				
Interest Income	Revenue Offset-Interest Income	($30,000)		
Professional and Contractual	Armored Car Service	$30,000		
Total for Customer Service Office		**$0**		
Utilities				
SROG (91st Ave) Plant (17620)				
Professional and Contractual	Wastewater treatment	$500,000		
Total for SROG (91st Ave) Plant		**$500,000**		
Wastewater Collection (17630)				
Authorized Salaries	Utilities System Tech 1	$38,070		
Temporary Pay	Convert to FTE	($48,040)		
Temporary Pay	General Retirement-convert	($3,598)		
Temporary Pay	Medicare-convert	($552)		
Temporary Pay	Social Security-convert	($2,360)		
Uniform Allowance (#56)	Boots	$125		
Social Security - City Share	Social Security	$2,360		

* Grouped by adj fund number, includes both ongoing & one-time funding. Salary & benefit amounts are from individual supplemental requests.

Schedule Thirteen
Supplemental Budget Items

Dept/Program/Acct Name	Item Description	Ongoing	One-Time	FY 2009 Total*
Utilities				
Wastewater Collection (17630)				
Allocated Retirement Expense	General Retirement	$3,598		
Employee Benefits	Employee Benefits	$7,000		
ER-Medicare Exp	Medicare	$552		
Cell Phone Charges	Cell Phone	$420		
Worker's Compensation Premiu	Workers' Comp Premium	$600		
Drygood and Wearing Apparel	Uniforms	$200		
Software	Hansen License Fees	$1,100		
PC Replacement Charges	Computer Replacement	$525		
Total for Wastewater Collection		**$0**		
West Area Plant (17170)				
Electricity	West Area WRF Additional Elect	$600,000		
Total for West Area Plant		**$600,000**		
WATER AND SEWER TOTAL		**$1,100,000**		

Sanitation (2480)

Field Operations				
Sanitation Frontload (17820)				
Authorized Salaries	Salary - Service Wkr III	$44,070		
Temporary Pay	Converted to Full -Time FTE	($55,010)		
Social Security - City Share	Social Security	($679)		
Allocated Retirement Expense	General Retirement	$4,165		
Employee Benefits	Employee Benefits	$7,000		
ER-Medicare Exp	Medicare	($159)		
Drygood and Wearing Apparel	Uniforms	$613		
Total for Sanitation Frontload		**$0**		
SANITATION TOTAL		**$0**		

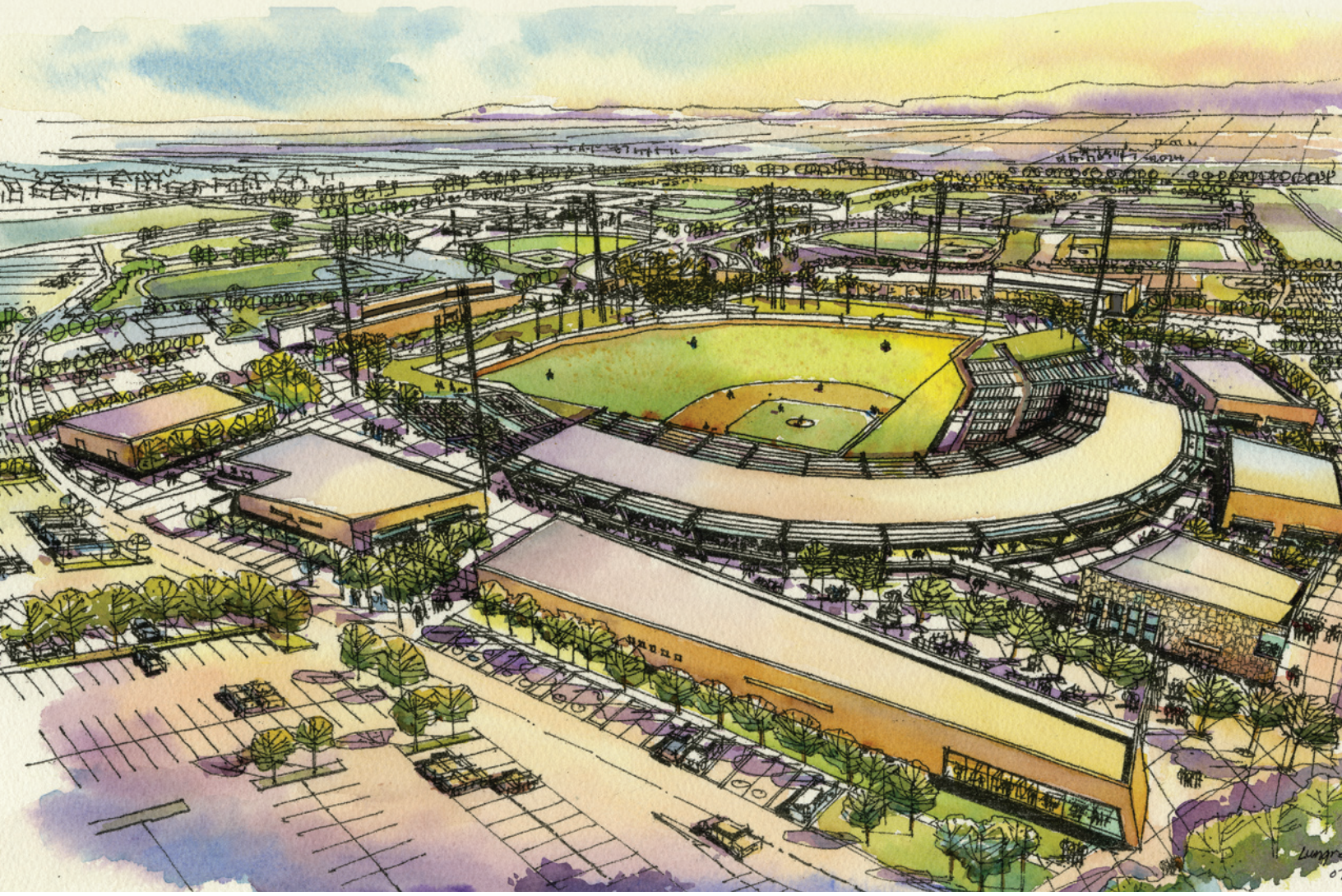
Training Facility Revenue Fund (2530)

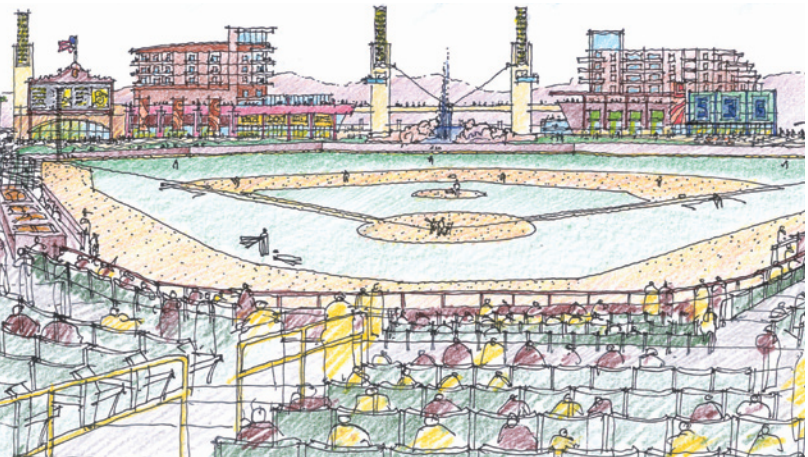
TF Revenues				
Training Facility Revenue (02530)				
PS Training Facility-Glendale	COG Est Rev Offset (75%)	($65,273)		
Total for Training Facility Revenue		**($65,273)**		
TRAINING FACILITY REVENUE FUND TOTAL		**($65,273)**		
Grand Total:		**$13,178,393**	**$12,914,545**	**$26,092,938**

* Grouped by adj fund number, includes both ongoing & one-time funding. Salary & benefit amounts are from individual supplemental requests.

Appendix

2008-2009





MISCELLANEOUS STATISTICS FROM 2006 AMERICAN COMMUNITY SURVEY

POPULATION DISTRIBUTION:

Age	#	%
5 years & Under	21,645	9.15%
5 to 9 years	17,635	7.46%
10 to 14 years	17,436	7.37%
15 to 19 years	17,894	7.57%
20 to 24 years	18,610	7.87%
25 to 34 years	36,745	15.54%
35 to 44 years	32,233	13.63%
45 to 54 years	33,470	14.15%
55 to 59 years	13,497	5.71%
60 to 64 years	7,487	3.17%
65 to 74 years	9,694	4.10%
75 to 84 years	6,638	2.81%
85 years & over	3,508	1.48%
Total	236,492	-

Median age: 31.8

Sex	#	%
Male	121,222	51.26%
Female	115,270	48.74%

INCOME AND BENEFITS (2006 INFLATION-ADJUSTED $'s):

Income	Households in Range #	%
Total Households	77,316	
Less than $10,000	4,883	6.32%
$10,000 to $14,999	5,637	115.44%
$15,000 to $24,999	7,609	134.98%
$25,000 to $34,999	8,167	107.33%
$35,000 to $49,999	13,481	165.07%
$50,000 to $74,999	14,487	107.46%
$75,000 to $99,999	9,673	66.77%
$100,000 to $149,999	8,597	88.88%
$150,000 to $199,999	2,654	30.87%
$200,000 or more	2128	80.18%

Median household income: $48,455
Mean household income: $66,066

Median Monthly Owner Cost w/ Mortgage: $1,431
Median Value of Owner Occupied Units: $243,900

Per capita income: $23,129

SCHOOL ENROLLMENT:

Population 3 yrs & older	Enrolled #	%
Enrolled in School	65,134	-
Nursery school, preschool	2,944	4.52%
Kindergarten	3,748	5.75%
Elementary school (grades 1-8)	28,085	43.12%
High school (grades 9-12)	14,890	22.86%
College or graduate school	15,467	23.75%

EDUCATIONAL ATTAINMENT

Education	Attained #	%
Population 25 years and over	143,272	-
Less than 9th grade	13,855	9.67%
9th to 12th grade, no diploma	14,216	9.92%
High school graduate (or equivalent)	41,642	29.06%
Some college, no degree	35,942	25.09%
Associate's degree	10,870	7.59%
Bachelor's degree	17,267	12.05%
Graduate or professional degree	9,480	6.62%
Percent high school graduate or higher	115,201	80.40%
Percent bachelor's degree or higher	26,747	18.70%

OCCUPATION DISTRIBUTION:

Occupation	Employed #	%
Employed (Age 16 & over)	112,517	-
Management/Professional	32,241	30.22%
Service	15,878	14.88%
Sales and office	32,076	30.06%
Farming/fishing/forestry	122	0.11%
Construction/maintenance	19,038	17.84%
Prod./transport/Material Moving	13,162	12.34%

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 (Military/Civil)	8,037
Banner Health System	2,500
City of Glendale	2,100
Glendale Union High School District	1,862
Glendale Elementary School District	1,684

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
2007	.10	58.81
May 2008	0	58.81

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	246,382
2008 (Estimate)	248,845

***** All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing as of July 1, 2007:

Full-time	2,154
Part-time	50.51
Total authorized FTE's	**2,204.51**

Elections:
Number of votes cast:

Public Safety Sales Tax Elec. (9/07)	10,005
Citywide Special Bond Elec. (5/07)	7,001

Percentage of registered voters voting in:

Public Safety Sales Tax Elec. (9/07)	11.76%
Citywide Special Bond Elec. (5/07)	8.19%

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	6185	$582,249,673
April 2008	6007	$524,580,503

Parks and Recreation (as of May 2008):

Number of Neighborhood Parks	59
Community Parks	9
Sports Complexes	3
Total Park Acreage	2,179.7
Playgrounds	80
Ramadas	136
Tennis Courts	38
Racquetball Courts	58
Basketball Courts	55
Volleyball Courts	41
Soccer/Football Fields	55
Softball Fields	54
Swimming Pools	8
Dog Parks	3
Skate Parks	2
Group Ramadas	7
Area Lights	1,466
Park Benches	533
Drinking Fountains	136
Barbeques	242
Picnic Tables	613
Miles of Trails	41.5
Feet of Multiuse Walkways	415,436

Library (Proj. for FY 2007):

Number of Libraries	3
Cardholders	162,237
Annual:	
Circulation	2,549,070
Library Visits	1,297,016
Public Computer Usage	392,925
Youth Programs	2,671
Adult Programs	580
Number if Items:	
Main Library	281,425
Foothills Branch	193,850
Velma Teague Branch	75,966
Total Items	**551,241**

Fire Protection (for CY 2007):

Number of Stations	9
Employees	293.5 (232 sworn)
Avg. Response Time	4 Min.
Number of Calls	
EMS	33,745
Fire	5,093
Miscellaneous	1,682
Special Operations	919
Total Calls	**41,439**

Police Protection (for CY 2007):

Number of Stations	3
Employees	592.5 (425 sworn)
Calls Processed*	576,162
Vehicular Patrol Units**	113
Number of Reserves	10

*Includes incoming, outgoing and 911 calls
**Marked by lights/sirens & uniformed patrol officers

City Court Offences Processed (for FY 2007):

DUI	2,105
Serious Traffic	989
Other Criminal Traffic	6,556
Civil Traffic	35,162
Non-Traffic Misdemeanor	8,488
Total Citations Issued	**53,300**
Protective Orders	**3,175**

Transportation (as of May 2008):

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 2007):

Number of Active Customers	60,343
Miles of System (lines)	750
Annual Consumption	16,231 M Gal
Avg. gallons/user/month	22.4 K Gal
Avg. gallons/user/year	269 K Gal
Available Storage Capacity	67 M Gal
Avg. Treatment Plan Capacities	
Cholla	30.0 MGD
Pyramid Peak	48.0 MGD
Oasis	12.5 MGD
Avg. Daily Water Produced	44.4 M Gal

Wastewater Utilities (for CY 2007):

Number of Active Customers	55,300
Miles of Collection Lines	674
Treatment Plant Capacities	
WAWRF	11.5 MGD
Arrowhead	4.5 MGD
Annual Wastewater Treated	4.253 B Gal

Sanitation (FY through April 2008):

Number of Customers	54,382

Landfill & MRF (FY through April 2008):

Number of Customer Transactions	143,275
Tonnage Processed	
Residential	164,739
Commercial	98,873
Recycle	19,691
Total	**283,302**

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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