BUDGET BOOK NAVIGATION TIPS

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

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

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

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

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



Glendale 100
Arizona
Centennial 1910-2010

City of Glendale, Arizona

Annual Budget, 2010-2011

CITY OF GLENDALE, ARIZONA
FY 2010-11 ANNUAL BUDGET

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To the Citizens of Glendale:

June 18, 2010, marks Glendale's 100th year as an incorporated city in Arizona. Our city's 100th birthday is a tremendous opportunity for all of us to honor the past, celebrate the present and imagine the future of our great city. This milestone also represents the culmination of a profound transformation of our great city since its incorporation in 1910 as a farming community on the outskirts of Phoenix.

That transformation occurred because of our community's shared vision about how we could make Glendale the best possible place, and then turning that vision into reality. That shared vision reflected a strategic plan to bring quality economic development to the city. It also included a commitment to strengthening Glendale's tourism amenities so that the hospitality industry would function as a spring board for

- increased private sector investments,
- more jobs for our residents, and
- an increased tax base to help maintain exceptional city services for the community.

What began as community dialogue among our residents, businesses, education partners, private-sector partners, civic leaders, and others has resulted in Glendale's impressive emergence as a destination city known nationally and internationally.

Long before Jobing.com Arena, Westgate, University of Phoenix Stadium or Camelback Ranch became part of our daily vocabulary, our elected officials, civic leaders, and other public officials were identifying the capital investments in infrastructure that would be needed to support the quality economic development we wanted to attract to Glendale. Infrastructure investments are the funds needed to construct water and sewer facilities, streets and roadway improvements, flood control facilities, public safety buildings and important quality-of-life assets such as parks, trails and libraries. Key to understanding Glendale's ability to diversify its economic base, withstand the current economic challenges, and retain high bond ratings is the magnitude of our capital investments in infrastructure.

For cities, making investments in critical infrastructure is part of the capital accumulation required for economic development. Quality economic development is essential for a community interested in sustaining a high quality of life and exceptional city services for its residents and businesses. It is through quality economic development that a city is able to improve the economic and social well-being of the community.

Over the course of Glendale's 100 years as a city, elected and civic leaders have sought to prepare our city for opportunities by developing long-range goals and identifying community investments that put plans into action. To implement ambitious plans, funding is always needed and, in Arizona, funding authorization must come from voters through bond elections. Our residents and business partners

deserve so much credit for our city's accomplishments and successes because of their firm support for the long-range plans and community investments. Recent evidence of this strong support is the voters' approval of $411.5 million in bond requests in November 1999 and an additional $218 million in May 2007.

The variety of capital improvement projects authorized in those bond elections were the products of our community's ideas, dreams, and needs as expressed during visioning sessions. It was at those meetings that our residential and business communities voiced pride about building community pride, creating an identity of our own and attracting more businesses that bring quality jobs to the community.

The capital infrastructure investments completed between 2000 and 2009 total more than $950 million! This magnitude of investment clearly affirms our city's obligation to ensure the essential service needs of our community always will be met. This investment also demonstrates our city's respect for improving our neighborhoods and preserving important historic buildings. Among some of the key outcomes from these infrastructure investments are the following:

- Our water treatment capacity has expanded from 54 million gallons per day to 95 million gallons per day.

- Our wastewater treatment capacity has nearly tripled from 4.3 million gallons per day to 11.5 million gallons per day.

- More than 190 traffic signals, of which 63% is connected to the city's traffic management center, operate citywide to ensure the smooth functioning of our critical roadways so all of us can travel efficiently and arrive safely at our intended destination.

- A state-of-the art public safety training facility, emergency operations center, and police and fire stations were constructed and are fully operational to ensure the city provides the highest quality public safety services to the community.

- New or substantially renovated park and recreation facilities were completed that represent the important quality of life assets that our citizens value. These facilities include the new Glendale Adult Center, the Foothills Recreation and Aquatic Center, the Foothills Library, the Rose Lane Aquatic Center, and the Western Area Regional Park.

Overall, these capital investments benefit everyone now and will continue to serve those who will come to Glendale in the future. To you, our residents, this equates to a better quality of life; to our businesses and future partners, this means greater opportunities for even more success. It is because of these capital infrastructure investments that we have been able to seize opportunities to strengthen our economy by changing from a reliance on residential growth as an economic base to a more diversified foundation sustained by destination and employment centers.

Some recent economic successes include Humana's decision to open a new mail-order pharmacy facility in Glendale. The company will relocate 300 employees to the new Glendale facility and

expects to add as many as 150 new positions by the end of 2011. Humana will occupy three-story, open-space offices at the *91 Glendale Corporate Center*, which is now full with this relocation. This key relocate enhances Glendale's line-up of corporate partners and strengthens the city's impressive listing of health industry institutions.

Another recent economic success is the location of a satellite facility for DeVry University at Glendale's Westgate City Center. The school will be located in about 18,000 square feet of office/retail space that will serve approximately 500 students at both the graduate and undergraduate level. This addition enhances Glendale's standing as the West Valley leader in higher education opportunities and complements Glendale's Thunderbird School of Global Management, Midwestern University, Glendale Community College and the Arizona College of Allied Health.

Other economic successes include the visitors drawn to our community to participate in the many entertainment options that take place in Glendale. For example, our 27th Annual Glendale Jazz and Blues Festival in April 2010 attracted more than 45,000 visitors. In fact, Glendale's four signature festivals in the downtown area have attracted more than 400,000 visitors since November 2009. Camelback Ranch, Glendale's new baseball spring training facility, experienced a record-breaking 206,437 visitors in spring 2010. Finally, the very popular *Wrestlemania XXVI* brought over 72,000 fans from all 50 states and 26 countries.

We cannot overlook the importance of Luke Air Force Base (AFB) to Glendale's economic health. Luke currently is the largest active duty F-16 training base in the world. Luke AFB alone contributes more than 8,000 jobs and $2.17 billion annually to the state's economy. Strengthening Luke's presence in the community more than merits the resources Glendale dedicates to retaining this important economic engine.

Overall, there is no doubt that Glendale is both progressive and aggressive in maintaining the quality of our existing facilities and services. Your well-being and satisfaction with our city is City Council's paramount goal. To continue meeting this goal, we must remain fiscally sound and we have stated that as one of our strategic goals.

As we commemorate Glendale's centennial by honoring the past, celebrating the present and imagining the future of our great city, 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

Elaine M. Scruggs
Mayor



The Government Finance Officers Association of the United State and Canada (GFOA) presented a Distinguished Budget Presentation Award, with special recognition for the presentation of capital information, to the City of Glendale, Arizona for its annual budget for the fiscal year beginning July 1, 2009.

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

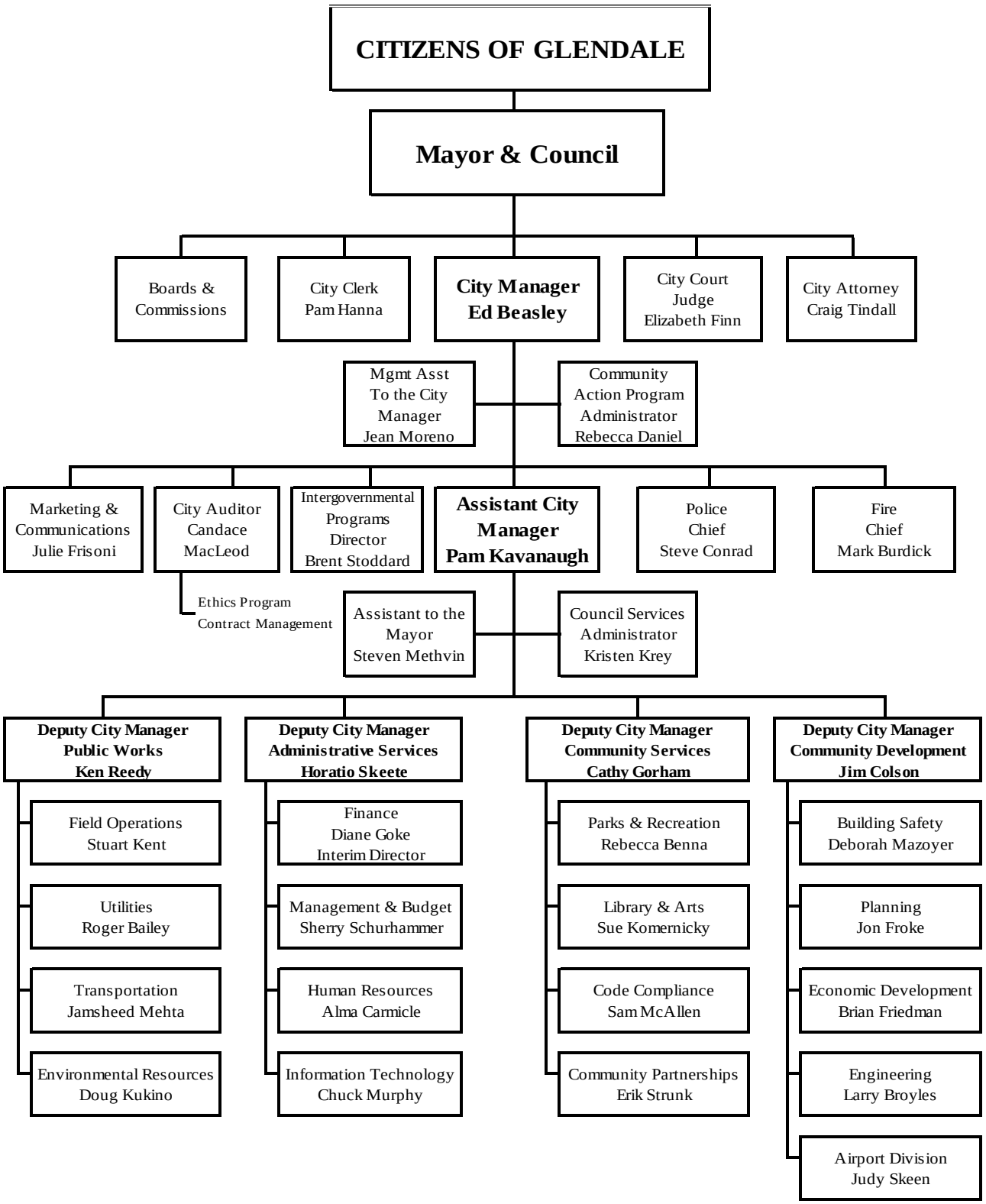


Councilmember
Yvonne J. Knaack
Barrel District



Councilmember
H. Philip Lieberman
Cactus District

CITY ORGANIZATIONAL CHART



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

Horatio Skeete
Deputy City Manager
Administrative Services

Jim Colson
Deputy City Manager
Community Development

Cathy Gorham
Deputy City Manager
Community Services

Kenneth A. Reedy
Deputy City Manager
Public Works

Department Heads and Directors

Craig Tindall
City Attorney

Pamela Hanna
City Clerk

Judge Elizabeth Finn
Presiding City Judge

Diane Goke – Interim
Finance

Alma Carmicle
Human Resources

Chuck Murphy
Information Technology

Sherry Schurhammer
Management and Budget

Judy Skeen
Airport Division

Deborah Mazoyer
Building Safety

Brian Friedman
Economic Development

Larry Broyles
City Engineer

Jon Froke
Planning

Sam McAllen
Code Compliance

Department Heads and Directors, cont.

Erik Strunk
Community Partnership

Sue Komernicky
Library

Rebecca Benna
Parks & Recreation

Candace MacLeod
City Auditor

Brent Stoddard
Intergovernmental Programs

Julie Frisoni
Marketing & Communications

Mark Burdick
Fire Chief

Steven Conrad
Police Chief

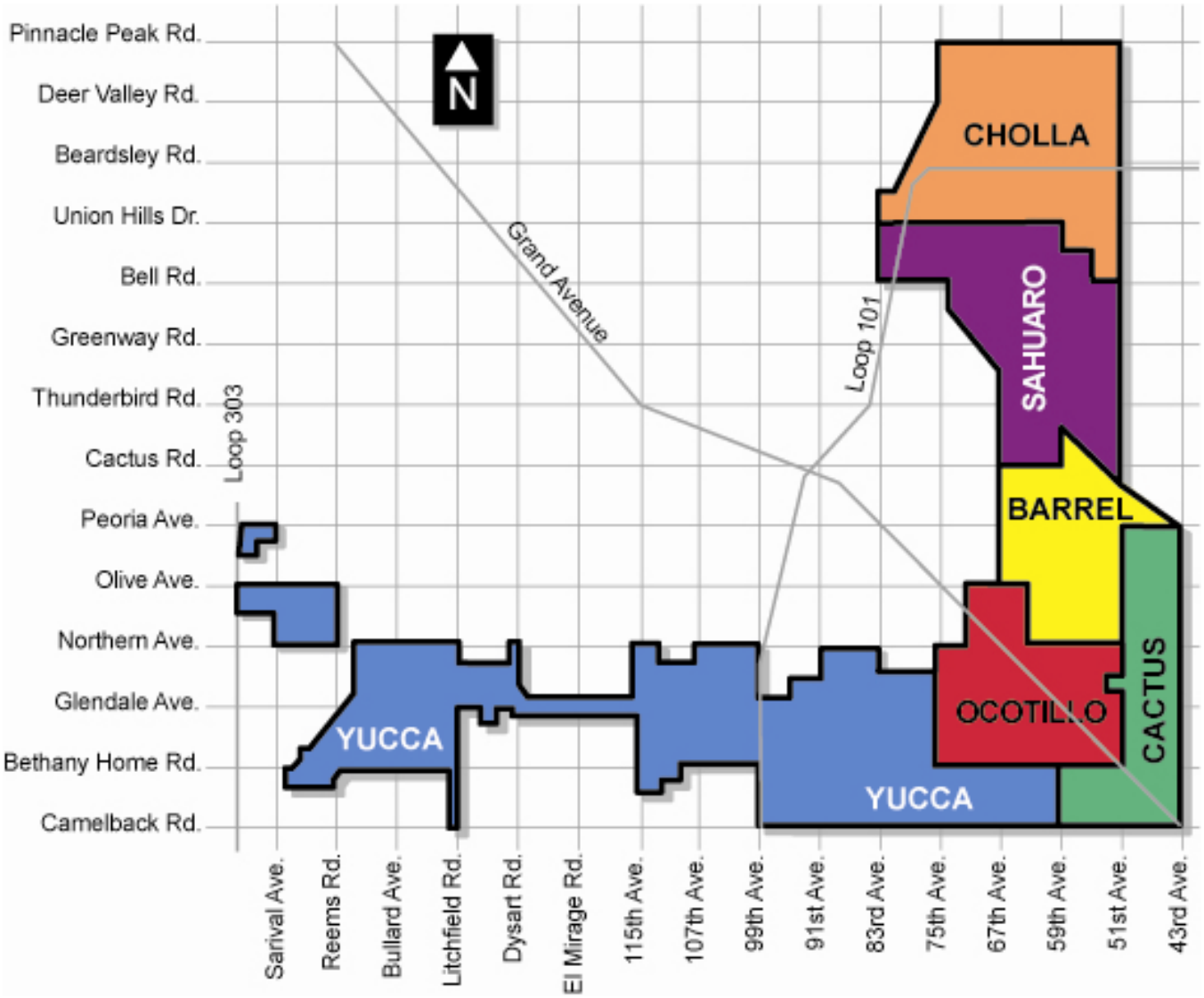
Doug Kukino
Environmental Resources

Stuart Kent
Field Operations

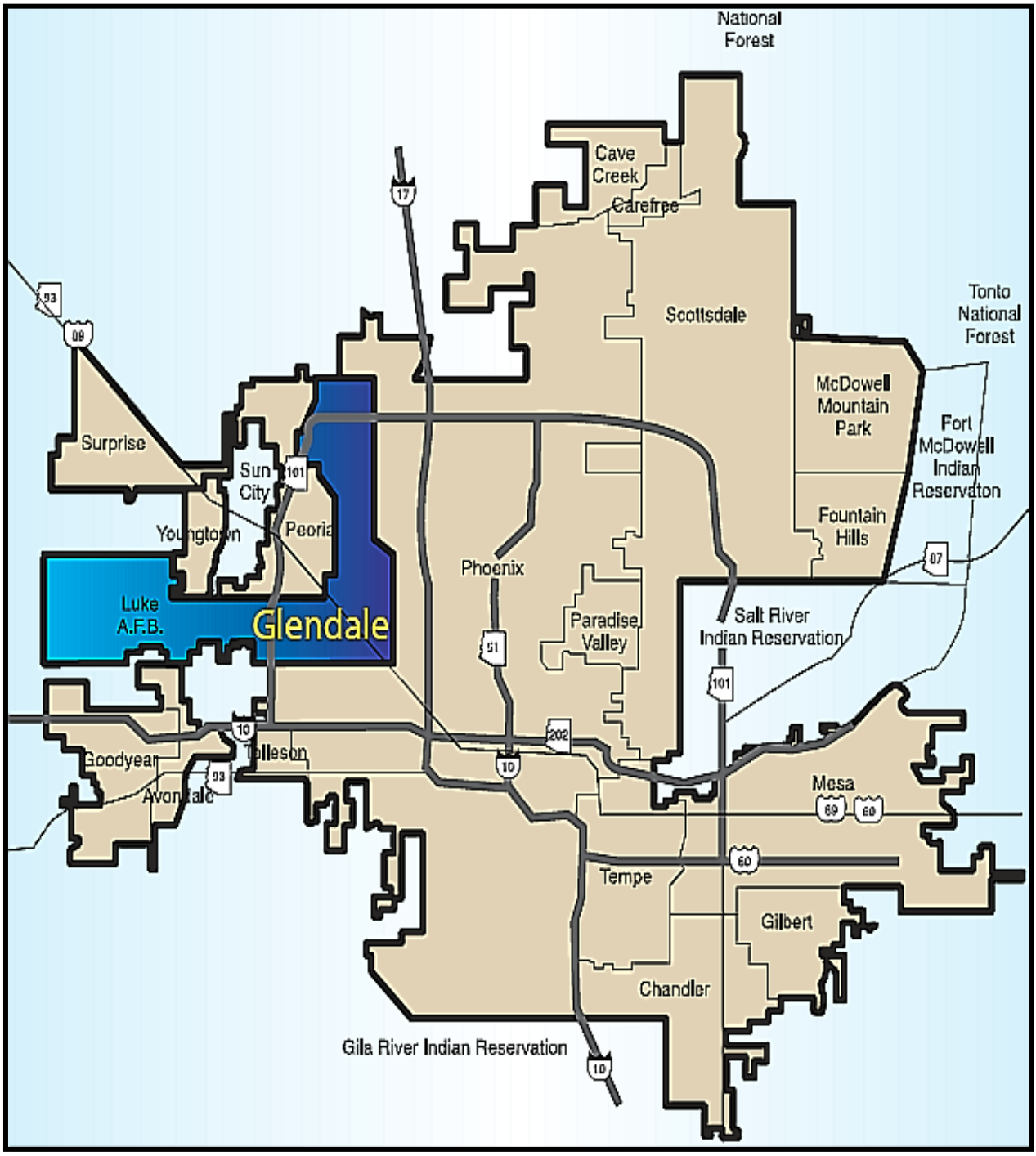
Jamsheed Mehta
Transportation

Roger Bailey
Utilities

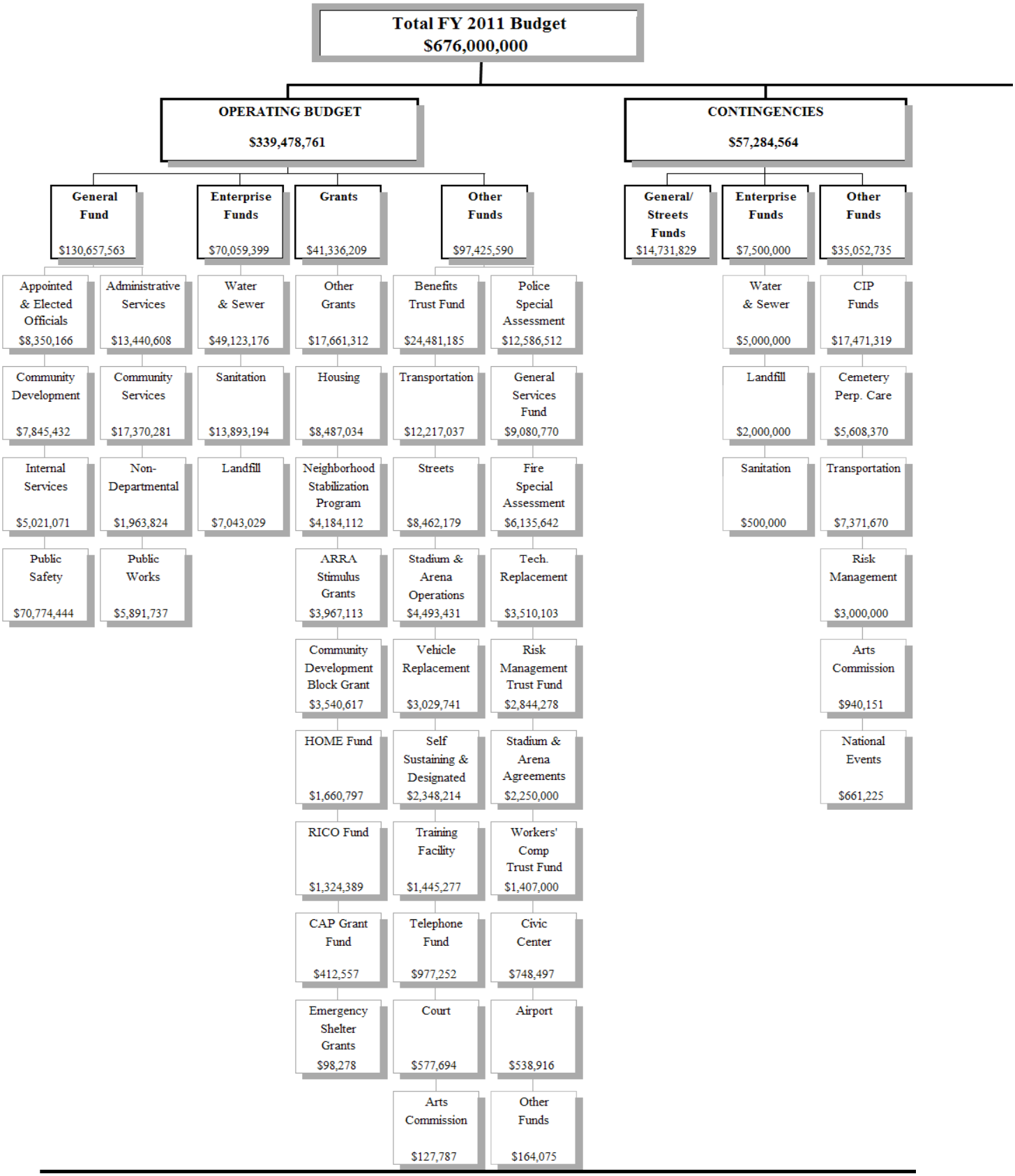
GLENDALE COUNCIL DISTRICT BOUNDARIES



MAP OF GLENDALE AND NEIGHBORING COMMUNITIES

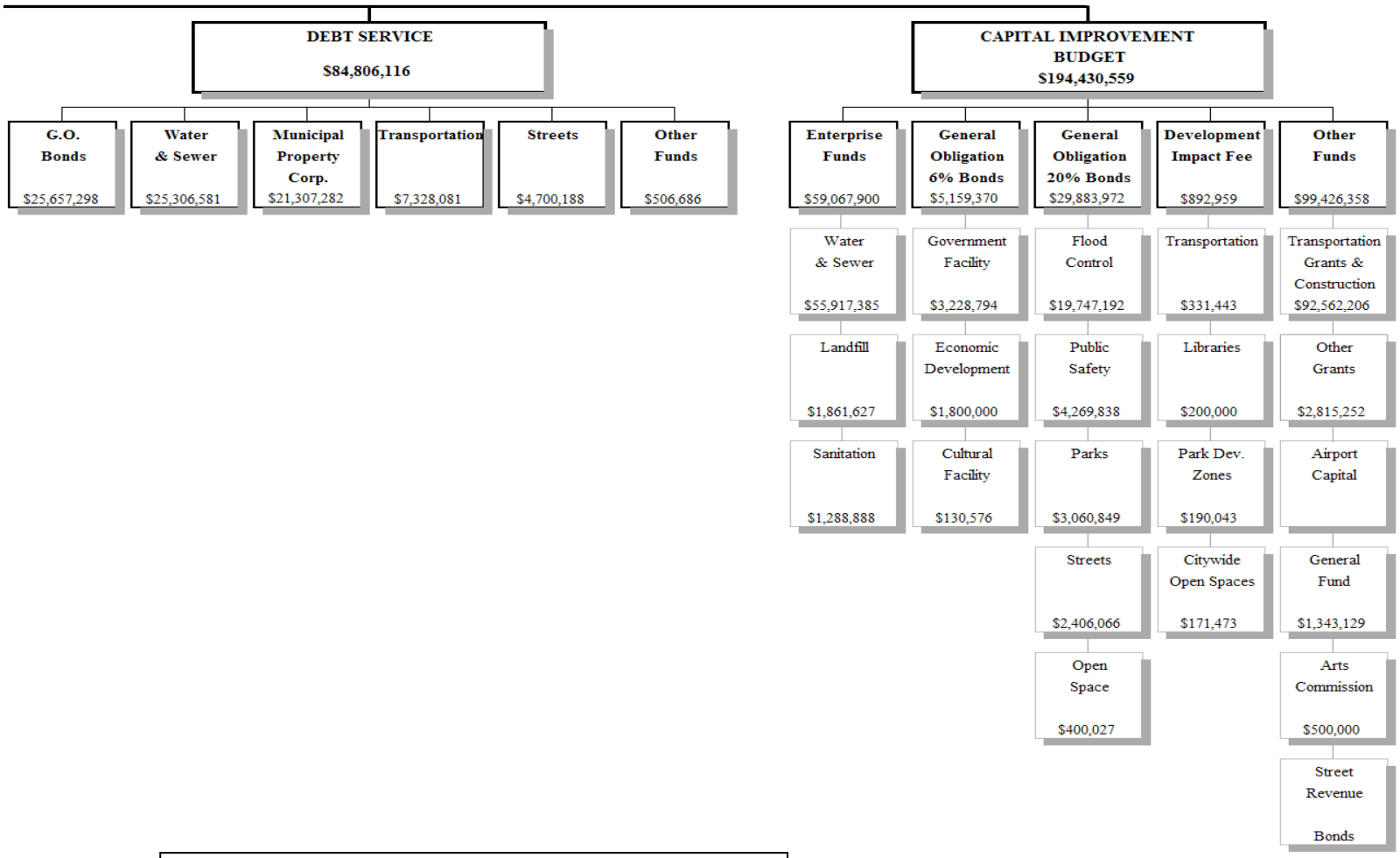


FINANCIAL ORGANIZATIONAL CHART



FINANCIAL ORGANIZATIONAL CHART

(Continued)



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 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 is addressed to the citizens of Glendale. As such, it provides a strategic overview of the city's infrastructure investments that would be of most interest to Glendale's citizens. 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 articulates the balancing strategy used to develop the FY 2011 budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the FY 2010 budget and the factors that led to those changes. It also 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 its 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.

2011-2020 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 2011 BUDGET CALENDAR

July 2009 – August 2009

Budget staff began analyzing balancing options for FY 2011 and started discussions with executive management regarding the various options.

September 2009 thru January 2010

Capital improvement plan (CIP) budget preparation. This process involved 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 2011-2020 document for City Council review.

Preparation of operating budget items such as premiums for workers compensation insurance, risk management insurance, vehicle replacement, technology replacement, phone services, and indirect cost allocation. Analysis of revenue trends also prepared during this time, with periodic updates to executives in the City Manager's Office.

September 2009

29 Memo from the City Manager's Office to the deputy city managers and public safety chiefs regarding instructions for identifying three levels of program and service adjustments for the FY 2011 general fund operating budget. The three levels of reductions were 10%, 15% and 20%. Responses were due to the Management and Budget Department by October 23, 2009.

October 2009

Management began the meet and confer process after receiving initial proposals from both public safety labor unions. Meetings and discussions between union representatives and members of the negotiation team regarding the proposals continued over the next several months. The city's negotiation team consisted of the city manager, assistant city manager, human resources director, management and budget director, and their respective ancillary staff members.

28 City manager's meeting with the deputy city managers, public safety chiefs, human resources director and the staff of the Management and Budget Department to discuss the proposed program and service adjustments that were submitted in response to the September 29, 2009 memo. The city manager directed the public safety chiefs to modify their reductions at the 10% level so they exclude any proposed adjustments to sworn staffing. He also directed the deputy city managers for the other departments to re-evaluate their proposed 15% and 20% reductions.

November 2009

3 Memo from the City Manager's Office to the deputy city managers and public safety chiefs regarding modifications to the proposed program and service adjustments that were submitted in October and reviewed at the October 28, 2009 meeting. Responses were due to the Management and Budget Department by November 23, 2009.

December 2009

2 City Council goal review and strategic planning retreat. An economic update was provided to council. This update included an estimate of the additional shortfall expected for the FY 2011 general fund operating budget as well as the estimated impact of the region's real estate market on the council-adopted CIP. Council was apprised of the development of proposed program and service adjustments to the FY 2011 general fund operating budget.

7 Operating budget kickoff meeting and departments began the FY 2011 budget input. Input continued through December 23.

17 City manager's meeting with the deputy city managers, public safety chiefs, human resources director and the staff of the Management and Budget Department to discuss the modified reductions that were submitted in response to the November 3, 2009 memo. A proposed balancing plan for the FY 2011 general fund operating budget was also presented. This plan included the elimination of frozen general fund vacancies, the continuation of the existing furlough program for all city employees except those in the represented groups, general fund revenue enhancement opportunities and the proposed general fund operating program and service adjustments that had been under discussion since October 2009. The city manager provided direction regarding the revenue enhancement opportunities and potential additional opportunities for generating savings in the operating budget.

23 Last day for FY 2011 budget input by departments

January 2010

20 City manager's meeting with the deputy city managers, public safety chiefs, human resources director and the staff of the Management and Budget Department to discuss the follow up items from the December 17, 2009 meeting. Balancing plan for the FY 2011 general fund operating budget was finalized in preparation for the February 16, 2010 workshop presentation to City Council.

February 2010

16 The balancing strategy for the FY 2011 general fund operating budget was presented to City Council. This meeting also presented City Council with the schedule for three public meetings to solicit feedback on the proposed service and program adjustments to the FY 2011 general fund operating budget.

19 City's website for the upcoming public meetings on the budget went live and included a document that summarized the $14.7 million in proposed program and service adjustments to the FY 2011 general fund operating budget. The website also included a method for citizens to provide feedback via the website to the proposed program and service adjustments. A telephone hotline to solicit constituent feedback also became operational.

As a result of the open relationship that has been established through the Organizational Cooperative Process (OCP), each union's Memorandum of Understanding (MOU) was completed. As they have done in previous years, members of these organizations stepped up to help the city deal with the current budget situation. Between the two groups, they contributed over $1.8 million in deferral of pay and benefits to assist with balancing the current FY 2011 budget while ensuring that their issues will be considered in future years. Both the Glendale Chapter of the United Phoenix Fire Fighters Association – Local 493 and the Glendale Police Officer's Coalition took the final draft MOU to their respective membership where each voted to approve the terms for FY 2011 and FY 2012.

March 2010

3, 4, 8 Three public meetings to solicit feedback on the proposed service and program adjustments to the FY 2011 general fund operating budget.

11 Last day for submission via the city's website or the telephone hotline of public comments on the proposed program and service adjustments.

18 Delivery of the city manager's recommended FY 2011 operating budget document and the preliminary FY 2011-2020 CIP document to City Council for discussion at the upcoming budget workshops.

23 1:30 PM – 5:00 PM, budget workshop.

30 1:00 PM – 5:00 PM, budget workshop

April 2010

The FY 2011 budget document was prepared. This included 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 property tax levy and tax rate, departmental narratives, budget message, etc.

May 2010

18 The FY 2011 preliminary budget document was delivered to City Council in advance of the May 25 council meeting.

25 City Council adopted a resolution approving the FY 2011 preliminary budget, directing publication of the preliminary budget, giving notice of the June 8 date for the public hearing on the FY 2011 preliminary budget and a separate public hearing on the FY 2011

property tax levy and giving notice of the June 23 date for the adoption of the FY 2011 property tax levy.

27 Publication in ***The Glendale Star*** of FY 2011 budget information as required by state statute.

June 2010

3 Second publication in ***The Glendale Star*** of FY 2011 budget information as required by state statute.

3 The Planning Department presented the FY 2011-2020 CIP to the Planning Commission for review as required by Arizona state law to ensure consistency with the City's General Plan. The Planning Commission sent a letter to the City Council indicating that the FY 2011-2020 CIP is consistent with the Glendale's General Plan.

8 City Council conducted a public hearing on the FY 2011 property tax levy. City Council conducted a separate public hearing on the FY 2011 budget and convened a special meeting to adopt a resolution approving the FY 2011 budget.

22 City Council adopted an ordinance approving the FY 2011 property tax levy.

July 2010

1 Start of FY 2011.

September 2010

TBD Clean up ordinance to City Council regarding FY 2010 inter-fund budget transfers.

FY 2011 BUDGET PROCESS

OVERVIEW:

The FY 2011 operating and capital budgets are based on council's continued vision of 'one community' and the supporting strategic goals that Council reaffirmed at a December 2009 retreat:

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

The principal issue for FY 2011 continued to be the recession and the impact it has on the city's resources to fund services to the community as well as the city's CIP. Prior to mid-FY 2009, Glendale had revenue growth to address rising demand for city services and cost increases related to service delivery. The city's major ongoing revenue sources, sales taxes and state-shared revenues, began to decline significantly in FY 2009 as the effects of the recession reverberated across the country. The decline continued into early FY 2010, although at a slower pace, and leveled off by mid-year. However, demand for city services has remained steady and, in several areas, grown.

Development of balancing options for the FY 2011 budget began in July 2009. Executive management reviewed various reduction alternatives during the summer and early fall and these reviews resulted in the city manager providing direction to develop program and service adjustments for the FY 2011 operating budget. The Management and Budget Department provided each deputy city manager and chief with varying target reduction levels to meet in identifying service delivery adjustments. For a more in-depth discussion of the budget strategy for FY 2011, please see the *City Manager's Budget Message*.

The city manager directed departments to focus on retention of core services, as defined by City Council's strategic goals, when they developed program and service adjustments for consideration. He also directed staff to minimize the impact of service and program adjustments on our residents and businesses. The Innovate Initiative that was commenced in FY 2009 was tied into this effort because it is directly related to the budget development process and the city's strategic business model. Staff was challenged to use creativity and innovation in building a business case for departmental service delivery adjustments. These messages were conveyed to the city's deputy city managers, department heads and budget experts through a variety of meetings that executive staff led.

After several executive management reviews of the proposed adjustments, a balanced operating budget was developed for City Council's consideration. The recommended operating budget included the following elements:

- elimination of vacant positions;
- continuation of the same furlough program that was implemented on a mandatory basis for FY 2010 for all non-represented employees;
- continuation of pay-related adjustments to the labor agreements for the represented employees;
- implementation of revenue enhancement opportunities; and
- implementation of proposed service and program adjustments totaling $14.7 million. Public safety provided reductions that equated to 10% of their respective operating budgets once vacant positions were included. All other departments provided reductions that equated to 10% to 27% of their respective operating budgets once vacant positions were included.

A public document outlining the proposed service and program adjustments was prepared and released to the public in mid-February. This document was the basis for three (3) public meetings that occurred in early March to solicit feedback on the proposed service and program adjustments to the FY 2011 general fund operating budget.

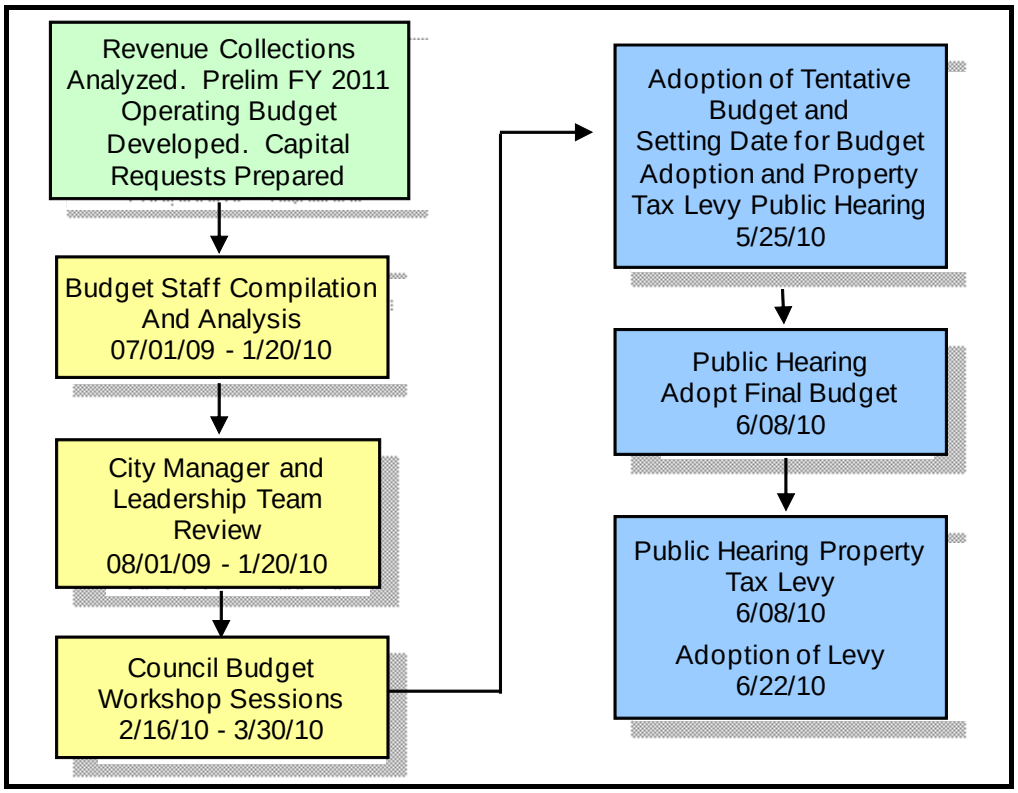
In working with departments to develop the FY 2011 operating budget in light of the proposed program and service adjustments, the Management and Budget Department continued to use the "base budget" approach. However, this approach was modified as explained in the next paragraph. Under normal circumstances, the base budgeting approach means that divisions are allocated a target base expenditure amount to support all ongoing operations for the upcoming 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. In addition, departments are encouraged to shift allocations for non-salary items within the target base amount if needed. All salary and benefit related items are calculated and established separately by the Management and Budget Department.

The base budget approach was modified because the recession required two different ongoing budget reductions to departments' operating budgets prior to the development of the FY 2011 operating budget. While the base budget cuts were not made to the Police and Fire Department operating budgets in FY 2009 and FY 2010, their spending was reduced to match decreases in public safety sales tax revenues.

A final balancing meeting with executive leadership occurred in January. Decisions at this meeting resulted in the recommended budget presented to City Council at a series of budget workshops held in February and March.

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. These notices included summary budget information, including the date for the public hearing on the property tax levy, as required by Arizona state law. After completing the public hearing for the final FY 2011 budget, the Council adopted it and thereby set the expenditure limitation for FY 2011. A separate public hearing on the FY 2011 property tax levy was conducted at the same meeting as the final budget adoption.

Adoption of the property tax levy occurred two weeks later. The chart below illustrates the broad outline of the FY 2011 budget development process.



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. Beginning with FY 1996, sales tax revenues were recorded in the period in which they were due to the city. This changed in FY 2008 and sales tax revenue is now recorded to the month it is collected.

Enterprise funds (Water/Sewer, Landfill and Sanitation) 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 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 No. 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:

Two funds were eliminated during FY 2009, the Cable Communications (Fund 1160) and the Training Facility (Fund 2533). The Cable Communications Fund was previously used to track the revenues and expenditures associated with the rental of city owned cable communications equipment, including a cable van to outside parties. This fund was closed out during FY 2009 and will not have any budgeted activity going forward. Any remaining activities associated with the fund have been combined with the Convention/Media/Parking Facility budget in the General Fund. (This fund will be removed from our financial reports and schedules with the adoption of the FY 2012 budget.)

The Training Facility Debt Service (Fund 2533) was used to track the capital construction contributions made by the partners that helped pay for the Glendale Regional Public Safety Training Center. This 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 were used during FY 2009 to help pay the outstanding MPC debt service associated with the facility. This fund will be removed from our financial reports and schedules with the adoption of the FY 2011 budget.

Debt service for Highway User Fee Revenue (HURF) bonds will continue to be addressed as it was for FY 2010. The City has outstanding HURF bonds for street projects that are backed by a pledge of the HURF monies the city receives from the state. The state reduced the amount of HURF revenue that is distributed to cities for FY 2010 and that reduction will continue for FY 2011. Therefore, HURF debt service will continue to be paid by secondary property tax revenue ($2.7 million), roadway development impact fees ($1 million) and transportation sales tax revenues ($1 million).

One new fund was created since the adoption of the FY 2010 budget in June 2009. Fund 1842 was created to account for all activity related to grant funds allocated to the City of Glendale as part of the American Reinvestment and Recovery Act (ARRA), the federal stimulus package. It appears in the Special Revenue Fund Group in Schedule 1.

The GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, is expected to be incorporated into the FY 2011 CAFR. Once it is implemented into the CAFR, the *Annual Budget Book* will be modified accordingly.



Glendale 100
Arizona
Centennial 1910-2010

Budget Message

2010-2011



Honorable Mayor and Council:

While the current economic environment has presented its share of challenges for local and state government, the City of Glendale continues to look towards the future with optimism, flexibility and resilience. Vision, innovation, partnerships, and dedicated employees continue to play a central role in making the city's future efforts rewarding and successful despite the difficult economy.

This outlook is a result of City Council's continued focus on enhancing fiscal strength through quality economic development and the continuation of strategic investments that build upon those made over the last several years. This outlook also is the result of the strategic management of constrained city resources. Consequently, the city's FY 2011 budget continues to provide resources to maintain high quality, core services while moving forward with efforts that ensure a positive, sustainable future.

The FY 2011 operating and capital budgets are based on Council's continued vision of 'one community' and the supporting strategic goals that Council reconsidered at a December 2009 retreat:

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

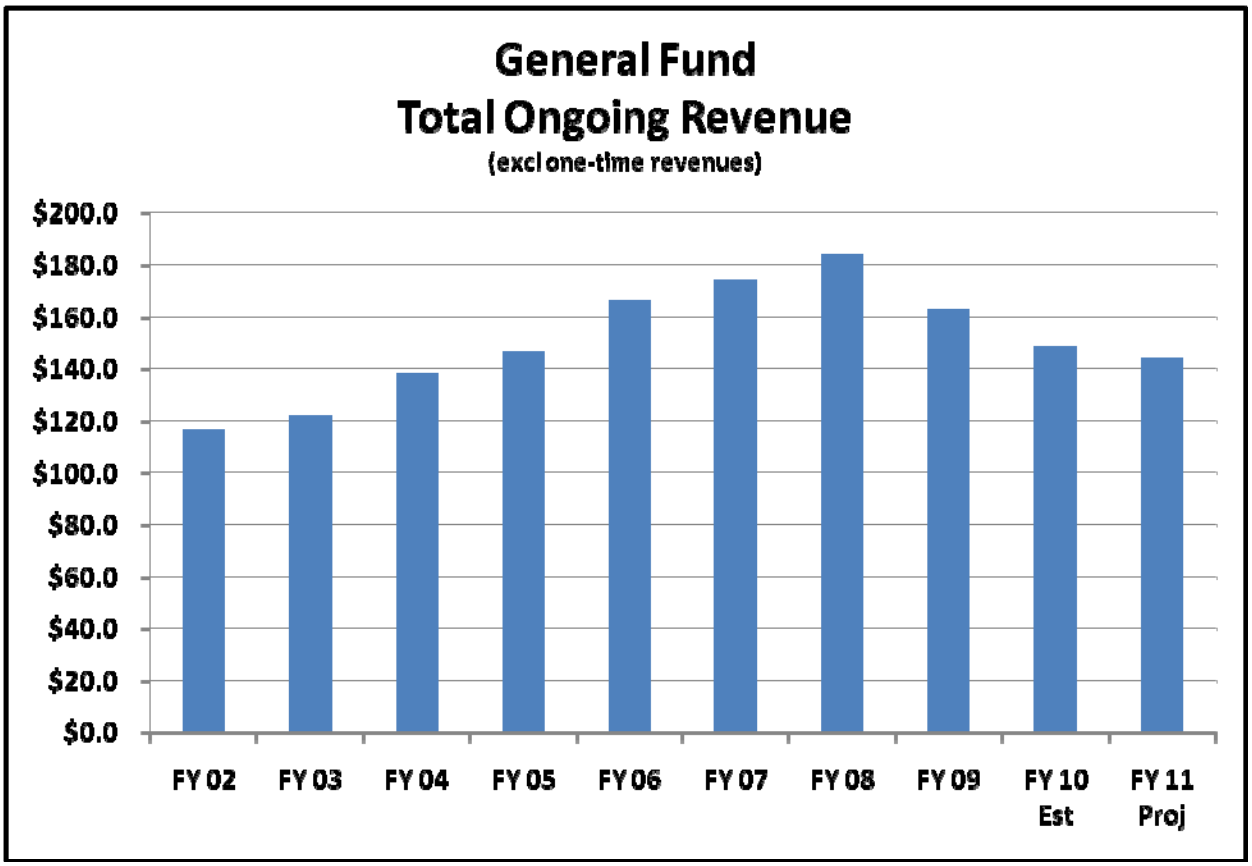
Also, the FY 2011 budget continues to reflect the enduring challenges of today's economy. We have implemented many expenditure management measures since the start of FY 2009 while keeping our focus on providing core services that sustain Council's strategic goals. As an example, a top priority for Council is public safety and those core services have been spared from implementing the level of reductions other departments have realized. The bottom line is that regardless of whether the economy is growing or contracting, City Council's strategic goals continue to form the foundation and guide the development of the city's annual budget.

Discussion

Economic Conditions. The principal issue for FY 2011 continues to be the recession and the impact it has on the city's resources to fund services to the community and the city's capital plan. The encouraging news is the decline in General Fund (GF) revenue collections has leveled off since the start of FY 2010. In fact, the third quarter of FY 2010 GF revenue collections showed a

modest increase over the prior two quarters. Nevertheless, the fact that revenues stabilized at much lower levels than we anticipated when this recession started is a moderating influence on the encouraging news. This fact foretells a restrained climb back to the robust economic energy we witnessed only a few short years ago.

GF (including Streets Fund) ongoing revenue collections reached its peak in FY 2008 at $184.2 million. Since then collections have declined almost $40 million, or 22%, when compared to the FY 2011 projection of $144.4 million (excludes new revenue opportunities). As the chart below illustrates, the FY 2011 GF (including Streets Fund) revenue projection is comparable to the amount collected in FY 2005.



City sales taxes and state-shared revenues continue to be the two major sources for the GF. They have comprised between two-thirds and three-fourths of the GF ongoing revenue since FY 2002 and are expected to continue to do so for FY 2011. Of the two sources, city sales tax is the single largest revenue source for the GF; in FY 2007 city sales tax receipts reached $63.6 million but since then collections have receded 21% to an expected $50.5 million in FY 2011.

State-shared revenue has experienced a similar level of decline. Three sources comprise state-shared revenue with income tax being the largest component. Glendale's portion of state shared revenue peaked in FY 2008 at $66.1 million. The FY 2011 projection of $49.8 million reflects a

25% drop in state income tax revenue to be distributed to Glendale, from $31.3 million to $23.6 million.

On the capital side, property tax revenues have similarly declined as a result of the constrained real estate market that dominates the Phoenix metropolitan area. The Maricopa County Assessor's Office announced that the median value of single family residential properties across the entire county dropped an astonishing 44% over three consecutive years. And, for the first time in several decades, the median value of commercial properties declined – a surprising 24% in one year.

For the future, the big unknown is whether property values have stabilized in the Phoenix metropolitan area. Sales data from the first few months of calendar year 2010 show a leveling off of prices, but that encouraging sign is tentative given the unknown supply of properties in foreclosure but not yet on the market.

The outstanding question for the longer-term outlook is the length of time over which a recovery will occur. The consensus among experts on the Arizona economy is that the state has entered the recovery phase, albeit on tentative footing. A return to normal levels of economic activity is expected to take place over at least a few years because Arizona was hit particularly hard by the recession. Factors contributing to a gradual recovery in Arizona include constrained job growth, weak personal income growth, weak consumer confidence and the lingering effects of a very challenging real estate market. Therefore, Arizona economic experts do not expect a return to normal growth until at least FY 2012 or later.

Given this outlook, the city's operating and capital budgets required longer-term modifications to address the expectation of constrained revenue sources for the next few years. The strategy for addressing this situation is discussed below.

Budget Balancing Strategy. The budget strategy for FY 2011 is built around a strategic, business-based and service-based approach that will be implemented in phases over several months. This approach includes a mix of ongoing and one-time budget measures that result in a balanced budget. The phased budget strategy is appropriate for a service organization like the city because it takes us through a series of steps that are designed to attain a fiscally responsible budget while not severely diminishing the valuable services we provide to the community.

This budget strategy also sustains core city services as defined by City Council strategic goals. These core services are health and safety related such as emergency response services provided by the Police and Fire Departments. This strategy was confirmed by input from citizens through three communitywide public meetings that were held to solicit feedback on the proposed service and program adjustments.

Overall, this approach represents the measures needed now to address:

- The short-term outlook for matching expenses to constrained resources and

- The long-term outlook for ensuring the city has business delivery systems that enable us to be responsive when the economy turns around.

In preparing the FY 2011 budget, staff was challenged to use creativity and innovation in building a business case for departmental service delivery adjustments. The direction provided to the departments was to focus on core services, as defined by City Council's strategic goals, and to minimize the impact on our residents and businesses. The Innovate Initiative that was commenced in FY 2009 was tied into this effort because it is directly related to the budget development process and the city's strategic business model. Departments and individual employees have been, and continue to be, actively engaged in making business-based recommendations to adjust existing processes and bring forward new business concepts to bolster revenue. These business-based recommendations have helped us prepare a balanced budget.

This strategy will result in Glendale being strongly positioned for the future. For example, Glendale has remained at the forefront in bringing high quality economic development. One recent project includes the Humana Pharmacy Solutions announcement to fill the ***Glendale 91*** class A office space.

Another new economic development project is DeVry University. Its new location at the Westgate City Center is its fourth Arizona location, bringing dozens of new professional jobs to the city. This addition enhances Glendale's standing as the West Valley leader in higher education opportunities as both undergraduate and graduate degree programs will be offered at the Glendale location.

Further, the National Hockey League's Coyotes team that is the anchor tenant at the Jobing.com Arena, the centerpiece of the city's sports and entertainment district, is very close to resolution. Keeping the Coyotes in Glendale for the remainder of their lease at Jobing.com Arena has been a priority to ensuring the future sustainability of Glendale's sports and entertainment district. At the time this message was developed, the National Hockey League was evaluating an offer to purchase the Coyotes hockey team. The offer protects the City's investment in the sports and entertainment district by keeping the team in Glendale, not using taxpayer dollars, not impacting current revenue streams and ensuring the city has the ability to share in any new revenue opportunities.

FY 2011 Operating Budget. The budget strategy includes several expenditure reduction steps totaling $31.6 million. They are briefly explained below.

Eliminate 100.5 existing vacancies in the GF that were created as a result of freezing positions that became open due to the retirement program initiated in the spring of 2009 as well as normal attrition during the FY 2009 and FY 2010. These vacancies exclude sworn positions in public safety. **$7.3 million in savings.**

Continue the same furlough program that was initially implemented on a voluntary basis during FY 2009. The City of Glendale employees deserve recognition and praise for offering to take a

5% pay reduction (furloughs) to help the city balance its FY 2010 budget. They stepped forward again to say they wanted to continue this program for FY 2011 to help balance the budget. All non-represented employees participate in the furlough plan. **$3 million in savings.**

Similarly, the City of Glendale's represented employees deserve recognition and praise for continuing the mutually agreed upon adjustments to their labor agreements that were implemented in FY 2010. As a result of the open relationship that has been established through the Organizational Cooperative Process (OCP), each union's Memorandum of Understanding (MOU) was completed. As they have done in previous years, members of these organizations stepped up to help the City deal with the current budget situation. Between the two groups, they contributed over $1.8 million in deferral of pay and benefits for FY 2011 while ensuring that their issues will be considered in future years. Both the Glendale Chapter of the United Phoenix Fire Fighters Association – Local 493 and the Glendale Police Officer's Coalition took the final draft MOU to their respective membership where each voted to approve the terms for FY 2011 and FY 2012. **$0.6 million in net savings**.

Another measure is a reinvestment of other fund balances and involves investing restricted funds in higher-yielding government obligations. This allows the reinvested funds to earn higher rates of interest in a low-interest earnings market while reducing interest expenses on lease debt obligations paid out of the operating budget. **$6 million in savings.**

Implement business-based reductions as a result of additional program and service adjustments. Public safety provided reductions that equate to 10% of their respective operating budgets once vacant positions are included. All other departments provided reductions that equate to 10% to 27% of their respective operating budgets once vacant positions are included. **$14.7 million in savings.**

The program and service adjustments were developed after an extensive evaluation of operations that included an in-depth evaluation of the needs of residents in light of core services as defined by City Council strategic goals, the demand for services and the resources available to support the operating costs of those services. Specifically,

- Programs that were not paying for themselves or achieving the targeted contributing rates were evaluated for reduction or elimination.
- Services for which demand had diminished, and an uptick in demand is not expected for the next fiscal year or so, were identified for adjustment.
- Hours of operation for some facilities were evaluated for adjustment during slower times of the day.
- Activities offered by other organizations in the community were evaluated for elimination and low-use and/or high cost facilities were evaluated for closure.

A total of 133 FTEs have been identified as part of the program and service adjustments and they represent $9.5 million of the $14.7 million in savings. Some of those positions are already vacant and will be eliminated. Twenty-two of the positions will be phased in as revenue

recovers (20 in police and 2 in fire). As for remaining positions, a variety of factors are being finalized at the time this message was written. These factors are part of the phased process and include:

- Attrition – the normal turnover that could result in possible additional vacancies,
- Retirement – there are employees who are currently eligible to retire and should they do so over the next few months that could result in additional vacancies, and
- Organizational realignment – adjustments to our day-to-day business practices will be needed to combine resources, put into use innovative services and find proactive solutions to our economic challenges.

In conjunction with the expenditure reduction measures are efforts to enhance revenue opportunities to improve cost recovery and to pursue innovative means for seeking additional revenue sources. The revenue enhancement measures total $2.9 million of new revenue expected for FY 2011. A few examples of these opportunities include the following:

- Adjustment of fees charged for wireless facilities (e.g., cell phone towers placed on city property) to reflect the fees charged by other valley cities;
- Adjustment of liquor license fees to reflect the level and type of fees charged by other valley cities;
- Implementation of a premium parking fee for use of the city's covered parking garages during the city's special events held in the downtown area; and
- Implementation of a transaction fee for pawn shops and second-hand stores to reflect the cost of complying with state requirements to report all transactions to local police and to reflect the fees charged by other valley cities.

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 of the enterprise funds 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 adjusted periodically per the consumer price index (CPI). As a result of these reviews, water and sewer rates will be adjusted for FY 2011 and some of the community development fees will be restructured during FY 2011. Sanitation rates will remain unchanged while landfill fees charged to city departments will be modified.

Capital Program. The principal issue for the capital budget also is the economy and the impact it has on the city's resources to fund capital assets. Glendale's General Obligation (G.O.) capital program is funded with secondary property tax revenues, with development impact fees playing a strong supporting role for growth-related projects. Both revenue sources have been significantly constrained as a result of the economic downturn with a corresponding impact on the capital plan.

The Maricopa County Assessor's Office announced in February 2010 that single family residential properties across the county have experienced three consecutive years of valuation declines. In Glendale, residential values have fallen over 50% since the 2006 peak. The Assessor's Office also announced that commercial properties experienced a decline in every city in the county, something that has not happened in decades. For Glendale commercial properties, values declined 27% in one year.

Based on the most recent valuation figures from the county, Glendale's secondary AV is expected to decline another 14% in FY 2012. This sizable decline follows two consecutive declines of 3% in FY 2010 and 18% in FY 2011. Overall, the decline in Glendale property values equates to a loss of almost one-third of the city's secondary assessed valuation – from a peak of $2.19 billion in FY 2009 to a projected amount of $1.51 billion for FY 2012.

Given the sizeable decline in secondary AV expected for FY 2012, property tax revenue to pay secondary property tax-funded debt service will be insufficient if corrective actions to the current plan (adopted as part of the FY 2010 budget) were not taken. As a result of this information, the new 10-year capital plan reflects the remaining portion of the new Municipal Court project moving to FY 2015, and the West Area Library moving from FY 2014 to FY 2015.

It is important to understand that the city did not build a capital improvement program based on any expectations of a windfall in projected property tax revenue because of rising property values in 2005, 2006 and 2007. In fact, at that time, the capital plan's growth projections for secondary assessed valuation were very conservative at a 3% - 4% growth rate. This conservative assumption is in contrast to the 10 year [1997 – 2007] average annual growth rate of 8.7% in Glendale's secondary assessed valuation.

It should be noted that several energy efficiency capital projects are moving forward as a result of a $2.3 million allocation through the American Recovery and Reinvestment Act's (ARRA) Energy Efficiency and Conservation Block Grant. This grant funding will allow for capital projects to be completed that otherwise may not be completed for several years. Some of the projects to be completed include:

- Replacement of outdated lighting systems at the public safety/court facility, the main library and sport courts in the city's parks with energy efficient lighting systems;
- An upgrade to the ultraviolet disinfection system at the Arrowhead Wastewater Reclamation Facility;
- Completion of the LED conversion program for the remaining 30 (of 190) signalized intersections; and
- Expansion of the existing environmental education program to include energy efficiency.

For the water and sewer capital program, the economy has impacted the timing of capital projects. Water usage had averaged 14.7 billion gallons from FY 2006 through FY 2008. During FY 2009, the total number of bills issued declined by approximately 18,500 from the prior year and water usage decreased 8% to 13.5 billion gallons. Both of these declines are viewed as the result of the

economy given business closures and the rising number of vacant residential units. In addition, conservation efforts appear to be playing a contributing role in the decline in usage. Given these trends, capital projects were deferred to later years except for improvements to the Arrowhead Wastewater Reclamation Facility.

The Glendale Onboard transportation capital program is primarily supported by the designated sales tax for transportation, with federal, state and regional transportation funds used for some projects. As expected, the economy has impacted this program's capital plan. The FY 2011 program focuses on the Northern Avenue Parkway and the New River Multi-Use Pathway. The Northern Avenue Parkway project is the largest project and is now in final design with construction anticipated to start in FY 2012. The parkway will provide a high capacity arterial roadway initially connecting West Valley travelers from the Loop 303 to the Loop 101 and eventually to Grand Avenue. The pavement overlay program for arterials, collector and residential streets received $35 million through the G.O. program from FY 2008 through FY 2010. The overlay program will continue in FY 2011 with unspent project funds from FY 2010. However, no new funds will be allocated in FY 2011 to these projects.

Glendale will benefit tremendously using ARRA funds on transportation projects. Examples of some projects now underway include the improvements being made at the Loop 101 and Union Hills Drive interchange and the alleyway/pedestrian improvements in downtown Glendale. ARRA funds have made it possible to use 100% federal monies for these projects, allowing us to re-direct our local transportation funds to other projects in these times of revenue shortfalls.

Glendale also has been approved for over $6 million in ARRA funding for capital projects that will help lower our ongoing maintenance expenses. Street pavement overlays will enhance the life of the pavement on two arterial streets, Litchfield Road and Glendale Avenue. ARRA monies will also be targeted for long-term pavement markings on 25 miles of arterial streets, and to improve the existing signal system with new equipment that will reduce the burden on local funds to maintain older equipment prone to breakdowns and emergency repairs.

Conclusion

As we progress through FY 2011, we will continue to employ fiscally conservative spending practices. 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 2011.

Even with the program and service adjustments included in the FY 2011 budget, employees will remain focused on implementing City Council's strategic goals. The provision of exceptional city services will continue as will collaborative, innovative efforts to:

- Strengthen neighborhoods,

- Ensure Glendale is a safe community,
- Retain and attract quality economic development opportunities,
- Foster sustainable downtown development, and
- Continue the dedicated partnership with Luke Air Force Base.

It is important to thank employees for their active participation in and valuable contributions to the development of the FY 2011 budget. As a service organization focused on providing exceptional services to the community, the employees remain the city's most critical resource.

In closing, I believe the FY 2011 budget is a plan that provides resources to maintain core city services while moving forward with strategies that ensure a positive, sustainable future.
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,





Glendale 100
Arizona
Centennial 1910-2010

Budget Summaries

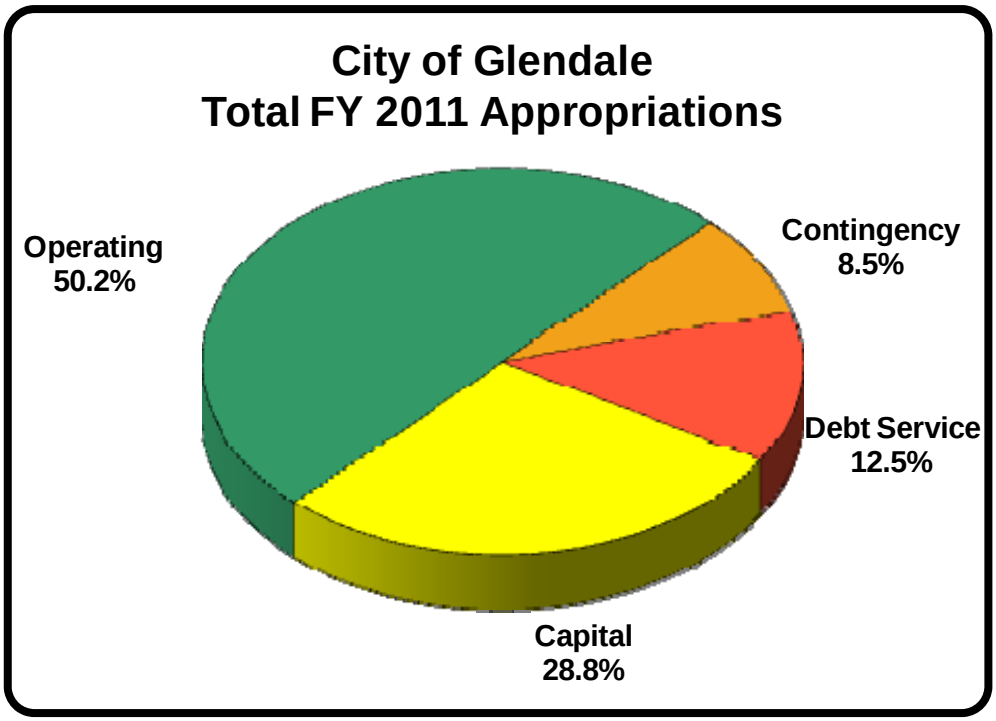
2010-2011

BUDGET SUMMARY

The annual budget for the City of Glendale is divided into four major components that include all appropriations for the city and are explained below. The *operating budget* finances the day-to-day provision of city services and totals $339.5 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 $194.4 million. The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $84.8 million. The final component of the budget is the *contingency appropriation* at $57.3 million. This appropriation is made up of fund reserves and is available to cover emergency expenses, revenue shortages or capital project acceleration should they arise during the fiscal year.

The total budget, including all four components, is $676 million for Fiscal Year (FY) 2011. This represents a decrease of 12.8% from the FY 2010 total budget of $775 million. The decrease is the result of ongoing operating budget reductions, expiration of one-time funding provided in FY 2010 and capital budget reductions that were implemented to address reduced revenue sources because of the recession.

As you can see from the graph below, the operating (50.2%) and capital (28.8%) appropriations are the largest components of the FY 2011 budget and account for 79% 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 2011 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. In addition, Glendale citizens had three ways to provide input and feedback regarding proposed operating budget reductions: 1) online through the city web-site; 2) a telephone hotline where people could leave messages; and 3) public meetings in three locations.

During the fall of 2010, 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 began the process of updating the *Ten-Year Capital Improvement Plan.* In December, City Council conducted a goals-setting retreat to update its strategic goals and key objectives. City Council's strategic goals did not change from the previous year.

In December, the Management and Budget Department kicked off the budget input process for FY 2011. This meeting 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 a balanced budget.

The principal issue to address in developing the FY 2011 budget was the economy and the impact it was having on the city's resources to fund services to the community. FY 2011 represents the third straight year that revenue resources have shrunk for the General Fund while demand for city services has remained steady or increased in some areas (e.g., code compliance).

As part of the FY 2011 budget development process, departments proposed reductions to their ongoing General Fund base operating budgets for all salary and non-salary related items. The Police, Fire and Homeland Security Departments, in addition to the Elected/Appointed Officials Group, provided reductions equal to 10% of their General Fund operating budgets. All other city departments provided reductions equal to 18% to 27% of their General Fund operating budgets. Each group's deputy city manager reviewed all proposed reductions to ensure core services, particularly those related to health and safety, as defined by City Council strategic goals, would continue to be provided. For a more in-depth discussion about the reductions, see the *City Manager's Budget Message.*

The entire management team met in October, December and January to develop the city manager's recommended budget. City Council reviewed the city manager's balanced budget in two public, televised workshop sessions held on March 23 and March 30. Approximately 16

hours of public meetings and workshop hearings were held to discuss the pertinent issues surrounding the FY 2011 operating, capital and debt service budgets. The proposed budget, as revised by City Council, became the preliminary budget. It was published and made available for further public review prior to the public hearing and formal adoption of the final budget on June 8, 2010. See the *Budget Calendar* for more details about the timing of various steps in the budget development and adoption process.

Capital Improvement Plan Budget

The city annually updates the *Ten-Year Capital Improvement Plan (CIP)*, which is now based on FY 2011 through FY 2020 and includes over $1.5 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 renovations to city buildings, street improvements, rehabilitation and renovation of existing parks and recreation facilities, and upgrades to water treatment and wastewater collection facilities.

The CIP Management Team includes staff from the Engineering, Management and Budget, Field Operations and Finance Departments. This team reviewed all CIP projects for their construction costs and their projected impact on the operating budget. Projects with high operating costs may be deferred to ensure the city can absorb the operating impact once the facility opens. For FY 2011, $194.4 million in capital investments is planned (figures are rounded):

Table 1: Capital Improvements

(All Dollars in Millions)

Fund Name (Number)	*FY 2011*
Transportation Capital Project (2210)	$88.9
Water and Sewer (2360)	$55.9
Flood Control Construction (2180)	$19.7
Public Safety Construction (2040)	$4.3
Transportation Grants (1650)	$3.6
Gov't Facilities - 1999 Auth (2080)	$3.2
Parks Construction (2060)	$3.1
Other Federal and State Grants (1840)	$2.8
Streets Constr. - 1999 Auth (1980)	$2.4
Airport Capital Grants (2120)	$2.0
Landfill (2440)	$1.9
Economic Dev. Constr-1999 Auth (2100)	$1.8
General (1000)	$1.3
Sanitation (2480)	$1.3
All Other Projects	$2.2
Total CIP	$194.4

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 of $676 million for FY 2011. 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's appropriations must be reduced by an equal amount.

Inter-fund transfers are 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 that did not come forward in a formal council communication are summarized by the Management and Budget Department and presented to City Council after 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

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. The city has seven main categories of funds: general, special revenue, debt service, capital, trust, enterprise and internal service. These categories are used to track the activity of over 75 funds. For example, 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.

General Fund Group:

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. The entire amount of the ending fund balance, after accounting for operating and capital expenditures and transfers, was appropriated as contingency appropriation that can be

used only as directed by Council during the fiscal year. The fund balance is expected to decline more than 10% as the impact of the recession continues to be felt. It was drawn down over FY 2009 and FY 2010 as a cushion to the impact of the recession on this fund's primary revenue sources.

National Events (Fund 1010): The National Events Fund was established in FY 2005 to track General Fund cash that was 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. The cash reserves 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 2011 until City Council provides direction on future uses of these funds.

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 purchased for city vehicles. The Telephone Fund covers expenses related to phone lines, circuits, T1 lines, VPN access, long distance, etc. 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. An exception to this general practice has occurred with the Telephone Fund. A fund balance has been allowed to accrue in anticipation of a future upgrade to the city's telephone system.

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. In fact, the balances for both of these funds are expected to decline as a result of scheduled equipment replacements.

To help address soft economic conditions, the General Fund contributions to both funds were reduced to the 50% level for FY 2011. To account for this reduction in funding, the city's fleet of cars was reduced, a motor pool was created, the useful lives of non-public safety General Fund equipment were extended and computer monitors will not be replaced unless they malfunction. Enterprise Funds contributions remain at the 100% level and replacements continue to be made as scheduled for FY 2011.

Employee Groups (Fund 1190): This fund was created to track activity related to employee groups such as the 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. Inflows to the fund include vending machine revenues generated by employee purchases as well as outside donations and sponsorships. The General Fund also supports this fund each year with a transfer not to exceed $37,909.

Arts Commission (Fund 1220): One percent (1%) of city construction projects included in the Capital Improvement Program is deposited quarterly into the municipal arts fund. The funds are used to administer the city's public art and performing arts program. Expenditures from the fund are recommended by the Glendale Arts Commission through its annual art projects plan and are subject to approval by the city council. FY 2011 revenue is projected to be $119,748 due to a planned slowdown in construction activity. However, a projected beginning fund balance of $1.4 million will be used to fund operations and provide for ample contingency appropriation.

Court (Fund 1240): The Court Fund's revenue derives from two primary sources: a security surcharge paid by persons convicted of traffic or misdemeanor offenses in City Court, and time payment fees charged to persons who choose to pay their fines in installments. Security surcharge revenue must be used for security services and facility improvements at the City Court. The time payment fee revenue may be used for activities or costs associated with collecting fines. These revenues and any associated expenditures are tracked in this fund.

Library (Fund 1260): This fund is used to track revenues from book sales at our Main, Foothills and Velma Teague branches. Other library fines and fees revenue is included in the General Fund. The FY 2011 projected revenues of $225,695 will be offset by budgeted expenditures for book purchases and some temporary/hourly labor costs made from the fund totaling $247,373.

Youth Sports Complex (Fund 1280): The Glendale Youth Sports Complex is adjacent to the University of Phoenix Stadium. It features five sports fields that were developed to fill a community need for additional youth facilities in the west valley. The complex also provides additional parking 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 events held 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 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.

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 158-acre mixed-use project that is planned to include residential, office, retail and hotels. 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 are used to pay the debt service related to infrastructure improvements that the city completed for this development. The designated sales taxes for public safety and transportation that are generated at facilities in the Zanjero development are deposited to the appropriate designated sales tax fund.

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. The Arena Special Revenue Fund also tracks the operating expenditures associated with the arena renewal and replacement agreement that helps ensure the arena stays modernized. Revenue collected in the fund includes Phoenix Coyote 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. The designated sales taxes for public safety and transportation that are generated at the Arena and Westgate City Center are deposited to the appropriate designated sales tax fund.

Westgate City Center opened in November 2006 and 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.

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 disbursed to the AZSTA. The designated sales taxes for public safety and transportation that are generated at the University of Phoenix stadium are deposited to the appropriate designated sales tax fund.

Marketing Self-Sustaining (Fund 1870): This fund tracks the collection and use of revenues related to special events put on by the city's Marketing Department. Examples include vendor rental fees and city costs for downtown special events such as the Jazz N' Blues Festival, Glendale Glitters and the Chocolate Affaire. Although the Marketing Department receives contributions from sponsors and collects fees from vendors for these special events, it also receives a transfer of $640,290 from the General Fund each year to support special events.

Public Safety Training Center (Fund 2530): All revenues and expenditures associated with the 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. Facility management operating costs are shared proportionately with the police and fire partners based upon the initial capital contribution. In addition, direct operating costs incurred by the Police and Fire Departments are shared with the partners of those respective disciplines/departments.

Glendale Health Center (Fund 2538): The Glendale Health Center is located within the Glendale Regional Public Safety Training Center. The center is staffed by contractual medical professionals and is fully equipped with the testing equipment, exam rooms, x-ray machines, and other medical equipment required to perform public safety personnel physical examinations on a fee-for-service basis. The onsite contractual staff is required to perform medical examinations, bill and collect for all services rendered at the center, and remit negotiated fees for each medical examination performed to the City of Glendale and the Glendale Health Center.

Revenues and associated operating expenses are tracked in this fund. Although the center will derive a large portion of its business from existing Glendale Regional Public Safety Training Center partners, it is also open to outside organizations that are in need of the more extensive testing requirements associated with public safety personnel physical examinations. FY 2011 projected revenues totaling $105,000 will be offset by operating expenditures of $54,000. Any excess revenues at year end will remain in fund balance and can be used to offset future costs associated with the repair and replacement of medical equipment.

Special Revenue Fund Group:

Streets (Fund 1340): The Streets Fund is used to track Highway User Revenue Fund (HURF) monies that the State of Arizona distributes to cities, towns and counties. This revenue 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.

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. Any remaining fund balance is appropriated as contingency appropriation that can be used only as directed by Council during the fiscal year.

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. These funds must be used for transportation purposes including transit programs. Glendale transfers 100% of its LTAF funds into the Transportation Sales Tax Fund.
The state legislature suspended LTAF distributions to cities and towns for FY 2011 in an effort to balance the state's budget. Therefore, revenue collections normally recorded in this fund will be suspended until FY 2012.

Transportation Sales Tax (Fund 1660): The Transportation Sales Tax 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 fund capital project construction on cash basis. Reduced revenue collections, the critical safety-related and public transit related operations that this fund addresses, and ongoing debt service payments related to a prior bond issuance, mean that this fund's balance is expected to decline more than 10% over the course of FY 2011.

Police (Fund 1700) and Fire Special Revenue (Fund 1720): In 1994, Glendale voters passed a citizens' 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. The original tax (0.1%) included all grocery related food sales but 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 authorized positions within the designated sales taxes increased from 42 to 118 for the Police Department, and from 22 to 51 for the Fire Department 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 expenditures to ensure compliance with all rules and regulations outlined in the ordinance.

During the course of FY 2011, the balances for these funds are expected to decline more than 10% to accommodate planned expenses. Even so, these funds are expected to retain year-end balances equal to approximately 10% of the current year's projected revenues per the city's financial policies.

Civic Center (Fund 1740): The Civic Center Fund was created to track revenues and expenses for the downtown facility that contains over 33,000 square feet of meeting and event space. The Civic Center can host as many as 60,000 people at as many as 250 events including weddings, trade shows and conventions in any given fiscal year. A projected transfer from the General Fund of $361,497 will supplement revenues of $387,000 generated from Civic Center activities

in FY 2011 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 maintains a year-end fund balance equal to approximately 10% of the current year's projected revenues. 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 has already attracted more commercial business traffic with the development of Westgate, the Jobing.com Arena, University of Phoenix Stadium and Camelback Ranch (spring training baseball facility). The Airport Fund is projected to receive a transfer of $31,716 from the General Fund to augment projected revenue collections of $507,222 in FY 2011.

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 revenues received from the federal government and any associated expenditures with the HOME Grant (Fund 1300), Neighborhood Stabilization Program (Fund 1310), Community Development Block Grant (Fund 1320) and Emergency Shelter Grant (Fund 1830).

Another fund tracks the Community Action Program (Fund 1820) grant funds received from Maricopa County. A Transportation Grant (Fund 1650) fund is used to track grant activity for projects covered by the Glendale Onboard transportation program and a fund titled Airport Capital Grants (Fund 2120) is used for any grant related project involving the city airport. The three-year federal stimulus grants that were started in FY 2010 are tracked within a fund titled ARRA (American Recovery and Reform Act) Stimulus Grants (Fund 1842).

Most other grants are tracked through the Other State and Local Grants Fund (Fund 1840). These grant funds come in on a reimbursement basis, so these funds typically do not carry a fund balance from year to year unless a specified grant award is expended over multiple fiscal years.

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 as governed by the Racketeer Influenced and Corrupt Organizations Act. Expenditures backed by this revenue source must be made for purposes that improve public safety or crime prevention programs and cannot be used to supplant existing funding for law enforcement purposes.

Parks & Recreation Self-Sustaining (Fund 1880): This fund tracks the collection and use of revenues related to self-sustaining programs administered by the Parks & Recreation Department for sports, aquatics and special interest type classes for which fees are charged. In FY 2011 projected revenues of $1,115,000 will be offset by projected expenditures totaling $1,170,687.

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.

Debt Service Fund Group:

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, debt limitations, voter authorization and cash flow projections are reviewed as part of the capital budgeting process, while the annual debt service payments are incorporated into the debt service 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 separately. 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 (G.O.) Bond Debt (Fund 1900): G.O. bonds require voter authorization and are backed by the taxing authority of the City. These bonds finance projects that City Council select as part of the budget process every year. Arizona law limits the amount of G.O. 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 the following types of projects are limited to 20% of the city's secondary assessed valuation: parks and recreation, open space and trails, flood control, water and sewer, streets and transportation, and public safety. Financing for general government, economic development, libraries and cultural and historic projects is limited to 6% of the secondary assessed valuation. Secondary property tax revenue is recorded directly into this fund and used to pay G.O. bond debt.

The balance in this fund has grown over time as the timing of bond issuances and the commencement of capital construction occurred later than originally planned. This fund balance will be used to address the shortfall between the revenue generated from the secondary property tax rate and the annual debt service requirements for the next 5 fiscal years. Even with the planned draw down in fund balance, the capital plan maintains a fund balance through FY 2015 that exceeds the required minimum. See the *Capital Improvement Plan* section for a more in-depth discussion.

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. For some MPC issuances, the excise tax revenue generated at the location where improvements were funded with MPC bonds is used to offset the respective debt service payment (e.g., Jobing.com Arena and the Zanjero development). 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): The Transportation Revenue Bond Debt Fund is for the payment of debt service on revenue bonds used to finance projects that are backed by designated city sales tax for transportation. This type of bond does not require voter authorization.

Highway User Revenue Fund (HURF) bonds were used 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 authorization. Coverage of HURF debt service with HURF monies is not planned for FY 2011 given the uncertainty regarding how the FY 2011 revenue will be distributed. Instead, HURF debt service will be paid by secondary property tax revenue ($2.7 million), transportation special sales tax revenue ($1 million) and roadway development impact fee revenues ($1 million).

Capital Fund Group:

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.

Trust Fund Group:

Cemetery Perpetual (Fund 2280): The purpose of this fund is to provide future monies sufficient to pay all or a portion of the operational and maintenance expenses of the Glendale Memorial Park Cemetery when operations no longer produce revenue. All revenues from sales

of lots, headstones, domes, appurtenances and services provided through the operation of the cemetery are deposited to the city's General Fund. However, fund balance invested pursuant to the city investment policy and their related investment earnings accumulate in the perpetual care fund. Although monies may be withdrawn from the fund for cemetery expansion and improvements, none are budgeted in FY 2011. Interest income totaling $44,500 will increase the projected FY 2011 ending fund balance to $5.6 million of which the entire amount is appropriated as contingency and can only be used pursuant to the perpetual care fund ordinance.

Enterprise Fund Group:

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, finance 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 outside 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, as well as the expenses associated with the customer service division of the Finance Department, which handles the billing accounts for both water and sewer operations, is recorded in Fund 2360.

The Water/Sewer Enterprise Fund balance is expected to decrease from $36.1 million to $4.5 million in FY 2011 because of planned capital expenditures totaling $55.9 million and the debt service requirements associated with revenue bond funded projects totaling $25.3 million. Examples of capital projects include groundwater treatment plant improvements, water reclamation facility improvements, system security enhancements, as well as planned line replacements and extensions.

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 Landfill fund balance at the beginning of FY 2011 is projected to be $26.5 million and $6 million of this fund balance will be reinvested in conjunction with a new reinvestment strategy with the General Fund in an effort to obtain a higher rate of return. The investment and interest

amounts will be recorded over three fiscal years starting in FY 2013. In addition, $1.9 million of planned capital expenditures and $2 million set aside for contingency appropriation will decrease the fund balance to $17.6 million.

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 $4.2 million to $3.5 million in FY 2011 as planned expenditures for large capital equipment (i.e., roll-off trucks, front and side-load trucks, loose trash equipment, etc.) totaling $1.3 million will be made using fund balance.

Community Housing Services (Fund 2500): The Housing Fund supports Glendale's public housing program that is part of the Community Partnerships Department. The fund is almost entirely financed by federal housing revenue/grants but it also receives a yearly transfer from the General Fund to help cover personnel administrative expenses. The scheduled transfer for FY 2011 is $306,609.

Internal Service Fund Group:

Risk Management (Fund 2540) and Workers' Compensation (Fund 2560): The Risk Management and Workers' 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, job classifications, 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 insurance coverage.

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.

REVENUES

Total revenues available to the city in FY 2011 from all sources are estimated at $503 million, of which $133.8 million or 26.6% 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 2011 from FY 2010.

Table 1: Total Revenues by Fund—FY 2010 vs. 2011

(All Dollars in Thousands)

Fund	FY 2010 Estimate	FY 2011 Projection	Change FY 10 to FY 11
1000-General	$135,397	$133,818	($1,579)
1040-General Services	$10,486	$9,081	($1,405)
1100-Telephone Services	$1,007	$990	($17)
1120-Vehicle Replacement	$2,451	$2,356	($95)
1140-PC Replacement	$2,034	$2,083	$49
1240-Court Security/Bonds	$354	$354	$0
1260-Library	$222	$222	$0
1340-Highway User Gas Tax	$13,200	$13,500	$300
1640-Local Transp. Assistance	$600	$0	($600)
1650-Transportation Grants	$1,346	$3,613	$2,266
1660-Transportation Sales Tax	$20,053	$19,494	($560)
1700-Police Sales Tax	$11,808	$11,976	$168
1720-Fire Sales Tax	$5,854	$5,936	$82
1740-Civic Center	$340	$387	$47
1760-Airport Special Revenue	$477	$507	$30
1780-Arena Special Revenue	$8,068	$6,845	($1,223)
1880-Parks & Recreation Self Sust	$1,118	$1,115	($3)
2360-Water and Sewer	$80,978	$103,798	$22,819
2440-Landfill	$7,977	$7,963	($14)
2480-Sanitation	$15,122	$15,022	($100)
2500-Pub Housing Budget Activities	$8,919	$9,008	$89
2540-Risk Management Self Insurance	$2,571	$2,580	$9
2560-Workers Comp. Self Insurance	$41	$1,025	$985
2580-Benefits Trust Fund	$23,314	$22,043	($1,271)
Total Operating	**$353,739**	**$373,717**	**$19,978**
Capital and Other Revenue	$109,464	$129,247	$19,783
Grand Total	**$463,203**	**$502,964**	**$39,761**

General Fund Group

General Fund (Fund 1000): Total resources available in FY 2011 to support General Fund services include the estimated beginning fund balance of $16.9 million and revenues of $133.8 million. Of that $133.8 million, $2.9 million is related to the revenue enhancement opportunities that the city will implement for FY 2011. These revenue enhancement measures are explained below and are categorized by adjustments to existing fees and implementation of new fees. The following list includes only those items where revenue is expected in FY 2011.

Adjust Existing Fees and Account for Additional Revenue from Existing Sources:

- Adjust fees charged for wireless facilities like cell phone towers placed on city property to reflect the fees charged by other valley cities.

- Adjust liquor license fees to reflect the level and type of fees charged by other valley cities with additional revenue expected in FY 2011. Council approved the fee adjustments in April 2010.

- Account for revenue from additional electronic billboard sites per the December 2009 license agreements plus three new license agreements for fiber and gas lines, all of which Council approved during FY 2010.

Implement New Fees to Help Recover Costs

- Implement a transaction fee for pawn shops and second hand stores to reflect the cost of complying with state requirements to report all transactions to local police and to reflect the fees charged by other valley cities. Council approved the fee adjustment in June 2010.

- Implement a premium parking fee for use of the city's covered parking garages during the city's special events held in the downtown area.

- Implement a fee for fire prevention inspection services provided by the staff of the Fire Marshal's Office.

These revenue enhancement measures are an extension of the strategic, business –based budget strategy. In this case, the focus is on recovering revenue for services already provided to the community and at a level that reflects the current market in the valley. The anticipated additional revenue totals $2.9 million and includes $1.5 million in one-time revenue. See Table 2 for more information.

Table 2 – GF Revenue Enhancement Opportunities

	FY 2011 Ongoing	**FY 2011 One-Time**
Electronic Billboards	$480,000	$1,500,000
Fiber and Gas Lines License Agreements	$66,901	
Wireless Tower Contracts	$210,200	
Liquor Licenses (including special events)	$171,300	
Premium Parking, City Special Events	$100,310	
Pawn Shop/Secondhand Store Transaction Fees	$148,500	
Fire Prevention Inspection Services	$240,837	
TOTAL	**$1,418,048**	**$1,500,000**

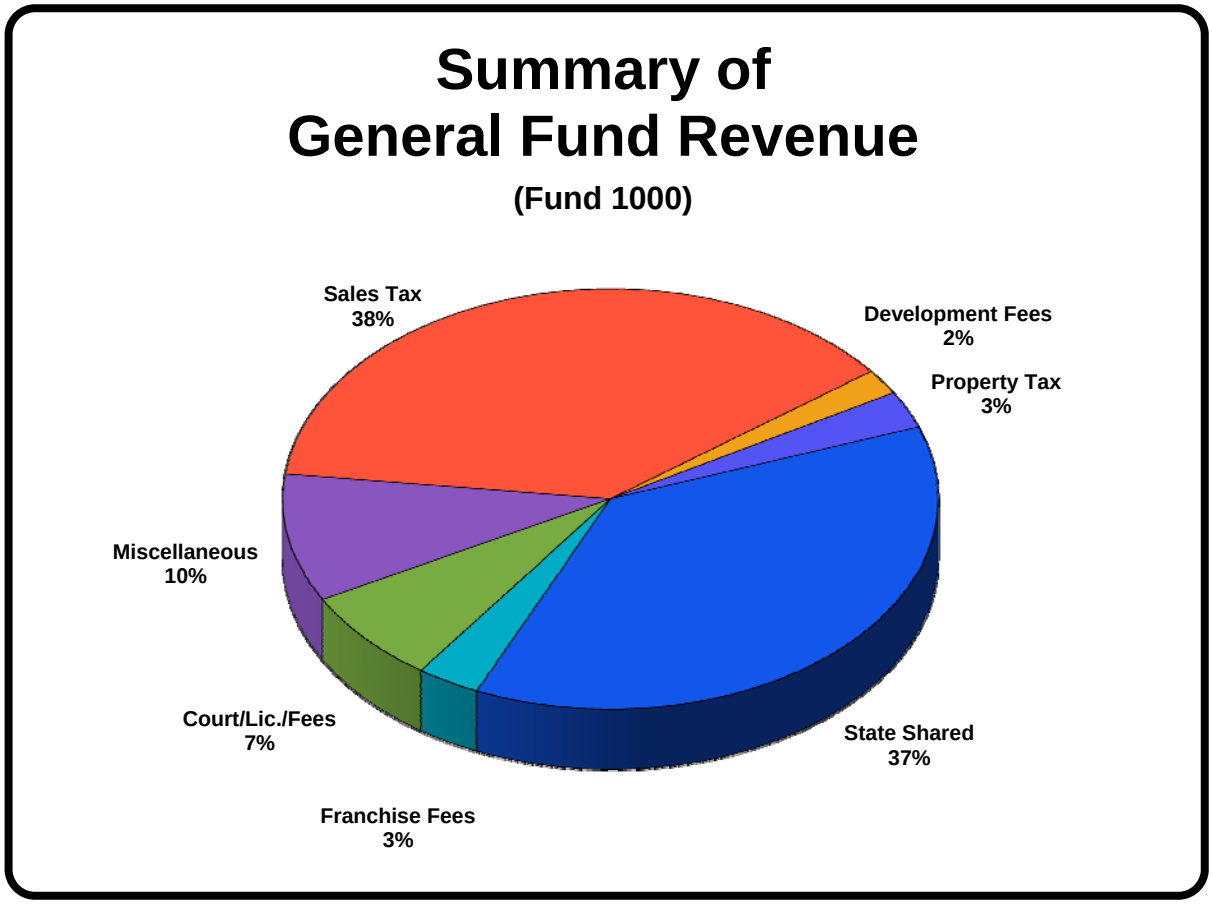
City sales taxes and state-shared revenues continue to be the two major sources for the General Fund. They have comprised between two-thirds and three-fourths of the General Fund ongoing revenue since FY 2002 and are expected to continue to do so for FY 2011. Of the two sources, city sales tax is the single largest revenue source for the General Fund. State-shared revenue includes state sales taxes, state income taxes and motor vehicle licensing fees. Of the three, income tax is the largest component.

The city anticipates collecting $1.6 million, or 1.2%, less in FY 2011 than FY 2010 for GF revenue (after accounting for the previously described revenue enhancement measures). A 25% decline in income tax revenue is expected to be partially offset by the revenue enhancements discussed above as well as modest growth in city and state sales taxes.

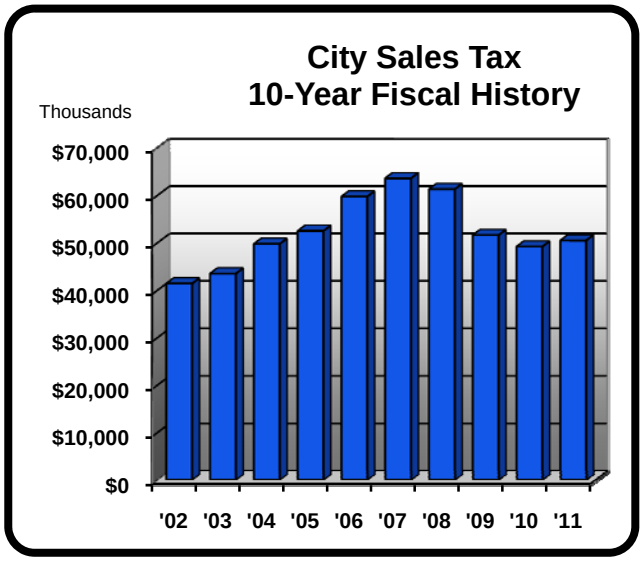
The consensus among experts on the Arizona economy is that the state has begun recovering from the recession. A return to normal levels of growth, however, is expected to take a few years because Arizona was hit particularly hard by the economic downturn. Factors contributing to a gradual recovery include constrained job growth, weak personal income growth, weak consumer confidence and a weak real estate market. Overall, a return to normal growth is not expected until FY 2012 or later.

The city's General Fund revenue projections are based on many factors including the following:

- historic trend data;
- projected changes in state and local population, disposable personal income, retail sales and inflation;
- economic forecasts of state and local economic activity provided by experts on the Arizona economy;
- economic forecasts of overall national economic activity; and
- statistical analyses.

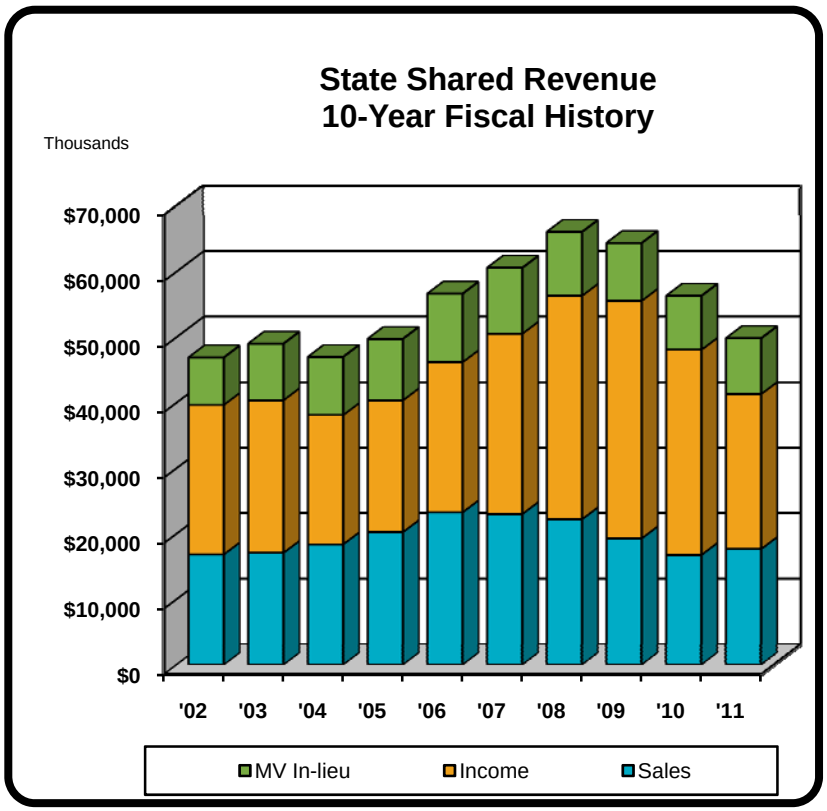


City Sales Tax: City sales tax represents 37.7% of the General Fund's revenue sources and continues to be Glendale's largest source of revenue. The majority of sales tax revenues are derived from retail businesses (approximately 51% of total city sales tax collections). Other major classes of sales tax activity include transportation, communications and utilities, rental businesses and restaurants and bars. The General Fund receives 1.2% of the city's 2.2% sales tax with the remaining portion dedicated to designated sales taxes for public safety and transportation.



The average annual growth rate for city sales tax collections was 7% between FY 2002 and FY 2007. Beginning in FY 2008, city sales tax receipts have retreated to a level last experienced in FY 2004. The FY 2011 projection of $50.5 million reflects modest growth over the $49.2 million expected in FY 2010. Nevertheless, the FY 2011 projection reflects a $13.1 million or 20.6% drop since the peak of $63.6 million in FY 2007.

State-Shared Revenues: State-shared revenues include state income tax, state sales tax, and motor vehicle in-lieu fees. These three revenue sources are shared with all cities and towns throughout the state. In previous years, these three sources combined comprised the largest component of General Fund revenue. However, the trend is expected to change in FY 2011 as the city experiences a 25% drop in the state income tax revenue to be distributed to Glendale (see below for explanation).



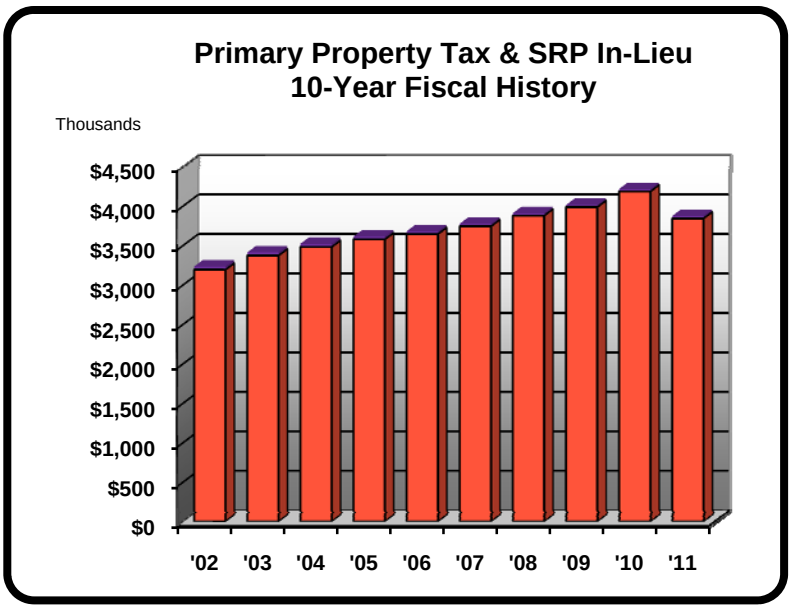
The distribution formula for state sales and income tax revenue is based upon the relation of the city's population to the total state population. Under this distribution method, mature cities reaching build-out will see their portion of state-shared tax revenues decrease as rapidly growing cities receive 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 of Arizona's Department of Revenue collects and distributes these revenue sources to cities and towns.

The most significant component of state- shared revenue is income tax. This source is primarily driven by personal income growth. Income tax revenue distribution to the cities lags by two years. This means the state income tax receipts for FY 2011 will reflect the income tax the state collected in FY 2009. Glendale's share of state income tax revenue is expected to decrease 25% or $7.7 million in FY 2011, from $31.3 million to $23.6 million. This decline is a result of a 25% decline in the state's income tax collections in FY 2009 when compared to FY 2008. The $23.6 million expected in FY 2011 is just a few hundred thousand more than the amount the city received in FY 2006.

State sales tax is distributed to cities and towns based on current year collections. State sales tax distribution is based on a formula by which varying percentages of different types of sales taxes – such as use tax – are used to calculate the distribution amount. As with the city sales tax revenue source, modest growth is expected to occur during FY 2011. The FY 2011 state sales tax revenue projection of $17.7 million reflects a small increase over the FY 2010 estimate of $16.8 million. The city last received sales tax revenue in the $17 million range in FY 2003.

The FY 2011 motor vehicle in lieu tax projection of $8.5 million is just $300,000 more than the $8.2 million estimate for FY 2010. The city last saw this revenue source dip to about $8.5 million in FY 2003. This revenue is based on fees collected for the licensing of vehicles, with the value of the vehicle used as the basis for the license cost.

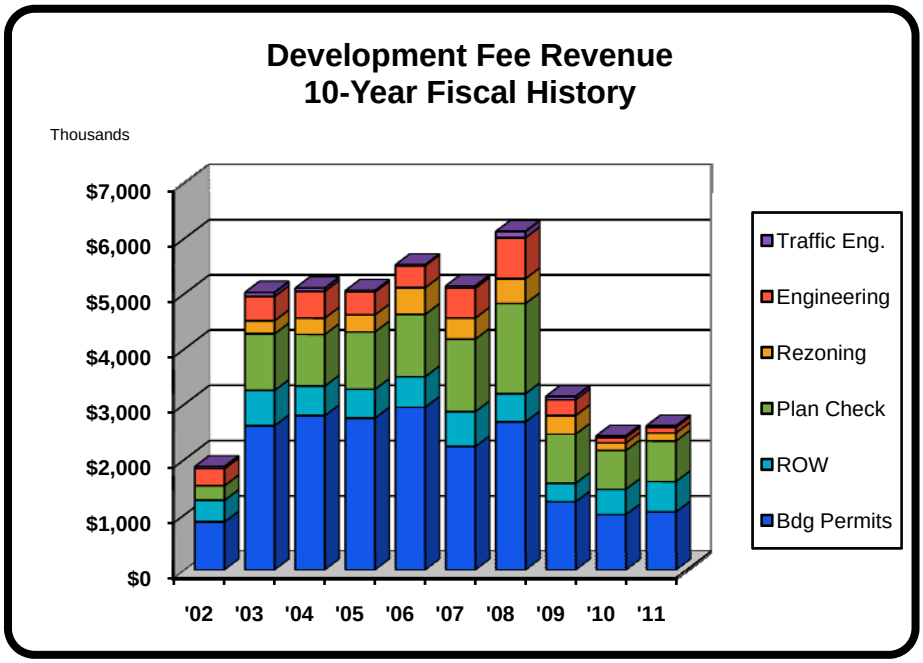
The average annual growth rate for state shared revenue collections was 6% between FY 2002 and FY 2008. However, starting in FY 2009, a decline started and is expected to stretch for at least three consecutive years due to the two-year lag in income tax revenue distribution. The FY 2011 projection reflects an amount that is comparable to the FY 2003 distribution.



Primary Property Tax:
Arizona's property tax system consists of two tiers. The primary property tax levy has state-mandated maximum limits, but it can be used by a city for any purpose. The primary property tax and SRP In-Lieu revenues are included in the General Fund's operating budget.

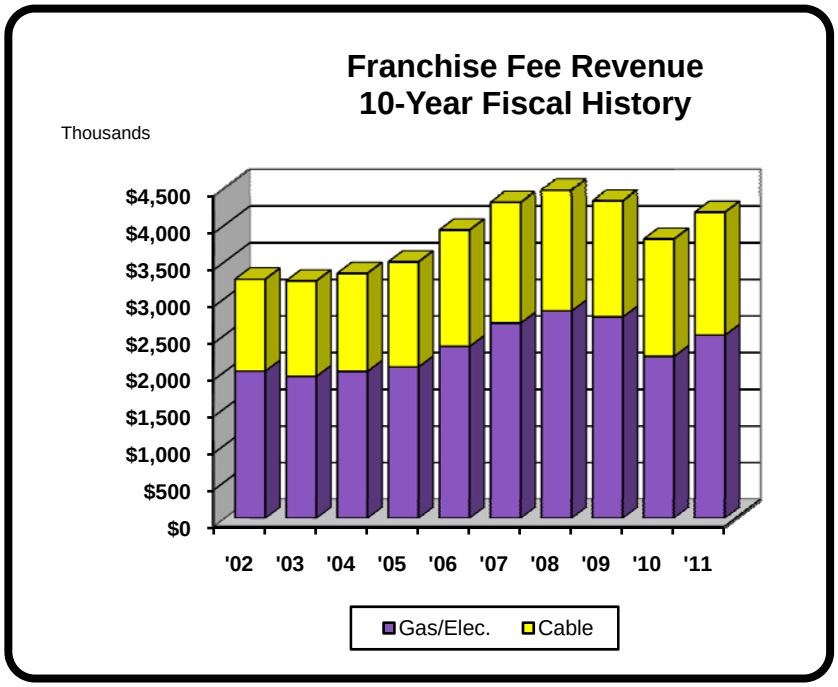
The secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. The secondary property tax revenue funds the city's General Obligation bond portion of the city's capital improvement plan.

While the General Fund operating budget includes only the primary property tax revenue, Glendale's primary property tax rate takes into account how the secondary assessed valuation (AV) has been and will continue to be impacted by the plummeting value of residential and commercial property. The city primary property tax rate will remain at $0.2252 in FY 2011 although the city expects to see a $459,229 decline in revenue from FY 2010 because the primary assessed valuation of existing property declined 12.5%. The city anticipates collection of $31,236 in SRP In-Lieu revenue in FY 2011.

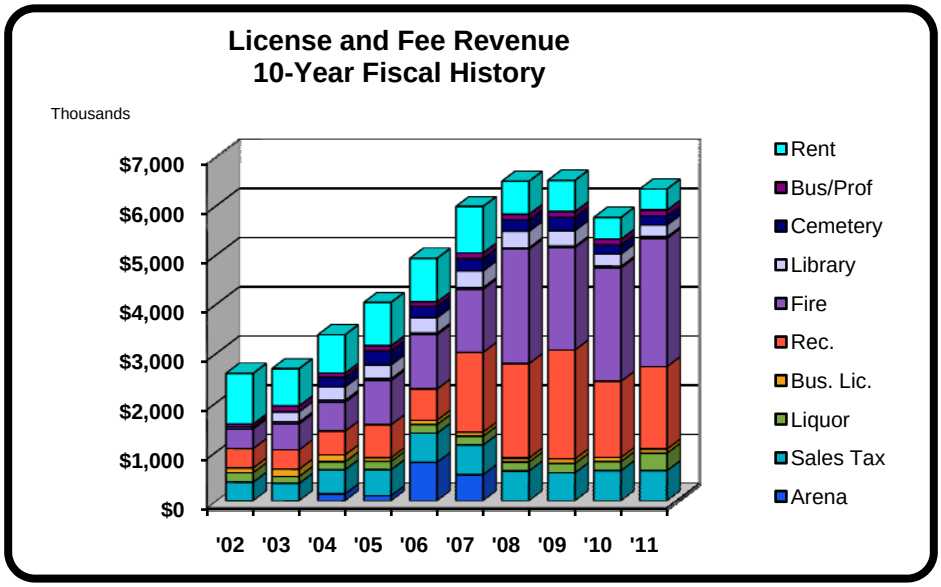


Development Fees: Development-related fees include building permits, right-of-way permits, plan check fees, planning and zoning fees, engineering and traffic engineering plan check fees, fire service related development fees, and miscellaneous development related fees. These revenue sources reflect activity in the construction sector. The city experienced its peak construction growth in FY 2008, collecting $6.9 million in development fee revenues. Construction work has slowed significantly since then. For FY 2010, the city expects to collect $2.8 million, a 58.5% decline from FY 2008. For FY 2011, the city projects to collect $3.1 million, a modest increase from FY 2010 that is due to a 1.4% increase in fees related to large commercial tenant improvement projects.

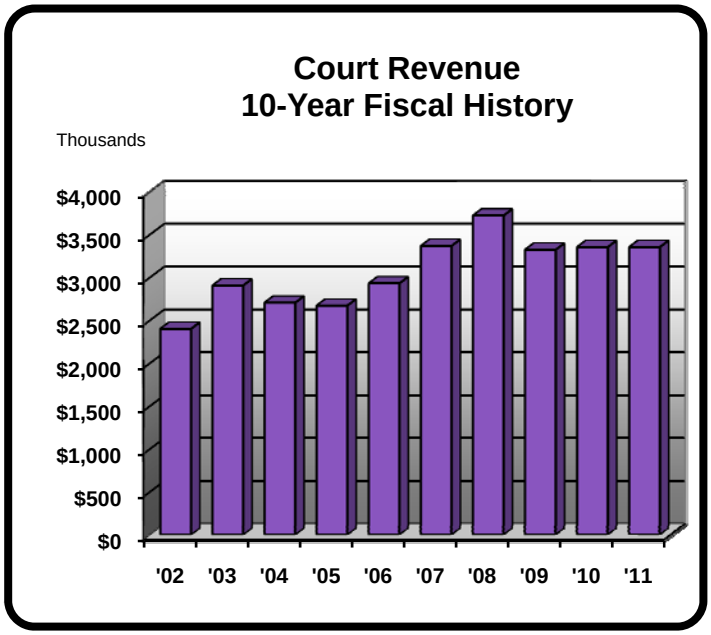
Franchise Fees: Franchise fees are paid to the city by the electric, gas and cable companies operating within the city. These fees increase in response to rate increases by the various utilities and, to a lesser extent, population growth. In all cases, the fees due to the city are based on gross receipts for the franchised organization. The city anticipates collecting $4.2 million in franchise fees revenues in FY 2011, down slightly from its peak $4.5 million collection in FY 2008.



License and Fee Revenues: This revenue category includes business and professional licenses, business regulatory licenses, sales tax licenses, liquor licenses, recreation fees, fire department fees not related to construction development, library fines and fees, cemetery fees, and rental income from the use of city facilities. Miscellaneous arena related fees were included in FY 2004 and FY 2005. As a group these sources are expected to generate $5.9 million in FY 2011. These revenues were relatively flat at $6.0 million for FY 2008 and 2009 and then dipped to $5.4 million in FY 2010. This category will see some fee adjustments for FY 2011 and therefore an increase in revenue.



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 traffic enforcement that occurs. Court revenue is estimated to remain flat at $3.4 million in FY 2011.

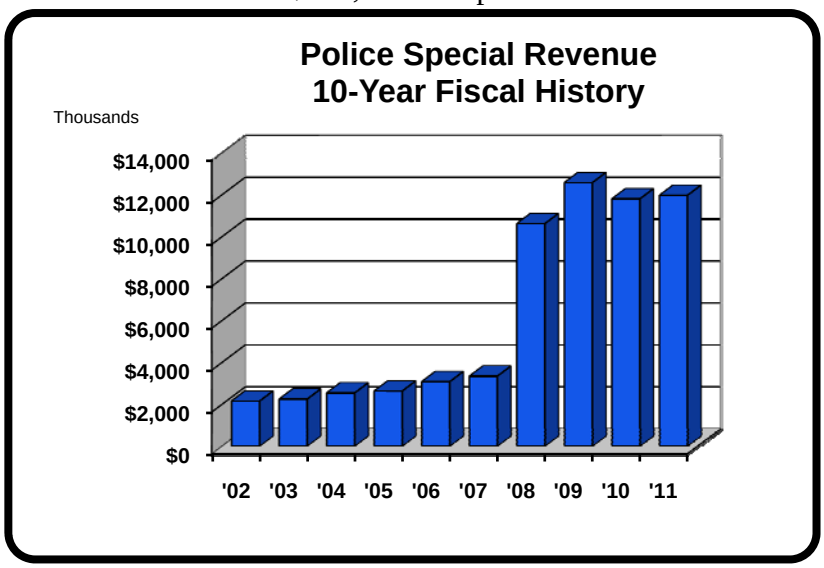


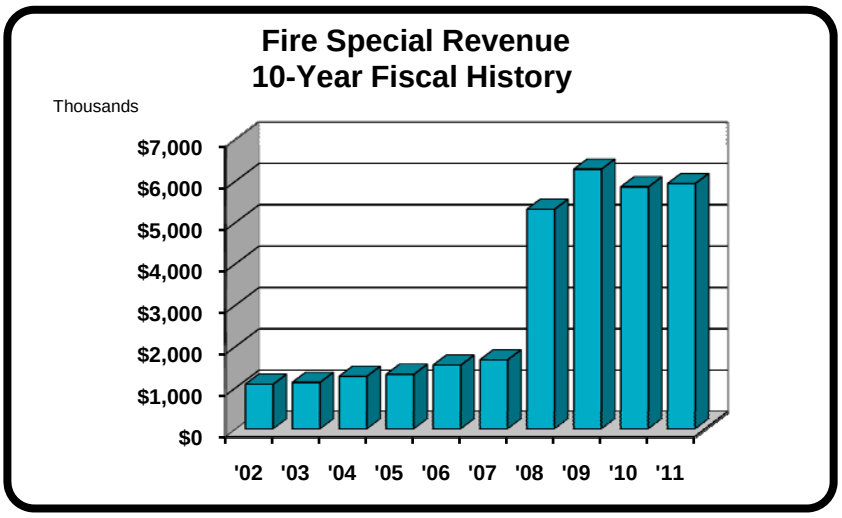
Other Revenues: This revenue category includes interest earnings, staff and administrative chargebacks, capital lease proceeds, sale of assets and miscellaneous revenues. The projection calls for FY 2011 revenues of approximately $13.2 million, a $2.9 million or 28.6% increase from FY 2010 estimate. The increase is attributable to one-time revenue expected from the additional electronic billboard sites per the December 2009 license agreement that was identified as part of the revenue enhancement opportunities for FY 2011.

Special Revenue Fund Group:

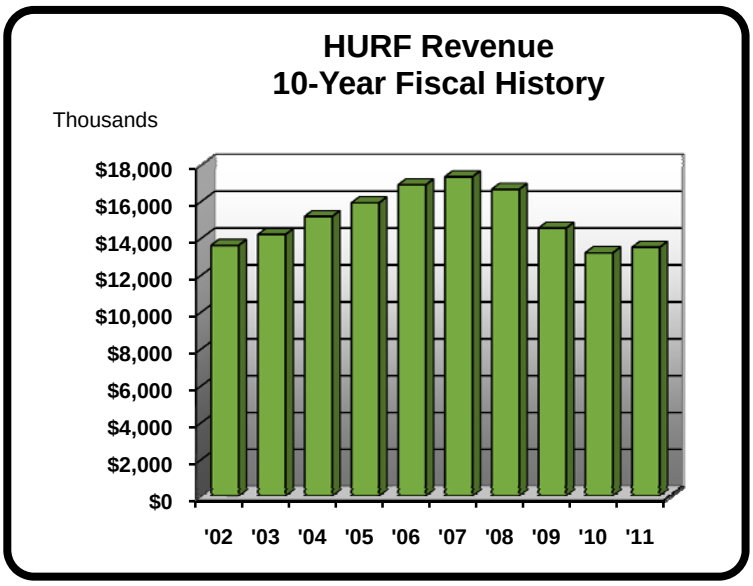
Police and Fire Sales Tax (Funds 1700 and 1720): The source of revenue for these funds is the 0.5% special sales tax designated for Police and Fire services. The tax was originally adopted by voters in 1994. In September 2007 Glendale voters approved an increase to the public safety sales tax effective November 1, 2007. As a result, the rate was adjusted from one-tenth of one cent to one-half of one cent. The original one-tenth rate includes food for home consumption while the additional four-tenths rate excludes food for home consumption. Two-thirds of the revenue is allocated to police and one-third to fire.

This revenue is subject to the same fluctuations as the general sales tax and has declined since the rate was adjusted because of the recession. The city expects to collect $17.7 million in public safety sales tax revenue in FY 2010, with $11.8 million for Police and $5.9 million for Fire. A modest increase of $250,000 is expected for FY 2011.



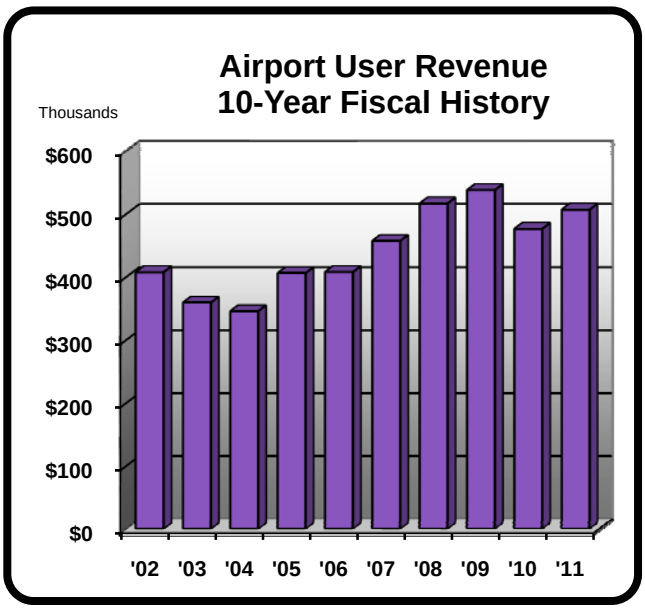


Streets (Fund 1340): The source of this fund's revenue is the state's Highway User Revenue Fund (HURF). HURF is commonly called the gasoline tax although there are several additional transportation-related fees that comprise this revenue source, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel.



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. The Arizona state legislature has made formula modifications from time to time that have affected Glendale's share of HURF dollars. In fact, the Arizona Legislature reduced the amount of funds allocated to cities for FY 2009 and FY 2010 and again for FY 2011. The Streets Fund received $14.6 million in FY 2009. The city expects to collect $13.2 million in FY 2010, which is $1.4 million or 9.6% less than FY 2009. The FY 2011 projection is $13.5 million.



Airport (Fund 1760): Airport revenues consist of user fees (90.0%), lease proceeds (2.0%) and a transfer from the General Fund (8.0%). 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.

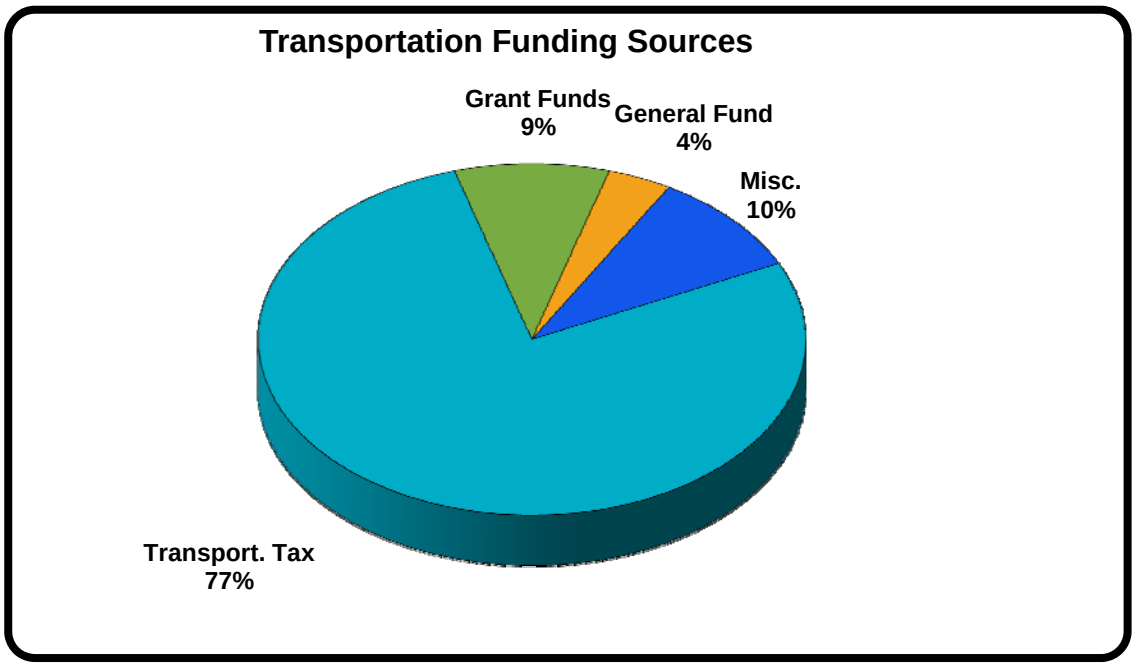
Glendale is now aggressively pursuing additional airport facility users with an ultimate goal of airport self-sufficiency. Sporting events as well as concerts that are being held at Jobing.com Arena and University of Phoenix Stadium continues to

attract corporate jet customers and is expected to provide additional business opportunities for the airport. Revenues for FY 2011 are projected to be $507,222.

Transportation Sales Tax (Fund 1660): The primary source of this fund's revenue for operations is sales tax receipts from the transportation sales tax (0.5%) that voters approved in 2001. This dedicated sales tax funds the Glendale Onboard (GO) Transportation Program, and is expected to generate an estimated $18.6 million in FY 2010 as well in FY 2011. This revenue source is dedicated to funding various transportation and transit-related projects. The GO Program is developed with guidance from the Citizen's Transportation Oversight Commission.

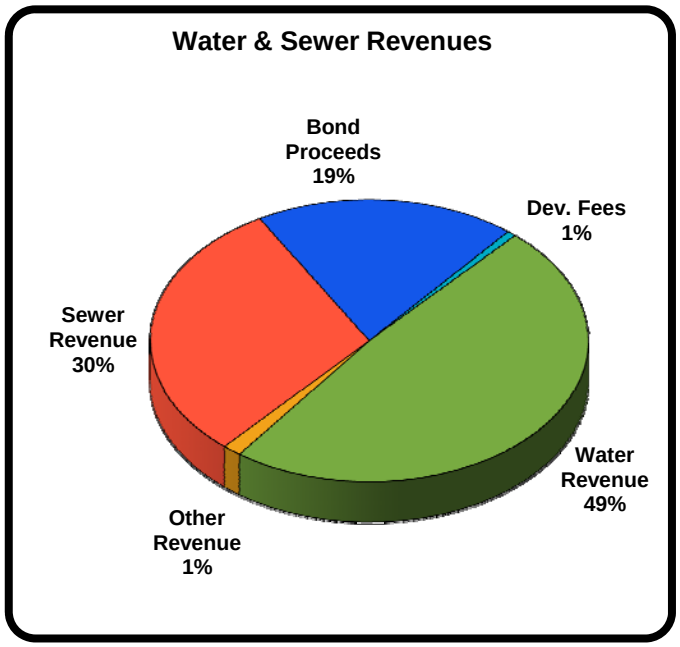
Other sources of FY 2011 revenue within the Transportation Sales Tax Fund include $128,000 in transit revenues, $565,566 in anticipated grant revenues and $150,000 in interest earnings. In total, transportation sales tax fund revenues are projected to be $19.5 million in FY 2011 about $560,000 less than the FY2010 estimated revenue. This fund is supplemented with $900,000 from the General Fund, as required by the 2001 election, to help sustain the delivery of transportation services

The state's FY 2011 budget includes the elimination of Local Transportation Assistance Fund (LTAF) (Fund 1640) monies that the state distributes to local governments. The City of Glendale has used this revenue to pay for Dial-A- Ride and fixed route bus services. A combination of some one-time savings, federal credits, and federal transit operations grant funds will be used in FY 2011 to avoid adjustments to transit services. A determination of longer-term service options will be made during FY 2011 based on the availability of other funding opportunities and further route evaluations.



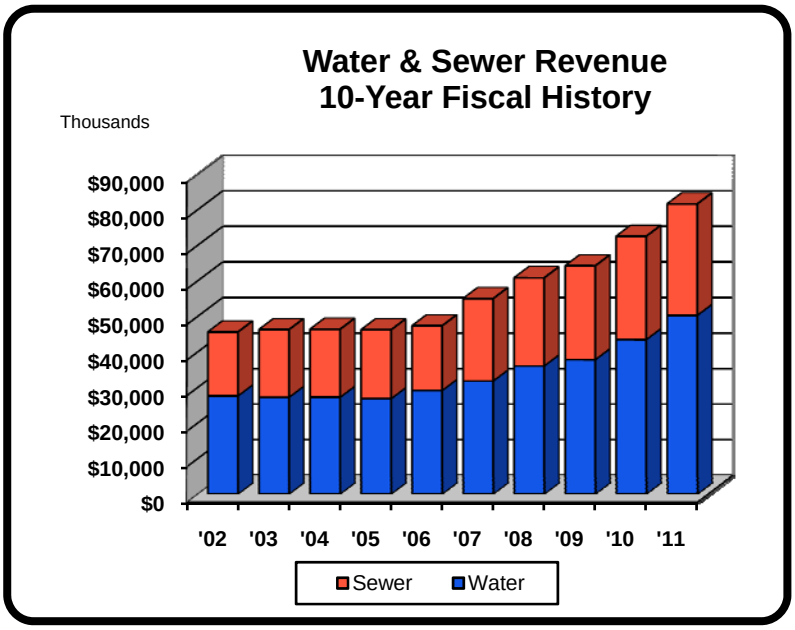
Enterprise Fund Group

Water/Sewer (Funds 2360, 2400 & 2420): In FY 2011, water sales and sewer fees will make up $81.7 million of total revenues for this fund. Bond proceeds will yield an additional $20.0 million and development impact fees (DIF) $700,000. Other revenue sources totaling about $1.4 million include interest earnings and miscellaneous fees and charges. Overall revenues for the Water/Sewer Fund amount to $103.8 million in FY 2011.



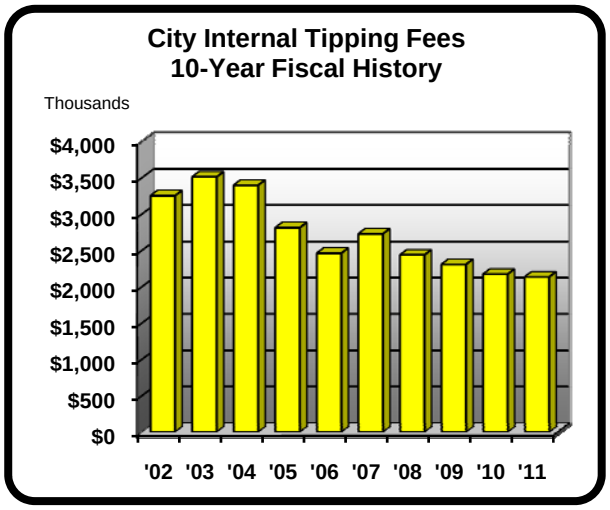
The city annually hires an independent consulting firm to review the utilities' financial status and recommend rate adjustments if needed. As a result of the study undertaken during FY 2010, water and sewer fee adjustments effective July 2010 will result in a 12% increase in revenues. These adjustments were recommended because of the cost of essential capital improvements in the face of declining revenue. The total number of bills issued by the city had declined by approximately 18,500 from the prior year and water usage decreased 8% to 13.5 billion gallons. Both of these declines are viewed as the result of the economy given business closures and the rising number of vacant residential units. In addition, conservation efforts appear to be playing a contributing role in the decline in usage.

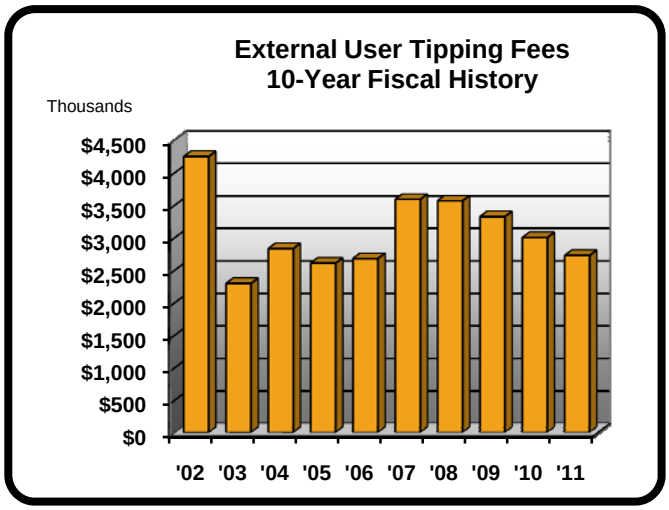
Based on the city's block rate structure, the adjustments will have a smaller impact on those using less water. The cumulative impact on the median single family customer will be an increase of $6.86, or just over a 12.0% increase, from $54.28 to $61.14 per month. These increases are necessary to ensure the funding for the continuation of high quality services and essential capital projects.



Landfill (Fund 2440): The city annually reviews the five-year financial plan for the Landfill Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan.

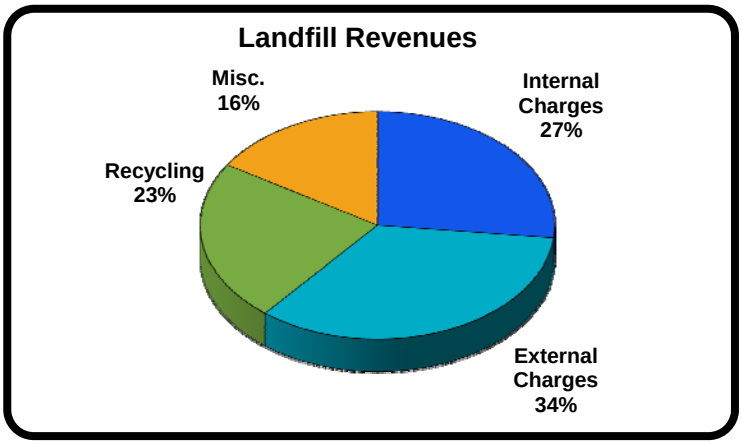
Glendale city departments are charged an internal rate for the use of the city landfill. The current internal tipping fee of $15.79 per ton is also charged to Glendale residents and businesses that bring loads to the landfill for disposal. The internal tipping fee will increase to $18 per ton for FY 2011. This internal tipping fee is projected to generate $2.1 million in revenue for the Landfill Fund in FY 2011.





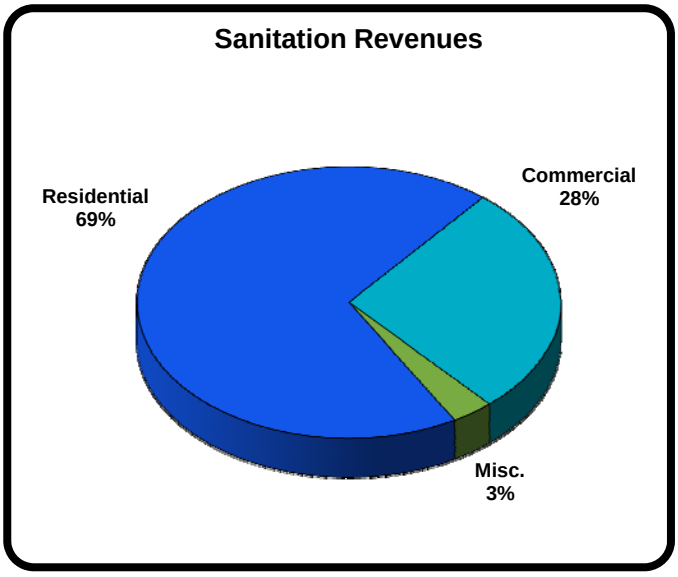
The tipping fees paid by private haulers, as well as businesses and individuals not located in Glendale, will continue to be $32.25 per ton in FY2011. This tipping fee will generate $2.7 million in revenue for the Landfill Fund in FY 2011. The city collected $3.3 million in FY 2009 and is expected to collect $3.0 million in FY2010.

In FY 2011, the recycling sales program is projected to bring in $1.8 million. This is approximately $1.2 million or 40% less than the $3 million collected in FY 2008. The decline is mostly related to the lower market price for recycling materials.



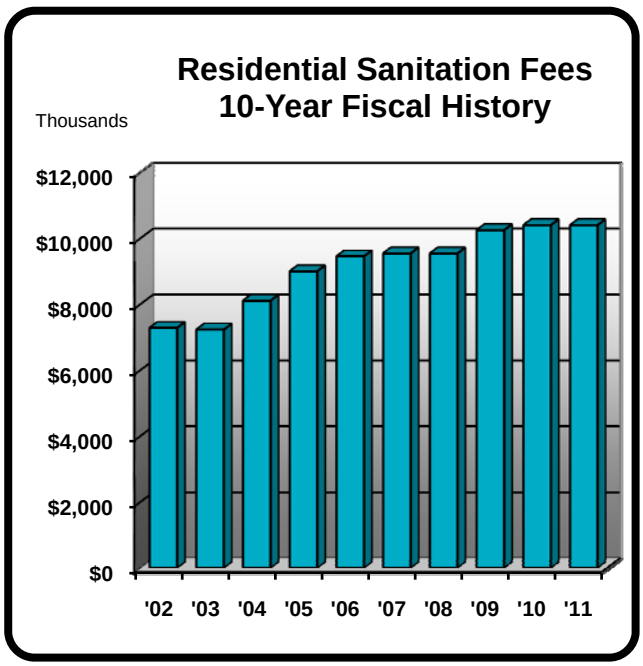
Additional miscellaneous revenue comes from interest earnings, development fees, chargebacks and other fees, and accounts for $1.3 million. Total projected revenues for FY 2011 are $8.0 million.

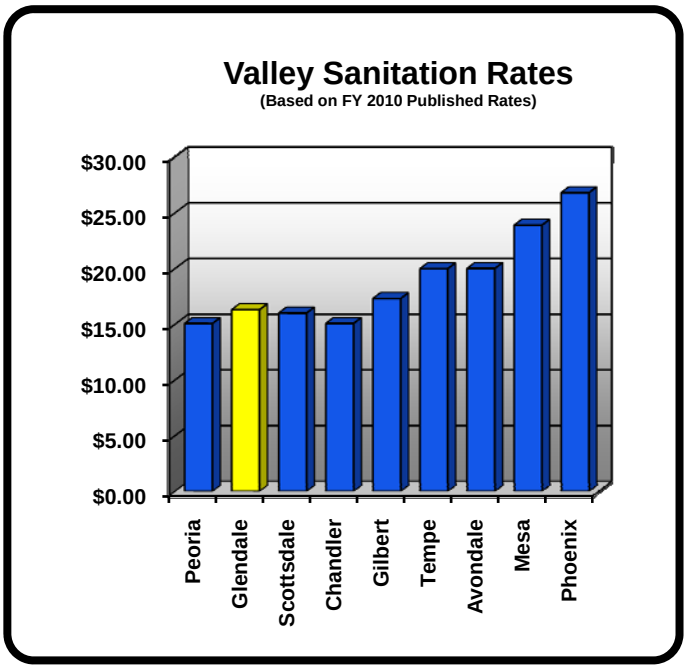
Sanitation (Fund 2480): The city annually reviews the five-year financial plan for the Sanitation Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan. Landfill fees for the disposal of the solid waste collected from residences and businesses represent a significant part of the expenses incurred by the sanitation enterprise operation. Consequently, adjustments to landfill rates have a major impact on sanitation rates.



Glendale's residential sanitation rate for FY 2010 was $16.30 and includes weekly trash and recycling collection as well as monthly loose trash collection. The last rate change occurred in January 2005. Due to a healthy fund balance maintained by the fund and significantly lower equipment repair and replacement costs, the sanitation rate for FY2011 will remain at $16.30.

The FY 2011 revenues of $15.0 million come primarily from two sources: residential collection fees, projected at $10.4 million, and commercial collection fees, projected at $4.1 million. The residential and commercial collection programs account for approximately 97% of the sanitation revenues.

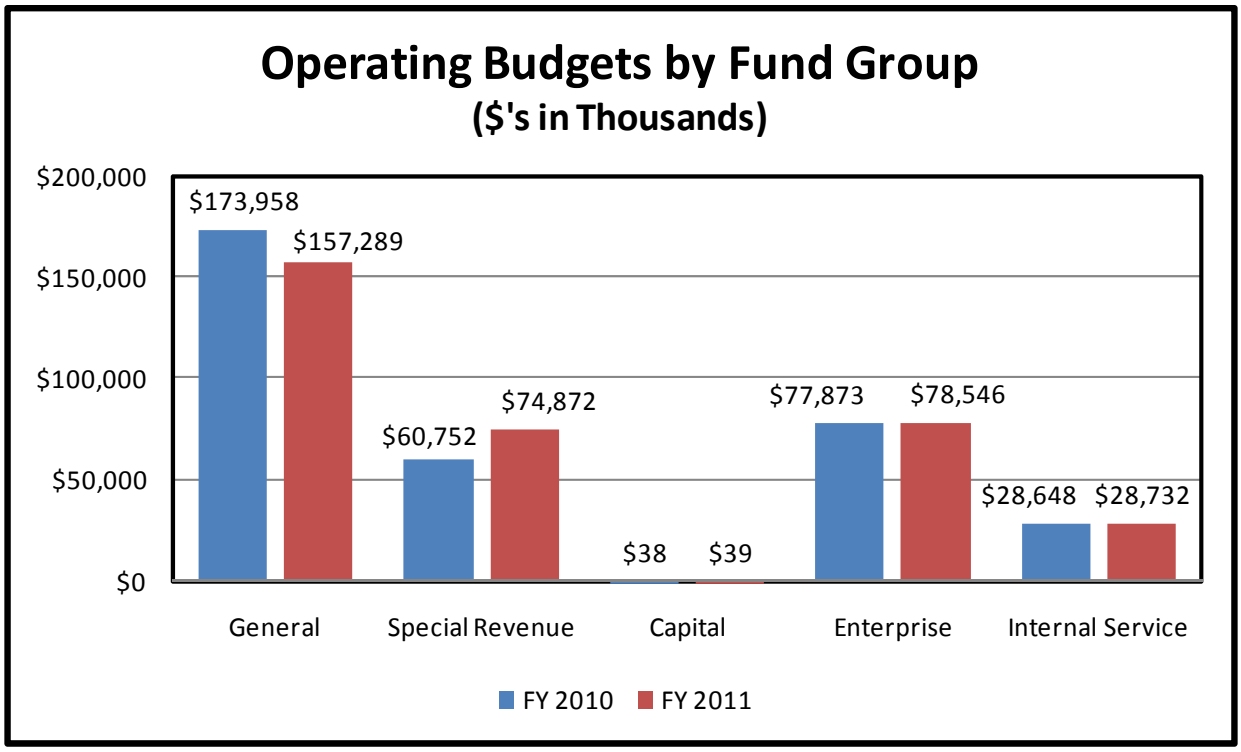




EXPENDITURES

The FY 2011 Operating Budget

The FY 2011 operating budget totals $339.5 million, which is a decrease of 0.5% ($1.8 million) from the FY 2010 budget of $341.3 million. It is important to note that FY 2011 operating budget decreases totaling $16.7 million in the general fund group were offset by a $14.1 million increase in the special revenue fund group. The special revenue fund group includes federal and state related grant fund appropriation increases pertaining to the Neighborhood Stabilization Program, Community Development Block Grants, American Recovery and Reform Act and other grants. A comparison of the operating budget fund group changes from FY 2010 to FY 2011 appears below.



The starting point for the FY 2011 operating base budget is the current fiscal year's ongoing base budget. It continues to focus on the Mayor and Council strategic goals and will carry on the process of transforming the vision of one community into reality. The operating budget also reflects the constrained and challenging economic conditions that the nation currently faces. Several expenditure management measures and budget reductions have been incorporated into the balanced operating budget and are discussed in detail in the section of this book titled *City Manager's Budget Message*. These measures were implemented while keeping our focus on providing key services that sustain Council's strategic goals while we manage the current economic downturn.

Operating Budget Summary

In most cases, Glendale's fund structure coincides with the city's organizational and program structure. Table 2 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 2011 operating budget within each fund grouping. It also calculates the percentage change for the fund from the FY 2010 operating base budget.

Table 2: Comparison of Operating Budgets
FY 2010 vs. FY 2011

(All Dollars in Thousands)

Fund Name	FY 2010	FY 2011	% Change
General (1000)	$145,495	$130,658	-10.2%
General Services (1040)	$10,494	$9,081	-13.5%
Technology Replacement (1140)	$3,508	$3,510	0.1%
Vehicle Replacement (1120)	$3,030	$3,030	0.0%
Stadium Event Operations (1281)	$3,022	$2,965	-1.9%
Stadium City Sales Tax - AZSTA (1790)	$1,700	$1,700	0.0%
Public Safety Training Center (2530)	$1,767	$1,445	-18.2%
Arena Event Operations (1282)	$1,201	$1,202	0.1%
Telephone Services (1100)	$1,014	$977	-3.6%
Marketing Self Sust (1870)	$697	$753	8.1%
All Other Funds	$2,031	$1,969	-3.1%
Sub-Total General Fund Group	$173,958	$157,289	-9.6%
Other Federal and State Grants (1840)	$12,651	$17,661	39.6%
Police Special Revenue (1700)	$11,985	$12,587	5.0%
Transportation Sales Tax (1660)	$12,639	$12,203	-3.4%
Highway User Gas Tax (1340)	$9,614	$8,462	-12.0%
Fire Special Revenue (1720)	$5,692	$6,136	7.8%
Neighborhood Stabilization Pgm (1310)	$0	$4,184	n/a
ARRA Stimulus Grants (1842)	$0	$3,967	n/a
C.D.B.G. (1320)	$2,124	$3,541	66.7%
Home Grant (1300)	$1,586	$1,661	4.7%
RICO Funds (1860)	$1,324	$1,324	0.0%
All Other Funds	$3,136	$3,146	0.3%
Sub-Total Special Rev Fund Group	$60,752	$74,872	23.2%
Sub-Total Capital Fund Group	$38	$39	2.7%

Fund Name	FY 2010	FY 2011	% Change
Water/Sewer (2360/2400/2420)	$48,163	$49,123	2.0%
Sanitation (2480)	$14,462	$13,893	-3.9%
Pub Housing Budget Activities (2500)	$8,365	$8,487	1.5%
Landfill (2440)	$6,883	$7,043	2.3%
Sub-Total Enterprise Fund Group	$77,873	$78,546	0.9%
Benefits Trust Fund (2580)	$24,481	$24,481	0.0%
Risk Management Self Insurance (2540)	$2,760	$2,844	3.1%
Workers Comp. Self Insurance (2560)	$1,407	$1,407	0.0%
Sub-Total Internal Svc Fund Group	$28,648	$28,732	0.3%
Grand Total: Operating Budget	$341,269	$339,479	-0.5%

The majority of the general fund group's operating budget expenditures are included in the General (Fund 1000), which encompasses 83% of that group's total operating budget. This fund, along with the Highway User Gas Tax (Fund 1340) that is part of the special revenue group, were the main focus of the City Council budget workshop presentations and are often collectively referred to as the "General and Streets Fund" operating budget for the city. These two funds are discussed in more detail in the following pages starting with Table 3: Comparison of General and Streets Fund Operating Budgets.

Some of the other funds with year over year variances that exceeded 10% include the General Services Fund (1040) which decreased by $1.4 million (-13.5%). One million of this amount relates to a reduced motor fuel budget that is in line with current pricing and representative of a smaller city fleet. In addition, wages/salaries/benefits decreased by $270,788 in accordance with budget reductions made in conjunction with the General and Streets Fund reductions exercise. The Public Safety Training Center (2530) saw reductions of $321,337 which is indicative of the reduced levels of hiring expected by west valley cities during the economic downturn.

As mentioned previously, the FY 2011 operating budget includes ample grant-related appropriation increases to accommodate the city aggressively pursuing grant opportunities that may arise during the year. Other Federal and State Grants (1840), Neighborhood Stabilization (1310), ARRA Stimulus Grants (1842) and C.D.B.G. (1320) saw a total increase in appropriation totaling $14.6 million. It is important to note that the city only pursues grant opportunities that are in line with council goals and objectives and that make strong financial business sense. Grant appropriation cannot be spent unless the city applies for and actually receives the corresponding grant monies.

Table 3 includes a tabular comparison of the largest General & Streets Fund departmental operating base budgets over the last two fiscal years and calculates the percentage change for the department from the FY 2010 operating base budget.

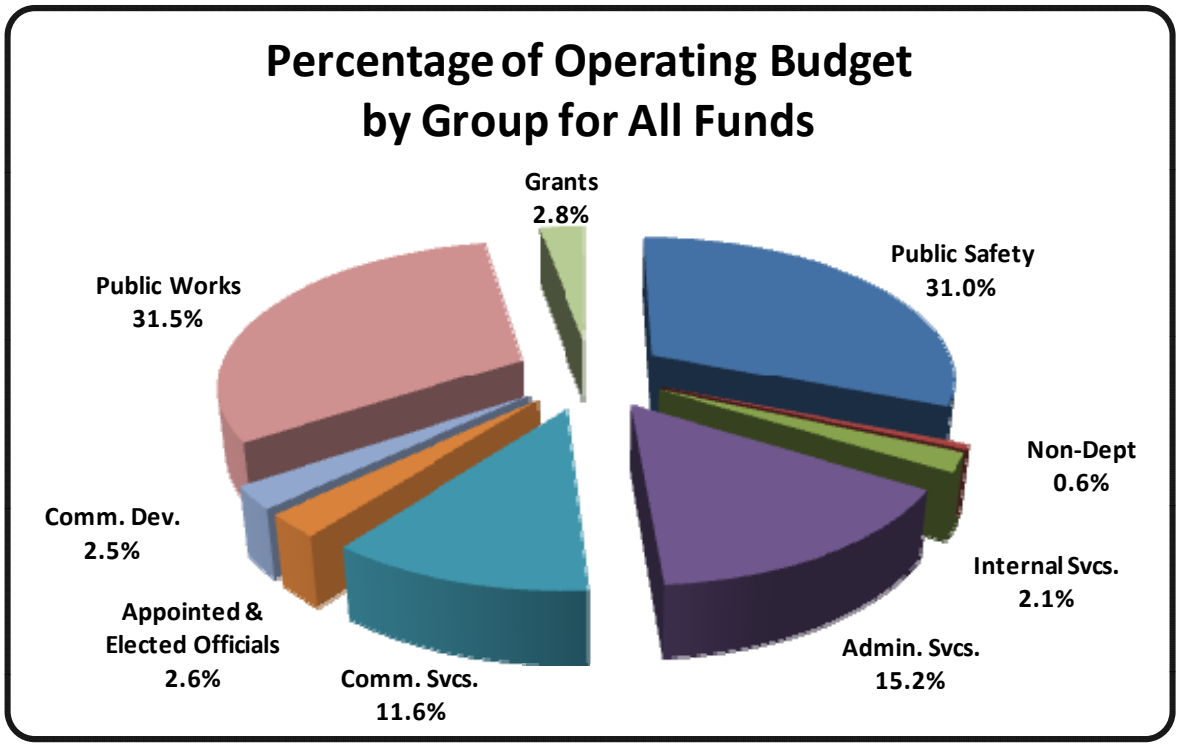
Table 3: Comparison of General and Streets Funds Operating Budgets: FY 2010 vs. FY 2011

(All Dollars in Thousands)

Department Name	FY 2010	FY 2011	% Change
Police Department	$50,881	$47,136	-7.4%
Fire Department	$25,985	$23,639	-9.0%
Field Operations	$12,126	$10,381	-14.4%
Parks & Recreation	$10,453	$9,037	-13.5%
Library & Arts	$7,268	$6,076	-16.4%
Lease Pmts/OtherFees	$1,861	$4,526	143.2%
Transportation	$4,326	$3,748	-13.4%
City Court	$3,987	$3,578	-10.3%
Info. Technology	$3,376	$3,049	-9.7%
City Attorney	$2,444	$2,840	16.2%
Marketing and Comm.	$2,687	$2,491	-7.3%
Engineering	$3,333	$2,433	-27.0%
Building Safety	$3,087	$2,425	-21.4%
Finance	$2,623	$2,122	-19.1%
Non-Departmental	$1,832	$1,964	7.2%
Human Resources	$2,786	$1,912	-31.4%
Economic Development	$885	$1,397	57.8%
Management & Budget	$1,515	$1,395	-7.9%
Code Compliance	$1,576	$1,368	-13.2%
Planning	$1,524	$989	-35.1%
All Other Funds	$10,555	$6,614	-37.3%
Total General and Streets Funds	$155,110	$139,120	-10.3%

The reductions above are consistent with the city's budget strategy for steering the city through the rest of the economic downturn and will continue to keep the city ready for the eventual economic turnaround. This strategy and the specific reductions are discussed extensively in the *City Manager's Budget Message*.

The Lease Pmts/Other Fees department reflects an increase in scheduled principal and interest payments from $1.8 million to $4.5 million that will be made in conjunction with previously approved debt obligations. Schedule Eight in the back of the budget book includes all scheduled lease payments planned for the next five years and beyond. The City Attorney and Economic Development departments participated in the budget reduction exercises just like all other city departments, but their reductions were offset by a re-alignment of $500,000 in base budget funding that was added into each of their respective budgets to pay for costs related to outside legal fees and the pursuit of business development opportunities.



The largest operating group, regardless of funding source, is **Public Works**, which accounts for $107.0 million or 31.5% of the total operating budget. This group includes the Utilities, Field Operations, Transportation and Environmental Resources departments. Among the many services that these departments provide are the following:

- water/sewer treatment and transmission services;
- 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 conservation programs, water quality testing services for the city's drinking water and reclaimed water services, and long-term water resource planning.

The second largest group is **Public Safety** at $105.3 million, which makes up 31.0% 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 $51.7 million or 15.2% of the total operating budget. Departments within this group include Human Resources, Information Technology, Finance 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:

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

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

- citizen education and neighborhood partnership programs;
- rental assistance and housing services for eligible applicants under the Section 8 and Low Rent Public Housing programs, which are federally funded;
- parks, open space and recreational activities for residents;
- library services; and
- responsive and proactive inspections and subsequent case resolution to protect neighborhoods from the negative impact of blight and deterioration.

This group accounts for 11.6% of the total operating budget, or $39.2 million.

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 2.6% or $8.9 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 2.5% or $8.6 million of the total operating budget. Departments in this group include Building Safety, Engineering, Economic Development, Planning and the Airport and specialty departments to account for rebate/incentive programs. Some of the services these departments provide include:

- the issuance of building permits and provision of inspection services related to new construction;
- design and construction management for all city capital projects;

- programs to attract and retain businesses that create jobs, increase the tax base, improve land values and enhance central city vitality; 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 2.1% or $7 million of the total operating budget. They include Marketing and Communications, City Manager's Office, Community Action Program, Intergovernmental Programs and City Auditor. Departments in this group include the Civic Center in downtown Glendale and the Convention Center / Media Center / Parking Garage. Some of the services these departments provide include the following:

- competitively priced meeting space and related services for business, social and other special events;
- the production and oversight of Glendale's print and electronic communications;
- coordination of the city's dealings with federal, state and other local governments; and
- audit and consulting services to management.

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 facility was developed in conjunction with the Renaissance Hotel, Spa and Conference Center in the Westgate area.

Non-departmental expenses include annual dues for citywide membership agencies like the National League of Cities and Maricopa Association of Government, as well as unemployment insurance payments, and long-term disability payments. **Non-Departmental** expenses total $2.0 million or 0.6% of the total operating budget.

The **Miscellaneous Grant** expenses account for another $9.7 million or 2.8% of the operating budget. However, $7.3 million of this amount includes grant reserve appropriation that can be used only to the extent that the city successfully obtains federal or state grant funded monies during the fiscal year.

Staffing and Personnel Issues

As with any service organization, personnel costs are a significant part of the total operating budget of the city. In fact, 72% of the FY 2011 operating budget for the General and Streets funds is attributable to wages, salaries and benefits.

The FY 2011 budget includes permanent staffing reductions of 100.5 FTE's related to vacant positions being eliminated from the General and Streets funds. In addition, another 133 FTE's were submitted as base budget reductions within the General and Streets funds. 96 of those FTE's were permanent reductions, 14 were transferred to other funds and the remaining will be

held vacant. Table 4 provides a comparison of staffing levels in recent years for all funds which accounts for all changes in authorized staffing city-wide.

Table 4: Staffing Levels by Fund

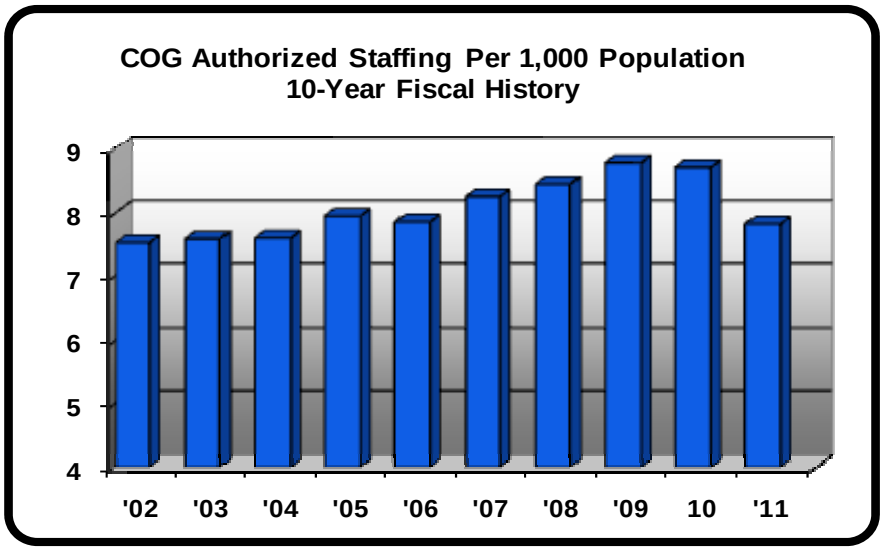
(Full-Time Equivalents)

Fund	2006-07	2007-08	2008-09	2009-10	2010-11
General-1000	1,388.76	1,411.76	1,403.76	1,389.76	1,202.26
Water and Sewer-2360/2400/2420	220.25	241.25	242.25	242.25	242.25
Police Special Revenue-1700	33.00	42.00	118.00	118.00	118.00
Sanitation-2480	70.00	75.00	78.00	80.00	80.00
Highway User Gas Tax-1340	97.00	97.00	98.00	90.00	67.00
Fire Special Revenue-1720	18.00	21.00	50.00	50.00	51.00
Transportation Sales Tax-1660	49.25	50.25	50.25	50.25	49.25
Landfill-2440	42.00	43.00	41.00	41.00	44.00
General Services-1040	42.00	42.00	42.00	41.00	37.00
Pub Housing Budget Activities-2500	25.00	25.00	25.00	25.00	24.00
Public Safety Training Center-2530	4.00	12.00	12.00	12.00	10.00
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.75
CAP Grant-1820	7.00	7.00	7.00	7.00	7.00
Parks & Recreation Self Sust-1880	5.00	5.00	5.00	5.00	7.00
Civic Center-1740	7.00	7.00	7.00	7.00	6.00
Airport Operating-1760	5.00	5.00	5.00	5.00	5.00
Other Federal & State Grants-1840	3.00	4.00	4.00	3.00	3.00
Court Security/Bonds-1240	1.00	1.00	1.00	1.00	2.00
Stadium Event Operations-1281			2.00	2.00	2.00
Arena Event Operations-1282			2.00	2.00	2.00
Telephone Services-1100	1.00	1.00	1.00	1.00	1.00
Technology Replacement-1140		1.00	1.00	1.00	1.00
Risk Mgt Self Insurance-2540					1.00
All Other	4.50	0.50	0.50	0.50	0.50
Total	**2,031.51**	**2,100.51**	**2,204.51**	**2,182.51**	**1,971.01**

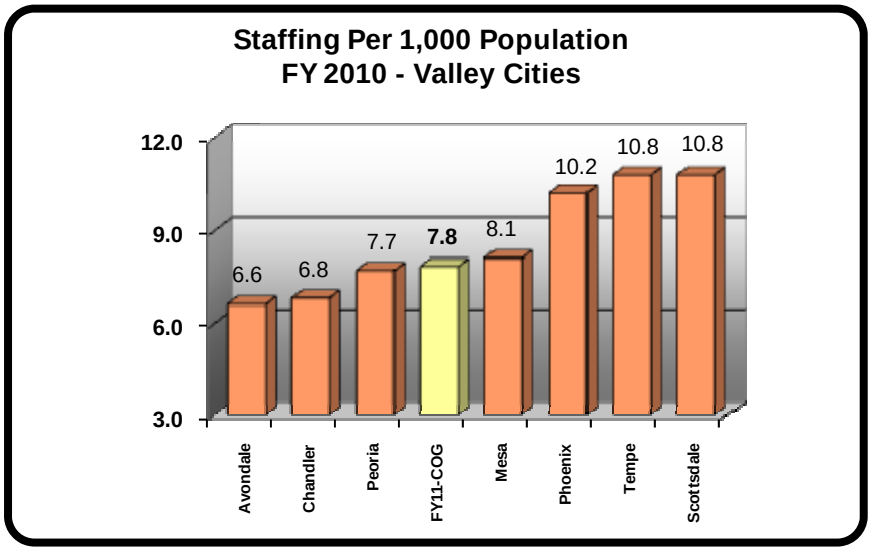
The city has historically taken a conservative approach to adding new positions and expanding its service delivery system to ensure that basic services can be sustained regardless of revenue

and expense fluctuations. Therefore, staff increases are typically closely tied to population growth. However, severe economic downturns can impact staffing levels given the fact that a high percentage of overall operating costs are staffing related. Glendale is not immune to reductions in force. City-wide authorized staffing experienced ten straight years of modest growth before staffing reductions were implemented in FY 2010 and FY 2011.

The FY 2011 budget shows a decrease in total authorized staffing by 211.5 full-time equivalents (FTEs) across all funds. The majority of the staffing decreases relate to the elimination of vacant General Fund positions and city-wide budget reductions mentioned previously and as outlined in the *City Manager's Budget Message*. Schedule 6, found in the *Schedules* section of this document, provides detail on the city's authorized staffing by position for all departments and funding sources.



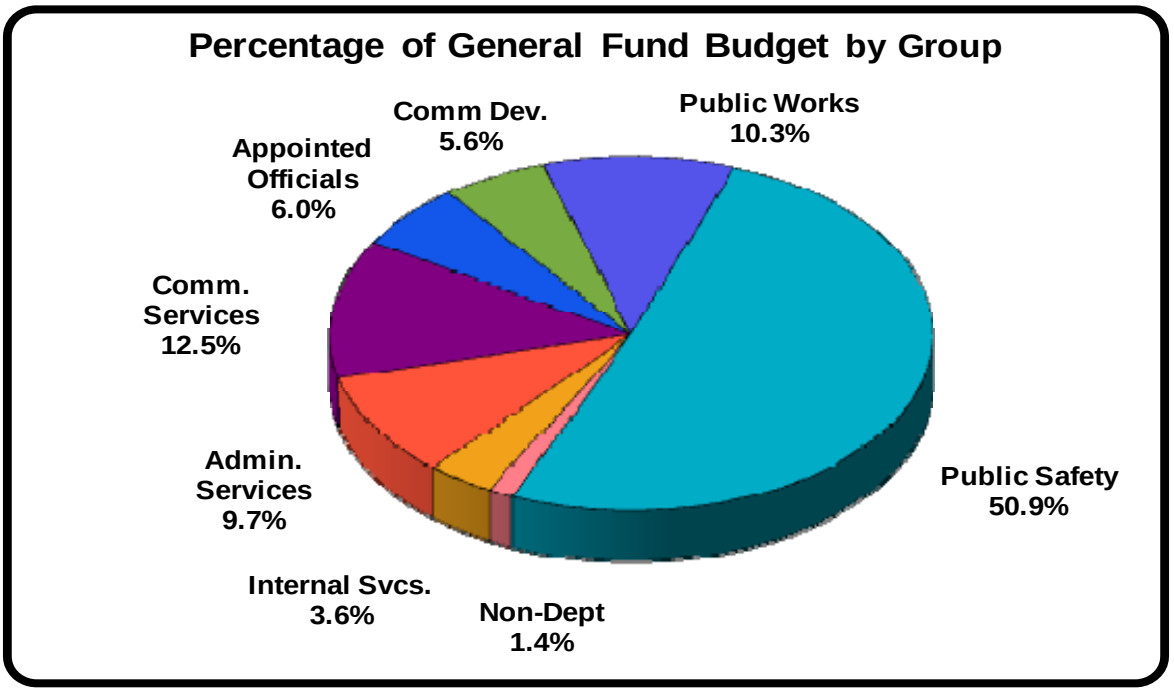
The total authorized staffing of 1,971.01 FTE positions will serve an estimated population of 251,809 by July 2010. This results in a staffing ratio of 7.82 employees per 1,000 residents in FY 2011. As the accompanying graph indicates, Glendale continues to maintain a low staff to population ratio compared to Phoenix, Scottsdale, Tempe, and Mesa, and does so without sacrificing the quality of services provided to residents.



Please note that the ratio for all staffing-per-each-1,000 residents is from FY 2010 except for the City of Glendale, which represents the FY 2011 ratio.

General Fund Operating Expenditures

Included in the General Fund total is the Streets Fund. The total operating budget for FY 2011 is $139.1 million. Public Safety, at 50.9% or $70.8 million, is the largest component of the General Fund budget, followed by Community Services at approximately 12.5% or $17.4 million and Public Works at 10.4% or $14.4 million. These three groups comprise 73.7% or $102.6 million of the total operating budget. The remaining 26.2% or $36.5 million of the $139.1 million budget is within the Administrative Services, Elected & Appointed Officials, Community Development, Internal Services and Non-Departmental Groups. The accompanying graph displays the General and Streets 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 2011 General and Streets Fund operating budgets by group to FY 2010 in tabular form.

Table 5: General Fund Budget By Group Comparison

(All Dollars in Thousands)

Group	FY 2010 Budget	FY 2011 Budget	FY 2011 % of Total
Public Safety	$77,670	$70,774	50.9%
Community Services	$20,806	$17,370	12.5%
Public Works	$16,688	$14,354	10.3%
Administrative Svcs	$12,604	$13,441	9.7%
Appointed Officials	$8,591	$8,350	6.0%
Community Dev.	$10,481	$7,845	5.6%
Internal Services	$6,436	$5,021	3.6%
Non-Departmental	$1,832	$1,964	1.4%
Total	**$155,110**	**$139,120**	**100.0%**

General Fund Transfers to Other Funds

The General Fund supports a number of other funds within the city. The amount of support can vary from year to year based on projected revenue for the supported funds as well as debt service schedules. A net transfer amount of $12.7 million is projected to be transferred to other funds in FY 2011. This amount is $3 million less than the net GF transfers included in the FY 2010 budget.

The largest of these transfers is $13.8 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 Glendale Regional Public Safety Training Center. The $13.8 million is the net amount after accounting for expected revenue per the respective development agreements for the various facilities named above. The $13.8 million is $2.1 million more than the FY 2010 budget of $11.7 million.

A total transfer of $2.7 million is projected for the Stadium, Youth Sports Complex and Arena Operations funds. Another $900,000 will go to the Transportation Fund and is done annually per the 2001 election approving the transportation sales tax. A transfer of $640,290 will be made to the Marketing Special Events Fund to support the special events held in downtown Glendale. Other transfers will go to the Civic Center, Airport, Housing, Employee Group and various other grant funds. Transfers between funds are detailed in Schedule 4 of the Schedules section of this document.

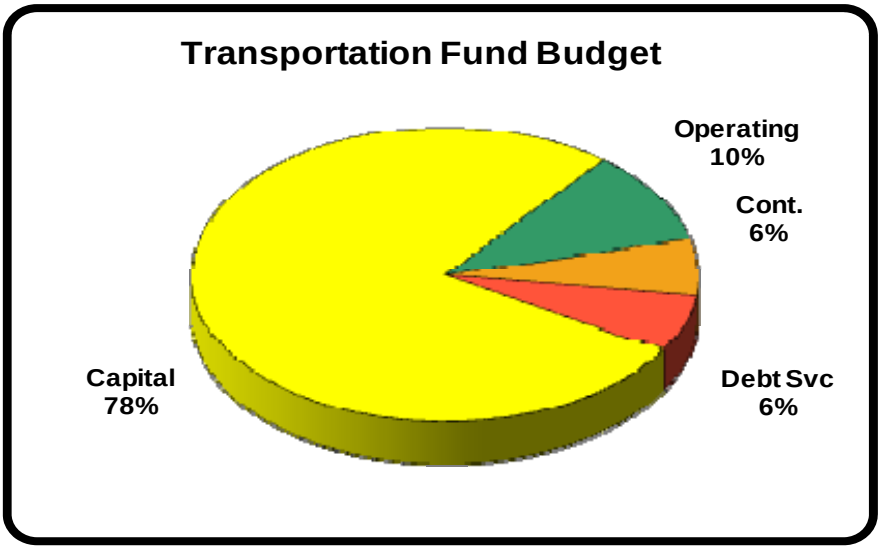
Police and Fire Sales Tax Fund Expenditures

These fund resources are designated to support the salaries of additional police officers and firefighters, as well as the equipment and services needed to support those positions. A total of $12.6 million will be appropriated from the Police Special Revenue Fund to provide police

services. An additional $6.1 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 51 fire staffing positions.

Transportation Fund Expenditures

The Transportation Fund includes 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 $92.6 million are budgeted for capital outlays, the total operating budget of $12.2 million is used for Fixed Route services (public transportation) at $5.7 million and Dial-A-Ride at $2.4 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 and has a total budget of $2.3 million. The remaining $1.9 million, or 15% of the operating budget, is used for traffic engineering, safety education, traffic mitigation and management oversight.

Debt service payments totaling $7.3 million are budgeted for FY 2011 and a contingency appropriation of $7.4 million is supported by fund balance and will be used at the discretion of Council for any emergencies or if the opportunity arises for the acceleration of capital projects.

Airport Fund Expenditures

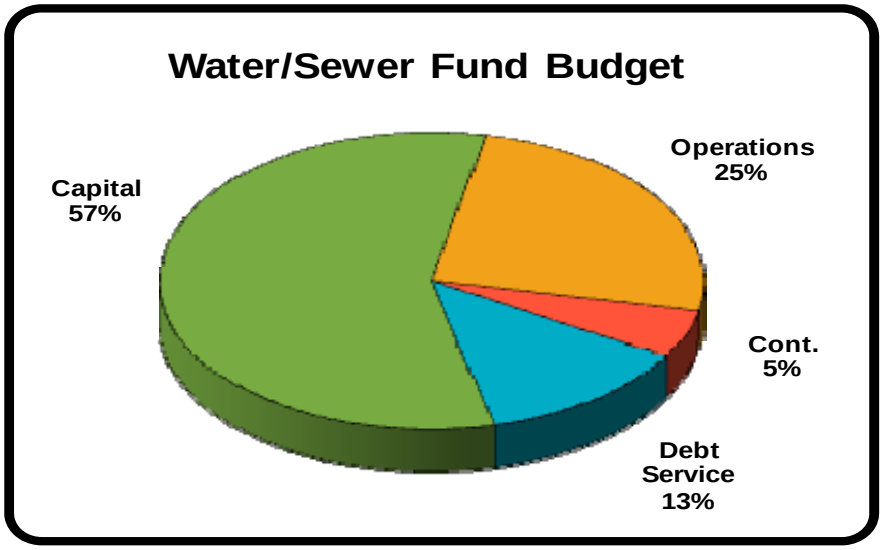
The Airport Fund operating budget is $538,916 that is funded by airport revenues of $507,222 with the remainder covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

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 attract more corporate jet customers. When these improvements are coupled with uses from professional football, hockey, baseball spring training

and the soon to be completed USA Basketball Headquarters facility, as well as other major national events occurring in Glendale, the city's airport is expected to be 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 $49.1 million for FY 2011. Almost half of this budget, or $20 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 $20.4 million. The remaining $8.7 million of the operating budget is used for meter maintenance, central system control, water quality testing and information management services.

Many significant capital projects are planned for FY 2011 and they account for the $55.9 million in capital expenditures, as well as the corresponding $25.3 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 $5 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.

Landfill Fund Expenditures

The total operating budget for FY 2011 is $7 million, relatively unchanged from the $6.9 million in FY 2010. Landfill operations total $2.9 million, the materials recycling facility accounts for

$2.2 million and other recycling at $940,620, all of which accounts for 86.5% of the operating budget. The remaining amount, or $951,855, is used for solid waste administration and landfill gas management. The FY 2011 capital budget totals $1.9 million and the Landfill Fund also has a $2.0 million contingency appropriation to be used at City Council discretion for any unplanned emergencies.

FY 2011 will be the ninth 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 objectives such as improving the environment, extending the useful life of Glendale's landfill, and generating revenue from the sale of reusable materials.

Sanitation Fund Expenditures

The total operating budget for FY 2011 is $13.9 million, which represents a 4% decrease from the $14.5 million in FY 2010. Residential curb service includes trash, recycling and loose trash collection and accounts for $9.5 million or 68% of the operating budget. The commercial front-load and roll-off divisions account for another $4.4 million. The FY 2011 capital budget includes $1.3 million for the purchase of side load refuse trucks and replacement pickup trucks.

Benefits Trust Fund Expenditures

The Benefits Trust Fund is used 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 2011.

The City of Glendale will contribute $14.1 million to this fund in FY 2011 of which $9.2 million is from the GF. The $14.1 million is $1.3 million less than the FY 2010 contribution of $15.4 million, of which $10.5 million was from the GF.

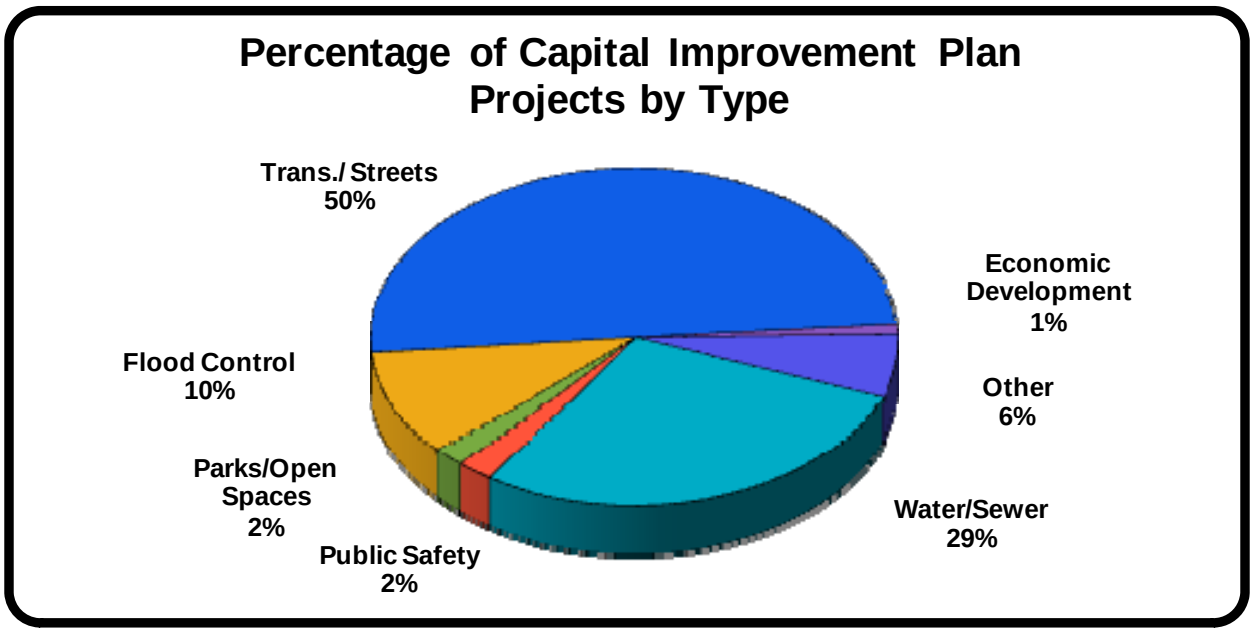
The beginning fund balance is projected to be approximately $2.6 million and the fund is projected to end the year with $113,328. This reduction in fund balance is a direct result of management's decision to keep the operating budget flat year over year instead of reducing it to account for a decreasing workforce and the frozen/retirement vacancies. This conservative approach will allow the fund to cover any unfavorable fluctuations in medical and dental claims throughout FY 2011. If these claims do not materialize during FY 2011, then any unused portion of the operating budget will remain in the fund balance at year end.

Capital Improvement Plan Expenditures

The total capital improvement budget for FY 2011 is $194.4 million, and 91.3% of this amount relates to transportation, public safety, flood control, and water and sewer projects. The $194.4 million includes carryover appropriation from FY 2010 of $96.7 million to complete existing projects and $97.7 million for new projects. This is a decrease of $97.2 million, or 33.3%,

compared to the FY 2010 capital improvement budget of $291.6 million. The reduction was primarily driven by a year over year reduction in the carryover funding included in the FY 2010 capital budget ($180.2 million) versus FY 2011 ($96.7 million) that accounted for $83.5 million of the decrease. A decrease in funding for new capital projects of $13.7 million accounted for the remaining year over year reduction.

The graph below shows the percentage of capital improvement plan projects by type and as a percentage of the whole. The graph includes new funding and carryover for FY 2011. For more details, please refer to the *Capital Improvement Plan* section of this document.

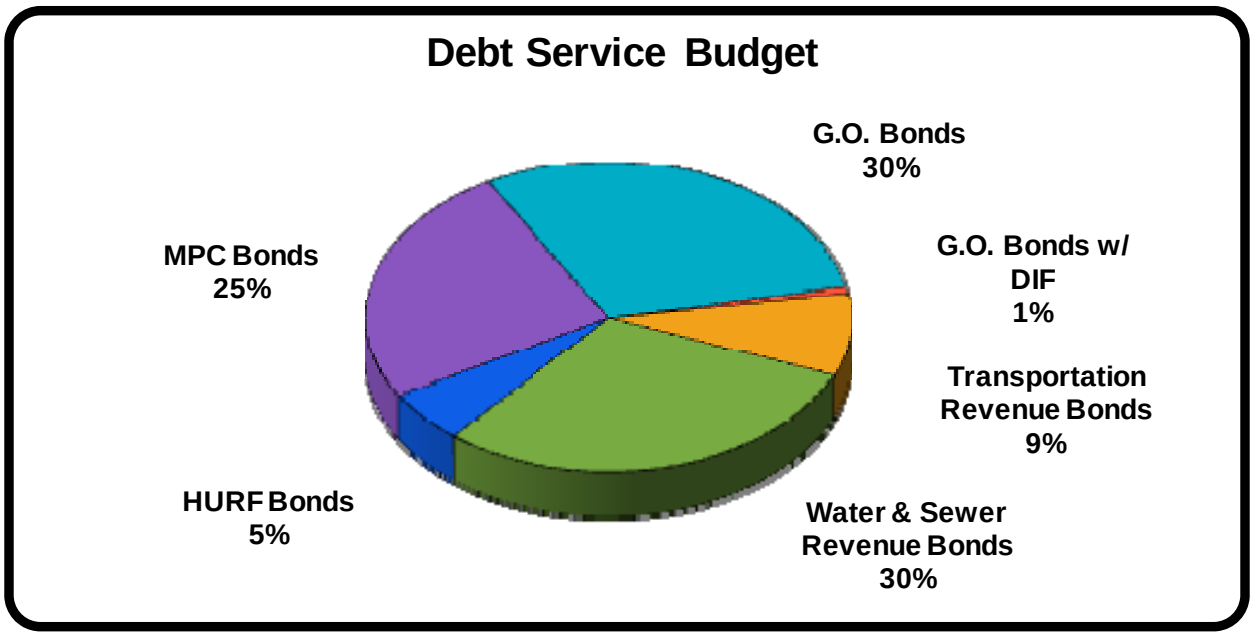


Debt Service Expenditures

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 2011 is $84.8 million, compared to $80.6 million in FY 2010. This represents an increase of 5.2% or $4.2 million that 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 2011 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 continues to implement of the business-based approach to providing and evaluating city services. Accompanying this approach are 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:

City of Glendale
Management and Budget Department
6829 North 58th Drive, Suite 200
Glendale, Arizona 85301
Phone: (623) 930-2264
Fax: (623) 915-2694
Email: aweathersby@glendaleaz.com



Glendale 100
Arizona
Centennial 1910-2010

Financial Guidelines

2010-2011

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 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 might 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 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, JP Morgan Chase 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 key 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 recommends 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.

GF 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 $218.80 in 2009, an increase of 111.22%.

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%
1994	149.6	2.33%

Year	Index	% Increase
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%
2004	193.0	2.33%
2005	198.9	3.06%

Year	Index	% Increase
2006	205.7	3.42%
2007	212.2	3.17%
2008	219.6	3.49%
2009	218.8	-0.38%
Jan '10	220.0	0.53%
Feb '10	220.2	0.09%
Mar '10	220.8	0.29%
1984 - 2009 Total		111.22%
1984 - 2009 Avg		3.04%
2003 - 2009 Total		16.02%
2003 - 2009 Avg		2.46%

The average annual inflation rate has been averaging about 3.04% since 1984. From 2003 to 2009, the average inflation rate has been lower, averaging 2.46%. In addition, 2009 marks the first time since 1984 that the average inflation rate declined year over year. During the first three months of 2010, the inflation factors increased but have remained stable at 220.0, 220.2 and 220.8. These numbers correlate to a 0.30% average monthly increase in the first quarter of 2010 from where we ended the year in 2009.

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 – 2009 average annual increase was a more moderate 1.39%. The current population is estimated at 251,809.

The following table shows the historical and projected population growth and percentage increases for years 1984 through 2015, 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		Year	Population	% Increase
	1984	117,348	4.49%	d	2000	218,812	5.15%
a	1985	122,392	4.30%		2001	224,703	2.69%
	1986	127,486	4.16%		2002	227,763	1.36%
	1987	132,581	4.00%		2003	231,288	1.55%
	1988	137,675	3.84%		2004	233,281	0.86%
	1989	142,769	3.70%	e	2005	242,369	3.90%
b	1990	148,134	3.76%		2006	243,737	0.56%
	1991	151,558	2.31%		2007	246,396	1.09%
	1992	155,916	2.88%		2008	248,745	0.95%
	1993	161,688	3.70%		2009	249,811	0.43%
	1994	168,874	4.44%	*	2010	251,809	0.80%
c	1995	182,615	8.14%	*	2011	253,823	0.80%
	1996	186,500	2.13%	*	2012	255,853	0.80%
	1997	191,612	2.74%	*	2013	257,899	0.80%
	1998	196,820	2.72%	*	2014	259,962	0.80%
	1999	208,095	5.73%	*	2015	262,041	0.80%

Notes:

a 1985 Special Census

b 1990 Census

c 1995 Special Census - includes Luke AFB

d 2000 Census

e 2005 Special Census (September 1)

* Projected Population Figures

All population counts and estimates from 1995 forward include Luke AFB

EMPLOYEE SALARY ADJUSTMENTS

The forecasting models are normally 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 2011, no pay increases are included in the forecast. In addition, a five percent reduction in base salary has

been included in the forecast through the use of 104 hours of mandatory furlough (equivalent to 13 eight-hour work days) as recommended by management and approved by Council.

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 2010, an addendum to the two-year Memorandum of Understanding with the police and fire represented groups was reached that identified reductions in step plan compensation. The Fire Department agreed to eliminate deferred compensation and uniform allowance and the Police Department will forego their scheduled step increase and eliminate deferred compensation in FY 2011. These measures were made in good faith by the respective departments in working together with the city manager and were a key component in the FY 2011 balanced budget.

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" or "exceeds expectations" on their respective annual performance evaluations. As mentioned previously, these increases are not included in the FY 2011 budget nor are they included in the Five-Year Forecast. However, in normal years employees that fall into these categories would receive a merit increase based upon 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 is using this funding to implement their needs assessments as additional funds from the tax become available. 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 compensation increases and it accounts for $1.3 million of ongoing funding needs in FY 2012 rising to $5.0 million in FY 2015. The operating and maintenance costs associated with the capital improvement plan comprise another significant portion of the expenses included over the forecast period. The forecast includes $2.0 million in FY 2015 to account for a planned city court building that will come on line. The forecast also assumes that the furlough program and concessions of represented employees will cease in FY 2012.

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

VEHICLE/TECHNOLOGY 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.

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), and
- at the 100% in FY 2008 (75% ongoing and 25% one-time).

However, for FY 2009, the funding level was once again lowered to 75% (50% ongoing and 25% one-time) and the FY 2010 and FY 2011 GF contributions will remain at the 50% ongoing level. This reduction in the GF contribution level was needed to fund other critical items identified in the city manager's recommended balanced budget such as electric rate increases. Other measures that have been implemented regarding the replacement funds include the following:

- Non-public safety technology, vehicles and equipment will have their useful lives extended where appropriate until the 100% GF contribution level can be built back into the budget.
- A city-wide motor pool was developed that required departments with vehicles that had low mileage or utilization to be returned for city-wide use on a first come, first serve, sign-in and sign-out basis.
- The technology replacement fund will only replace the computer monitors when they break or malfunction as monitors will no longer be replaced automatically with the scheduled replacement of the computer central processing unit.

The forecast period assumes that funding to restore the GF back to 100% funding levels will occur from FY 2012 thru FY 2015 in equal, phased increments. Therefore, the technology replacement rates are projected to increase by $350,000 each year starting in FY 2012, and ending at $1.4 million of ongoing funding by FY 2015. The vehicle replacement rates are projected to increase by $250,000 each year starting in FY 2012, and ending at $1.0 million of ongoing funding by FY 2015.

DEBT SERVICE OBLIGATIONS

The forecast 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 at the back of this 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 existing debt service agreements at the time the annual budget document was produced.

GENERAL FUND REVENUE FORECAST

The local and national economy has changed significantly over the past year. In the spring of 2008 we knew the housing market was in flux as a new equilibrium point between buyers and sellers was being established. Credit also had tightened for consumers and, to some extent, the business community. Business investment had slowed but not stopped. While these conditions were present, they were not pervasive and had not significantly impacted Glendale's sales tax collections.

These national conditions deteriorated rapidly during the summer and fall of 2008 and continued into 2009 as the credit markets froze for consumers and businesses resulting in a precipitous decline in business investment and consumer spending. Then the ranks of the unemployed began to grow and have continued to swell into the spring of 2010.

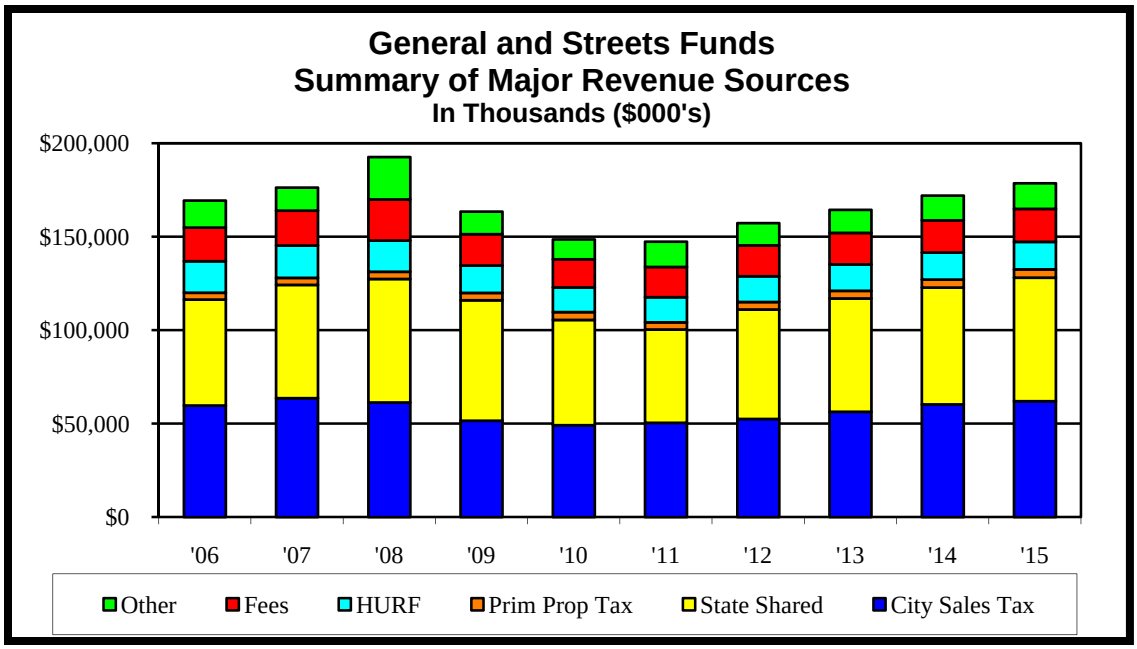
For the local economy, the impact of the current recession is reflected in Glendale's sales tax collections. Through March 2010, city and state sales tax collections, which comprise nearly one-half of the current fiscal year's General Fund (GF) revenue budget, receded to levels last experienced in FY 2005.

All of this means that revenue growth in FY 2011 is unlikely. However, the FY 2011 revenue projection does include some new revenue generation items that will offset most of the

anticipated decrease in city sales taxes. These new revenue sources include increasing fees charged for wireless facilities like cell phone towers placed on city property, liquor license fees, fire inspection fees and electronic billboard revenue. Therefore, ongoing revenues are projected to only decrease slightly (0.86%) in FY 2011 before rebounding for the remainder of the forecast period with the overall expected rate of growth fluctuating between 3.85% and 6.77% per year during that time.

The following graph provides historical data as well as projections for the major revenues sources of the GF. The graph also includes highway user revenues fees, commonly known as HURF monies. The graph illustrates the relative importance of city sales tax and state-shared revenues in comparison to our overall GF revenue base. These main revenue sources have comprised between two-thirds and three-fourths of the GF ongoing revenue since FY 2002, and they are expected to continue to do so for foreseeable future.

The other notable GF revenue sources include HURF revenues, various fees (municipal court, user fees and charges for city services like building inspections, plan reviews, recreation classes, etc.), the primary property tax and a category called "other" (interest, city rental income, staff/admin charge-backs, etc.). The graph below is followed by a brief discussion about some of the major components of GF revenues.



City Sales Tax

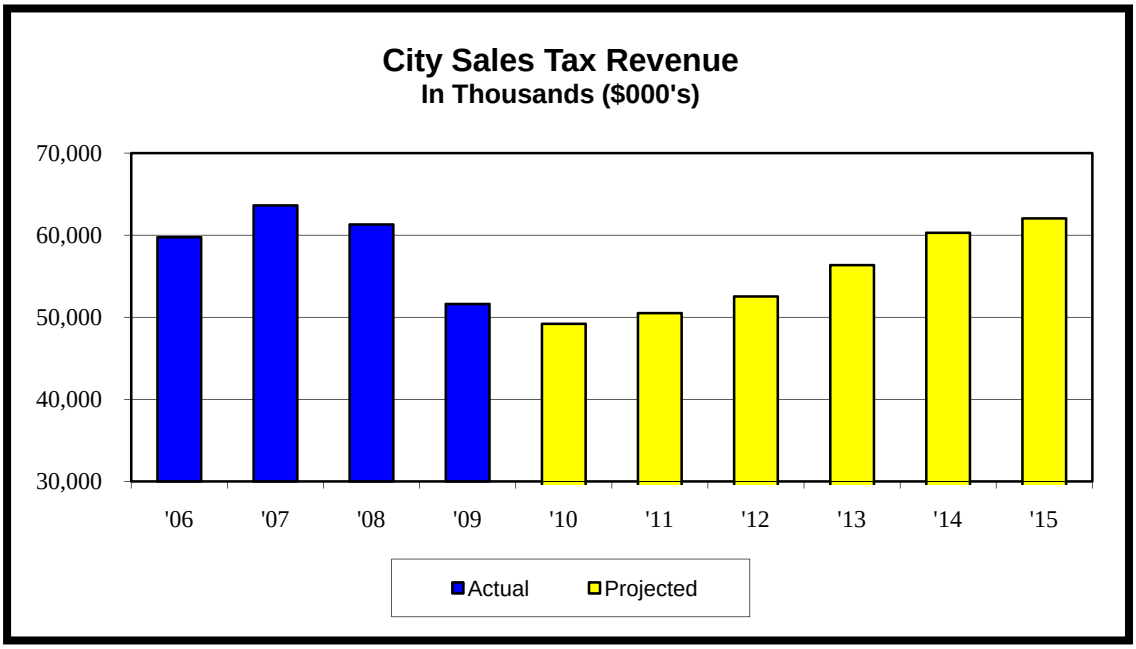
City sales tax is "elastic" revenue, meaning it varies directly with the economy. During economic expansion, elastic tax revenues increase, due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline.

City sales tax receipts comprise 34.3% of the city's GF revenue budget for FY 2011. This percentage has been relatively stable since FY 2006 and is projected to remain stable for the forecast period, fluctuating between 33.4% and 35.1%.

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 growth rate for city sales tax collections was 13.8% in FY 2006 and 6.5% in FY 2007. However, the FY 2008 rate declined by 3.6% and FY 2009 declined by another 15.8%. The revised FY 2010 city sales tax revenue projection assumes another decline of 4.7%. However, FY 2011 includes a modest increase of 2.6% with the remaining years in the forecast period fluctuating between 2.9% and 7.3%. This expectation is based on the continued expansion of Glendale's sports, entertainment, office and retail destination area, 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, as well as the projected revenues for city sales tax over the forecast period.

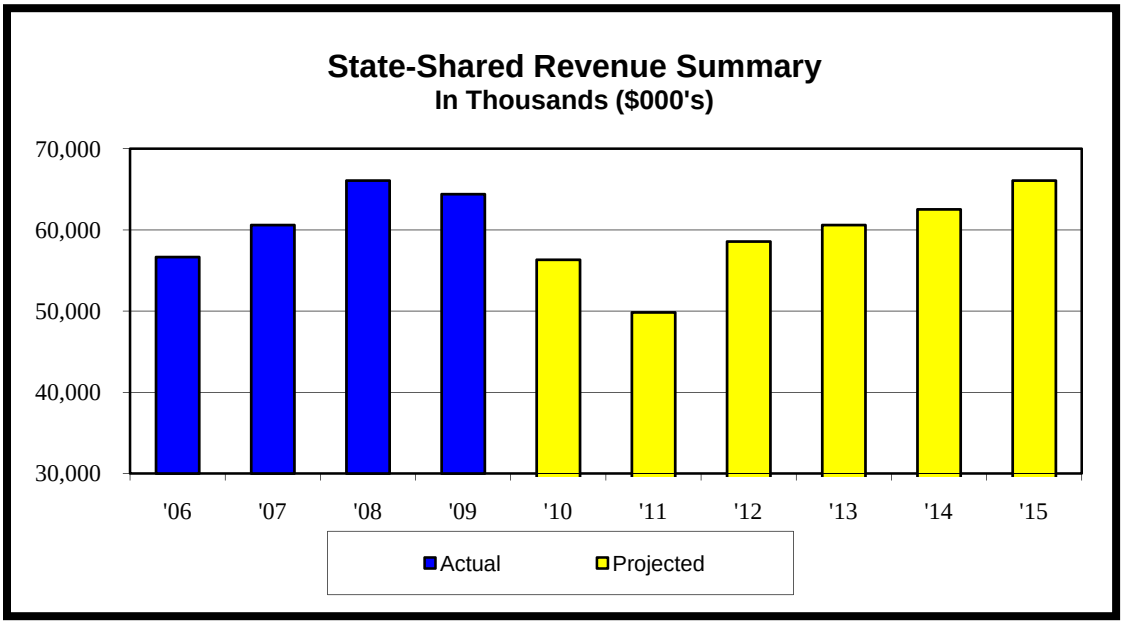


State-Shared Revenue

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 33.8% or $49.8 million of the city's GF revenue budget for FY 2011. This is a precipitous drop from the 37.9% level or $56.3 million that was projected in FY 2010. The forecast period assumes this percentage will return to more normal levels over the forecast period and remain stable at approximately 37%. This revenue source is projected to rebound by $8.7 million in FY 2012 and total $58.6 million. The projection for FY 2013 through FY 2015 is for more modest growth averaging $2.5 million per year.

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 10% between FY 2006 and FY 2008. The growth rate decreased by 2.5% in FY 2009 and is projected to decrease by another 12.5% in FY 2010 and 11.5% in FY 2011 before rebounding in FY 2012. State-shared revenues are directly affected by the economic climate as well as 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 an annual growth rate of about 7.5% in FY 2012 through FY 2015 as the national economy rebounds.



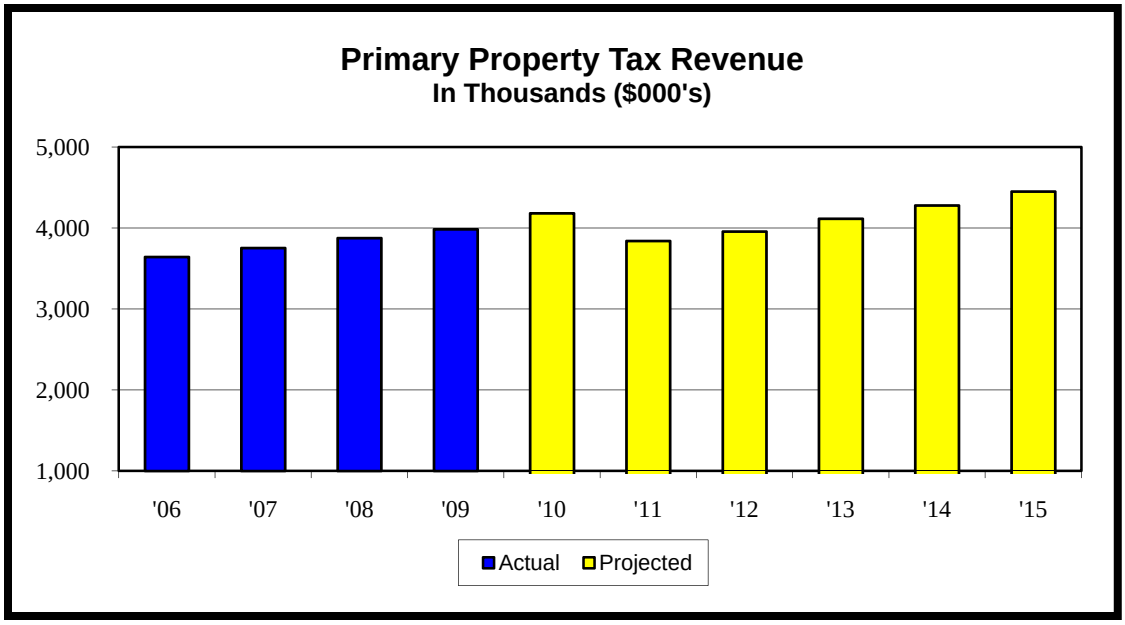
Property Tax

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 pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose.

Primary property tax revenue is a relatively small revenue source for the GF as it comprises only 2.6% of the total, or $3.8 million for FY 2011. This percentage of the total is a slight increase from the 2.3% rate experienced from FY 2006 to FY 2010. 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. Property tax revenue can be challenging to predict because of the number and types of variables that affect this revenue source such as exemptions and assessment ratios, both of which are set by the Arizona Legislature. Nevertheless, the driving force in forecasting property tax revenue is the assessed valuation of property.

For FY 2011, Glendale's total property tax will remain unchanged at $1.5951. This rate is made up of the primary property tax rate of $0.2252 and the secondary property tax rate of $1.3699. The secondary property tax rate in not included in the GF revenue forecast.

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. Our



projection includes an 8.2% decline in property tax revenue for FY 2011 and a conservative 3% to 4% average growth in primary property tax revenue for the remaining forecast periods.

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. The Arizona state constitution restricts the use of HURF revenue to street and highway purposes such as right-of-way acquisition, construction, reconstruction, maintenance, repair, and the payment of the interest and principal on HURF bonds.

In the past, the Arizona Legislature has 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. In fact, the Arizona Legislature reduced the amount of funds allocated to cities for FY 2009.

In FY 2010 the city expects to receive $13.2 million in HURF revenue, which is a 9.5% decrease from FY 2009 and is 20.9% below FY 2008. Given the uncertainty about the state's FY 2011 budget and the state of the economy, we have assumed a 2.2% average growth rate for the forecast period. HURF revenues comprise about 9.2% or $13.5 million of GF revenue in FY 2011. This amount is expected to grow modestly to $14.7 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 $16.1 million in FY 2011, about 11% of total GF revenue. By FY 2015, revenue from fees and charges is expected to grow to $17.6 million. FY 2011 revenue is projected to increase by 7.6% over the previous fiscal year, but the average growth rate for the remainder of the forecast period is 2.2%.

Other Revenue

This category includes interest income, capital lease proceeds, city rental income, general staff and administrative service charges and other miscellaneous or one time revenues, like the sale of land. 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, Human Resources, City Attorney, Management and Budget and Facilities Management Division of Field Operations, provide services to the city's water/sewer, sanitation and landfill enterprise funds as well as the self-supporting Transportation Fund (supported by the transportation sales tax). These are services that enterprise fund operations would have to pay outside contractors to provide if city departments did not provide them. Consequently, each of the identified 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 and determined it was a reasonable method to allocate GF costs. During FY 2009, the model was again evaluated but by an outside firm that performs audits of public sector entities. The FY 2009 evaluation found the model to be a reasonable and valid method for allocating GF costs, as well as a generally accepted budget and financing practice that cities and other government agencies commonly use.

The total general staff and administrative service charges for FY 2011 are $7.9 million and comprise about 58.3% of the "other" revenue category but only 5.3% of all GF revenue. This amount is anticipated to grow by an average of 4.5% each year through the forecast period. The remaining $5.6 million or 41.7% of this revenue category is made up of interest, rental and miscellaneous income.

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. However, due to the national economic downturn that we are experiencing the initial two years in the five-year forecast rely heavily on a combination of the use of fund balance reserves and cost reduction/cost saving measures to balance the budget.

The city is well aware that use of remaining fund balance to maintain 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. Therefore, management and Council have pledged that future incremental ongoing revenues that come to the city as we exit the economic downturn will be used to cover existing ongoing base budget needs and the replenishment of fund balances/reserves before being applied to other areas.

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 2011 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 to three-fourths 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 2011, state-shared revenue is expected to be distributed in the same manner used for the FY 2010 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. Income tax revenue distribution to the cities lags by two years. This means the state income tax receipts for FY 2011 will reflect the income tax the state collected in FY 2009

In planning for next fiscal year's collection of state-shared revenue, Glendale took a prudent approach and assumed a decrease based on forecasts by experts on the Arizona economy, which is consistent with the national economic outlook at the time the budget was prepared.

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 2011. A more detailed discussion of these other revenue sources and the projection for FY 2011 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.

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 2011 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 increased from $1.6M in FY 2005 to a projected $2.5M in FY 2009. About $1.1M was reallocated on an ongoing basis beginning in FY 2010 to address the rising cost of electricity and other utilities.

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 (7.83:1,000) personnel-related costs account for 75% 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 at Westgate. These contract positions expired once the construction activity was 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 *2011-2020 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 3% of the city's anticipated General Fund revenues in FY 2011.

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.

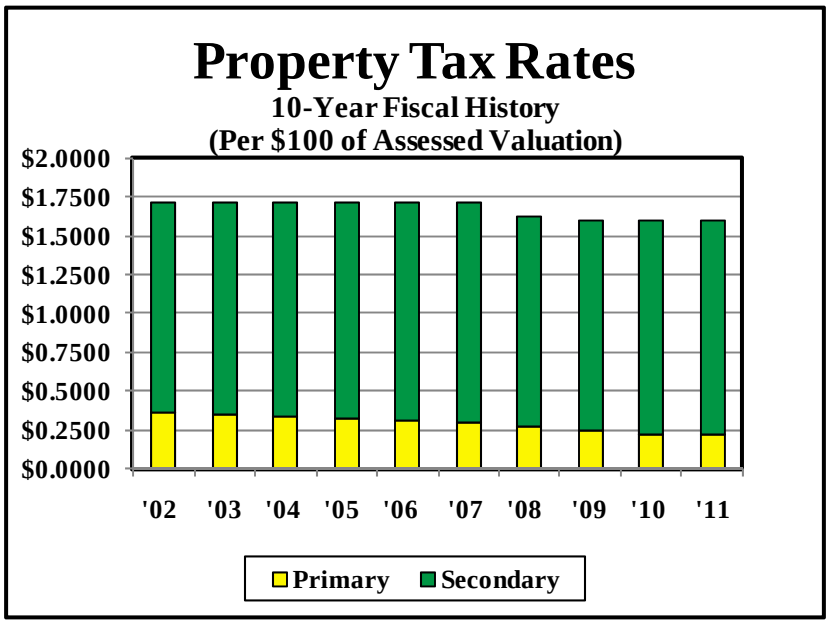
As noted above, secondary property taxes are used to repay voter-authorized General Obligation bond debt. With efficient scheduling of bond sales and capital projects, the *Ten-Year Capital Improvement Plan* is designed to keep the secondary property tax rate level. Changes in capital construction schedules, 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 2009 was lowered to $1.5951 per $100 of assessed valuation. It generated $4.0 million from the primary property tax rate and $28.9 million from the secondary property tax rate.

The property tax rate will remain unchanged in FY 2011 at $1.5951. The rate is expected to generate a total of $27.8 million, $3.8 million from the primary property tax and $24.0 million from the secondary property tax.

The graph at the right shows a 10-year history of both the primary and secondary 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	$41.4M	--
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	$61.3M	(3.6%)
2008-09	$51.6 M	(15.8%)
2009-10 Est.	$49.2 M	(4.7%)
2010-11 Proj.	$50.5 M	2.6%

The average annual growth rate for city sales tax collections was 7% between FY 2002 and FY 2008. However, FY 2009 collections dropped 15.8% as the national economy hit a severe downturn. FY 2010 is expected to decline by another 4.7%. For FY 2011 this revenue source is expected to increase slightly.

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 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,** including sales tax funds, should include a contingency appropriation equal to at least 10% of projected 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 and technological equipment** will be done through the Vehicle Replacement and Technology Replacement Funds. A rental rate structure will be established annually to provide sufficient funds for replacement of covered equipment. New equipment 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 equipment should be included within the requesting department's operating budget on an ongoing basis. The Field Operations Department should review all vehicle-related purchases and the Information Technology Department all technology 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).

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.



Glendale 100
Arizona
Centennial 1910-2010

Operating Budget

2010-2011



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

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. Council members 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 Web sites, 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 Mayor and City Council determines strategic goals that guide the future vision and policy direction for the city.

City Council Strategic Goals

Our Vision for Glendale:
"One Community"

- One Community With Strong Neighborhoods
- One Community Committed To Public Safety
- 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
- One Community That Is Fiscally Sound

Accomplishments

Strong Neighborhoods

- Engaged citizens by hosting community events such as Community Conversations with Mayor Scruggs, Council District meetings, Legislative Link meetings and special district events.
- Recognized neighborhood leaders, community volunteers and businesses that have contributed to their community and improved the quality of the city's neighborhoods with Glendale's annual Spark Awards.
- Allocated $1.5 million of the city's Neighborhood Stabilization Program funds to help finance homebuyer activities through down payment and closing cost assistance to those interested in purchasing a foreclosed home in Glendale neighborhoods hardest hit by residential foreclosures.
- Made pedestrian lighting and sidewalk enhancements in the historic Floralcroft neighborhood. Improvements were paid for by $240,000 in American Recovery and Reinvestment Act (ARRA) funds.
- Continued to support Glendale's 202 registered neighborhoods and HOAs.

Public Safety

- Opened a new location for fire station 151 at 6851 N. 52nd Avenue. This station replaced Glendale's oldest active station built in 1969.
- Received re-accreditation for the Glendale Police Department from the Commission on Accreditation for Law Enforcement Agencies, Inc.
- Supported the Glendale Police and Fire Departments in their community education and prevention efforts. Departments held dozens of community events covering identity theft prevention, children's safety, auto theft prevention, fire prevention, hands only CPR and personal safety.
- Received a federal appropriation of $1 million dollars to replace outdated dispatch and record management operating systems for the Glendale Police Department.
- Received a national award for innovation from the National Association of Volunteer Programs in Local Government for the Fire Department's Crisis Response Program.
- Received a $400,000 Violence Against Women Act (VAWA) grant from the Department of Justice. Held a Statewide DV Training Summit at the Glendale Civic Center featuring nationally recognized speakers and local/state experts on domestic violence.

Quality Economic Development

- Continued to bring high profile events, such as the Tostitos Fiesta Bowl, WrestleMania XXVI and top concerts to Glendale's Sports and Entertainment District.
- Chosen by DeVry University as its fourth Arizona location, occupying approximately 18,000 square feet, bringing dozens of new professional jobs to the city.
- Improved health and medical industry presence in the city with the addition of Humana's new mail-order pharmacy facility, Advanced Healthcare of Glendale's new location, and the expansion of Midwestern University's Glendale Campus.

- Voted to support a bid to host Super Bowl XLVIII. In 2008, the Super Bowl generated a record $500 million to the economy and attracted 100,000 visitors to our state.
- Recognized by Arizona Commercial Real Estate Magazine, earning an honorable mention for best public project in Arizona for Camelback Ranch Glendale. The facility received the Ballpark Digest Editors Choice awards in 2009 as well.
- Offered a one-time city sales tax amnesty program to assist business owners during challenging economic times.

A Vibrant City Center

- Received ARRA funds to finance an alleyway/pedestrian improvement project near downtown Glendale's oldest businesses.
- Supported Glendale's signature special events which draw 500,000 people per year to the downtown.
- Invited residents, business owners and others to learn about the latest plans for Glendale's Centerline Project at a Community Open House.

An Active Partnership with Luke Air Force Base

- Continued to administer the state and federal consulting/lobbying contract for the West Valley Partners, a group of 13 West Valley communities.
- Partnered to secure a $1.7 million federal appropriation for the Barry M. Goldwater Range, which brings the three-year appropriation total to nearly $12 million.
- The city kicked-off a statewide "Luke Forward" campaign to bring the new F-35 joint strike fighter mission to Luke Air Force Base. Mayor Scruggs announced the campaign with Governor Jan Brewer and numerous West Valley elected leaders. In just under six months nearly 20,000 supporters registered on LukeForward.com and over $23,000 has been raised to privately underwrite the initiative.
- Worked with Fighter Country Partnership to engage the public in the first phase of the F-35 Environmental Impact Study process. As a result, Luke's EIS meetings posted a record for the number of written citizen comments submitted in support of the F-35 mission at Luke.
- Mayor Scruggs led a GPEC delegation to Washington DC to lobby for congressional and Pentagon support for bringing the F-35 mission to Luke AFB. The 60 person delegation included Governor Jan Brewer, Attorney General Terry Goddard, 7 Arizona mayors and numerous top business leaders.

High Quality Services for Citizens

- Formed the Glendale City Council Sustainability Committee to research, conduct outreach, discuss, analyze and recommend a unifying course of action entailing three core areas of environmental responsibility, social responsibility and economic responsibility.
- Earned national agency accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) for the Glendale Parks and Recreation Department, the 80th agency in the country and internationally to have this accreditation.

- Continued GO Transportation program efforts which have resulted in expanded transit services, enhanced traffic flow and safety on Glendale streets and at intersections, as well as further development of bicycle and pedestrian facilities throughout the city.
- Implemented a new utility billing system that will feature upgraded enhancements, including more online services, to customers.
- Opened a new ramada complex at Glendale's Western Area Regional Park.
- Won a WESTMARC Best of the West award for the Grand Canal Linear Park and Trail.
- Sought public input through the first public workshop and a citizen survey to begin the process of updating the Parks and Recreation Master Plan.
- Awarded $35,500 in Performing Arts Grants supporting 11 performing arts projects throughout Glendale.
- Implemented new online and on demand video library on the city's website – a new alternative for residents without cable access to watch Glendale 11 programming.

Fiscally Sound

- Approved the budget planning and implementation process, closing a $14 million budget shortfall caused by the widespread economic downturn. Measures included employee furloughs with commensurate pay reductions, hiring freezes, realignment and reorganization, evaluation of business practices, implementation of cost saving ideas and departmental budget reductions. Citizen participation was a key element in the process.
- Earned an Aa2 rating from Moody's Investors Service and an AA rating from Standard and Poor's, the industry leaders in credit ratings and financial reporting, strong bond ratings in this challenging economic climate.
- Supported citywide efforts to get an accurate count on the 2010 Census; data collected is used to distribute more than $400 billion in federal funds each year and to make decisions about what community services to provide.
- Voted to purchase the remainder of Glendale's lease on the youth sports complex near the University of Phoenix Stadium saving the city $4.5 million, and lowering the total cost to $11.5 million.
- Recognized Glendale's 1,400 volunteers who provide service to the city in the amount of more than $2.5 million.

Interesting Facts

- The city of Glendale received an Energy Efficiency and Conservation Block Grant (EECBG) in the amount of $2.32 million, to implement new energy-efficient lighting and other projects in city facilities and create an education campaign for residents.
- Throughout the year the city of Glendale honored its centennial, June 18, 2010, with a variety of projects, events and activities.
- The city of Glendale was named by AARP to its 2009 list of Best Employers for Workers Over 50. The city joined an impressive list of 50 honorees around the country and is the only city organization nationwide that has made the list.

- Nineteen nonprofit agencies that provide essential services to Glendale's most vulnerable children, families and elderly residents received $224,500 in grants from money donated through Glendale's *From The Heart* program.
- The Glendale Civic Center ranked No. 4 in Ranking Arizona's "The Best of Arizona Business 2010" and received the "Brides Choice Award" for 2010.
- The Myrtle Avenue cultural entryway at Grand Avenue, *The Circles of Time* by Howard Meehan was recognized with the 2009 Year in Review Award at the Americans for the Arts Convention.

City of Glendale
Budget Summary by Department

Mayor

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Office of the Mayor	$343,218	$361,551	$361,551	$334,216	-8%
Total - Mayor	**$343,218**	**$361,551**	**$361,551**	**$334,216**	**-8%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$312,295	$321,540	$321,540	$323,181	1%
Supplies and Contracts	$23,389	$41,920	$41,920	$18,087	-57%
Internal Premiums	$4,168	$3,399	$3,399	$3,512	3%
Internal Service Charges	$3,366	$3,319	$3,319	$3,076	-7%
Work Order Credits		($8,627)	($8,627)	($13,640)	58%
Total - Mayor	**$343,218**	**$361,551**	**$361,551**	**$334,216**	**-8%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 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 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Barrel District	$85,099	$99,063	$82,053	$69,187	-30%
(1000) Cactus District	$75,518	$98,830	$92,093	$94,377	-5%
(1000) Cholla District	$70,398	$104,436	$112,574	$74,685	-28%
(1000) Council Office	$542,379	$529,246	$529,246	$445,694	-16%
(1000) Ocotillo District	$92,456	$98,084	$76,508	$92,131	-6%
(1000) Sahuaro District	$80,046	$99,106	$74,390	$76,829	-22%
(1000) Yucca District	$91,123	$98,966	$83,966	$69,352	-30%
Total - Council Office	**$1,037,019**	**$1,127,731**	**$1,050,830**	**$922,255**	**-18%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$794,704	$813,526	$813,526	$745,504	-8%
Supplies and Contracts	$205,859	$309,166	$232,265	$174,969	-43%
Internal Premiums	$16,664	$12,446	$12,446	$14,858	19%
Internal Service Charges	$11,309	$11,494	$11,494	$10,322	-10%
Operating Capital	$8,483				
Work Order Credits		($18,901)	($18,901)	($23,398)	24%
Total - Council Office	**$1,037,019**	**$1,127,731**	**$1,050,830**	**$922,255**	**-18%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 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	6	-14%
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**	**12**	**-8%**

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.

The criminal division of the City Attorney's Office handles prosecution of city code violations and misdemeanor violations of state law within Glendale, as well as all appeals from City Court to Superior Court.

Interesting Department Fact:
In 1964, the Maricopa County Bar Association established the Lawyer Referral Service. They handle over 100,000 calls every year from people seeking legal advice.
For more information, please call (602) 257-4434.

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 2011

GOALS	
Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community 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 committed to public safety.
Activities	Continue to aggressively prosecute city code and state law misdemeanor violations.
Desired Outcomes (Perf. Measures)	Obtain 80% conviction rate or plea agreements on misdemeanor charges. When appropriate, facilitate resolution of cases by mediation and successful completion of diversion programs.

FISCAL YEAR 2010

Area of Innovation:

- Continue to utilize the case management system for the City Prosecutor's Office along with using law student interns.

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	One community 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 committed to public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Obtain 85% conviction rate or plea agreements on misdemeanor charges.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Implementation of the case management system for the City Prosecutor's Office during the past year addresses the need to effectively provide the highest level of service by leveraging technology to maximize the city's resources.

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	One community 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?	Continue to aggressively prosecute City Code and state law misdemeanor violations.
What were the Performance Measures?	Obtain 80% conviction rate including verdicts and plea agreements on misdemeanor charges.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

City Attorney

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Attorney-Spec Proj Fees/Costs	$1,267,693	$0	$2,400,000	$0	NA
(1000) City Attorney	$2,434,219	$2,443,546	$2,443,546	$2,339,684	-4%
(1000) Outside Legal Fees	$0	$0	$0	$500,000	NA
Total - City Attorney	**$3,701,912**	**$2,443,546**	**$4,843,546**	**$2,839,684**	**16%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$2,314,775	$2,474,741	$2,474,741	$2,290,892	-7%
Supplies and Contracts	$1,341,179	$127,403	$2,527,403	$628,336	393%
Internal Premiums	$38,248	$34,878	$34,878	$32,802	-6%
Internal Service Charges	$7,710	$7,197	$7,197	$8,340	16%
Work Order Credits		($200,673)	($200,673)	($120,686)	-40%
Total - City Attorney	**$3,701,912**	**$2,443,546**	**$4,843,546**	**$2,839,684**	**16%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
City Attorney	28	28	28	26	-7%
Total -City Attorney	**28**	**28**	**28**	**26**	**-7%**

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 records 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 and codifying ordinances to be included in the Municipal Code and accessible through enhanced multimedia options.

Interesting Department Fact:
The first official seal for the city of Glendale was adopted in 1910 and featured a sugar beet.

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 processing public record requests, recording documents, preparing City Council minutes and retaining permanent city records.

FISCAL YEAR 2011

GOALS	
Goal	Plan and initiate voter outreach events.
Related Council Goal	One community with high quality services for citizens.
Activities	Plan and initiate voter outreach events at city libraries, community centers, colleges and universities prior to the Primary Election on August 24, 2010. Emphasis will be placed on the importance of participating in local elections.
Desired Outcomes (Perf. Measures)	Voter registration and permanent early voter forms will be distributed before the election on August 24, 2010.
Goal	Plan and conduct records management classes for the organization.
Related Council Goal	One community with high quality services for citizens.

Activities	One class with two distinct record management modules will be completed each fiscal year. Record Control Officers for every city department attend to learn new and updated information regarding record management and maintaining legal compliance with applicable laws. Information presented will be available on the intranet page for future reference.
Desired Outcomes (Perf. Measures)	Minimum of one class with two modules will be completed each fiscal year. Information presented in the classes will be placed on the intranet page within 10 days of the class.

FISCAL YEAR 2010

Area of Innovation:

- Scanned closed court case files to reduce offsite storage fees.

Accomplishments:

- City Court scanning project resulted in over 8,000 case files being available through scanning software.
- Voter outreach was conducted at 11 different sites including libraries, colleges, universities, shopping centers and city community centers. Voters were given information about registering, changing addresses and signing up for the permanent early voter list.

GOAL UPDATES	
Goal	Per Arizona State record schedules, reduce the volume of records maintained on servers and drives; recapture storage space to extend the life of servers and postpone additional server and hard drive purchases. Limit purge of records to records retained past the retention period and duplicate records.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	The City Clerk's Department as a pilot project, created a step-by-step purging process for electronic files. Documentation was created and forwarded to the Information Technology Department outlining the process used and issues identified. Deleted 1,600 files, 55 folders, and 1 KB of memory.
What were the Performance Measures?	30% reduction in organizational electronic records stored on city servers and hard drives.
Obstacles/Challenges	Determining the value of electronic records when located in more than one searchable area.

Goal	The City Clerk Department will plan and conduct organizational records management training in various subject modules.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, two classes were offered on January 20, 2010. Topics included records management, retention, purging and using scanning and retention software. Information was posted on the city's intranet site to inform departments of the services, training and information available from the City Clerk department.
What were the Performance Measures?	A minimum of two classes offered annually.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Organizational purge of electronic records per Arizona State Statute retention schedule.

Accomplishments:

- Successfully completed request for information process for the purchase of an organizational electronic management system.
- Successfully completed bid process for city's legal advertising.

GOAL UPDATES	
Goal	Convert paper based municipal records to electronic media.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, a successful electronic record management system was established in the Building Safety Department.
What were the Performance Measures?	Independent department preparation, indexing and scanning of building permits.
Obstacles/Challenges	Tri-folded building permits make preparation time consuming.
Goal	Conduct a September 2008 primary election and, if necessary, a November 2008 general election.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, successfully planned and conducted the 2008 primary election.
What were the Performance Measures?	Met all legal requirements.
Obstacles/Challenges	Various changes in election laws and processes.

City of Glendale
Budget Summary by Department

City Clerk

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) City Clerk	$396,742	$392,796	$392,796	$397,551	1%
(1000) Elections	$60,354	$108,819	$2,237	$137,723	27%
(1000) Records Management	$185,963	$169,853	$169,853	$140,727	-17%
Total - City Clerk	**$643,059**	**$671,468**	**$564,886**	**$676,001**	**1%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$486,506	$477,445	$477,445	$492,954	3%
Supplies and Contracts	$134,430	$193,223	$86,641	$194,196	1%
Internal Premiums	$17,870	$13,700	$13,700	$10,862	-21%
Internal Service Charges	$4,253	$4,264	$4,264	$3,427	-20%
Work Order Credits		($17,164)	($17,164)	($25,438)	48%
Total - City Clerk	**$643,059**	**$671,468**	**$564,886**	**$676,001**	**1%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 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 operates jail court seven days per week, 365 days per year.

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

FISCAL YEAR 2011

GOALS	
Goal	Increase defendant compliance rates with court financial obligations.
Related Council Goal	One community that is fiscally sound.
Activities	Implement new fine collection strategies to increase defendant compliance.
Desired Outcomes (Perf. Measures)	Fewer failure to pay warrants issued and increased collections of fines.
Goal	Increase the operational efficiency of jail court services and reduce jail court costs.
Related Council Goal	One community committed to public safety. One community that is fiscally sound.
Activities	Convene a multi-departmental jail efficiencies workgroup to identify processes for reducing jail costs while preserving public safety.
Desired Outcomes (Perf. Measures)	Reduced jail court operational costs for the city of Glendale.

FISCAL YEAR 2010

Area of Innovation:

- Glendale City Court is collaborating with the Police Department to recruit a fulltime,

grant funded Protective Order Service Coordinator. This unique position will work with five other area courts and their police agencies to increase the rates of successful protective order service in the West Valley, thus enhancing the safety and wellbeing of domestic violence victims. The Protective Order Service Coordinator is one of several domestic violence services and program enhancements funded by a $400,000 grant from the U.S. Department of Justice.

Accomplishments:

- Glendale's Treatment Court for DUI and domestic violence defendants recorded its 4,200th program graduate this year. For six years, this specialized court has insured offender accountability through frequent judicial status hearings and close monitoring of counseling and other sentencing conditions. Noncompliant participants receive swift consequences such as additional jail time or community restitution. Treatment Court is a past recipient of the Arizona Supreme Court's "Justice for a Better Arizona" achievement award.
- The Court has expanded its community restitution program to include projects with the city's Community Partnerships Department and the Housing Assistance Program. Community restitution projects to aid nonprofit agencies are a common sanction imposed on noncompliant Treatment Court participants. These defendants are now performing landscaping, painting, alley cleanup and other services at public housing sites, in addition to community restitution projects at several nonprofit agencies in Glendale. During FY 2010 more than 600 community restitution project orders were issued in Treatment Court that will help to improve the quality of life in Glendale's neighborhoods.

GOAL UPDATES	
Goal	Achieve full compliance to the Arizona Supreme Court's DUI case processing plan.
Related Council Goal	One community focused on public safety.
Was the goal met?	This goal was met as it pertained to resolving active DUI cases within 180 days of filing.
What were the Performance Measures?	During the first quarter of FY 2010, Glendale City Court resolved 80% of its active DUI cases within 120 days and 91% of its active DUI cases within 180 days. During the second quarter, the Court resolved 81% of its active DUI cases within 120 days and 92% of its active DUI cases within 180 days. A Caseflow Management Committee comprised of city judges, the city prosecutor, a public defender, police representatives and court qdministration is chaired by the deputy court administrator. The Committee is tasked with reviewing the DUI Case Processing Plan to insure that the Court maintains high DUI case resolution levels. As part of a bigger task, the committee identifies trends and necessary changes that must be made in the Court calendar to enhance the processing of all cases.

Obstacles/Challenges	Delayed evidence laboratory test results from the Department of Public Safety crime lab and other discovery issues contributed to case processing delays.
Goal	Achieve budgetary self-sufficiency for court security costs and some court improvements through an increased court improvement fee.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	The special revenue account currently provides for the expenses of contracted court security, a full-time Glendale Police Officer designated as the Courts Security Officer and a contract Systems Analyst. In October 2009, a new security contract was implemented with CBI Security Services. The new contract has achieved monthly savings of $7,717 resulting in an annual savings of approximately $93,000. These savings will help contribute to the overall goal of self-sufficiency related to security costs.
Obstacles/Challenges	Revenues to this account have not met earlier projections. This could be a result of reduced filings seen this past fiscal year as well as an increase in the inability for defendants to pay their fines. As of December 2009, we have projected a minor deficit in this account. Staff is currently reviewing options to cover this shortage.

FISCAL YEAR 2009

Area of Innovation:

- Court collaboration with the Marketing and Police Departments has resulted in a potential cost savings of $11,000 annually, added convenience for customers and "greener" environmental sensitivity. Recent legislation required the court to pay for informational pamphlets to traffic violators listing fines and driver's education information. Previously, driver's education schools provided this information at no cost. The collaborating departments created an electronic traffic ticket information brochure that is now posted online. A searchable PDF formatted document is included on the city's website and allows customer access to traffic information at any time. Additionally, the information can be updated whenever necessary, allowing for a real-time change online rather than weeks of implementing and replacing printed pamphlets. Environmental savings will be realized by eliminating the printing of about 25,000 pamphlets each year.

Accomplishments:

- Glendale City Court received two grant awards from the Governor's Office of Highway Safety to expand the electronic citation pilot project in partnership with the

Police Department. The first award of $30,000 helped procure an additional seven handheld electronic citation devices added to the five devices already deployed by patrol officers. The fully automated ticketing devices allow officers to select drop-down menus to complete citation data which reduces handwritten mistakes and increases efficiency in processing these cases in court. The electronic ticketing devices also produce traffic citations much more quickly than standard handwritten methods. Research also identifies enhanced safety outcomes for officers who use these devices. The second grant award of $12,000 will help achieve electronic transfer of the citation data directly into the police and court case management systems.

- City court instituted twice-monthly settlement conferences as an innovative way to reduce the costs and inconvenience of preparing for jury trials that do not proceed to trial. Settlement conferences were created to explore all available options to resolve cases pending a jury trial date two days prior to the actual jury trial date. The Presiding Judge assists prosecutors and defense attorneys to identify the reasons a case is set for trial. She frequently makes suggestions on plea agreement offers the defendant may consider in lieu of proceeding to trial. This process has greatly reduced the associated inconvenience and costs for jurors, witnesses and other court parties. It also reduces the trend of increasing jury trials that had occurred over the past two years. This alternative form of mediation has been very successful in achieving reductions in cases proceeding to jury trial. In FY 2008, 11 jury trials were conducted at the court. However, through the first nine months of FY 2009, only two cases have required a jury trial. This change in business practices was achieved with existing resources and with no additional expenses.

GOAL UPDATES	
Goal	Achieve capital improvements that facilitate the highest quality delivery of services to court customers.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	In May 2008, a request for qualifications was advertised and sent to contracting and design firms. On August 26, 2008, the City Council awarded a contract to D.L. Withers Construction LLC, for the design and construction of the new City Court Complex. The city is using the design-build process for the project. D.L. Withers Construction is teaming up with the design firm of Dick & Fritsche Design Group to perform this work. The Presiding Judge and court administrative staff met twice weekly throughout the year with the design-build team and the International Facilities Group to address and coordinate all design and programming elements in the new courthouse.
What were the Performance Measures?	Construction request for proposal for the new court building to be published by May 2008. Collaborate regularly with architectural consultants on the new court building to review and identify design and programming elements that accommodate superior customer service.

Obstacles/Challenges	Due to adverse economic conditions, city management and the City Council are still evaluating whether the construction should continue, be slowed down or stopped.
Goal	Identify innovative ways to reduce operating costs.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Reductions in the police detention prisoner maintenance budget as a result of home detention orders.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

City Court

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) City Court	$4,320,503	$3,986,853	$3,986,853	$3,578,010	-10%
(1240) Court Security	$298,729	$393,120	$281,763	$393,300	0%
(1240) Court Time Payments	$0	$84,627	$84,627	$127,394	51%
(1240) Fill the Gap	$53,923	$57,000	$57,000	$57,000	0%
Total - City Court	**$4,673,155**	**$4,521,600**	**$4,410,243**	**$4,155,704**	**-8%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$3,806,113	$4,039,889	$3,941,514	$3,682,198	-9%
Supplies and Contracts	$765,314	$607,970	$599,190	$552,826	-9%
Internal Premiums	$49,880	$34,287	$34,287	$31,940	-7%
Internal Service Charges	$51,848	$60,487	$56,285	$57,251	-5%
Work Order Credits		($221,033)	($221,033)	($168,511)	-24%
Total - City Court	**$4,673,155**	**$4,521,600**	**$4,410,243**	**$4,155,704**	**-8%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
City Court	50	48	48	42.75	-11%
Court Security	1	1	1	1	0%
Court Time Payments				1	
Total -City Court	**51**	**49**	**49**	**44.75**	**-9%**



Materials Control Warehouse

ADMINISTRATIVE SERVICES

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



Information Technology Server Room

City of Glendale
Budget Summary by Department

Admin Svcs Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Administration Services Admin.	$445,877	$443,677	$443,677	$435,786	-2%
Total - Admin Svcs Admin.	**$445,877**	**$443,677**	**$443,677**	**$435,786**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$437,361	$446,964	$446,964	$448,383	0%
Supplies and Contracts	$5,481	$8,860	$8,860	$7,088	-20%
Internal Premiums	$2,753	$2,514	$2,514	$3,316	32%
Internal Service Charges	$282	$348	$348	$895	157%
Work Order Credits		($15,009)	($15,009)	($23,896)	59%
Total - Admin Svcs Admin.	**$445,877**	**$443,677**	**$443,677**	**$435,786**	**-2%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Administration Services Admin.	4	4	4	4	0%
Total -Admin Svcs Admin.	**4**	**4**	**4**	**4**	**0%**

FINANCE

Interim Director
Diane Goke

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, and is responsible for collection of accounts receivable. The billing services and customer relations divisions bills customers for municipal services, processes cash receipts and responds to various city inquiries.

Interesting Department Fact:
Enrolled 5,678 utility customers for electronic billing, which eliminated the printing of 68,136 statements a year.

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 2011

GOALS	
Goal	Compile the information to produce an approved Comprehensive Annual Financial Report (CAFR).
Related Council Goal	One community that is fiscally sound.
Activities	An internally prepared CAFR will be audited by the external auditors and submitted for review to the Government Finance Officers Association (GFOA) for a certificate in excellence in financial reporting.
Desired Outcomes (Perf. Measures)	Receive a Certificate of Excellence in Financial Reporting from the GFOA for the CAFR ending June 30, 2011.
Goal	To document and complete an implementation plan for the Government Accounting Standards Boards (GASB) Statement No. 54.
Related Council Goal	One community that is fiscally sound.

Activities	Accounting staff will review the current governmental fund balance definitions and account types and make the necessary internal reconfiguration of accounts as required by Statement No. 54.
Desired Outcomes (Perf. Measures)	The city general ledger will meet the new fund balance definitions and account structures as defined in Statement No. 54.

FISCAL YEAR 2010

Area of Innovation:

- The Accounting Division offered SurePay as a payment option to retirees for their health insurance payments. This option automated the system and created efficiencies in the division.

Accomplishments:

- Created the ability to log utility field service orders electronically, which provided real-time updates for customer service inquiries.
- Provided customers with new tools on the utility billing website that enables them to view their utility bills and water usage in text and graphical formats.

GOAL UPDATES	
Goal	To educate citizens in the use of the new utility billing system scheduled for implementation in summer of 2009.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. The billing system was implemented and reduced the number of customers receiving bills through the mail.
What were the Performance Measures?	Reduced the number of utility bills mailed to customers and the number of calls handled by staff by 5% in the first six months of implementation.
Obstacles/Challenges	Economic conditions, such as home foreclosures increased the number of calls.
Goal	Compile the information to produce an award winning approved CAFR.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Received the GFOA Certificate of Achievement for Excellence in Financial Reporting.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Elimination of hardcopy timesheets through implementation of the time and labor module of the PeopleSoft software program. Once implementation is complete in June 2009, all timesheet information will be submitted electronically.

Accomplishments:

- Qualifying for Government Finance Officers Association yearly award for the CAFR.
- Miscellaneous receivables staff provided city departments with a structured billing and reporting process.

GOAL UPDATES	
Goal	Increase customer usage of the automatic utility bill pay option.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Conduct a survey of utility customers.
Obstacles/Challenges	A survey was delayed until the new billing system had been in place for six months.
Goal	Compile the information to produce an approved CAFR.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Posting of the CAFR on the Internet for downloading and/or reviewing by citizens, staff and other interested parties. Received the GFOA Certificate of Achievement.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Finance

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Accounting Services	$960,995	$958,732	$958,732	$912,836	-5%
(1000) Finance Administration	$818,132	$810,717	$810,717	$394,610	-51%
(1000) L.I.D. Administration	$9,000	$9,000	$9,000	$9,000	0%
(1000) License/Collection	$922,453	$844,432	$844,432	$805,900	-5%
(1000) Regulatory & Communication	$135	$0	$0	$0	NA
(1780) Arena Renewal and Replacement	$0	$332,000	$332,000	$550,000	66%
(1790) AZSTA - Stadium Tax Refund	$1,525,658	$1,700,000	$1,613,997	$1,700,000	0%
(2360) Customer Service Office	$2,368,751	$2,484,306	$2,484,306	$2,659,473	7%
Total - Finance	**$6,605,124**	**$7,139,187**	**$7,053,184**	**$7,031,819**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$4,481,451	$4,880,558	$4,880,558	$4,100,628	-16%
Supplies and Contracts	$2,127,457	$2,851,757	$2,765,754	$3,092,321	8%
Internal Premiums	$83,578	$76,320	$76,320	$74,922	-2%
Internal Service Charges	$40,764	$43,772	$43,772	$49,107	12%
Work Order Credits	($128,126)	($713,220)	($713,220)	($285,159)	-60%
Total - Finance	**$6,605,124**	**$7,139,187**	**$7,053,184**	**$7,031,819**	**-2%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Accounting Services	19	19	19	16	-16%
Finance Administration	9	8	8	4	-50%
License/Collection	10	11	11	8.5	-23%
Customer Service Office	35.5	35.5	35.5	35.5	0%
Total -Finance	**73.5**	**73.5**	**73.5**	**64**	**-13%**

City of Glendale
Budget Summary by Department

Lease Pmts/OtherFees

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) 1000 Advisor Fees	$89,414	$130,687	$129,687	$129,687	-1%
(1000) Lease Payments	$2,133,655	$1,570,143	$1,570,143	$4,236,574	170%
(1000) Merchant Fees	$255,452	$160,000	$160,000	$160,000	0%
(1980) 1980 Advisor Fees	$3,063	$7,066	$6,066	$6,066	-14%
(2000) 2000 Advisor Fees	$1,427	$6,030	$1,030	$1,030	-83%
(2040) 2040 Advisor Fees	$0	$0	$2,000	$2,000	NA
(2060) 2060 Advisor Fees	$1,460	$7,857	$6,857	$6,857	-13%
(2080) 2080 Advisor Fees	$0	$0	$2,000	$2,000	NA
(2100) 2100 Advisor Fees	$0	$0	$2,000	$2,000	NA
(2180) 2180 Advisor Fees	$3,701	$3,213	$5,213	$5,213	62%
(2210) 2210 Advisor Fees	$17,819	$13,568	$13,568	$13,568	0%
(2360) 2360 Advisor Fees	$2,755	$3,289	$3,289	$3,289	0%
(2400) 2400 Advisor Fees	$10,417	$17,222	$17,222	$17,222	0%
(2420) 2420 Advisor Fees	$4,089	$17,514	$17,514	$17,514	0%
Total - Lease Pmts/OtherFees	**$2,523,252**	**$1,936,589**	**$1,936,589**	**$4,603,020**	**138%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Supplies and Contracts	$2,523,252	$1,936,589	$1,936,589	$4,603,020	138%
Total - Lease Pmts/OtherFees	**$2,523,252**	**$1,936,589**	**$1,936,589**	**$4,603,020**	**138%**

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 and safety.

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

Interesting Department Fact:
The H1N1 virus had a minimal impact on city services this year due to the department taking proactive steps in educating and equipping employees and supervisors on flu prevention and offering flu vaccines. Employee sick leave this year was relatively unchanged when compared with the city's four year sick leave average.

FISCAL YEAR 2011

GOALS	
Goal	Research the cost and implementation requirements of outsourcing the administration of the city's benefits program for active employees and retirees to determine feasibility.
Related Council Goal	One community that is fiscally sound.
Activities	Outsource Benefits Billing. Reduced staffing requires that the department look to outsource the services we currently perform for billing, revenue recovery, reconciliation of accounts for active and retired employees.
Desired Outcomes (Perf. Measures)	Complete cost/benefit assessment by April 2011.
Goal	Review jobs and work closely with departments to ensure internal staffing meets the needs of the new city structure.
Related Council Goal	One community with high quality services for citizens.
Activities	Review and revise job descriptions/classifications to address the needs of the restructured organization. Work with departments to ensure appropriate placement of staff within revised jobs to maximize the services provided to the community.
Desired Outcomes (Perf. Measures)	Ability of departments to continue to meet service needs through appropriate job alignment and staff placement.

FISCAL YEAR 2010

Area of Innovation:

- Successful implementation of the city's first benefits dependant eligibility audit. This innovation involved an audit of all dependants enrolled in the city's health plans to determine eligibility for coverage. This will result in significant, ongoing cost savings to the city and enable the city to meet its fiduciary obligations as a health plan administrator.
- Successful implementation of e-Profile, a systems improvement that reduces administrative efforts in the review and updating of employee profile data and improves the quality of data as employees can now easily view their profile information and update accordingly.

Accomplishments:

- Successful development and implementation of the city's employee furlough process.
- A "Brown Bag Series for Supervisors" was established by the Human Resources Department designed to provide supervisors with a refresher on human resources policies and practices, and how to apply them in the everyday management of their work groups.
- The cost of the city's risk in 2010 was 1.19% which was once again well below the public entity industry average of 2.0% .

GOAL UPDATES	
Goal	Implement the PeopleSoft talent acquisition manager and candidate gateway program.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	No, due to the city's budget reduction the technology allowing us to complete this goal was eliminated.
What were the Performance Measures?	Implementtation of the program by June 2010.
Obstacles/Challenges	Budget reductions to both the IT and the HR departments.
Goal	Offer employees mentoring opportunities to develop internal talent and to enhance the sharing of organizational knowledge.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	This goal was met through the completion of the pilot program that ran September 2009 to March 2010. Employees from the Administrative Services Group participated and shared feedback throughout the program as to their progress and challenges. Each participant noted professional growth and meaningful application of new knowledge and relationships to the workplace.

What were the Performance Measures?	Completed a six month pilot program with Administrative Services staff by March 2010 and compiled feedback to enhance the program for citywide rollout.
Obstacles/Challenges	Feedback from mentees and mentors identified time and current workload as the major challenges they encountered in participating and completing their development action plans.

FISCAL YEAR 2009

Area of Innovation:

- Implemented the PeopleSoft time and labor system that will enhance time reporting, record keeping and data analysis. One of the key benefits of the new time and labor system is the ability to record, track and analyze time worked at more detailed levels.

Accomplishments:

- Developed and implemented a monthly open workshop series open to all employees that provides professional development opportunities. This series is outside the GLAD program and courses include: career development, time management, grant writing, effective communication, interviewing skills, marketing and communications, understanding benefits and compensation for supervisors, and budgeting basics for supervisors. For the first time, employees could enroll online for the open workshops.
- Expanded the safety training of employees, customizing many programs to meet the specific needs of the departments.

GOAL UPDATES	
Goal	Maintain cost of risk of the city below industry average.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Cost of risk was .92% which is well below public entity industry average of 2.0%.
Obstacles/Challenges	None.
Goal	Mitigate health plan cost increases by providing employees with incentives to improve their health.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Maintain medical premium increases below the industry average.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Human Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Benefits	$226,705	$236,589	$236,589	$119,411	-50%
(1000) Compensation	$449,126	$435,993	$435,993	$459,828	5%
(1000) Employee Relations	$214,435	$218,532	$218,532	$176,717	-19%
(1000) Employment Services	$381,083	$373,839	$373,839	$254,417	-32%
(1000) Human Resources Administration	$760,835	$603,204	$603,204	$631,007	5%
(1000) Organizational Development	$380,548	$398,713	$398,713	$68,291	-83%
(1000) Risk Management/Safety	$598,600	$518,865	$518,865	$202,525	-61%
(2540) Risk Mgmt Trust Fund	$1,515,185	$2,760,000	$2,760,000	$2,844,278	3%
(2560) Worker's Compensation	$1,348,582	$1,407,000	$1,407,000	$1,407,000	0%
(2580) Benefit Programs	$22,555,304	$24,481,185	$24,481,185	$24,481,185	0%
Total - Human Resources	**$28,430,403**	**$31,433,920**	**$31,433,920**	**$30,644,659**	**-3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$2,650,584	$2,669,180	$2,669,180	$2,033,844	-24%
Supplies and Contracts	$25,716,638	$29,001,714	$29,001,714	$28,758,325	-1%
Internal Premiums	$53,015	$41,232	$41,232	$33,507	-19%
Internal Service Charges	$10,166	$12,579	$12,579	$13,173	5%
Work Order Credits		($290,785)	($290,785)	($194,190)	-33%
Total - Human Resources	**$28,430,403**	**$31,433,920**	**$31,433,920**	**$30,644,659**	**-3%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Benefits	3	2.75	2.75	1.25	-55%
Compensation	5.5	5.5	5.5	6	9%
Employee Relations	2.75	2.75	2.75	2	-27%
Employment Services	3.75	4	4	3	-25%
Human Resources Administration	6	6	6	5	-17%
Organizational Development	3	3	3	1	-67%
Risk Management/Safety	6	6	6	2	-67%
Risk Mgmt Trust Fund				1	
Total -Human Resources	**30**	**30**	**30**	**21.25**	**-29%**

City of Glendale
Budget Summary by Department

Employee Groups

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1190) Diversity Committee	$44,821	$54,909	$54,909	$54,909	0%
(1190) GEMS	$40,190	$0	$0	$0	NA
(1190) Glendale Hispanic Network	$26,451	$0	$0	$0	NA
(1190) Holiday Event	$27,607	$30,000	$30,000	$30,000	0%
Total - Employee Groups	**$139,069**	**$84,909**	**$84,909**	**$84,909**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Supplies and Contracts	$139,069	$84,909	$84,909	$84,909	0%
Total - Employee Groups	**$139,069**	**$84,909**	**$84,909**	**$84,909**	**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 and intranet support; management of the Technology Replacement Fund, information security, and citywide telephone analysis and communications.

Interesting Department Fact:
The city has 50 terabytes of data, which could hold 12,500,500 digital photos, 50,000,000 books or 2,400 DVD movies.

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 2011

GOALS	
Goal	Explore and evaluate productivity solutions i.e. Microsoft Office, Open Office, etc.
Related Council Goal	One community that is fiscally sound.
Activities	Meet with vendors to evaluate solutions, develop evaluation process, test solutions, and give recommendations to IT management and the ASG Deputy City Manager.
Desired Outcomes (Perf. Measures)	Select solution by 6/30/11.
Goal	Evaluate data back-up and email archiving solutions.
Related Council Goal	One community that is fiscally sound.
Activities	Meet with vendors to evaluate solutions, test solutions, and give recommendation(s) to IT management.
Desired Outcomes (Perf. Measures)	Select solution by 7/30/10.

FISCAL YEAR 2010

Area of Innovation:

- An employee resources portal was developed to give employees easy access to information when they are away from the office. Access to myHR, webmail, the employee phone book, phone list of essential numbers, and instructions such as Virtual Private Network (VPN), voicemail, and the telephone user guide are included in the portal.

Accomplishments:

- IT has several accomplishments in FY 2010. Some of these include implementation of new antivirus software, completion of a telephone system upgrade, PeopleSoft Financials Upgrade, development of an online application for tax amnesty and email system upgrade.

GOAL UPDATES	
Goal	Support the Finance Department and city with the selection and implementation of a new sales tax system.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Partially, IT has supported and continues to support the implementation of a new sales tax system, which is slated to go live in Fall 2010.
What were the Performance Measures?	Attend all meetings; provide information and leadership for IT's involvement in the project. Installation and configuration of hardware, operating system and database software that meets the service levels defined by Finance.
Obstacles/Challenges	Balancing resources with other projects and day-to-day operations.
Goal	Deliver additional functionality to PeopleSoft's ePay module.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes, employees have been able to see their paychecks online since December 2009.
What were the Performance Measures?	Completed implementation by 12/31/09.
Obstacles/Challenges	Supporting time and labor post go-live demands and other PeopleSoft requests.

FISCAL YEAR 2009

Area of Innovation:

- PC monitors will not be replaced when computers are, which will save the city $180,000 from March 2009 – June 2010.

Accomplishments:

- The IT Department has been heavily involved with the PeopleSoft time and labor project, which will be completed in June 2009.
- IT's disaster recovery plan was developed and successfully tested in FY 2009.

GOAL UPDATES	
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	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Deliver recommendation for vendor to the Administrative Service Deputy City Manager by July 31, 2008. Complete security audit.
Obstacles/Challenges	None.
Goal	Enhancement of fire suppression system to provide additional protection for infrastructure areas.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	In process, consultants are currently completing the data center evaluation.
What were the Performance Measures?	Completion of project.
Obstacles/Challenges	Before proceeding with the installation of the fire suppression system, the data center will be evaluated to determine if any other modifications are necessary for it to meet the needs of the city. Solidifying a contract with the evaluation vendor took longer than expected. The evaluation is in progress and next steps will be identified and prioritized.

City of Glendale
Budget Summary by Department

Info. Technology

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Information Technology	$3,541,259	$3,375,954	$3,374,470	$3,048,826	-10%
(1100) Telephones	$956,780	$1,014,119	$1,340,579	$977,252	-4%
(1140) Technology Replacement	$2,209,843	$3,508,037	$3,508,037	$3,510,103	0%
Total - Info. Technology	**$6,707,882**	**$7,898,110**	**$8,223,086**	**$7,536,181**	**-5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$2,873,037	$2,937,772	$2,937,772	$2,602,378	-11%
Supplies and Contracts	$2,962,431	$4,144,687	$4,469,663	$3,620,078	-13%
Internal Premiums	$324,624	$633,125	$633,125	$638,879	1%
Internal Service Charges	$16,506	$14,935	$14,935	$15,519	4%
Operating Capital	$531,284	$337,847	$337,847	$797,583	136%
Work Order Credits		($170,256)	($170,256)	($138,256)	-19%
Total - Info. Technology	**$6,707,882**	**$7,898,110**	**$8,223,086**	**$7,536,181**	**-5%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Information Technology	29	29	29	25	-14%
Telephones	1	1	1	1	0%
Technology Replacement	1	1	1	1	0%
Total -Info. Technology	**31**	**31**	**31**	**27**	**-13%**

MANAGEMENT & BUDGET

Sherry Schurhammer

Department Description:

The Management & Budget Department provides a range of services that helps ensure prudent fiscal management of city resources. Specifically, the four divisions of the department provide the services identified in the following bullet points:

Interesting Department Fact:
The Purchasing and Warehouse Divisions moved from the Finance Department to the Management and Budget Department during FY 2010.

- The Budget and Research Division conducts independent, objective analyses of expenditures and revenues, as well as expenditure and revenue forecasts, in monitoring the budget for the current fiscal year and developing the budget for the next fiscal year.
- The Purchasing Division works with departments to ensure the procurement of goods and services is completed in a manner that is compliant with city and state statutes.
- The Warehouse Division provides logistical support to departments by procuring and maintaining a secure, just-in-time inventory of supplies for all city departments, selling surplus city assets at the best available price, and recycling metals and other materials to reduce disposal costs and generate revenue for the city.
- The Grants Administration Division 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. This work includes establishing a database for the city's grant applications and awards and managing federal stimulus funds.

Mission Statement:

Management & 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 by presenting information in a clear and understandable manner
- improving the efficiency and effectiveness of citywide business processes to ensure prudent fiscal management of the city's resources.
- assisting city departments with cost effective and efficient services in warehousing, inventory, the disposal of surplus city assets and other logistical support services; and
- augmenting the effectiveness of the tax dollar in the purchase of materials and services within the requirements of city code and state law.

FISCAL YEAR 2011

GOALS	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and City Council as it relates to the city budget.
Related Council Goal	One community that is fiscally sound.

Activities	• Prepare annual council workshop materials on the upcoming FY's operating and capital budgets.
	• Prepare reports on capital related budget items, such as capital budget financial options and property tax rate options, as needed.
	• Work with individual departments on rate studies for the enterprise funds and other departments that are supported in whole or in part by fees.
	• Continue to work with departments to implement process improvements related to budgeting and financial reporting.
	  • Implementation of a new sales tax and license system began in FY 2010 and will be completed during FY 2011. An analyst from the Budget and Research Division is assigned to the sales tax and license core team and will function as a power user of the system once it is implemented. The expected outcomes are the elimination of manual processes and duplicate data entry for the tax and license staff and the development and implementation of meaningful reports that can be used for revenue analysis and forecasting in the Management and Budget Department.
	  • Phase II of the business intelligence (BI) technology project will continue in FY 2011. Phase II will include work by the professional authors in the Budget and Research Division to create additional, customized reports that supplement the existing financial information. The BI team also wants to add other non-financial business data such as public safety's calls for service information to enhance business performance management. The expected outcome is more accurate analysis of complex data for financial business decisions.

Desired Outcomes (Perf. Measures)	• Review monthly expenditure and revenue reports that the Finance Department produces and follow up with departments with expenditure anomalies. • Presentation of quarterly reports at council workshops in a timely, understandable and organized manner. • Preparation of council budget workshop materials in a timely and accurate manner. • Improved processes that result in the production of financial data and improved access to financial data for departments.
Goal	Purchasing and Warehouse Divisions: Reduce the manual processes through increased use of PeopleSoft functionalities. Improve employee skill sets in using Peoplesoft functions.
Related Council Goal	One community that is fiscally sound.
Activities	Revise the procurement code based on the American Bar Association's Model Procurement Code.
Desired Outcomes (Perf. Measures)	The revision of the procurement code has been deferred until completion of the FY 2011 budget development process and implementation of a PeopleSoft upgrade. The former will result in citywide reductions that will impact purchasing activity levels and the latter may result in improved functionality and decreased manual steps for users.

FISCAL YEAR 2010

Area of Innovation:

- The BI tool was rolled out in FY 2010 with the completion of Phase I. Considerable time was spent during FY 2010 by Administrative Services Group staff to ensure that this daily extraction of financial information was accurate and summarized correctly in all aspects of the BI application. The BI tool allows users to view the interactive dashboards, graphs and reports and provides the ability to drill up, down and through different layers of financial data. In addition, staff in the Budget and Research Division has been trained to modify dashboards and create additional financial reports that can be pushed out to consumer license holders in other departments. See below for two examples of additional financial reports that have been or are in the process of being created through the BI tool.
- Budget and Research Division staff developed a CIP report on expenditure versus budget activity that replaced a report that was manually produced on a monthly basis and provided only a snapshot of activity at that one point in time. The new CIP report in BI is updated daily and can be drilled down to the detail expenditure level activity by project.
- As of May 2010, Budget and Research Division staff is developing a BI report that would provide a fund balance analysis, including budget and expenditure activity, for a

variety of special revenue funds. This report will be updated daily. This report is intended to replace the reports that staff currently produces manually on a quarterly basis.

Accomplishments:

- Received the GFOA Distinguished Budget Award for the FY 2010 budget document by achieving the highest rating in accordance with award criteria. Also received special recognition from GFOA for the CIP section of the FY 2010 budget document. Received outstanding ratings from GFOA for sections within the budget document relating to the book as a policy document, a financial plan, an operations guide and a communications device.
- Incorporated the Utilities Department and Fire Department's (customer owned) inventory into the city's secure warehouse for more effective management of resources from the purchase to the use of the materials.

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and City 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	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	• The FY 2010 annual budget book was presented the Government Finance Officers Association's Distinguished Budget Presentation Award for exemplary budget documentation, with special recognition of the capital budget. • Monthly expenditure and revenue reports were completed on time and disseminated to city departments and city management. • Quarterly expenditure and revenue reports were completed on time and presented to city council. • The recommended FY 2011 operating and capital budgets were completed on time and presented to City Council over the course of two budget workshops in March 2010. Adoption of these plans occurred in June 2010.
Obstacles/Challenges	None.
Goal	Actively participate in the development, testing and implementation of a new sales tax and business license reporting system.
Related Council Goal	One community that is fiscally sound.

Was the goal met?	Yes.
What were the Performance Measures?	• A contract for the development and implementation of a new sales tax and license system was awarded in November 2009. • A senior analyst from the budget division serves on the core team that is evaluating current processes to develop a new database system that maximizes customization and minimizes manual processes. • The new system is scheduled to be implemented and fully operational by October 2010.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- In the past, projects in the capital improvement program were presented by funding source with no differentiation between projects focused on existing facilities in need of rehabilitation and/or repair and those that result in new capital assets. For the FY 2010 budget book, the capital improvement program will continue to be shown by construction fund, but within each fund there will be a differentiation between 'New Assets' and 'Existing Asset,' with two subcategories under existing assets – replacement and improvement.

Accomplishments:

- During FY 2009, budget staff led a cross functional team of Administrative Services Group employees that worked with an external consultant to develop a BI tool that is used to provide PeopleSoft financial information (budget and actual) in a user friendly, graphical and tabular interface that maintains existing hardcopy report generation capabilities. BI, with its customized "dashboard" type interface, will be systematically rolled out to departmental groups during the summer of 2009 for use and evaluation before moving on to Phase II. Phase II will build upon the PeopleSoft financial data that is automatically uploaded each day in BI by incorporating qualitative and quantitative data from other city systems (i.e. Sales Tax System, Municipal Billing, Fire Computer Aided Dispatch, etc.)

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and City 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	One community that is fiscally sound.

Was the goal met?	Yes.
What were the Performance Measures?	• The FY 2009 annual budget book was presented the Government Finance Officers Association's Distinguished Budget Presentation Award for exemplary budget documentation, with special recognition of capital information. • Monthly expenditure and revenue reports were completed on time and disseminated to city departments and city management. • Quarterly expenditure and revenue reports were completed on time and presented to city council. • An evaluation by an external consultant of the city's indirect cost allocation model was completed on time and recommendations for improvement were incorporated into the model that calculated the FY 2010 rates. • The recommended FY 2010 operating and capital budgets were completed on time and presented to City Council over the course of four budget workshops in March and April 2009. Adoption of these plans will occur in June 2009.
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	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	A plan was developed and implemented regarding the maximum use of the grants administrator position to ensure the department is fully involved in grant applications that are in accordance with the city's grant policies.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Management & Budget

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Budget & Research	$632,796	$657,852	$648,468	$646,768	-2%
(1000) Grants Administration	$147,099	$62,423	$59,091	$65,164	4%
(1000) Purchasing	$487,333	$427,575	$427,375	$388,224	-9%
(1000) Warehouse	$359,063	$367,459	$367,459	$295,037	-20%
(1840) Grant Match Funds - Mgt & Bdgt	$104,191	$99,114	$99,114	$0	-100%
Total - Management & Budget	**$1,730,482**	**$1,614,423**	**$1,601,507**	**$1,395,193**	**-14%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$1,563,404	$1,616,456	$1,616,456	$1,383,699	-14%
Supplies and Contracts	$126,511	$151,252	$136,916	$45,620	-70%
Internal Premiums	$28,339	$24,905	$24,905	$24,288	-2%
Internal Service Charges	$12,228	$13,417	$14,837	$15,657	17%
Work Order Credits		($191,607)	($191,607)	($74,071)	-61%
Total - Management & Budget	**$1,730,482**	**$1,614,423**	**$1,601,507**	**$1,395,193**	**-14%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Budget & Research	6	6	6	6	0%
Grants Administration	1.5	1.5	1.5	1	-33%
Purchasing	5	5	5	4	-20%
Warehouse	5.75	5.75	5.75	4.75	-17%
Total -Management & Budget	**18.25**	**18.25**	**18.25**	**15.75**	**-14%**



Humana Healthcare

COMMUNITY DEVELOPMENT

Community Development Administration
Building Safety
Economic Development
Airport
Engineering
Planning



City of Glendale
Budget Summary by Department

Community Dev Admin

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) CD Deputy City Manager	$178,340	$178,543	$178,543	$195,964	10%
Total - Community Dev Admin	**$178,340**	**$178,543**	**$178,543**	**$195,964**	**10%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$154,975	$170,751	$170,751	$199,313	17%
Supplies and Contracts	$21,134	$6,247	$6,247	$5,756	-8%
Internal Premiums	$1,881	$1,197	$1,197	$1,602	34%
Internal Service Charges	$350	$348	$348	$173	-50%
Work Order Credits				($10,880)	
Total - Community Dev Admin	**$178,340**	**$178,543**	**$178,543**	**$195,964**	**10%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
CD Deputy City Manager	1	1	1	1	0%
Total -Community Dev Admin	**1**	**1**	**1**	**1**	**0%**

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:
Photovoltaic systems are beginning to gain popularity as evidenced by the installation now going in at Deer Valley High School. It has been determined that this system will generate over 1,000,000 watts of power from sunlight. It is the largest privately owned system in the United States to date. Once installed, the system could deliver this amount of energy for the next 20-30 years.

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 2011

GOALS	
Goal	Provide responsive, proactive, efficient, consistent and cost-effective service.
Related Council Goal	One community with high quality services for citizens.
Activities	Monitor and track progress on unsafe and damaged buildings and proactively communicate with City Council members on progress of cases in their districts.
Desired Outcomes (Perf. Measures)	Provide quarterly report on status of all cases to Assistant Director and Assistant Deputy City Manager. Plus, maintain database for communicating regularly to Council and management of case workload and status of cases.
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient and accessible built environment.
Related Council Goal	One community with high quality services for citizens.
Activities	Implement customer service enhancements at the public counter by continued cross training in the Transportation Department, and establish a cross training program with the Engineering and Utilities Departments.

Desired Outcomes (Perf. Measures)	20% of all over-the-counter plans will be reviewed through the one-stop shop by January 2011.

FISCAL YEAR 2010

Area of Innovation:

- Implementation of first online permitting process to obtain permits for the replacement of water heaters. This aids the customer in complying with codes as adopted by the city of Glendale and eliminates the need for them to come to City Hall which in turn saves them time. This practice also frees up parking spaces in our garage, cuts down on fuel consumption, vehicle wear and tear, traffic and pollution.
- Adjustments have been made to our printing procedures for the issuance of permits and certificates of occupancy. Discontinuing the printing of one copy of each of these forms has saved time, money and wear and tear on our equipment. Both of these innovative ideas have provided ”green” contributions to our everyday business.

Accomplishments:

- Completion of several large projects has taken place during this past year. Banner Thunderbird Hospital opened its new wing to patients and the renovation work to back fill the original hospital continues. Midwestern University completed several exciting large projects this past year including the optometry and dental clinics.
- This year, several building inspectors have cross trained in the Fire Marshall’s Office and a plan technician cross trained in the Transportation Department. This cross training brings new skills and awareness to the Building Safety Department and strengthens relationships between departments.
- Building Safety Department met the challenge of bringing many new economic development projects to fruition including Advanced Health Care, Phoenix Heart and Humana.
- Streamlined record retrieval system which included scanning over 67,000 permits and other permit related documents.

GOAL UPDATES	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient and accessible built environment.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Publish departmental newsletter to increase public and customer awareness of development processes and requirements.
What were the Performance Measures?	Publish newsletter quarterly, with each manager and supervisor submitting one article per newsletter.
Obstacles/Challenges	None.

Goal	Provide responsive, proactive, efficient, consistent and cost-effective service.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Encourage and facilitate staff's continued education and training to effectively and efficiently perform their duties.
What were the Performance Measures?	Develop internal training programs for interpretation of codes and development regulations.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Fee Collection Improvement:
- In FY 2009 we implemented an important change in the way we collect plan review fees for civil/land development reviews to ensure that we are collecting all fees that are owed from our development customers. Previously, we waited until the department had completed a first review to determine the fee (fees are determined by the number of sheets reviewed) and then the Development Services Center would collect the fees at the time of re-submittal of the second review. Some projects were never resubmitted, and we were forced to bill the customer. Several of these customers had to be referred to collections. Now we collect a plan review deposit for reviews upon first submittal as we do for other Building Safety plan review fees.

Accomplishments:

- Simplified process for solar installations: We revised our process to encourage permits of solar water heaters and photovoltaic systems. A point of contact has been established in plan review to work with customers to obtain solar permits as quickly as possible. Information on the requirements for installation have been added to our website and the city's green website.
- Reduction in process time for sign permits: The Development Services Center reduced the turnaround time for sign permits. New procedures and cross-trained staff now allow 98% of all sign permits to be issued at the counter, replacing a five-day process.

GOAL UPDATES	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient and accessible built environment.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Revise development handouts to reflect changes in building codes. Incorporate the most critical ones on our department's website.
Obstacles/Challenges	None.

Goal	Use technological advances to make customer interaction with the Building Safety Department more efficient and convenient.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Scan 25% of permits, certificates of occupancy and special inspection certificates by March 1, 2009.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Building Safety

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Building Safety	$2,477,402	$2,414,339	$2,413,566	$1,980,628	-18%
(1000) Development Services Center	$618,173	$673,056	$672,971	$444,676	-34%
(1000) Westgate-Bldg Safety Rvw/Insp.	$828,685	$0	$0	$0	NA
(2400) Cross Connection Control	$220,324	$221,184	$221,099	$220,067	-1%
Total - Building Safety	**$4,144,584**	**$3,308,579**	**$3,307,636**	**$2,645,371**	**-20%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$3,865,175	$3,164,974	$3,164,938	$2,532,664	-20%
Supplies and Contracts	$73,523	$124,667	$123,760	$119,497	-4%
Internal Premiums	$134,365	$73,382	$73,382	$64,111	-13%
Internal Service Charges	$71,521	$62,142	$62,142	$60,757	-2%
Work Order Credits		($116,586)	($116,586)	($131,658)	13%
Total - Building Safety	**$4,144,584**	**$3,308,579**	**$3,307,636**	**$2,645,371**	**-20%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Building Safety	26	26	26	21	-19%
Development Services Center	10	10	10	6	-40%
Westgate-Bldg Safety Rvw/Insp.	12				
Cross Connection Control	2.75	2.75	2.75	2.75	0%
Total -Building Safety	**50.75**	**38.75**	**38.75**	**29.75**	**-23%**

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 encourage 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:
The Economic Development Department has assisted in facilitating or retaining over 2,400 new or existing jobs in Glendale since FY 2008.

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 2011

GOALS	
Goal	Attract targeted industries and businesses to Glendale.
Related Council Goal	One community with quality economic development.
Activities	Recruit new businesses through relationship building, keeping apprised of property lease expirations and industry trends.
Desired Outcomes (Perf. Measures)	Recruitment of new businesses will result in additional jobs to the city and generate tax revenue.
Goal	Continue with our proactive business retention and expansion program, while utilizing relationships with educational institutions.
Related Council Goal	One community with quality economic development.
Activities	Companies will once again be visited in Glendale's business community to offer educational and networking assistance.
Desired Outcomes (Perf. Measures)	At least 30 companies will be visited during the fiscal year with partners Glendale Community College, Arizona State University West and the Glendale Chamber of Commerce.

FISCAL YEAR 2010

Area of Innovation:

- Participation of staff on the Innovate Committee has resulted in a plan to lease space to cellular phone providers for the placement of cell towers to generate additional revenue for the city.

Accomplishments:

- Attracting Humana Healthcare to the city resulted in a fully leased office building at 91 Glendale containing more than 630 new offices and workstations.
- Locating DeVry University's new West Valley campus with 500 students and 80 faculty enhances Glendale dominance as the city of choice for quality educational facilities.
- Conair's purchase of the former KB Toys building was the largest industrial purchase in the Valley in the past 18 months and adds 350 new jobs to Glendale.
- More than 390 additional jobs were retained or created as part of business expansion in Glendale; a direct result of the department's established relationships in the business community.

GOAL UPDATES	
Goal	Attract new industrial and office businesses to Glendale.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes, 12 businesses opened offices or facilities in Glendale during FY 2010.
What were the Performance Measures?	The department's aggressive approach in attracting new business to Glendale has reulted in the creation of 1,298 jobs. Conair's expansion was the largest in the Phoenix metropolitan statistical area in calendar year 2009.
Obstacles/Challenges	Economic recession has discouraged businesses from making major moves or expansions. Glendale has made significant progress towards its economic development goals despite the current economic conditions.
Goal	Implement a comprehensive proactive business retention and expansion program.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes, the department met its goal by providing networking and training opportunities for businesses visited and has resolved numerous requests by our valued local businesses.
What were the Performance Measures?	An additional 30 businesses have been visited as a part of the business retention and expansion program.

Obstacles/Challenges	Reduced staffing and cutbacks at various companies has impacted availability for representatives to meet with the department. Flexibility and persistent, courteous contact by the department has overcome scheduling conflicts.

FISCAL YEAR 2009

Area of Innovation:

- Glendale Prospector is now on the Economic Development website for 24/7 accessibility of information about commercial sites and buildings available in Glendale.

Accomplishments:

- Implemented a comprehensive business retention and expansion program and began meeting with existing Glendale companies.
- Met with all major education and medical institutions in Glendale and established a relationship of mutual collaboration and greater understanding.

GOAL UPDATES	
Goal	Attract new high wage businesses within targeted industries.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	Ten locates or expansions and/or 500 net new jobs.
Obstacles/Challenges	Economic downturn caused a decrease in number of businesses looking for new locations or attempting any expansion. The five companies that announced plans to move to Glendale or expand operations in Glendale estimate they will create more than 800 new jobs in Glendale.
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.
Was the goal met?	Yes.
What were the Performance Measures?	Meet with and foster relationships with at least 30 Glendale businesses.
Obstacles/Challenges	The Economic Development Department made contact with over 60 companies. Due to economic conditions none of our existing companies are considering major changes in their business operations or considering any expansions at this time.

City of Glendale
Budget Summary by Department

Economic Development

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Business Development	$0	$0	$0	$500,000	NA
(1000) Downtown Beaut. & Promotion	$331,539	$267,475	$367,471	$266,453	0%
(1000) Economic Development	$690,958	$617,251	$709,225	$630,068	2%
(1280) YSC - Econ. Dev.	$360,597	$323,051	$323,051	$0	-100%
Total - Economic Development	**$1,383,094**	**$1,207,777**	**$1,399,747**	**$1,396,521**	**16%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$695,725	$812,501	$812,497	$729,700	-10%
Supplies and Contracts	$662,030	$539,906	$731,880	$685,171	27%
Internal Premiums	$16,185	$12,977	$12,977	$12,176	-6%
Internal Service Charges	$9,154	$6,876	$6,876	$7,488	9%
Work Order Credits		($164,483)	($164,483)	($38,014)	-77%
Total - Economic Development	**$1,383,094**	**$1,207,777**	**$1,399,747**	**$1,396,521**	**16%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Downtown Beaut. & Promotion	4	4	4	4	0%
Economic Development	7	6	6	5	-17%
Total -Economic Development	**11**	**10**	**10**	**9**	**-10%**

City of Glendale
Budget Summary by Department

Rebates & Incentives

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Rebates & Incentives	$895,946	$1,023,400	$1,023,400	$320,000	-69%
(1000) Redevelopment Land Acquisition	$978,165	$340,590	$23,000	$85,416	-75%
(1000) Visual Improvement Program	$222,644	$109,065	$0	$0	-100%
Total - Rebates & Incentives	**$2,096,755**	**$1,473,055**	**$1,046,400**	**$405,416**	**-72%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Supplies and Contracts	$1,359,358	$1,473,055	$1,046,400	$405,416	-72%
Operating Capital	$737,397				
Total - Rebates & Incentives	**$2,096,755**	**$1,473,055**	**$1,046,400**	**$405,416**	**-72%**

AIRPORT

Judy Skeen

Department Description:
The Glendale Municipal Airport is a regional general aviation facility that provides hangar facilities, Fixed Base Operator (FBO), aviation planning, maintenance, safety and educational tours.

Interesting Department Fact:
The airport is within 1.5 miles of three major entertainment venues – Jobing.com Arena, University of Phoenix Stadium, and Camelback Ranch-Glendale Spring Training Facility. In addition, it is near two major freeways in the West Valley for easy vehicle access.

Mission Statement:
The Glendale Municipal Airport's mission is to represent the city of Glendale in a professional, responsible, and businesslike manner while serving the best interests of all of the citizens of Glendale. The Airport will promote aviation to the highest levels of safety, efficiency, and in a fiscally responsible manner and will also preserve the quality of life recognizing a partnership exists between residential and general aviation interests.

FISCAL YEAR 2011

GOALS	
Goal	Update the airport rules and regulations.
Related Council Goal	One community with high quality services for citizens.
Activities	Work with stakeholders and interested citizens to define the updated rules and regulations in a document that is meaningful for stakeholders and airport users.
Desired Outcomes (Perf. Measures)	Adoption of the updated rules and regulations will be used by the airport staff for better enforcement and stakeholder commitment.
Goal	Promote new development and the expansion of existing aviation businesses in and around the airport.
Related Council Goal	One community with quality economic development.
Activities	Be a willing and active partner in aviation related development in and around the airport that stimulates new private investment, quality jobs for Glendale residents and new tax revenue for the city of Glendale.
Desired Outcomes (Perf. Measures)	Increase in operations and tenant base toward sustainability.

City of Glendale
Budget Summary by Department

Airport

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1760) Airport Operations	$617,901	$552,968	$552,968	$538,916	-3%
Total - Airport	**$617,901**	**$552,968**	**$552,968**	**$538,916**	**-3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$393,578	$362,733	$363,333	$345,673	-5%
Supplies and Contracts	$158,604	$151,427	$150,827	$147,941	-2%
Internal Premiums	$27,468	$22,131	$22,131	$30,015	36%
Internal Service Charges	$37,289	$32,855	$32,855	$30,784	-6%
Operating Capital	$962				
Work Order Credits		($16,178)	($16,178)	($15,497)	-4%
Total - Airport	**$617,901**	**$552,968**	**$552,968**	**$538,916**	**-3%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Airport Operations	5	5	5	5	0%
Total -Airport	**5**	**5**	**5**	**5**	**0%**

ENGINEERING

Larry Broyles

Department Description:
The Engineering Department provides design and construction management, 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, landscaping plan review and inspection, mapping, records and floodplain ordinance administration.

Interesting Department Fact:
The Engineering Department completed over 50 miles of improvements in FY 2010 including; 16.7 miles of street, 12.4 miles of storm drain, 7 miles of raw water line, 9.5 miles of water line and 5 miles of sewer line improvements.

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 2011

GOALS	
Goal	Provide a capital improvement program that assures accurate information, optimizes available resources and provides needed projects for our community.
Related Council Goal	One community with high quality services for citizens.
Activities	Manage public relations for capital projects; Provide procurement and engineering management services; Increase public awareness of the city's capital projects status.
Desired Outcomes (Perf. Measures)	Complete 90% of the neighborhood meetings with a 90% satisfaction rating, Complete 90% of the projects with an 85% and above satisfaction rating from our department's clients and Complete 91% of the project updates for the website within the first (5) days of every month.
Goal	Ensure all private development projects constructed within Glendale are reviewed in a timely manner.
Related Council Goal	One community with high quality services for citizens.
Activities	Provide plan review services and provide testing services.

Desired Outcomes (Perf. Measures)	Complete 90% of plan reviews within established timelines (20 working days) and Complete 90% of scheduled inspections within 48 hours.

FISCAL YEAR 2010

Area of Innovation:

- Project control group in coordination with the administrative support staff developed a new engineering payment review process. This new process has reduced the time of payment review from 10-12 days to 5-7 days. It also encouraged the Finance Department to review their process and reduce the time it takes to process payments.
- The CIP Division developed a new process to monitor and ensure that on a monthly basis, our clients and project managers are updated on warranty schedules for each of their completed projects. This new process has increased the communication between the client and the project manager before the warranty expires and gives the opportunity for the client to participate in the final inspection.
- Project control group developed a new process to monitor and ensure that on a monthly basis, we will review the status of the purcahse orders. On completed projects and coordinate the closure of those purchase orders. This new process has significantly reduced the time and amount of funds encumbered on complete projects.
- The Engineering Department took the initiative to assess the possibility of providing in-house consultant services. This new approach, financially, has reduced the total cost of the project design and construction administration by using in-house staff for select engineering tasks.

Accomplishments:

- Among the several dozen capital projects this department completed the relocation of Fire Station No. 151, the downtown pedestrian enhancements project, the 67th Avenue Thunderbird Paseo Park restoration, 59th Avenue Melinda to Pinnacle Peak Road and the landfill gas system expansion.

GOAL UPDATES	
Goal	Provide a capital improvement program (CIP) that assures accurate information, optimizes available resources and provides needed projects for our community.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Completed 91% of the projects with 85% and above satisfaction rating from our department's clients.
Obstacles/Challenges	None.

Goal	Ensure all private development projects constructed within Glendale are reviewed in a timely manner.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Complete 90% of plan reviews within established timelines (20 working days) and complete 90% of scheduled testing services inspections within 48 hrs.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- The engineering project manager's manual was prepared as an aid to provide continuity in the successful completion of all CIP projects. To reduce costs of printing and improve timeliness of and access to the manual, it is now available via a secure network.
- Previously, our customers (residents, client departments, management team, contractors, utilities companies, etc.) would follow the same procedures for the procurement of consulting services regardless of the value of the project. This resulted in delays, and in some cases, the cancellation of projects due to grant requirements.
- After a comprehensive review and evaluation, the CIP Division decided to develop, implement and monitor a new method of procurement. This new method included establishing a list of 14 consultants qualified to provide services in the areas of general civil engineering, water/wastewater and transportation. By using this on-call consultants list, the time to procure consulting services was reduced by six to nine weeks.
- The former versions of the professional services agreement and construction manager at risk contracts allowed consultants to easily change the wording and use a "lump sum" pay basis. Much time was spent in getting the consultants to show their cost break out and in revising the consultant edits to a contract acceptable to the city.
- The CIP Division, in cooperation with the City Attorney's Office, created two new "time and materials" contracts. Consultants complete the contracts by filling in the blanks. The consultants also create exhibits for the contracts and enter these into a "boiler plate" as well. The new contracts can be quickly checked by the project managers for changes and for the time and materials cost breakdown. The time devoted to editing contracts has been shortened by as much as two weeks.
- The Land Development Division decreased the city's exposure to unfinished public infrastructure associated with private development by requiring performance bonds on all major improvements in the public right-of-way or public utility easements.
- A significant portion of private development in the city is required to improve the adjacent public roadway and/or extend public water and sewer lines to service the development. If a developer begins these improvements and then cannot finish them for one reason or another, the city can use the bonded funds to finish the

improvements. Often times these unfinished improvements could pose a significant risk to public health and safety and become a public eyesore. Requiring performance bonds on public infrastructure required to be constructed by private developers will ensure that the improvements are completed in a timely and satisfactory manner at no cost to the city.

Accomplishments:

- Among the several dozen capital projects this department completed are the Camelback Ranch Spring Training Facility, 51st Avenue intersection improvements, Grand Avenue access improvements and Catlin Court beautification.

GOAL UPDATES	
Goal	Provide a CIP that assures accurate information, optimizes available resources and provides needed projects for our community.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Complete 90% of the projects with 85% and above satisfaction rating from our department's clients.
Obstacles/Challenges	None.
Goal	Ensure all private development projects constructed within Glendale are reviewed in a timely manner.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Complete 90% of plan reviews within established timelines (20 working days) and complete 90% of scheduled testing services inspections within 48 hrs.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Engineering

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) BofA Bank Building	$485,870	$256,579	$256,579	$256,579	0%
(1000) CIP Administration	$602,635	$659,816	$659,816	$274,490	-58%
(1000) CIP Design	$1,616	$0	$0	$0	NA
(1000) Construction Inspection	$642,423	$618,217	$614,807	$382,291	-38%
(1000) Engineering Administration	$525,388	$618,732	$618,569	$553,251	-11%
(1000) Land Development Division	$492,614	$490,751	$490,751	$483,917	-1%
(1000) Mapping and Records	$193,820	$174,301	$174,301	$101,869	-42%
(1000) Materials Testing	$227,565	$237,894	$237,041	$181,996	-23%
(1000) Promenade at Palmaire	$71,682	$56,400	$56,400	$56,400	0%
(1000) Real Estate Services	$148,949	$0	$0	$0	NA
(1000) Utility Inspection	$231,418	$220,798	$220,798	$142,281	-36%
(1660) Transportation Engineering Pgm	$108,871	$113,277	$0	$0	-100%
Total - Engineering	**$3,732,851**	**$3,446,765**	**$3,329,062**	**$2,433,074**	**-29%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$3,564,869	$3,800,978	$3,690,748	$2,612,283	-31%
Supplies and Contracts	$695,812	$503,062	$491,879	$468,049	-7%
Internal Premiums	$113,390	$85,131	$83,549	$80,713	-5%
Internal Service Charges	$78,900	$78,291	$78,291	$72,020	-8%
Work Order Credits	($720,120)	($1,020,697)	($1,015,405)	($799,991)	-22%
Total - Engineering	**$3,732,851**	**$3,446,765**	**$3,329,062**	**$2,433,074**	**-29%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
CIP Administration	15	15	15	9	-40%
Construction Inspection	7	7	7	4	-43%
Engineering Administration	5	7	7	5	-29%
Land Development Division	5	5	5	5	0%
Mapping and Records	2	2	2	1	-50%
Materials Testing	3	3	3	2	-33%
Real Estate Services	2				
Utility Inspection	3	3	3	2	-33%
Transportation Engineering Pgm	1	1	1		
Total -Engineering	**43**	**43**	**43**	**28**	**-35%**

PLANNING

Jon Froke

Department Description:
The Planning Department has three major functions, long range planning and research, current planning and zoning administration.

Interesting Department Fact:
Glendale will celebrate the 100th year of incorporation on June 18, 2010.

The Long Range Planning and Research Division 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 Planning Administration Division prepares staff reports for City Council, the planning commission, the 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 division also manages the departmental budget and compliance with the Citizen Participation Ordinance, request for service (RFS) inquiries and provides staff support for City Council, the planning commission, the 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 2011

GOALS	
Goal	Redevelopment of the Glendale Centerline.
Related Council Goal	One community with a vibrant city center.
Activities	Assist Economic Development and other departments in the redevelopment of Glendale Centerline, process major and minor General Plan amendments to implement the Glendale Center line redevelopment plan, prepare and process the Glendale Centerline Overlay District for adoption, and update the Zoning Ordinance for Glendale Centerline implementation.
Desired Outcomes (Perf. Measures)	Redevelopment plan report for the Glendale Centerline, adoption of Glendale Centerline Overlay District, and approval of flexible Commercial and Industrial Design expectations for Glendale Centerline.
Goal	Support the City Council Sustainability Committee.
Related Council Goal	One community with high quality services for citizens.
Activities	Include Energy Element in the 2012 General Plan Update.
Desired Outcomes (Perf. Measures)	Preparation of Energy Element draft.

FISCAL YEAR 2010

Area of Innovation:

- Provide all development team comments to the applicant prior to the pre-application meeting.

Accomplishments:

- Prepared the Glendale Centerline Overlay District Ordinance.
- Prepared the Zoning Ordinance Update.

GOAL UPDATES	
Goal	Redevelopment of the Glendale Centerline.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	No.
What were the Performance Measures?	Adoption of the Glendale Centerline Overlay Ordinance.

Obstacles/Challenges	Timeframe for Glendale Centerline process.
Goal	Enhance the General Plan and Historic Preservation by planning for the future and preserving the past.
Related Council Goal	One community with a vibrant city center. One community with strong neighborhoods.
Was the goal met?	Yes.
What were the Performance Measures?	Increase public understanding of Glendale Centerline Overlay, add additional historic resources to the National Register, and complete all annexation requests by property owners.
Obstacles/Challenges	None, except the timeframe.

FISCAL YEAR 2009

Area of Innovation:

- Case file conversion from paper to GIS allows for quick retrieval from the desktop.
- Change to staff report by improving the format and content of reports.
- PowerPoint presentation for all cases having a public hearing.
- Electronic transmission of correspondence to customers, commissions and boards.
- Turned department vehicles over to motor pool.
- Limit notification of cases to within 300 feet of the property.
- Succession planning implemented for historic preservation and county development review of strip annex area.

Accomplishments:

- Reduced development application processing to public hearing from 6-12 months to 90 days.
- Listed Myrtle Avenue Historic District on the National Register of Historic Places.

GOAL UPDATES	
Goal	Improve department efficiency and effectiveness.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, website done, Zoning Ordinance scheduled for completion and interdepartmental coordination improved.
What were the Performance Measures?	Complete update of the Planning Department website by 06/30/09, complete Zoning Ordinance Update by 06/30/09, and increase inter-departmental coordination.
Obstacles/Challenges	Challenge to meet deadlines of Deputy City Manager assignments, all were met.

Goal	Plan for the future and preserve the past.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Ongoing.
What were the Performance Measures?	Process all annexation request- completed, process all major plan amendments- completed, and complete update of City Center Master Plan (CCMP)- subject to Glendale Centerline results.
Obstacles/Challenges	Waiting for completion of Glendale Centerline project for CCMP update.

City of Glendale
Budget Summary by Department

Planning

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Current Planning	$714,393	$695,251	$695,251	$512,837	-26%
(1000) Long-Range Planning & Research	$358,736	$352,321	$352,321	$135,149	-62%
(1000) Planning Administration	$454,826	$476,645	$476,645	$341,167	-28%
Total - Planning	**$1,527,955**	**$1,524,217**	**$1,524,217**	**$989,153**	**-35%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$1,460,477	$1,654,284	$1,654,284	$956,780	-42%
Supplies and Contracts	$34,490	$70,261	$70,261	$58,336	-17%
Internal Premiums	$27,927	$18,044	$18,044	$16,757	-7%
Internal Service Charges	$5,061	$4,544	$4,544	$4,149	-9%
Work Order Credits		($222,916)	($222,916)	($46,869)	-79%
Total - Planning	**$1,527,955**	**$1,524,217**	**$1,524,217**	**$989,153**	**-35%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Current Planning	10	10	10	6	-40%
Long-Range Planning & Research	4	4	4	2	-50%
Planning Administration	5	5	5	3	-40%
Total -Planning	**19**	**19**	**19**	**11**	**-42%**



Velma Teague Library

COMMUNITY SERVICES

Community Services Admin.
Code Compliance
Community Partnerships
Neighborhood Improvement Grants
Library & Arts
Parks & Recreation



Parks & Recreation's Glendoberfest

Return to TOC

City of Glendale
Budget Summary by Department

Comm. Services Adm

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Comm. Services Admin.	$269,897	$166,123	$166,123	$190,714	15%
Total - Comm. Services Adm	**$269,897**	**$166,123**	**$166,123**	**$190,714**	**15%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$261,119	$263,604	$263,604	$193,879	-26%
Supplies and Contracts	$6,440	$7,811	$7,811	$6,647	-15%
Internal Premiums	$2,056	$1,657	$1,657	$896	-46%
Internal Service Charges	$282	$347	$347	$172	-50%
Work Order Credits		($107,296)	($107,296)	($10,880)	-90%
Total - Comm. Services Adm	**$269,897**	**$166,123**	**$166,123**	**$190,714**	**15%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Comm. Services Admin.	2	2	2	1	-50%
Total -Comm. Services Adm	**2**	**2**	**2**	**1**	**-50%**

CODE COMPLIANCE

Sam McAllen

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

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

Interesting Department Fact:
During the first three quarters of FY 2010, Code Compliance volunteer staff provided over 536 hours of service performing office duties, inspecting vacant parcels, and removing over 4,600 illegal signs from the city rights-of-way.

FISCAL YEAR 2011

GOALS	
Goal	Maintain community standards that promote a clean, safe, and healthy living environment through prompt and effective response to citizens' calls for service.
Related Council Goal	One community with high quality services for citizens.
Activities	Conduct responsive code enforcement services to ensure compliance with city codes and ordinances that prevent the deterioration of residential neighborhoods.
Desired Outcomes (Perf. Measures)	Respond to calls for service within two business days of receiving the call 95% of the time.
Goal	Provide proactive code enforcement services in residential neighborhoods that promote a clean, safe and healthy living environment for the community.
Related Council Goal	One community with strong neighborhoods.
Activities	Conduct proactive code enforcement services in residential neighborhoods with the objective of identifying and eliminating code violations and preventing the negative impact of blight, deterioration and unsafe conditions.
Desired Outcomes (Perf. Measures)	Proactively generate 55% of all code compliance cases.

FISCAL YEAR 2010

Area of Innovation:

- The Code Compliance Department has been able to maintain a high level of service delivery to residential neighborhoods by applying for grant funds that can be used to eliminate blight and deterioration. The department applied for and received Community Development Block Grant (CDBG) funds that are being used to identify and eliminate code violations in low to moderate income neighborhoods. The CDBG funds are being used in a partnership with the Community Partnerships Department to share the cost of an inspector who conducts proactive code inspections in designated residential neighborhoods. These proactive inspections serve to identify and eliminate code violations that contribute to blight and deterioration of the impacted residential neighborhoods. The CDBG funds are also being used to abate code violations on vacant foreclosed properties that are creating blighted or deteriorated conditions within residential neighborhoods. When foreclosed properties become vacant, the properties deteriorate resulting in city code violations such as overgrown vegetation, trash and debris, broken windows and doors, and graffiti. These blighted conditions are detrimental to the public's health, safety, and property values and negatively impact the livability of the affected neighborhoods. Obtaining CDBG funds helps fund the abatement of many more city code violations that would otherwise be addressed using only the department's budgeted general funds.

Accomplishments:

- The department has been extremely busy throughout the city managing over 12,000 cases through the end of March 2010. Code Compliance staff has been working very hard to provide prompt and effective customer service by proactively initiating 69% of all cases handled this fiscal year.
- The department applied for and was awarded a CDBG for over $76,000 to identify and eliminate code violations at vacant properties that are creating unsafe slum and blighting conditions in residential neighborhoods.

GOAL UPDATES	
Goal	Provide an increased level of proactive services in neighborhoods.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Partially, the major part of this goal is on track to be met by generating over 8,900 proactive code cases through the third quarter. However, only 536 volunteer hours have been accumulated, so the goal has not been completely met.
What were the Performance Measures?	Generate 10,000 new proactive code cases citywide, and maintain sufficient volunteer staff to provide a minimum of 1,500 hours of volunteer service.
Obstacles/Challenges	Recruiting and maintaining sufficient volunteer services has been the key challenge to meeting this goal.

Goal	Increase community awareness of city codes and enforcement procedures.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, this goal had been met by the continued participation in Glendale University and several neighborhood programs as well as having updated the department's website with more current and bilingual information. Additionally, a property maintenance brochure has been updated to include bilingual information.
What were the Performance Measures?	Continue to participate in Glendale University. Participate in six neighborhood programs to provide neighborhood specific city code information. Update the department's website and printed materials to include bilingual information.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- During FY 2009 the department reorganized inspector assignments and modified work assignments in an effort to better serve the citizens of Glendale. Prior to this reorganization, inspectors were assigned to work either as code compliance specialists (assigned to enforce specific violation types including commercial property, building without permits, home occupations, residential rental, and Neighborhood Focus Program) or as residential inspectors assigned to one of five geographic areas of the city that varied in size from 6 to 17 square miles. On October 1, 2008, 10 inspectors were assigned to work in one of 10 geographic areas located throughout the city. These 10 geographic areas were much smaller than those used before the reorganization, which allow the inspectors to focus on proactive inspections and become familiar with the neighborhoods in which they work. The smaller areas provide an increased efficiency, reducing the time inspectors needed to travel throughout the city, which provides more time for education and enforcement. Along with the new inspection areas, three inspectors remained focused on education and enforcement related to commercial businesses, residential rental properties and the Neighborhood Focus Program. The implementation of smaller inspection areas and modified work assignments is improving the Code Compliance Department's ability to identify and eliminate code violations throughout the city in a proactive and timely manner.

Accomplishments:

- The volunteer program continues to be expanded with the addition of two new volunteers. The new volunteers assist office staff with filing and other office related duties that have significantly increased with the increase in code cases.
- In March 2009, the City Council unanimously approved amending City Code Chapter

13, Article II related to civil code enforcement. This amendment streamlines the enforcement process and will bring forth quicker resolution to neighborhoods affected by non-compliant properties. Training has been conducted for inspection staff and procedures coordinated with the Prosecutor's Office and City Court to provide a smooth and efficient transition.

GOAL UPDATES	
Goal	Protect mature residential neighborhoods from the negative impact of blight and deterioration.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	The benchmarks for this goal have not been met. The average inspection rotation timeframe in Neighborhood Focus Program (NFP) areas was not reduced but has been maintained at the previous year's level. Additionally, the number of property maintenance cases within NFP areas have decreased from the previous fiscal year's levels.
What were the Performance Measures?	Reduce the average inspection rotation timeframe in NFP areas by 20%. Increase property maintenance cases within NFP areas by 20% from the previous fiscal year.
Obstacles/Challenges	Code Compliance encountered a challenge in meeting this goal due to a department reorganization of inspection staff that reduced staff assigned to conduct NFP inspections. Although these objectives were not met, it is expected that the reorganization will result in a significant increase in proactive inspections throughout the city that will have a positive impact on NFP areas.
Goal	Maintain community standards that promote a clean, safe and healthy living environment.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Partially, the goal of responding to calls for service within two business days at least 95% of the time is not being met as the current response rate is achieved 93% of the time. The goal to resolve 80% of the cases within 30 days is being met as code is currently resolving 81% of its cases within 30 days.
What were the Performance Measures?	Respond within two business days 95% of the time, and resolve 80% of code cases within 30 days.
Obstacles/Challenges	Code Compliance has been challenged to respond to calls for service within two business days at a rate of 95% because the department's current weekend coverage schedule is rotated among inspection staff and requires that they be off work some weekdays to compensate for the time they provided weekend inspection services.

City of Glendale
Budget Summary by Department

Code Compliance

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Code Compliance	$1,625,403	$1,576,174	$1,576,174	$1,368,354	-13%
Total - Code Compliance	**$1,625,403**	**$1,576,174**	**$1,576,174**	**$1,368,354**	**-13%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$1,442,213	$1,466,772	$1,466,772	$1,300,025	-11%
Supplies and Contracts	$87,533	$81,616	$81,616	$56,866	-30%
Internal Premiums	$40,579	$31,405	$31,405	$32,064	2%
Internal Service Charges	$55,078	$54,336	$54,336	$47,478	-13%
Work Order Credits		($57,955)	($57,955)	($68,079)	17%
Total - Code Compliance	**$1,625,403**	**$1,576,174**	**$1,576,174**	**$1,368,354**	**-13%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Code Compliance	21.5	21.5	21.5	19	-12%
Total -Code Compliance	**21.5**	**21.5**	**21.5**	**19**	**-12%**

COMMUNITY PARTNERSHIPS

Erik Strunk

Department Description:
The Community Partnerships Department consists of three 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 by operating three public housing complexes and a Section 8 voucher program. 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, the Homeowners' Association Training Academy, the Neighborhood Improvement Small Grants Program, the Community Mediation Program, the Community Volunteer Program and provides direct services to nearly 200 different registered neighborhood associations.

Interesting Department Fact:
In 2009, the department received approximately $7.9 million in federal funds for the construction of various public improvements projects, to prevent homelessness and to assist with foreclosed property.

Mission Statement:
Connecting people through the power of community.

FISCAL YEAR 2011

GOALS	
Goal	Utilize our allocation of federal funds to assist the community in mitigating the impact of foreclosures, to increase the number of first-time homebuyers, to partner with nonprofits in developing senior housing, and to administer homeless prevention funds for utility assistance and rapid re-housing.
Related Council Goal	One community with strong neighborhoods.
Activities	Creation and implementation of the Homeless Prevention and Rapid Re-Housing Program to provide rent and utility assistance to Glendale residents; the construction of neighborhood improvements in the Floralcroft and East Catlin Court neighborhoods; award construction funding to Habitat for Humanity's "Palmaire Court;" oversight and reporting of federal funds; various partnerships with nonprofits to acquire foreclosed properties and rehabilitate them.
Desired Outcomes (Perf. Measures)	Continue to revitalize Glendale neighborhoods while meeting all federal deadlines and reporting requirements.

Goal	Maintain the financial stability of the Community Housing Division.
Related Council Goal	One community with high quality services for residents.
Activities	Continue to monitor assistance payments made on behalf of our 3,909 Section 8 voucher clients and low-income individuals who lease one of our 155 public housing units.
Desired Outcomes (Perf. Measures)	Maintain the agency's official designation as a "high-performer" for public housing for the 16th year in a row.

FISCAL YEAR 2010

Area of Innovation:

- The Community Partnerships Department partnered with the Community Action Program and two nonprofit organizations to develop a new program to distribute $914,122 in federal stimulus funds to assist eligible Glendale residents with rental and utility payment assistance.

Accomplishments:

- The Neighborhood Partnership Office successfully coordinated the construction of 16 neighborhood improvement projects and provided services to 202 registered neighborhoods.
- The Community Revitalization Division leveraged $2.8 million in Neighborhood Stabilization Funds to bring in $13.2 million for the construction of 97 new, senior only housing that will be built over the next two years.
- The Community Housing Division used $454,325 in federal stimulus funds to modernize 50 of its public housing rental units.

GOAL UPDATES	
Goal	Increase civic participation and maintain strong communication with residents to provide them with information about programs and services that will improve their quality of life.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes.
What were the Performance Measures?	Received 16 applications from neighborhoods for both our small and community connection grants Registered 202 neighborhood groups Maintained an active database of over 500 different groups to assist with our Community Volunteer Program Implemented version 2.0 of the Neighborhood Information System.

Obstacles/Challenges	A reduction in budget for programming.
Goal	Use federal stimulus funds to assist residents in mitigating the impact of foreclosures, assist first time homebuyers, develop senior housing, provide funds for utility assistance and rapid rehousing.
Related Council Goal	One community with high quality services for residents.
Was the goal met?	Yes, provided Habitat for Humanity Central Arizona $1 million and Chicanos Por La Causa with $1.2 million to purchase and rehabilitate foreclosed properties with Neighborhood Stabilization Program funds; provided $300,000 in HOME funds for a new, 28-unit development called "Glendale Lofts;" assisted with the construction of a new Habitat for Humanity 11-home subdivision in central Glendale.
What were the Performance Measures?	To allocate the federal appropriations in the mandated time frame and to complete all the reporting requirements.
Obstacles/Challenges	Economic downturn impacted number of qualified first time homebuyers.

FISCAL YEAR 2009

Area of Innovation:

- Seeing a dramatic increase in the level of foreclosures and abandoned homes, the Community Partnerships Department implemented an action plan to assist residents and neighborhoods in addressing the impact in neighborhoods of foreclosed and abandoned homes.

Accomplishments:

- The Community Partnerships Department provided funding resources to assist the Code Compliance Department with its "Clean and Lien" initiative to remove weeds and other debris from vacant properties.
- The department participated in and/or sponsored five educational activities to assist Glendale residents facing foreclosure.
- The department subscribed to an online database to provide up-to-date and daily information to all city departments impacted by foreclosures\abandoned homes.
- The department applied for and received $6.2 million in Neighborhood Stabilization Program funds to provide neighborhoods and eligible residents with resources to address the foreclosure issue.

GOAL UPDATES	
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.
Was the goal met?	The department assisted Habitat for Humanity Central Arizona in the completion of the first Platinum Leed certified affordable family home in Arizona; design review of a new 11-unit single family subdivision that received approval to begin construction; funded the creation of the city's first community land bank; and facilitated the review and approval of the 28-unit "Glendale Lofts," that will also begin construction in the fall of 2009.
What were the Performance Measures?	Add additional, affordable single-family units to the Glendale housing stock. Through our partnership with Habitat for Humanity, over the past decade, we have added more than 40 units to the city.
Obstacles/Challenges	Obtaining ownership rights to land at a reasonable price.
Goal	Maintain a registered neighborhood database of at least 200 neighborhood associations with the city.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, staff in the Neighborhood Partnership Office made direct contact with residents in 10 new neighborhood areas and assisted them in becoming registered with the city. There are now 200 registered neighborhood groups in the city.
What were the Performance Measures?	At least 200 registered neighborhoods with the city.
Obstacles/Challenges	Resources and apathy.

City of Glendale
Budget Summary by Department

Comm. Partnerships

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Community Revitalization	$453,963	$417,609	$417,609	$334,195	-20%
(1000) Neighborhood Partnership	$506,771	$510,549	$510,549	$364,615	-29%
(1300) HOME Program	$451,811	$1,585,573	$619,776	$1,660,797	5%
(1310) NSP Programs	$8,588	$0	$2,000,000	$4,184,112	NA
(1320) CDBG Programs	$2,274,925	$2,123,640	$760,027	$3,540,617	67%
(1830) Emergency Shelter Grant	$74,569	$97,881	$97,997	$98,278	0%
(1842) CDBG-R	$0	$0	$457,820	$140,000	NA
(1842) Homeless Prevention HPRP	$0	$0	$267,850	$646,272	NA
(2500) Community Housing	$1,610,887	$8,364,912	$10,903,598	$8,487,034	1%
Total - Comm. Partnerships	**$5,381,514**	**$13,100,164**	**$16,035,226**	**$19,455,920**	**49%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$2,636,987	$3,112,072	$3,333,816	$2,877,746	-8%
Supplies and Contracts	$2,614,737	$10,079,854	$12,793,172	$16,296,550	62%
Internal Premiums	$106,008	$99,213	$99,213	$102,177	3%
Internal Service Charges	$40,114	$43,621	$43,621	$36,972	-15%
Operating Capital		$252,271	$252,271	$250,000	-1%
Work Order Credits	($16,332)	($486,867)	($486,867)	($107,525)	-78%
Total - Comm. Partnerships	**$5,381,514**	**$13,100,164**	**$16,035,226**	**$19,455,920**	**49%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Community Revitalization	2	2	2	2	0%
Neighborhood Partnership	5.5	5.5	5.5	4	-27%
CDBG Programs	8.75	8.75	8.75	8.75	0%
Community Housing	25	25	25	24	-4%
Total -Comm. Partnerships	**41.25**	**41.25**	**41.25**	**38.75**	**-6%**

City of Glendale
Budget Summary by Department

Neighborhood Imp Gr

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Neighborhood Improvement Grant	$616,904	$415,000	$323,644	$0	-100%
Total - Neighborhood Imp Gr	**$616,904**	**$415,000**	**$323,644**		

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$21,685				
Supplies and Contracts	$232,633	$350,000	$258,644		
Operating Capital	$362,586	$65,000	$65,000		
Total - Neighborhood Imp Gr	**$616,904**	**$415,000**	**$323,644**		

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

Interesting Department Fact:
1.46 million people walked through the doors of the Glendale Public Librarys in FY 2009. That is the approximate population of San Antonio, Texas—the 7th largest city in the United States.

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

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

FISCAL YEAR 2011

GOALS	
Goal	To provide a safe and secure environment to citizens while they are using the library.
Related Council Goal	One community committed to public safety.
Activities	Provide security services all hours that the libraries are open to the public.
Desired Outcomes (Perf. Measures)	Potential incidents are avoided due to the visible presence of security. Any incidents that do occur are handled expeditiously and effectively. Patrons evaluate the safety of the facilities through the Library's annual survey with a positive response rate of 85% and above.
Goal	To participate in community outreach activities alongside the other departments in the Community Services Group, and collaborate with local community organizations and agencies.
Related Council Goal	One community with strong neighborhoods.
Activities	The Library will participate in civic, school and community forums in Glendale and elsewhere in the Valley.
Desired Outcomes (Perf. Measures)	The Library will increase awareness and participation in library programs and events.

FISCAL YEAR 2010

Area of Innovation:

- $431,831 in stimulus funding has been secured through the Energy Efficiency Conservation Block Grant (EECBG) to update the Main Library's outdated and inefficient 23-year old fluorescent lighting system. Replacement parts for the existing lighting are no longer being manufactured. It is estimated that the change to T-8 fluorescent lamps and new electronic ballasts will save the city $14,352 annually in electricity costs, equivalent to 29,410 watts. The conversion will also result in a 20% reduction of CO2 emissions. This project had previously been included in the last five years of the city's Capital Improvement Program.

Accomplishments:

- The Library & Arts Department completed a comprehensive reorganization as a result of the retirements of 13.5 professional level FTEs, and the additional loss of 17 temporary employees. Library staff members were shifted between departments and, in some cases, transferred to other branches in order to ensure a continued balance of services at all facilities and in all departments. Most regular staff members have taken on additional responsibilities as a result of the reduction in staff.
- Secured a $54,882 Library Services and Technology Act (LSTA) grant from the Arizona State Library, Archives and Public Records Agency. The "Glendale Public Library Recession Response" grant provided funding for Library staff to hold classes aimed at assisting job seekers, those facing bankruptcy and foreclosure, and residents dealing with the stress that accompanies these types of situations. Funds were used to purchase computers to be used in job searching, computer training, applying for unemployment benefits and résumé writing. The grant also paid for instructors for topic-related classes, library materials and marketing materials to support the project.

GOAL UPDATES	
Goal	To provide Glendale residents with the information they need on a broad array of topics related to work, school and personal life using new customer service philosophies and technologies.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The Library website provides cardholders 24/7 access to electronic books and databases, catalog searching, holds and renewals, calendar and program information, and e-librarian services. In addition, the Library implemented a centralized calling system as a means to streamline customer telephone services.
Obstacles/Challenges	There were a few minor technological glitches in getting the telephone system underway, but it is now operational.

Goal	Consider the city's public art collection as a financial investment and asset that will appreciate in value.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	Several new quality pieces were purchased this year by the Arts Commission. Additionally, the Public Safety Memorial is nearing completion, and planning is underway for its unveiling in fall 2010.
Obstacles/Challenges	The Arts Coordinator retired at the end of FY 2009 and was not replaced. Additionally, two of the three part-time employees resigned to pursue other opportunities, leaving one part-time employee and a Library staff member who have been assigned to the Arts Maintenance Division on a part-time basis to carry out the Arts program.

FISCAL YEAR 2009

Area of Innovation:

- The Library developed and implemented a new customer service policy and training model, called "Off Your Seat and On Your Feet." Staff rove the public floor areas where patrons have the greatest point of need. A Welcome Pod was installed at Main Library as part of the program. The Welcome Pod stands near the front door and patrons are immediately greeted and directed to the resources they seek.
- Summer Arts Camp registration is now promoted online through a recent partnership with the Parks and Recreation Program.

Accomplishments:

- The Library installed SelfCheck machines with Fines & Fees software at all three library facilities.
- The Library completed the West Branch Library design process, including reviews of technology setup, building layout, electrical systems and more.
- In June 2009, a new half-hour arts and culture cable program will be aired on Channel 11. The program also promotes arts and culture programs through the city's website and a monthly e-newsletter. Glendale's arts were featured in public service announcements aired on commercial television during 2008 and 2009.

GOAL UPDATES	
Goal	Library and Arts representatives will participate in community outreach activities.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.

What were the Performance Measures?	Library and Arts representatives will attend 30 civic, school and community forums in Glendale and elsewhere in the Valley.
Obstacles/Challenges	Attrition of staff posed some challenges between staffing service desks and participating in outreach programs.
Goal	Sponsor arts and culture programs for residents and visitors in all parts of the city.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Sponsor at least one or more temporary art projects for one major event or festival each year.
Obstacles/Challenges	Due to economic conditions, performing arts grants have been reduced.

City of Glendale
Budget Summary by Department

Library & Arts

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Arts Maintenance - Admin.	$146,012	$86,641	$86,641	$31,763	-63%
(1000) Library	$8,153,906	$7,181,646	$7,181,646	$6,044,112	-16%
(1220) Arts Maintenance	$61,198	$127,787	$127,787	$127,787	0%
(1260) Library Book Fund	$105,782	$142,223	$142,223	$142,223	0%
(1260) Library Special Revenue	$181,131	$105,150	$105,150	$105,150	0%
(1840) Grant Approp - Library	$139,901	$500,000	$500,000	$550,000	10%
Total - Library & Arts	**$8,787,930**	**$8,143,447**	**$8,143,447**	**$7,001,035**	**-14%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$6,977,114	$6,778,382	$6,779,382	$5,225,252	-23%
Supplies and Contracts	$1,564,419	$1,993,715	$1,992,715	$1,832,696	-8%
Internal Premiums	$174,924	$139,127	$139,127	$147,633	6%
Internal Service Charges	$71,473	$66,861	$66,861	$56,315	-16%
Work Order Credits		($834,638)	($834,638)	($260,861)	-69%
Total - Library & Arts	**$8,787,930**	**$8,143,447**	**$8,143,447**	**$7,001,035**	**-14%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Arts Maintenance - Admin.	1	1	1		
Library	86.76	86.76	86.76	69.26	-20%
Total -Library & Arts	**87.76**	**87.76**	**87.76**	**69.26**	**-21%**

PARKS & RECREATION

Rebecca Benna

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

Interesting Department Fact:
The Parks and Recreation Department maintains over 13,000 trees in 92 parks and retention areas. The commitment to this vital resource has resulted in the city being designated as a "Tree City USA" for 14 consecutive years.

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

FISCAL YEAR 2011

GOALS	
Goal	Complete the Parks and Recreation Master Plan update.
Related Council Goal	One community with strong neighborhoods.
Activities	Obtain community involvement through community meetings, surveys, and focus groups. Complete organizational and financial analysis, write plan, make presentation to Parks and Recreation Advisory Commission and to City Council. Obtain approval from City Council.
Desired Outcomes (Perf. Measures)	Complete Master Plan update by December 2010.
Goal	Department actively supports and contributes to the Community Services Group hybrid action teams.
Related Council Goal	One community with high quality services for citizens.
Activities	Various Parks and Recreation staff actively participate on each of the four Community Services Group hybrid action teams.
Desired Outcomes (Perf. Measures)	Parks and Recreation staff contributes to establishing and meeting the Community Services Group hybrid goals by November 2010.

FISCAL YEAR 2010

Area of Innovation:

- The department partnered with the Glendale Office of Tourism and the downtown business community to host the first Eggventure in historic downtown Glendale. Over 4,000 participants enjoyed a nostalgic hometown atmosphere as they searched for over 20,000 candy-filled eggs along the tree-lined brick sidewalks that lead to the quaint shops and charming bungalows in the historic area. Eight different egg hunts were scheduled throughout the morning for various age groups. Fifteen Catlin Court businesses allowed the eggs to be hidden and dispersed in the front yards of their shops. Participating businesses and partners assisted with the hunts and offered unique activities and craft projects for all to enjoy. The event brought thousands of visitors to downtown Glendale. The first 500 families received a special goody bag filled with brochures and other promotional specials available during the Eggventure and to bring visitors back in the future.

Accomplishments:

- Completed an analysis of the department organizational structure and core services. Reorganized the department to reflect financial realities and the current and future needs of the community and department.
- The department made a concerted effort this year to coordinate and participate with other city departments and outside agencies on neighborhood and community outreach activities. Staff assisted Marketing's Special Events Division in developing and conducting programs for children at Glendale Glitters and coordinated with the Fire and Police Departments to obtain gifts for the Glendale Community Center holiday event. Staff also served on the planning committee with the Water Conservation Department for Earth Day, worked with the student government at Copper Canyon High School to conduct a community fair with the goal of generating community involvement in the school. Glendale Adult Center staff made presentations to the Kiwanis Club and Glendale Women's Club to discuss Parks and Recreation programs and services. A presentation was also made to the Glendale Disability Commission on the department's adaptive programming.

GOAL UPDATES	
Goal	Complete the Parks and Recreation Master Plan update.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Updating will continue in FY 2011.
What were the Performance Measures?	Complete the update of the master plan by June 30, 2010
Obstacles/Challenges	Addressing budget-related issues.

Goal	Obtain national agency accreditation with the Commission for Accreditation of Park and Recreation Agencies (CAPRA).
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, the department met 100% of the 155 standards reviewed for accreditation. A 100% rating has only been achieved by a few agencies.
What were the Performance Measures?	Obtain agency accreditation by October 2009.
Obstacles/Challenges	The process was time consuming, but highly rewarding. All full-time employees participated in the process.

FISCAL YEAR 2009

Area of Innovation:

- The department has obtained federal grants over the past three years to renovate the trail system at Thunderbird Conservation Park. A trail crew utilizing manual techniques completed a total of seven miles of reconditioned trails over the first two years. This year, the department hosted a mechanized trail building workshop for trail managers throughout the state. Thunderbird Conservation Park served as the demonstration site for the first mechanized trail building project in the state of Arizona. Using the mechanized techniques, over 13 miles of trails were renovated compared to the average 3.5 miles completed per year using manual techniques. The cost per mile was reduced from $17,000 to $4,300.

Accomplishments:

- The department worked with Arizona State University to complete a community wide inventory of parks and recreation facilities and services. This included both City of Glendale and public, private and non-profit facilities and services located within one mile of the city limits. This inventory is a critical step in the master plan process in that it accounts for current inventory and helps identify gaps in service.
- As part of the Sahuaro Ranch Park Improvement Project, the 600-seat picnic pavilion received a renovation. The pavilion is reserved 950 times annually, accommodating over 30,000 patrons. The renovation included new roofing, lattice, paint, electrical upgrades, enhanced lighting and` refinishing of 81 thirty-year old redwood picnic tables.

GOAL UPDATES	
Goal	Begin Parks and Recreation Master Plan update process.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes.

What were the Performance Measures?	Obtain city council direction by June 30, 2009. Develop a process to solicit public input on revising the master plan.
Obstacles/Challenges	None.
Goal	Complete internal self-assessment for agency accreditation with the Commission for Accreditation of Park and Recreation Agencies.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Complete self-assessment by June 30, 2009.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Parks & Recreation

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Adult Center	$376,930	$378,161	$376,600	$485,907	28%
(1000) Aquatics	$483,471	$377,766	$377,425	$221,959	-41%
(1000) Audio/Visual	$231,138	$214,695	$214,151	$0	-100%
(1000) Copper Canyon HS Youth Dev Prg	$36,708	$0	$0	$0	NA
(1000) Foothills Recreation Center	$1,642,598	$1,664,699	$1,664,662	$1,562,987	-6%
(1000) Glendale Community Center	$212,098	$208,969	$208,969	$136,070	-35%
(1000) Historic Sahuaro Ranch	$274,653	$307,803	$307,803	$242,300	-21%
(1000) Marketing - Parks & Rec	$131,889	$121,961	$121,961	$146,670	20%
(1000) Park Irrigation	$350,283	$272,580	$272,580	$252,116	-8%
(1000) Park Rangers	$399,093	$419,997	$419,997	$265,687	-37%
(1000) Parks & Recreation Admin.	$248,682	$244,722	$244,722	$240,308	-2%
(1000) Parks CIP & Planning	$310,877	$302,396	$302,396	$180,341	-40%
(1000) Parks Maintenance	$3,709,080	$3,514,210	$3,521,248	$3,254,902	-7%
(1000) Pool Maintenance	$286,173	$247,399	$247,143	$196,824	-20%
(1000) Recreation Support Services	$1,008,931	$1,010,831	$1,002,988	$840,636	-17%
(1000) Special Events and Programs	$202,369	$199,214	$199,203	$94,157	-53%
(1000) Sports and Health	$529,842	$362,380	$362,380	$403,116	11%
(1000) Youth and Teen	$602,822	$604,968	$604,968	$512,548	-15%
(1280) YSC - Parks & Rec	$227,539	$262,000	$262,000	$262,000	0%
(1840) Grant Approp - Parks & Rec	$50,200	$500,000	$500,000	$550,000	10%
(1840) Youth Football Hub Grant	$39,217	$32,211	$32,211	$0	-100%
(1880) Adult Center Self Sustaining	$127,743	$95,000	$95,000	$135,000	42%
(1880) Aquatic Self Sustaining	$51,345	$67,919	$67,919	$92,919	37%
(1880) Glendale Community Center	$1,478	$5,000	$5,000	$5,000	0%
(1880) Rec Self Sust-Administration	$9,267	$20,000	$20,000	$15,000	-25%
(1880) Rec Self Sust-Audio/Visual	$3,318	$21,118	$31,883	$0	-100%
(1880) Rec Self Sust-Foothills Rec	$166,259	$197,598	$197,598	$272,748	38%
(1880) Spec Events & Prgm Self Sust	$42,317	$89,213	$73,363	$73,363	-18%
(1880) Sports Self Sustaining	$175,642	$215,067	$215,068	$249,922	16%
(1880) Youth and Teen Self Sustaining	$376,692	$353,100	$353,100	$326,735	-7%
(1885) Apollo Pool Repair	$13,762	$10,000	$10,000	$19,000	90%
(1885) Cactus Pool Repair	$146,343	$10,000	$10,000	$20,000	100%
(1885) Cardinal Pool Repair	$2,935	$10,000	$10,000	$19,000	90%
(1885) Copper Canyon Ballfield Lights	$0	$9,000	$9,000	$0	-100%
(1885) Dedicate A Tree	$229	$5,000	$5,000	$5,000	0%
(1885) Desert Gardens Park	$0	$7,000	$7,000	$7,000	0%
(1885) Desert Mirage Park	$0	$7,000	$7,000	$7,000	0%
(1885) Desert Valley Park	$24	$2,000	$2,000	$2,000	0%
(1885) Discovery Park	$0	$7,000	$7,000	$7,000	0%
(1885) Elsie McCarthy Pk. Maint	$22,272	$44,038	$44,038	$44,038	0%
(1885) GCC Pool Repair	$4,279	$10,000	$10,000	$0	-100%
(1885) GESD ES Ballfields	$0	$7,000	$7,000	$7,000	0%
(1885) Ironwood HS Light	$0	$5,000	$5,000	$5,000	0%
(1885) Ironwood Pool Repair	$6,793	$35,000	$35,000	$30,200	-14%
(1885) Kellis Ballfield Lights	$0	$9,000	$9,000	$0	-100%
(1885) O'Neil Park Maintenance	$0	$0	$0	$4,800	NA
Total - Parks & Recreation	**$12,505,291**	**$12,488,015**	**$12,479,376**	**$11,196,253**	**-10%**

City of Glendale
Budget Summary by Department

Parks & Recreation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$8,302,422	$8,191,161	$8,195,999	$6,846,982	-16%
Supplies and Contracts	$3,454,659	$4,232,997	$4,227,363	$4,044,704	-4%
Internal Premiums	$326,908	$255,672	$255,672	$212,253	-17%
Internal Service Charges	$377,490	$381,940	$374,097	$368,355	-4%
Operating Capital	$138,075				
Work Order Credits	($94,263)	($573,755)	($573,755)	($276,041)	-52%
Total - Parks & Recreation	**$12,505,291**	**$12,488,015**	**$12,479,376**	**$11,196,253**	**-10%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Adult Center	6	6	6	8	33%
Aquatics	1	1	1	1	0%
Audio/Visual	2	2	2		
Copper Canyon HS Youth Dev Prg	0.75				
Foothills Recreation Center	10	10	10	8	-20%
Glendale Community Center	3	3	3	2	-33%
Historic Sahuaro Ranch	3	3	3	3	0%
Marketing - Parks & Rec	1	1	1	1.75	75%
Park Irrigation	4	4	4	3	-25%
Park Rangers	4	5	5	3	-40%
Parks & Recreation Admin.	2	2	2	2	0%
Parks CIP & Planning	3	3	3	2	-33%
Parks Maintenance	28	27	27	23	-15%
Pool Maintenance	3	3	3	2	-33%
Recreation Support Services	8	8	8	6	-25%
Special Events and Programs	2	2	2	1	-50%
Sports and Health	5	5	5	5	0%
Youth and Teen	7.5	8.25	8.25	6.5	-21%
Youth Football Hub Grant	1				
Rec Self Sust-Foothills Rec				1	
Sports Self Sustaining				1	
Youth and Teen Self Sustaining	5	5	5	5	0%
Total -Parks & Recreation	**99.25**	**98.25**	**98.25**	**84.25**	**-14%**



Glendale Civic Center

INTERNAL SERVICES

City Auditor
City Manager's Office
Glendale Civic Center
Community Action Program
Intergovernmental Programs
Marketing and Communications
Convention Center, Media Center & Parking Garage


Jobing.com Arena

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:
City management concurred or partially concurred with over 97% of the audit recommendations made in FY 2010.

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 2011

GOALS	
Goal	Consider the effectiveness of the city's safety and security practices.
Related Council Goal	One community that is fiscally sound.
Activities	Audit Plan: Risk based audit plan incorporates safety and security concerns.
Desired Outcomes (Perf. Measures)	Every audit includes an assessment of compliance with laws and regulations.
Goal	Allocate audit resources to the areas that pose the greatest risk to the city.
Related Council Goal	One community that is fiscally sound.
Activities	Audit Plan: Develop a risk based audit plan with focus on improved business processes.
Desired Outcomes (Perf. Measures)	Quarterly risk based audit plan with focus on improved business processes.

FISCAL YEAR 2010

Area of Innovation:

- Audit continued to look for opportunities to increase efficiency and reduce costs by moving to a paperless environment. Work papers, reports and surveys are created,

distributed and retained electronically. An increase in online training has allowed staff to obtain required professional education hours at a reduced cost.

Accomplishments:

- During FY 2010, 7 performance audits, 5 information technology audits, 15 special projects and 5 contract audits were completed.
- Audit staff serves on three committees and attended four city sponsored events.

GOAL UPDATES	
Goal	Allocate resources to the areas that pose the greatest risk to the city.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Quarterly risk based audit plan with focus on improved business processes.
Obstacles/Challenges	None.
Goal	Consider the effectiveness of the city's safety and security practices.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Every audit includes an assessment of compliance with laws and regulations.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Audit recognizes the need to continue to look for opportunities to efficiently and effectively accomplish daily tasks with fewer resources. To address this issue, staffing needs were assessed and resulted in one FTE administrative position being replaced with a part-time position. The continued distribution of electronic reports and maintaining electronic working papers has helped in reaching budgetary goals. As the demand for transparency in reporting to the public increases, so does the need for monitoring high risk areas. Audit continues to implement its continuous auditing program as a method for monitoring contract management and procurement card purchases.

Accomplishments:

- During FY 2009 14 audits and 12 special engagements were completed. Each activity included an assessment of compliance with city policies and procedures.
- The risk based audit plan was modified to accommodate new risks and changes in the business environment.

GOAL UPDATES	
Goal	Allocate audit resources to areas that pose the greatest risk to the city.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Risk based plan with focus on improved controls and business processes.
Obstacles/Challenges	None.
Goal	Consider the effectiveness of the city's safety and security practices.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes, 26 audits and special engagements were completed during the first six months of FY 2009. Each activity included an assessment of compliance with city policies and procedures.
What were the Performance Measures?	Every audit includes an assessment of compliance with laws and regulations.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

City Auditor

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) City Auditor	$356,138	$361,958	$361,958	$254,348	-30%
Total - City Auditor	**$356,138**	**$361,958**	**$361,958**	**$254,348**	**-30%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$339,773	$438,958	$438,958	$254,782	-42%
Supplies and Contracts	$10,277	$10,127	$10,127	$8,291	-18%
Internal Premiums	$4,855	$4,222	$4,222	$4,139	-2%
Internal Service Charges	$1,233	$1,001	$1,001	$895	-11%
Work Order Credits		($92,350)	($92,350)	($13,759)	-85%
Total - City Auditor	**$356,138**	**$361,958**	**$361,958**	**$254,348**	**-30%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
City Auditor	4.5	4.5	4.5	2	-56%
Total -City Auditor	**4.5**	**4.5**	**4.5**	**2**	**-56%**

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 City Manager's Office revised and expanded the Innovate Program by offering training to new core team members who will work throughout the organization in FY 2011 to share the Lean methodology for examining business practices and new business concepts.

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 2011

GOALS	
Goal	Encourage organizational change by empowering employees to utilize the Innovate Program (Lean methodology) for streamlining everyday business practices to increase operational efficiency and explore new business concepts.
Related Council Goal	One community with high quality services for citizens.
Activities	Continue to promote the Innovate program through enhanced communication and intranet updates, and, provide training opportunities for team members.
Desired Outcomes (Perf. Measures)	Quantify and report on Innovate Lean events and new business concepts to identify cost savings and value added benefits of the program.
Goal	Implement the provisions of any Memorandum of Understanding with the new owners of the NHL Coyotes.
Related Council Goal	One community that is fiscally sound.
Activities	Work with our business partners to complete the necessary revisions to the Arena Management Use and Lease Agreement; form the Community Facilities District or other financial mechanism; and present final agreements to City Council for approval.
Desired Outcomes (Perf. Measures)	Successfully implement all provisions related to those agreements.

FISCAL YEAR 2010

Area of Innovation:

- This year's United Way Committee, overseen by the City Manager's Office, implemented a fun and successful organizational campaign while minimizing expenditures to less than $500 by promoting creative events like the Chili Cook-off.
- Worked with our community partners to "package" organizational memberships and activities so that Glendale has an opportunity to maintain the same level of visibility within the community while reducing costs associated with those activities.

Accomplishments:

- Negotiated Memorandums of Understanding with potential buyers of the NHL Coyotes to purchase the team to keep it in Glendale and provided updates to Council in both executive session and public voting meetings.
- Coordinated three successful public budget input meetings to gather citizen feedback on proposed General Fund reductions and presented the findings of those meetings to City Council as part of the budget process.

GOAL UPDATES	
Goal	Provide leadership and accountability for the organization through vigilant oversight of the city's budget during economic downturn.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Timely review and distribution of quarterly reports aided in the appropriate decision making related to mid-year adjustments; staffing and programmatic changes, and preparation for the FY 2011 budget which incorporated public input sessions and was presented to and accepted by Council in two public workshops. This year, departments were challenged to identify new revenue generating opportunities to help reduce operational impacts.
Obstacles/Challenges	Ensuring the basis for evaluating staffing and programmatic changes were best practices and sound business decisions.
Goal	Develop, support and implement business processes and initiatives that foster diversity.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The rollout of the new diversity core competency is complete and all positions at the supervisory level and above will be evaluated on this new component. Additionally, this year the Diversity Committee coordinated and hosted a new program called "Diversity Dialogue" that addressed a wide array of topics including presentations about unique positions within the city, such as a profile of our military personnel, and exploring multi-generational communications.

Obstacles/Challenges	Finding fun and exciting ways to ensure that employees engage in active participation of developing organizational diversity.

FISCAL YEAR 2009

Area of Innovation:

- The City Manager's Office placed an emphasis on business practice changes and revived the Strategic Initiatives Group with aggressive marketing and outreach to the organization.
- Staff was reduced by one FTE position and the office was able to maintain level of service provided to organization.

Accomplishments:

- Revived the Strategic Initiatives Group by launching "Innovate" with a focus on encouraging business practice changes in the organization.
- Successfully opened Camelback Ranch on March 1, 2009 for the Chicago White Sox and Los Angeles Dodgers spring training season. The 2009 season was one of most successful spring training seasons for both the White Sox and the Dodgers.

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	In December 2008, ASU students working on the Centerline Project presented their findings and recommendations to City Council.
Obstacles/Challenges	Maintaining the momentum of the project given the current economic downturn.
Goal	Develop, support and implement business processes and initiatives that foster diversity.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	A Diversity Administrator was hired and a Diversity Committee Chair was named. Also, as of July 1, 2009, diversity will be included as a core competency for supervisors and above in the organization.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

City Manager

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) City Manager	$1,236,446	$1,058,561	$1,058,561	$959,252	-9%
Total - City Manager	**$1,236,446**	**$1,058,561**	**$1,058,561**	**$959,252**	**-9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$1,084,465	$1,108,730	$1,108,730	$852,046	-23%
Supplies and Contracts	$136,004	$160,061	$160,061	$138,466	-13%
Internal Premiums	$11,328	$9,264	$9,264	$9,894	7%
Internal Service Charges	$4,649	$4,459	$4,459	$5,068	14%
Work Order Credits		($223,953)	($223,953)	($46,222)	-79%
Total - City Manager	**$1,236,446**	**$1,058,561**	**$1,058,561**	**$959,252**	**-9%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
City Manager	9	9	9	7	-22%
Total -City Manager	**9**	**9**	**9**	**7**	**-22%**

City of Glendale
Budget Summary by Department

Comm. Action Program

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) CAP Local Match	$111,573	$133,308	$133,308	$129,280	-3%
(1820) Community Action Program (CAP)	$365,290	$390,527	$390,527	$412,557	6%
Total - Comm. Action Program	**$476,863**	**$523,835**	**$523,835**	**$541,837**	**3%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$358,064	$418,792	$418,792	$417,868	0%
Supplies and Contracts	$110,244	$118,051	$118,051	$117,486	0%
Internal Premiums	$5,878	$5,522	$5,522	$3,548	-36%
Internal Service Charges	$2,677	$18,122	$18,122	$16,633	-8%
Work Order Credits		($36,652)	($36,652)	($13,698)	-63%
Total - Comm. Action Program	**$476,863**	**$523,835**	**$523,835**	**$541,837**	**3%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Community Action Program (CAP)	7	7	7	7	0%
Total -Comm. Action Program	**7**	**7**	**7**	**7**	**0%**

INTERGOVERNMENTAL PROGRAMS

Brent Stoddard

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 City Council informed about intergovernmental issues and often represents the city's interests in these matters. In addition, IGP handles special projects as assigned by the Mayor, Council and city management.

Interesting Department Fact:
The city of Glendale is currently represented in the United States Congress by two Arizona Senators, elected to six-year terms (staggered) and two Congressional Representatives elected to two-year terms.

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 2011

GOALS	
Goal	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
Related Council Goal	One community with high quality services for citizens
Activities	Work with legislators, the governor's office, board of supervisors, congressional representatives, other elected officials and local and regional decision making bodies to advocate for and against issues which impact Glendale residents.
Desired Outcomes (Perf. Measures)	Successful implementation of the city's legislative agenda.
Goal	Increase federal issues the IGP Department becomes involved with and is actively engaged in at the federal level.
Related Council Goal	One community with high quality services for citizens.
Activities	Actively work with Congress and agencies to assure issues arising at the federal level promote the quality of life for Glendale residents and businesses through beneficial legislation, grant opportunities and regulatory revisions.

Desired Outcomes (Perf. Measures)	Administer a federal program that assures full participation in federal issues of all types to enhance the quality of life for Glendale residents and businesses.

FISCAL YEAR 2010

Area of Innovation:

- The department continued the process of assigning a key liaison for each department practice that has provided for more thorough and responsive engagement on issues of potential impact to the city.
- The department is cross training all liaisons in each of the department functions to provide seamless customer support to internal and external customers.
- The department has transitioned to electronic review of legislation preventing the printing of over 1,300 bills that would have totaled several thousand pages.

Accomplishments:

- The department was successful in bringing in over $1 million in federal appropriations to the city which advanced several capital projects such as maintaining city infrastructure.
- The department was successful in assisting the Grants Division obtain over $18 million in federal American Recovery and Reinvestment Act stimulus funding.

GOAL UPDATES	
Goal	Successfully advocate the city's position on issues at the legislature, congress and other governmental bodies.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Protecting the core state shared revenue streams at the 15% distribution level even in the midst of a $3.7 billion statewide budget deficit.
Obstacles/Challenges	The Arizona State Legislature swept the lottery money in LTAF to assist in their budget deficit. Staff is working to get the program and funding restored.
Goal	Educate Glendale citizens on the legislative process and encourage their active involvement on issues of importance to the city.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, a two session Neighborhood Legislative Link Program was implemented.
What were the Performance Measures?	Positive feedback from residents on the implementation of the program.
Obstacles/Challenges	Some sessions were eliminated due to ongoing budget reductions.

FISCAL YEAR 2009

Area of Innovation:

- The department continued the practice of assigning a key liaison for each department practice that has provided for more thorough and responsive engagement on issues of potential impact to the city.
- We participated in audio conferences relating to opportunities for federal funding and, as a result, reduced travel expense.
- Communicated with employees and Glendale residents through weekly legislative updates.

Accomplishments:

- Citizen participation at "Neighborhood Day" at the legislature and citizen participation in the Neighborhood Legislative Link Program.
- Preserved state shared revenue distributions at the 15% distribution level.
- Protected the mission of Luke Air Force Base through local and federal efforts.
- Elevated Glendale federal priorities and issues with members of congress, the Arizona delegation and the administration through continued use of federal representation.

GOAL UPDATES	
Goal	Successfully advocate the city's position on issues at the State Legislature, congress and other governmental bodies.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Advocating for or against legislation that could affect the city in a positive or negative way.
Obstacles/Challenges	Negotiating compromises with competing interest groups were a challenge.
Goal	Educate Glendale residents on the legislative process and encourage their active involvement on issues of importance to the city.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, a six session Neighborhood Legislative Link Program was implemented.
What were the Performance Measures?	Positive feedback from residents on the implementation of the program.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Intergovt. Programs

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Intergovernmental Programs	$702,599	$475,837	$500,992	$721,549	52%
Total - Intergovt. Programs	**$702,599**	**$475,837**	**$500,992**	**$721,549**	**52%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$380,420	$396,803	$396,803	$426,547	7%
Supplies and Contracts	$316,018	$89,169	$114,324	$312,595	251%
Internal Premiums	$4,928	$4,152	$4,152	$3,723	-10%
Internal Service Charges	$1,233	$1,194	$1,194	$1,266	6%
Work Order Credits		($15,481)	($15,481)	($22,582)	46%
Total - Intergovt. Programs	**$702,599**	**$475,837**	**$500,992**	**$721,549**	**52%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Intergovernmental Programs	4	4	4	4	0%
Total -Intergovt. Programs	**4**	**4**	**4**	**4**	**0%**

GLENDALE CIVIC CENTER

Julie Frisoni

Department Description:
The Civic Center provides competitively priced event space and services for businesses, social gatherings and 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 our city.

Interesting Department Fact:
The Glendale Civic Center has been ranked one of the top five facilities of its size for the past five years by Arizona Business Magazine.

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

FISCAL YEAR 2011

GOALS	
Goal	Increase facility usage and overcome obstacles set forth by downturn in local and state economies.
Related Council Goal	One community that is fiscally sound and that has a vibrant city center.
Activities	Increase the Civic Center's identity through the internet, cable programming, increased facility tours, sales collateral and face-to-face marketing at community and citywide functions.
Desired Outcomes (Perf. Measures)	Increase/restore the center's revenue production in FY 2011 to meet and exceed FY 2010's goal by 3%.
Goal	Promote and sell the Civic Center's new audio-visual capabilities to clients.
Related Council Goal	One community that is fiscally sound.
Activities	Promote the facility's in-house audio-visual services during sales calls, site tours, social networking, in the center's electronic newsletter and in all new marketing materials. Integrate the audio-visual team into the Civic Center sales process. Allow the audio-visual staff to sell their service to clients to help create new revenue for the facility.
Desired Outcomes (Perf. Measures)	Anticipate an increase of 10% in audio-visual revenue.

FISCAL YEAR 2010

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Increase facility usage of the Civic Center.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	Attendance at the Civic Center stayed the same from FY 2009 to FY 2010.
What were the Performance Measures?	Event days at the Civic Center are at about 90% of where they were last year. The staff also increased the client database by 3% over last year.
Obstacles/Challenges	Economy related issues especially in the hospitality industry have been challenging. The Civic Center staff is working hard to increase business in conjunction with the caterer, Fabulous Food.
Goal	Maintain a high level of customer satisfaction demonstrated through customer service evaluations.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The Civic Center has maintained a 98% customer approval rating in client evaluations surveys for 2010.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- The Civic Center is working through Human Resources to promote the ASU West Intern Development Program. The program is budget-friendly by using non-paid interns. The program provides hands-on training and education to those studying recreation and tourism management. The program has been a complement to the Civic Center's service and sales efforts.

Accomplishments:

- Over 600 hours of comprehensive sales coordination assistance, at no expense, was achieved through the Civic Center's volunteer intern program.
- The Civic Center was rated one of the top 10 meeting and convention centers in the entire state of Arizona through a business poll conducted by Arizona Business Magazine.

GOAL UPDATES	
Goal	Increase patron attendance at the Glendale Civic Center and grow the potential client database.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	Attendance at the Civic Center stayed the same from FY 2008 to FY 2009 and staff increased the client database by 5%.
What were the Performance Measures?	An increase in facility usage and client database over the prior year.
Obstacles/Challenges	Economic conditions have caused a slow-down in the meeting industry. The current economy has resulted in some clients having to scale back, reduce or cancel events due to their organizational budget restrictions.
Goal	Maintain a high level of customer satisfaction demonstrated through customer service evaluations.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Client evaluation surveys.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Civic Center

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1740) Civic Center	$850,677	$853,241	$853,241	$748,497	-12%
Total - Civic Center	**$850,677**	**$853,241**	**$853,241**	**$748,497**	**-12%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$665,831	$669,894	$669,894	$553,721	-17%
Supplies and Contracts	$153,244	$176,042	$176,042	$185,936	6%
Internal Premiums	$16,836	$13,780	$13,780	$12,910	-6%
Internal Service Charges	$14,766	$13,999	$13,999	$14,151	1%
Work Order Credits		($20,474)	($20,474)	($18,221)	-11%
Total - Civic Center	**$850,677**	**$853,241**	**$853,241**	**$748,497**	**-12%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Civic Center	7	7	7	6	-14%
Total -Civic Center	**7**	**7**	**7**	**6**	**-14%**

MARKETING/COMMUNICATIONS

Julie Frisoni

Department Description:
The Marketing/Communications Department consists of seven divisions, including administration, creative services, Glendale 11, public relations, special events, tourism and web services. The department is responsible for keeping community stakeholders regularly informed of Glendale programs, services and activities through the city's print and electronic communications. The department also develops and implements communications programs and marketing campaigns that enhance the city's image. The city's signature festivals, which are produced by department personnel, attract approximately 500,000 visitors to downtown Glendale annually. In addition, the department manages the Glendale Media Center at Westgate City Center.

Interesting Department Fact:
The city's website, glendaleaz.com, attracted nearly 2 million visits from July 1, 2009 - Jan. 31, 2010.

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

FISCAL YEAR 2011

GOALS	
Goal	Transition the Glendale Visitors Center into a new Glendale Convention & Visitors Bureau (CVB) to enhance tourism marketing efforts.
Related Council Goal	One community with quality economic development
Activities	Develop a membership and fee structure; increase the number of sales leads in both the leisure travel and convention markets; and implement a membership drive to solicit and attract members.
Desired Outcomes (Perf. Measures)	Open the CVB in the summer of 2010.
Goal	Develop partnerships with businesses to maintain quality of city festivals.
Related Council Goal	One community with a vibrant city center.
Activities	Work with the Economic Development Department to identify new sponsor leads, develop/implement best industry practices and meet personally with new potential sponsors.
Desired Outcomes (Perf. Measures)	Secure cash and sponsorships to offset production costs of the city's signature festivals.

FISCAL YEAR 2010

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Increase membership in the West Valley Events Coalition. This group was recently formed to position the region as a preferred year-round destination for conventions, meetings and major events.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	The coalition has grown from 6 partners to more than 150 partners from the West Valley. Representatives include hoteliers, restaurateurs, meeting planners, venues and attractions.
Obstacles/Challenges	Continuing outreach to the entire West Valley and implementing a comprehensive print advertising campaign with limited funds.
Goal	Maintain level of users for city's three websites and continue cross promoting sites.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Visitor numbers were maintained as major sports and entertainment district events and news items played a large role in cross promoting the city's three websites. In addition, the Arizona Cardinals run to the Super Bowl attracted a tremendous amount of visitors to the city's websites.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- Marketing/Communications expanded its marketing toolbox to include "social media" as a way to market city events and activities through popular websites on the Internet. The department recently launched a web page on Facebook.com that allows users of this social networking site to join the Glendale group and find shortcut links to important city information.

Accomplishments:

- Marketing/Communications received two Gold Pinnacle Awards for the "Best Commemorative Poster" that was created for Glendale's 25th Annual Gibson Jazz & Blues Festival and for "Best Press/Media Kit" created for the festival. Both the poster and media kit were produced by the department's special events, creative services and public information employees. The Gold Pinnacle Awards are the highest honor bestowed by the International Festival and Events Association.
- Glendale 11 the city's cable station won a prestigious Emmy Award in the politics/government program category for "Glendale's Got Game." The entry was a compilation of three shows that featured the city's preparations for Super Bowl XLII, as well as the week's events leading up to the big game. The TV shows were created and produced by the station's team of eight employees.

GOAL UPDATES	
Goal	Promote the Glendale Media Center to external media outlets and production companies.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The facility was used extensively by media outlets during the Fiesta Bowl and the Arizona Cardinals 2008 NFC Championship football games, as well as during the NCAA Men's Basketball West Region tournament in March.
Obstacles/Challenges	Budget cutbacks among media outlets have reduced or eliminated the amount of travel and production staff the media are sending to cover these large sporting events.
Goal	Position Glendale as a premiere destination with Valley residents and out-of-state visitors.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Maintain festival attendance from last year's attendance record.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Marketing and Comm.

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Audio/Visual	$0	$0	$0	$208,812	NA
(1000) Cable Communications	$762,724	$732,223	$732,223	$707,169	-3%
(1000) City-Wide Special Events	$319,545	$313,098	$313,098	$304,676	-3%
(1000) Marketing	$1,326,935	$1,180,221	$1,180,496	$934,636	-21%
(1000) Special Events Prod. Support	$50,823	$46,804	$46,804	$0	-100%
(1000) Tourism	$424,924	$414,518	$414,243	$335,747	-19%
(1281) Mkt'g - Stadium Events	$153,743	$169,000	$169,000	$106,500	-37%
(1870) 4th of July	$49,724	$0	$0	$0	NA
(1870) Audio/Visual - Self Sust.	$0	$0	$0	$31,118	NA
(1870) Chocolate Affaire	$132,344	$104,000	$104,000	$104,000	0%
(1870) Convention & Visitors Bureau	$0	$0	$0	$30,000	NA
(1870) Enchanted Evening	$87,097	$44,700	$44,700	$44,700	0%
(1870) Fiesta Glendale	$40,172	$0	$0	$0	NA
(1870) Glitter and Glow	$93,376	$95,500	$95,500	$95,500	0%
(1870) Glitter Spectacular	$140,223	$99,000	$99,000	$99,000	0%
(1870) Glitters Light	$179,184	$155,798	$155,798	$155,798	0%
(1870) Jazz Festival	$162,132	$158,000	$158,000	$158,000	0%
(1870) Other Special Events	$94,262	$30,000	$30,000	$30,000	0%
(1870) That Thursday Thing	$96,353	$0	$0	$0	NA
(1870) Tourism - Souvenir Program	$46,513	$10,000	$10,000	$5,000	-50%
Total - Marketing and Comm.	**$4,160,074**	**$3,552,862**	**$3,552,862**	**$3,350,656**	**-6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$2,370,802	$2,621,552	$2,636,561	$2,384,707	-9%
Supplies and Contracts	$1,619,757	$1,066,815	$1,051,806	$941,322	-12%
Internal Premiums	$110,695	$78,583	$78,583	$135,168	72%
Internal Service Charges	$58,820	$51,982	$51,982	$14,081	-73%
Work Order Credits		($266,070)	($266,070)	($124,622)	-53%
Total - Marketing and Comm.	**$4,160,074**	**$3,552,862**	**$3,552,862**	**$3,350,656**	**-6%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Audio/Visual				2	
Cable Communications	7	7	7	7	0%
City-Wide Special Events	4	4	4	4	0%
Marketing	13	14	14	10	-29%
Tourism	3.5	3.5	3.5	3.5	0%
Total -Marketing and Comm.	**27.5**	**28.5**	**28.5**	**26.5**	**-7%**

City of Glendale
Budget Summary by Department

Conv./Media/Parking

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Convention/Media/Parking	$1,191,568	$1,375,841	$275,841	$316,256	-77%
(1000) Media Center Operations	$170,308	$167,221	$167,221	$149,346	-11%
Total - Conv./Media/Parking	**$1,361,876**	**$1,543,062**	**$443,062**	**$465,602**	**-70%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$99,442	$102,171	$102,171	$102,477	0%
Supplies and Contracts	$1,011,201	$1,321,834	$221,834	$186,774	-86%
Internal Premiums	$248,221	$107,582	$107,582	$165,373	54%
Internal Service Charges	$3,012	$14,696	$14,696	$16,380	11%
Work Order Credits		($3,221)	($3,221)	($5,402)	68%
Total - Conv./Media/Parking	**$1,361,876**	**$1,543,062**	**$443,062**	**$465,602**	**-70%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Media Center Operations	1	1	1	1	0%
Total -Conv./Media/Parking	**1**	**1**	**1**	**1**	**0%**

City of Glendale
Budget Summary by Department

Fac & Fin Mgmt

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Facilities & Financial Mgmt	$329,298	$176,902	$176,902	$0	-100%
Total - Fac & Fin Mgmt	**$329,298**	**$176,902**	**$176,902**		

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$319,017	$278,565	$278,565		
Supplies and Contracts	$4,541	$6,514	$6,514		
Internal Premiums	$3,473	$2,711	$2,711		
Internal Service Charges	$2,267	$2,263	$2,263		
Work Order Credits		($113,151)	($113,151)		
Total - Fac & Fin Mgmt	**$329,298**	**$176,902**	**$176,902**		

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Facilities & Financial Mgmt	2	2	2		
Total -Fac & Fin Mgmt	**2**	**2**	**2**		



Glendale Fire Dept.

PUBLIC SAFETY

Glendale Fire Department

Glendale Police Department



Glendale Police Officers

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 and community education.

Interesting Department Fact:
In 2009, a roster of approximately 60 volunteers contributed 19,623 hours to the Crisis Response Program, with an estimated value of $397,356.

Mission Statement:
Fast - Caring - Innovative - Professional

FISCAL YEAR 2011

GOALS	
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.
Activities	Implement and conduct a quality improvement plan for emergency medical services in accordance with Arizona Department of Health Services Rule R9-25-206.
Desired Outcomes (Perf. Measures)	At a minimum, review various categories of pre-hospital patient encounters to assure that both pre-hospital and base hospital personnel followed established protocols and base hospital procedures. Implement a process and documentation procedure to develop a corrective action plan when review of cases indicates a lapse in following protocol or procedure.
Goal	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.
Related Council Goal	One community focused on public safety.
Activities	Provide and maintain two-person peak-time medic units, when possible, to help reduce response times, improve reliability of paramedic engine and ladder companies.

Desired Outcomes (Perf. Measures)	M155 will be staffed 50 percent of the time. The Glendale Fire Department's service level objective for first arriving unit at an emergency medical incident is: for 90% of all code three, 911 emergent incidents, the first unit will arrive on the scene in less than six minutes (travel time). Advanced Life Support (ALS) units shall arrive on scene within eight minutes (travel time), 90% of the time. However, we strive to meet the National Fire Protection Association Standard 1710 travel time of four minutes.

FISCAL YEAR 2010

Area of Innovation:

- Through an effective labor/management process, a third ladder truck has been deployed by utilizing existing resources, providing the city with an alternative fire suppression vehicle. Emergency medical services were also enhanced as the department has converted its three ladder trucks into Advanced Life Support (ALS) units, and staffing them with paramedics. This simple service improvement will increase the department's ALS response capability by 20%. The department also embarked on a year-long study to re-evaluate its deployment plan, and set about redistributing apparatus to improve response capability and coverage throughout the city. The redistribution is based on the analysis of incident data and emergency response travel times collected for each square mile in Glendale, not only has that resulted in the above-mentioned ladder truck conversion, the command officers have also been re-deployed to provide better coverage to the city. The department will continue to evaluate the effect of these changes to ensure optimal coverage and efficiency throughout the city.

Accomplishments:

- In July, Fire Station 151 opened for business in its new location at 52nd Avenue and Lamar, providing emergency responders more immediate access to arterial streets in the busy downtown area.
- Six emergency response vehicles were replaced, providing the community with continually reliable, mechanically sound equipment. New vehicles include two ladder trucks, two ladder tenders, two engine pumpers and one hazardous materials truck.

GOAL UPDATES	
Goal	Reduce the impact of pain and suffering within our community through crisis intervention and response.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. In 2009, the department's two crisis response units were dispatched a total of 2,677 incidents.
What were the Performance Measures?	Ensure an adequate pool of volunteers to provide capability to respond to a minimum of 1,000 calls per year.
Obstacles/Challenges	None.

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.
Was the goal met?	Yes. The department's 2009 Annual Compliance Report was unanimously accepted by the Commission on Fire Accreditation International.
What were the Performance Measures?	Report annually to the Center for Public Safety Excellence to ensure compliance and maintaining accredited status.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Area of Innovation:

- The Glendale Fire Department has been actively involved in providing training on a new CPR method called continuous chest compressions (CCC). This new method has proven successful with survival rates in cardiac arrest patients. Glendale Fire has been featured in local and national media due to our continued efforts in CCC.

Accomplishments:

- A successful partnership with Daisy Mountain Fire and Scottsdale Healthcare allowed for the opening of the health center at the Glendale Regional Public Safety Training Center. The scheduling and performing of physicals began in April 2009.
- Completed an IGA with the University of Arizona to participate in the RAMPART study that has the potential of doing the following:
    - Raise the standard of care for the citizens,
    - Enhance training for our paramedics,
    - Provide a link between Glendale Fire and the National Institutes of Health,
    - Provide care for the public at no cost to Glendale, and
    - Provide training for our paramedics at no cost to Glendale

GOAL UPDATES	
Goal	Reduce the loss of life within the community through pro-active public education programs.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes.
What were the Performance 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.
Obstacles/Challenges	We met the education measurement by providing proactive public education to 10.6% of Glendale's population. 911 calls increased slightly this year, therefore, the reduction of 911 calls by 0.5% was not met.

Goal	Prepare for catastrophic events and minimize risk to our community.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Conduct one CERT class per year.
Obstacles/Challenges	Securing grant funding and purchasing the equipment needed to provide the training. Also, due to the age of the grant, staff was required to rewrite the grant to fit the needs of today's program in order to purchase the required equipment.

City of Glendale
Budget Summary by Department

Fire Department

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Air-Med & Logistics Ops (HALO)	$729,781	$766,930	$766,930	$751,491	-2%
(1000) Ambulance Services	$450,099	$511,976	$511,976	$492,393	-4%
(1000) Fire Administration	$2,109,180	$1,970,176	$1,970,176	$1,637,270	-17%
(1000) Fire Community Services	$59,991	$19,250	$19,250	$19,250	0%
(1000) Fire Marshal's Office	$993,905	$1,092,857	$1,092,857	$824,255	-25%
(1000) Fire Medical Services & Health	$74,522	$86,479	$86,135	$56,983	-34%
(1000) Fire Operations	$18,097,109	$18,260,976	$18,270,256	$17,312,530	-5%
(1000) Fire Resource Management	$2,519,277	$2,502,839	$2,502,839	$1,937,224	-23%
(1000) Fire Special Operations	$24,013	$25,907	$25,907	$16,293	-37%
(1000) Fire Training	$91,063	$38,694	$38,694	$13,656	-65%
(1000) PS Training Ctr - Fire	$610,272	$709,310	$709,310	$577,227	-19%
(1281) Fire - Fiesta Bowl Event	$89,782	$159,942	$159,942	$159,942	0%
(1281) Stadium - Fire Event Staffing	$274,228	$229,886	$229,886	$229,886	0%
(1282) Arena - Fire Event Staffing	$204,719	$299,456	$299,456	$300,008	0%
(1720) Fire - Special Revenue Fund	$5,191,114	$5,692,430	$5,682,085	$6,135,642	8%
(1840) Grant Approp - Fire Dept	$944,174	$2,925,000	$2,925,000	$4,500,000	54%
(2530) PS Training Ops - Fire	$798,305	$864,824	$834,824	$760,451	-12%
(2538) Glendale Health Center	$5,907	$54,000	$54,000	$54,000	0%
Total - Fire Department	**$33,267,441**	**$36,210,932**	**$36,179,523**	**$35,778,501**	**-1%**

City of Glendale
Budget Summary by Department

Fire Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$27,054,363	$29,473,629	$29,472,220	$27,837,822	-6%
Supplies and Contracts	$4,291,838	$6,120,941	$6,090,941	$7,068,344	15%
Internal Premiums	$919,365	$737,555	$737,555	$798,613	8%
Internal Service Charges	$1,057,327	$1,164,793	$1,164,793	$938,024	-19%
Operating Capital	$50,553				
Work Order Credits	($106,005)	($1,285,986)	($1,285,986)	($864,302)	-33%
Total - Fire Department	**$33,267,441**	**$36,210,932**	**$36,179,523**	**$35,778,501**	**-1%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Air-Med & Logistics Ops (HALO)	4	4	4	4	0%
Ambulance Services	2	2	2	2	0%
Fire Administration	13.5	17.5	17.5	13	-26%
Fire Community Services	5				
Fire Life Safety Services Adm.	1				
Fire Marshal's Office	12	12	12	10	-17%
Fire Medical Services & Health	3				
Fire Operations	186	195	195	188	-4%
Fire Resource Management	7	6	6	4	-33%
Fire Training	3				
Arena - Fire Event Staffing	1	1	1	1	0%
Fire - Special Revenue Fund	50	50	50	51	2%
PS Training Ops - Fire	6	6	6	6	0%
Total -Fire Department	**293.5**	**293.5**	**293.5**	**279**	**-5%**

GLENDALE POLICE DEPARTMENT

Chief Steve Conrad

Department Description:
The year was filled with many challenges for the Glendale Police Department and its members. The greatest economic crisis since the Depression affected every single person and profoundly impacted our ability to provide the wide range of services identified in our mission. Nevertheless, the department persevered due greatly to the dedication and diligence of talented and loyal employees. In an environment of unprecedented challenges, the Glendale Police Department is committed to its focus on preventing crime and maintaining order, while supporting numerous major events. Despite the obvious financial limitations, the organization continues to emphasize the development of professional knowledge and leadership skills within our ranks and retain 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 strives to provide 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:
Despite a high unemployment rate, overall crime fell 7.6% in 2009 in Glendale (UCR Part I Offenses).

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

FISCAL YEAR 2011

GOALS	
Goal	Enhance response to crime.
Related Council Goal	One community focused on public safety.
Activities	• Improved response to victims, their needs and access to services • Increase communications with victims regarding case status • Focus enforcement efforts on reducing repeat victimization and Hot Spots
Desired Outcomes (Perf. Measures)	Reduce Part I crimes by 5%.

Goal	Enhance community outreach.
Related Council Goal	One community focused on public safety.
Activities	• Increase in promotion of neighborhood watch groups • Creation of business watch program • Conduct citizen customer service survey • Improve volunteer program
Desired Outcomes (Perf. Measures)	Increase the citizen contacts through increased programming and increased participation.

FISCAL YEAR 2010

Area of Innovation:

- The department works diligently to provide up-to-date technology and equipment. During 2009, federal grant funding was obtained for an in-car video camera recording system that will be installed in the coming months. A number of projects were implemented to provide new access to databases of information; the Justice Web Interface provides improved access to ACIC, NLETS, NCIC and other criminal justice databases at unusual locations such as field surveillance locations, the DUI van and the stadium. Glendale joined Phoenix COPLINK – an analytical program providing central data warehouse enabling agencies to easily combine crime and intelligence data quickly. New police radios provide access to other jurisdictions such as Phoenix, Tolleson, Tempe, Goodyear, and many other channels throughout the Valley and the region as well as national talk channels. These combined enhancements bring vast amounts of information to the police officer and enables them to address crime more effectively.

Accomplishments:

- Overall UCR Part 1 Crime fell 7.6% in 2009 in Glendale. Violent Crime (Homicide, Rape, Robbery and Aggravated Assault) is down 13.7%; it has not been this low since 1996. Property Crime (Burglary, Theft, and Auto Theft) is down 7% which returns us to 2007 levels. Priority 1, 3, 4 and 5 Calls for Service were at their lowest in 14 years. We had a second year of significant reductions in traffic collisions-the lowest in 10 years. 2009 saw 1,126 fewer victims of crime in our community compared to 2008.
- Volunteers provide great value to the department and contributed over 15,000 hours of time in support of our programs. This is the equivalent of about eight full time employees. Our dedicated group of 144 active volunteers (a 64% increase over 2008) provided assistance in a variety of areas including the license plate reader program, parking enforcement, sky watch, advanced officer training, and others. We made expansion of the reserve officer program a goal in 2009, intending to double the size of the program which stood at eight officers. Seven new reserve officers started with the department in February 2010. Once trained, this cadre of sworn volunteers will serve

in patrol, to help ensure our staffing levels remain high. Explorer Post 2469, the longest standing post in Arizona, is comprised of 33 young people who strive to someday become police officers. During 2009 explorers contributed 4,333 hours of service to department and community events.

GOAL UPDATES	
Goal	Enhance response to crime.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Larceny-theft showed a 7.1% decline
Obstacles/Challenges	The vacancy rate increased from 5.3% in 2008 to 7.8% in 2009 making it a challenge to maintain adequate response to citizen requests for service.
Goal	Enhance community outreach.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes.
What were the Performance Measures?	At least 16 new Neighborhood Watch programs were initiated in 2009.
Obstacles/Challenges	None.

FISCAL YEAR 2009

Accomplishments:

- In 2008, violent crime was down in Glendale by almost 15% as compared to 2007. A significant reduction in aggravated assaults, which were down over 28%, was responsible for the decrease in violent crime. Burglaries were down over 4% and auto thefts were down almost 22%.
- Through the use of zone deployment, response times to all calls for service were reduced significantly. Under zone deployment, patrol officers are assigned to one of four patrol zones and patrol sergeants work with their officers to manage calls for service assigned to their zones. This approach facilitates problem solving, provides a concentration of personnel in neighborhoods experiencing higher crime level, and allows significant flexibility in deploying patrol resources to address emerging crime trends. This approach resulted in reduced respond times and an increased level of officer safety.

GOAL UPDATES	
Goal	Reduce Part I violent crime by 10 percent.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Part I violent crime decreased almost 15% compared to 2007.
Obstacles/Challenges	Robberies, which are included in the Part I violent crime category, increased even though overall violent crime total decreased.
Goal	Review internal practices for quality and effectiveness within the department.
Related Council Goal	One community focused on high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Prepare work flow studies of practices and process.
Obstacles/Challenges	The number one obstacle was the lack of staffing to continue the project.

City of Glendale
Budget Summary by Department

Police Department

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Central Patrol Bureau	$11,092,747	$11,351,409	$11,351,409	$10,515,737	-7%
(1000) Crime Investigations	$8,559,441	$8,457,862	$8,457,862	$8,267,040	-2%
(1000) Foothills Patrol Bureau	$10,440,962	$10,685,898	$10,685,898	$9,724,831	-9%
(1000) PD - Communications	$2,419,250	$2,482,401	$2,482,401	$2,364,899	-5%
(1000) PD - Detention	$2,324,437	$2,284,386	$2,284,386	$1,339,259	-41%
(1000) PD - Emergency Management	$0	$0	$0	$798,161	NA
(1000) PD - Fiscal Management	$1,614,917	$1,874,647	$1,874,647	$2,568,104	37%
(1000) PD - Special Operations	$4,990,116	$4,453,733	$4,453,733	$4,241,005	-5%
(1000) PD - Tow Administration	$102,532	$61,346	$61,346	$61,063	0%
(1000) Police Administration	$3,658,384	$3,467,476	$3,467,476	$2,838,805	-18%
(1000) Police Legal Services	$300,545	$250,072	$250,072	$145,530	-42%
(1000) Police Personnel Management	$2,146,690	$2,595,905	$2,595,905	$2,359,090	-9%
(1000) Police Support Services	$2,912,141	$2,206,873	$2,206,873	$1,335,121	-40%
(1000) PS Training Ctr - Police	$610,272	$709,310	$709,310	$577,227	-19%
(1281) PD - Fiesta Bowl Event	$311,870	$401,268	$401,268	$401,268	0%
(1281) Stadium - PD Event Staffing	$1,511,451	$1,336,109	$1,336,109	$1,341,354	0%
(1282) Arena-PD Event Staffing	$518,786	$836,672	$836,672	$836,831	0%
(1700) Patrol - Special Revenue Fund	$10,185,467	$11,985,031	$11,985,031	$12,586,512	5%
(1840) Grant Approp - Police Dept	$2,130,507	$3,400,000	$3,400,000	$4,500,000	32%
(1840) Victim Rights - PD	$80,097	$100,688	$100,688	$102,667	2%
(1840) VOCA 2003-113	$101,468	$106,983	$106,983	$117,206	10%
(1842) JAG Recovery Act	$0	$0	$0	$740,863	NA
(1842) Stop Violence - Women	$0	$0	$20,982	$115,978	NA
(1860) Federal RICO	$4,230	$225,000	$225,000	$225,000	0%
(1860) State RICO	$1,501,886	$1,099,312	$1,099,312	$1,099,389	0%
(2530) PS Training Ops - Police	$298,893	$412,869	$412,869	$331,162	-20%
Total - Police Department	**$67,817,089**	**$70,785,250**	**$70,806,232**	**$69,534,102**	**-2%**

City of Glendale
Budget Summary by Department

Police Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$54,408,383	$57,246,107	$57,246,107	$53,224,454	-7%
Supplies and Contracts	$8,523,403	$10,516,374	$10,520,576	$12,348,928	17%
Internal Premiums	$3,042,133	$2,396,919	$2,396,919	$2,403,323	0%
Internal Service Charges	$2,052,662	$2,549,266	$2,549,266	$2,382,238	-7%
Operating Capital	$571,410	$256,378	$273,158	$102,074	-60%
Work Order Credits	($780,902)	($2,179,794)	($2,179,794)	($926,915)	-57%
Total - Police Department	**$67,817,089**	**$70,785,250**	**$70,806,232**	**$69,534,102**	**-2%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Central Patrol Bureau	128.5	120	120	120	0%
Crime Investigations	80	85	85	83	-2%
Foothills Patrol Bureau	106.5	116	116	110	-5%
PD - Communications	34.5	35.5	35.5	32.5	-8%
PD - Detention	13	13	13	10	-23%
PD - Emergency Management				6	
PD - Special Operations	48	44	44	38	-14%
PD - Tow Administration	1	1	1	1	0%
Police Administration	22	26	26	19	-27%
Police Legal Services	4	2	2	1	-50%
Police Personnel Management	21	29	29	25	-14%
Police Support Services	44.5	31.5	31.5	19.5	-38%
Stadium - PD Event Staffing	2	2	2	2	0%
Arena-PD Event Staffing	1	1	1	1	0%
Patrol - Special Revenue Fund	118	118	118	118	0%
Victim Rights - PD		1	1	1	0%
VOCA 2003-113	2	1	1	1	0%
State RICO	0.5	0.5	0.5	0.5	0%
PS Training Ops - Police	2	2	2	2	0%
Total -Police Department	**628.5**	**628.5**	**628.5**	**590.5**	**-6%**

City of Glendale
Budget Summary by Department

Homeland Security

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Emergency Operations Ctr (EOC)	$740,999	$681,241	$681,241	$0	-100%
(1000) Homeland Security Admin.	$125,564	$121,942	$121,942	$0	-100%
Total - Homeland Security	**$866,563**	**$803,183**	**$803,183**		

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$546,163	$572,003	$572,003		
Supplies and Contracts	$268,911	$298,185	$298,185		
Internal Premiums	$8,644	$8,366	$8,366		
Internal Service Charges	$35,417	$31,164	$31,164		
Operating Capital	$7,428				
Work Order Credits		($106,535)	($106,535)		
Total - Homeland Security	**$866,563**	**$803,183**	**$803,183**		

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Emergency Operations Ctr (EOC)	6	6	6		
Homeland Security Admin.	1	1	1		
Total -Homeland Security	**7**	**7**	**7**		



Wastewater Collection Truck

PUBLIC WORKS

Public Works Administration
Environmental Resources
Field Operations
Transportation
Utilities


Glendale Landfill gas to energy facility

City of Glendale
Budget Summary by Department

Public Works Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Public Works Administration	$204,370	$203,137	$203,137	$198,125	-2%
Total - Public Works Admin.	**$204,370**	**$203,137**	**$203,137**	**$198,125**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$197,059	$200,866	$200,866	$201,564	0%
Supplies and Contracts	$4,558	$6,347	$6,347	$5,026	-21%
Internal Premiums	$1,559	$1,231	$1,231	$1,266	3%
Internal Service Charges	$1,194	$1,250	$1,250	$1,267	1%
Work Order Credits		($6,557)	($6,557)	($10,998)	68%
Total - Public Works Admin.	**$204,370**	**$203,137**	**$203,137**	**$198,125**	**-2%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Public Works Administration	1	1	1	1	0%
Total -Public Works Admin.	**1**	**1**	**1**	**1**	**0%**

ENVIRONMENTAL RESOURCES

Doug Kukino

Department Description:
The Environmental Resources Department provides policy analysis and planning services to elected officials, city leadership and departments on issues pertaining to water resources, water 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:
In order to create a culture of environmental stewardship and performance, the Environmental Resources Department held classes on environmental awareness, dust control, storm water practices, water conservation, and water resources planning. Over 375 city employees from over 12 departments attended a training session in 2010.

Mission Statement:
The department's mission is to ensure 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 2011

GOALS	
Goal	To ensure that the city has sustainable water resources to meet current and future demand.
Related Council Goal	One community with high quality services for citizens.
Activities	Continue to work with the Arizona Department of Water Resources to obtain a new Assured Water Supply Designation.
Desired Outcomes (Perf. Measures)	For the city to obtain a new Water Supply Designation from the Arizona Department of Water Resources. The new Assured Water Supply Designation demonstrates that the city has adequate water resources to meet current and future water demands and will allow development to continue to occur in the city.

Goal	To create an organizational culture that strives from high-level and continual improvement in environmental stewardship and performance.
Related Council Goal	One community with high quality services for citizens.
Activities	Work with the Arizona Department of Environmental Quality to obtain a new municipal separate storm water sewer system permit; prepare a storm water ordinance and obtain Council approval; and continue to coordinate the full implementation of the permit with other city departments.
Desired Outcomes (Perf. Measures)	For the city to obtain a new municipal separate storm water sewer system permit from the Arizona Department of Environmental Quality and to administer the approval of a new city storm water ordinance.

FISCAL YEAR 2010

Area of Innovation:

- Revenue generation. The Environmental Resources Department initiated the sale of 9,950 acre-feet of long-term stored water credits to the Central Arizona Project which generated nearly $1.3 million dollars in proceeds. The sale did not negatively impact the city's ability to maintain its 100-year Assured Water Supply Designation.

Accomplishments:

- The Environmental Resources Department administered the city's approval of a new long-term effluent sales agreement between the Sub-Regional Operating Group partners, of which Glendale is a member, and the Palo Verde Nuclear Generation Station partners. Glendale expects its effluent sales revenue (from the 91st Avenue Wastewater Treatment Plant) to increase from $350,000 today up to $1 million in each of the first four years of the agreement.
- Prepared a white paper on Green Buildings and Solar Power for the Council Sustainability Subcommittee. Expanding public information and outreach on energy and sustainability to the public and business community through the city's Green website. Obtained federal energy block grant funds through the American Recovery and Reinvestment Act to establish an energy efficiency outreach and education program.

GOAL UPDATES	
Goal	To ensure that the city has sustainable water resources to meet current and future demand.
Related Council Goal	One community with high quality services for citizens.

Was the goal met?	Yes, partially. Prepared the 2010 Glendale water supply/demand plan taking into consideration: 1) water supplies/rights; 2) water production (treatment plants and wells) infrastructure; 3) operating costs; 4) expected water demand; 5) water quality; and 6) legal and regulatory requirements.
What were the Performance Measures?	To provide high quality water, satisfying customer water demand, in a cost effective manner. By temporarily increasing reliance on water from wells, the city is expected to save up to $750,000 in operational cost in calendar year 2010.
Obstacles/Challenges	Due to heavy seasonal rainfall, the water supply/demand plan could not be fully implemented. The city scaled back the amount of water it recovered from groundwater wells, which resulted in reduced anticipated savings in operational costs.
Goal	To protect public health and the environment by testing, documenting and reporting the quality of drinking water and reclaimed water.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. The Water Quality Laboratory maintained all necessary state laboratory certifications necessary for operations and collected and analyzed over 14,000 water samples to ensure the quality and safety of Glendale drinking water. The Water Quality Laboratory completed and submitted all required compliance-related water quality reports to the Arizona Department of Environmental Quality on time with no significant errors. The Glendale Water Quality Annual Report was prepared and distributed to residents and businesses in May 2010.
What were the Performance Measures?	Provide timely and accurate analysis of Glendale's drinking water. Maintain all necessary state laboratory certifications to continue operations. Perform over 95% of water quality tests using in-house chemists. Ensure that the Utilities Department receives timely and accurate water quality information.
Obstacles/Challenges	Due to budgetary constraints, the Water Quality Laboratory worked with the Utilities Department to identify water quality tests that are not required by law/regulation and could be temporarily discontinued. The Laboratory continued to perform all water quality tests that are required by federal and state laws/regulations.

FISCAL YEAR 2009

Area of Innovation:

- The Environmental Resources Department began implementation of an environmental

management system compliance database with email notification. The system allows the department to improve its oversight of city departments pertaining to environmental requirements. The system will assist city departments in managing their environmental responsibilities through improved understanding, communications and technology.

Accomplishments:

- Completion of the White Mountain Apache Tribe water settlement that was approved by City Council in February 2009.
- The city's environmental management system compliance database became operational in February 2009.

GOAL UPDATES	
Goal	To ensure that the city has sustainable water resources to meet current and future demand.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Preparation of a complete and accurate application by the December 2008 deadline.
Obstacles/Challenges	Completion of the Arizona Department of Water Resources' Hydrologic Model that is used to evaluate impacts on the aquifer has been delayed, which in turn will delay the approval of Glendale's new Assured Water Supply Designation. This will not immediately impact the city's ability to approve development within its water service area.
Goal	To create an organizational culture that strives for high-level and continual improvement in environmental stewardship and performance.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Partially, the city is waiting on the Arizona Department of Environmental Quality to issue a new storm water permit to the city. In anticipation of receiving the permit, the department has worked with a number of city departments to manage, plan and coordinate in order to be prepared to implement the measures required by the new permit.
What were the Performance Measures?	Obtaining the new storm water permit and to comply with the permit requirements using a multi-departmental team approach.
Obstacles/Challenges	A number of departments are directly involved in storm water management and compliance. Planning, coordination and implementation activities are time consuming. Compliance with the new and more stringent storm water requirements will be done with no increase to the budgets of implementing departments.

City of Glendale
Budget Summary by Department

Env. Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) HazMat Incidence Response	$28,621	$33,556	$20,000	$26,845	-20%
(2360) Environmental Resources	$515,171	$527,446	$511,984	$524,231	-1%
(2360) Water Quality	$1,041,501	$1,165,662	$1,045,662	$1,162,187	0%
(2400) Water Conservation	$254,625	$320,750	$271,676	$320,901	0%
Total - Env. Resources	**$1,839,918**	**$2,047,414**	**$1,849,322**	**$2,034,164**	**-1%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$1,352,045	$1,387,124	$1,387,124	$1,397,426	1%
Supplies and Contracts	$453,837	$667,182	$471,902	$654,331	-2%
Internal Premiums	$20,215	$22,430	$22,430	$22,335	0%
Internal Service Charges	$13,821	$21,161	$18,349	$22,013	4%
Work Order Credits		($50,483)	($50,483)	($61,941)	23%
Total - Env. Resources	**$1,839,918**	**$2,047,414**	**$1,849,322**	**$2,034,164**	**-1%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Environmental Resources	5	5	5	5	0%
Water Quality	10	10	10	10	0%
Water Conservation	2	2	2	2	0%
Total -Env. Resources	**17**	**17**	**17**	**17**	**0%**

FIELD OPERATIONS

Stuart Kent

Department Description:
The Field Operations Department consists of six 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, right-of-way-maintenance, graffiti removal, and cemetery operations. 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, which includes street sweeping. 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 and custodial services. The department also has an administrative division that supports all the billing and customer service calls associated with the departmental service functions.

Interesting Department Fact:
In January 2010 Glendale dedicated a 2.8 megawatt methane gas to energy plant at the Glendale landfill. The facility will generate enough electricity to provide power to the equivalent of 750 homes.

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 2011

GOALS	
Goal	Reduce contamination received by recycling facility.
Related Council Goal	One community for high quality services for citizens.
Activities	Enhanced inspection services, expanding contact with residents to clarify what is acceptable in the recycling program, and increase training for staff working at recycling facility to maximize efficiency.
Desired Outcomes (Perf. Measures)	Reduce contamination by 2%.

Goal	Complete an audit of the vehicle replacement fund to evaluate sustainability and financial health.
Related Council Goal	One community that is fiscally sound.
Activities	Equipment management staff will work with Budget staff to refine replacement schedules and modify contribution rates as necessary.
Desired Outcomes (Perf. Measures)	Accurate information to determine future replacement cycles and appropriate contribution rates.

FISCAL YEAR 2010

Area of Innovation:

- By consolidating our vehicle maintenance staff from two shifts to one shift we will save $40,000 annually in electricity costs and we have enhanced service for customers during the week and on weekends.

Accomplishments:

- Completion of the landfill gas to energy project allows for renewable methane gas to be used to generate electricity and the city will receive $50,000 annually through the agreement.
- Development of a motor pool program that allowed overall fleet reduction of 80 vehicles while providing access to vehicles to departments that had intermittent need to operate vehicles. Results in reduced capital replacement cost of $1.2 million over next seven years.

GOAL UPDATES	
Goal	Complete a comprehensive needs analysis and cost evaluation associated with proposed improvements including reconfiguration of landfill entrance roadway (Phase II) and relocation of the scale house and administrative facilities.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Design of the new entrance feature completed in April 2010, construction expected to be completed December 2010.
What were the Performance Measures?	Could the design improve safety for entrance and exiting site, incorporate needs of GRPSTC to access signal.
Obstacles/Challenges	Staging of work was critical to keep operation running through construction period. Design took longer than anticipated thereby delaying completion.
Goal	Integrate motor pool vehicles into equipment management operations in order to reduce fleet operational cost by elimination of cost inefficient, low usage vehicles within the city.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Over 80 vehicles eliminated resulting in operational and

	maintenance savings and over $1.2 million in capital replacement cost over next seven years.
What were the Performance Measures?	Vehicles were turned in, motor pool developed for City Hall and Field Operations areas. Other departments completed similar reductions on take home vehicles and staff cars
Obstacles/Challenges	Identifying unique vehicles that may be specialized and working on how such vehicles can be shared.

FISCAL YEAR 2009

Area of Innovation:

- The facilities management plumbers redesigned the park's drinking fountains to stop debris from entering the underground piping, and added a powder coat of paint. This reduces the amount of time spent clearing a plugged drain and prolongs the life of the fountains.

Accomplishments:

- Streets division implemented a multi departmental process to manage large pavement overlay projects with an emphasis on coordinated participation from inception to completion.
- Billing for the MRF is now conducted weekly and terms have been changed from the standard net 30 to net 15 days for receiving payment. This has not only minimized the potential for bad debt, but revenue collection by the City of Glendale occurs on a timelier basis.

GOAL UPDATES	
Goal	Provide efficient preventive maintenance for City assets including City vehicles and equipment.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Preventive maintenance compliance increased from 85% to 90% completion rate within 30 days.
Obstacles/Challenges	Outdated software and departments not turning vehicles in on time after receiving preventive maintenance (PM) notices.
Goal	To reduce recycling contamination by 2% for the fiscal year.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	No.
What were the Performance Measures?	Recycling waste stream is audited semi-annually to measure the recycling contamination rate.
Obstacles/Challenges	Recycling contamination has increased as the economy has worsened and as home owners/tenants use recycling containers for refuse as they vacate residences.

City of Glendale
Budget Summary by Department

Field Operations

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Cemetery	$215,130	$235,540	$235,540	$233,250	-1%
(1000) Custodial Services	$1,233,399	$1,159,853	$1,159,853	$1,043,615	-10%
(1000) Downtown Parking Garage	$73,277	$102,859	$102,859	$102,859	0%
(1000) Facilities Management	$4,488,379	$4,018,649	$4,018,649	$3,361,963	-16%
(1000) Field Operations Admin.	$1,060,946	$1,021,331	$1,021,331	$627,170	-39%
(1000) Graffiti Removal	$246,976	$293,588	$293,588	$292,797	0%
(1000) Manistee Ranch Maintenance	$5,236	$5,113	$5,113	$5,113	0%
(1040) Equipment Management	$4,176,985	$4,271,346	$4,264,152	$3,959,223	-7%
(1040) Fuel Services	$2,924,178	$4,303,176	$4,302,703	$3,303,176	-23%
(1040) Parts Store Operations	$1,558,073	$1,919,344	$1,919,344	$1,818,371	-5%
(1120) Equipment Replacement	$2,239,824	$3,029,741	$3,029,741	$3,029,741	0%
(1280) YSC - Facilities Mgt.	$45,792	$65,000	$65,000	$65,000	0%
(1282) Arena - ROW Maintenance	$37,607	$49,966	$49,966	$49,966	0%
(1340) Right-of-Way Maintenance	$2,298,096	$2,246,258	$2,246,258	$2,026,279	-10%
(1340) Street Cleaning	$505,552	$198,725	$198,725	$0	-100%
(1340) Street Maintenance	$3,338,672	$2,843,822	$2,843,822	$2,687,943	-5%
(2440) Gas Management System	$100,873	$171,900	$140,400	$169,400	-1%
(2440) Landfill	$3,087,233	$3,055,594	$2,828,322	$2,926,869	-4%
(2440) MRF Operations	$1,916,556	$2,135,602	$2,016,588	$2,223,685	4%
(2440) Recycling	$712,487	$959,015	$944,012	$940,620	-2%
(2440) Solid Waste Admin	$604,693	$561,345	$583,003	$782,455	39%
(2480) Curb Service	$6,877,784	$7,068,599	$6,843,307	$6,960,004	-2%
(2480) Residential-Loose Trash Collec	$2,494,293	$2,689,099	$2,449,818	$2,500,010	-7%
(2480) Sanitation Frontload	$3,384,015	$3,702,069	$3,392,359	$3,493,979	-6%
(2480) Sanitation Roll-off	$865,914	$1,002,520	$859,520	$939,201	-6%
(2530) PS Training Ops - Fac. Mgmt.	$586,763	$488,921	$488,921	$353,664	-28%
Total - Field Operations	**$45,078,733**	**$47,598,975**	**$46,302,894**	**$43,896,353**	**-8%**

City of Glendale
Budget Summary by Department

Field Operations

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$16,864,498	$17,084,856	$17,084,853	$15,400,117	-10%
Supplies and Contracts	$15,087,850	$17,479,640	$17,344,894	$15,733,834	-10%
Internal Premiums	$1,100,158	$936,679	$936,679	$806,039	-14%
Internal Service Charges	$9,844,398	$10,652,477	$9,491,145	$9,736,704	-9%
Operating Capital	$2,213,960	$2,884,741	$2,884,741	$2,884,741	0%
Work Order Credits	($32,131)	($1,439,418)	($1,439,418)	($665,082)	-54%
Total - Field Operations	**$45,078,733**	**$47,598,975**	**$46,302,894**	**$43,896,353**	**-8%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Cemetery	2	2	2	2	0%
Custodial Services	20	20	20	18	-10%
Facilities Management	21	21	21	17	-19%
Field Operations Admin.	8	8	8	2	-75%
Graffiti Removal	4	4	4	3	-25%
Equipment Management	41	40	40	36	-10%
Parts Store Operations	1	1	1	1	0%
Right-of-Way Maintenance	17	16	16	13	-19%
Street Cleaning	5	3	3		
Street Maintenance	40	35	35	28	-20%
Landfill	19	19	19	19	0%
MRF Operations	11	11	11	11	0%
Recycling	6	6	6	6	0%
Solid Waste Admin	5	5	5	8	60%
Curb Service	40	40	40	40	0%
Residential-Loose Trash Collec	18	20	20	21	5%
Sanitation Frontload	15	15	15	15	0%
Sanitation Roll-off	5	5	5	4	-20%
PS Training Ops - Fac. Mgmt.	4	4	4	2	-50%
Total -Field Operations	**282**	**275**	**275**	**246**	**-11%**

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.

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

Interesting Department Fact:
During FY 2010 Transportation was able to secure and leverage $20 million in federal, state, and regional funds to improve the city's intersections, roadways, bike paths and pedestrian walkways.

FISCAL YEAR 2011

GOALS	
Goal	Enhance regional highway connectivity in Glendale's future growth areas.
Related Council Goal	One community with quality economic development.
Activities	Finalizing the environmental assessment for Northern Parkway with ADOT and FHWA; coordinating with ADOT the traffic interchange connection between Northern Parkway and the Loop 303; and recommending landscaping and aesthetic enhancements along Loop 303 in Glendale.
Desired Outcomes (Perf. Measures)	Coordinate the design and secure funding for corridor preservation to ensure the timely design and construction of Northern Parkway and the Loop 303 project.
Goal	Explore revenue generating options and purse new funding sources through grants and other potential revenue generating options to offset shortfalls in Transit funding from local and state revenue sources.
Related Council Goal	One community that is fiscally sound.
Activities	Review and pursue federal grants, additional stimulus funding, and other revenue sources such as advertising.
Desired Outcomes (Perf. Measures)	Grant and advertising opportunities are identified, and grant applications are completed for potential new funding to assist with capital improvement projects and operating costs.

FISCAL YEAR 2010

Area of Innovation:

- Traffic Systems Management took on the responsibility for designing the traffic signal and intelligent transportation stimulus package projects in-house using existing staff expertise. This activity included the preparation of construction plans, specifications, and estimates, along with obtaining the utility and right-of-way clearances from federal and state agencies. By utilizing city staff rather than a consultant, the Transportation Department was able to maximize the amount of ARRA funding available for construction improvements.

Accomplishments:

- Glendale Urban Shuttle also known as GUS Bus will have over 116,000 riders this year. This is a 110% increase from the 55,000 riders we had in 2003 when GUS service was fully implemented.
- With the installation of 58 additional traffic monitoring cameras this year, real time traffic monitoring will significantly improve the city's ability to better manage event and day to day traffic. Currently there are 30 traffic cameras bringing the total to 88 through-out the city.

GOAL UPDATES	
Goal	To leverage and utilize American Recovery and Reinvestment Act (ARRA) stimulus funding for Transportation Projects for the best interest of the city and that meet ARRA requirements.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, funding was secured to make up for the loss of local funds for pavement management, street markings, modernizing traffic signals, and enhancing traffic management communications. These funds not only reduced local costs but also extended the department's plan for the expansion of services that would not have been feasible without this funding.
What were the Performance Measures?	Timely delivery of design and environmental clearances.
Obstacles/Challenges	Very tight time constraints imposed by the Maricopa Association of Governments (MAG), ADOT, and the FHWA made it extremely challenging to complete designs and environmental clearances for 77 signalized intersections, and 25 miles of roadway.
Goal	Improve access control and beautification along Grand Avenue.
Related Council Goal	One community with high quality services for citizens.

Was the goal met?	Considerable progress has been made and several properties have been secured providing the necessary right-of-way.
What were the Performance Measures?	Timely acquisition of several properties and coordination between property owners and ADOT officials to sustain viable economic activities along Grand Avenue while also managing effective access control.
Obstacles/Challenges	This is a very large project impacting multiple property owners. Coordinating between parties with competing priorities is a lengthy process.

FISCAL YEAR 2009

Area of Innovation:

- The Signs and Markings Division implemented a new process to make use of the scrap metal in old and worn signs. In addition to refurbishing old and faded signs for reuse to save costs, Signs and Markings is receiving recycling reimbursement money for scrap aluminum from signs that cannot be reused. By recycling, Transportation receives a credit on signs cleaned and sent back. This has resulted in cost savings of 30% to 50% on cleaned signs that are returned for reuse.

Accomplishments:

- Transportation was able to secure and leverage over $2.8 million in federal, state and regional funds to improve the city's intersections, roadways, bike paths and pedestrian walkways.
- The city's streetlight system is averaging less than 1% in streetlight outages and has hit a new record and all time low of .39% this year.

GOAL UPDATES	
Goal	Update the city's Transportation Master Plan
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, the Citizens Transportation Oversight Commission approved the plan.
What were the Performance Measures?	Final elements of the Transportation Master Plan were updated to include: current and future conditions; policy guidelines; roadways; transit facilities and routes and alternative modes. The final review was conducted by a multi-department team with members of the Citizens Transportation Oversight Commission.
Obstacles/Challenges	None.

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.
Was the goal met?	Yes.
What were the Performance Measures?	The streetlight management section continues to average a less than 1% rate of streetlight outages. Staff has optimized the use of the work order management system to more efficiently manage the city's streetlight system resulting in cost effectiveness.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Transportation

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1010) Transp - Stadium Mgmt Plan	$0	$0	$30,000	$0	NA
(1281) Stadium - Transportation Ops.	$620,100	$645,734	$645,734	$645,734	0%
(1281) Transp - Fiesta Bowl Event	$77,335	$79,942	$79,942	$79,942	0%
(1282) Arena - Transportation Ops.	$11,299	$15,000	$15,000	$15,000	0%
(1340) Signs & Markings	$869,097	$744,747	$744,747	$707,617	-5%
(1340) Street Light Management	$1,556,373	$1,177,980	$1,177,980	$1,093,283	-7%
(1340) Traffic Design and Development	$299,986	$300,375	$300,375	$301,709	0%
(1340) Traffic Signals	$1,217,084	$1,078,656	$1,078,656	$903,017	-16%
(1340) Traffic Studies	$483,396	$476,937	$476,937	$369,166	-23%
(1340) Transportation Administration	$553,800	$544,210	$544,210	$373,165	-31%
(1340) Transportation Planning	$24,952	$2,729	$2,729	$0	-100%
(1660) Demand Management	$30,836	$65,310	$65,310	$8,105	-88%
(1660) Dial-A-Ride	$2,461,809	$2,392,864	$2,392,864	$2,391,129	0%
(1660) Fixed Route	$5,237,647	$5,705,941	$5,205,941	$5,675,488	-1%
(1660) Intelligent Transportation Sys	$591,295	$706,440	$706,440	$590,944	-16%
(1660) Red Light Enforcement	$168,530	$131,550	$131,550	$0	-100%
(1660) Traffic Mitigation	$161,279	$518,529	$268,529	$578,348	12%
(1660) Transit Management	$309,177	$323,206	$323,121	$322,741	0%
(1660) Transportation CIP O&M	$90,861	$113,893	$113,893	$113,893	0%
(1660) Transportation Education	$202,625	$262,905	$262,905	$223,934	-15%
(1660) Transportation Program Mgmt	$1,913,526	$2,305,228	$2,305,228	$2,298,887	0%
Total - Transportation	**$16,881,007**	**$17,592,176**	**$16,872,091**	**$16,692,102**	**-5%**

City of Glendale
Budget Summary by Department

Transportation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$5,986,629	$6,445,915	$6,472,094	$5,631,821	-13%
Supplies and Contracts	$8,842,914	$9,846,963	$9,097,427	$9,317,080	-5%
Internal Premiums	$461,325	$417,569	$417,569	$418,673	0%
Internal Service Charges	$1,578,222	$1,748,935	$1,752,207	$1,692,723	-3%
Operating Capital	$16,619				
Work Order Credits	($4,702)	($867,206)	($867,206)	($368,195)	-58%
Total - Transportation	**$16,881,007**	**$17,592,176**	**$16,872,091**	**$16,692,102**	**-5%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Signs & Markings	10	10	10	8	-20%
Street Light Management	2	2	2		
Traffic Design and Development	3	3	3	3	0%
Traffic Signals	10	10	10	7	-30%
Traffic Studies	5	5	5	4	-20%
Transportation Administration	5	5	5	4	-20%
Transportation Planning	1	1	1		
Dial-A-Ride	35.25	35.25	35.25	34.25	-3%
Intelligent Transportation Sys	5	5	5	4	-20%
Traffic Mitigation	1	1	1	1	0%
Transit Management	4	4	4	4	0%
Transportation Education	1	1	1	1	0%
Transportation Program Mgmt	3	3	3	5	67%
Total -Transportation	**85.25**	**85.25**	**85.25**	**75.25**	**-12%**

UTILITIES

Roger Bailey

Department Description:
The Utilities Department serves more than 250,000 people within the City of Glendale. It 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. The department receives no revenues from sales or property taxes, but operates solely on funds from rates and service charges. In accordance with city policy, these funds are administered in an enterprise account.

Interesting Department Fact:
The department is responsible for the generation of over 720,000 accurate utility bills per year.

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 2011

GOALS	
Goal	Complete the construction phase of the 10 MGD groundwater treatment plant located at the Oasis Water Campus. This facility will augment existing water supplies and help meet demands during peak demand events and periods of canal outages due to scheduled maintenance. This includes hiring a construction manager, a principal contractor, and construction manager at risk for pre-construction and the onset of construction.
Related Council Goal	One community with high quality services for citizens.
Activities	Continue construction of the Oasis Groundwater Treatment Facility to allow nitrate removal from offsite groundwater sources.
Desired Outcomes (Perf. Measures)	Completion of the Oasis Groundwater Treatment Facility by November 2011.
Goal	Complete the improvements to the Arrowhead Ranch Water Reclamation Facility ultraviolet (UV) disinfectant system. This project will replace the existing Trojan medium pressure UV systems with energy efficient low pressure UV disinfection systems to reduce operating costs and enhance UV system disinfection performance.

Related Council Goal	One community with high quality services for citizens.
Activities	Begin design and construction of the UV system improvements to reduce energy consumption and improve UV system performance.
Desired Outcomes (Perf. Measures)	Completion of UV System Improvements Design by June 2011.

FISCAL YEAR 2010

Area of Innovation:

- Utilities completed a critical business practice change entailing the use of a paperless work order system. This important business practice change improves response time to a customer generated work order, reduces reliance on paper records, and improves the overall record keeping of the department.

Accomplishments:

- The department implemented numerous cost-reducing measures in order to minimize the need for, and magnitude of, a rate increase.
- The department updated and completed its annual rate study.

GOAL UPDATES	
Goal	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	One community with high quality services for citizens.
Was the goal met?	Yes. Construction of some of the key components of the overall project were commenced and completed. The project is ongoing and will be completed in FY 2011.
What were the Performance Measures?	Completion of the groundwater treatment plant construction by November 2011.
Obstacles/Challenges	None.
Goal	Develop a master plan for the West Area Water Reclamation Facility. The study will examine the wastewater demands, evaluate conveyance or treatment alternatives, Environmental Protection Agency regulations, water resources/conservation issues, effluent recharge locations, and the interplay of wastewater treatment with Sub-Regional Operating Group partnership of the Westgate area, 91st to 115th avenues.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. A final report has been submitted by the consulting engineer.

What were the Performance Measures?	Completion of the report during FY 2010.
Obstacles/Challenges	Constantly changing landuse plans complicated the study effort but were resolved in a timely manner.

FISCAL YEAR 2009

Area of Innovation:

- The implementation of a new automated utility billing system wherein customers can manage their accounts online, including access to historical data, multiple page billing, the automated mobile dispatch system and e-billing services.

Accomplishments:

- The city continues to upgrade and construct additional odor control systems at strategic locations throughout the system. The Utilities Department is also continuing to pursue a comprehensive sewer cleaning program and establishing chemical injection stations in various areas of the collection system. This has helped to protect the system from corrosion and reduce odors.
- Replaced 3.1 miles of water distribution lines down the Glendale corridor thereby providing the downtown business district with new water service lines.

GOAL UPDATES	
Goal	Complete the design phase and begin the construction phase of the 10 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	One community 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 design for the new 10 MGD groundwater treatment plant located at the Oasis Water Campus by May 2009.
Obstacles/Challenges	None.
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	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The project was split into two parts and many of the critical improvements have been completed and the balance is still under design.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Utilities

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(2360) Arrowhead Reclamation Plant	$2,013,049	$2,081,276	$2,081,276	$2,176,656	5%
(2360) Information Management	$993,167	$1,017,114	$1,017,114	$1,097,575	8%
(2360) Property Management	$104,571	$87,000	$87,000	$87,000	0%
(2360) Public Service Representatives	$266,625	$285,490	$285,490	$286,629	0%
(2360) Safety Administration	$85,724	$46,755	$46,755	$122,107	161%
(2360) System Security	$524,511	$667,087	$667,087	$667,683	0%
(2360) Utilities Administration	$6,510,377	$6,334,223	$6,334,223	$6,343,982	0%
(2360) West Area Plant	$3,258,635	$3,703,322	$3,703,322	$3,699,346	0%
(2400) Central System Control	$999,995	$1,319,606	$1,319,606	$1,415,952	7%
(2400) Central System Maintenance	$434,064	$631,652	$631,652	$758,316	20%
(2400) Cholla Treatment Plant	$3,201,427	$3,694,169	$3,694,169	$3,681,059	0%
(2400) Customer Service - Field	$1,024,982	$1,058,891	$1,058,891	$1,082,739	2%
(2400) Irrigation	$179,786	$194,016	$194,016	$193,583	0%
(2400) Meter Maintenance	$1,030,532	$1,348,593	$1,348,593	$1,348,944	0%
(2400) Oasis Water Campus	$2,544,889	$4,220,690	$4,220,690	$4,277,656	1%
(2400) Pyramid Peak Plant	$1,718,090	$1,631,850	$1,631,850	$1,627,555	0%
(2400) Raw Water Usage	$2,475,310	$3,482,182	$3,482,182	$3,482,182	0%
(2400) Water Distribution	$3,056,645	$3,374,450	$3,374,450	$3,536,368	5%
(2420) Pretreatment Program	$523,268	$535,124	$535,124	$533,992	0%
(2420) SROG (91st Ave) Plant	$3,360,611	$4,500,000	$4,500,000	$4,500,000	0%
(2420) Wastewater Collection	$2,665,617	$3,191,798	$3,191,798	$3,278,968	3%
Total - Utilities	**$36,971,875**	**$43,405,288**	**$43,405,288**	**$44,198,292**	**2%**

City of Glendale
Budget Summary by Department

Utilities

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$12,976,842	$13,796,986	$13,785,265	$13,458,255	-2%
Supplies and Contracts	$17,465,241	$24,188,439	$24,205,791	$24,415,625	1%
Internal Premiums	$1,121,767	$1,181,253	$1,181,253	$1,196,456	1%
Internal Service Charges	$5,337,213	$5,582,226	$5,576,595	$5,591,004	0%
Operating Capital	$70,812			$39,000	
Work Order Credits		($1,343,616)	($1,343,616)	($502,048)	-63%
Total - Utilities	**$36,971,875**	**$43,405,288**	**$43,405,288**	**$44,198,292**	**2%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Arrowhead Reclamation Plant	13	13	13	13	0%
Information Management	6	6	6	6	0%
Public Service Representatives	4	4	4	4	0%
Safety Administration	1	1	1	1	0%
System Security	8	8	8	8	0%
Utilities Administration	10	10	10	10	0%
West Area Plant	14	14	14	14	0%
Central System Control	9	9	9	9	0%
Central System Maintenance	6	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%
Meter Maintenance	11	11	11	11	0%
Oasis Water Campus	15	15	15	15	0%
Pyramid Peak Plant	10	10	10	10	0%
Water Distribution	30	30	30	30	0%
Pretreatment Program	6	6	6	6	0%
Wastewater Collection	19	19	19	19	0%
Total -Utilities	**187**	**187**	**187**	**187**	**0%**



WrestleMania XXVI at University of Phoenix Stadium

OTHER

Grants

Non-Departmental


Mural in Sahuaro Ranch by Martin Moreno

City of Glendale
Budget Summary by Department

Grants

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1840) DV Pilot Project Grant	$98,601	$66,431	$69,416	$66,606	0%
(1840) Miscellaneous Grants	$260,412	$4,920,853	$4,917,868	$7,274,833	48%
(1842) ARWRF Facility UV System Imp	$0	$0	$0	$986,000	NA
(1842) Build Safe Engy Prog Enhance	$0	$0	$0	$35,000	NA
(1842) Energy Matters Public Educat	$0	$0	$0	$172,519	NA
(1842) Main Library Lighting	$0	$0	$0	$431,831	NA
(1842) Program Manager	$0	$0	$0	$234,150	NA
(1842) Public Safety/Court Lighting	$0	$0	$0	$88,000	NA
(1842) Sports Courts Lighting Retrofi	$0	$0	$0	$140,000	NA
(1842) Traffic Signal LED Conversion	$0	$0	$0	$84,000	NA
(1842) WebPortal	$0	$0	$0	$55,000	NA
(1842) Well 43 Variable Drive Retrofi	$0	$0	$0	$97,500	NA
Total - Grants	**$359,013**	**$4,987,284**	**$4,987,284**	**$9,665,439**	**94%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$101,135	$219,416	$219,416	$489,441	123%
Supplies and Contracts	$257,878	$4,770,853	$4,767,868	$9,178,983	92%
Work Order Credits		($2,985)		($2,985)	0%
Total - Grants	**$359,013**	**$4,987,284**	**$4,987,284**	**$9,665,439**	**94%**

STAFFING BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
DV Pilot Project Grant	1	1	1	1	0%
Total -Grants	**1**	**1**	**1**	**1**	**0%**

City of Glendale
Budget Summary by Department

Non-Departmental

FUND NUMBER / BUDGET BY PROGRAM	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
(1000) Fund 1000 Non-Dept	$591,612	$1,831,773	$2,089,140	$1,963,824	7%
Total - Non-Departmental	**$591,612**	**$1,831,773**	**$2,089,140**	**$1,963,824**	**7%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget	Percent Over FY 2010 Budget
Wages/Salaries/Benefits	$258,705	$293,281	$330,509	$313,937	7%
Supplies and Contracts	$332,907	$1,538,492	$1,758,631	$1,649,887	7%
Total - Non-Departmental	**$591,612**	**$1,831,773**	**$2,089,140**	**$1,963,824**	**7%**



Glendale 100
Arizona
Centennial 1910-2010

Capital Improvement Plan

2010-2011

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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 estimated 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.

Capital improvement projects are non-routine capital expenditures that generally cost more than $50,000 and result in the purchase of equipment, acquisition of land, design and construction of new assets, or the renovation, rehabilitation or expansion of existing capital assets. Capital projects usually have an expected useful life of at least five years.

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. They also are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city. 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, transmission pipes, storage facilities and pump stations;
- roads, bridges, traffic signals and other traffic control devices including fiber optic infrastructure needed for the operation of intelligent transportation systems;
- landscape beautification projects;
- computer software and hardware systems other than personal computers and printers;
- flood control drainage channels, storm drains and retention basins;
- and major equipment purchases such as landfill compactors, street sweepers and sanitation trucks.

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 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, buildings and underground pipes for the water and sewer system.

Glendale has kept pace with its rapid growth through many new public assets. Glendale also has completed many capital projects that involved renovating, rehabilitating or expanding existing infrastructure or buildings. Notable projects completed since 2000 include the following:

2010 Bicentennial Park Renovations
2010 Butler Park Renovations
2009 Relocation of Fire Station 151
2009 Catlin Court Alleyway Project
2009 Replacement of Billing System for City Services
2009 Storm Drain Improvements – 59th Avenue and 67th Avenue
2009 Sahuaro Ranch Park Picnic Pavilion Renovations
2009 Trail Renovations at Thunderbird Conservation Park
2008 Oasis Water Treatment Plant
2008 Cholla Water Treatment Plant Process Improvements
2008 Park and Ride Facility at 99th and Glendale Avenues
2008 Downtown Parking Garage
2007 Grand Avenue Improvements
2007 Downtown Campus
2007 Foothills Recreation & Aquatic Center
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 – Solids Handling Expansion
2003 Jobing.com Arena
2002 Manistee Land Redevelopment
2001 Tourism Visitor Center
2000 Arrowhead Wastewater Plant Expansion

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 revenue stream or 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's strategic goals and key objectives and the city's financial policies provide the broad parameters for development of the annual capital plan. Additional considerations include the following:

- Does a project support City Council's strategic goals?
- Does a project qualify as a capital project, i.e., cost more than $50,000 and have an expected useful life of at least five years?
- Does a project satisfactorily address all federal, state and city legal and financial requirements?
- Does a project support the city's favorable investment ratings and financial integrity?
- Does a project support the city's goal of ensuring 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?
- Does a project prevent the deterioration of the city's existing infrastructure, and respond to and anticipate future growth in the city?
- Does a project encourage and sustain quality economic development?
- Can a project be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development?
- Is a project responsive to the needs of residents and businesses within the constraints of reasonable taxes and fees?
- Does a project leverage funds provided by other units of government (e.g., Maricopa County Flood Control District, Arizona Department of Transportation, etc) where appropriate?

Master plans also help determine which projects should be included in the CIP and the timeframes in which the projects should be completed. For example, the Parks and Recreation Master Plan's guidelines for neighborhood parks include 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 Water & Sewer Master

Plan, Parks 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 also 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 Annual CIP Development 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. City staff members from all departments participate in an extensive review of projects in the existing plan 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.

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 and when to fund a project.

Once 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 City Council's strategic goals as well as 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 & 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 the recommended CIP during the spring budget workshops. Council also considers citizen requests and considers the recommendations of staff before making the final decision about which projects should be included in which years of the CIP.

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 have additional opportunities for input when participating in committees that consider voter authorization proposals. There have been two bond elections since 1999. One occurred in November 1999 when 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 real estate values, construction costs, interest rates, and other relevant variables. These financial projections are jointly developed by the Management & Budget, Finance, and Engineering 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 are coordinated with utility companies, when possible, to minimize the amount of new street surface that must be cut to lay new or replacement utility and fiber optic lines. Also, flood control capital improvements are coordinated with the Maricopa County Flood Control District to maximize matching funds that the district makes available for eligible projects.

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 non-governmental grant monies.

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

Debt Management Plan

A critical element of financing capital projects is the ability to manage within available resources the overall debt incurred for past projects while including new debt for future projects. Glendale has a formal *Debt Management Plan* (DMP) that is produced as a separate document from the annual budget book. For the purposes of this discussion, portions of the DMP issued in May 2006 are reflected below. (An update to the 2006 DMP was under development at the time this budget document was created in April 2010.)

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 bond covenants established for prior issuances. This plan also 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 city's 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 issuances where feasible, e.g. water and sewer revenue bonds, transportation sales tax revenue bonds and highway user fee revenue fee (HURF) bonds;
- use excise tax-secured bond financing when appropriate; and
- finance the majority of the remaining projects with general obligation bonds that 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 given current economic conditions. Measures of economic conditions include per capita income for Glendale residents 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 identified funding sources for each CIP project. For example, a street project might be funded through one or more of the following financing sources: HURF bonds, general obligation (G.O.) bonds, federal or state grants, local improvement district funding (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 (G.O.) Bonds

G.O. bonds are direct and general obligations of the city. Glendale uses G.O. bonds to fund most large-scale capital improvements other than water, sewer, sanitation and landfill projects. These bonds are backed by "the full faith and credit" of the city.

Arizona State law mandates the separation of city property taxes into two components, the primary tax levy and the secondary tax levy. A municipality's secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. In contrast, 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 if this type of financing is used instead of revenue bonds. 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 G.O. bonded indebtedness 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. If secondary assessed valuation declines, then the city's G.O. debt limitations will decrease. The debt limitation – commonly called "bond capacity" and "debt capacity" – figures do not represent the amount of G.O. debt that could be supported by the city's current and projected secondary property tax revenue.

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, 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 and cultural facilities,
- General 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 debt limitation as of December 31, 2009. Debt outstanding prior to the passage of Proposition 104 for public safety, streets/parking and transportation facilities is reflected in the 6% category and in the 20% category thereafter. 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]	$127,854	20% Limitation[1,2]	$426,181
Less Direct Bonded Debt to be Outstanding	$35,300	Less Direct Bonded Debt to be Outstanding	$199,455
Unused 6% Borrowing Capacity	$92,554	Unused 20% Borrowing Capacity	$226,726

[1] Based on 2010 secondary assessed value of $2,130,907,407

[2] Public safety, streets/parking & transportation facilities debt prior to Prop. 104 is included in 6% category

Table 2-2 shows the city's bond capacity under the state's constitutional debt limits after accounting for existing bond issuances that are outstanding. Changes between fiscal years in the "Outstanding Debt" columns are the result of outstanding bonds being paid down. The columns labeled "Projected Capacity Before New Debt" show the amount of additional G.O. bonds that could be sold without violating the state constitutional limits. Note that the "Projected Capacity Before New Debt" figures do not reflect the amount of G.O. debt that could be supported by the city's current and projected secondary property tax revenue.

The FY 2011 secondary assessed valuation figure in Table 2-2 reflects an 18% decline in secondary assessed valuation from FY 2010. The FY 2012 figure reflects an additional 14% decline from FY 2011. (The FY 2012 figure is a projection based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2010.) These significant declines are the result of the unprecedented real estate market that dominates urban areas of the southwestern United States. In Maricopa County, where Glendale is located, the median value of single family residential properties dropped an astonishing 44% over three consecutive years. And, for the first time in several decades, the median value of commercial properties declined a surprising 24% in one year. These declines in secondary assessed valuation result in lower debt limitation figures (column A) in FY 2011 through FY 2015 than those shown in Table 2-1 (above).

Table 2-2
Projected G.O. Debt Capacity Before New Debt
(All Dollars in Thousands)

Fiscal Year	Projected[1] Secondary Assessed Value	Limitation (A)		Outstanding Debt[2] (B)		Projected Capacity Before New Debt (A-B)	
		6%	20%	6%	20%	6%	20%
FY 2011	$1,753,569	$105,214	$350,714	$25,650	$193,775	$79,564	$156,939
FY 2012	$1,508,070	$90,484	$301,614	$16,960	$185,285	$73,524	$116,329
FY 2013	$1,508,070	$90,484	$301,614	$11,905	$172,495	$78,579	$129,119
FY 2014	$1,523,150	$91,389	$304,630	$7,465	$158,355	$83,924	$146,275
FY 2015	$1,584,076	$95,045	$316,815	$2,880	$143,570	$92,165	$173,245

[1]FY 2011 figure reflects actual secondary assessed valuation.
[2]Outstanding debt refers to the debt on the principal balance only.

Table 2-3 shows the anticipated bond sales planned for future years that would be needed for the 6% and 20% categories in order to implement future CIP projects.

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

Fiscal Year	New Bond Sale	
	6%	20%
FY 2011	$0	$0
FY 2012	$0	$0
FY 2013	$0	$2,005
FY 2014	$1,760	$1,920
FY 2015	$17,096	$33,660

Table 2-4, on the next page, expands upon Table 2-2 by showing the remaining debt capacity after accounting for the anticipated debt service (principal only) on the projected bond sales shown above in Table 2-3.

Table 2-4
Projected G.O. Debt Capacity After New Debt
(All Dollars in Thousands)

Fiscal Year	Projected Capacity Before New Debt (A)		New Debt[1] on Planned Future Sales (B)		Projected Remaining Capacity (A-B)	
	6%	20%	6%	20%	6%	20%
FY 2011	$79,564	$156,939	$0	$0	$79,564	$156,939
FY 2012	$73,524	$116,329	$0	$0	$73,524	$116,329
FY 2013	$78,579	$129,119	$0	$2,005	$78,579	$127,114
FY 2014	$83,924	$146,275	$1,760	$3,834	$82,164	$142,441
FY 2015	$92,165	$173,245	$18,776	$37,311	$73,389	$135,935

[1]New debt refers to the debt on the principal balance only.

Assessed Valuation

In FY 2009, secondary assessed valuation peaked at just under $2.2 billion, with commercial valuation comprising 33% of the total and residential comprising 67% of the total.

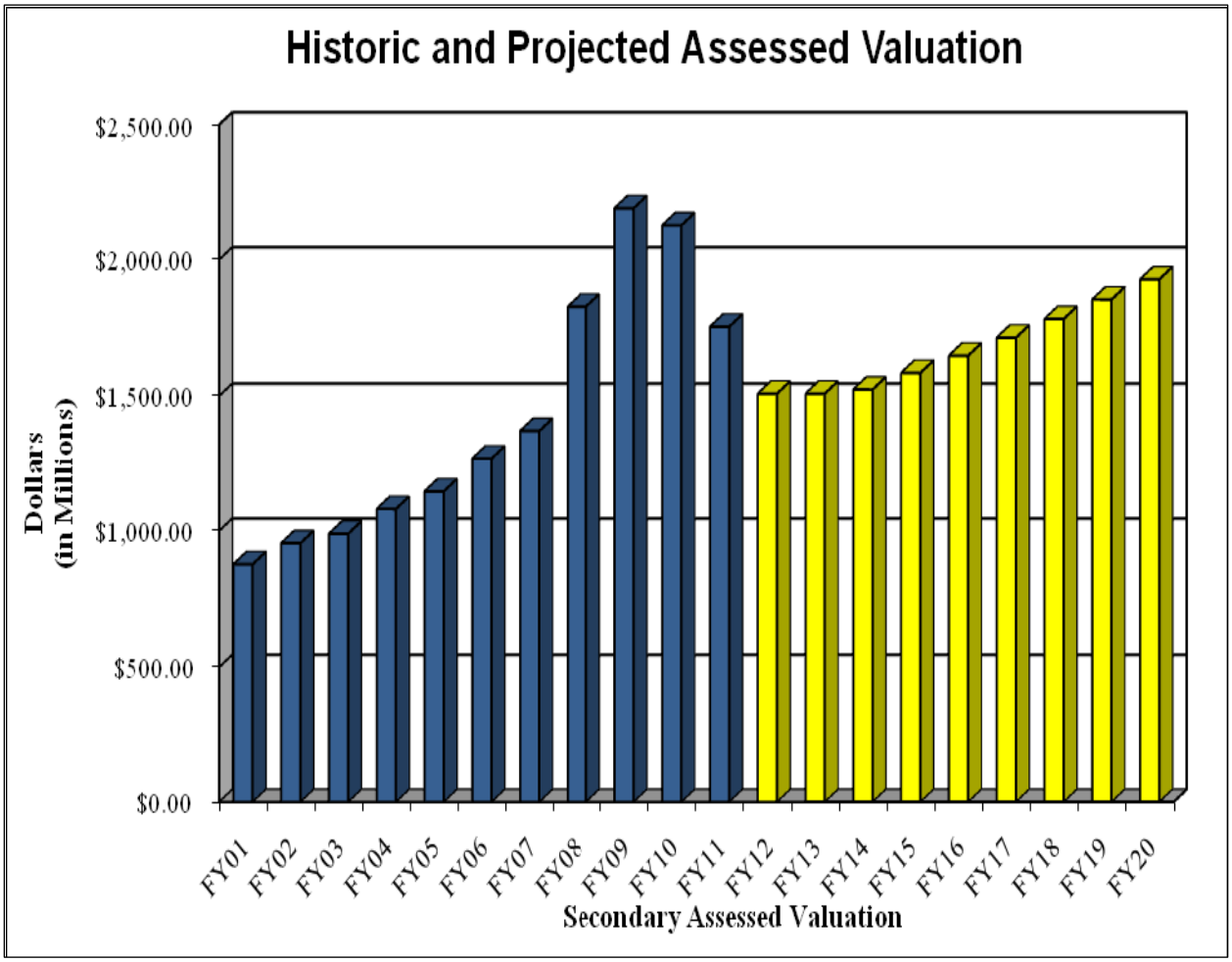
In FY 2010, Glendale's secondary assessed valuation was approximately $2.1 billion, a 3% decline from FY 2009. Commercial properties comprised 37% of the FY 2010 total while residential property comprised 63% of the total.

For FY 2011, Glendale's secondary assessed valuation is $1.75 billion, an 18% decline from FY 2010. Approximately 54.7% of the FY 2011 valuation is attributable to residential property while 40.2 % is attributable to commercial property. The remaining 5.1% includes, but is not limited to vacant land, agriculture, railroad and historical property.

As noted previously in this CIP section, the unprecedented real estate market that dominates the Phoenix metropolitan area is expected to result in a third year of valuation decline with an additional 14% drop in FY 2012. The FY 2012 estimate is based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2010 which reflect the 2009 real estate market.

Three consecutive years of declines represent a significant change for Glendale's assessed valuation given that Glendale's secondary assessed valuation more than doubled between FY 2004 and FY 2009. This growth was the result of the quality economic development investments the city made over the last several years. With the latest assessed valuation information, the decline in Glendale property values equates to a loss of almost one-third of the city's secondary assessed valuation – from a peak at just under $2.2 billion in FY 2009 to a projected $1.5 billion for FY 2012.

For the long-term future, we are assuming no change in FY 2013 with conservative growth starting at 1% for FY 2014 and increasing to 4% in FY 2015. We believe these are very conservative growth assumptions. The average annual growth rate in Glendale's secondary assessed valuation was 8.7% for the 10 year period of 1997 – 2007 – representing the real estate markets of calendar years 1994 through 2004 – prior to the big run up in property values. The following chart provides a graphical view of Glendale's secondary assessed valuation changes between FY 2001 and FY 2011 as well as the projected valuations for FY 2012 through FY 2020.



The news about a third consecutive decline in secondary assessed valuation prompted changes to the capital plan. Modifications were required because property tax revenue to pay additional general obligation bond debt service would be insufficient in future years had corrective actions not been taken. Therefore, the G.O. component of the FY 2011 – 20 CIP reflects the following changes from the plan adopted as part of the FY 2010 budget: construction of the new Municipal Court facility was moved from FY 2011 to FY 2015, and construction of the new West Area Library building was moved from FY 2014 to FY 2015.

Capital Plan Implications for Secondary Property Tax Rate

Capital projects are staged over time so new debt is issued for projects as existing debt is paid off and/or as new development and property appreciation increase the tax base. Bonds are typically paid back over 10 to 15 years by taxpayers or ratepayers as the improvement is used. Therefore, the use of municipal bonds partially fulfills the Council's objective of having future users pay their fair share of the cost of improvements from which they will benefit.

Table 2-5 (below) summarizes annual debt service requirements for planned future G.O. bond issuances. You will see that the secondary assessed valuation figures reflect the declines discussed previously in this capital section.

Table 2-5
General Obligation Property Tax Bonds
(All Dollars in Thousands)

Fiscal Year	Secondary Assessed Valuation	Estimated Secondary Property Tax Rev.[1]	Existing Debt Service[2]	Less Contributions From Other Funds	Proposed Debt Service	Total Debt Service
FY 2011	$1,753,569	$24,022	$29,447	($1,760)	$0	$27,687
FY 2012	$1,508,070	$20,659	$28,099	($1,461)	$0	$26,638
FY 2013	$1,508,070	$20,659	$26,760	($1,469)	$0	$25,291
FY 2014	$1,523,150	$20,866	$26,961	($1,471)	$196	$25,687
FY 2015	$1,584,076	$21,700	$27,255	($1,461)	$557	$26,351

[1]Assumes the secondary property tax rate of $1.3699 remains unchanged through FY 2015
[2]Existing debt service includes transfers of $4.7M in FY 2010 and $1.4M in FY 2011 for HURF debt service

The estimated secondary property tax rate assumes no change from the $1.3699 that will be adopted for FY 2011. This is in contrast to prior capital plans that assumed a portion of the primary property tax rate would move to the secondary rate each fiscal year, with the total rate remaining unchanged. This change in assumption was required because the economic downturn is having an adverse impact on primary property tax revenue that is used in the operating budget. Given the city's financial policy regarding property tax rate stabilization, no changes are assumed to either the secondary or primary property tax rates.

Table 2-5 also reflects the contributions expected from other funds to help pay the annual G.O. debt service. (Details about these contributions are provided in Table 2-6, G.O Debt Service Contributions from Other Funds.) The contributions from other funds will help address the shortfall between the revenue generated from the secondary property tax rate and the annual debt service requirements. The remaining shortfall will be covered by fund balance within the General Obligation Bond Debt Fund. Even with the planned draw down in G.O. debt service

fund balance, the plan maintains a fund balance through FY 2015 that exceeds the required minimum of 10% of the prior year's debt service. The current G.O. debt is documented in *Schedule 7* of this budget book.

Table 2-6 (below) is new. It provides detailed information about the contributions from other funds that are planned for the payment of G.O. debt service. Contributions from development impact fee (DIF) fund balances will be used to pay debt service for projects eligible for the identified impact fees. For example, the fire and police DIF contributions in FY 2011 will be used to pay for the debt service on the joint public safety facility located at Maryland and 83rd Avenues. The recreation facility DIF contributions in FY 2011 through 2015 will be used to pay part of the debt service on the Foothills Recreation and Aquatic Center.

Table 2-6
G.O. Debt Service Contributions from Other Funds
(All Dollar in Thousands)

Fiscal Year	Fund 1380 Water/Sewer	DIF Contributions			Total Contributions
		Fund 1420 Fire	Fund 1440 Police	Fund 1480 Rec Fac.	
FY 2011	$1,253	$161	$214	$132	**$1,760**
FY 2012	$1,253	$0	$0	$209	**$1,461**
FY 2013	$1,261	$0	$0	$209	**$1,469**
FY 2014	$1,262	$0	$0	$209	**$1,471**
FY 2015	$1,251	$0	$0	$210	**$1,461**

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 2-7 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 2-7
Projected Remaining G.O. Bond Voter Authorization
(All Dollars in Thousands)

Category	FY 2010[1]	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Public Safety	$104,473	$104,473	$104,473	$103,043	$103,043	$69,383
Landfill	$15,540	$15,540	$15,540	$15,540	$15,540	$15,540
Library	$17,096	$17,096	$17,096	$17,096	$17,096	$0
Streets/Parking[2,3]	$67,238	$67,238	$67,238	$67,238	$67,238	$67,238
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	$32,627	$32,627	$32,627	$32,627	$32,627	$32,627
Govt. Facilities[2]	$30,200	$30,200	$30,200	$30,200	$28,795	$28,795
Open Space/Trails	$50,525	$50,525	$50,525	$50,525	$50,525	$50,525
Parks	$14,637	$14,637	$14,637	$14,637	$12,717	$12,717
Flood Control	$10,032	$10,032	$10,032	$10,032	$10,032	$10,032

[1] Remaining authorization as of June 30, 2010
[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 can currently make use of four types of revenue bonds: HURF, transportation, water/sewer (utilities) and landfill. The principal and interest on these bonds will be paid from future revenue derived from state highway user revenue fees, the city's transportation sales tax, and user fees for water, sewer and landfill 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 with cities a portion of the revenues it collects from highway user fees. This revenue is tracked in the Streets Fund (Fund 1340) and is known as HURF revenue. The Arizona State Constitution restricts the use of HURF revenue to street and highway purposes such as right-of-way acquisition, construction, reconstruction, maintenance, repair and the payment of the interest and principal on HURF bonds.

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. In the past, the Arizona Legislature has 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. In fact, the Arizona Legislature reduced the amount of funds allocated to cities for FY 2009, FY 2010 and FY 2011. It is expected that this change to the amount distributed to cities will continue for the future.

HURF bond-funded projects require voter authorization (either HURF voter authorization or streets/parking G.O. voter authorization) but 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. Table 2-8 summarizes the debt service to revenue ratio for HURF bonds. The current HURF debt service is documented in *Schedule 7*.

There are no HURF bond sales planned for FY 2011 through FY 2015. The HURF revenue figures assume the state will continue with the reduced distribution approach in place in FY 2009 through FY 2011. Consequently, the city of Glendale will use HURF revenue only to pay street operating costs in FY 2011. Annual HURF debt service will be paid by contributions from the roadway development impact fee fund, the transportation sales tax fund and the general obligation debt service fund balance.

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

Fiscal Year	Highway User Tax Revenues*	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage	Debt Service to Prev. Year Revenue %
FY 2010	$13,200	$4,709	$0	$4,709	N/A	N/A
FY 2011	$13,500	$4,700	$0	$4,700	2.87	36%
FY 2012	$13,500	$4,706	$0	$4,706	2.87	35%
FY 2013	$13,500	$4,709	$0	$4,709	2.87	35%
FY 2014	$13,500	$4,696	$0	$4,696	2.87	35%
FY 2015	$13,500	$1,958	$0	$1,958	6.89	15%

*FY 2010 estimated revenue; FY 2011-2015 projected revenues

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*. The sales tax will fund about 78% of the plan and about 12% will come from federal, state and regional sources. The remaining 10% will come from other sources such as fare box revenues and the general fund. 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 2-9 displays proposed revenue bond sales to support capital projects in the transportation sales tax program. The table summarizes annual revenue expected 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 2-9
Transportation Revenue Bonds
(All Dollars in Thousands)

Fiscal Year	Transportation Sales Tax Revenue	Bond Sales	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage
FY 2011	$18,500	$24,000	$7,328	$1,789	$9,117	2.03
FY 2012	$19,244	$0	$7,327	$1,789	$9,116	2.11
FY 2013	$20,645	$0	$7,326	$1,789	$9,115	2.26
FY 2014	$22,086	$0	$7,326	$1,789	$9,115	2.42
FY 2015	$22,729	$0	$7,326	$1,789	$9,115	2.49

Water/Sewer Revenue Bonds: The city can sell bonds that pledge water/sewer utility revenues as payment for bond debt service. Water/sewer revenue bond sales are limited by Ordinance 1323 New Series (adopted in 1984) and Ordinance 1784 New Series (adopted in 1993). Glendale's bond covenant states 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.

Table 2-10 displays projected water/sewer bond sales and coverage ratios. FY 2011-15 CIP projects for the water and sewer system will be funded with one of the financing sources described above. The current water/sewer debt is documented in *Schedule 7* of this budget book.

Table 2-10
Water/Sewer Planned Bonds & Coverage Ratios
(All Dollars in Thousands)

Fiscal Year	Bond Sales	Annual Coverage Ratio
FY 2011	$20,000	1.32
FY 2012	$8,500	1.46
FY 2013	$21,500	1.54
FY 2014	$43,000	1.54
FY 2015	$49,000	1.53

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, 2010, 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. 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 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 unrestricted excise taxes. Unrestricted excise taxes are generally all excise, transaction privilege, franchise and income taxes. In fact, MPC debt service is paid with General Fund operating dollars and this is a serious limitation of this financing option. (The General Fund operating budget contribution is reflected as a transfer from the General Fund to the MPC debt service fund in Schedule 4 of this document). While the city has potential MPC bond capacity, a large issuance of MPC bonds could place a significant strain on the overall General Fund 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 senior 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 2-11 shows the current amount of MPC principal debt outstanding as of July 1, 2010. It is anticipated that the debt service on these obligations will be paid by the undesignated portion of city sales tax receipts from the projects that benefit from the capital improvements, with any shortfalls addressed by the General Fund transfer. The current MPC debt is documented in *Schedule 7* of this budget book.

Table 2-11
Outstanding Municipal Property Bonds
(as of July 1, 2010)

Issue	Year Issued	Principal Balance Outstanding
MPC Bonds - Arena Tax Exempt	2003A	$45,730,000
MPC Bonds - Arena Taxable	2003B	$96,370,000
MPC Bonds - Refund Imp Dist	2004A	$6,860,000
MPC Bonds – Glendale Regional Public Safety Training Facility/Zanjero	2006A	$29,620,000
MPC Bonds – Media Center/Convention Center/Parking Garage	2008A	$32,315,000
MPC Bonds – Media Center/Convention Center/Parking Garage	2008B	$51,285,000
MPC Bonds – Media Center/Convention Center/Parking Garage	2008C	$7,435,000
AMFP Series 14 - Arena	2002	$5,055,000
AMFP Refunding Series 16 - Arena	2003	$7,250,000
TOTAL		**$281,920,000**

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 2-12 reflects the total outstanding balance of capital leases and notes under contract by the city. The complete lease/note debt is documented in *Schedule 8* of this budget book.

Table 2-12
Outstanding Capital Leases
(as of July 1, 2010)

Lease Financing	Year Issued	Original Amount	Total Balance Outstanding[1]	Year Matures
LaSalle Lease	2000	$24,614,627	$264,910	2011
Equipment Lease	2003	$1,240,330	$29,836	2011
Hickman/Motorola Lease	2003	$10,800,000	$7,670,000	2012
Equipment Lease	2006	$1,370,300	$303,612	2011
Equipment Lease	2007	$1,368,800	$722,044	2016
Equipment Lease	2009	$1,189,365	$999,508	2014
Total Lease Financing			$9,989,910	
Notes[2]				
Northern Crossing Note	2002	$14,500,000	$4,870,416	2013
Total Note Financing			$4,870,416	
Grant Total			**$14,860,326**	

[1] Includes principal and interest.
[2] Excludes Wastewater Management Authority of Arizona loan agreements which 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.

A new entitlement grant was awarded to the city during FY 2010 that will move forward several energy efficiency capital projects are moving forward. Specifically, Glendale is the recipient of a $2.3 million allocation through the American Recovery and Reinvestment Act's (ARRA) Energy Efficiency and Conservation Block Grant. This grant funding will allow for capital projects to be completed that otherwise may not be completed for several years. Some of the capital projects to be completed include:

- replacement of outdated lighting systems at the public safety/court facility, the main library and sport courts in the city's parks with energy efficient lighting systems;
- an upgrade to the ultraviolet disinfection system at the Arrowhead Wastewater Reclamation Facility; and
- completion of the LED conversion program for the remaining 30 (of 190) signalized intersections.

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 2010 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 a utility to finance and maintain infrastructure for a specific purpose. Examples include streetlights and storm sewers. 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 have any CFDs established.

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 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, the FY 2011 – 2020 CIP reflects the following estimated operating cost for capital projects:

- between $2.06 and $3.21 per sq ft annually for electrical and gas costs in a building;
- between $2.00 and $3.00 per sq ft annually for building maintenance, including HVAC, plumbing, electrical and structural repairs;
- $2.07 per sq ft annually for custodial services;
- $0.157 per sq ft annually for building water usage;
- $341.26 per month for refuse (two 6 yard containers picked up three times a week);
- $639.00 for insurance for each new General Fund FTE;
- $0.18 for landscape maintenance;
- Vehicles annual replacement contributions, maintenance and fuel costs:
  - ½-Ton Pickup: $1,967 annual replacement cost, $0.18/$0.20 per mile maintenance/gas;
  - Mid-Size Sedan: $2,700 annual replacement cost, $0.17/$0.13 per mile maintenance/gas;
- Technology annual replacement contributions:
  - Desktop Computer: $540.00;
  - Laptop Computer: $640.00;
  - Color Printer: $1,053.00.

CIP projects involving land acquisitions in anticipation of future needs also increase operating budget costs. Vacant 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, even with these costs, it often is more cost effective to purchase land before an area has been fully developed.

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. Therefore, 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 annual spring budget workshops. If operating and maintenance costs have been identified in a project the departments are required to either absorb the additional costs or submit a supplemental request to receive funding. Supplemental requests for CIP operating and maintenance costs are balanced against other requests for additional funding.

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. In most instances an inflation rate of 3% is figured into the ongoing operating and maintenance costs each year.

Operating Impact by CIP Project Type

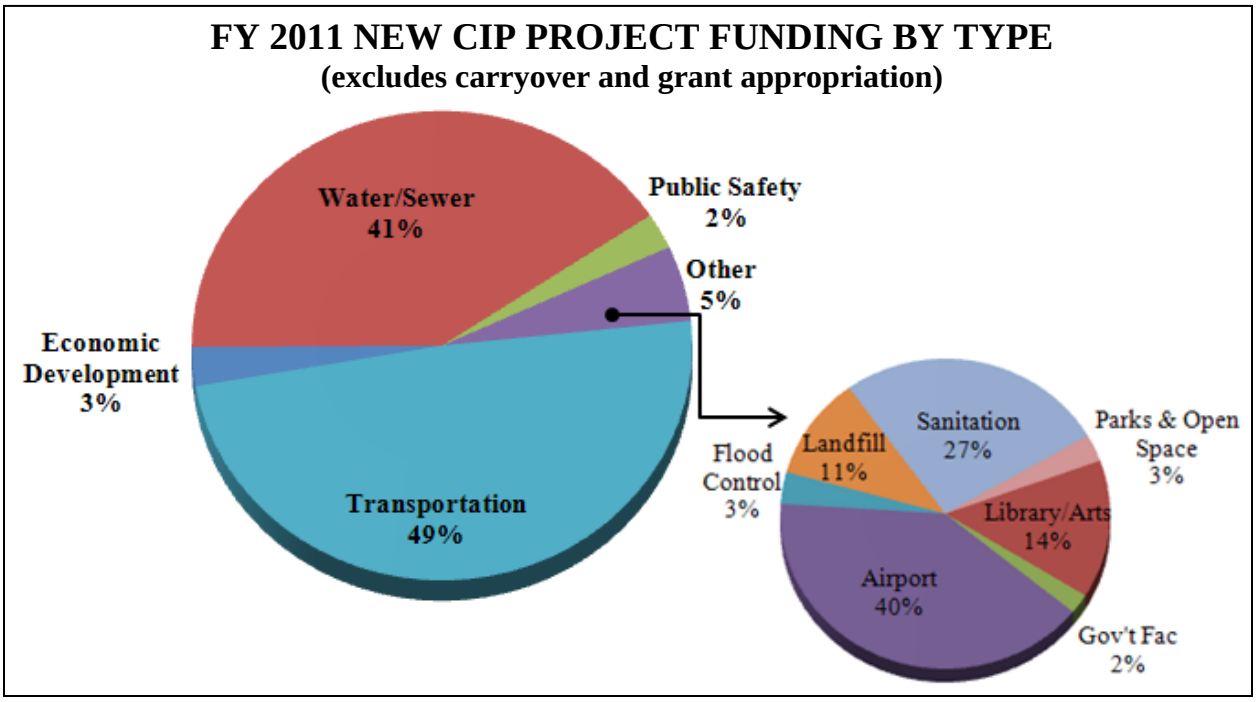
(All Dollars in Thousands)

Project Type	FY 2012	FY 2013	FY 2014	FY 2015
Water & Sewer Projects	$712	$801	$1,204	$849
Transportation Sales Tax Projects	$462	$508	$528	$544
All Other Transportation Projects (DIF, HURF & Streets)	$38	$40	$41	$43
Park Projects	$10	$13	$26	$17
Public Safety Projects	$347	$357	$505	$520
Landfill Sanitation Projects	$0	$0	$22	$119
Economic Development Projects	$6	$6	$6	$6
Other Projects	$13	$264	$318	$327
TOTAL Operating Impact	$1,588	$1,989	$2,650	$2,425

SUMMARY BY TYPE OF PROJECT

Glendale's CIP 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 new FY 2011 CIP project funding by major category type, excluding grant appropriation and 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. The operating impact section remains 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 2011 - 2020 Capital Improvement Plan
Summary of ALL Capital Projects by Funding Type

Fund # - Name	Carryover	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	2,246,066	160,000	0	0	0	0	20,608,255
2000 - HURF/Street Bonds	218,510	0	0	0	0	0	12,076,659
2140 - Open Space/Trails	400,027	0	0	0	0	0	50,137,037
2060 - Parks	3,060,849	0	0	0	1,982,127	0	146,744,535
2160 - Library Construction	0	0	0	0	0	16,865,423	22,508,091
2040 - Public Safety	1,967,623	2,302,215	410,000	2,601,040	410,000	32,298,759	89,167,280
2080 - Government Facilities	3,228,794	0	0	0	1,602,651	0	14,670,646
2130 - Cultural Facility	130,576	0	0	0	0	0	17,733,107
2100 - Economic Development	0	1,800,000	0	0	0	0	91,554,271
2180 - Flood Control	19,586,267	160,925	160,925	160,925	160,925	160,925	43,141,182
Sub-Total	**$30,838,712**	**$4,423,140**	**$570,925**	**$2,761,965**	**$4,155,703**	**$49,325,107**	**$508,341,063**
DIF FUNDS							
1600 - DIF-Roadway Imp.	331,443	0	0	22,064	0	366,408	1,766,178
1520 - DIF-Citywide Open Space	33,128	138,345	44,000	46,216	44,000	46,350	85,140
1460 - DIF-Citywide Parks	0	0	0	2,216	0	2,350	5,140
1480 - DIF-Citywide Rec Fac.	0	0	0	2,216	0	2,350	5,140
1540 - DIF-Park Dev Zone 1	39,632	0	0	2,216	0	2,350	5,140
1560 - DIF-Park Dev Zone 2	123,506	0	15,000	7,816	5,600	2,350	5,140
1580 - DIF-Park Dev Zone 3	26,905	0	19,999	7,516	6,000	2,350	5,140
1380 - DIF-Library Buildings	0	0	0	0	0	1,608,951	0
1500 - DIF-Libraries	0	200,000	200,000	213,265	200,000	2,167,169	530,769
1440 - DIF-Police Dept Fac.	0	0	0	10,919	0	11,584	25,329
1420 - DIF-Fire Protection Fac.	0	0	0	11,480	0	12,179	26,627
1620 - DIF-General Government	0	0	0	12,799	0	13,578	29,687
Sub-Total	**$554,614**	**$338,345**	**$278,999**	**$338,723**	**$255,600**	**$4,237,969**	**$2,489,430**
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	1,994,367	3,850,002	4,000,000	4,867,094	19,011,991	27,039,695	20,480,560
2400 - Water	11,341,252	26,496,203	9,054,973	23,421,024	22,741,203	24,762,819	140,056,651
2420 - Sewer	4,548,696	7,686,865	8,150,861	9,084,853	18,413,635	16,199,003	61,623,224
2210 - Transportation Construction	43,424,963	45,499,756	13,112,354	21,367,058	15,300,505	14,833,431	121,393,599
1650 - Transportation Grants	1,637,487	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1340 - HURF/Streets Fund	0	0	0	0	0	0	1,645,785
2480 - Sanitation	0	1,288,888	1,863,645	1,289,787	3,202,986	2,798,000	15,215,861
2440 - Landfill	1,339,352	522,275	965,756	2,478,578	15,940,811	5,011,013	17,491,222
2120 - Airport Capital Grants	37,261	1,950,000	495,000	15,320,000	1,082,000	13,207,000	0
1840 - Other Grants	815,252	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000 - General Fund	540,271	802,858	802,858	802,858	100,000	100,000	5,630,443
1740 - Civic Center	0	0	1,868,340	2,518,638	0	0	23,661,114
2150 - Technology Infrastructure	0	0	985,200	636,000	655,000	165,000	23,161,665
1220 - Arts Commission	0	500,000	500,000	500,000	500,000	500,000	1,750,000
Sub-Total	**$65,678,901**	**$92,596,847**	**$45,798,987**	**$86,285,890**	**$100,948,131**	**$108,615,961**	**$452,110,124**
Grand Total	**$97,072,227**	**$97,358,332**	**$46,648,911**	**$89,386,578**	**$105,359,434**	**$162,179,037**	**$962,940,617**
Total FY 2011 Funding		**$194,430,559**					

BOND CONSTRUCTION FUNDS

Bond construction funds are used to account for financial resources to be used for the acquisition or construction of capital projects in the city's council-approved CIP using general obligation bonds and HURF revenue bonds. Beginning balances are based on prior bond issuance proceeds that have been received but not yet expended. Additional bond sales during the specified years, estimated investment and interest income, and expected grant/IGA revenues increase the beginning balances. Project expenses including carryover and operating expenses (e.g. advisor fees) reduce the beginning balances.



Renovations at Bicentennial Park at 71st and Missouri Avenues

Fund # - Name	Carryover	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
1980-Street/Parking Bonds	2,246,066	160,000	0	0	0	0	20,608,255
2000-HURF/Street Bonds	218,510	0	0	0	0	0	12,076,659
2140-Open Space/Trails	400,027	0	0	0	0	0	50,137,037
2060-Park	3,060,849	0	0	0	1,982,127	0	146,744,535
2160-Library	0	0	0	0	0	16,865,423	22,508,091
2040-Public Safety	1,967,623	2,302,215	410,000	2,601,040	410,000	32,298,759	89,167,280
2080-Government Facilities	3,228,794	0	0	0	1,602,651	0	14,670,646
2130-Cultural Facility	130,576	0	0	0	0	0	17,733,107
2100-Economic Development	0	1,800,000	0	0	0	0	91,554,271
2180-Flood Control	19,586,267	160,925	160,925	160,925	160,925	160,925	43,141,182
Total Bond Funds	30,838,712	4,423,140	570,925	2,761,965	4,155,703	49,325,107	508,341,063

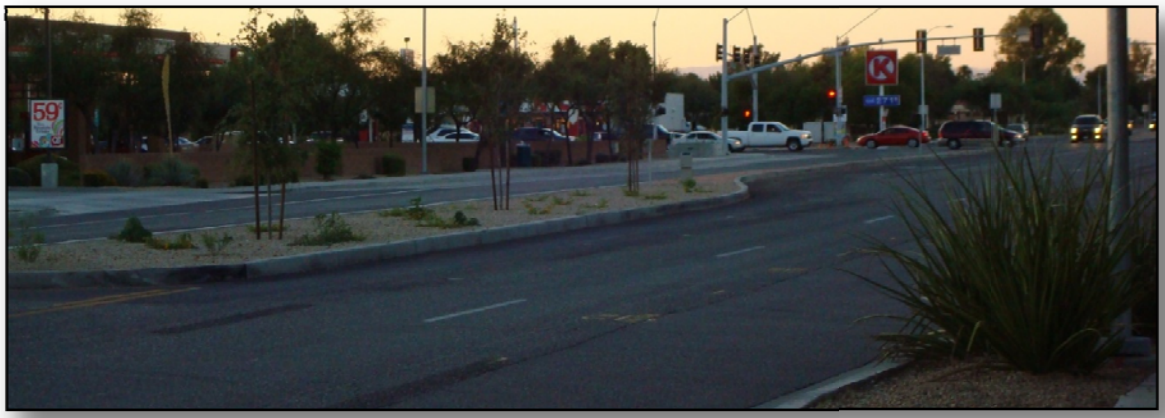
STREET/PARKING
CONSTRUCTION FUNDS

This category includes projects that are funded with General Obligation street construction bonds and Highway User Revenue Fee (HURF) monies.

In FY 2011, carryover funding is available for street scallop, street beautification and petition lighting projects where needed, as well as a number of street improvement projects along 67th Avenue. With the exception of $160,000 for the Petition Lighting Program Project in FY 2011, no new funding will be introduced to the Street and Parking Constructions Funds due to the continued drop in secondary assessed valuation.



Project Name: 67th Ave/Cactus to ACDC
Funding Source: G.O. Bond
Fund #: 1980
Project #: 68118



FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1980 - Street/Parking Bonds — Category: 20%

		FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:		**$4,444,989**	**$2,034,480**	**$2,039,363**	**$2,047,929**	**$2,060,216**	**$2,072,577**
Revenue							
Bond Proceeds		0	0	0	0	0	18,510,000
G.O. Bond Investment Revenue		1,623	8,138	14,276	20,479	20,602	51,172
Total Revenue:		1,623	8,138	14,276	20,479	20,602	18,561,172
Non-Capital Expenses							
Advisor Fees		6,066	3,255	5,710	8,192	8,241	20,469
Total Non-Capital Expenses:		6,066	3,255	5,710	8,192	8,241	20,469
Capital Project Expenses	Carryover	New Funding					
Existing Assets							
Improvement of Existing Assets							
68103 Street Scallop	1,222,622	0	0	0	0	0	9,711,345
68104 Street Beautification	758,842	0	0	0	0	0	6,444,410
68117 67th Ave. Camelback to Grand	85,705	0	0	0	0	0	0
Sub-Total - Existing Assets	*2,067,169*	*0*	*0*	*0*	*0*	*0*	*16,155,755*
New Assets							
68102 Petition Lighting Program	178,897	160,000	0	0	0	0	1,440,000
T1232 95th Ave Camelback to Missouri	0	0	0	0	0	0	3,012,500
Sub-Total - New Assets	*178,897*	*160,000*	*0*	*0*	*0*	*0*	*4,452,500*
Total Capital Project Expenses:	2,246,066	160,000	0	0	0	0	20,608,255
Total FY 2011 Funding:		2,406,066					
Estimated Ending Balance:		**$2,034,480**	**$2,039,363**	**$2,047,929**	**$2,060,216**	**$2,072,577**	**$5,025**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1980 - Street/Parking Bonds — Category: 20%

Project: 68103 - Street Scallop (I) **Funding Source:** General Obligation Bonds

Project Description: The Scallop Street Program is used to complete street improvements to reduce traffic accidents, enhance traffic flow, provide safety to adjacent pedestrian traffic and to mitigate property flooding. Projects are selected based on need and available funding from a scallop street inventory maintained by the Engineering Department.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$0	$8,567,000
Finance Charges	$0	$0	$0	$0	$0	$219,316
Engineering Charges	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$85,670
Contingency	$0	$0	$0	$0	$0	$719,359
Sub-Total New Funding	$0	$0	$0	$0	$0	$9,711,345
FY 2011 Carryover	$1,222,622	$0	$0	$0	$0	$0
TOTAL	**$1,222,622**	**$0**	**$0**	**$0**	**$0**	**$9,711,345**

Operating Description: O and M will be determined when the project is closer to construction.

Project: 68104 - Street Beautification (I) **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, citywide, along the arterial street system. Improvements include construction of sidewalks, multi-use paths, improvements to handicap accessibility, benches, planting of trees, shrubs and ground cover.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$0	$6,107,000
Finance Charges	$0	$0	$0	$0	$0	$156,340
Engineering Charges	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$61,070
Sub-Total New Funding	$0	$0	$0	$0	$0	$6,444,410
FY 2011 Carryover	$758,842	$0	$0	$0	$0	$0
TOTAL	**$758,842**	**$0**	**$0**	**$0**	**$0**	**$6,444,410**

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

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Landscape	$0	$0	$0	$0	$0	$182,579
Water	$0	$0	$0	$0	$0	$97,490
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$280,069**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1980 - Street/Parking Bonds — Category: 20%

Project: 68117 - 67th Ave. Camelback to Grand (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$85,705	$0	$0	$0	$0	$0
TOTAL	**$85,705**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 68102 - Petition Lighting Program (N) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$141,633	$0	$0	$0	$0	$1,274,697
Engineering Charges	$5,099	$0	$0	$0	$0	$45,889
Arts	$1,416	$0	$0	$0	$0	$12,747
Contingency	$11,852	$0	$0	$0	$0	$106,667
Sub-Total New Funding	$160,000	$0	$0	$0	$0	$1,440,000
FY 2011 Carryover	$178,897	$0	$0	$0	$0	$0
TOTAL	**$338,897**	**$0**	**$0**	**$0**	**$0**	**$1,440,000**

Operating Description: O and M identified provides for 40 requested street lights per year. Supplies cover photo control cost, electricity for a 150-watt light is $74 per year, estimated maintenance for a light is $26 per year, including Remote Operations Asset Management monitoring. Supplemental budget request will be made as new streetlights are added to the system.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$4,944	$5,092	$5,245	$5,402	$5,564	$76,971
Utilities	$6,407	$6,920	$7,474	$8,072	$8,314	$135,729
Equip. Maint.	$2,142	$2,207	$2,273	$2,341	$2,411	$33,350
TOTAL	**$13,493**	**$14,219**	**$14,992**	**$15,815**	**$16,289**	**$246,050**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1980 - Street/Parking Bonds — Category: 20%

Project: **T1232 - 95th Ave Camelback to Missouri (N)** **Funding Source:** General Obligation Bonds

Project Description: This project is to acquire right-of-way, move utilities, design and construct a half street roadway, with curb, gutter, sidewalk, landscaping, street lighting and underground overhead utilities between Camelback Road North to Missouri Avenue Project previously referred to as 95th Avenue Camelbk to Bethany Home Rd.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$700,000
Design	$0	$0	$0	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$1,500,000
Finance Charges	$0	$0	$0	$0	$0	$22,500
Engineering Charges	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$15,000
Contingency	$0	$0	$0	$0	$0	$120,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,012,500**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2000 - HURF/Street Bonds — Category: HURF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$323,318**	**$106,006**	**$107,066**	**$108,672**	**$110,845**	**$113,505**
Revenue								
Interest Income			2,228	1,060	1,606	2,173	2,660	2,724
Revenue Bond Proceeds			0	0	0	0	0	11,965,000
Total Revenue:			2,228	1,060	1,606	2,173	2,660	11,967,724
Non-Capital Expenses								
Advisor Fees			1,030	0	0	0	0	0
Total Non-Capital Expenses:			1,030	0	0	0	0	0
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
68900 67th Ave/Cactus to ACDC	164,191	0	0	0	0	0	0	0
68909 67th Ave-Camelback to Grand	54,319	0	0	0	0	0	0	0
68913 99th Widening-Camelbck-Northrn	0	0	0	0	0	0	0	5,154,767
T2710 67th Ave Glendale to Frier	0	0	0	0	0	0	0	6,921,892
Sub-Total - Existing Assets	*218,510*	*0*	*0*	*0*	*0*	*0*	*0*	*12,076,659*
Total Capital Project Expenses:	218,510	0	0	0	0	0	0	12,076,659
Total FY 2011 Funding:		218,510						
Estimated Ending Balance:			**$106,006**	**$107,066**	**$108,672**	**$110,845**	**$113,505**	**$4,570**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2000 - HURF/Street Bonds — Category: HURF

Project: 68900 - 67th Ave/Cactus to ACDC (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$164,191	$0	$0	$0	$0	$0
TOTAL	**$164,191**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M grounds costs are for landscape maintenance. Utility and Equipment maintenance costs are for power and electricity for approximately 40 street lights.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$5,150	$5,305	$5,464	$5,628	$5,797	$31,702
Landscape	$2,060	$2,122	$2,186	$2,252	$2,320	$12,685
TOTAL	**$7,210**	**$7,427**	**$7,650**	**$7,880**	**$8,117**	**$44,387**

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

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

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$54,319	$0	$0	$0	$0	$0
TOTAL	**$54,319**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 68913 - 99th Widening-Camelbck-Northrn (I) **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 the Grand Canal.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$735,000
Construction	$0	$0	$0	$0	$0	$3,675,000
Finance Charges	$0	$0	$0	$0	$0	$157,817
Engineering Charges	$0	$0	$0	$0	$0	$81,585
Arts	$0	$0	$0	$0	$0	$36,750
Contingency	$0	$0	$0	$0	$0	$468,615
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,154,767**

Operating Description: Estimated 132 street lights ($125 ea/yr). Landscaping will be maintained by the commercial development adjacent to the roadway.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$101,554
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$101,554**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2000 - HURF/Street Bonds — Category: HURF

Project: T2710 - 67th Ave Glendale to Frier (I) **Funding Source:** HURF Bonds

Project Description: Construct street improvements on 67th Avenue from Glendale Avenue to Frier Drive. This project will widen 67th Avenue, add curb and gutter, sidewalks, street lights, and landscaping. Project will also underground overhead 12kV power lines, move 69kV power poles and underground Salt River Project (SRP) irrigation ditches.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$129,553
Design	$0	$0	$0	$0	$0	$1,000,000
Construction	$0	$0	$0	$0	$0	$5,011,697
Finance Charges	$0	$0	$0	$0	$0	$125,292
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$50,117
Contingency	$0	$0	$0	$0	$0	$512,733
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,921,892**

Operating Description: Utility costs are for 42 street lights. Landscape and water costs are for approximately 50,000 sq ft of landscaping.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$31,387
Landscape	$0	$0	$0	$0	$0	$28,525
Water	$0	$0	$0	$0	$0	$15,232
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$75,144**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

OPEN SPACE & TRAILS
CONSTRUCTION FUND

This category enables the city to acquire land for the preservation of open space and to construct multi-use trails and linear parks. FY 2011 includes carryover funds for continued improvement and renovation of the 55 acre Thunderbird Paseo Park. Examples of the work to be completed include landscape, signage and trail improvements, and replacement of trees and equipment located in the linear park.





Project Name: Thunderbird Paseo Park Development
Funding Source: G.O. Bond
Fund #: 2140
Project #: 70000

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2140 - Open Space/Trails Construction — Category: 20%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$920,551**	**$520,884**	**$522,134**	**$524,327**	**$527,473**	**$530,638**
Revenue								
Bond Proceeds			0	0	0	0	0	49,600,000
G.O. Bond Investment Revenue			360	2,084	3,655	5,243	5,275	13,106
Total Revenue:			360	2,084	3,655	5,243	5,275	49,613,106
Non-Capital Expenses								
Advisor Fees			0	834	1,462	2,097	2,110	5,242
Total Non-Capital Expenses:			0	834	1,462	2,097	2,110	5,242
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
70000 Thunderbird Paseo Park Develop	400,027	0	0	0	0	0	0	1,790,686
70002 Grand Canal Linear/Reg. Dev.	0	0	0	0	0	0	0	8,374,048
T1630 Thunderbird Park Improvements	0	0	0	0	0	0	0	5,140,477
Sub-Total - Existing Assets	*400,027*	*0*	*0*	*0*	*0*	*0*	*0*	*15,305,211*
New Assets								
70003 City-Wide Trails System	0	0	0	0	0	0	0	24,749,095
70005 West Valley Multi-Modal Corrid	0	0	0	0	0	0	0	2,390,698
T1600 Multi-Use Bridge at 51st Ave.	0	0	0	0	0	0	0	431,362
T1610 WARP - Trail System	0	0	0	0	0	0	0	6,893,271
T1761 New River Bike Trail	0	0	0	0	0	0	0	367,400
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*34,831,826*
Total Capital Project Expenses:	400,027	0	0	0	0	0	0	50,137,037
Total FY 2011 Funding:		400,027						
Estimated Ending Balance:			**$520,884**	**$522,134**	**$524,327**	**$527,473**	**$530,638**	**$1,465**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2140 - Open Space/Trails Construction — Category: 20%

Project: **70000 - Thunderbird Paseo Park Develop (I)** **Funding Source:** General Obligation Bonds

Project Description: Park improvements and renovations to maintain this 55 acre linear park. This includes tree replacement and additions, improvements to landscaping, signage replacements, trail asphalt overlay, pedestrian/equestrian bridges, installation of emergency call stations and replacement of equipment located in the linear park.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$380,435
Construction	$0	$0	$0	$0	$0	$1,086,956
Finance Charges	$0	$0	$0	$0	$0	$46,565
Engineering Charges	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$10,870
Equipment	$0	$0	$0	$0	$0	$90,217
Contingency	$0	$0	$0	$0	$0	$132,643
Sub-Total New Funding	$0	$0	$0	$0	$0	$1,790,686
FY 2011 Carryover	$400,027	$0	$0	$0	$0	$0
TOTAL	**$400,027**	**$0**	**$0**	**$0**	**$0**	**$1,790,686**

Operating Description: O and M expenses would vary based upon the specific type of future landscape improvements that are implemented. The staffing example is for PT assistance calculated at $10.00 per hour X 2 employees at 19 hours a week each, plus inflation. Supplies & Contracts are at $601 per acre X 50 acres plus inflation. Equipment Maintenance expenses are for regular servicing of emergency call stations. A landscape water rate is calculated at $0.0495 per sq ft for 10 acres.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$122,166
Supplies/Contr	$0	$0	$0	$0	$0	$182,067
Equip. Maint.	$0	$0	$0	$0	$0	$44,962
Insurance	$0	$0	$0	$0	$0	$3,037
Landscape	$0	$0	$0	$0	$0	$136,688
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$488,920**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2140 - Open Space/Trails Construction — Category: 20%

Project: **70002 - Grand Canal Linear/Reg. Dev. (I)** **Funding Source:** General Obligation Bonds

Project Description:

Continued design, develop and enhancement of the Grand Canal Linear Park and trail from 75th Avenue to New River, and New River to Northern Avenue. Improvements would include enhanced trail segments and amenities to meet the growing demand for multi-use pathways, and align and connect the City's trail system with existing or future trails of adjacent communities or agencies, including Maricopa Association of Governments and Valley Forward. Past development projects along the Grand Canal included a partnership with the Flood Control District of Maricopa County (FCDMC). There is currently an IGA in place with the Flood Control District of Maricopa County for the future trail development from SR101 to New River to Northern Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,901,621
Construction	$0	$0	$0	$0	$0	$5,433,202
Finance Charges	$0	$0	$0	$0	$0	$203,848
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$54,332
Equipment	$0	$0	$0	$0	$0	$68,245
Contingency	$0	$0	$0	$0	$0	$620,300
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,374,048**

Operating Description:

O and M includes one Service Worker II at $51,655 (FY2011 salary range). Supplies and contracts include $601 per acre x 20 acres. Utilities include maintenance of the lighting and other building maintenance related to a 1,000 sq ft restroom/storage. Building maintenance includes electrical maintenance of 50 low-level security lights in the neighborhood and community nodes. Building Maintenance includes four light poles at $144. PC/Vehicle Replacement includes $1,967 annually for a pick up truck, 5,000 miles x $0.18 for maintenance, and 5,000 miles x $0.20 for fuel. Landscape includes maintenance at $.0927 per sq ft x 871, 200 sq ft(area of trail system), and landscape water $.0495 sq ft x 871,200 sq ft. Water includes building water usage at $.157 per sq ft x 1000 sq ft. Refuse includes one container at $2,048 annually.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$327,461
Supplies/Contr	$0	$0	$0	$0	$0	$76,206
Utilities	$0	$0	$0	$0	$0	$12,680
Bldg. Maint.	$0	$0	$0	$0	$0	$27,894
Equip. Maint.	$0	$0	$0	$0	$0	$3,654
Insurance	$0	$0	$0	$0	$0	$4,057
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$23,800
Landscape	$0	$0	$0	$0	$0	$785,350
Water	$0	$0	$0	$0	$0	$995
Refuse	$0	$0	$0	$0	$0	$12,599
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,274,696**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2140 - Open Space/Trails Construction — Category: 20%

Project: **T1630 - Thunderbird Park Improvements (I)** **Funding Source:** General Obligation Bonds

Project Description:

Based on the Thunderbird Conservation Park Master Plan recommendations, items to be addressed include 1) continued repair and maintenance of trails; 2) removal of invasive plant species and revegetation of the park with native plants; 3) repair and upgrade existing park elements (ramadas, restrooms); 4) remove park elements (ramadas and restrooms)from wash located at 59th Avenue that will allow for restoration of the wildlife corridor and vegetation; and 5) installation of new park elements such as ramadas, restrooms and Ranger/Visitor building.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,141,304
Construction	$0	$0	$0	$0	$0	$3,260,869
Finance Charges	$0	$0	$0	$0	$0	$137,374
Engineering Charges	$0	$0	$0	$0	$0	$81,440
Arts	$0	$0	$0	$0	$0	$32,609
Equipment	$0	$0	$0	$0	$0	$19,565
Contingency	$0	$0	$0	$0	$0	$467,316
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,140,477**

Operating Description:

Staffing is a Service Worker II at $52,941 with benefits plus inflation, Supplies/Contracts is ramada cleaning contract at $3,000 per ramada (23) per year. Utilities at $2.06 sq ft X 2,000 sq ft plus inflation. Building Maintenance at $2.00 X 2,000 sq ft and 10 light poles at $144 each; insurance for new staff at $628 per yr; vehicle purchase and maintenance for 1/2 ton pickup; landscape maintenance at $601 per acre X 5 acres; building water $46 per month; refuse at $4,092 per year.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$308,250
Supplies/Contr	$0	$0	$0	$0	$0	$404,226
Utilities	$0	$0	$0	$0	$0	$18,025
Bldg. Maint.	$0	$0	$0	$0	$0	$31,675
Insurance	$0	$0	$0	$0	$0	$3,657
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$31,128
Landscape	$0	$0	$0	$0	$0	$15,025
Water	$0	$0	$0	$0	$0	$3,214
Refuse	$0	$0	$0	$0	$0	$23,825
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$839,025**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2140 - Open Space/Trails Construction — Category: 20%

Project: **70003 - City-Wide Trails System (N)** **Funding Source:** General Obligation Bonds

Project Description: This fund will implement recommendations for open space acquisition, trailhead land purchases, pedestrian, bicycle and equestrian paths and trails and connectivity between areas of interest citywide that accommodates future growth and user demands.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$5,696,250
Construction	$0	$0	$0	$0	$0	$16,275,000
Finance Charges	$0	$0	$0	$0	$0	$640,828
Engineering Charges	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$162,750
Equipment	$0	$0	$0	$0	$0	$19,001
Contingency	$0	$0	$0	$0	$0	$1,833,266
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$24,749,095**

Operating Description: Specific scope will determine the additional operations and maintenance costs which could 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 walkway lights. Staffing is a Service Worker II position with benefits. Other operating calculations have been based on 50 acres. Proposed 150 walkway lights at $144 each, utilities at $1,191 per acre plus inflation, supplies/contracts at $601 per acre plus inflation, landscape maintenance at $0.0927 per square foot, landscape water at $0.0495 square foot. plus inflation, vehicle replacement is for a compact pickup with maintenance.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$272,646
Supplies/Contr	$0	$0	$0	$0	$0	$185,788
Utilities	$0	$0	$0	$0	$0	$346,423
Bldg. Maint.	$0	$0	$0	$0	$0	$96,564
Equip. Maint.	$0	$0	$0	$0	$0	$21,600
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$31,984
Landscape	$0	$0	$0	$0	$0	$1,039,787
Water	$0	$0	$0	$0	$0	$555,220
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,550,012**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2140 - Open Space/Trails Construction — Category: 20%

Project: 70005 - West Valley Multi-Modal Corrid (N) **Funding Source:** General Obligation Bonds

Project Description: Multi-modal trail system along New River and Agua Fria River Corridor as per the Maricopa Association of Governments West Valley Rivers Trails Plan. The trail system will link with other trails in and around the City of Glendale connecting parks and other recreation facilities.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$540,555
Construction	$0	$0	$0	$0	$0	$1,544,414
Finance Charges	$0	$0	$0	$0	$0	$58,196
Engineering Charges	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$15,444
Contingency	$0	$0	$0	$0	$0	$177,089
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,390,698**

Operating Description: Supplies and contracts include $601x 10 acres. Building maintenance costs include 34 low-level security lights for rest nodes and trail at $75 per light and $13 per lamp for bulb replacement. Landscape includes maintenance of approximately 435,600 sq ft x $.0927per sq ft, water at $.0495 per sq ft x 435,600 sq ft, and ramada cleaning/maintenance at $4,000 per ramada x three ramadas. Water includes park without restroom (three drinking fountains) x $66.42 annually.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$38,097
Bldg. Maint.	$0	$0	$0	$0	$0	$18,968
Landscape	$0	$0	$0	$0	$0	$468,749
Water	$0	$0	$0	$0	$0	$1,263
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$527,077**

Project: T1600 - Multi-Use Bridge at 51st Ave. (N) **Funding Source:** General Obligation Bonds

Project Description: Pedestrian, bicycle and equestrian bridge to cross Arizona Canal on the south-west side of Thunderbird Paseo Linear Park and 51st Avenue to the south side of Cactus Road, to link neighborhoods to the Thunderbird Paseo Linear Park and Regional Sun Circle Trail. This bridge would be about 1/4 mile west of the Sunnyside Bridge and separated by 51st Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$73,551
Construction	$0	$0	$0	$0	$0	$294,206
Finance Charges	$0	$0	$0	$0	$0	$10,690
Engineering Charges	$0	$0	$0	$0	$0	$18,020
Arts	$0	$0	$0	$0	$0	$2,942
Contingency	$0	$0	$0	$0	$0	$31,953
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$431,362**

Operating Description: Supplies/Contract to clean, inspect and make any repairs to the bridge that are needed on an annual basis computed at $55.50 a linear foot. Building Maintenance is $2.00 sq ft X bridge surface (840 sq ft).

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$23,953
Bldg. Maint.	$0	$0	$0	$0	$0	$8,400
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$32,353**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2140 - Open Space/Trails Construction — Category: 20%

Project: T1610 - WARP - Trail System (N) **Funding Source:** General Obligation Bonds

Project Description: Develop and enhance approximately 2.5 miles of meandering trail system within the western area regional park. This project will link the existing Grand Canal Linear Park Trail and eliminate the need of crossing surface streets. Develop an Americans with Disabilities Act (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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,467,688
Construction	$0	$0	$0	$0	$0	$4,193,396
Finance Charges	$0	$0	$0	$0	$0	$167,801
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$41,934
Contingency	$0	$0	$0	$0	$0	$510,613
Miscellaneous/Other	$0	$0	$0	$0	$0	$419,339
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,893,271**

Operating Description: No additional O and M is needed at this time. Operating and maintenance costs are included in the Western Area Regional Park (2060-70532) operation budget.

Project: T1761 - New River Bike Trail (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a 1,500-foot long multiuse 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$40,000
Design	$0	$0	$0	$0	$0	$25,000
Construction	$0	$0	$0	$0	$0	$250,024
Finance Charges	$0	$0	$0	$0	$0	$9,185
Engineering Charges	$0	$0	$0	$0	$0	$13,476
Arts	$0	$0	$0	$0	$0	$2,500
Contingency	$0	$0	$0	$0	$0	$27,215
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$367,400**

Operating Description: O and M associated with 7-foot wide landscaped area along a 12,200-foot long multi-use pathway.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$14,618
Landscape	$0	$0	$0	$0	$0	$29,230
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$43,848**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PARKS
CONSTRUCTION FUND

Park projects are traditionally funded by a combination of park G.O. bonds and development impact fees. Due to the continued drop in secondary assessed valuation, the Parks Construction Fund will not receive new funding until FY 2014. However, there is carryover funding available for the redevelopment, renovation and improvement of existing parks and related facilities. Examples of this work include renovation, replacement or expansion of ramada areas, shade structures, playground facilities, sports courts, ball fields, turf and landscaping, irrigation systems, security lighting and landscaping.



Project Name: Parks Capital Equipment
Funding Source: G.O. Bond
Fund #: 2060
Project #: 70541

Project Name: Parks Redevelopment
Funding Source: G.O. Bond
Fund #: 2060
Project #: 70500
Picture Note: Butler Park



FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2060 - Parks Construction — Category: 20%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$3,948,651**	**$882,178**	**$884,295**	**$888,009**	**$831,023**	**$836,009**
Revenue								
	Bond Proceeds^		0	0	0	1,920,000	0	145,900,000
	G.O. Bond Investment Revenue		1,233	3,529	6,190	8,569	8,310	20,687
Total Revenue:			1,233	3,529	6,190	1,928,569	8,310	145,920,687
Non-Capital Expenses								
	Advisor Fees		6,857	1,412	2,476	3,428	3,324	8,275
Total Non-Capital Expenses:			6,857	1,412	2,476	3,428	3,324	8,275
Capital Project Expenses		Carryover	New Funding					
Existing Assets								
Improvement of Existing Assets								
70502	Orangewood Community Park	0	0	0	0	0	0	4,600,558
70503	Rose Lane Rec. Center Developm	0	0	0	0	0	0	16,351,531
70506	63rd & Northern Park Dev.	0	0	0	0	0	0	2,200,423
70509	Manistee Ranch Development	0	0	0	0	0	0	173,801
70510	Park Enhancements	74,909	0	0	0	248,322	0	8,235,444
70512	Facilities Renovation	21,744	0	0	0	231,015	0	2,725,608
70514	O'Neil Center Expansion	0	0	0	0	0	0	4,819,952
70515	T-Bird Park Improvements	181,277	0	0	0	0	0	2,906,148
70520	Sahuaro Ranch Park Improv.	1,920,100	0	0	0	0	0	0
70523	79th/Orangewood	0	0	0	0	0	0	991,746
70532	Western Area Regional Park	0	0	0	0	0	0	14,738,305
70535	Paseo Racquet Center Park	0	0	0	0	0	0	3,347,698
70540	Grounds & Facilities Imprvmnts	11,665	0	0	0	0	0	0
T1710	Adult Center Expansion	0	0	0	0	0	0	9,412,937
Replacement of Existing Assets								
70500	Parks Redevelopment	490,423	0	0	0	1,502,790	0	26,046,679
70504	Foothills Center Restoration	0	0	0	0	0	0	1,896,837
70526	Soccer Lights	0	0	0	0	0	0	3,282,998
70541	Parks Capital Equipment	97,000	0	0	0	0	0	500,000
70542	Parks Master Plan	131,021	0	0	0	0	0	0
T1712	Aquatic Facility Restoration	0	0	0	0	0	0	7,269,958
Sub-Total - Existing Assets		*2,928,139*	*0*	*0*	*0*	*1,982,127*	*0*	*109,500,623*
New Assets								
70525	Barnyard Additions	132,710	0	0	0	0	0	0
70527	West Area Pool	0	0	0	0	0	0	10,487,209
70528	Family Recreation Center-West	0	0	0	0	0	0	25,284,065

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2060 - Parks Construction — Category: 20%

		FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
70531 Sahuaro Ranch Visitor Ctr.	0	0	0	0	0	0	1,472,638
Sub-Total - New Assets	*132,710*	*0*	*0*	*0*	*0*	*0*	*37,243,912*
Total Capital Project Expenses:	3,060,849	0	0	0	1,982,127	0	146,744,535
Total FY 2011 Funding:		3,060,849					
Estimated Ending Balance:		**$882,178**	**$884,295**	**$888,009**	**$831,023**	**$836,009**	**$3,886**

*New Project

^Will require additional voter authorization in last 5 years of the plan.

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70502 - Orangewood Community Park (I) **Funding Source:** General Obligation Bonds

Project Description:

Continued development of the 40+ acre Orangewood Community Park at 71st and Orangewood Avenues. This phase includes the construction of additional lighted multi-use fields, bleachers, new restroom, control building, final half street improvements, and other park amenities that are typically associated with community parks. Once completed, the multi-use complex will feature soccer/football fields, sports lights, restroom, playground, picnic facility, parking, and sport courts w/lights.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$510,390
Construction	$0	$0	$0	$0	$0	$3,400,608
Finance Charges	$0	$0	$0	$0	$0	$108,940
IT/Phone/Security	$0	$0	$0	$0	$0	$100,000
Engineering Charges	$0	$0	$0	$0	$0	$72,353
Arts	$0	$0	$0	$0	$0	$34,006
Equipment	$0	$0	$0	$0	$0	$34,001
Contingency	$0	$0	$0	$0	$0	$340,260
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,600,558**

Operating Description:

Staffing - 1 Service Worker II at $51,654 per position (includes benefits) and one Building Maintenance Worker at $56,942 (includes benefits). Supplies/Contracts include $601 per acre x 20 acres. Utilities includes $2.25 per sq ft x 2,000 sq ft for the control building electrical cost. Building Maintenance costs include lights for three soccer fields x $16,000 per field, and three soccer fields x $3,166 per field for lamp replacement. Forty additional low level security lights will be maintained x $75 per fixture, $13 for lamp replacement per fixture, $4.60 per sq ft to maintain the plumbing in 800 sq ft restroom, HVAC and maintenance is $2.50 per sq ft x 1,200 sq ft control building, $2.07 per sq ft x 1,200 sq ft control building for custodial service, and $3.60 per sq ft for plumbing maintenance of the control building. Insurance is $610 per new employee. Electrical includes security monitoring system at $600 per year. PC/Vehicle Replacement includes a $1,967 per year for vehicle replacement fund, 8,000 miles x $.018 for maintenance cost, and 8,000 miles x $.020 for fuel cost. Computer replacement for a lap top at $640, printer replacement $1053. Landscape is calculated at 871,200 sq ft x .0927 and landscape water at 871,200 sq ft x .0495. Water is calculated at 2000 sq ft x $.157. Refuse includes a 6-yard container x 3 pick-ups per week. Landscape operating costs are based on 871,200 sq ft x $0.0927and landscape water is based on 871,200 sq ft x $0.495. Refuse is calculated at $2,047 per container annually x 2 containers

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$688,431
Supplies/Contr	$0	$0	$0	$0	$0	$76,206
Utilities	$0	$0	$0	$0	$0	$28,525
Bldg. Maint.	$0	$0	$0	$0	$0	$455,340
Insurance	$0	$0	$0	$0	$0	$7,736
Electrical	$0	$0	$0	$0	$0	$3,799
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$41,237
Landscape	$0	$0	$0	$0	$0	$785,350
Water	$0	$0	$0	$0	$0	$1,991
Refuse	$0	$0	$0	$0	$0	$25,204
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,113,819**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70503 - Rose Lane Rec. Center Developm (I) **Funding Source:** General Obligation Bonds

Project Description: Renovation and expansion of the existing community center from 5,000 sq ft to 35,000 sq ft. Conversion of existing recreation building into a multi-purpose recreation center as recommended in the 2002 Parks and Recreation Master Plan. Renovations include parking, gymnasium, infrastructure, flooring, equipment, kitchen, activity rooms, meeting rooms, and furnishings.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$3,221,750
Construction	$0	$0	$0	$0	$0	$9,208,000
Finance Charges	$0	$0	$0	$0	$0	$397,364
IT/Phone/Security	$0	$0	$0	$0	$0	$200,000
Engineering Charges	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$92,080
Equipment	$0	$0	$0	$0	$0	$930,800
Contingency	$0	$0	$0	$0	$0	$2,132,808
Miscellaneous/Other	$0	$0	$0	$0	$0	$53,729
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,351,531**

Operating Description: O and M includes staffing two Senior Recreation Coordinator - $76,246, one Clerical staff - $47,487, three Recreation Programmers - $53,868, one Service Worker II - $51,654, and one Service Worker III - $58,672 (all FTE positions include benefits), and 5 PT Rec. Leader II's at $45,905 each. Supplies and Contracts at 30,000 sq ft x $2.25. Utilities includes electricity at $2.25 per sq ft x 30,000 sq ft. Building maintenance includes HVAC at $2.50 per sq ft x 30,000 sq ft, custodial services at $2.07 per sq ft x 30,000 sq ft, and plumbing maintenance at $4.60 per sq ft x 30,000 sq ft. Insurance is $610 x the number of staff. Fire alarm is $600 per year. PC/Vehicle replacement includes $1,967 per vehicle (truck) for fuel costs, 8,000 miles x $0.18 for maintenance, 8,000 miles x $0.20 for fuel costs, PC replacement cost of eight computers x $664, and 8 printers x $1,053 per year. Building water is 30,000 sq ft x $0.157. Refuse is based on a two 6-yard container x 3 pick-ups per week at $2,047 each.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$2,859,506
Supplies/Contr	$0	$0	$0	$0	$0	$427,904
Utilities	$0	$0	$0	$0	$0	$427,904
Bldg. Maint.	$0	$0	$0	$0	$0	$1,692,554
Insurance	$0	$0	$0	$0	$0	$61,874
Electrical	$0	$0	$0	$0	$0	$3,799
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$112,896
Water	$0	$0	$0	$0	$0	$29,860
Refuse	$0	$0	$0	$0	$0	$25,198
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,641,495**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: **70506 - 63rd & Northern Park Dev. (I)** **Funding Source:** General Obligation Bonds

Project Description: Proposed improvements include completing park construction to include a looped concrete pathway/trail, restroom, native grass, landscaping and low flow crossing. Phase I of the community park included playground, ramada, open turf area, parking, landscaping and meandering multi-use path.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$89,944
Construction	$0	$0	$0	$0	$0	$1,823,082
Finance Charges	$0	$0	$0	$0	$0	$53,564
Engineering Charges	$0	$0	$0	$0	$0	$52,608
Arts	$0	$0	$0	$0	$0	$18,231
Contingency	$0	$0	$0	$0	$0	$162,994
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,200,423**

Operating Description: Supplies and Contracts: $601 x 30 acres for supplies and contracts and $6,600 for restroom cleaning. Utilities: $2.25 x 800 sq ft for restroom electricity. Building Maintenance includes electrical for 40 additional low-level security lights at $75 per light and $13 for lamp replacement x 40 lamps and plumbing at $4.60 x 800 sq ft. Since most of the area will be designed with native grasses, the cost of maintaining the facility will be less than a typical community park. As a result, Landscape Maintenance and Landscape Water are calculated at half the normal rate. Landscape Maintenance is 1,306,800 sq ft x $0.04635 per sq ft, landscape water is 1,306,800 sq ft x $0.02475 per sq ft . Water would include 800 sq ft restroom x $0.157 per sq ft, and one drinking fountain x $60.39 each. Refuse include one container for the entire site at $2,047

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$151,591
Utilities	$0	$0	$0	$0	$0	$11,405
Bldg. Maint.	$0	$0	$0	$0	$0	$44,314
Landscape	$0	$0	$0	$0	$0	$589,010
Water	$0	$0	$0	$0	$0	$8,798
Refuse	$0	$0	$0	$0	$0	$12,599
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$817,717**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: **70509 - Manistee Ranch Development (I)** **Funding Source:** General Obligation Bonds

Project Description: Enhance various aspects of the historical area that would improve the aesthetics and functionality of Manistee Ranch Historical site. This may include additional lighting, enhanced pathways, and/or landscape improvements.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$18,840
Construction	$0	$0	$0	$0	$0	$125,600
Finance Charges	$0	$0	$0	$0	$0	$4,231
Engineering Charges	$0	$0	$0	$0	$0	$11,000
Arts	$0	$0	$0	$0	$0	$1,256
Contingency	$0	$0	$0	$0	$0	$12,874
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$173,801**

Operating Description: Additional low level security includes 30 low level security lights x $75, and $13 per light for bulb replacement.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Bldg. Maint.	$0	$0	$0	$0	$0	$16,734
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,734**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70510 - Park Enhancements (I) **Funding Source:** General Obligation Bonds

Project Description:

Ongoing park enhancements are vital in the City's effort to improve and enhance park functionality and appeal. Staff continually assesses park amenities and infrastructure, and strives to meet the demands park users place on park land. Park enhancements focus on a variety of elements and amenities within the existing park setting, and can be urgent in nature or planned. Typical park enhancements include new sport courts, resurface sport courts, additional low-level security lighting, picnic areas, adding or replacing picnic benches, Americans with Disabilities Act (ADA) play surface for playgrounds, shade structures, landscape, and other amenities added to existing park sites. Ongoing enhancements typically address service gaps in the level of service requirements outlined in the Parks and Recreation Master Plan.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$20,505	$0	$1,046,797
Construction	$0	$0	$0	$198,595	$0	$5,978,652
Finance Charges	$0	$0	$0	$6,044	$0	$200,473
Engineering Charges	$0	$0	$0	$2,798	$0	$89,702
Arts	$0	$0	$0	$1,986	$0	$59,787
Equipment	$0	$0	$0	$0	$0	$250,000
Contingency	$0	$0	$0	$18,394	$0	$610,033
Sub-Total New Funding	$0	$0	$0	$248,322	$0	$8,235,444
FY 2011 Carryover	$74,909	$0	$0	$0	$0	$0
TOTAL	**$74,909**	**$0**	**$0**	**$248,322**	**$0**	**$8,235,444**

Operating Description:

In most cases, park enhancements will have little or no impact on the O and M. In fact, in many cases the enhancements allow for a more efficient operation of infrastructure and amenities. O and M will be impacted when additional amenities are introduced to the park, such as ramadas, additional low level lighting, etc. Supplies/contracts include $601 x 4 acre. Building Maintenance includes an average of 10 additional low level security lighting x $75 for electricity, and $13 per lamp for replacement. Landscape maintenance $0.0927 per x 43,560 sq ft, and landscape water at $0.0495 per sq ft x 43,560 sq ft. O and M in FY2015-2019 was calculated by using the same formula x 5 years.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$15,242
Supplies/Contr	$0	$0	$0	$2,706	$2,787	$15,242
Utilities	$0	$0	$0	$0	$0	$5,579
Bldg. Maint.	$0	$0	$0	$990	$1,020	$5,574
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$39,267
Landscape	$0	$0	$0	$6,971	$7,180	$39,262
TOTAL	**$0**	**$0**	**$0**	**$10,667**	**$10,987**	**$120,166**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70512 - Facilities Renovation (I) **Funding Source:** General Obligation Bonds

Project Description: Renovations address planned and/or unexpected restoration improvements at existing park and recreation buildings, centers, ball field complex sites, group ramada pavilions, restrooms and tennis and golf complexes. Funds are used citywide to provide ongoing renovation to existing facilities. The specific facilities that receive assistance from this fund are targeted through an ongoing assessment and feedback from citizens and staff.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$196,555	$0	$2,220,000
Finance Charges	$0	$0	$0	$5,637	$0	$69,481
Engineering Charges	$0	$0	$0	$5,856	$0	$66,144
Arts	$0	$0	$0	$1,966	$0	$22,200
Equipment	$0	$0	$0	$0	$0	$100,000
Contingency	$0	$0	$0	$21,001	$0	$247,783
Sub-Total New Funding	$0	$0	$0	$231,015	$0	$2,725,608
FY 2011 Carryover	$21,744	$0	$0	$0	$0	$0
TOTAL	**$21,744**	**$0**	**$0**	**$231,015**	**$0**	**$2,725,608**

Operating Description: New O and M expenses are not usually encountered with restoration activities.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70514 - O'Neil Center Expansion (I) **Funding Source:** General Obligation Bonds

Project Description: The O'Neil Recreation Center expansion includes an additional 10,000 sq ft to accommodate the growing participation and need for recreation programming, which is supported by attendance and participation levels. This improvement is identified in the 2002 Parks and Recreation Master Plan.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$952,000
Construction	$0	$0	$0	$0	$0	$2,720,000
Finance Charges	$0	$0	$0	$0	$0	$117,131
IT/Phone/Security	$0	$0	$0	$0	$0	$35,000
Engineering Charges	$0	$0	$0	$0	$0	$67,932
Arts	$0	$0	$0	$0	$0	$27,200
Equipment	$0	$0	$0	$0	$0	$272,000
Contingency	$0	$0	$0	$0	$0	$628,689
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,819,952**

Operating Description: Staffing includes one Senior Recreation Coordinator $76,245 (benefits included) and five part-time Recreation Leaders at $45,000 annually. Utilities includes additional electrical for 10,000 sq ft x $2.25 per sq ft. Building Maintenance includes $2.50 per sq ft for operating and maintaining an additional 10,000 sq ft for HVAC, custodial service is $2.07 per sq ft x 10,000 sq ft, and plumbing maintenance is $4.60 per sq ft x $10,000 sq ft. Insurance is $970 x 1 additional staff. Electrical includes $2,400 annually for a fire alarm. PC/Vehicle Replacement includes three laptops x $640 and three color printers x $1053. Landscape maintenance and landscape water will not be impacted by the project expansion. Water include building water at $0.157 per sq ft x 10,000 sq ft. Refuse includes 6-yard container x 3 pick-ups per week at $2,047

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$768,618
Supplies/Contr	$0	$0	$0	$0	$0	$117,281
Utilities	$0	$0	$0	$0	$0	$142,635
Bldg. Maint.	$0	$0	$0	$0	$0	$564,390
Insurance	$0	$0	$0	$0	$0	$5,970
Electrical	$0	$0	$0	$0	$0	$15,217
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$31,278
Water	$0	$0	$0	$0	$0	$9,954
Refuse	$0	$0	$0	$0	$0	$12,599
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,667,942**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70515 - T-Bird Park Improvements (I) **Funding Source:** General Obligation Bonds

Project Description: Continue to implement the conservation park's Master Plan recommendations that include trail repairs and improvements, removal of invasive plant species and revegetation, signage upgrades, repairs or replacements to existing ramadas, picnic tables, grills, restrooms and other infrastructure. This funding also addresses the continuation of revegetation, as well as the installation of new park elements, such as a ranger and information facility, trail head improvements, ramadas and parking lot improvements.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$646,739
Construction	$0	$0	$0	$0	$0	$1,847,826
Finance Charges	$0	$0	$0	$0	$0	$73,910
Engineering Charges	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$18,478
Contingency	$0	$0	$0	$0	$0	$264,195
Sub-Total New Funding	$0	$0	$0	$0	$0	$2,906,148
FY 2011 Carryover	$181,277	$0	$0	$0	$0	$0
TOTAL	**$181,277**	**$0**	**$0**	**$0**	**$0**	**$2,906,148**

Operating Description: Improvements have O and M impact for two new 750 square feet restrooms with contracted cleaning at $2.00 per sq ft and associated utilities and supplies and a 1,500 sq ft Ranger/Information building. Improvements will require a Service Worker II at $52,940 with benefits, a Ranger with benefits at $50,736, contracted labor assistance at $25,000 per year, supplies are $20,000 a year; utilities at $2.06 per sq ft X 3,000 sq ft = $6,180; building maintenance at $2.00 X 3,000 sq ft = $6,000; equipment maintenance is for two added pole lights at $288 annually; insurance is for 2 new employees at $970 per person; refuse $341 per month, ramada cleaning at $3,000 each X 5 new ramadas, building water $46 per month; equipment replacement is a computer, printer purchase and their replacement cost.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$643,380
Supplies/Contr	$0	$0	$0	$0	$0	$135,000
Utilities	$0	$0	$0	$0	$0	$35,983
Bldg. Maint.	$0	$0	$0	$0	$0	$34,935
Equip. Maint.	$0	$0	$0	$0	$0	$1,440
Insurance	$0	$0	$0	$0	$0	$7,313
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$10,183
Landscape	$0	$0	$0	$0	$0	$36,717
Water	$0	$0	$0	$0	$0	$2,750
Refuse	$0	$0	$0	$0	$0	$23,825
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$931,526**

Project: 70520 - Sahuaro Ranch Park Improv. (I) **Funding Source:** General Obligation Bonds

Project Description: Renovation of aging infrastructure and amenities at regional sports complex and park. Examples of improvements will include new fencing , irrigation, scoreboards, park entry monuments, walkways, etc.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$1,920,100	$0	$0	$0	$0	$0
TOTAL	**$1,920,100**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: **70523 - 79th/Orangewood (I)** **Funding Source:** General Obligation Bonds

Project Description: Completes the development of a 10-acre neighborhood/school joint use park to serve a one-mile radius as per Glendale Elementary School District and Parks and Recreation Master Plan. Improvements include a looped pathway, low-level security lighting, ramadas, and landscape. Phase I development included approximately six acres, leaving approximately 3 to 4 undeveloped acres.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$220,690
Construction	$0	$0	$0	$0	$0	$630,544
Finance Charges	$0	$0	$0	$0	$0	$24,141
Engineering Charges	$0	$0	$0	$0	$0	$36,603
Arts	$0	$0	$0	$0	$0	$6,305
Contingency	$0	$0	$0	$0	$0	$73,463
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$991,746**

Operating Description: Supplies and contracts include three acres x $602 per acre. Park area lighting includes $88 per pole x 20 poles. Landscape maintenance include 130,680 sq ft x .0927 and landscape water includes 130,680 sq ft x .0495.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$11,435
Bldg. Maint.	$0	$0	$0	$0	$0	$11,155
Landscape	$0	$0	$0	$0	$0	$117,801
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$140,391**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70532 - Western Area Regional Park (I) **Funding Source:** General Obligation Bonds

Project Description:

Phased development of an 88 acre regional park and municipal campus. Include construction of an urban lake, turf and landscaping improvements, feeder stream through the park, irrigation adjacent to lake and stream, ramadas and picnic areas, sport courts, playground areas, baseball/softball complex, soccer fields, trail connections, and infrastructure for this phase. Developing the park amenities and infrastructure for this phase will help meet the recommended guidelines proposed in the park site master plan and the 2002 Parks and Recreation Department Master Plan.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,760,149
Construction	$0	$0	$0	$0	$0	$10,101,496
Finance Charges	$0	$0	$0	$0	$0	$358,770
IT/Phone/Security	$0	$0	$0	$0	$0	$200,000
Engineering Charges	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$101,015
Equipment	$0	$0	$0	$0	$0	$1,010,149
Contingency	$0	$0	$0	$0	$0	$1,091,726
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,738,305**

Operating Description:

O and M includes the addition of two Service Worker II's at $51,654 each (including benefits). Supplies and contracts include $601 x 50 acres. Utilities includes $2.25 per sq ft x 2000 sq ft control building in the softball complex. Building Maintenance includes $2.50 per sq ft for a 2,000 sq ft building, $4.60 per sq ft for the 2.000 sq ft building, $750 per sports court x two sport courts, $133 per court for light maintenance, $16,000 per sports field for lighting x 6, 3,166 for lamp replacement x 6, $75 per low-level security light x 250, $13 per low-level security light lamp replacement. Insurance reflects $970 per person. PC/Vehicle replacement includes $3,000 per phone x 6, $640 per lap top x 3, $1,053 per printer x 3, $1,967 for 1/2 ton pick up replacement charges, 8,000 miles x $0.18 for maintenance costs, 8,000 miles x $0.20 for fuel charges. Of the 50 + acres to be completed, approximately 34 acres (1,481,040 sq ft) will be landscaped. The remaining 16 acres will be hardscape. Landscape maintenance includes 1,481,040 sq ft x $0.0927 and landscape water 1,481,040 sq ft x $0.016335 (SRP water). Building water at $0.157 per sq ft x 2,000. Refuse include five containers located throughout the park at $2,047 per year.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$654,916
Supplies/Contr	$0	$0	$0	$0	$0	$190,496
Utilities	$0	$0	$0	$0	$0	$28,525
Bldg. Maint.	$0	$0	$0	$0	$0	$941,442
Equip. Maint.	$0	$0	$0	$0	$0	$91,285
Insurance	$0	$0	$0	$0	$0	$11,940
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$172,862
Landscape	$0	$0	$0	$0	$0	$1,087,104
Water	$0	$0	$0	$0	$0	$1,991
Refuse	$0	$0	$0	$0	$0	$62,994
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,243,555**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70535 - Paseo Racquet Center Park (I) **Funding Source:** General Obligation Bonds

Project Description: The project includes installation of 12,500 sq ft of spectator seating at the Paseo ball fields, partial removal of landscape, addition of concrete surfacing, improvements to the lighting system and the restroom and concessions building, necessary maintenance repairs to the racquet center that include court resurfacing, lighting, fencing and building restoration and improvements per the approved agreement with lessee.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$760,870
Construction	$0	$0	$0	$0	$0	$2,173,913
Finance Charges	$0	$0	$0	$0	$0	$88,198
Engineering Charges	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$21,739
Contingency	$0	$0	$0	$0	$0	$247,978
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,347,698**

Operating Description: No additional O and M is needed.

Project: 70540 - Grounds & Facilities Imprvmnts (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$11,665	$0	$0	$0	$0	$0
TOTAL	**$11,665**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: T1710 - Adult Center Expansion (I) **Funding Source:** General Obligation Bonds

Project Description: Improvements to the 17,000 sq ft of unfinished interior space on the 2nd level of the Adult Center. Expansion will help meet the needs for additional programming to accommodate anticipated future growth in use of the facility.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,909,950
Construction	$0	$0	$0	$0	$0	$5,457,000
Finance Charges	$0	$0	$0	$0	$0	$235,308
IT/Phone/Security	$0	$0	$0	$0	$0	$107,853
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$54,570
Equipment	$0	$0	$0	$0	$0	$700,034
Contingency	$0	$0	$0	$0	$0	$855,722
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,412,937**

Operating Description: Staffing includes 1 Senior Recreation Coordinator at $78,240 including benefits, 1 Recreation Programmer at $55,218 including benefits, 1 FTE Office Support Supervisor at $71,618 including benefits, 1 Custodian with benefits at $42,981, (2)19 hour Recreation Programmers at $55,218 with benefits. Supplies and contracts include $2.00 per sq ft x 17,000 sq ft. Utilities include the cost of electricity at $2.15 x 17,000 sq ft. Building Maintenance includes HVAC maintenance at $2.00 x 17,000 sq ft; custodial services at $2.07; Insurance is 5 employees x $628 plus inflation, per employee. Electrical is $100 additional monthly security monitoring; PC/Vehicle Replacement includes purchase of 5 PC's at $2,168 each and 3 color printers at $4,211 each. Replacement costs are $540 per yr. for computers and $1,053 for printers. Building water is $0.157 per sq ft x 17,000 sq ft . All are factored at 3% inflation per year.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$1,765,826
Supplies/Contr	$0	$0	$0	$0	$0	$197,966
Utilities	$0	$0	$0	$0	$0	$212,813
Bldg. Maint.	$0	$0	$0	$0	$0	$603,557
Equip. Maint.	$0	$0	$0	$0	$0	$30,916
Insurance	$0	$0	$0	$0	$0	$19,161
Electrical	$0	$0	$0	$0	$0	$7,200
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$61,449
Water	$0	$0	$0	$0	$0	$15,540
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,914,428**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: **70500 - Parks Redevelopment (R)** **Funding Source:** General Obligation Bonds

Project Description:

This project is designed as a proactive focus for revitalizing parks currently in the City's inventory that are beginning or have shown signs of deteriorating infrastructure, amenities, and/or landscape. The purpose of the redevelopment process is to heighten or restore the overall functionality of the park for the users, while at the same time enhancing the operating efficiency. As in the past, staff identify strategies that are designed to revive the park's existing strengths and develop new or enhanced functions of the park. Development strategies, service gaps and needs are identified and addressed during the design and construction phase. Depending on the park category, location, size, and level of service, each requires a distinct level of funding to address an assortment of services or operational improvements.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$271,958	$0	$6,011,989
Construction	$0	$0	$0	$1,062,738	$0	$17,177,113
Finance Charges	$0	$0	$0	$39,509	$0	$641,062
Engineering Charges	$0	$0	$0	$6,640	$0	$115,360
Arts	$0	$0	$0	$10,627	$0	$171,771
Contingency	$0	$0	$0	$111,318	$0	$1,929,384
Sub-Total New Funding	$0	$0	$0	$1,502,790	$0	$26,046,679
FY 2011 Carryover	$490,423	$0	$0	$0	$0	$0
TOTAL	**$490,423**	**$0**	**$0**	**$1,502,790**	**$0**	**$26,046,679**

Operating Description:

Supplies and contracts are based on 10 acres x $601 per acre. Building Maintenance includes an additional 30, low-level park lighting at $88 per pole. Landscape maintenance costs are calculated at 435,600 sq ft x $.0927 and landscape water is calculated at 435,600 sq ft x $.0495. Water would include the addition of 40 drinking fountains at $66 each.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$38,097
Bldg. Maint.	$0	$0	$0	$0	$0	$23,070
Landscape	$0	$0	$0	$0	$0	$392,664
Water	$0	$0	$0	$0	$0	$16,734
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$470,565**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70504 - Foothills Center Restoration (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement of recreation center equipment and renovation of the facility. Replacement of fitness room equipment, existing audio/visual equipment, carpeting, room dividers, window blinds and other items due to normal wear and tear.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$189,625
Construction	$0	$0	$0	$0	$0	$758,500
Finance Charges	$0	$0	$0	$0	$0	$44,852
IT/Phone/Security	$0	$0	$0	$0	$0	$80,500
Engineering Charges	$0	$0	$0	$0	$0	$40,769
Arts	$0	$0	$0	$0	$0	$7,585
Equipment	$0	$0	$0	$0	$0	$634,500
Contingency	$0	$0	$0	$0	$0	$140,506
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,896,837**

Operating Description: No additional O and M is needed.

Project: 70526 - Soccer Lights (R) **Funding Source:** General Obligation Bonds

Project Description: Renovation or replacement of existing sports lights that have illumination depreciation or no longer meet the acceptable and/or safe levels of illumination. This will also fund installation of additional athletic field lighting in the City to address user demand.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$700,000
Construction	$0	$0	$0	$0	$0	$2,000,000
Finance Charges	$0	$0	$0	$0	$0	$79,781
Engineering Charges	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$20,000
Contingency	$0	$0	$0	$0	$0	$428,217
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,282,998**

Operating Description: O and M cost is based on six multi-use fields with new lighting. Building maintenance costs include electrical at $16,000 per field and lamp replacement at $3,166 per field. $3,000 for sinking fund for repair and renovation per IGA.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Bldg. Maint.	$0	$0	$0	$0	$0	$781,628
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$781,628**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70541 - Parks Capital Equipment (R) **Funding Source:** General Obligation Bonds

Project Description: Replace old, outdated equipment such as mowers, trailers, utility vehicles, ball field preperation machines and pick-up trucks that are inefficient for parks and maintenance of city green spaces.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$12,500
Equipment	$0	$0	$0	$0	$0	$487,500
Sub-Total New Funding	$0	$0	$0	$0	$0	$500,000
FY 2011 Carryover	$97,000	$0	$0	$0	$0	$0
TOTAL	**$97,000**	**$0**	**$0**	**$0**	**$0**	**$500,000**

Operating Description: Equipment Maintenance expenses are for 5 years of maintenance expenses for 2 mowers, 2 trailers, 2 ball field prep. machines and 2 pick-up trucks. Vehicle Replacement amount accounts for all eight pieces of equipment amortized over 10 years and budgeted for 5 years.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$0	$0	$0	$0	$0	$100,939
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$243,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$344,439**

Project: 70542 - Parks Master Plan (R) **Funding Source:** General Obligation Bonds

Project Description: The city seeks an updated Parks and Recreation Master Plan document that is concise, performance measurement based, user friendly and visionary with regards to the health and vibrancy of the city, its commercial areas and its neighborhoods.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$131,021	$0	$0	$0	$0	$0
TOTAL	**$131,021**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: T1712 - Aquatic Facility Restoration (R) **Funding Source:** General Obligation Bonds

Project Description: The renovation and restoration of existing swimming pools. There are eight pools that require annual attention. Typical repair projects at each pool include replastering of the water vessels, patching and repairs to the pool decking, replacement of shade canopies, pool pumps and other equipment, and compliance requirements with Maricopa County Environmental Services Health Code.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,350,822
Construction	$0	$0	$0	$0	$0	$4,650,207
Finance Charges	$0	$0	$0	$0	$0	$181,672
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$46,502
Contingency	$0	$0	$0	$0	$0	$948,255
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,269,958**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: **70525 - Barnyard Additions (N)** **Funding Source:** General Obligation Bonds

Project Description: Purchase, construction and installation of a 1,200 sq ft prefabricated building to be placed in the historical area of Sahuaro Ranch Park. The primary function of the climate controlled building is to store historic museum collections and artifacts. It will also be use for special events, retreats and corporate meetings.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$132,710	$0	$0	$0	$0	$0
TOTAL	**$132,710**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: If the structure is equipped with HVAC and electrical outlets, the O and M includes $2.50 x 1,200 sq ft for HVAC and $2.25 x 1,200 sq ft for electrical use.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Bldg. Maint.	$3,000	$3,090	$3,183	$3,278	$3,377	$18,464
Electrical	$2,700	$2,781	$2,864	$2,950	$3,039	$16,618
TOTAL	**$5,700**	**$5,871**	**$6,047**	**$6,228**	**$6,416**	**$35,082**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70527 - West Area Pool (N) **Funding Source:** General Obligation Bonds

Project Description: Construction of a new aquatic center to accommodate growth in the western area of the city. Design and construction of a zero depth swimming pool with children's play features, 25 yard competitive swimming pool, dive well, waterslides, action river, lighting, decking, a bath house and a parking lot.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$2,116,595
Construction	$0	$0	$0	$0	$0	$7,149,660
Finance Charges	$0	$0	$0	$0	$0	$255,287
IT/Phone/Security	$0	$0	$0	$0	$0	$24,840
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$71,497
Contingency	$0	$0	$0	$0	$0	$776,830
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,487,209**

Operating Description: FTE Programmer = $53,868. FTE Service Worker III = 58,672. Hourly staffing = $210,472, 1 pool manager @ $6,883, 2 assistant pool managers @ $6,024, 3 cashiers @ $3,619, 36 lifeguards @ $5,019. Water = $10,000,Pool Maintenance = $10,000. Pool Chemicals = $18,000. Landscape Maintenance= 111,111 sq ft x .18 = $20,000. Electricity = $33,949. Natural Gas = $45,000. Maintenance = $14,853. Aquatic Supplies = $27,741, Line Supplies = $70,800, Equipment Repair & Fuel = $9,500, Vehicle Replacement = $1,967 for a 1/2 ton pick up, two PC's x $540, 2 new PC's, $1,500 for 2 new telephone lines, $1,500 x 1 new fax line, access to the city network. Computer applications that are needed are consistent with other Recreation centers, including Microsoft applications & Rectrac.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$2,549,461
Supplies/Contr	$0	$0	$0	$0	$0	$998,766
Utilities	$0	$0	$0	$0	$0	$355,175
Bldg. Maint.	$0	$0	$0	$0	$0	$117,229
Equip. Maint.	$0	$0	$0	$0	$0	$74,987
Insurance	$0	$0	$0	$0	$0	$11,940
Electrical	$0	$0	$0	$0	$0	$267,953
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$15,633
Landscape	$0	$0	$0	$0	$0	$157,857
Water	$0	$0	$0	$0	$0	$78,929
Refuse	$0	$0	$0	$0	$0	$23,778
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,651,708**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: **70528 - Family Recreation Center-West (N)** **Funding Source:** General Obligation Bonds

Project Description:

Development of a multi-generation recreation center that targets a diverse demographic. The construction of the 70,000 sq ft family recreation center would provide a 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. Project addresses the Parks and Recreation Master Plan recommendation to develop a multi-generation recreation centers that target a diverse demographic.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$5,271,175
Construction	$0	$0	$0	$0	$0	$15,060,500
Finance Charges	$0	$0	$0	$0	$0	$615,184
IT/Phone/Security	$0	$0	$0	$0	$0	$260,000
Engineering Charges	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$150,605
Equipment	$0	$0	$0	$0	$0	$1,506,050
Contingency	$0	$0	$0	$0	$0	$2,298,551
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,284,065**

Operating Description:

Staffing includes one Recreation Manager - $83,343, one Office Support Supervisor - $61,257, three Senior Recreation Coordinator - $69,808, two Clerical staff - $47,487, three Recreation Programmers - $53,868, one Service Worker II - $51,654, and one Service Worker III - $58,672, two Building Maintenance Workers at $58,672 (all FTE positions include benefits), and 10 PT Rec. Programmer's at $20,328 each. Supplies/Contracts include $2.25 sq ft x 70,000 sq ft facility. Utilities include $2.25 sq ft for electricity x 70,000 sq ft. Building maintenance includes HVAC at $2.50 sq ft x 70,000 sq ft, custodial services are $2.07 per sq ft x 70,000, plumbing costs are $4.60 per sq ft x 70,000 sq ft. Insurance includes $970 x 14 employees. Electrical includes fire alarm system at $150 per month, which includes the monitoring subscription dedicated phone lines. PC/Vehicle replacement includes vehicle replacement at $1,967 x 3, maintenance cost at 8,000 miles per vehicle x 3 x .18 per mile , fuel cost at 8,000 miles per vehicle 3 x .20 per mile. PC replacement cost of $540 x 8 per year and printer at $1053 x 8 per year. Landscape maintenance and water costs are located in project 2060-70532. Refuse includes two 6-yard containers x 3 pick-ups per week @ $2047.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$5,633,142
Supplies/Contr	$0	$0	$0	$0	$0	$998,451
Utilities	$0	$0	$0	$0	$0	$998,451
Bldg. Maint.	$0	$0	$0	$0	$0	$4,042,165
Insurance	$0	$0	$0	$0	$0	$83,581
Electrical	$0	$0	$0	$0	$0	$11,405
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$160,465
Water	$0	$0	$0	$0	$0	$67,641
Refuse	$0	$0	$0	$0	$0	$25,198
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,020,499**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2060 - Parks Construction — Category: 20%

Project: 70531 - Sahuaro Ranch Visitor Ctr. (N) **Funding Source:** General Obligation Bonds

Project Description: Construction of a visitor center that will serve as a customer service point of contact for the Sahuaro Ranch Park historical area and information for the rest of the park areas. Building will include display areas, meeting rooms, restrooms and display areas.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$158,182
Construction	$0	$0	$0	$0	$0	$925,000
Finance Charges	$0	$0	$0	$0	$0	$35,830
IT/Phone/Security	$0	$0	$0	$0	$0	$75,000
Engineering Charges	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$9,250
Equipment	$0	$0	$0	$0	$0	$92,500
Contingency	$0	$0	$0	$0	$0	$133,876
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,472,638**

Operating Description: Staffing includes one Office Support Supervisor at $62,256 and (benefits included) and two part-time hourly staff at $15,000 each annually. Supplies and contracts include $2.25 per sq ft x 5,000 sq ft. Utilities include the cost for electricity at $2.25 per sq ft x 5,000. Building Maintenance includes maintenance of the HVAC at $2.50 per sq ft x 5,000 sq ft, custodial services at $2.07 per sq ft x 5,000 sq ft, and plumbing at $4.60 per sq ft x 5,000 sq ft. Insurance is $970 x per staff member. Electrical includes $10,000 security alarm system and $10,000 for fire alarm system. PC/Vehicle Replacement includes three computer lap tops x $640 three printers x $1,053, $3,000 for telephones (6), $1,500 for wireless service, and $75,000 audio and visual. Landscape maintenance and landscape water preexisting, consequently, the new facility would not incur new landscape water and landscape maintenance O and M expenses. Water includes building water usage at 5,000 sq ft x .157 per sq ft.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$584,845
Supplies/Contr	$0	$0	$0	$0	$0	$71,318
Utilities	$0	$0	$0	$0	$0	$71,318
Bldg. Maint.	$0	$0	$0	$0	$0	$282,195
Insurance	$0	$0	$0	$0	$0	$5,970
Electrical	$0	$0	$0	$0	$0	$126,786
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$58,956
Water	$0	$0	$0	$0	$0	$4,975
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,206,363**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

LIBRARY
CONSTRUCTION FUND

The continued decline in Glendale's secondary assessed required the Western Area Library originally planned for FY 2009 and FY 2010 to remain in the fifth year of the CIP plan in FY 2015. The renovation of the three existing library facilities is planned for the last five years of the capital program.



Project Name: Int. Renovation-Main, VT, FH
Funding Source: G.O. Bond
Fund #: 2160
Project #: T2810
Picture Note: Foothills Branch Library above, Main Library Below



FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2160 - Library Construction — Category: 6%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$0**	**$0**	**$0**	**$0**	**$0**	**$230,577**
Revenue								
Bond Proceeds^			0	0	0	0	17,096,000	22,275,000
G.O. Bond Investment Revenue			0	0	0	0	0	5,702
Total Revenue:			0	0	0	0	17,096,000	22,280,702
Non-Capital Expenses								
Advisor Fees			0	0	0	0	0	2,281
Total Non-Capital Expenses:			0	0	0	0	0	2,281
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
T2810 Int. Renovation-Main, VT, FH	0	0	0	0	0	0	0	12,270,716
T2812 Expansion-Library Facilities	0	0	0	0	0	0	0	10,237,375
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*22,508,091*
New Assets								
74000 West Branch Library	0	0	0	0	0	0	16,865,423	0
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*16,865,423*	*0*
Total Capital Project Expenses:	0	0	0	0	0	0	16,865,423	22,508,091
Total FY 2011 Funding:			0					
Estimated Ending Balance:			**$0**	**$0**	**$0**	**$0**	**$230,577**	**$907**

*New Project

^Will require additional voter authorization in last 5 years of the plan.

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2160 - Library Construction — Category: 6%

Project: T2810 - Int. Renovation-Main, VT, FH (I) **Funding Source:** General Obligation Bonds

Project Description: This project includes renovating and updating interior spaces at Velma Teague, Foothills and the Main Library, including shelving, tables, chairs and other furnishings. It also includes upgrading the security camera systems at the libraries. This upgrade would provide for a greater number of cameras both inside and outside of the facilities and will provide higher quality images than currently available with our existing equipment.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$298,279
Equipment	$0	$0	$0	$0	$0	$11,931,150
Miscellaneous/Other	$0	$0	$0	$0	$0	$41,287
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,270,716**

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

Project: T2812 - Expansion-Library Facilities (I) **Funding Source:** General Obligation Bonds

Project Description: This request is for expansion of space for meeting rooms, technical services, youth, adult services and the lobby of the Main Library. Also includes adding meeting room space at the Velma Teague Branch.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$0	$9,775,242
Finance Charges	$0	$0	$0	$0	$0	$244,381
Engineering Charges	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$97,752
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,237,375**

Operating Description: Includes added electricity for expanded areas and staffing for additional programming. Staffing includes one additional Librarian I at Main, two additional Librarian I's at Velma Teague and four part-time temporary employees.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$232,275
Utilities	$0	$0	$0	$0	$0	$49,198
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$281,473**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2160 - Library Construction — Category: 6%

Project: 74000 - West Branch Library (N) **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 7 acres of land at the Western Area Regional Facility site at 83rd Avenue and Bethany Home Road. This project is being funded by a combination of Library Bonds and Development Impact Fees. The total project cost is estimated at $20,427,470 in FY 2015. A total of $16,865,423 in bonds will be needed for this project. The remaining funding is budgeted using carryover from Development Impact Fee accounts 1380-74250 ($1,608,951) and 1500-74750 ($1,953,096). The design of the building is complete and has been paid from DIF Account 1380-74250.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$13,108,413	$0
Finance Charges	$0	$0	$0	$0	$411,352	$0
IT/Phone/Security	$0	$0	$0	$0	$440,000	$0
Engineering Charges	$0	$0	$0	$0	$135,000	$0
Arts	$0	$0	$0	$0	$131,084	$0
Equipment	$0	$0	$0	$0	$1,000,000	$0
Contingency	$0	$0	$0	$0	$1,533,220	$0
Miscellaneous/Other	$0	$0	$0	$0	$106,354	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$16,865,423**	**$0**

Operating Description:

New staffing includes a branch manager, two Librarian IIIs, 7 Librarian I's, a Library Operations Supervisor, 4 Library Assistant IIIs, a Library Assistant II, a Library Assistant I, 2.5 Public Service Assistants, 0.5 Courier, 0.5 Office Assistant, a PC Support Specialist II, a Security Officer and a Building Maintenance Worker for the Facilities Management Department that must be added to support the additional building. Additionally, a building maintenance truck will be provided for the Building Maintenance Worker. The operating budget also includes books, periodicals, electronic resources, supplies and contracts (including contracted custodial services), a library vehicle, professional development, equipment maintenance, building maintenance, utilities and insurance.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$9,493,747
Supplies/Contr	$0	$0	$0	$0	$0	$2,965,602
Utilities	$0	$0	$0	$0	$0	$571,129
Bldg. Maint.	$0	$0	$0	$0	$0	$484,532
Equip. Maint.	$0	$0	$0	$0	$0	$599,534
Insurance	$0	$0	$0	$0	$0	$86,160
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$656,385
Landscape	$0	$0	$0	$0	$0	$43,493
Water	$0	$0	$0	$0	$0	$55,595
Refuse	$0	$0	$0	$0	$0	$9,547
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,965,724**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PUBLIC SAFETY
CONSTRUCTION FUNDS

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 the Fire, Police and City Court Departments.

A majority of new and carryover funding for FY 2011 will be used for the annual upgrade of the Police Department's communications system and for the purchase of new radios in order for the Fire Department to meet Federal Communications Commission requirements. Funding is also available for the purchase of a utility truck that has reached the end of its serviceable life. Due to the continued drop in secondary assessed valuation, funding for the City Court Building, which was previously scheduled for completion in FY 2012, has been deferred until FY 2015. Phase II of the Western Public Safety Training Facility is included in the last five years of the CIP.



Project Name: Training Facility Phase II
Funding Source: G.O. Bond
Fund #: 2040
Project #: T5370

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2040 - Public Safety Construction — Category: 20%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$5,685,923**	**$1,415,874**	**$1,008,780**	**$415,725**	**$6,989**	**$1,372,356**
Revenue								
Bond Proceeds^			0	0	2,005,000	0	33,660,000	76,680,000
Intergovernmental Revenue			0	0	0	0	0	11,114,239
Investment Income			1,789	4,843	4,975	2,107	6,876	6,858
Total Revenue:			1,789	4,843	2,009,975	2,107	33,666,876	87,801,097
Non-Capital Expenses								
Advisor Fees			2,000	1,937	1,990	843	2,750	2,743
Total Non-Capital Expenses:			2,000	1,937	1,990	843	2,750	2,743
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
75012 Police Digital Comm. System	1,027,698	1,303,250	410,000	410,000	410,000	410,000	17,425,000	
Replacement of Existing Assets								
75024 800MHz Comm Equip	939,925	276,750	0	0	0	0	1,778,478	
75034 Engine & Ladder Replacement	0	0	0	2,191,040	0	0	1,747,215	
75036 Replace Utility Truck	0	722,215	0	0	0	0	0	
T2520 Infor & Imaging Systems	0	0	0	0	0	0	717,500	
T5320 EOC Equipment Replacement	0	0	0	0	0	0	5,175,310	
T5400 Replace 1 Brush Truck	0	0	0	0	0	0	471,090	
T5430 Specialty Delivery Truck	0	0	0	0	0	0	216,952	
T5450 30 Heart Monitors	0	0	0	0	0	0	799,500	
T5537 Fire Facility Assessment	0	0	0	0	0	0	768,750	
T5539 *Replacement of Airpacks	0	0	0	0	0	0	1,543,110	
Sub-Total - Existing Assets	*1,967,623*	*2,302,215*	*410,000*	*2,601,040*	*410,000*	*410,000*	*30,642,905*	
New Assets								
75020 City Court Building	0	0	0	0	0	31,888,759	0	
T5370 Training Facility Phase II	0	0	0	0	0	0	38,517,431	
T5380 Purchase HazMat Vehicle	0	0	0	0	0	0	881,167	
T5440 3000 Gallon Fuel Truck	0	0	0	0	0	0	174,250	
T5535 Warehouse Facility Fire RMS	0	0	0	0	0	0	1,068,000	
T5536 Fire Station - Western Area	0	0	0	0	0	0	17,883,527	
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*31,888,759*	*58,524,375*	
Total Capital Project Expenses:	1,967,623	2,302,215	410,000	2,601,040	410,000	32,298,759	89,167,280	
Total FY 2011 Funding:		4,269,838						
Estimated Ending Balance:			**$1,415,874**	**$1,008,780**	**$415,725**	**$6,989**	**$1,372,356**	**$3,430**

*New Project

^Will require additional voter authorization in last 5 years of the plan.

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: 75012 - Police Digital Comm. System (I) **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, ensuring continued interoperability.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$3,250	$10,000	$10,000	$10,000	$10,000	$425,000
Equipment	$1,300,000	$400,000	$400,000	$400,000	$400,000	$17,000,000
Sub-Total New Funding	$1,303,250	$410,000	$410,000	$410,000	$410,000	$17,425,000
FY 2011 Carryover	$1,027,698	$0	$0	$0	$0	$0
TOTAL	**$2,330,948**	**$410,000**	**$410,000**	**$410,000**	**$410,000**	**$17,425,000**

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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$225,000	$231,750	$238,703	$245,864	$253,239	$1,125,000
TOTAL	**$225,000**	**$231,750**	**$238,703**	**$245,864**	**$253,239**	**$1,125,000**

Project: 75024 - 800MHz Comm Equip (R) **Funding Source:** General Obligation Bonds

Project Description: Purchase 800 MHz radios for the Phoenix Regional Wireless Network in order to meet Federal Communications Commission requirements for Public Safety radio transmissions. The 800 MHz fire system is scheduled for full implementation valley wide in 2010. Currently, the Glendale Fire Department is required to use the 800 MHz system for all stadium and arena events.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$6,750	$0	$0	$0	$0	$43,378
Equipment	$270,000	$0	$0	$0	$0	$1,735,100
Sub-Total New Funding	$276,750	$0	$0	$0	$0	$1,778,478
FY 2011 Carryover	$939,925	$0	$0	$0	$0	$0
TOTAL	**$1,216,675**	**$0**	**$0**	**$0**	**$0**	**$1,778,478**

Operating Description: Network fees will cost $49 per month per radio. O and M costs shown in FY's 2011-2013 are for 190 radios. Cost shown in FY's 2014-2020 is for a total of 440 radios. The department will submit a supplemental in the future for the additional O and M.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$111,720	$115,072	$118,524	$258,720	$266,482	$1,457,231
TOTAL	**$111,720**	**$115,072**	**$118,524**	**$258,720**	**$266,482**	**$1,457,231**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: 75034 - Engine & Ladder Replacement (R) **Funding Source:** General Obligation Bonds

Project Description: To maximize the safe use of Emergency Code 3 Apparatus the fire department's replacement plan indicates that front line engines be replaced at seven years or 100,000 miles and be moved into a reserve status. 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 department's Code 3 Apparatus.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$53,440	$0	$0	$42,615
Equipment	$0	$0	$2,137,600	$0	$0	$1,704,600
TOTAL	**$0**	**$0**	**$2,191,040**	**$0**	**$0**	**$1,747,215**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 75036 - Replace Utility Truck (R) **Funding Source:** General Obligation Bonds

Project Description: Replace a nine year old utility truck. This is a specialized vehicle used in the fire service primarily for: 1) Exterior lighting tower; 2) Mobile fresh breathing air station; 3) Mobile rehabilitation and re-hydration unit; 4) 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, on 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$17,615	$0	$0	$0	$0	$0
Equipment	$704,600	$0	$0	$0	$0	$0
TOTAL	**$722,215**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M was eliminated from this project as the old utility truck will be auctioned off per staff.

Project: T2520 - Infor & Imaging Systems (R) **Funding Source:** General Obligation Bonds

Project Description: This project will replace the obsolete digital system utilized for crime scene documentation and other digital documentation.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$17,500
Equipment	$0	$0	$0	$0	$0	$700,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$717,500**

Operating Description: This project will entail establishing a maintenance agreement with a vendor to provide updated software, hardware and IT technical support on a contract basis for several years.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$0	$0	$0	$0	$0	$300,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$300,000**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: T5320 - EOC Equipment Replacement (R) **Funding Source:** General Obligation Bonds

Project Description:

The city's Hirsch Security System, Blackberry Enterprise Service, city's Geographical Information Systems (GIS), Regional Training Center Wireless Access Control System, Emergency Management System Software, Emergency Operations Center (EOC) Interoperable Communications System, Fire Department Meeting Room Management (MRM) Systems, Weather System, and Public Safety Critical Infrastructure Protection System are all resident on EOC servers and equipment. This project will fund the replacement of telecommunication, audio/visual, computer infrastructure, data storage, radios and other equipment in the City EOC that will enable the continued operation of these and future technology based systems. The average life of technology based EOC systems is approximately four years due to improvements in technology and overall use. The EOC will be nine years old in 2016.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$126,227
IT/Phone/Security	$0	$0	$0	$0	$0	$5,049,083
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,175,310**

Operating Description:

This project will replace existing equipment and systems at the EOC. This equipment will be placed in the technology replacement fund at a cost of $1,233,828 annually, or $5,175,310 over the four year replacement cycle. The equipment replaced includes 117 computers and associated software; 123-17" monitors; 32 radios (UHF/VHF/800 MHz) and antennae; 72 headsets; 11-52" LCD monitors; 10-40" LCD monitors; 21-20" LCD monitors; 36 servers associated software and equipment racks; 57 video servers associated software and equipment racks; 15 network switches; 3 routers; 12-67" video cubes associated controllers and software; 7 dual zone net clocks; video teleconferencing systems; 4 sound systems; 3 weather stations; the data storage system; wireless control access system; 5 Wi-Fi touch panel control devices; the security system; the emergency management software; the EOC radio interoperability system; video surveillance system including 6 control points; and the structured cabling to support all of these systems.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$5,175,310
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,175,310**

Project: T5400 - Replace 1 Brush Truck (R) **Funding Source:** General Obligation Bonds

Project Description:

Replace a brush truck vehicle that will have reached the end of its lifespan. This type of vehicle provides fire suppression off-road when dealing with brush fires requiring a specialized 4-wheel drive or a "brush truck" unit.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$11,490
Equipment	$0	$0	$0	$0	$0	$459,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$471,090**

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: T5430 - Specialty Delivery Truck (R) **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 and various fire fighting 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$5,292
Equipment	$0	$0	$0	$0	$0	$211,660
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$216,952**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: T5450 - 30 Heart Monitors (R) **Funding Source:** General Obligation Bonds

Project Description: Purchase of 30 cardiac 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$19,500
Equipment	$0	$0	$0	$0	$0	$780,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$799,500**

Operating Description: O and M includes the on-going annual maintenance cost of $20,000 and 2 batteries per unit x 5 years. O and M calculated with 3% inflation per future years. The department will submit a supplemental in the future for the additional O and M.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$0	$0	$0	$0	$0	$180,081
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$180,081**

Project: T5537 - Fire Facility Assessment (R) **Funding Source:** General Obligation Bonds

Project Description: A comprehensive facility condition assessment (FCA) for the four Glendale Fire Stations that are over 20 years old (FS152, FS153, FS154 and FS155). An FCA will provide detailed data to support a capital renewal and deferred maintenance program. The FCA will assist facility administrators to identify, estimate and prioritize existing deferred maintenance and predict capital renewal requirements. Accurate information about the condition of facilities and building systems forms the foundation for ensuring smooth operations today and planning for future needs.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$18,750
Miscellaneous/Other	$0	$0	$0	$0	$0	$750,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$768,750**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: **T5539* - Replacement of Airpacks (R)** **Funding Source:** General Obligation Bonds

Project Description: Replacement of outdated self-contained breathing apparatus (SCBAs) or air packs. By the year 2016, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$37,637
Equipment	$0	$0	$0	$0	$0	$1,505,473
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,543,110**

Operating Description: O and M includes maintenance and repair at $25,000 annually and an additional $36,000 (once every 5 years) for 2 hydro tests on 300 bottles at $60.00 per bottle that is performed every 5 Years. The current SCBA budget is $17,291 and does not cover the O and M identified; an additional $44,000 is necessary plus an additional 5 years has been added for fiscal years 2016 through 2020 and 3% for inflation totaling $226,600. The $25,000 for annual maintenance and repair will be needed the year after purchase. The department will submit a supplemental request for the additional O and M identified.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$226,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$226,600**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: 75020 - City Court Building (N) **Funding Source:** General Obligation Bonds

Project Description: Construction will resume on the city court building in FY 2015. As of the end of December 2009, the structure was built to ground level. When completed the building is expected to be approximately 90,000 net square feet and include 10 courtrooms. There is the possibility of additional costs due to the delay in construction.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$25,351,714	$0
Finance Charges	$0	$0	$0	$0	$791,603	$0
IT/Phone/Security	$0	$0	$0	$0	$2,235,868	$0
Engineering Charges	$0	$0	$0	$0	$89,645	$0
Arts	$0	$0	$0	$0	$253,517	$0
Contingency	$0	$0	$0	$0	$3,166,412	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$31,888,759**	**$0**

Operating Description: O and M includes a Building Maintenance Worker, two Custodians, a Day Porter and three Detention Officers. Other items include, utilities and electricity, security, building and elevator maintenance, parking lot sweeping and custodial supplies. There are $185,900 in one-time expenses in FY 2016 including one-time purchases of vehicles and other essential supplies. The O and M related to opening the new facility does not include current grant-funded and one-time funded staff and operational costs. These costs total $501,973. Also, it is estimated that an additional 13 court positions will be needed starting in 2016 and these are estimated to cost an additional $1,132,447.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$2,283,985
Supplies/Contr	$0	$0	$0	$0	$0	$1,271,344
Utilities	$0	$0	$0	$0	$0	$290,069
Bldg. Maint.	$0	$0	$0	$0	$0	$394,495
Equip. Maint.	$0	$0	$0	$0	$0	$73,968
Insurance	$0	$0	$0	$0	$0	$81,221
Electrical	$0	$0	$0	$0	$0	$1,740,432
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$29,370
Landscape	$0	$0	$0	$0	$0	$43,111
Water	$0	$0	$0	$0	$0	$60,643
Refuse	$0	$0	$0	$0	$0	$35,355
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,303,993**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: T5370 - Training Facility Phase II (N) **Funding Source:** General Obligation Bonds

Project Description:

Phase II of the Glendale Regional Public Safety Training Center will include shared site improvements such as landscaping, street lighting, earthwork, utility modifications, retaining walls, parking lots, etc. Shared buildings for police and fire will include classrooms, administrative offices, break room, lockers, showers and a maintenance and tire shop. Police specific buildings and props will include a shoot house, rubberized running track and an obstacle course. Fire specific building and props will include a mock strip mall, single family house, big box store, semi-truck prop and additional natural gas burn props. The Phase II cost estimate were provided by LEA Architects, LLC and was last revised on 02/05/2008.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$2,937,655
Construction	$0	$0	$0	$0	$0	$29,376,550
Finance Charges	$0	$0	$0	$0	$0	$961,520
Engineering Charges	$0	$0	$0	$0	$0	$124,410
Arts	$0	$0	$0	$0	$0	$293,766
Equipment	$0	$0	$0	$0	$0	$587,531
Contingency	$0	$0	$0	$0	$0	$3,501,585
Miscellaneous/Other	$0	$0	$0	$0	$0	$734,414
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$38,517,431**

Operating Description:

O and M includes salaries and benefits for 1 Battalion Chief, 2 Captains, 1 Secretary, 1 Records Technician and 1 Custodian. No additional staffing is needed for police. Equipment maintenance $2,152,805 for 1st five years (Per year costs PD Training Equip. $88,860 - one time, PD vehicle O and M $17,530, computers and workstations $33,100 one time, PD training equipment and supplies $129,139, PD tuition and lab fees $2,595 x 100, FD items $14,000). Supplies and contracts also includes a three year maintenance contract at $72,000 for driving simulator. Utilities includes an estimate received from architect. Building maintenance 99,515 sq ft x $0.35 x 5 years. Landscape maintenance and water usage is calculated at 10 acres (438,600 x 0.18 per sq ft x 5 years); building water usage 99,515 sq ft x 0.151 x 5 years; and refuse is calculated using two 6 yard containers on site with pick up three days per week ($341.26 x 12 x 5 years). A supplemental will be submitted in the future for the additional O and M.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$1,178,950
Supplies/Contr	$0	$0	$0	$0	$0	$127,697
Utilities	$0	$0	$0	$0	$0	$411,102
Bldg. Maint.	$0	$0	$0	$0	$0	$174,151
Equip. Maint.	$0	$0	$0	$0	$0	$2,289,490
Insurance	$0	$0	$0	$0	$0	$192,133
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$34,095
Landscape	$0	$0	$0	$0	$0	$394,740
Water	$0	$0	$0	$0	$0	$75,134
Refuse	$0	$0	$0	$0	$0	$20,476
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,897,968**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: T5380 - Purchase HazMat Vehicle (N) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$21,492
Equipment	$0	$0	$0	$0	$0	$859,675
TOTAL	**$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. Vehicle replacement was not included as this piece of apparatus will be replaced as needed through future CIP requests. O and M calculated with 3% inflation per future years.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$0	$0	$0	$0	$0	$126,699
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$126,699**

Project: T5440 - 3000 Gallon Fuel Truck (N) **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 fire scenes that require pumping all day and 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, deployment of Urban Search and Rescue Team can be anywhere in the state, the team typically will deploy in a disaster area that has no power.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$4,250
Equipment	$0	$0	$0	$0	$0	$170,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$174,250**

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. O and M calculated with 3% inflation per future years. Vehicle Replacement Funds were not included as this piece of apparatus will be replaced as needed through future CIP projects. The department will submit a supplemental prior to the completion of the project.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$0	$0	$0	$0	$0	$42,702
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$42,702**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: **T5535 - Warehouse Facility Fire RMS (N)** **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 secured building that can provide adequate covered space to park two to four spare fully outfitted reserve fire trucks. This project is to construct a 20,000 sq ft metal warehouse to store fire equipment and station emergency medical 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,000,000
Finance Charges	$0	$0	$0	$0	$0	$25,000
Engineering Charges	$0	$0	$0	$0	$0	$43,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,068,000**

Operating Description:

O and M estimates made based on CIP training manual FY 2011-2020. Utilities calculated at $2.06 sq ft x 5 years. Maintenance at $2.25 sq ft; water at $0.157 sq ft, both x 5 years. Landscaping calculated for 20,000 sq ft at $0.18 x 5 years. Refuse based on one 6 yard container with pick up three times per week at $170.63 per month x 5 years. PC purchase $2,168 x 6 and one printer at $2,123 and replacement estimated at $540 x 6 for desktops and $531 for printer replacement. Electrical includes maintenance for security alarm, fire alarm and phones. The facilities main function is a warehouse and custodial services will not be needed. The department will submit a supplemental prior to completion of the project.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$206,000
Bldg. Maint.	$0	$0	$0	$0	$0	$231,751
Electrical	$0	$0	$0	$0	$0	$65,000
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$16,202
Landscape	$0	$0	$0	$0	$0	$18,000
Water	$0	$0	$0	$0	$0	$15,700
Refuse	$0	$0	$0	$0	$0	$10,237
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$562,890**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2040 - Public Safety Construction — Category: 20%

Project: T5536 - Fire Station - Western Area (N) **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 to the surrounding residential and Westgate area between Northern Avenue and Camelback Road, west of Loop 101. This fire station would house a fire pumper 24/7 initially, with further expansion of ladders and medic units as growth demands. Formally referred to as Fire Station - 99th and Maryland.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$2,395,800
Design	$0	$0	$0	$0	$0	$2,007,090
Construction	$0	$0	$0	$0	$0	$9,522,600
Finance Charges	$0	$0	$0	$0	$0	$364,996
IT/Phone/Security	$0	$0	$0	$0	$0	$156,000
Engineering Charges	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$95,226
Equipment	$0	$0	$0	$0	$0	$1,601,040
Contingency	$0	$0	$0	$0	$0	$1,625,775
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$17,883,527**

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 one time cost in the amount of $486,895 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 includes purchase of five computers and two printers = $15,213 plus network replacement at $1,600 for a total of $16,813; PC and printer replacement = $12,852 and ongoing cost for telephone/voice at $4,000 per year for a total of $16,582 x 5 years = $82,910. Landscaping estimated at $0.18 per sq ft plus 3% inflation for future years. Water estimated at $0.157 per sq ft plus 3% inflation for future years. Refuse estimated at $342.26 x 12 months with escalator. The department will submit a supplemental in the future for the additional O and M.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$2,460,770
Supplies/Contr	$0	$0	$0	$0	$0	$543,865
Utilities	$0	$0	$0	$0	$0	$118,965
Bldg. Maint.	$0	$0	$0	$0	$0	$169,949
Equip. Maint.	$0	$0	$0	$0	$0	$15,449
Insurance	$0	$0	$0	$0	$0	$11,634
Electrical	$0	$0	$0	$0	$0	$24,515
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$99,723
Landscape	$0	$0	$0	$0	$0	$16,618
Water	$0	$0	$0	$0	$0	$14,494
Refuse	$0	$0	$0	$0	$0	$25,204
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,501,186**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

GOVERNMENT FACILITIES
CONSTRUCTION FUND

FY 2011 will see the continuation of the sales tax and license system replacement project and the repair, maintenance and rehabilitation of roofing, flooring, electrical/lighting, heating and air-conditioning systems and wall coverings in existing buildings with carryover from FY 2010. Funds also will be used to modify existing restrooms to ensure they are compliant with the Americans with Disabilities Act. The Government Facility Construction Fund will not receive new funding until FY 2014 due to the continued decline in secondary assessed valuation.



Project Name: City Hall Parking Garage
Funding Source: G.O. Bond
Fund #: 2080
Project #: T1160

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2080 - Government Facilities Construction — Category: 6%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$3,230,005**	**$0**	**$0**	**$0**	**$157,821**	**$158,768**
Revenue								
Bond Proceeds			0	0	0	1,760,000	0	14,510,000
G.O. Bond Investment Revenue			789	0	0	787	1,578	3,922
Total Revenue:			789	0	0	1,760,787	1,578	14,513,922
Non-Capital Expenses								
Advisor Fees			2,000	0	0	315	631	1,569
Total Non-Capital Expenses:			2,000	0	0	315	631	1,569
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
77505 Environmental (ADA Compliance)	101,035	0	0	0	0	0	0	0
Replacement of Existing Assets								
77503 Exterior Closure (Roofing)	241,399	0	0	0	0	286,191	0	685,754
77504 City Hall - HVAC System	322,415	0	0	0	0	0	0	5,432,824
77507 Interior Finishes (Flooring)	293,347	0	0	0	0	225,984	0	1,710,301
77508 Interior Finishes (Paint)	60,209	0	0	0	0	104,803	0	1,011,250
77509 Mechanical Upgrades	212,149	0	0	0	0	733,804	0	1,673,821
77510 Electrical/Lighting Upgrades	102,098	0	0	0	0	127,682	0	1,296,680
77512 Exterior Closure (Paint)	28,998	0	0	0	0	124,187	0	1,028,217
77513 Sales Tax System	1,530,596	0	0	0	0	0	0	0
77514 Civic Ctr Storage Fac Repair	336,548	0	0	0	0	0	0	0
T1160 City Hall Parking Garage	0	0	0	0	0	0	0	1,831,799
Sub-Total - Existing Assets	*3,228,794*	*0*	*0*	*0*	*0*	*1,602,651*	*0*	*14,670,646*
Total Capital Project Expenses:	3,228,794	0	0	0	0	1,602,651	0	14,670,646
Total FY 2011 Funding:		3,228,794						
Estimated Ending Balance:			**$0**	**$0**	**$0**	**$157,821**	**$158,768**	**$475**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2080 - Government Facilities Construction — Category: 6%

Project: 77505 - Environmental (ADA Compliance) (I) **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.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$101,035	$0	$0	$0	$0	$0
TOTAL	**$101,035**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 77503 - Exterior Closure (Roofing) (R) **Funding Source:** General Obligation Bonds

Project Description: Make citywide roofing upgrades that would require a total of $971,945 in FY 2014 and FY 2016 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.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$25,000	$0	$42,000
Finance Charges	$0	$0	$0	$6,463	$0	$10,450
Engineering Charges	$0	$0	$0	$2,750	$0	$4,620
Equipment	$0	$0	$0	$230,779	$0	$577,887
Contingency	$0	$0	$0	$21,199	$0	$50,797
Sub-Total New Funding	$0	$0	$0	$286,191	$0	$685,754
FY 2011 Carryover	$241,399	$0	$0	$0	$0	$0
TOTAL	**$241,399**	**$0**	**$0**	**$286,191**	**$0**	**$685,754**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2080 - Government Facilities Construction — Category: 6%

Project: 77504 - City Hall - HVAC System (R) **Funding Source:** General Obligation Bonds

Project Description: The existing heating, ventilating and air conditioning (HVAC) system at City Hall has reached its capacity with the current occupancy and use of the building that has exceeded the original design. These replacements and upgrades will improve indoor air quality and provide a new HVAC system life capacity for an additional 20+ years.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$75,000
Construction	$0	$0	$0	$0	$0	$1,346,000
Finance Charges	$0	$0	$0	$0	$0	$123,487
Engineering Charges	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$13,460
Equipment	$0	$0	$0	$0	$0	$3,429,446
Contingency	$0	$0	$0	$0	$0	$402,431
Sub-Total New Funding	$0	$0	$0	$0	$0	$5,432,824
FY 2011 Carryover	$322,415	$0	$0	$0	$0	$0
TOTAL	**$322,415**	**$0**	**$0**	**$0**	**$0**	**$5,432,824**

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

Project: 77507 - Interior Finishes (Flooring) (R) **Funding Source:** General Obligation Bonds

Project Description: Make citywide interior flooring replacements and upgrades that would require a total of $1,632,856 over the next ten years to improve the condition age of several facilities and extend the useful life of the infrastructure. There will be a total of approximately 100 different flooring related projects completed on all city buildings over a 10-year period.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$10,000	$0	$0
Finance Charges	$0	$0	$0	$5,104	$0	$34,722
Engineering Charges	$0	$0	$0	$2,000	$0	$0
Equipment	$0	$0	$0	$192,140	$0	$1,548,890
Contingency	$0	$0	$0	$16,740	$0	$126,689
Sub-Total New Funding	$0	$0	$0	$225,984	$0	$1,710,301
FY 2011 Carryover	$293,347	$0	$0	$0	$0	$0
TOTAL	**$293,347**	**$0**	**$0**	**$225,984**	**$0**	**$1,710,301**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2080 - Government Facilities Construction — Category: 6%

Project: 77508 - Interior Finishes (Paint) (R) **Funding Source:** General Obligation Bonds

Project Description: Make citywide interior paint and wall covering replacements and upgrades that would require a total of $1,116,053 over a 10-year period to improve the condition 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 in FY's 2014-2018.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$10,000	$0	$80,000
Finance Charges	$0	$0	$0	$2,578	$0	$22,470
Engineering Charges	$0	$0	$0	$1,100	$0	$8,800
Equipment	$0	$0	$0	$91,125	$0	$899,980
Sub-Total New Funding	$0	$0	$0	$104,803	$0	$1,011,250
FY 2011 Carryover	$60,209	$0	$0	$0	$0	$0
TOTAL	**$60,209**	**$0**	**$0**	**$104,803**	**$0**	**$1,011,250**

Operating Description: No additional O and M is needed.

Project: 77509 - Mechanical Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: The citywide mechanical replacement and upgrades would require a total of $2,407,625 in FYs 2014 - 2017 to improve the conditional age of several facilities and extend the useful life of the infrastructure. There will be a total of nine heating-ventilating-air conditioning (HVAC) mechanical related projects completed on different city buildings over a four year period. Some of the major projects include; replacing all the HVAC equipment at the Glendale Airport in FY 2014, replacing the cooling tower drive motor at the Main Library and the heat pumps at Fire Station 154 in FY 2014. Activities in FY 2016 will include renovation of the mechanical systems at Velma Teague Library and Public Safety Building. FY 2017 include Operations Center and Public Safety Building.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$68,000	$0	$45,000
Finance Charges	$0	$0	$0	$16,593	$0	$4,640
Engineering Charges	$0	$0	$0	$6,619	$0	$4,381
Equipment	$0	$0	$0	$588,236	$0	$1,495,813
Contingency	$0	$0	$0	$54,356	$0	$123,987
Sub-Total New Funding	$0	$0	$0	$733,804	$0	$1,673,821
FY 2011 Carryover	$212,149	$0	$0	$0	$0	$0
TOTAL	**$212,149**	**$0**	**$0**	**$733,804**	**$0**	**$1,673,821**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2080 - Government Facilities Construction — Category: 6%

Project: 77510 - Electrical/Lighting Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: The replacements and upgrades to the lighting and electrical systems would require a total of $906,654 over a multi-year program to improve the electrical and lighting systems of several facilities. These upgrades will considerably reduce the consumption of electricity usage citywide, with an anticipated return on investment savings in less than three years. Improvements are scheduled during FY 2014 for O'Neil, Rose Lane, community center recreation buildings, Apollo, Glendale, GCC, Cactus older pool buildings, and Fire Stations 152, 153, 154 and 155 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.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$10,000	$0	$170,000
Finance Charges	$0	$0	$0	$2,895	$0	$29,217
Engineering Charges	$0	$0	$0	$611	$0	$10,389
Equipment	$0	$0	$0	$104,718	$0	$991,024
Contingency	$0	$0	$0	$9,458	$0	$96,050
Sub-Total New Funding	$0	$0	$0	$127,682	$0	$1,296,680
FY 2011 Carryover	$102,098	$0	$0	$0	$0	$0
TOTAL	**$102,098**	**$0**	**$0**	**$127,682**	**$0**	**$1,296,680**

Operating Description: No additional O and M is needed.

Project: 77512 - Exterior Closure (Paint) (R) **Funding Source:** General Obligation Bonds

Project Description: Make citywide painting related replacements and upgrades that would require a total of $1,152,404over a several year period to improve the condition of several facilities and extend the useful life of the infrastructure.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$10,000	$0	$45,000
Finance Charges	$0	$0	$0	$5,754	$0	$11,313
Engineering Charges	$0	$0	$0	$1,100	$0	$4,950
Equipment	$0	$0	$0	$98,134	$0	$890,790
Contingency	$0	$0	$0	$9,199	$0	$76,164
Sub-Total New Funding	$0	$0	$0	$124,187	$0	$1,028,217
FY 2011 Carryover	$28,998	$0	$0	$0	$0	$0
TOTAL	**$28,998**	**$0**	**$0**	**$124,187**	**$0**	**$1,028,217**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2080 - Government Facilities Construction — Category: 6%

Project: 77513 - Sales Tax System (R) **Funding Source:** General Obligation Bonds

Project Description: Purchase of a new software application system which tracks revenue 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. This is the Fund 2080 portion of the project.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$1,530,596	$0	$0	$0	$0	$0
TOTAL	**$1,530,596**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Refer to PAYGO Project No. 1000-81055 for O and M impact.

Project: 77514 - Civic Ctr Storage Fac Repair (R) **Funding Source:** General Obligation Bonds

Project Description: This project will provide necessary repairs and restoration to the Civic Center storage facility. Damages were caused by a leaking water line, resulting in slab settlement and wall cracking.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$336,548	$0	$0	$0	$0	$0
TOTAL	**$336,548**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: T1160 - City Hall Parking Garage (R) **Funding Source:** General Obligation Bonds

Project Description: As part of the emergency garage repair in FY 2009, the structural engineer provided additional maintenance recommendations for the remainder of the garage related to replacement or repair of synthetic cushions. Over the past 25 years, this expansion and contraction has pushed out of place many of the synthetic cushions on which the 366 concrete beams are seated causing the concrete to wear against the bare concrete causing considerable deterioration. Also, there are four locations that have significant deterioration that will require extra maintenance and repair before the deterioration becomes more costly.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$150,000
Construction	$0	$0	$0	$0	$0	$1,100,000
Finance Charges	$0	$0	$0	$0	$0	$392,110
Engineering Charges	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$11,000
Contingency	$0	$0	$0	$0	$0	$135,689
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,831,799**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

CULTURAL FACILITY/HISTORICAL PRESERVATION
CONSTRUCTION FUND

This general obligation category will fund the continuation of repair and rehabilitation work for two historic properties in Glendale, the Carriage House at Sahuaro Ranch and the Morcomb Adobe House. The work includes installing roofs and other building features to preserve the historic integrity of the properties, and in the case of the Sahuaro Ranch project the Carriage House will be made ADA complaint. 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: Sahuaro Ranch Carriage House
Funding Source: G. O. Bond
Fund #: 2130
Project #: 84308

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2130 - Cultural Facility Construction — Category: 6%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$368,267**	**$237,691**	**$238,262**	**$239,263**	**$240,699**	**$242,143**
Revenue								
Bond Proceeds			0	0	0	0	0	13,055,000
G.O. Bond Investment Revenue			0	951	1,668	2,393	2,407	5,986
Intergovernmental Revenue			0	0	0	0	0	4,433,277
Total Revenue:			0	951	1,668	2,393	2,407	17,494,263
Non-Capital Expenses								
Advisor Fees			0	380	667	957	963	2,394
Total Non-Capital Expenses:			0	380	667	957	963	2,394
Capital Project Expenses	Carryover	New Funding						
Existing Assets								
Improvement of Existing Assets								
84307 Morcomb Property	108,759	0	0	0	0	0	0	0
84308 Sahuaro Ranch Carriage House	21,817	0	0	0	0	0	0	0
Sub-Total - Existing Assets	*130,576*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
New Assets								
84300 Cultural Arts Facility	0	0	0	0	0	0	0	17,733,107
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*17,733,107*
Total Capital Project Expenses:	130,576	0	0	0	0	0	0	17,733,107
Total FY 2011 Funding:		130,576						
Estimated Ending Balance:			**$237,691**	**$238,262**	**$239,263**	**$240,699**	**$242,143**	**$905**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2130 - Cultural Facility Construction — Category: 6%

Project: 84307 - Morcomb Property (I) **Funding Source:** General Obligation Bonds

Project Description: Restoration of the historic 1936 Morcomb Adobe House located at 6024 West Myrtle Avenue and listed on the National Register. The project is part of the Myrtle Avenue Cultural Entryway. Project will consist of lead and asbestos abatement and restoration of the historical house.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$108,759	$0	$0	$0	$0	$0
TOTAL	**$108,759**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 84308 - Sahuaro Ranch Carriage House (I) **Funding Source:** General Obligation Bonds

Project Description: Renovation of the existing public restroom at the historic area of Sahuaro Ranch Park in order to be Americans with Disabilities Act (ADA) compliant. Also includes repairs to fixtures, plumbing, electrical and painting.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$21,817	$0	$0	$0	$0	$0
TOTAL	**$21,817**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 84300 - Cultural Arts Facility (N) **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 30,150-square-foot building, equipment and furniture. Glendale Community College (GCC) developed a prospectus in February 2005, which was updated in September 2008. The goal is to provide access to art and art programs for residents of Glendale and the surrounding area. GCC is committed to raising 25% of the capital costs for construction and will provide all O and M costs for this project. GCC's contribution to the construction of this project would reduce the $17,733,107 cost by $4,433,277 for a total city cost of $13,299,830.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,692,050
Construction	$0	$0	$0	$0	$0	$8,236,994
Finance Charges	$0	$0	$0	$0	$0	$440,984
IT/Phone/Security	$0	$0	$0	$0	$0	$213,000
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$82,370
Equipment	$0	$0	$0	$0	$0	$2,391,875
Contingency	$0	$0	$0	$0	$0	$1,612,101
Miscellaneous/Other	$0	$0	$0	$0	$0	$2,971,233
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$17,733,107**

Operating Description: All O and M costs will be covered by Glendale Community College.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

ECONOMIC DEVELOPMENT
CONSTRUCTION FUND

This general obligation bond category includes $1.8 million for economic development capital projects in FY 2011. 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 of the economic development capital projects 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. Due to the continued decline in Glendale's secondary assessed valuation, additional funding for economic development related projects will be deferred to the last five year of the plan.



Project Name: Loop 303 Infrastructure
Funding Source: G.O. Bond
Fund #: 2100
Project #: 84406

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2100 - Economic Development Construction — Category: 6%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$1,841,598**	**$39,598**	**$39,693**	**$39,860**	**$40,099**	**$40,340**
Revenue								
Bond Proceeds^			0	0	0	0	0	91,515,000
G.O. Bond Investment Revenue			0	158	278	399	401	1,035
Total Revenue:			0	158	278	399	401	91,516,035
Non-Capital Expenses								
Advisor Fees			2,000	63	111	160	160	414
Total Non-Capital Expenses:			2,000	63	111	160	160	414
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
84401 Downtown Redevelopment	0	450,000	0	0	0	0	25,625,000	
Sub-Total - Existing Assets	*0*	*450,000*	*0*	*0*	*0*	*0*	*25,625,000*	
New Assets								
84400 Downtown Land Acquisition	0	900,000	0	0	0	0	23,062,500	
84406 Loop 303 Infrastructure	0	0	0	0	0	0	5,966,771	
84407 New Development Infrastructure	0	450,000	0	0	0	0	36,900,000	
Sub-Total - New Assets	*0*	*1,350,000*	*0*	*0*	*0*	*0*	*65,929,271*	
Total Capital Project Expenses:	0	1,800,000	0	0	0	0	91,554,271	
Total FY 2011 Funding:		1,800,000						
Estimated Ending Balance:			**$39,598**	**$39,693**	**$39,860**	**$40,099**	**$40,340**	**$1,690**

*New Project

^Will require additional voter authorization in last 5 years of the plan.

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2100 - Economic Development Construction — Category: 6%

Project: 84401 - Downtown Redevelopment (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$25,000,000
Construction	$407,760	$0	$0	$0	$0	$0
Finance Charges	$11,250	$0	$0	$0	$0	$625,000
Engineering Charges	$26,912	$0	$0	$0	$0	$0
Arts	$4,078	$0	$0	$0	$0	$0
TOTAL	**$450,000**	**$0**	**$0**	**$0**	**$0**	**$25,625,000**

Operating Description: Land acquisition only. Acquired land would be offered to developers for purchase and development as desired within scope of a development agreement. O and M costs would be included within the scope of a development agreement but estimating for weed control and maintenance in outer years and a supplemental request will likely be submitted at a later point in time.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Landscape	$3,090	$3,183	$3,278	$3,377	$3,478	$19,016
TOTAL	**$3,090**	**$3,183**	**$3,278**	**$3,377**	**$3,478**	**$19,016**

Project: 84400 - Downtown Land Acquisition (N) **Funding Source:** General Obligation Bonds

Project Description: Districts affected include Ocotillo and Cactus. 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. The city will undertake requests for proposals to identify and negotiate development agreements. Continue implementation of the City Center Master Plan.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$752,500	$0	$0	$0	$0	$22,500,000
Construction	$111,881	$0	$0	$0	$0	$0
Finance Charges	$22,500	$0	$0	$0	$0	$562,500
Engineering Charges	$12,000	$0	$0	$0	$0	$0
Arts	$1,119	$0	$0	$0	$0	$0
TOTAL	**$900,000**	**$0**	**$0**	**$0**	**$0**	**$23,062,500**

Operating Description: Minimal O and M associated with this project related to land acquisition only for weed control maintenance, which would be absorbed by operating and maintenance budget. 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Landscape	$2,311	$2,380	$2,452	$2,525	$2,601	$14,222
TOTAL	**$2,311**	**$2,380**	**$2,452**	**$2,525**	**$2,601**	**$14,222**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2100 - Economic Development Construction — Category: 6%

Project: 84406 - Loop 303 Infrastructure (N) **Funding Source:** General Obligation Bonds

Project Description: Construction of new infrastructure and other development costs for new retail or mixed-use development near Loop 303 in fulfillment of development agreement. As development along the Loop 101 continues, 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$4,143,603
Finance Charges	$0	$0	$0	$0	$0	$148,150
Engineering Charges	$0	$0	$0	$0	$0	$85,907
Arts	$0	$0	$0	$0	$0	$41,436
Contingency	$0	$0	$0	$0	$0	$866,675
Miscellaneous/Other	$0	$0	$0	$0	$0	$181,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,966,771**

Operating Description: No additional O and M is needed at this time. If needed for weed control, etc., a supplemental would be submitted at a later time.

Project: 84407 - New Development Infrastructure (N) **Funding Source:** General Obligation Bonds

Project Description: Funding to provide new infrastructure to recruit and encourage new high quality private development citywide. 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$438,750	$0	$0	$0	$0	$36,000,000
Finance Charges	$11,250	$0	$0	$0	$0	$900,000
TOTAL	**$450,000**	**$0**	**$0**	**$0**	**$0**	**$36,900,000**

Operating Description: O and M costs would be included within the scope of a development agreement.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FLOOD CONTROL
CONSTRUCTION FUND

FY 2011 projects include the completion of several storm drain projects including 67th Avenue between Peoria and the Arizona Canal Diversion Channel (ACDC), Northern Avenue between 47th and 63rd Avenues, and Camelback Road between 59th and 75th Avenues which is part of the Bethany Home Outfall Channel Project. With the exception of the ongoing AZDES Permit Project, no new funding is included in the first five years of the CIP plan due to the continued decline in Glendale's secondary assessed valuation. The AZDES Permit Project ensures that the city remains compliant with the requirements of a permit obtained under the Clean Water Act.



Project Name: Northern Ave. SD-47th to 63rd
Funding Source: G.O. Bond
Fund #: 2180
Project #: 79008

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

2180 - Flood Control Construction — Category: 20%

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$21,376,020**	**$2,129,492**	**$1,973,485**	**$1,820,511**	**$1,670,026**	**$1,518,639**
Revenue								
Bond Proceeds^			0	0	0	0	0	33,970,000
G.O. Bond Investment Revenue			5,877	8,196	13,251	17,400	15,896	37,527
Intergovernmental Revenue			0	0	0	0	0	7,635,000
Miscellaneous Rev.			500,000	0	0	0	0	0
Total Revenue:			505,877	8,196	13,251	17,400	15,896	41,642,527
Non-Capital Expenses								
Advisor Fees			5,213	3,278	5,300	6,960	6,358	15,011
Total Non-Capital Expenses:			5,213	3,278	5,300	6,960	6,358	15,011
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
79004 Local Drainage Problems	568,286	0	0	0	0	0	0	5,293,992
79005 Collector Drains	574,137	0	0	0	0	0	0	4,189,724
79006 AZDES Permit	444,363	160,925	160,925	160,925	160,925	160,925	160,925	804,625
Replacement of Existing Assets								
79010 Storm Water Master Plan	661,406	0	0	0	0	0	0	843,750
Sub-Total - Existing Assets	*2,248,192*	*160,925*	*160,925*	*160,925*	*160,925*	*160,925*	*160,925*	*11,132,091*
New Assets								
79000 Bethany Home Outfall Channel	4,996,272	0	0	0	0	0	0	0
79001 Bethany Home 58th - 51st	0	0	0	0	0	0	0	5,014,601
79002 67th Ave/Peoria to ACDC	871,516	0	0	0	0	0	0	0
79007 Greenway Drain - 59th-67th	0	0	0	0	0	0	0	3,684,359
79008 Northern Ave. SD- 47th to 63rd	11,447,287	0	0	0	0	0	0	0
79013 Bethany Home, 79th-67th (SD)	23,000	0	0	0	0	0	0	10,608,840
T2910 Bethany Home, 67th-58th (SD)	0	0	0	0	0	0	0	8,060,445
T2940 Greenway Drain - 51st-59th	0	0	0	0	0	0	0	3,684,074
T2941 *67th Ave Frier - Orangewood SD	0	0	0	0	0	0	0	428,879
T2942 *47th Ave SD Harmont - Northern	0	0	0	0	0	0	0	304,009
T2943 *Myrtle Avene Drainage Imp.	0	0	0	0	0	0	0	223,884
Sub-Total - New Assets	*17,338,075*	*0*	*0*	*0*	*0*	*0*	*0*	*32,009,091*
Total Capital Project Expenses:	19,586,267	160,925	160,925	160,925	160,925	160,925	160,925	43,141,182
Total FY 2011 Funding:		19,747,192						
Estimated Ending Balance:			**$2,129,492**	**$1,973,485**	**$1,820,511**	**$1,670,026**	**$1,518,639**	**$4,973**

*New Project

^Will require additional voter authorization in last 5 years of the plan.

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2180 - Flood Control Construction — Category: 20%

Project: 79004 - Local Drainage Problems (I) **Funding Source:** General Obligation Bonds

Project Description: Construct localized storm drain improvements to mitigate drainage or flooding problems. This is an ongoing program that typical addresses drainage problems in older neighborhoods, residential areas, and extend existing storm drain systems.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$0	$5,099,284
Finance Charges	$0	$0	$0	$0	$0	$23,715
Engineering Charges	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$50,993
Sub-Total New Funding	$0	$0	$0	$0	$0	$5,293,992
FY 2011 Carryover	$568,286	$0	$0	$0	$0	$0
TOTAL	**$568,286**	**$0**	**$0**	**$0**	**$0**	**$5,293,992**

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: 79005 - Collector Drains (I) **Funding Source:** General Obligation Bonds

Project Description: Ongoing program to construct storm drain improvements on collector streets to mitigate drainage and flooding problems.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$0	$4,000,000
Finance Charges	$0	$0	$0	$0	$0	$51,724
Engineering Charges	$0	$0	$0	$0	$0	$98,000
Arts	$0	$0	$0	$0	$0	$40,000
Sub-Total New Funding	$0	$0	$0	$0	$0	$4,189,724
FY 2011 Carryover	$574,137	$0	$0	$0	$0	$0
TOTAL	**$574,137**	**$0**	**$0**	**$0**	**$0**	**$4,189,724**

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**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2180 - Flood Control Construction — Category: 20%

Project: 79006 - AZDES Permit (I) **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 preparation of annual reports. This funding will insure that the city can continue to meet the requirements of the permit and avoid fines up to $25,000 per day.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$3,925	$3,925	$3,925	$3,925	$3,925	$19,625
Miscellaneous/Other	$157,000	$157,000	$157,000	$157,000	$157,000	$785,000
Sub-Total New Funding	$160,925	$160,925	$160,925	$160,925	$160,925	$804,625
FY 2011 Carryover	$444,363	$0	$0	$0	$0	$0
TOTAL	**$605,288**	**$160,925**	**$160,925**	**$160,925**	**$160,925**	**$804,625**

Operating Description: O and M of storm water monitoring will be done by the United States Geological Survey agency through an IGA requiring annual payments.

Project: 79010 - Storm Water Master Plan (R) **Funding Source:** General Obligation Bonds

Project Description: Develop a citywide master plan to determine the adequacy of existing facilities and prioritize new facilities. Project will include detailed aerial mapping and hydrologic modeling to determine storm water flows and volumes.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$18,750
Miscellaneous/Other	$0	$0	$0	$0	$0	$825,000
Sub-Total New Funding	$0	$0	$0	$0	$0	$843,750
FY 2011 Carryover	$661,406	$0	$0	$0	$0	$0
TOTAL	**$661,406**	**$0**	**$0**	**$0**	**$0**	**$843,750**

Operating Description: No additional O and M is needed.

Project: 79000 - Bethany Home Outfall Channel (N) **Funding Source:** General Obligation Bonds

Project Description: This is the last phase of the Bethany Home Outfall Channel project with the Flood Control District of Maricopa County. The portions of the outfall channel between the Loop 101 and 83rd Avenue are complete and the storm drain piping between 83rd and 75th avenues along the Grand Canal are complete. This phase will complete the storm drain in Camelback Road from 75th to 59th avenues.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$4,996,272	$0	$0	$0	$0	$0
TOTAL	**$4,996,272**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility. The outfall channel will be maintained by the flood control district.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2180 - Flood Control Construction — Category: 20%

Project: 79001 - Bethany Home 58th - 51st (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain along Bethany Home Road between 51st and 58th Avenues including mainline pipe, catch basins and appurtenances.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$300,000
Construction	$0	$0	$0	$0	$0	$4,000,000
Finance Charges	$0	$0	$0	$0	$0	$112,551
Engineering Charges	$0	$0	$0	$0	$0	$79,550
Arts	$0	$0	$0	$0	$0	$40,000
Contingency	$0	$0	$0	$0	$0	$400,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$82,500
TOTAL	**$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 (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on 67th Avenue from Peoria to the Arizona Canal Diversion Channel to include mainline piping, catch basins and appurtenances. Through an IGA, 50% of the storm drain cost will be shared with the Flood Control District of Maricopa Co

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$871,516	$0	$0	$0	$0	$0
TOTAL	**$871,516**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: 79007 - Greenway Drain - 59th-67th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain at Greenway Road from 59th to 67th Avenues. Project includes catch basins and appurtenances. This project will intercept storm water flows east of 67th Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$2,640,000
Finance Charges	$0	$0	$0	$0	$0	$89,869
Engineering Charges	$0	$0	$0	$0	$0	$58,090
Arts	$0	$0	$0	$0	$0	$26,400
Contingency	$0	$0	$0	$0	$0	$370,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,684,359**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2180 - Flood Control Construction — Category: 20%

Project: 79008 - Northern Ave. SD- 47th to 63rd (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain on Northern Avenue from the basin at 63rd Avenue to approximately 47th Avenue, and a raw 24" water line from 51st Avenue to 63rd Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$11,447,287	$0	$0	$0	$0	$0
TOTAL	**$11,447,287**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: 79013 - Bethany Home, 79th-67th (SD) (N) **Funding Source:** General Obligation Bonds

Project Description: Construct storm drain pipe, inlets, and other appurtenances in Bethany Home Road from 79th Avenue to 67th Avenue. Carryover in FY 2011 is for the design of the 71st to 79th Avenue portion of the project.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$9,000,000
Finance Charges	$0	$0	$0	$0	$0	$40,500
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$90,000
Contingency	$0	$0	$0	$0	$0	$785,840
Sub-Total New Funding	$0	$0	$0	$0	$0	$10,608,840
FY 2011 Carryover	$23,000	$0	$0	$0	$0	$0
TOTAL	**$23,000**	**$0**	**$0**	**$0**	**$0**	**$10,608,840**

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: T2910 - Bethany Home, 67th-58th (SD) (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Bethany Home Road from 67th to 58th Avenues. Construction costs to be shared with Maricopa County Flood Control District (50%). Project will include storm drain pipe, catch basins and appurtenances.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,200,000
Construction	$0	$0	$0	$0	$0	$6,000,000
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$60,000
Contingency	$0	$0	$0	$0	$0	$597,070
Miscellaneous/Other	$0	$0	$0	$0	$0	$110,875
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,060,445**

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**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2180 - Flood Control Construction — Category: 20%

Project: T2940 - Greenway Drain - 51st-59th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Greenway Road between 51st and 59th Avenues to include mainline piping, catch basins, and appurtenances.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$2,630,000
Finance Charges	$0	$0	$0	$0	$0	$89,869
Engineering Charges	$0	$0	$0	$0	$0	$57,905
Arts	$0	$0	$0	$0	$0	$26,300
Contingency	$0	$0	$0	$0	$0	$380,000
TOTAL	**$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.

Project: T2941* - 67th Ave Frier - Orangewood SD (N) **Funding Source:** General Obligation Bonds

Project Description: Design and construct 800 feet of storm drain in 67th Avenue between Frier Drive and Orangewood Avenue. Project will extend an existing drainage system. Projects includes the installation of four catch basins, two manholes, and connector pipes.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$10,000
Construction	$0	$0	$0	$0	$0	$350,000
Finance Charges	$0	$0	$0	$0	$0	$8,750
Engineering Charges	$0	$0	$0	$0	$0	$17,640
Arts	$0	$0	$0	$0	$0	$3,500
Contingency	$0	$0	$0	$0	$0	$38,989
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$428,879**

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**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2180 - Flood Control Construction — Category: 20%

Project: T2942* - 47th Ave SD Harmont - Northern (N) **Funding Source:** General Obligation Bonds

Project Description: Project will design and construct storm drain trunk line, laterals, catch basins, man holes and appurtenances in 47th Avenue from Harmont Drive to Northern Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$10,000
Construction	$0	$0	$0	$0	$0	$250,000
Finance Charges	$0	$0	$0	$0	$0	$6,250
Engineering Charges	$0	$0	$0	$0	$0	$12,740
Arts	$0	$0	$0	$0	$0	$2,500
Contingency	$0	$0	$0	$0	$0	$22,519
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$304,009**

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: T2943* - Myrtle Avene Drainage Imp. (N) **Funding Source:** General Obligation Bonds

Project Description: Project to construct a small drainage system in 59th Avenue from Myrtle Avenue to Glenn Drive, and a concrete valley gutter and apron at the intersection of Myrtle Avenue and 55th Avenue. This will extend an existing drainage system, and mitigate some street flooding issues.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$10,000
Construction	$0	$0	$0	$0	$0	$180,000
Finance Charges	$0	$0	$0	$0	$0	$4,500
Engineering Charges	$0	$0	$0	$0	$0	$11,000
Arts	$0	$0	$0	$0	$0	$1,800
Contingency	$0	$0	$0	$0	$0	$16,584
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$223,884**

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**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

DEVELOPMENT IMPACT FEE FUNDS

Impact fees are one-time charges to developers that are used to offset a city's capital costs resulting from new development. Developers pay development impact fees when they construct new residential and commercial developments. These fees are designed to cover a city's increased costs for providing new or expanded infrastructure in the following categories: roadway improvements, open space and trails, parks, libraries, police, fire, general government, solid waste services and water/sewer. In this section you will find separate DIF fund summaries for each of these categories with the exception of solid waste services and water/sewer which are included in the Enterprise/Other Fund section of the *Capital Improvement Plan*.

Planning and zoning information, such as anticipated population growth and expected density of residential and commercial development, is the foundation for impact fee revenue estimates. Given this information, the city then estimates the amount of impact fee revenue available to pay for growth-related capital projects.

During FY 2010 the Arizona State Legislature extended a moratorium that prohibits increasing development impact fees through June 30, 2012. Starting in FY 2013, you will see that funding is set aside for an update to the city's existing fees.



Neighborhood joint-use park at 79th Avenue and Orangewood

Fund # - Name	Carryover	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
1600-DIF-Roadway Imp.	331,443	0	0	22,064	0	366,408	1,766,178
1520-DIF-Citywide Open Space	33,128	138,345	44,000	46,216	44,000	46,350	85,140
1460-DIF-Citywide Parks	0	0	0	2,216	0	2,350	5,140
1480-DIF-Citywide Rec Fac.	0	0	0	2,216	0	2,350	5,140
1540-DIF-Park Dev Zone 1	39,632	0	0	2,216	0	2,350	5,140
1560-DIF-Park Dev Zone 2	123,506	0	15,000	7,816	5,600	2,350	5,140
1580-DIF-Park Dev Zone 3	26,905	0	19,999	7,516	6,000	2,350	5,140
1380-DIF-Library Buildings	0	0	0	0	0	1,608,951	0
1500-DIF-Libraries	0	200,000	200,000	213,265	200,000	2,167,169	530,769
1440-DIF-Police Dept Fac.	0	0	0	10,919	0	11,584	25,329
1420-DIF-Fire Protect Fac.	0	0	0	11,480	0	12,179	26,627
1620-DIF-General Government	0	0	0	12,799	0	13,578	29,687
Total DIF Funds	554,614	338,345	278,999	338,723	255,600	4,237,969	2,489,430

ROADWAY IMPROVEMENTS
DIF FUND

This category includes development impact fees paid by developers for roadway improvements that are needed because of new residential and commercial developments within city limits.

Continuing in FY 2011 roadway improvement impact fee revenue in the amount of $1 million per year will cover a portion of debt service for growth related HURF projects. The last planned contribution is FY 2014.

Carryover will be available for development agreements involving arterial streets and intersection that may include improvements to curbs/gutters, sidewalks, street lights, traffic signals and landscaping. However, due to the severe slowdown in residential and commercial development, new funding originally set aside for these types of development agreements has been deferred until FY 2015.



Project Name: Dev. Agree. - Signals
Funding Source: DIF
Fund #: 1600
Project #: 67803



FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1600 - DIF-Roadway Improvements — Category: DIF

		FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:		**$3,205,494**	**$2,207,367**	**$1,540,450**	**$852,206**	**$181,611**	**$141,394**
Revenue							
Development Impact Fees		314,437	314,437	316,009	319,169	322,361	1,619,864
Interest Income		18,879	18,646	17,811	10,236	3,830	8,190
Total Revenue:		333,316	333,083	333,820	329,405	326,191	1,628,054
Non-Capital Expenses							
Transfer Out**		1,000,000	1,000,000	1,000,000	1,000,000	0	0
Total Non-Capital Expenses:		1,000,000	1,000,000	1,000,000	1,000,000	0	0
Capital Project Expenses	Carryover / New Funding						
Existing Assets							
Improvement of Existing Assets							
67802 Dev. Agree. - Arterials	140,000 / 0	0	0	0	0	171,500	857,500
Replacement of Existing Assets							
67809 DIF Update	0 / 0	0	0	22,064	0	23,408	51,178
Sub-Total - Existing Assets	*140,000 / 0*	*0*	*0*	*22,064*	*0*	*194,908*	*908,678*
New Assets							
67803 Dev. Agree. - Signals	191,443 / 0	0	0	0	0	171,500	857,500
Sub-Total - New Assets	*191,443 / 0*	*0*	*0*	*0*	*0*	*171,500*	*857,500*
Total Capital Project Expenses:	331,443 / 0	0	0	22,064	0	366,408	1,766,178
Total FY 2011 Funding:		331,443					
Estimated Ending Balance:		**$2,207,367**	**$1,540,450**	**$852,206**	**$181,611**	**$141,394**	**$3,270**

*New Project

**DIF Roadway Improvement contribution for HURF debt payment.

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1600 - DIF-Roadway Improvements — Category: DIF

Project: 67802 - Dev. Agree. - Arterials (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$0	$0	$171,500	$857,500
Sub-Total New Funding	$0	$0	$0	$0	$171,500	$857,500
FY 2011 Carryover	$140,000	$0	$0	$0	$0	$0
TOTAL	**$140,000**	**$0**	**$0**	**$0**	**$171,500**	**$857,500**

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

Project: 67809 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the roadway improvements portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$22,064	$0	$23,408	$51,178
TOTAL	**$0**	**$0**	**$22,064**	**$0**	**$23,408**	**$51,178**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1600 - DIF-Roadway Improvements — Category: DIF

Project: 67803 - Dev. Agree. - Signals (N) **Funding Source:** Development Impact Fees

Project Description: Fees 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$6,018	$30,088
Design	$0	$0	$0	$0	$10,531	$52,654
Construction	$0	$0	$0	$0	$137,563	$687,814
Engineering Charges	$0	$0	$0	$0	$3,310	$16,548
Arts	$0	$0	$0	$0	$1,376	$6,878
Contingency	$0	$0	$0	$0	$12,702	$63,518
Sub-Total New Funding	$0	$0	$0	$0	$171,500	$857,500
FY 2011 Carryover	$191,443	$0	$0	$0	$0	$0
TOTAL	**$191,443**	**$0**	**$0**	**$0**	**$171,500**	**$857,500**

Operating Description: O and M costs are for the electricity and maintenance of new traffic signal installations. Supplemental budget request will be made as new equipment is added to the system.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$10,800	$11,124	$11,457	$11,801	$12,155	$66,471
Equip. Maint.	$5,400	$5,562	$5,729	$5,901	$6,078	$33,234
TOTAL	**$16,200**	**$16,686**	**$17,186**	**$17,702**	**$18,233**	**$99,705**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

OPEN SPACE
DIF FUND

This category includes development impact fees paid by developers for new or expanded infrastructure related to open space and multiuse trails that are needed because of new residential developments within city limits.

For FY 2011, carryover funding will be used for trail/walkway improvements to accommodate increased use by residents from new and/or growing residential developments. New funding is available for similar improvements specifically for Discovery and Pasadena Parks.

Project Name: Discovery Park
Source: DIF
Fund #: 1520
Project #: 70453





Project Name: Pasadena Park
Source: DIF
Fund #: 1520
Project #: 70454

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1520 - DIF-Citywide Open Space — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$322,090**	**$168,148**	**$141,510**	**$113,089**	**$87,130**	**$58,730**
Revenue								
Development Impact Fees			15,821	15,821	15,900	16,059	16,220	81,506
Interest Income			1,710	1,541	1,895	1,982	1,730	6,830
Total Revenue:			17,531	17,362	17,795	18,041	17,950	88,336
Capital Project Expenses	Carryover	New Funding						
Existing Assets								
Improvement of Existing Assets								
70452 Park Improvements - City Wide	33,128	0	0	0	0	0	0	0
70453 Discovery Park	0	92,966	21,000	21,000	21,000	21,000	35,000	
70454 Pasadena Park	0	45,379	23,000	23,000	23,000	23,000	45,000	
Replacement of Existing Assets								
70450 DIF Update	0	0	0	2,216	0	2,350	5,140	
Sub-Total - Existing Assets	*33,128*	*138,345*	*44,000*	*46,216*	*44,000*	*46,350*	*85,140*	
Total Capital Project Expenses:	33,128	138,345	44,000	46,216	44,000	46,350	85,140	
Total FY 2011 Funding:		171,473						
Estimated Ending Balance:			**$168,148**	**$141,510**	**$113,089**	**$87,130**	**$58,730**	**$61,926**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1520 - DIF-Citywide Open Space — Category: DIF

Project: 70452 - Park Improvements - City Wide (I) **Funding Source:** Development Impact Fees

Project Description: Develop and update parks citywide 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. Examples of improvements may include playgrounds, ball fields, ramadas, etc.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$33,128	$0	$0	$0	$0	$0
TOTAL	**$33,128**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 70453 - Discovery Park (I) **Funding Source:** Development Impact Fees

Project Description: The project will create new amenities and infrastructure related to open space. The most likely improvement includes additional trails in the park and trail connections to the adjacent neighborhoods. Other improvements may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the city.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$80,000	$18,071	$18,071	$18,071	$18,071	$30,118
Engineering Charges	$5,280	$1,193	$1,193	$1,193	$1,193	$1,988
Arts	$800	$181	$181	$181	$181	$301
Contingency	$6,886	$1,555	$1,555	$1,555	$1,555	$2,593
TOTAL	**$92,966**	**$21,000**	**$21,000**	**$21,000**	**$21,000**	**$35,000**

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

Project: 70454 - Pasadena Park (I) **Funding Source:** Development Impact Fees

Project Description: The project will create new amenities and infrastructure related to open space. The most likely improvement includes connections to adjacent sidewalks in the park and trail connections to the current and future neighborhoods. Other improvements may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the City.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$39,050	$19,792	$19,792	$19,792	$19,792	$38,724
Engineering Charges	$2,577	$1,306	$1,306	$1,306	$1,306	$2,556
Arts	$391	$198	$198	$198	$198	$387
Contingency	$3,361	$1,704	$1,704	$1,704	$1,704	$3,333
TOTAL	**$45,379**	**$23,000**	**$23,000**	**$23,000**	**$23,000**	**$45,000**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1520 - DIF-Citywide Open Space — Category: DIF

Project: 70450 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the citywide open space and trails portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$2,216	$0	$2,350	$5,140
TOTAL	**$0**	**$0**	**$2,216**	**$0**	**$2,350**	**$5,140**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PARKS & RECREATION
DIF FUNDS

This category includes development impact fees paid by developers for new or expanded park infrastructure that is needed because of new residential developments within city limits.

The majority of park impact fee revenue is restricted for use in specific areas, as defined below:

- DIF Citywide Parks: Eligible for use citywide.
- DIF Citywide Rec Fac: Eligible for use citywide on recreation facilities.
- DIF Parks Dev Zone 1: Restricted to areas west of 75th Avenue, south of Greenway Road.
- DIF Parks Dev Zone 2: Restricted to areas east of 75th Avenue, south of Greenway Road.
- DIF Parks Dev Zone 3: Restricted to areas north of Greenway Road.

In FY 2011, the DIF Citywide Recreation Facility Fund will begin covering a portion of the debt service payments attributed to growth for the Foothills Recreation and Aquatic Center.

Also in FY 2011, carryover funding will be used for: the completion of a neighborhood, joint-use park at 79th Avenue and Orangewood to serve residents within a one-mile radius per the Park's 2002 Master Plan in Zone 1; growth related improvements to Paseo Linear Park in Zone 2; and the addition of kiosks at Thunderbird Conservation Park in Zone 3.

Due to the severe slowdown in residential development, new funding is not expected in FY 2011. These funds will be reassessed next fiscal year to determine if project funding can be added to the CIP plan.

Project Name: Thunderbird Park Kiosks
Source: DIF
Fund #: 1580
Project #: 73704



FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1460 - DIF-Citywide Parks — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$154,605**	**$162,396**	**$170,738**	**$177,835**	**$188,245**	**$197,320**
Revenue								
Development Impact Fees			6,685	6,685	6,718	6,785	6,853	34,436
Interest Income			1,106	1,657	2,595	3,625	4,572	25,435
Total Revenue:			7,791	8,342	9,313	10,410	11,425	59,871
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
72502 DIF Update	0	0	0	0	2,216	0	2,350	5,140
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*2,216*	*0*	*2,350*	*5,140*
Total Capital Project Expenses:	0	0	0	0	2,216	0	2,350	5,140
Total FY 2011 Funding:		0						
Estimated Ending Balance:			**$162,396**	**$170,738**	**$177,835**	**$188,245**	**$197,320**	**$252,051**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1460 - DIF-Citywide Parks — Category: DIF

Project: 72502 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the citywide parks portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$2,216	$0	$2,350	$5,140
TOTAL	**$0**	**$0**	**$2,216**	**$0**	**$2,350**	**$5,140**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1480 - DIF-Citywide Rec Facility — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$1,435,761**	**$1,320,883**	**$1,131,373**	**$943,176**	**$757,886**	**$568,790**
Revenue								
Development Impact Fees			7,058	7,058	7,093	7,164	7,236	36,361
Interest Income			9,615	12,200	15,443	16,842	15,731	32,505
Total Revenue:			16,673	19,258	22,536	24,006	22,967	68,866
Non-Capital Expenses								
Bond Interest**			63,649	61,017	55,108	48,971	42,157	81,160
Bond Principal**			67,902	147,751	153,409	160,325	167,556	545,862
Total Non-Capital Expenses:			131,551	208,768	208,517	209,296	209,713	627,022
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
72801 DIF Update	0	0	0	0	2,216	0	2,350	5,140
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*2,216*	*0*	*2,350*	*5,140*
Total Capital Project Expenses:	0	0	0	0	2,216	0	2,350	5,140
Total FY 2011 Funding:		0						
Estimated Ending Balance:			**$1,320,883**	**$1,131,373**	**$943,176**	**$757,886**	**$568,790**	**$5,494**

*New Project

**Debt payment for bond sales for Foothills Recreation & Aquatic Center (2004).

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1480 - DIF-Citywide Rec Facility — Category: DIF

Project: 72801 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the citywide recreation facilities portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$2,216	$0	$2,350	$5,140
TOTAL	**$0**	**$0**	**$2,216**	**$0**	**$2,350**	**$5,140**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1540 - DIF-Park Dev Zone 1 — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$84,160**	**$47,416**	**$50,331**	**$51,313**	**$54,829**	**$56,287**
Revenue								
Development Impact Fees			2,429	2,429	2,441	2,465	2,490	12,512
Interest Income			459	486	757	1,051	1,318	7,195
Total Revenue:			2,888	2,915	3,198	3,516	3,808	19,707
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
73104 79th Ave & Orangewood	39,632	0	0	0	0	0	0	0
Replacement of Existing Assets								
73102 DIF Update	0	0	0	0	2,216	0	2,350	5,140
Sub-Total - Existing Assets	*39,632*	*0*	*0*	*2,216*	*0*	*2,350*	*5,140*	
Total Capital Project Expenses:	39,632	0	0	2,216	0	2,350	5,140	
Total FY 2011 Funding:		39,632						
Estimated Ending Balance:			**$47,416**	**$50,331**	**$51,313**	**$54,829**	**$56,287**	**$70,854**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1540 - DIF-Park Dev Zone 1 — Category: DIF

Project: 73104 - 79th Ave & Orangewood (I) **Funding Source:** Development Impact Fees

Project Description: 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 park project 2060-70523.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$39,632	$0	$0	$0	$0	$0
TOTAL	**$39,632**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Additional O and M would include 15 additional low-level security lights and $1.44 per sq ft for landscape maintenance and water.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$2,000
Bldg. Maint.	$0	$0	$0	$0	$0	$8,124
Landscape	$0	$0	$0	$0	$0	$38,122
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$48,246**

Project: 73102 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the neighborhood parks zone 1 portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$2,216	$0	$2,350	$5,140
TOTAL	**$0**	**$0**	**$2,216**	**$0**	**$2,350**	**$5,140**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1560 - DIF-Park Dev Zone 2 — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$163,196**	**$41,619**	**$28,181**	**$21,959**	**$17,988**	**$17,301**
Revenue								
Development Impact Fees			1,215	1,215	1,221	1,233	1,245	6,256
Interest Income			714	347	373	396	418	2,145
Total Revenue:			1,929	1,562	1,594	1,629	1,663	8,401
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
73400 Park Improvements/Enhance	105,506	0	0	0	0	0	0	0
73404 Paseo Linear Park Additions	18,000	0	15,000	5,600	5,600	0	0	
Replacement of Existing Assets								
73403 DIF Update	0	0	0	0	2,216	0	2,350	5,140
Sub-Total - Existing Assets	*123,506*	*0*	*15,000*	*7,816*	*5,600*	*2,350*	*5,140*	
Total Capital Project Expenses:	123,506	0	15,000	7,816	5,600	2,350	5,140	
Total FY 2011 Funding:		123,506						
Estimated Ending Balance:			**$41,619**	**$28,181**	**$21,959**	**$17,988**	**$17,301**	**$20,562**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1560 - DIF-Park Dev Zone 2 — Category: DIF

Project: 73400 - Park Improvements/Enhance (I) **Funding Source:** Development Impact Fees

Project Description: Parks Master Plan action strategies to develop, enhance and improve parks between Greenway Road and Olive Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$105,506	$0	$0	$0	$0	$0
TOTAL	**$105,506**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 73404 - Paseo Linear Park Additions (I) **Funding Source:** Development Impact Fees

Project Description: Improvements consist of accommodating community growth by adding active recreation elements, such as additional biking features, playground equipment, shade structures or sports courts and ball fields that are growth related in Paseo Linear Park.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$1,111	$415	$415	$0	$0
Miscellaneous/Other	$0	$13,889	$5,185	$5,185	$0	$0
Sub-Total New Funding	$0	$15,000	$5,600	$5,600	$0	$0
FY 2011 Carryover	$18,000	$0	$0	$0	$0	$0
TOTAL	**$18,000**	**$15,000**	**$5,600**	**$5,600**	**$0**	**$0**

Operating Description: Building Maintenance expenses are for routine cellular tower testing/repairs and periodic shade cloth replacement.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Bldg. Maint.	$0	$3,090	$4,728	$6,273	$0	$35,332
TOTAL	**$0**	**$3,090**	**$4,728**	**$6,273**	**$0**	**$35,332**

Project: 73403 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the neighborhood parks zone 2 portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$2,216	$0	$2,350	$5,140
TOTAL	**$0**	**$0**	**$2,216**	**$0**	**$2,350**	**$5,140**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1580 - DIF-Park Dev Zone 3 — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$51,666**	**$27,292**	**$9,733**	**$4,591**	**$936**	**$921**
Revenue								
Development Impact Fees			2,256	2,256	2,267	2,290	2,313	11,623
Interest Income			275	184	107	55	22	500
Total Revenue:			2,531	2,440	2,374	2,345	2,335	12,123
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
73700 Park Enhancements/Ren	6,905	0	0	0	0	0	0	0
73704 Thunderbird Park Kiosks	20,000	0	19,999	5,300	6,000	0	0	0
Replacement of Existing Assets								
73702 DIF Update	0	0	0	0	2,216	0	2,350	5,140
Sub-Total - Existing Assets	*26,905*	*0*	*19,999*	*7,516*	*6,000*	*2,350*	*5,140*	
Total Capital Project Expenses:	26,905	0	19,999	7,516	6,000	2,350	5,140	
Total FY 2011 Funding:		26,905						
Estimated Ending Balance:			**$27,292**	**$9,733**	**$4,591**	**$936**	**$921**	**$7,904**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1580 - DIF-Park Dev Zone 3 — Category: DIF

Project: 73700 - Park Enhancements/Ren (I) **Funding Source:** Development Impact Fees

Project Description: Growth related enhancements to parks in Park Zone 3 (north of Greenway Road). Current plans are to make growth related enhancements to Thunderbird Conservation Park.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$6,905	$0	$0	$0	$0	$0
TOTAL	**$6,905**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 73704 - Thunderbird Park Kiosks (I) **Funding Source:** Development Impact Fees

Project Description: Increased usage of Thunderbird Conservation Park due to growth is requiring the construction of trail head informational kiosks in the park.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$1,481	$393	$444	$0	$0
Miscellaneous/Other	$0	$18,518	$4,907	$5,556	$0	$0
Sub-Total New Funding	$0	$19,999	$5,300	$6,000	$0	$0
FY 2011 Carryover	$20,000	$0	$0	$0	$0	$0
TOTAL	**$20,000**	**$19,999**	**$5,300**	**$6,000**	**$0**	**$0**

Operating Description: O and M costs with this project are for replacement of kiosk bulletin board covers and shade cloth.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$1,350	$1,850	$2,350	$0	$13,236
TOTAL	**$0**	**$1,350**	**$1,850**	**$2,350**	**$0**	**$13,236**

Project: 73702 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the neighborhood parks zone 3 portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$2,216	$0	$2,350	$5,140
TOTAL	**$0**	**$0**	**$2,216**	**$0**	**$2,350**	**$5,140**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

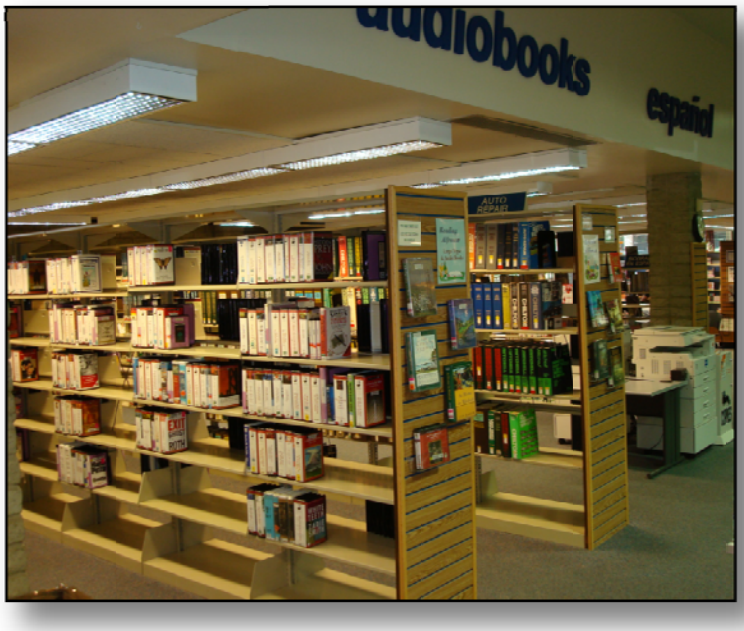
LIBRARY
DIF FUNDS

This category includes development impact fees paid by developers for new or expanded library infrastructure that is needed because of new residential developments within city limits.

Impact fees in this category are used annually for the purchase of additional library materials due to residential growth. A portion of the design and construction of a new branch library in the western area of Glendale, which is now planned for FY 2015, will be covered with development impact fee revenue. Funding has also been set aside for the DIF study to update the city's development impact fees starting in FY 2013.



Project Name: Library Books – Pop. Growth
Funding Source: DIF
Fund #: 1500
Project #: 74751



FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1380 - DIF-Library Buildings — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$1,725,048**	**$1,737,123**	**$1,754,494**	**$1,780,811**	**$1,816,427**	**$231,763**
Revenue								
Interest Income			12,075	17,371	26,317	35,616	24,287	27,810
Total Revenue:			12,075	17,371	26,317	35,616	24,287	27,810
Capital Project Expenses	**Carryover**	**New Funding**						
New Assets								
74250 West Branch Library	0	0	0	0	0	0	1,608,951	0
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*1,608,951*	*0*
Total Capital Project Expenses:	0	0	0	0	0	0	1,608,951	0
Total FY 2011 Funding:		0						
Estimated Ending Balance:			**$1,737,123**	**$1,754,494**	**$1,780,811**	**$1,816,427**	**$231,763**	**$259,573**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1380 - DIF-Library Buildings — Category: DIF

Project: 74250 - West Branch Library (N) **Funding Source:** Development Impact Fees

Project Description: Design and construction of a 33,500-sq-ft facility on approximately 7 acres of land at the Western Area Regional Facility site. Necessary equipment for the operation of the library includes a 3M 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 July 2015.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$1,313,132	$0
Construction	$0	$0	$0	$0	$250,316	$0
Engineering Charges	$0	$0	$0	$0	$43,000	$0
Arts	$0	$0	$0	$0	$2,503	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,608,951**	**$0**

Operating Description: Refer to Library Project No. 2160-74000 for O and M impact.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1500 - DIF-Libraries — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$3,274,291**	**$3,107,199**	**$2,947,975**	**$2,788,114**	**$2,652,795**	**$534,337**
Revenue								
Development Impact Fees			10,651	10,651	10,704	10,811	10,919	54,868
Interest Income			22,257	30,125	42,700	53,870	37,792	35,565
Total Revenue:			32,908	40,776	53,404	64,681	48,711	90,433
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
74752 DIF Update	0	0	0	0	13,265	0	14,073	30,769
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*13,265*	*0*	*14,073*	*30,769*
New Assets								
74750 West Branch Library/Books	0	0	0	0	0	0	1,953,096	0
74751 Library Books - Pop. Growth	0	200,000	200,000	200,000	200,000	200,000	200,000	500,000
Sub-Total - New Assets	*0*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*2,153,096*	*500,000*
Total Capital Project Expenses:	0	200,000	200,000	213,265	200,000	2,167,169	530,769	
Total FY 2011 Funding:		200,000						
Estimated Ending Balance:			**$3,107,199**	**$2,947,975**	**$2,788,114**	**$2,652,795**	**$534,337**	**$94,001**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1500 - DIF-Libraries — Category: DIF

Project: 74752 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the library portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$13,265	$0	$14,073	$30,769
TOTAL	**$0**	**$0**	**$13,265**	**$0**	**$14,073**	**$30,769**

Operating Description: No O and M is needed.

Project: 74750 - West Branch Library/Books (N) **Funding Source:** Development Impact Fees

Project Description: Request is for 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 7 acres of land at the Western Area Regional Facility site.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$334,606	$0
Construction	$0	$0	$0	$0	$1,493,290	$0
IT/Phone/Security	$0	$0	$0	$0	$60,000	$0
Engineering Charges	$0	$0	$0	$0	$50,267	$0
Arts	$0	$0	$0	$0	$14,933	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,953,096**	**$0**

Operating Description: Refer to Library Project No. 2160-74000 for O and M impact.

Project: 74751 - Library Books - Pop. Growth (N) **Funding Source:** Development Impact Fees

Project Description: Request is for funds to continue the phased-in approach of increasing the number of library books related to the growth of the city.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$200,000	$200,000	$200,000	$200,000	$200,000	$500,000
TOTAL	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$500,000**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PUBLIC SAFETY
DIF FUNDS

This category includes development impact fees paid by developers for new or expanded public safety infrastructure that is needed because of new residential and commercial developments within city limits.

Police

FY 2011 will be the last year impact fee revenue will help cover the 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. There are currently no planned projects in this category.

Fire

FY 2011 will be the last year impact fee revenue will help cover 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.

Due to the severe slowdown in residential and commercial development, the funding originally appropriated for the Fire Station 151 Relocation Project was reduced in FY 2010 in order to guarantee the debt service payment could be made in FY 2011. For this reason, no new projects are planned for this fund.



Debt Service: Gateway Public Safety Facility
Funding Source: DIF
Fund #'s: 1420 & 1440

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1440 - DIF-Police Dept Facilities — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$1,238,890**	**$1,091,459**	**$1,160,933**	**$1,226,344**	**$1,310,607**	**$1,390,791**
Revenue								
Development Impact Fees			58,268	58,268	58,559	59,145	59,736	300,173
Interest Income			8,128	11,206	17,771	25,118	32,032	183,385
Total Revenue:			66,396	69,474	76,330	84,263	91,768	483,558
Non-Capital Expenses								
Bond Interest**			8,224	0	0	0	0	0
Bond Principal**			205,603	0	0	0	0	0
Total Non-Capital Expenses:			213,827	0	0	0	0	0
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
77300 DIF Update	0	0	0	0	10,919	0	11,584	25,329
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*10,919*	*0*	*11,584*	*25,329*
Total Capital Project Expenses:	0	0	0	0	10,919	0	11,584	25,329
Total FY 2011 Funding:		0						
Estimated Ending Balance:			**$1,091,459**	**$1,160,933**	**$1,226,344**	**$1,310,607**	**$1,390,791**	**$1,849,020**

*New Project

**Debt payment for bond sales for West Public Safety Building (2003).

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1440 - DIF-Police Dept Facilities — Category: DIF

Project: 77300 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the police facilities portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$10,919	$0	$11,584	$25,329
TOTAL	**$0**	**$0**	**$10,919**	**$0**	**$11,584**	**$25,329**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1420 - DIF-Fire Protection Facilities — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$100,841**	**$18,713**	**$98,057**	**$167,712**	**$251,815**	**$327,250**
Revenue								
Development Impact Fees			78,763	78,763	79,157	79,949	80,748	405,759
Interest Income			417	581	1,978	4,154	6,866	62,020
Total Revenue:			79,180	79,344	81,135	84,103	87,614	467,779
Non-Capital Expenses								
Bond Interest**			6,204	0	0	0	0	0
Bond Principal**			155,104	0	0	0	0	0
Total Non-Capital Expenses:			161,308	0	0	0	0	0
Capital Project Expenses	Carryover	New Funding						
Existing Assets								
Replacement of Existing Assets								
77001 DIF Update	0	0	0	0	11,480	0	12,179	26,627
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*11,480*	*0*	*12,179*	*26,627*
Total Capital Project Expenses:	0	0	0	0	11,480	0	12,179	26,627
Total FY 2011 Funding:		0						
Estimated Ending Balance:			**$18,713**	**$98,057**	**$167,712**	**$251,815**	**$327,250**	**$768,402**

*New Project

**Debt payment for bond sales for West Public Safety Building (2003).

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1420 - DIF-Fire Protection Facilities — Category: DIF

Project: 77001 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the fire facilities portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$11,480	$0	$12,179	$26,627
TOTAL	**$0**	**$0**	**$11,480**	**$0**	**$12,179**	**$26,627**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

GENERAL GOVERNMENT
DIF FUND

This category includes development impact fees paid by developers for new or expanded general government infrastructure that are needed because of new residential and commercial developments within city limits.

Due to the slowdown in residential and commercial development, the General Government DIF Fund was only able to cover a portion of the last lease purchase payment in FY 2010 for the land for the future City Court Building along Glendale Avenue. Because of the resulting low fund balance and no projected increase in development, no projects are currently funded under the General Government DIF Fund.



Project Name: Land for City Court Building
Funding Source: DIF
Fund #: 1620
Project #: 77752
Note: The last lease purchase payment was in FY 2010.

FY 2011 - 2020 Capital Improvement Plan
Fund and Project Summary

1620 - DIF-General Government — Category: DIF

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Estimated Beginning Balance:			**$1,372**	**$174,316**	**$349,252**	**$516,088**	**$703,084**	**$885,011**
Revenue								
Development Impact Fees			172,331	172,331	173,193	174,925	176,674	887,787
Interest Income			613	2,605	6,442	12,071	18,831	157,685
Total Revenue:			172,944	174,936	179,635	186,996	195,505	1,045,472
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
77753 DIF Update	0	0	0	0	12,799	0	13,578	29,687
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*12,799*	*0*	*13,578*	*29,687*
Total Capital Project Expenses:	0	0	0	0	12,799	0	13,578	29,687
Total FY 2011 Funding:		0						
Estimated Ending Balance:			**$174,316**	**$349,252**	**$516,088**	**$703,084**	**$885,011**	**$1,900,796**

*New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1620 - DIF-General Government — Category: DIF

Project: 77753 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: The Development Impact Fee (DIF) Report should be updated every two years to adjust the fees based on current level of service for additional infrastructure needs related to new growth throughout the city. This is the general government portion of the cost to update the report.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Contingency	$0	$0	$12,799	$0	$13,578	$29,687
TOTAL	**$0**	**$0**	**$12,799**	**$0**	**$13,578**	**$29,687**

Operating Description: No O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

ENTERPRISE AND OTHER FUNDS

This category of funds captures the capital expenses for the enterprise funds (water/sewer, landfill and sanitation), the designated sales tax fund for the GO transportation capital program, the fund designated for transportation capital grants from federal, state and county government agencies, and a few other funds set up for specific purposes such as airport and civic center capital needs.

The General Fund represents the city's pay-as-you-go program (PAYGO). The Technology Infrastructure Fund was established to address the capital needs of major technology systems that are critical to city operations such as the PeopleSoft financial management system. Both the PAYGO and Technology Infrastructure Fund are funded with GF operating dollars.

The Arts Commission Fund represents the program funded by the one percent for the arts program that the city administers. One percent of the construction costs of each capital project are allocated for this program.



Fire Station 151

Note: Because these funds include both operating divisions and CIP projects, the fund summaries are limited to the project expenses only.

Fund # - Name	Carryover	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
2360-Water & Sewer	1,994,367	3,850,002	4,000,000	4,867,094	19,011,991	27,039,695	20,480,560
2400-Water	11,341,252	26,496,203	9,054,973	23,421,024	22,741,203	24,762,819	140,056,651
2420-Sewer	4,548,696	7,686,865	8,150,861	9,084,853	18,413,635	16,199,003	61,623,224
2210-Transportation Construction	43,424,963	45,499,756	13,112,354	21,367,058	15,300,505	14,833,431	121,393,599
1650-Transportation Grants	1,637,487	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1340-HURF/Street Fund	0	0	0	0	0	0	1,645,785
2480-Sanitation	0	1,288,888	1,863,645	1,289,787	3,202,986	2,798,000	15,215,861
2440-Landfill	1,339,352	522,275	965,756	2,478,578	15,940,811	5,011,013	17,491,222
2120-Airport Capital Grants	37,261	1,950,000	495,000	15,320,000	1,082,000	13,207,000	0
1840-Other Grants	815,252	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000-General Fund	540,271	802,858	802,858	802,858	100,000	100,000	5,630,443
1740-Civic Center	0	0	1,868,340	2,518,638	0	0	23,661,114
2150-Technology Infrastructure	0	0	985,200	636,000	655,000	165,000	23,161,665
1220-Arts Commission	0	500,000	500,000	500,000	500,000	500,000	1,750,000
Total Enterprise/Other Funds	65,678,901	92,596,847	45,798,987	86,285,890	100,948,131	108,615,961	452,110,124

WATER & SEWER
ENTERPRISE FUNDS

Water and sewer capital projects account for the second largest portion of the capital improvement plan after the GO Transportation capital program. These projects will be funded from water/sewer fund revenues. The FY 2011-2020 budget reflects recommendations from the Red Oak rate study completed in 2010.

The combined Water/Sewer Fund (2360) reflects continued funding in FY 2011 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 2011 for the Water Fund (2400) reflects continued and new funding for the Zone 4 Groundwater Treatment Plant that will provide capacity of 10 million gallons per day (MGD) for the drinking water system. FY 2011 also includes funding for citywide water line replacement and extensions where needed, Cholla Water Treatment Plant process improvements and a water line crossing at the New River.

In FY 2011, the Sewer Fund (2420) projects include carryover and new funding for sewer line replacement and extension, as well as new funding for the continued expansion of the 91st Avenue Wastewater Treatment Plan co-owned by the City of Phoenix and other valley cities. 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 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2360 - Water & Sewer — Category: Revenue

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
60002 Addtl. Recharge Capacity	127,721	0	0	0	0	0	0
60007 Arrwhd Wtr Reclam Fac Imps	913,908	3,750,001	4,000,000	2,598,975	2,664,566	0	0
Replacement of Existing Assets							
60000 Utility Billing System Repl.	835,947	0	0	0	0	0	0
60001 Water Quality Instruments	0	0	0	0	0	57,189	685,000
60009 *West Area WRF Service Wtr Sys.	0	100,001	0	0	0	0	0
T2250 WAWRF Clarifier Replacement	0	0	0	0	277,770	0	0
T2270 WAWRF Fine Screen Replacement	0	0	0	0	752,950	0	0
T2280 WAWRF Odor Control Replacement	0	0	0	0	1,081,700	0	0
T2282 *Lab Data Management System	0	0	0	0	0	300,000	0
T2283 *Computerized Maint. Mgmt Sys.	0	0	0	0	0	0	2,000,000
T2284 *Radio Phase IV Equipment	0	0	0	0	800,000	0	800,000
Sub-Total - Existing Assets	*1,877,576*	*3,850,002*	*4,000,000*	*2,598,975*	*5,576,986*	*357,189*	*3,485,000*
New Assets							
60008 WAWRF Phase IV	116,791	0	0	2,268,119	13,435,005	26,682,506	16,995,560
Sub-Total - New Assets	*116,791*	*0*	*0*	*2,268,119*	*13,435,005*	*26,682,506*	*16,995,560*
Total Project Expenses:	**$1,994,367**	**$3,850,002**	**$4,000,000**	**$4,867,094**	**$19,011,991**	**$27,039,695**	**$20,480,560**
Total FY 2011 Funding:		**$5,844,369**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2360 - Water & Sewer — Category: Revenue

Project: 60002 - Addtl. Recharge Capacity (I) **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 (CMOM). Prevent possible sanitary sewer overflows due to loss of discharge pathway to Arrowhead Ranch Water Reclamation Facility.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$127,721	$0	$0	$0	$0	$0
TOTAL	**$127,721**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 60007 - Arrwhd Wtr Reclam Fac Imps (I) **Funding Source:** Water & Sewer Revenues

Project Description: To ensure reliable and safe treatment of wastewater in the Arrowhead area and meet upcoming regulatory requirements, the treatment plant processes will be upgraded. This project will replace the aging sand filters and ultra violet light disinfection system at the Arrowhead Ranch Water Reclamation Facility. This project will also include civil, mechanical, and electrical improvements. These improvements will enable the plant to consistently meet the A+ effluent water quality requirements and help assure personnel safety by meeting Occupational Safety and Health Administration (OSHA) standards.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$600,400	$60,000	$600,118	$0	$0	$0
Construction	$2,551,969	$3,288,800	$1,586,451	$2,235,804	$0	$0
Finance Charges	$49,794	$61,318	$34,524	$35,314	$0	$0
Engineering Charges	$33,187	$35,255	$23,020	$23,538	$0	$0
Arts	$25,520	$32,888	$15,865	$22,358	$0	$0
Contingency	$489,131	$521,739	$338,997	$347,552	$0	$0
Sub-Total New Funding	$3,750,001	$4,000,000	$2,598,975	$2,664,566	$0	$0
FY 2011 Carryover	$913,908	$0	$0	$0	$0	$0
TOTAL	**$4,663,909**	**$4,000,000**	**$2,598,975**	**$2,664,566**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 60000 - Utility Billing System Repl. (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement and implementation of a new utility billing system. The cost includes software, professional services and fees, and annual service and maintenance. The new Utility billing system was implemented in Fiscal Year 2010. Remaining funding of project is for final payment to outside vendors.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$835,947	$0	$0	$0	$0	$0
TOTAL	**$835,947**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2360 - Water & Sewer — Category: Revenue

Project: 60001 - Water Quality Instruments (R) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$0	$0	$0	$57,189	$685,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$57,189**	**$685,000**

Operating Description: Replacement of water quality testing instruments with more sensitive detectors results in additional ongoing maintenance costs. Because of the initial warranties on each instrument, these operating impacts are expected to begin the year following instrument replacement.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$153,868
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$153,868**

Project: 60009* - West Area WRF Service Wtr Sys. (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include replacement of the existing 2 in. galvanized service water lines at the West Area Water Reclamation Facility. Numerous areas of the pipeline system had leaks indicating severe pipeline corrosion.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$75,893	$0	$0	$0	$0	$0
Finance Charges	$1,198	$0	$0	$0	$0	$0
Engineering Charges	$9,107	$0	$0	$0	$0	$0
Arts	$759	$0	$0	$0	$0	$0
Contingency	$13,044	$0	$0	$0	$0	$0
TOTAL	**$100,001**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: T2250 - WAWRF Clarifier Replacement (R) **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 Reclamation 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$30,000	$0	$0
Construction	$0	$0	$0	$200,000	$0	$0
Engineering Charges	$0	$0	$0	$11,270	$0	$0
Arts	$0	$0	$0	$2,000	$0	$0
Contingency	$0	$0	$0	$34,500	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$277,770**	**$0**	**$0**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2360 - Water & Sewer — Category: Revenue

Project: T2270 - WAWRF Fine Screen Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: The West Area Water Reclamation Facility fine screens are mechanical devices that remove solid materials from the influent flows. These devices are subject to wear and tear and need to be replaced approximately every 15-20 years.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$50,000	$0	$0
Construction	$0	$0	$0	$580,000	$0	$0
Engineering Charges	$0	$0	$0	$29,400	$0	$0
Arts	$0	$0	$0	$5,800	$0	$0
Contingency	$0	$0	$0	$87,750	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$752,950**	**$0**	**$0**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

Project: T2280 - WAWRF Odor Control Replacement (R) **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 prevent odor complaints from nearby property owners. The odor control system will require replacement due to ordinary operating conditions.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$100,000	$0	$0
Construction	$0	$0	$0	$800,000	$0	$0
Engineering Charges	$0	$0	$0	$38,700	$0	$0
Arts	$0	$0	$0	$8,000	$0	$0
Contingency	$0	$0	$0	$135,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$1,081,700**	**$0**	**$0**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

Project: T2282* - Lab Data Management System (R) **Funding Source:** Water & Sewer Revenues

Project Description: Purchase of an information management system for Water Quality Laboratory data. Funding for this project transferred from Water Quality Lab Instrumentation project 2360-60001.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
IT/Phone/Security	$0	$0	$0	$0	$300,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$300,000**	**$0**

Operating Description: No additional O and M is expected since this is the replacement of an existing system.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2360 - Water & Sewer — Category: Revenue

Project: T2283* - Computerized Maint. Mgmt Sys. (R) **Funding Source:** Water & Sewer Revenues

Project Description: The City of Glendale Utilities Department utilizes Computerized Maintenance Management System (CMMS), to reduce administrative cost associated with the operation and maintenance of the city's water and wastewater treatment, distribution and collection systems. The CMMS software is dependent on both computer hardware and its operating system. After seven years, this computer hardware and operating system are not expected to support the current version of CMMS.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$0	$1,637,913
Finance Charges	$0	$0	$0	$0	$0	$25,873
Engineering Charges	$0	$0	$0	$0	$0	$58,965
Arts	$0	$0	$0	$0	$0	$16,379
Contingency	$0	$0	$0	$0	$0	$260,870
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,000,000**

Operating Description: No additional O and M is needed.

Project: T2284* - Radio Phase IV Equipment (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the replacement of the existing microwave radio equipment. The radios are used for wide area networking of the Supervisory Control and Data Acquisition (SCADA) system. The microwave radio equipment installed under the Radio Phase III project has a supportable and operational life span of approximately five years.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$654,900	$0	$654,900
Finance Charges	$0	$0	$0	$10,203	$0	$10,203
Engineering Charges	$0	$0	$0	$24,000	$0	$24,000
Arts	$0	$0	$0	$6,549	$0	$6,549
Contingency	$0	$0	$0	$104,348	$0	$104,348
TOTAL	**$0**	**$0**	**$0**	**$800,000**	**$0**	**$800,000**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2360 - Water & Sewer — Category: Revenue

Project: 60008 - WAWRF Phase IV (N) **Funding Source:** Water & Sewer Revenues

Project Description:

This project will include design and construction of treatment system improvements and expansion at the West Area Water Reclamation Facility (WAWRF) to treat increasing wastewater flows from the developing areas along the Loop 101 alignment and other projected area growth. The plant improvements and expansion have been identified in the West Area Water Reclamation Facility Phase V Master Plan conducted by the Damon S. Williams Associates(DSWA) team in 2009.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$1,890,000	$0	$0	$0
Construction	$0	$0	$0	$11,380,000	$22,540,000	$14,350,000
Finance Charges	$0	$0	$30,000	$145,000	$350,000	$230,000
IT/Phone/Security	$0	$0	$45,000	$0	$0	$0
Engineering Charges	$0	$0	$7,277	$43,813	$86,779	$55,248
Arts	$0	$0	$0	$113,800	$225,400	$143,500
Contingency	$0	$0	$295,842	$1,752,392	$3,480,327	$2,216,812
Sub-Total New Funding	$0	$0	$2,268,119	$13,435,005	$26,682,506	$16,995,560
FY 2011 Carryover	$116,791	$0	$0	$0	$0	$0
TOTAL	**$116,791**	**$0**	**$2,268,119**	**$13,435,005**	**$26,682,506**	**$16,995,560**

Operating Description:

Expanded facility will require two new plant operators and one new plant electrician starting in FY 2016 at $68,000 including benefits per year. Other treatment expenses prorated with existing facility expenses. Plant capacity will increase resulting in increases in (1) supplies (chemicals) $200,000; (2) utilities of $300,000; (3) equipment maintenance $66,000. No new telephones, PC's or vehicles will be required.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$840,478
Supplies/Contr	$0	$0	$0	$0	$0	$824,000
Utilities	$0	$0	$0	$0	$0	$1,236,000
Equip. Maint.	$0	$0	$0	$0	$0	$271,921
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,172,399**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2400 - Water — Category: Revenue

			FY 2011:	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Capital Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
61023	Water System Security	275,317	0	0	0	2,519,715	0	0
61024	Cholla Water Plant Process Imp	0	900,000	0	0	0	0	0
61036	Zn4 Groundwater Trtment Plant	9,316,690	19,975,575	1,002,539	7,505,990	0	0	10,000,915
61040	Loop 101 Wells & Piping	0	0	0	1,927,380	0	0	9,679,120
61041	Additional Recharge Capacity	0	100,000	0	3,500,000	3,500,000	3,350,000	1,000,000
T3540	WTPs Chlorine Gas Elimination	0	0	0	0	3,493,499	4,244,851	0
T3552	Additional Water Supply	0	0	0	0	6,597,500	3,581,123	49,988,750
Replacement of Existing Assets								
61001	Fire Hydrant Replacement	0	296,074	0	0	0	1,508,301	2,457,972
61012	Irrigation	0	0	0	0	0	227,288	720,252
61013	Line Replacement & Extension	167,000	1,498,571	3,147,887	3,294,721	3,448,618	2,168,090	22,332,808
61015	Outer Loop Effluent Line	0	0	0	0	69,000	1,610,000	2,603,422
61043	Pyramid Pk WTP Train #1 Equip	0	0	791,670	4,917,950	0	0	0
T3550	Hillcrest Ranch Booster Rehab	0	0	0	0	552,775	0	0
Sub-Total - Existing Assets		*9,759,007*	*22,770,220*	*4,942,096*	*21,146,041*	*20,181,107*	*16,689,653*	*98,783,239*
New Assets								
61003	Oasis Water Campus	305,215	0	0	0	0	0	0
61009	Drinking Water Well Head Trmt	0	0	0	0	887,225	887,225	0
61019	Storage and Recovery Well	0	0	0	0	745,453	1,770,000	2,235,475
61020	West Area Reuse Pipelines	20,000	0	0	0	0	836,986	1,325,224
61021	N River/Agua Fria Storage Proj	1,257,030	0	0	0	0	0	0
61027	Water Line Extension	0	1,518,983	1,518,983	1,518,983	0	500,421	1,569,183
61029	Regional GAC Plant	0	0	0	0	0	1,042,000	1,800,000
61038	Loop 101 Water Treatment	0	828,000	792,000	756,000	0	1,999,527	33,014,585
61044	*New River Waterline Crossing	0	1,379,000	0	0	0	0	0
T3480	95th A Wtr Trn Ln Orgewd to G	0	0	1,462,100	0	0	0	0
T3510	Orngewood Ave Wtr Trans Mn	0	0	339,794	0	827,418	1,037,007	1,103,945
T3554	Zone 3 Transmission Pipelines	0	0	0	0	100,000	0	0
T3555	*Fiber Optic Cable - Reservoir	0	0	0	0	0	0	225,000
Sub-Total - New Assets		*1,582,245*	*3,725,983*	*4,112,877*	*2,274,983*	*2,560,096*	*8,073,166*	*41,273,412*
Total Project Expenses:		**$11,341,252**	**$26,496,203**	**$9,054,973**	**$23,421,024**	**$22,741,203**	**$24,762,819**	**$140,056,651**
Total FY 2011 Funding:			**$37,837,455**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61023 - Water System Security (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$117,000	$0	$0
Construction	$0	$0	$0	$2,065,000	$0	$0
Finance Charges	$0	$0	$0	$33,000	$0	$0
Engineering Charges	$0	$0	$0	$55,000	$0	$0
Arts	$0	$0	$0	$20,650	$0	$0
Contingency	$0	$0	$0	$229,065	$0	$0
Sub-Total New Funding	$0	$0	$0	$2,519,715	$0	$0
FY 2011 Carryover	$275,317	$0	$0	$0	$0	$0
TOTAL	**$275,317**	**$0**	**$0**	**$2,519,715**	**$0**	**$0**

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

Project: 61024 - Cholla Water Plant Process Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include improvements at Cholla Water Treatment Plant to meet the regulatory requirements. The work to be performed during the current 10-year CIP will include installation of new variable frequency drive system, odor control, soil stabilization, solids handling facility repair and improvements, and reservoir lining rehabilitation or replacement.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$700,000	$0	$0	$0	$0	$0
Finance Charges	$12,000	$0	$0	$0	$0	$0
Engineering Charges	$39,600	$0	$0	$0	$0	$0
Arts	$7,000	$0	$0	$0	$0	$0
Contingency	$141,400	$0	$0	$0	$0	$0
TOTAL	**$900,000**	**$0**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61036 - Zn4 Groundwater Trtment Plant (I) **Funding Source:** Water & Sewer Revenues

Project Description: An expansion of the Zone 4 Water Treatment Plant intended to treat 10 million gallons per day (MGD) of groundwater to remove nitrates and other contaminants. This facility will provide needed drinking water when surface water plants are off-line during canal dry-ups.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$1,400,000	$0	$1,100,000	$0	$0	$1,500,000
Construction	$15,500,000	$850,000	$5,250,000	$0	$0	$6,980,000
Finance Charges	$250,000	$10,000	$100,000	$0	$0	$114,000
Engineering Charges	$65,065	$3,273	$24,448	$0	$0	$32,648
Arts	$155,000	$8,500	$52,500	$0	$0	$69,800
Contingency	$2,605,510	$130,766	$979,042	$0	$0	$1,304,467
Sub-Total New Funding	$19,975,575	$1,002,539	$7,505,990	$0	$0	$10,000,915
FY 2011 Carryover	$9,316,690	$0	$0	$0	$0	$0
TOTAL	**$29,292,265**	**$1,002,539**	**$7,505,990**	**$0**	**$0**	**$10,000,915**

Operating Description: This is an expansion of the Zone 4 Water Treatment Plant to give it the capability to treat groundwater therefore only new costs will be for staff, chemicals and utilities. FTE = Three plant operators @ $71,500 per year. Chemical, utilities, and maintenance cost are based on actual cost during a pilot study to treat groundwater. A supplemental will be submitted in the future for the additional O and M costs.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$214,500	$220,935	$227,563	$234,390	$1,281,740
Supplies/Contr	$0	$360,600	$371,418	$382,561	$394,037	$2,154,758
Utilities	$0	$54,636	$56,275	$57,963	$59,702	$326,476
Equip. Maint.	$0	$50,000	$51,500	$0	$0	$290,069
Insurance	$0	$6,409	$6,601	$6,799	$7,003	$38,297
TOTAL	**$0**	**$686,145**	**$706,729**	**$674,886**	**$695,132**	**$4,091,340**

Project: 61040 - Loop 101 Wells & Piping (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$140,000	$0	$0	$960,000
Construction	$0	$0	$1,500,000	$0	$0	$7,200,000
Finance Charges	$0	$0	$22,900	$0	$0	$125,100
Engineering Charges	$0	$0	$15,480	$0	$0	$77,020
Arts	$0	$0	$15,000	$0	$0	$72,000
Contingency	$0	$0	$234,000	$0	$0	$1,245,000
TOTAL	**$0**	**$0**	**$1,927,380**	**$0**	**$0**	**$9,679,120**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61041 - Additional Recharge Capacity (I) **Funding Source:** Water & Sewer Revenues

Project Description: To purchase or develop additional recharge capacity/options for the underground storage of the City's reclaimed water and surface water supplies. Additional recharge capacity/options are needed to ensure the City is able to store projected increases in reclaimed water produced at the City's West Area Water Reclamation Facility; and to efficiently manage the City's available surface water supplies. This project replaces project 2400-T3556.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$100,000	$0	$3,500,000	$3,500,000	$3,350,000	$1,000,000
TOTAL	**$100,000**	**$0**	**$3,500,000**	**$3,500,000**	**$3,350,000**	**$1,000,000**

Operating Description: Additional operating and maintenance cost projections for purchased additional capacity. Costs based upon operation and maintenance contract services for existing facilities.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$58,417	$60,170	$61,975	$338,903
TOTAL	**$0**	**$0**	**$58,417**	**$60,170**	**$61,975**	**$338,903**

Project: T3540 - WTPs Chlorine Gas Elimination (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the design and construction for the removal of the on-site storage and use of chlorine gas for disinfection of the drinking water. The chlorine gas will be replaced with on-site generation of sodium hypochlorite as the disinfection chemical for two water treatment plants.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$730,000	$0	$0
Construction	$0	$0	$0	$2,200,000	$3,550,000	$0
Finance Charges	$0	$0	$0	$44,000	$55,000	$0
Engineering Charges	$0	$0	$0	$41,825	$50,675	$0
Arts	$0	$0	$0	$22,000	$35,500	$0
Contingency	$0	$0	$0	$455,674	$553,676	$0
TOTAL	**$0**	**$0**	**$0**	**$3,493,499**	**$4,244,851**	**$0**

Operating Description: Additional annual cost for supplies and electricity are $20,000 and $15,000 respectively. Costs are based on engineering studies. A supplemental will be submitted in the future.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$15,000	$15,450	$84,483
Utilities	$0	$0	$0	$20,000	$20,600	$112,652
TOTAL	**$0**	**$0**	**$0**	**$35,000**	**$36,050**	**$197,135**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: T3552 - Additional Water Supply (I) **Funding Source:** Water & Sewer Revenues

Project Description: Acquisition and development of renewable water supplies to meet increasing demand for water, maintain city's designation of assured water supply, and to minimize drought impacts on Glendale water system customers.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$97,500	$52,923	$738,750
Miscellaneous/Other	$0	$0	$0	$6,500,000	$3,528,200	$49,250,000
TOTAL	**$0**	**$0**	**$0**	**$6,597,500**	**$3,581,123**	**$49,988,750**

Operating Description: O and M is based upon projected delivery and treatment costs relating to the additional water supply.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$380,000	$0	$2,140,336
TOTAL	**$0**	**$0**	**$0**	**$380,000**	**$0**	**$2,140,336**

Project: 61001 - Fire Hydrant Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project consists of funding a replacement program for approximately 800 existing fire hydrants. To date, 285 fire hydrants have been replaced. The replacement of existing fire hydrants is primarily driven by the inability to obtain parts as the fire hydrant becomes inoperable. The new fire hydrant installations are based on an internal study that identified areas that currently do not meet city and industry spacing guidelines.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$265,000	$0	$0	$0	$1,350,000	$2,200,000
Engineering Charges	$6,493	$0	$0	$0	$33,075	$53,900
Arts	$2,650	$0	$0	$0	$13,500	$22,000
Contingency	$21,931	$0	$0	$0	$111,726	$182,072
TOTAL	**$296,074**	**$0**	**$0**	**$0**	**$1,508,301**	**$2,457,972**

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

Project: 61012 - Irrigation (R) **Funding Source:** Water & Sewer Revenues

Project Description: Irrigation pipelines and irrigation structures, in the downtown flood irrigation system will be rehabilitated or replaced to stop existing irrigation leaks.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$16,000	$0
Construction	$0	$0	$0	$0	$200,000	$684,000
Engineering Charges	$0	$0	$0	$0	$9,288	$29,412
Arts	$0	$0	$0	$0	$2,000	$6,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$227,288**	**$720,252**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61013 - Line Replacement & Extension (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Water Distribution System Evaluation Study conducted by CH2M-Hill identified the segments of water lines to be rehabilitated and/or replaced. In addition, the city Utilities Department has also identified the water lines that are in need of rehabilitation and/or replacement based on historic repair and maintenance records. This project will include water line rehabilitation and/or replacement to ensure effective water distribution system operations and regulatory compliance.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$470,000	$0	$0	$0	$650,000	$2,000,000
Construction	$800,000	$2,660,000	$2,780,000	$2,910,000	$1,190,000	$16,890,000
Finance Charges	$20,000	$40,000	$46,000	$48,000	$26,000	$285,000
Engineering Charges	$5,105	$10,693	$11,175	$11,698	$7,396	$75,933
Arts	$8,000	$26,600	$27,800	$29,100	$11,900	$168,900
Contingency	$195,466	$410,594	$429,746	$449,820	$282,794	$2,912,975
Sub-Total New Funding	$1,498,571	$3,147,887	$3,294,721	$3,448,618	$2,168,090	$22,332,808
FY 2011 Carryover	$167,000	$0	$0	$0	$0	$0
TOTAL	**$1,665,571**	**$3,147,887**	**$3,294,721**	**$3,448,618**	**$2,168,090**	**$22,332,808**

Operating Description: No additional O and M is needed.

Project: 61015 - Outer Loop Effluent Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Arrowhead Ranch Water Reclamation Facility (ARWRF) effluent transmission line have been in service since the late 1980s. This effluent transmission line is essential for conveying and disposal of the effluent from the ARWRF. This project will include effluent line inspection, evaluation and rehabilitation, if needed, to ensure effluent transmission system integrity and reliability.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$58,910	$0	$0
Construction	$0	$0	$0	$0	$1,340,000	$2,170,000
Finance Charges	$0	$0	$0	$0	$21,810	$32,000
Engineering Charges	$0	$0	$0	$1,090	$24,790	$40,145
Arts	$0	$0	$0	$0	$13,400	$21,700
Contingency	$0	$0	$0	$9,000	$210,000	$339,577
TOTAL	**$0**	**$0**	**$0**	**$69,000**	**$1,610,000**	**$2,603,422**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61043 - Pyramid Pk WTP Train #1 Equip (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include equipment replacement and rehabilitation at the Pyramid Peak Water Treatment Plant related to Train No. 1 and other equipment in the original plant. The original equipment will be approximately 23 years old. Based on the existing IGA between Glendale and Peoria, this cost will be split between the two cities - with Peoria being responsible for approximately 23% of the project costs.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$660,000	$4,100,000	$0	$0	$0
Finance Charges	$0	$9,900	$61,500	$0	$0	$0
Engineering Charges	$0	$16,170	$100,450	$0	$0	$0
Arts	$0	$6,600	$41,000	$0	$0	$0
Contingency	$0	$99,000	$615,000	$0	$0	$0
TOTAL	**$0**	**$791,670**	**$4,917,950**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: T3550 - Hillcrest Ranch Booster Rehab (R) **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 replaced or rehabilitated if possible.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$25,000	$0	$0
Construction	$0	$0	$0	$450,000	$0	$0
Engineering Charges	$0	$0	$0	$23,275	$0	$0
Arts	$0	$0	$0	$4,500	$0	$0
Contingency	$0	$0	$0	$50,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$552,775**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 61003 - Oasis Water Campus (N) **Funding Source:** Water & Sewer Revenues

Project Description: A "Comprehensive Water Facilities Planning and Design" plan has been prepared and the design is complete for the new 10 million gallon per day (MGD) surface water treatment plant that will serve mainly western Glendale with fresh drinking water.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$305,215	$0	$0	$0	$0	$0
TOTAL	**$305,215**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61009 - Drinking Water Well Head Trmt (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include design of a new Zone 4 wellhead treatment system to remove nitrates and arsenic from groundwater to meet the federal drinking water standards. This new wellhead treatment system was recommended in the Groundwater Master Plan in 2008 in order to meet the future growth demand in the west areas of the city.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$750,000	$750,000	$0
Engineering Charges	$0	$0	$0	$21,500	$21,500	$0
Contingency	$0	$0	$0	$115,725	$115,725	$0
TOTAL	**$0**	**$0**	**$0**	**$887,225**	**$887,225**	**$0**

Operating Description: No additional O and M is needed.

Project: 61019 - Storage and Recovery Well (N) **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. The recovered groundwater will be pumped to the Arrowhead amenities customers.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$626,779	$300,000	$300,000
Construction	$0	$0	$0	$0	$1,177,200	$1,564,800
Finance Charges	$0	$0	$0	$9,846	$22,830	$28,944
Engineering Charges	$0	$0	$0	$11,595	$27,328	$34,499
Arts	$0	$0	$0	$0	$11,772	$15,648
Contingency	$0	$0	$0	$97,233	$230,870	$291,584
TOTAL	**$0**	**$0**	**$0**	**$745,453**	**$1,770,000**	**$2,235,475**

Operating Description: O and M is for three years of chemicals and equipment maintenance based on pilot studies.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$144,200
Utilities	$0	$0	$0	$0	$0	$103,000
Equip. Maint.	$0	$0	$0	$0	$0	$46,350
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$293,550**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61020 - West Area Reuse Pipelines (N) **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 per the reuse master plan. Extensions of the effluent line to serve new lakes are also included.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$540,000	$0
Construction	$0	$0	$0	$0	$261,000	$1,260,000
Finance Charges	$0	$0	$0	$0	$12,000	$19,000
Engineering Charges	$0	$0	$0	$0	$21,376	$33,624
Arts	$0	$0	$0	$0	$2,610	$12,600
Sub-Total New Funding	$0	$0	$0	$0	$836,986	$1,325,224
FY 2011 Carryover	$20,000	$0	$0	$0	$0	$0
TOTAL	**$20,000**	**$0**	**$0**	**$0**	**$836,986**	**$1,325,224**

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. One new WRF Plant Operator will be required to work off-site at lake intake structures, recharge outfall structures and water delivery locations. Cost of operator with benefits is $75,080 year for three years.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$231,999
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$231,999**

Project: 61021 - N River/Agua Fria Storage Proj (N) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$1,257,030	$0	$0	$0	$0	$0
TOTAL	**$1,257,030**	**$0**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61027 - Water Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Installation of water lines to extend the city's water transmission and distribution systems.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$150,000	$150,000	$150,000	$0	$100,000	$0
Construction	$1,120,000	$1,120,000	$1,120,000	$0	$317,000	$1,300,000
Finance Charges	$18,400	$18,400	$18,400	$0	$8,000	$29,750
Engineering Charges	$21,255	$21,255	$21,255	$0	$6,979	$21,757
Arts	$11,200	$11,200	$11,200	$0	$3,170	$13,000
Contingency	$198,128	$198,128	$198,128	$0	$65,272	$204,676
TOTAL	**$1,518,983**	**$1,518,983**	**$1,518,983**	**$0**	**$500,421**	**$1,569,183**

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

Project: 61029 - Regional GAC Plant (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include co-ownership of a regional granular activated carbon (GAC) regeneration plant. The City of Glendale ownership will not exceed 5% of the project. The total project cost was estimated to be $56 million. The GAC has a life expectancy of 6 to 24 months and must be replaced with either new GAC or regenerated GAC. The cost for new GAC is approximately $1.23 per pound and $0.76 per pound for regenerated GAC. The GAC regeneration will result in a 30% or greater savings in O and M costs. The project pay-back will be 3-5 years from the O and M savings.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$15,000	$27,000
Miscellaneous/Other	$0	$0	$0	$0	$1,027,000	$1,773,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,042,000**	**$1,800,000**

Operating Description: There are no direct O and M costs to the City of Glendale related to 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 ongoing project O and M costs.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: 61038 - Loop 101 Water Treatment (N) **Funding Source:** Water & Sewer Revenues

Project Description: Design and build a 10 million gallon per day (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. The 11.7 acres of land is located at 99th Avenue and Northern. Land was purchased in FY 2009 with payments in FY 2009 and FY 2010 with the remaining payments to be spread over three fiscal years. A groundwater treatment plant and reservoir booster station will be designed and constructed in FY's 2015 through 2019. This facility is identified in the revised Utilities Water Master Plan.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$828,000	$792,000	$756,000	$0	$0	$0
Design	$0	$0	$0	$0	$1,705,000	$3,000,000
Construction	$0	$0	$0	$0	$250,000	$29,100,000
Finance Charges	$0	$0	$0	$0	$34,500	$500,000
Engineering Charges	$0	$0	$0	$0	$7,527	$123,585
Arts	$0	$0	$0	$0	$2,500	$291,000
TOTAL	**$828,000**	**$792,000**	**$756,000**	**$0**	**$1,999,527**	**$33,014,585**

Operating Description: O and M impact will be determined when project is closer to completion as operations are expected to begin in FY 2020.

Project: 61044* - New River Waterline Crossing (N) **Funding Source:** Water & Sewer Revenues

Project Description: In order to meet the new federal disinfection by-product requirements for the city's water distribution system in 2012, a connection between Zone 1 and Zone 4 will be provided. The purpose of the project is to enhance water quality within the distribution system and improve operations flexibility. This project will include installation of a new 16-inch water line crossing the New River to connect the existing 16-inch waterline along Bethany Homes Road with the existing 12-inch waterline at the Airport.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$1,122,180	$0	$0	$0	$0	$0
Finance Charges	$17,728	$0	$0	$0	$0	$0
Engineering Charges	$48,000	$0	$0	$0	$0	$0
Arts	$11,222	$0	$0	$0	$0	$0
Contingency	$179,870	$0	$0	$0	$0	$0
TOTAL	**$1,379,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: T3480 - 95th A Wtr Trn Ln Orgewd to G (N) **Funding Source:** Water & Sewer Revenues

Project Description: Installation of a new 16 in. diameter water transmission main which will improve water distribution within Water Pressure Zone 4. This new water line will be located within 95th Avenue between Orangewood Avenue to Glendale Avenue. The source water will come from the Oasis Water Campus.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$100,000	$0	$0	$0	$0
Construction	$0	$1,110,000	$0	$0	$0	$0
Finance Charges	$0	$18,000	$0	$0	$0	$0
Engineering Charges	$0	$43,000	$0	$0	$0	$0
Arts	$0	$11,100	$0	$0	$0	$0
Contingency	$0	$180,000	$0	$0	$0	$0
TOTAL	**$0**	**$1,462,100**	**$0**	**$0**	**$0**	**$0**

Operating Description: Preventative maintenance and future regulations Distribution Management Operation and Maintenance(DMOM) are the driving factor for the O and M adjustments. Although the project design is only half of a mile of main it is estimated $7,000 per year is necessary beginning in FY 2014. A supplemental will be submitted in the future.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$7,000	$7,210	$39,424
TOTAL	**$0**	**$0**	**$0**	**$7,000**	**$7,210**	**$39,424**

Project: T3510 - Orngewood Ave Wtr Trans Mn (N) **Funding Source:** Water & Sewer Revenues

Project Description: A new 16 in. 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$300,000	$0	$0	$0	$0
Construction	$0	$0	$0	$735,000	$919,000	$980,000
Finance Charges	$0	$9,000	$0	$10,000	$14,775	$14,000
Engineering Charges	$0	$5,624	$0	$13,778	$17,227	$18,371
Arts	$0	$0	$0	$7,350	$9,190	$9,800
Contingency	$0	$25,170	$0	$61,290	$76,815	$81,774
TOTAL	**$0**	**$339,794**	**$0**	**$827,418**	**$1,037,007**	**$1,103,945**

Operating Description: Due to the complexity of the line, additional maintenance costs are necessary in the out years. In addition to the preventative maintenance costs, future Distribution Management Operation and Maintenance(DMOM) are a driving factor for the increased maintenance costs. Although the project design is for .75 miles of main it is estimated an additional $10,000 is necessary for maintenance costs beginning in FY 2015.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$0	$0	$0	$0	$0	$51,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$51,500**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2400 - Water — Category: Revenue

Project: T3554 - Zone 3 Transmission Pipelines (N) **Funding Source:** Water & Sewer Revenues

Project Description: Complete a study 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$0	$100,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$100,000**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: T3555* - Fiber Optic Cable - Reservoir (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the installation of fiber optic cables at Thunderbird Reservoir and Zone 4 Reservoir. A study conducted by city staff indicates that optic cables are the least expensive long term solution for wide area network communications at Thunderbird and Zone 4 Reservoirs. Currently there is a T1 data line that is being leased from Qwest. The new cables will help to monitor the numerous security cameras at the reservoirs and also provide a more reliable access for the Supervisory Control and Data Acquisition (SCADA) system.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$0	$0	$0	$0	$179,035
Finance Charges	$0	$0	$0	$0	$0	$2,827
Engineering Charges	$0	$0	$0	$0	$0	$12,000
Arts	$0	$0	$0	$0	$0	$1,790
Contingency	$0	$0	$0	$0	$0	$29,348
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$225,000**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2420 - Sewer — Category: Revenue

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
63007 Sewer 99th Ave. W. Water Meter	0	0	0	0	0	595,322	7,112,553
63010 91st Ave. Construction	0	3,045,000	1,522,500	1,522,500	512,000	1,015,000	14,210,000
63014 67th & 83rd Ave SLS Mode	0	0	0	0	0	0	4,856,513
63020 Security Enhance Wastewtr Ops	0	0	0	0	3,002,882	4,004,393	0
63023 City Wide Sewer Odor Control	0	0	0	0	0	769,244	1,112,719
T3613 *GL03 Meter Station Relocation	0	0	0	300,001	2,199,999	0	0
Replacement of Existing Assets							
63003 99th Ave Interceptor Line	0	710,500	710,500	2,030,000	2,030,000	2,030,000	3,755,500
63006 Arrowhead Sewer Lines	0	0	0	0	0	1,719,575	2,035,490
63013 67th Ave. Lift Station	598,436	0	0	0	0	0	0
63016 Sewer Line Replacement	3,862,539	1,897,765	3,315,050	3,315,050	3,435,170	3,435,170	16,580,998
63018 Camelback Swr Rehab	15,619	1,000,000	0	0	0	0	0
63021 Sweetwater & 55th Ave SLS	72,102	499,734	1,500,050	0	0	0	0
Sub-Total - Existing Assets	*4,548,696*	*7,152,999*	*7,048,100*	*7,167,551*	*11,180,051*	*13,568,704*	*49,663,773*
New Assets							
63000 67th-115th, Northern-C'Back	0	0	0	0	0	0	9,715,500
63008 Sewers for Areas on Septic Sys	0	231,787	241,900	253,937	441,380	441,380	878,180
63015 CMOM Implementation	0	0	0	574,000	0	0	0
63017 Sewer Line Extension	0	302,079	321,276	237,982	404,569	401,284	980,526
T3610 Bethany Hme Rd Interceptor	0	0	0	351,383	1,787,635	1,787,635	0
T3611 Glendale Ave 93rd-99th Ave	0	0	539,585	0	0	0	385,245
T3612 *Influent Pump Sta. (RSPS) Imp.	0	0	0	500,000	4,600,000	0	0
Sub-Total - New Assets	*0*	*533,866*	*1,102,761*	*1,917,302*	*7,233,584*	*2,630,299*	*11,959,451*
Total Project Expenses:	**$4,548,696**	**$7,686,865**	**$8,150,861**	**$9,084,853**	**$18,413,635**	**$16,199,003**	**$61,623,224**
Total FY 2011 Funding:		**$12,235,561**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63007 - Sewer 99th Ave. W. Water Meter (I) **Funding Source:** Water & Sewer Revenues

Project Description: In agreement with the multi-city Sub-Regional Operating Group organization, all the SROG cities will construct or refurbish sewage metering stations in their jurisdiction, to assure accurate monitoring and personnel safety while maintaining these metering structures feeding the jointly owned 91st Avenue Waste Water Treatment Plant. The metering stations are located on 99th Avenue south of Camelback Road and south of Northern Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$200,000	$0
Construction	$0	$0	$0	$0	$300,000	$5,950,000
Finance Charges	$0	$0	$0	$0	$7,500	$90,000
Engineering Charges	$0	$0	$0	$0	$7,171	$85,329
Arts	$0	$0	$0	$0	$3,000	$59,500
Contingency	$0	$0	$0	$0	$77,651	$927,724
TOTAL	**$0**	**$0**	**$0**	**$0**	**$595,322**	**$7,112,553**

Operating Description: O and M includes service and replacement of automatic sampling units, miscellaneous telemetry and flow recording equipment at the metering stations on a periodic basis. No data connectivity or telephones are required.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$25,751
Equip. Maint.	$0	$0	$0	$0	$0	$128,753
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$154,504**

Project: 63010 - 91st Ave. Construction (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project consists of continuing improvements and 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. It is an ongoing venture to expand the treatment plant from 153 million gallons per day (MGD) to 250 MGD.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$45,000	$22,500	$22,500	$12,000	$15,000	$210,000
Miscellaneous/Other	$3,000,000	$1,500,000	$1,500,000	$500,000	$1,000,000	$14,000,000
TOTAL	**$3,045,000**	**$1,522,500**	**$1,522,500**	**$512,000**	**$1,015,000**	**$14,210,000**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63014 - 67th & 83rd Ave SLS Mode (I) **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. The redesign will include more efficient odor control and larger capacity pumps.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$700,000
Construction	$0	$0	$0	$0	$0	$3,375,000
Finance Charges	$0	$0	$0	$0	$0	$61,125
Engineering Charges	$0	$0	$0	$0	$0	$75,388
Arts	$0	$0	$0	$0	$0	$33,750
Contingency	$0	$0	$0	$0	$0	$611,250
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,856,513**

Operating Description: Supplies include two activated carbon replacement cycles for the odor control system at $5,000 each in three year cycles. Utilities will increase by $2,500 per year due to pump capacity increase.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$10,300
Utilities	$0	$0	$0	$0	$0	$10,300
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,600**

Project: 63020 - Security Enhance Wastewtr Ops (I) **Funding Source:** Water & Sewer Revenues

Project Description: Add security enhancements to the water reclamation facilities, the various effluent recharge facilities and the various sewer lift stations to achieve compliance with pending regulations which will be set in place by the Federal Homeland Security in the near future.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$100,000	$0	$0
Construction	$0	$0	$0	$2,525,000	$3,500,000	$0
Finance Charges	$0	$0	$0	$40,000	$52,500	$0
Engineering Charges	$0	$0	$0	$39,643	$52,857	$0
Arts	$0	$0	$0	$25,250	$35,000	$0
Contingency	$0	$0	$0	$272,989	$364,036	$0
TOTAL	**$0**	**$0**	**$0**	**$3,002,882**	**$4,004,393**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63023 - City Wide Sewer Odor Control (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$100,000	$0
Construction	$0	$0	$0	$0	$575,000	$975,000
Engineering Charges	$0	$0	$0	$0	$18,563	$26,813
Arts	$0	$0	$0	$0	$5,750	$9,750
Contingency	$0	$0	$0	$0	$69,931	$101,156
TOTAL	**$0**	**$0**	**$0**	**$0**	**$769,244**	**$1,112,719**

Operating Description: No additional O and M is needed.

Project: T3613* - GL03 Meter Station Relocation (I) **Funding Source:** Water & Sewer Revenues

Project Description: The existing Meter Station GL03 is located within the 99th Avenue Alignment. This project will include GL03 meter station relocation to the existing influent pump station site located on the northeast corner of Camelback Road and 99th Avenue. The project will also upgrade the meter station to meet the Sub-Regional Operating Group (SROG) standards.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$250,272	$255,466	$0	$0
Construction	$0	$0	$0	$1,564,875	$0	$0
Finance Charges	$0	$0	$3,950	$28,701	$0	$0
Engineering Charges	$0	$0	$6,648	$48,352	$0	$0
Arts	$0	$0	$0	$15,649	$0	$0
Contingency	$0	$0	$39,131	$286,956	$0	$0
TOTAL	**$0**	**$0**	**$300,001**	**$2,199,999**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 63003 - 99th Ave Interceptor Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Sewer Condition Assessment Study conducted by Project Engineering Consultants in 2005 recommended that the 99th Avenue sewer line be repaired or rehabilitated. This project will include rehabilitation of Glendale's portion of the 99th Avenue sewer line; Glendale currently owns 70% of the 99th Avenue Sewer Line. Pipe lining will be replaced and the corroded manhole structures will be rehabilitated.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$10,500	$10,500	$30,000	$30,000	$30,000	$55,500
Miscellaneous/Other	$700,000	$700,000	$2,000,000	$2,000,000	$2,000,000	$3,700,000
TOTAL	**$710,500**	**$710,500**	**$2,030,000**	**$2,030,000**	**$2,030,000**	**$3,755,500**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63006 - Arrowhead Sewer Lines (R) **Funding Source:** Water & Sewer Revenues

Project Description: The replacement or rehabilitation 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$350,000	$0
Construction	$0	$0	$0	$0	$1,150,000	$1,770,000
Finance Charges	$0	$0	$0	$0	$24,000	$30,000
Engineering Charges	$0	$0	$0	$0	$27,750	$32,745
Arts	$0	$0	$0	$0	$11,500	$17,700
Contingency	$0	$0	$0	$0	$156,325	$185,045
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,719,575**	**$2,035,490**

Operating Description: No additional O and M is needed.

Project: 63013 - 67th Ave. Lift Station (R) **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 remains fully functional and does not violate regulations. The station is essential to satisfy Capacity Management Operation and Maintenance (CMOM).

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$598,436	$0	$0	$0	$0	$0
TOTAL	**$598,436**	**$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. New O and M will be absorbed by department.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$5,000	$5,150	$5,305	$5,464	$5,628	$30,774
TOTAL	**$5,000**	**$5,150**	**$5,305**	**$5,464**	**$5,628**	**$30,774**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63016 - Sewer Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement and/or rehabilitation of existing sanitary sewer lines and manholes as identified by the Sewer Evaluation Study prepared by HDR Engineers and to be completed by Camp, Dresser and McKee (CDM) Engineers. Projects will be developed as funds are available.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$300,000	$0	$0	$0	$0	$1,000,000
Construction	$1,300,000	$2,800,000	$2,800,000	$2,900,000	$2,900,000	$13,000,000
Finance Charges	$30,000	$42,000	$42,000	$45,000	$45,000	$225,000
Engineering Charges	$7,230	$12,652	$12,652	$13,104	$13,104	$63,259
Arts	$13,000	$28,000	$28,000	$29,000	$29,000	$130,000
Contingency	$247,535	$432,398	$432,398	$448,066	$448,066	$2,162,739
Sub-Total New Funding	$1,897,765	$3,315,050	$3,315,050	$3,435,170	$3,435,170	$16,580,998
FY 2011 Carryover	$3,862,539	$0	$0	$0	$0	$0
TOTAL	**$5,760,304**	**$3,315,050**	**$3,315,050**	**$3,435,170**	**$3,435,170**	**$16,580,998**

Operating Description: No additional O and M is needed.

Project: 63018 - Camelback Swr Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include sewer and manhole rehabilitation or replacement in the area of Camelback Road and 75th Avenue. The 75th Avenue and Camelback Road Sewer and Manhole Rehabilitation Study conducted by CDM in 2008 identified the sewer segments and manholes that need to be rehabilitated or replaced.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$810,000	$0	$0	$0	$0	$0
Finance Charges	$11,865	$0	$0	$0	$0	$0
Engineering Charges	$39,600	$0	$0	$0	$0	$0
Arts	$8,100	$0	$0	$0	$0	$0
Contingency	$130,435	$0	$0	$0	$0	$0
Sub-Total New Funding	$1,000,000	$0	$0	$0	$0	$0
FY 2011 Carryover	$15,619	$0	$0	$0	$0	$0
TOTAL	**$1,015,619**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63021 - Sweetwater & 55th Ave SLS (R) **Funding Source:** Water & Sewer Revenues

Project Description: The material condition of the sewage lift station (SLS) at Sweetwater and 55th Avenue has deteriorated and requires equipment upgrades in order to assure system reliability, adequate capacity and public safety. The station is essential to satisfy capacity management operation and maintenance.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$416,900	$0	$0	$0	$0	$0
Construction	$0	$1,236,040	$0	$0	$0	$0
Finance Charges	$6,186	$22,000	$0	$0	$0	$0
Engineering Charges	$11,465	$33,991	$0	$0	$0	$0
Arts	$0	$12,360	$0	$0	$0	$0
Contingency	$65,183	$195,659	$0	$0	$0	$0
Sub-Total New Funding	$499,734	$1,500,050	$0	$0	$0	$0
FY 2011 Carryover	$72,102	$0	$0	$0	$0	$0
TOTAL	**$571,836**	**$1,500,050**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 63000 - 67th-115th, Northern-C'Back (N) **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 projects will provide deeper outfall sewers for development in the area and will relieve or replace existing sewers that have inadequate slope.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$1,200,000
Construction	$0	$0	$0	$0	$0	$7,000,000
Finance Charges	$0	$0	$0	$0	$0	$123,000
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$70,000
Contingency	$0	$0	$0	$0	$0	$1,230,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,715,500**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63008 - Sewers for Areas on Septic Sys (N) **Funding Source:** Water & Sewer Revenues

Project Description:

This project will include Installation of sewers in the areas currently on septic systems. This is a citizen driven program in which citizens must request that their area (subdivision, neighborhood, street, etc.) be served by the city sewer. As of September 2007, five projects had 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$50,000	$0	$0	$0	$0	$0
Construction	$142,000	$200,000	$210,000	$365,000	$365,000	$725,000
Finance Charges	$3,000	$3,000	$3,100	$5,400	$5,400	$12,000
Engineering Charges	$5,134	$5,348	$5,615	$9,759	$9,759	$19,385
Arts	$1,420	$2,000	$2,100	$3,650	$3,650	$7,250
Contingency	$30,233	$31,552	$33,122	$57,571	$57,571	$114,545
TOTAL	**$231,787**	**$241,900**	**$253,937**	**$441,380**	**$441,380**	**$878,180**

Operating Description:

Sewer maintenance required for sewers installed through this program is estimated at approximately $10,000 per mile of sewer per year. Department will absorb new O and M.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$10,000	$20,300	$30,909	$41,866	$43,122	$360,500
TOTAL	**$10,000**	**$20,300**	**$30,909**	**$41,866**	**$43,122**	**$360,500**

Project: 63015 - CMOM Implementation (N) **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 sanitary sewer system. Phase 1 and 2 have been completed. Phase 3 will update the administrative program in FY 2013.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$574,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$574,000**	**$0**	**$0**	**$0**

Operating Description:

Consultants will conduct the GPS survey of the manhole covers. No additional maintenance is expected.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: 63017 - Sewer Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include sewer line extensions at various locations to meet projected demand. These extensions will transfer wastewater from new developments.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$24,100	$0	$0	$0	$0	$100,000
Construction	$230,000	$270,000	$200,000	$340,000	$337,240	$725,000
Engineering Charges	$6,277	$6,670	$4,941	$8,399	$8,331	$20,381
Arts	$2,300	$2,700	$2,000	$3,400	$3,372	$7,250
Contingency	$39,402	$41,906	$31,041	$52,770	$52,341	$127,895
TOTAL	**$302,079**	**$321,276**	**$237,982**	**$404,569**	**$401,284**	**$980,526**

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

Project: T3610 - Bethany Hme Rd Interceptor (N) **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 and 91st Avenues that had to be altered due to construction of the Bethany Home Outfall Channel.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$300,000	$0	$0	$0
Construction	$0	$0	$0	$1,490,000	$1,490,000	$0
Finance Charges	$0	$0	$0	$22,000	$22,000	$0
Engineering Charges	$0	$0	$5,550	$27,565	$27,565	$0
Arts	$0	$0	$0	$14,900	$14,900	$0
Contingency	$0	$0	$45,833	$233,170	$233,170	$0
TOTAL	**$0**	**$0**	**$351,383**	**$1,787,635**	**$1,787,635**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2420 - Sewer — Category: Revenue

Project: T3611 - Glendale Ave 93rd-99th Ave (N) **Funding Source:** Water & Sewer Revenues

Project Description: Improvements are required in order to handle the additional wastewater flows generated by growth near Loop 101 and Glendale Avenue. Improvements include the design and construction of a parallel relief sewer on Glendale Avenue from 93rd to 99th Avenue. The relief sewer will be constructed in two phases. These proposed improvements were identified in the sewer collection study recently completed by Camp, Dresser, and McKee (CDM).

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$50,000	$0	$0	$0	$35,000
Construction	$0	$395,000	$0	$0	$0	$280,000
Finance Charges	$0	$6,500	$0	$0	$0	$4,900
Engineering Charges	$0	$19,135	$0	$0	$0	$13,545
Arts	$0	$3,950	$0	$0	$0	$2,800
Contingency	$0	$65,000	$0	$0	$0	$49,000
TOTAL	**$0**	**$539,585**	**$0**	**$0**	**$0**	**$385,245**

Operating Description: No additional O and M is needed.

Project: T3612* - Influent Pump Sta. (RSPS) Imp. (N) **Funding Source:** Water & Sewer Revenues

Project Description: The new screening system will improve West Area Water Reclamation Facility operations and reduce the maintenance effort required for the waste activated sludge pumps at the plant. The new screening system will include mechanical bar screens, washer compactor conveyor system with dumpster storage area, a building and odor control system. This project will include an enclosed self cleaning bar screen and ancillary system.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$420,000	$430,000	$0	$0
Construction	$0	$0	$6,819	$3,404,500	$0	$0
Finance Charges	$0	$0	$0	$60,517	$0	$0
Engineering Charges	$0	$0	$7,896	$70,938	$0	$0
Arts	$0	$0	$68	$34,045	$0	$0
Contingency	$0	$0	$65,217	$600,000	$0	$0
TOTAL	**$0**	**$0**	**$500,000**	**$4,600,000**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

TRANSPORTATION

This category includes projects funded with revenue bonds backed by the half-cent transportation sales tax approved by Glendale 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 category also includes a separate fund for any transportation related grants (Fund 1650) and projects covered by the Street Fund (Fund 1340).

Over the next few years, transit projects paid from the half-cent sales tax will include projects related to bus services, a transit center and preliminary light rail studies. The street element of the Transportation Plan emphasizes improvements at major intersections as well as improvements and enhancements along major streets. A majority of FY 2011 funding is for the Northern Avenue Super Street Project that will create an east-west corridor between Grand Avenue and the Loop 303. Other projects and programs in the Transportation Plan include closing the gaps in the bicycle system, enhancing pedestrian facilities in activity centers and supporting capital improvements at the airport.

The Transportation Grants Fund (Fund 1650) was established to accommodate grants for capital projects from federal and state government agencies. These are open, competitive grant programs. Grant projects are budgeted in Fund 1650 upon notification that the city has received approval for grant funding. Transportation projects in which the city applies for reimbursement in a future year are budgeted in the transportation sales tax construction fund and any reimbursements are credited to the transportation sales tax construction fund as grant revenue when received.

In the last five years of the capital plan, the Street Fund (Fund 1340) will cover the replacement and/or new purchase of a number of street maintenance related equipment including a concrete mixer truck, asphalt roller, asphalt paving machine, water truck and right-of-way rearload truck



Project Name: Old Roma Alley Ped Project
Funding Source: Transportation Grants
Fund #: 1650
Project #: 67511

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2210 - Transportation Construction — Category: Transportation

		FY 2011:		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Capital Project Expenses	Carryover	New Funding						
Existing Assets								
Improvement of Existing Assets								
65005 Smart Traffic Signals	1,318,806	731,349	0	731,349	0	0	0	
65006 Bus Pullouts	0	0	0	0	0	0	824,244	
65007 Grand Ave Access Enhancements	5,238,973	0	0	0	0	0	0	
65008 Intersection Improvements	1,337,896	0	0	0	0	0	0	
65013 Bus Stops and Shelters	201,661	116,937	110,661	115,085	119,692	123,763	683,632	
65016 Northern Ave Super Street	11,221,584	39,014,637	4,508,053	4,654,564	4,810,492	3,960,601	19,017,241	
65022 PE & Oversight for Transp. Pkg	1,157,517	1,215,260	527,875	545,031	563,289	0	0	
65043 Bethany Home: 59th to 67th Saf	0	0	0	0	0	0	1,010,972	
65060 Street Scallops	15,761	0	0	0	0	0	0	
65072 Expanded Safety Program	849,121	106,399	109,963	113,703	117,624	121,741	649,727	
65073 Old Roma Alley Ped Project	139,421	0	0	0	0	0	0	
65081 Collector/Residential Overlay	5,376,947	0	0	0	0	0	0	
65082 Arterial Overlay	5,552,860	0	0	0	0	0	0	
65086 51st Avenue HES Projects	497,345	0	0	0	0	0	0	
T7404 Maryland Ave Bike Rte Spot Imp	0	0	0	0	0	0	282,659	
Replacement of Existing Assets								
65004 Buses/Vans	645,882	247,104	246,267	295,493	296,638	306,724	1,678,244	
65014 Transit Support Capital	266,214	163,430	168,334	173,300	173,972	179,888	993,652	
65044 Airport - Tower and Radio Upgr	15,636	0	0	0	0	0	0	
65083 Speed Cushions	146,954	151,651	156,574	161,735	167,145	0	0	
Sub-Total - Existing Assets	*33,982,578*	*41,746,767*	*5,827,727*	*6,790,260*	*6,248,852*	*4,692,717*	*25,140,371*	
New Assets								
65017 Rail System	1,443,824	1,075,840	1,108,115	5,335,709	8,986,380	9,614,056	93,243,228	
65030 Multi-Use Pathway Grand Canal	1,157,055	0	0	0	0	0	0	
65033 Northern Ave Pkwy Prelim.	93,610	0	0	0	0	0	0	
65048 Loop 101 North Park & Ride Lot	0	0	0	0	0	0	1,010,000	
65054 63rd Ave @ Loop 101-Bike Ove	188,538	0	0	0	0	0	0	
65062 Glendale Sports Facilities Sgn	905,744	565,654	0	0	0	0	0	
65063 New River - Multi-use Pathway	3,031,126	1,791,455	0	0	0	0	0	
65070 Union Hills/Skunk Cr. Path	27,180	0	0	0	0	0	0	
65078 Airport Matching Funds	0	116,510	21,060	391,685	65,273	526,658	0	
65080 Arrowhead Mall Transit Center	2,595,308	101,758	1,679,895	3,074,702	0	0	0	
65087 Downtown Park-and-Ride	0	101,772	4,475,557	5,774,702	0	0	2,000,000	
Sub-Total - New Assets	*9,442,385*	*3,752,989*	*7,284,627*	*14,576,798*	*9,051,653*	*10,140,714*	*96,253,228*	
Total Project Expenses:	**$43,424,963**	**$45,499,756**	**$13,112,354**	**$21,367,058**	**$15,300,505**	**$14,833,431**	**$121,393,599**	
Total FY 2011 Funding:		**$88,924,719**						

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65005 - Smart Traffic Signals (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$688,802	$0	$688,802	$0	$0	$0
Finance Charges	$10,862	$0	$10,862	$0	$0	$0
Engineering Charges	$24,797	$0	$24,797	$0	$0	$0
Arts	$6,888	$0	$6,888	$0	$0	$0
Sub-Total New Funding	$731,349	$0	$731,349	$0	$0	$0
FY 2011 Carryover	$1,318,806	$0	$0	$0	$0	$0
TOTAL	**$2,050,155**	**$0**	**$731,349**	**$0**	**$0**	**$0**

Operating Description: O and M costs associated with electricity for new signal heads, cameras and communication equipment as well as maintenance of fiber optic connections. Supplemental budget request will be made as new equipment is added to the system.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$3,824	$3,939	$4,057	$4,179	$4,304	$23,540
Equip. Maint.	$24,608	$25,346	$26,106	$26,890	$27,697	$151,453
TOTAL	**$28,432**	**$29,285**	**$30,163**	**$31,069**	**$32,001**	**$174,993**

Project: 65006 - Bus Pullouts (I) **Funding Source:** Half Cent Sales Tax

Project Description: Bus pull-outs to 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$105,298
Design	$0	$0	$0	$0	$0	$8,241
Construction	$0	$0	$0	$0	$0	$662,298
Finance Charges	$0	$0	$0	$0	$0	$12,384
Engineering Charges	$0	$0	$0	$0	$0	$29,400
Arts	$0	$0	$0	$0	$0	$6,623
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$824,244**

Operating Description: O and M associated with maintenance of landscaping around bus pullouts.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Landscape	$0	$0	$0	$0	$0	$3,589
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,589**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65007 - Grand Ave Access Enhancements (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$5,238,973	$0	$0	$0	$0	$0
TOTAL	**$5,238,973**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M is associated with landscaping maintenance and water. Supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Landscape	$179,373	$184,754	$190,297	$196,006	$201,886	$1,103,995
Water	$89,686	$92,377	$95,148	$98,002	$100,942	$551,991
TOTAL	**$269,059**	**$277,131**	**$285,445**	**$294,008**	**$302,828**	**$1,655,986**

Project: 65008 - Intersection Improvements (I) **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 pave access points are examples of the type of construction this project will fund.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$1,337,896	$0	$0	$0	$0	$0
TOTAL	**$1,337,896**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65013 - Bus Stops and Shelters (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$9,500	$9,500	$9,500	$9,500	$9,500	$47,500
Construction	$92,140	$86,689	$90,531	$94,532	$98,067	$546,624
Finance Charges	$1,754	$1,660	$1,726	$1,795	$1,856	$10,254
Engineering Charges	$3,960	$3,748	$3,898	$4,054	$4,191	$23,149
Arts	$921	$867	$905	$945	$981	$5,466
Contingency	$8,662	$8,197	$8,525	$8,866	$9,168	$50,639
Sub-Total New Funding	$116,937	$110,661	$115,085	$119,692	$123,763	$683,632
FY 2011 Carryover	$201,661	$0	$0	$0	$0	$0
TOTAL	**$318,598**	**$110,661**	**$115,085**	**$119,692**	**$123,763**	**$683,632**

Operating Description: O and M associated with the maintenance of bus shelters. Supplemental budget requests will be made as new bus stops are added.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$10,300	$10,609	$10,927	$11,255	$11,593	$63,390
TOTAL	**$10,300**	**$10,609**	**$10,927**	**$11,255**	**$11,593**	**$63,390**

Project: 65016 - Northern Ave Super Street (I) **Funding Source:** Half Cent Sales Tax

Project Description: Per IGA, right-of-way acquisition and construction of the Northern Parkway corridor alignment between Loop 303 and Grand Avenue is targeted for completion by FY 2026. When completed the Northern Parkway will have six through lanes and grade separations at major arterials. It will be a partially accessed controlled facility with access limited to major roadways. Costs for this project are shared between the region at 70% and local agencies at 30%. The project cost in FY 2011 is $29.0 million for the region and $10.0 million for Glendale. The project cost between FY 2011 and FY 2020 is $44.8 million for the region and $31.2 million for Glendale.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$38,429,417	$0	$0	$0	$0	$0
Finance Charges	$585,220	$67,621	$69,818	$72,157	$59,409	$285,259
Miscellaneous/Other	$0	$4,440,432	$4,584,746	$4,738,335	$3,901,192	$18,731,982
Sub-Total New Funding	$39,014,637	$4,508,053	$4,654,564	$4,810,492	$3,960,601	$19,017,241
FY 2011 Carryover	$11,221,584	$0	$0	$0	$0	$0
TOTAL	**$50,236,221**	**$4,508,053**	**$4,654,564**	**$4,810,492**	**$3,960,601**	**$19,017,241**

Operating Description: O and M costs are for landscape, water, electrical and other maintenance based on current design. Supplemental budget requests will be made when project phases are close to completion.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$3,631	$3,740	$3,852	$21,067
Landscape	$0	$0	$18,806	$19,370	$19,951	$109,105
Water	$0	$0	$9,402	$9,684	$9,975	$54,544
TOTAL	**$0**	**$0**	**$31,839**	**$32,794**	**$33,778**	**$184,716**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65022 - PE & Oversight for Transp. Pkg (I) **Funding Source:** Half Cent Sales Tax

Project Description: Professional engineering for preparation of design concepts, and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$18,229	$7,918	$8,175	$8,449	$0	$0
Miscellaneous/Other	$1,197,031	$519,957	$536,856	$554,840	$0	$0
Sub-Total New Funding	$1,215,260	$527,875	$545,031	$563,289	$0	$0
FY 2011 Carryover	$1,157,517	$0	$0	$0	$0	$0
TOTAL	**$2,372,777**	**$527,875**	**$545,031**	**$563,289**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65043 - Bethany Home: 59th to 67th Saf (I) **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 Hazard Elimination System (HES) funds administered by Arizona Department of Transportation (ADOT). The money programmed here is for design, construction administration, ADOT review fees and match HES funds.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$165,900
Construction	$0	$0	$0	$0	$0	$710,244
Finance Charges	$0	$0	$0	$0	$0	$15,165
Engineering Charges	$0	$0	$0	$0	$0	$37,674
Arts	$0	$0	$0	$0	$0	$7,102
Contingency	$0	$0	$0	$0	$0	$74,887
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,010,972**

Operating Description: O and M is for landscape street lights in the median.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$21,995
Landscape	$0	$0	$0	$0	$0	$1,556
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$23,551**

Project: 65060 - Street Scallops (I) **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 street lighting.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$15,761	$0	$0	$0	$0	$0
TOTAL	**$15,761**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65072 - Expanded Safety Program (I) **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, striping, pedestrian and bicyclist safety improvements, discontinuous roadway sections (drop-offs), and access management.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$1,596	$1,649	$1,706	$1,764	$1,859	$9,746
Contingency	$7,881	$8,145	$8,422	$8,713	$9,018	$48,128
Miscellaneous/Other	$96,922	$100,169	$103,575	$107,147	$110,864	$591,853
Sub-Total New Funding	$106,399	$109,963	$113,703	$117,624	$121,741	$649,727
FY 2011 Carryover	$849,121	$0	$0	$0	$0	$0
TOTAL	**$955,520**	**$109,963**	**$113,703**	**$117,624**	**$121,741**	**$649,727**

Operating Description: No additional O and M is needed.

Project: 65073 - Old Roma Alley Ped Project (I) **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 cover most of the project cost.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$139,421	$0	$0	$0	$0	$0
TOTAL	**$139,421**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65081 - Collector/Residential Overlay (I) **Funding Source:** Half Cent Sales Tax

Project Description: To fund pavement maintenance programs for the residential street network to maximize the life of the pavement. This may include activities ranging from surface treatments to rubberized asphalt overlays. Pavement maintenance and rehabilitation activities are recommended to properly address the needs of each individual street segment using data gathered in the development of the pavement management program. Streets are selected and scheduled within the limits of the available funding.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$5,376,947	$0	$0	$0	$0	$0
TOTAL	**$5,376,947**	**$0**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65082 - Arterial Overlay (I) **Funding Source:** Half Cent Sales Tax

Project Description: To fund pavement maintenance programs for the arterial street network to maximize the life of the pavement. This may include activities ranging from surface treatments to heavy, full depth paving and rubberized asphalt overlays. Pavement maintenance and rehabilitation activities are recommended to properly address the needs of each individual street segment using data gathered in the development of the pavement management program. Streets are selected and scheduled within the available funding.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$5,552,860	$0	$0	$0	$0	$0
TOTAL	**$5,552,860**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 65086 - 51st Avenue HES Projects (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for intersection capacity and safety improvements at the intersections of 51st Avenue and Camelback Road and 51st Avenue and Northern Avenue.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$497,345	$0	$0	$0	$0	$0
TOTAL	**$497,345**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs are for landscape maintenance. Supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$128	$132	$136	$140	$144	$786
Landscape	$254	$262	$270	$278	$286	$1,566
TOTAL	**$382**	**$394**	**$406**	**$418**	**$430**	**$2,352**

Project: T7404 - Maryland Ave Bike Rte Spot Imp (I) **Funding Source:** Half Cent Sales Tax

Project Description: The project will add additional asphalt for bike lanes where Maryland Avenue is too narrow and build short multiuse path segments to tie Maryland Avenue into existing pathways in Discovery Park. Overall, the project would add 1,776 feet of bikeway improvements to make Maryland Avenue a more continuous bike route from 43rd Avenue to 91st Avenue at the Glendale sports complex.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$245,454
Finance Charges	$0	$0	$0	$0	$0	$4,240
Engineering Charges	$0	$0	$0	$0	$0	$12,027
Contingency	$0	$0	$0	$0	$0	$20,938
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$282,659**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65004 - Buses/Vans (R) **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 updated Transportation Plan. The buses are replaced every four years and exceed the mileage recommended for replacement.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$3,707	$3,694	$4,432	$4,450	$4,601	$25,174
Equipment	$225,093	$224,331	$269,173	$270,215	$279,403	$1,528,756
Contingency	$18,304	$18,242	$21,888	$21,973	$22,720	$124,314
Sub-Total New Funding	$247,104	$246,267	$295,493	$296,638	$306,724	$1,678,244
FY 2011 Carryover	$645,882	$0	$0	$0	$0	$0
TOTAL	**$892,986**	**$246,267**	**$295,493**	**$296,638**	**$306,724**	**$1,678,244**

Operating Description: O and M associated with vehicle maintenance for circulator and shuttle.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$52,736	$54,318	$55,948	$57,626	$59,355	$324,579
TOTAL	**$52,736**	**$54,318**	**$55,948**	**$57,626**	**$59,355**	**$324,579**

Project: 65014 - Transit Support Capital (R) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$2,451	$2,525	$2,600	$2,610	$2,698	$14,905
Equipment	$148,873	$153,340	$157,863	$158,475	$163,865	$905,143
Contingency	$12,106	$12,469	$12,837	$12,887	$13,325	$73,604
Sub-Total New Funding	$163,430	$168,334	$173,300	$173,972	$179,888	$993,652
FY 2011 Carryover	$266,214	$0	$0	$0	$0	$0
TOTAL	**$429,644**	**$168,334**	**$173,300**	**$173,972**	**$179,888**	**$993,652**

Operating Description: O and M is for equipment and vehicle maintenance costs.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$4,917	$5,065	$5,217	$5,373	$5,534	$30,261
TOTAL	**$4,917**	**$5,065**	**$5,217**	**$5,373**	**$5,534**	**$30,261**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65044 - Airport - Tower and Radio Upgr (R) **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

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$15,636	$0	$0	$0	$0	$0
TOTAL	**$15,636**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65083 - Speed Cushions (R) **Funding Source:** Half Cent Sales Tax

Project Description: This project will remove and replace existing modified speed humps with speed cushions and add mitigation devices where warranted. Replacing modified speed humps and constructing new mitigation devices will help address the current backlog of neighborhoods qualifying for traffic mitigation.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$128,386	$132,553	$136,923	$141,503	$0	$0
Finance Charges	$2,275	$2,349	$2,426	$2,507	$0	$0
Engineering Charges	$8,473	$8,748	$9,037	$9,339	$0	$0
Arts	$1,284	$1,326	$1,369	$1,415	$0	$0
Contingency	$11,233	$11,598	$11,980	$12,381	$0	$0
Sub-Total New Funding	$151,651	$156,574	$161,735	$167,145	$0	$0
FY 2011 Carryover	$146,954	$0	$0	$0	$0	$0
TOTAL	**$298,605**	**$156,574**	**$161,735**	**$167,145**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65017 - Rail System (N) **Funding Source:** Half Cent Sales Tax

Project Description: Planning studies, design, right-of-way 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. Current cost estimates are based on regional plans prepared by METRO.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$16,138	$16,622	$80,036	$134,796	$144,211	$1,398,648
Contingency	$79,692	$82,083	$395,238	$665,658	$712,152	$6,906,906
Miscellaneous/Other	$980,010	$1,009,410	$4,860,435	$8,185,926	$8,757,693	$84,937,674
Sub-Total New Funding	$1,075,840	$1,108,115	$5,335,709	$8,986,380	$9,614,056	$93,243,228
FY 2011 Carryover	$1,443,824	$0	$0	$0	$0	$0
TOTAL	**$2,519,664**	**$1,108,115**	**$5,335,709**	**$8,986,380**	**$9,614,056**	**$93,243,228**

Operating Description: O and M costs will be requested for inclusion after completion of the project in FY 2020.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65030 - Multi-Use Pathway Grand Canal (N) **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. Additional federal funds have also been awarded towards this project.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$1,157,055	$0	$0	$0	$0	$0
TOTAL	**$1,157,055**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with the maintenance of benches, drinking fountain, trash receptacles, lighting, and 30-foot wide landscaped area along a 6,300-foot long multi-use pathway.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$13,267	$13,665	$14,075	$14,497	$14,932	$81,651
Landscape	$18,046	$18,587	$19,145	$19,719	$20,311	$111,068
Refuse	$8,199	$8,445	$8,698	$8,959	$9,228	$50,465
TOTAL	**$39,512**	**$40,697**	**$41,918**	**$43,175**	**$44,471**	**$243,184**

Project: 65033 - Northern Ave Pkwy Prelim. (N) **Funding Source:** Half Cent Sales Tax

Project Description: Right-of-way acquisition of property within the Northern Parkway corridor alignment. This will provide local matching funds for construction by 2011.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$93,610	$0	$0	$0	$0	$0
TOTAL	**$93,610**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65048 - Loop 101 North Park & Ride Lot (N) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$911,883
Construction	$0	$0	$0	$0	$0	$15,150
Engineering Charges	$0	$0	$0	$0	$0	$8,000
Arts	$0	$0	$0	$0	$0	$152
Contingency	$0	$0	$0	$0	$0	$74,815
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,010,000**

Operating Description: There are no direct O and M costs to the City of Glendale related to this project. The facility to be maintained by other parties.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$9,659
Landscape	$0	$0	$0	$0	$0	$151,286
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$160,945**

Project: 65054 - 63rd Ave @ Loop 101-Bike Ove (N) **Funding Source:** Half Cent Sales Tax

Project Description: Construct an overpass at the Loop 101 near 63rd Avenue for safe bicycle and pedestrian crossing over Loop 101. The amount programmed in FY 2011 is Glendale's match. Design of the project is complete and ADOT will administer construction of the project. Glendale will contract with a consultant to provide post design services.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$188,538	$0	$0	$0	$0	$0
TOTAL	**$188,538**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Bi-annual bridge inspection at $1,500 a year. A supplemental budget request will be made in a future year.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$1,500	$1,545	$1,591	$1,639	$8,963
TOTAL	**$0**	**$1,500**	**$1,545**	**$1,591**	**$1,639**	**$8,963**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65062 - Glendale Sports Facilities Sgn (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project includes design, purchase and installation of full matrix arterial street Dynamic Message Signs 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$8,485	$0	$0	$0	$0	$0
Equipment	$515,269	$0	$0	$0	$0	$0
Contingency	$41,900	$0	$0	$0	$0	$0
Sub-Total New Funding	$565,654	$0	$0	$0	$0	$0
FY 2011 Carryover	$905,744	$0	$0	$0	$0	$0
TOTAL	**$1,471,398**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M for this project is for electrical costs of the message signs. Equipment maintenance costs from FY 2014 for the expected life is ten years and significant maintenance costs at $5,000 per year after five years of installation. Supplemental budget request will be made when project is close to completion.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$1,030	$1,061	$1,093	$1,126	$1,160	$6,340
Utilities	$1,030	$1,061	$1,093	$1,126	$1,160	$6,340
Equip. Maint.	$0	$0	$0	$5,000	$5,150	$28,160
TOTAL	**$2,060**	**$2,122**	**$2,186**	**$7,252**	**$7,470**	**$40,840**

Project: 65063 - New River - Multi-use Pathway (N) **Funding Source:** Half Cent Sales Tax

Project Description: Construct a multiuse 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. Federal funds have been awarded to this project.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$1,560,118	$0	$0	$0	$0	$0
Finance Charges	$26,872	$0	$0	$0	$0	$0
Engineering Charges	$56,164	$0	$0	$0	$0	$0
Arts	$15,601	$0	$0	$0	$0	$0
Contingency	$132,700	$0	$0	$0	$0	$0
Sub-Total New Funding	$1,791,455	$0	$0	$0	$0	$0
FY 2011 Carryover	$3,031,126	$0	$0	$0	$0	$0
TOTAL	**$4,822,581**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with 17-foot wide landscaped area along a 12,200-foot long multiuse pathway. Supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Landscape	$0	$20,397	$21,009	$21,639	$22,288	$121,883
Water	$0	$10,198	$10,504	$10,819	$11,144	$60,937
TOTAL	**$0**	**$30,595**	**$31,513**	**$32,458**	**$33,432**	**$182,820**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65070 - Union Hills/Skunk Cr. Path (N) **Funding Source:** Half Cent Sales Tax

Project Description: Construct a 10-foot wide, concrete multiuse path under the Union Hills Drive bridge at Skunk Creek. The project will connect existing segments of the Skunk Creek multiuse path on each side of Union Hills Drive allowing pathway users a safer crossing of Union Hills Drive.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$27,180	$0	$0	$0	$0	$0
TOTAL	**$27,180**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65078 - Airport Matching Funds (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides matching funds for Glendale Airport projects as identified by Airport staff. Funding covers 100% of engineering and art related charges and 2.5% of all other capital costs. Refer to the Airport Capital Fund 2120 for detailed information related to the airport projects.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$365,625	$0	$0	$0
Design	$5,214	$586	$586	$2,449	$41,621	$0
Construction	$43,727	$4,365	$4,365	$18,276	$284,215	$0
Engineering Charges	$66,072	$8,516	$8,516	$37,916	$193,516	$0
Arts	$437	$44	$44	$183	$2,842	$0
Miscellaneous/Other	$1,060	$7,549	$12,549	$6,449	$4,464	$0
TOTAL	**$116,510**	**$21,060**	**$391,685**	**$65,273**	**$526,658**	**$0**

Operating Description: Refer to the Airport Capital Fund 2120 projects for O and M impact.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2210 - Transportation Construction — Category: Transportation

Project: 65080 - Arrowhead Mall Transit Center (N) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$1,530,260	$0	$0	$0	$0
Design	$90,914	$0	$0	$0	$0	$0
Construction	$0	$0	$2,720,400	$0	$0	$0
Finance Charges	$1,527	$25,198	$46,121	$0	$0	$0
Engineering Charges	$1,779	$0	$53,221	$0	$0	$0
Arts	$0	$0	$27,204	$0	$0	$0
Contingency	$7,538	$124,437	$227,756	$0	$0	$0
Sub-Total New Funding	$101,758	$1,679,895	$3,074,702	$0	$0	$0
FY 2011 Carryover	$2,595,308	$0	$0	$0	$0	$0
TOTAL	**$2,697,066**	**$1,679,895**	**$3,074,702**	**$0**	**$0**	**$0**

Operating Description: There are no direct O and M costs to the City of Glendale related to this project. The facility to be maintained by other parties.

Project: 65087 - Downtown Park-and-Ride (N) **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 area. The project cost between FY 2010 and FY 2018 is $4,856,369 for the region and $7,495,662 for Glendale.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$91,752	$0	$0	$0	$0	$0
Construction	$0	$3,995,393	$5,155,157	$0	$0	$1,814,829
Finance Charges	$1,527	$67,133	$86,621	$0	$0	$0
Engineering Charges	$954	$41,554	$53,616	$0	$0	$18,875
Arts	$0	$39,954	$51,552	$0	$0	$18,148
Contingency	$7,539	$331,523	$427,756	$0	$0	$148,148
TOTAL	**$101,772**	**$4,475,557**	**$5,774,702**	**$0**	**$0**	**$2,000,000**

Operating Description: There are no direct O and M costs to the City of Glendale related to this project. The facility to be maintained by other parties.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

1650 - Transportation Grants — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
67511 Old Roma Alley Ped Project	16,370	0	0	0	0	0	0
Replacement of Existing Assets							
67502 Buses/Vans (Grant)	8,458	0	0	0	0	0	0
67519 FTA Grant X080	34,798	0	0	0	0	0	0
Sub-Total - Existing Assets	*59,626*	*0*	*0*	*0*	*0*	*0*	*0*
New Assets							
67505 Grant Appropriation - Capital	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
67526 DS Multiuse Path: Grand Canal	190,774	0	0	0	0	0	0
67527 DS Multiuse Path: New River	407,287	0	0	0	0	0	0
67528 DS Multiuse Path: Maryland Ave	53,194	0	0	0	0	0	0
67529 FTA Grant X096	926,606	0	0	0	0	0	0
Sub-Total - New Assets	*1,577,861*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*10,000,000*
Total Project Expenses:	**$1,637,487**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 2011 Funding:		**$3,637,487**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1650 - Transportation Grants — Category: Other

Project: 67511 - Old Roma Alley Ped Project (I) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$16,370	$0	$0	$0	$0	$0
TOTAL	**$16,370**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 67502 - Buses/Vans (Grant) (R) **Funding Source:** Grants

Project Description: Replacement of worn out buses with purchase of new buses.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$8,458	$0	$0	$0	$0	$0
TOTAL	**$8,458**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed. These are replacement buses and require no additional O and M funding to maintain. The O and M for these buses is part of Transportation Department operating budget.

Project: 67519 - FTA Grant X080 (R) **Funding Source:** Grants

Project Description: Replacement of five Dial-A-Ride buses and two Gus the Bus buses. Includes the reimbursement of maintenance expenses and an upgrade of the computer dispatch system.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$34,798	$0	$0	$0	$0	$0
TOTAL	**$34,798**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 67505 - Grant Appropriation - Capital (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation only for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$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 is needed. Project reflects appropriation only.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1650 - Transportation Grants — Category: Other

Project: 67526 - DS Multiuse Path: Grand Canal (N) **Funding Source:** Grants

Project Description: The project is to provide for the design of a multi-use pathway along the Grand Canal from east of Loop 101 to east bank of New River.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$190,774	$0	$0	$0	$0	$0
TOTAL	**$190,774**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M associated with this design project.

Project: 67527 - DS Multiuse Path: New River (N) **Funding Source:** Grants

Project Description: This project provides for the design of a multiuse pathway along the New River east bank from Northern Avenue to Grand Canal.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$407,287	$0	$0	$0	$0	$0
TOTAL	**$407,287**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M associated with this design project.

Project: 67528 - DS Multiuse Path: Maryland Ave (N) **Funding Source:** Grants

Project Description: This project provides for the design of a bike lane along Maryland Avenue from 67th Avenue to 69th Avenue, a multi-use
path along Maryland Avenue east of 75th Avenue, and a multi-use path along the Maryland Avenue alignment in the
Discovery Park from west of 75th Lane to 77th Drive.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$53,194	$0	$0	$0	$0	$0
TOTAL	**$53,194**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M associated with this design project.

Project: 67529 - FTA Grant X096 (N) **Funding Source:** Grants

Project Description: Federal Transit Administration grant for replacement bus puchases, computer purchases, and preventative maintenance reimbursement.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$926,606	$0	$0	$0	$0	$0
TOTAL	**$926,606**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

1340 - HURF/Streets Fund — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Replacement of Existing Assets							
T0003 Replacement of Streets Equipmt	0	0	0	0	0	0	530,200
T0010 Right of Way Rearload Truck	0	0	0	0	0	0	258,500
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*788,700*
New Assets							
T0005 Growth in Streets Equipment	0	0	0	0	0	0	857,085
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*857,085*
Total Project Expenses:	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,645,785**
Total FY 2011 Funding:		**$0**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1340 - HURF/Streets Fund — Category: Other

Project: T0003 - Replacement of Streets Equipmt (R) **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 2016 and then added to the vehicle replacement fund: one concrete mixer truck at a cost of $223,300; an asphalt roller at a cost of $88,000; an asphalt paving machine at a cost of $121,000; and a water truck at a cost of $97,900.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$0	$0	$0	$0	$530,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$530,200**

Operating Description: Equipment replacement costs are included in FY14 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$295,713
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$295,713**

Project: T0010 - Right of Way Rearload Truck (R) **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 rearload 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$0	$0	$0	$0	$258,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$258,500**

Operating Description: Because this new truck will replace an existing truck, funding is already available for Equipment Maintenance. Vehicle Replacement funds are included in FY14 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$187,851
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$187,851**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1340 - HURF/Streets Fund — Category: Other

Project: T0005 - Growth in Streets Equipment (N) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$0	$0	$0	$0	$857,085
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$857,085**

Operating Description:

Staffing includes salary and benefits for 4 Service Worker II's at an annual cost of $67,823 each, 2 Service Worker III's at an annual cost of $77,064, 1 Equipment Operator at an annual cost of $68,750 and 1 Crew Leader at an annual cost of $80,456. Line supplies for the first year are projected to be $174,900 for the new crews with the cost for supplies projected to inflate at 4% per year. Equipment maintenance charges and fuel costs total $23,585 for the first year. Insurance cost is based on the current average cost ($2,354) per employee times seven for Fund 1340. The vehicle replacement charges ($62,845) cover five vehicles over a 10-year lifecycle, with a 4% annual inflation adjustment.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$2,873,123
Supplies/Contr	$0	$0	$0	$0	$0	$947,314
Equip. Maint.	$0	$0	$0	$0	$0	$117,925
Insurance	$0	$0	$0	$0	$0	$107,614
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$340,390
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,386,366**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

SANITATION
ENTERPRISE FUND

The Sanitation Fund capital program includes the replacement of roll-off trucks, frontload trucks, sideload trucks, rear load trucks, container delivery trucks, pickup trucks and various refuse containers that have reached the end of their serviceable lives. In FY 2011 funding will be used to replace five sideload refuse trucks, a container replacement delivery truck and a pick-up truck. The plan also includes a new Sanitation Office Trailer in FY 2014.



Project Name: Frontloader Trucks - 17820
Fund #: 2480
Project #: 78002

Project Name: Rolloff Trucks - 17810
Fund #: 2480
Project #: 78001



FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2480 - Sanitation — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Replacement of Existing Assets							
78001 Rolloff Trucks - 17810	0	0	0	60,900	62,727	428,000	258,000
78002 Frontloader Trucks - 17820	0	0	0	515,000	265,000	280,000	1,770,000
78003 Sideload Refuse Trucks - 17830	0	1,225,000	1,820,000	550,000	1,740,000	1,220,000	8,640,000
78004 Loose Trash Equipment - 17840	0	0	0	113,887	617,759	870,000	4,257,415
78005 Repl Pickup Trucks -Sanitation	0	63,888	43,645	50,000	0	0	290,446
Sub-Total - Existing Assets	*0*	*1,288,888*	*1,863,645*	*1,289,787*	*2,685,486*	*2,798,000*	*15,215,861*
New Assets							
T2411 Sanitation Office Trailer	0	0	0	0	517,500	0	0
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*517,500*	*0*	*0*
Total Project Expenses:	**$0**	**$1,288,888**	**$1,863,645**	**$1,289,787**	**$3,202,986**	**$2,798,000**	**$15,215,861**
Total FY 2011 Funding:		**$1,288,888**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2480 - Sanitation — Category: Other

Project: 78001 - Rolloff Trucks - 17810 (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of three roll-off trucks and containers over a 10-year period. Roll-off trucks are used to service the 20 and 40 cubic yard dumpsters seen on construction sites and used in clean up projects. Service life of roll-off trucks is projected to be nine years. None of this equipment is in the city's vehicle replacement fund. In FY 2013 ten 40-yard containers will be purchased at a cost of $6,000 each. In FY 2014 ten 40-yard containers will be purchased at a cost of $6,180 each. In FY 2015, two replacement trucks will be purchased at a cost of $214,000, replacing a truck that has reached its serviceable life purchased back in FY 2006. In FY 2017,one replacement truck will be purchased at a cost of $258,000, replacing one older truck purchased in FY 2008.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$900	$927	$16,316	$4,670
Equipment	$0	$0	$60,000	$61,800	$411,684	$253,330
TOTAL	**$0**	**$0**	**$60,900**	**$62,727**	**$428,000**	**$258,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78002 - Frontloader Trucks - 17820 (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of 10 commercial frontload refuse trucks, a commercial sideload refuse truck and a container delivery truck over a 10-year period that are expected to have reached the end of their service life. These trucks typically service businesses and restaurants. Service life is projected to be six years except the delivery truck which is projected at 10 years. These trucks are not in the city's Vehicle Replacement Fund. In FY 2013 replace a frontload truck at a cost of $250,000 and a sideload truck at a cost of $ 265,000. In FY 2014 replace a frontload truck at a cost of $ 265,000. In FY 2015 replace a frontload truck at a cost of $280,000. In FY 2016 replace three trucks at a cost of $295,000 each. In FY 2017 replace a truck and a at a cost of $295,000. In FY 2018 replace a truck at a cost of $295,000. In FY 2019 replace a truck for $295,000.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$9,860	$5,388	$5,765	$45,831
Equipment	$0	$0	$505,140	$259,612	$274,235	$1,724,169
TOTAL	**$0**	**$0**	**$515,000**	**$265,000**	**$280,000**	**$1,770,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78003 - Sideload Refuse Trucks - 17830 (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of 51 sideload refuse trucks over a 10-year period. Service life is projected at six years for newly purchased equipment. These vehicles are not in the Vehicle Replacement Fund. In FY 2011 replace five trucks at a cost of $245,000 each. In FY 2012 replace seven trucks at a cost $260,000 each. In FY 2013 replace two trucks at a cost of $275,000 each. In FY 2014 replace six trucks at a cost of $290,000 each. In FY 2015 replace four trucks at a cost of $305,000 each. In FY 2016 replace five trucks at a cost of $320,000 each. In FY 2017 replace six trucks at a cost of $320,000 each. In FY 2018 replace seven trucks at a cost of $320,00 each. In FY 2019 replace three trucks at a cost of $320,000 each. In FY 2020 replace six trucks at a cost of $320,000 each.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$21,000	$31,563	$9,650	$30,978	$22,096	$166,952
Equipment	$1,204,000	$1,788,437	$540,350	$1,709,022	$1,197,904	$8,473,048
TOTAL	**$1,225,000**	**$1,820,000**	**$550,000**	**$1,740,000**	**$1,220,000**	**$8,640,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2480 - Sanitation — Category: Other

Project: 78004 - Loose Trash Equipment - 17840 (R) **Funding Source:** Sanitation Revenues

Project Description:

Replacement of loose trash rearload trucks, tractors and sweepers that have reached the end of their service life. Service life for rearload trucks, tractors and sweepers is about eight years. In FY 2013, replace a tractor at a cost of $113,887. In FY 2014 replace a rearload truck at a cost of $275,000, a tractor at a cost of $121,859 and a sweeper at a cost $ 220,900. In FY 2015 replace three rearload trucks at a cost of $290,000 each. In FY 2016 replace two reaload trucks at a cost of $305,000 each, two tractors at a cost of $137,455 each and two sweepers at a cost of $ 261,035 each. In FY 2017 replace a rearload truck at a cost of 305,000, a tractor at a cost of $147,077 and two sweepers at a cost of $ 279,307 each. In FY 2018 replace two rearload trucks at a cost of $305,000 each and a tractor at a cost of $157,372. In FY 2020 replace three rearload trucks at a cost of $305,000 and a tractor at a cost of $157,372.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$1,683	$9,326	$14,766	$63,425
Equipment	$0	$0	$112,204	$608,433	$855,234	$4,193,990
TOTAL	**$0**	**$0**	**$113,887**	**$617,759**	**$870,000**	**$4,257,415**

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

Project: 78005 - Repl Pickup Trucks -Sanitation (R) **Funding Source:** Sanitation Revenues

Project Description:

These pickups will replace aging pickup trucks over a 10-year period. FY 2011, a replacement pick up truck at a cost of $23,888 and a replacement container delivery truck at a cost of $40,000. FY 2012, a replacement container delivery truck at a cost of $43,645. FY 2013, a replacement mechanic's truck at a cost of $50,000. FY 2016, two replacement pick-up trucks at a cost of $33,505 each. FY 2017, four replacement pick-up trucks at a cost $38,359 each. In FY 2018, a replacement mechanic's truck at a cost of $70,000.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$957	$645	$645	$0	$0	$5,827
Equipment	$62,931	$43,000	$49,355	$0	$0	$284,619
TOTAL	**$63,888**	**$43,645**	**$50,000**	**$0**	**$0**	**$290,446**

Operating Description:

No additional O and M is needed since this is the replacement of existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2480 - Sanitation — Category: Other

Project: **T2411 - Sanitation Office Trailer (N)** **Funding Source:** Sanitation Revenues

Project Description: Currently, sanitation staff works out of a mobile trailer office. Over the years, growth in sanitation operations and reorganizational structure has created maximum capacity within the trailer. There are currently 80 employees in the sanitation division and the office environment is very tight. Anticipated growth in operational demand over the next five years would require a larger replacement trailer.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$7,500	$0	$0
IT/Phone/Security	$0	$0	$0	$10,000	$0	$0
Equipment	$0	$0	$0	$500,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$517,500**	**$0**	**$0**

Operating Description: Annual software and storage charges, telephone charges will be needed.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Electrical	$0	$0	$0	$1,000	$1,030	$5,632
PC/Vehicle Replacement	$0	$0	$0	$20,000	$20,600	$112,649
Water	$0	$0	$0	$1,000	$1,030	$5,632
TOTAL	**$0**	**$0**	**$0**	**$22,000**	**$22,660**	**$123,913**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

LANDFILL
ENTERPRISE FUND

FY 2011 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 such as forklifts and a water pull tractor. An entrance signal into the landfill is also expected to be completed during the fiscal year.

Starting in FY 2013 are projects that will lay the groundwork for the closing of the south area of the Glendale Landfill and preparing the north expansion area for future waste cell development as identified in Landfill Development Plan (October 2001).



Project Name: LF Water Pull Tractor Replace
Fund #: 2440
Project #: 78522

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2440 - Landfill — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
78518 MRF Process Line Improvements	0	0	0	650,000	0	0	0
T2371 *Scalehouse & Road Relocation	0	0	52,900	774,015	0	0	0
Replacement of Existing Assets							
78506 Landfill Repl Pickup Truck	0	30,000	27,000	0	0	66,050	0
78509 MRF Forklifts	32,600	0	30,000	0	31,800	32,700	69,900
78511 Landfill Compactor Replacement	0	0	0	952,160	0	0	1,054,504
78512 Fuel Tanker Replacement	0	0	0	0	0	0	255,780
78514 Sanitation Insp Trucks - 17740	0	0	0	0	59,406	31,783	208,808
78520 Landfill Bulldozer Replacement	0	0	0	0	1,250,480	0	1,187,550
78521 MRF Loader Replacement	0	0	0	0	0	0	243,600
78522 LF Water Pull Tractor Replace	0	492,275	0	0	0	0	657,416
T2360 Landfill Motor Grader Replace	0	0	289,275	0	0	0	0
T2370 Landfill Auger Scraper Replace	0	0	0	0	1,436,225	0	0
Sub-Total - Existing Assets	*32,600*	*522,275*	*399,175*	*2,376,175*	*2,777,911*	*130,533*	*3,677,558*
New Assets							
78503 Landfill Closure (South)	0	0	0	0	0	256,296	9,141,306
78505 LF Phase Construction (North)	0	0	0	0	102,518	4,624,184	4,672,358
78507 Landfill Soil Excavation	0	0	0	102,403	13,060,382	0	0
78508 Landfill Stormwater Drainage	0	0	566,581	0	0	0	0
78519 Landfill Entrance Signal	1,306,752	0	0	0	0	0	0
Sub-Total - New Assets	*1,306,752*	*0*	*566,581*	*102,403*	*13,162,900*	*4,880,480*	*13,813,664*
Total Project Expenses:	**$1,339,352**	**$522,275**	**$965,756**	**$2,478,578**	**$15,940,811**	**$5,011,013**	**$17,491,222**
Total FY 2011 Funding:		**$1,861,627**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2440 - Landfill — Category: Other

Project: 78518 - MRF Process Line Improvements (I) **Funding Source:** Landfill Revenues

Project Description: Improvements to the Materials Recovery Facility (MRF) processing line equipment to increase the overall efficiency of the 10-year old recyclables processing system. Modifications will include consolidation of the two fiber lines and an automated container sorting line. The fiber line consolidation and automated container sorting line will increase production throughput, separation quality and reduce operating costs related to manual labor needs.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$0	$650,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$650,000**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed due to process line modifications at current amount of incoming tonnage.

Project: T2371* - Scalehouse & Road Relocation (I) **Funding Source:** Landfill Revenues

Project Description: Project provides for roadway improvements to the internal entrance roadway and relocation of the scale house to be in closer proximity to the North area filling operations. The scale house is currently located in an area where waste will be placed prior to closing the south area of the landfill. Revised waste capacity calculations include filling in the current scale house location, and it will take approximately one year to fill this permitted air space.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$50,000	$50,000	$0	$0	$0
Construction	$0	$0	$675,201	$0	$0	$0
Finance Charges	$0	$750	$10,878	$0	$0	$0
Engineering Charges	$0	$2,150	$31,184	$0	$0	$0
Arts	$0	$0	$6,752	$0	$0	$0
TOTAL	**$0**	**$52,900**	**$774,015**	**$0**	**$0**	**$0**

Operating Description: Additional O and M will be absorbed by the department; however, none is anticipated at this time.

Project: 78506 - Landfill Repl Pickup Truck (R) **Funding Source:** Landfill Revenues

Project Description: The landfill currently has five pickup trucks in its equipment fleet, in which four trucks will require replacement during this 10-year Capital Improvement Plan. Two pickup trucks will reach the end of their serviceable life in FY 2011 and FY 2012, and replacement will occur in FY 2015 for the other two trucks. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. The pick up trucks at the landfill are used by the landfill inspector, crew leader, supervisor and the spotters who direct traffic on the site, and assist in litter collection.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$30,000	$27,000	$0	$0	$66,050	$0
TOTAL	**$30,000**	**$27,000**	**$0**	**$0**	**$66,050**	**$0**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2440 - Landfill — Category: Other

Project: 78509 - MRF Forklifts (R) **Funding Source:** Landfill Revenues

Project Description: The Materials Recovery Facility (MRF) currently has a total of four forklifts in its fleet used for a variety of heavy lifting purposes including loading, unloading, and transporting recyclable bales. This project includes the replacement of three forklifts reaching the end of their serviceable lives in FY 2012, FY 2014, and FY 2015 as well as replacement of forklifts that will be due for replacement during the second five years. The MRF forklifts have an estimated service life of approximately seven years, although replacement schedules may be adjusted depending on hours of use. MRF vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$30,000	$0	$31,800	$32,700	$69,900
Sub-Total New Funding	$0	$30,000	$0	$31,800	$32,700	$69,900
FY 2011 Carryover	$32,600	$0	$0	$0	$0	$0
TOTAL	**$32,600**	**$30,000**	**$0**	**$31,800**	**$32,700**	**$69,900**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

Project: 78511 - Landfill Compactor Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of landfill compactors that will reach the end of their serviceable lives in 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. The compactor is an essential piece of equipment used on a daily basis for proper placement and compaction of solid waste into the landfill.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$14,072	$0	$0	$15,584
Equipment	$0	$0	$938,088	$0	$0	$1,038,920
TOTAL	**$0**	**$0**	**$952,160**	**$0**	**$0**	**$1,054,504**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

Project: 78512 - Fuel Tanker Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of a landfill fuel tanker that is expected to reach the end of its serviceable life in FY 2018. The current fuel tanker was purchased in 2008 and is anticipated to be replaced in ten years. Landfill equipment is not included in the Vehicle Replacement Fund. The fuel tanker truck refuels the diesel equipment on the site so as to maximize efficiency of the equipment around the landfill.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$3,780
Equipment	$0	$0	$0	$0	$0	$252,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$255,780**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2440 - Landfill — Category: Other

Project: 78514 - Sanitation Insp Trucks - 17740 (R) **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 nine replacement pickups over a 10-year period including one additional truck in FY 2015 due to growth. Service life is projected to be approximately seven years for newly purchased equipment. FY 2014, two replacement trucks costing a projected $29,703 each. In addition, a new inspector and truck will be needed in FY 2015 at a projected cost of $31,783. FY 2016, four replacement trucks at a cost of $34,008 each. In FY 2017, a replacement truck at a cost of $36,388. In FY 2018, a replacement truck at a cost of $36,388.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$878	$470	$3,020
Equipment	$0	$0	$0	$58,528	$31,313	$205,788
TOTAL	**$0**	**$0**	**$0**	**$59,406**	**$31,783**	**$208,808**

Operating Description:

Staffing includes salary and benefits. In FY 2015 a new inspector is planned at a projected cost of $69,133. Equipment Maintenance costs are included for an inspector one new growth truck based on shop information. Insurance cost is based on the current average cost ($3,390) per employee for insurance for Fund 2480. Vehicle replacement costs are based on an seven- year life. Also a supplement will be submitted for 2015 for the new inspector position

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$71,204	$389,373
Equip. Maint.	$0	$0	$0	$0	$18,261	$99,859
Insurance	$0	$0	$0	$0	$3,494	$19,107
PC/Vehicle Replacement	$0	$0	$0	$0	$3,500	$19,139
TOTAL	**$0**	**$0**	**$0**	**$0**	**$96,459**	**$527,478**

Project: 78520 - Landfill Bulldozer Replacement (R) **Funding Source:** Landfill Revenues

Project Description:

Replacement of two landfill bulldozers that will reach the end of their serviceable life in FY 2014 (Model D-9) and FY 2019 (Model D-8). Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Bulldozers are used at the landfill primarily to push garbage into position so the compactors can crush the debris to maximize compaction.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$18,480	$0	$17,550
Equipment	$0	$0	$0	$1,232,000	$0	$1,170,000
TOTAL	**$0**	**$0**	**$0**	**$1,250,480**	**$0**	**$1,187,550**

Operating Description:

No additional O and M cost as new equipment will replace aging existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2440 - Landfill — Category: Other

Project: 78521 - MRF Loader Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of loader used to move recyclables from truck tipping floor to Materials Recovery Facility processing line. The current loader was purchased in FY 2009, and this unit will be due for replacement in 2019. MRF vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$3,600
Equipment	$0	$0	$0	$0	$0	$240,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$243,600**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

Project: 78522 - LF Water Pull Tractor Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of 6,500 gallon water pull tractor that is expected to reach the end of its serviceable life in FY 2011 and again in FY 2020. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. This machine is critical to reducing dust and staying compliant with the existing air quality permit.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$7,275	$0	$0	$0	$0	$9,716
Equipment	$485,000	$0	$0	$0	$0	$647,700
TOTAL	**$492,275**	**$0**	**$0**	**$0**	**$0**	**$657,416**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

Project: T2360 - Landfill Motor Grader Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of motor grader that is expected to reach the end of its serviceable life in FY 2012. 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$4,275	$0	$0	$0	$0
Equipment	$0	$285,000	$0	$0	$0	$0
TOTAL	**$0**	**$289,275**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2440 - Landfill — Category: Other

Project: T2370 - Landfill Auger Scraper Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of the auger scraper in FY 2014, which is at the end of its serviceable life. 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$21,225	$0	$0
Equipment	$0	$0	$0	$1,415,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$1,436,225**	**$0**	**$0**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment.

Project: 78503 - Landfill Closure (South) (N) **Funding Source:** Landfill Revenues

Project Description: Closure of south areas of landfill after permitted air space is completely filled with waste. Completed landfills are required by federal and state law to have a final cover system design and constructed. It is projected that the 140 acres in the south half of the landfill will reach approved filling capacity during FY 2015. Closure will take place during FY 2016.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$250,000	$250,000
Construction	$0	$0	$0	$0	$0	$8,583,027
Finance Charges	$0	$0	$0	$0	$3,750	$132,495
Engineering Charges	$0	$0	$0	$0	$2,546	$89,954
Arts	$0	$0	$0	$0	$0	$85,830
TOTAL	**$0**	**$0**	**$0**	**$0**	**$256,296**	**$9,141,306**

Operating Description: Annual cost for post-closure landscape maintenance, methane gas management and ongoing environmental monitoring after site is closed.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Landscape	$0	$0	$0	$0	$0	$220,554
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$220,554**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2440 - Landfill — Category: Other

Project: 78505 - LF Phase Construction (North) (N) **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 FY 2015-16. Funds identified in FY 2014 ($102,518) will be used for engineering design, and funds in FY 2015 ($4,624,184) will pay for construction of North Phase 1a. Funds identified in the second five years (4,672,358) will pay for development of North Phase 1b, which will need to be constructed in 2017.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$100,000	$100,000	$200,000
Construction	$0	$0	$0	$0	$4,368,000	$4,318,400
Finance Charges	$0	$0	$0	$1,500	$67,020	$64,776
Engineering Charges	$0	$0	$0	$1,018	$45,484	$45,998
Arts	$0	$0	$0	$0	$43,680	$43,184
TOTAL	**$0**	**$0**	**$0**	**$102,518**	**$4,624,184**	**$4,672,358**

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

Project: 78507 - Landfill Soil Excavation (N) **Funding Source:** Landfill Revenues

Project Description: Project provides for excavation of Phase 1 in the north expansion area to prepare for future waste cell development. It includes excavation of approximately one-third of the north expansion area, removal of berm located between north area and Materials Recovery Facility (MRF) as well as utility relocation due to berm removal, and construction of screening berm along eastern boundary as an interim soil storage area. Excavation of the remaining two-thirds will occur as part of future landfill phase construction.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$100,000	$100,000	$0	$0
Construction	$0	$0	$0	$12,531,498	$0	$0
Finance Charges	$0	$0	$1,500	$189,472	$0	$0
Engineering Charges	$0	$0	$903	$114,097	$0	$0
Arts	$0	$0	$0	$125,315	$0	$0
TOTAL	**$0**	**$0**	**$102,403**	**$13,060,382**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2440 - Landfill — Category: Other

Project: 78508 - Landfill Stormwater Drainage (N) **Funding Source:** Landfill Revenues

Project Description: Construction of a series of storm water diversion devices that are necessary to minimize erosion of the landfill final cover surface. A total of 16 storm water drainage devices (down drains) are included in the original landfill design. This project provides for the installation of six down drains on the eastern and southern portions of the landfill, which are anticipated to reach final grade in early 2012. Installation of the remaining down drains will be completed during the south area closure project.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Construction	$0	$451,584	$0	$0	$0	$0
Finance Charges	$0	$6,774	$0	$0	$0	$0
Engineering Charges	$0	$29,805	$0	$0	$0	$0
Arts	$0	$4,516	$0	$0	$0	$0
Contingency	$0	$73,902	$0	$0	$0	$0
TOTAL	**$0**	**$566,581**	**$0**	**$0**	**$0**	**$0**

Operating Description: Repairs to drains will be completed by staff on site, no additional contractual maintenance is anticipated until south area closure is completed.

Project: 78519 - Landfill Entrance Signal (N) **Funding Source:** Landfill Revenues

Project Description: Project provides for the design and construction of a new traffic signal and reconfiguration of the Glendale Municipal Landfill entrance (115th Avenue alignment). This project will also include a connection to the adjacent Glendale Regional Public Safety Training Center just north of this intersection.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$1,306,752	$0	$0	$0	$0	$0
TOTAL	**$1,306,752**	**$0**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

AIRPORT CAPITAL GRANTS

During the next decade, the 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. Typically, ninety-seven and one half percent of the cost of these improvements is 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.

The use of FY 2011 airport capital funding is contingent on the city receiving Federal Aviation Administration grants. The city will pursue grant funding for projects related to a security upgrade, pavement maintenance and blast fence removal. The Tower and Radio Upgrade Project is also expected to be completed during the fiscal year.



Project Name: Airport – Tower & Radio Upgrade
Funding Source: FAA & ADOT Grants/Transportation Half-Cent Sales Tax
Fund #: 2120
Project #: 79503

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2120 - Airport Capital Grants — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
79504 Airport-Security Upgrade	0	1,462,500	0	0	0	0	0
79515 Airport-Pavement Maintenance	0	195,000	195,000	195,000	195,000	195,000	0
79516 Airport-RSA Remove Blast Fence	0	292,500	0	0	0	0	0
Replacement of Existing Assets							
79503 Airport - Tower & Radio Upgrad	37,261	0	0	0	0	0	0
79511 Airport-Master Plan	0	0	0	300,000	0	0	0
Sub-Total - Existing Assets	*37,261*	*1,950,000*	*195,000*	*495,000*	*195,000*	*195,000*	*0*
New Assets							
T1460 Runway Land Purchase	0	0	0	14,625,000	0	0	0
T1461 Airport-EA Land Acq. 36 Acres	0	0	200,000	0	0	0	0
T1462 Airport-Capacity Study	0	0	100,000	0	0	0	0
T1463 Airport-EA East TWY, NW Ramp	0	0	0	0	250,000	0	0
T1467 Airport-EA RSA Improvements	0	0	0	200,000	0	0	0
T1469 Airport-Eastside Taxiway	0	0	0	0	0	5,812,000	0
T1470 Airport-EMAS Taxiway Pvmt	0	0	0	0	637,000	0	0
T1471 Airport-EMAS Design/Constr	0	0	0	0	0	7,200,000	0
Sub-Total - New Assets	*0*	*0*	*300,000*	*14,825,000*	*887,000*	*13,012,000*	*0*
Total Project Expenses:	**$37,261**	**$1,950,000**	**$495,000**	**$15,320,000**	**$1,082,000**	**$13,207,000**	**$0**
Total FY 2011 Funding:		**$1,987,261**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2120 - Airport Capital Grants — Category: Other

Project: 79504 - Airport-Security Upgrade (I) **Funding Source:** Grants/City Match

Project Description: This is an FAA and ADOT funded project to acquire and install perimeter security equipment.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$146,250	$0	$0	$0	$0	$0
Construction	$1,279,687	$0	$0	$0	$0	$0
Miscellaneous/Other	$36,563	$0	$0	$0	$0	$0
TOTAL	**$1,462,500**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 79515 - Airport-Pavement Maintenance (I) **Funding Source:** Grants/City Match

Project Description: Runway and taxiway pavement maintenance is needed when cracks and deterioration occurs.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$22,864	$22,864	$22,864	$22,864	$22,864	$0
Construction	$170,231	$170,231	$170,231	$170,231	$170,231	$0
Miscellaneous/Other	$1,905	$1,905	$1,905	$1,905	$1,905	$0
TOTAL	**$195,000**	**$195,000**	**$195,000**	**$195,000**	**$195,000**	**$0**

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

Project: 79516 - Airport-RSA Remove Blast Fence (I) **Funding Source:** Grants/City Match

Project Description: Remove the blast fences in the runway safety area (RSA) at the end of runway 19.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$34,223	$0	$0	$0	$0	$0
Construction	$255,420	$0	$0	$0	$0	$0
Miscellaneous/Other	$2,857	$0	$0	$0	$0	$0
TOTAL	**$292,500**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 79503 - Airport - Tower & Radio Upgrad (R) **Funding Source:** Grants/City Match

Project Description: This grant is to replace outdated radio communication equipment in the tower. Included in this grant is the replacement of the runway precision approach path indicator lighting at both ends of the runway.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$37,261	$0	$0	$0	$0	$0
TOTAL	**$37,261**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2120 - Airport Capital Grants — Category: Other

Project: 79511 - Airport-Master Plan (R) **Funding Source:** Grants/City Match

Project Description: The Airport Master Plan was updated in 2008 and is a document that guides the airport with future development, grant funding of capital improvements and forecasts aircraft operations. The FAA recommends updates to the master plan every 5-10 years.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$300,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$300,000**	**$0**	**$0**	**$0**

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

Project: T1460 - Runway Land Purchase (N) **Funding Source:** Grants/City Match

Project Description: Acquire 36 acres of land north of approach to runway 19 for runway protection zone.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$14,625,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$14,625,000**	**$0**	**$0**	**$0**

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

Project: T1461 - Airport-EA Land Acq. 36 Acres (N) **Funding Source:** Grants/City Match

Project Description: Environmental assessment on the acquisition of 36 acres to protect the runway safety area off the end of runway 19.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$200,000	$0	$0	$0	$0
TOTAL	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$0**

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

Project: T1462 - Airport-Capacity Study (N) **Funding Source:** Grants/City Match

Project Description: The capacity study is a joint study between the City of Glendale and John F. Long to determine if there is a need for a second runway.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$100,000	$0	$0	$0	$0
TOTAL	**$0**	**$100,000**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2120 - Airport Capital Grants — Category: Other

Project: T1463 - Airport-EA East TWY, NW Ramp (N) **Funding Source:** Grants/City Match

Project Description: Environmental assessment (EA) required for the construction of an eastside taxiway and NW ramp for future aviation development on the eastside of the airport property.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$0	$250,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$250,000**	**$0**	**$0**

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

Project: T1467 - Airport-EA RSA Improvements (N) **Funding Source:** Grants/City Match

Project Description: Environmental assessment (EA) for runway safety area (RSA) improvements.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$200,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$200,000**	**$0**	**$0**	**$0**

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

Project: T1469 - Airport-Eastside Taxiway (N) **Funding Source:** Grants/City Match

Project Description: Build eastside taxiway and ramps for future expansion of airport facilities that are needed for future growth of forecasted aviation. The taxiway and ramps are for movement of aircraft to hangars and support services.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$845,200	$0
Construction	$0	$0	$0	$0	$4,910,200	$0
Miscellaneous/Other	$0	$0	$0	$0	$56,600	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$5,812,000**	**$0**

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

Project: T1470 - Airport-EMAS Taxiway Pvmt (N) **Funding Source:** Grants/City Match

Project Description: Design and pave taxiway on runway 01 for Engineered Materials Arresting Systems (EMAS) product.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$74,529	$0	$0
Construction	$0	$0	$0	$556,450	$0	$0
Miscellaneous/Other	$0	$0	$0	$6,021	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$637,000**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2120 - Airport Capital Grants — Category: Other

Project: **T1471 - Airport-EMAS Design/Constr (N)** **Funding Source:** Grants/City Match

Project Description: Design and construct Engineered Materials Arresting Systems (EMAS) at runway's 01 and 19 in the runway safety areas to stop aircraft that are in an emergency situation and have run out of runway length.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$796,200	$0
Construction	$0	$0	$0	$0	$6,283,800	$0
Miscellaneous/Other	$0	$0	$0	$0	$120,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$7,200,000**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

OTHER CAPITAL PROJECT FUNDS

Other Federal and State Grants

The majority of Glendale's grants for capital projects come from the federal or state government. The grants in this category are open and competitive. The CIP grant reserve appropriation represents a contingency appropriation for unanticipated grant opportunities that may arise during the fiscal year.

General Fund

General Fund projects that are typically referred to as pay-as-you-go (PAYGO) projects are funded with General Fund operating dollars. Therefore they are balanced against base budget operations, vehicle and technology replacement premiums, supplemental requests and possible salary increases.

Civic Center

Projects in this category are considered PAYGO projects and are funded with General Fund operating dollars. A renovation project is included in FY 2012 and FY 2013 to create another "signature feature" and increase the functional space available at the facility. A Civic Center 10 Year Restoration project has been pushed back to FY 2012; this project will utilize $300,000 that was set-aside per City Council direction in FY 2007.

Technology Infrastructure

In FY 2008 a new fund was added to the General Fund PAYGO category. New information technology projects are included in the last five years of the capital plan, as well as funding for PeopleSoft enhancements in FY's 2012-2015.

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.

Arts Commission

The Municipal Art Fund promotes the creative use of art in public places. One percent of the cost associated with each public construction project is set aside for the purchase and maintenance 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 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

1840 - Other Federal and State Grants — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
80012 Bike & Ped/Skunk Creek @BellRd	476,100	0	0	0	0	0	0
Sub-Total - Existing Assets	*476,100*	*0*	*0*	*0*	*0*	*0*	*0*
New Assets							
80013 CIP Grant Reserve Approp	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
80028 43rd Ave/Peoria Ped Rest Area	339,152	0	0	0	0	0	0
Sub-Total - New Assets	*339,152*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*10,000,000*
Total Project Expenses:	**$815,252**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 2011 Funding:		**$2,815,252**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1840 - Other Federal and State Grants — Category: Other

Project: 80012 - Bike & Ped/Skunk Creek @BellRd (I) **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 grant with 5% city matching funds ($25,650). The city match is budgeted in project

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$476,100	$0	$0	$0	$0	$0
TOTAL	**$476,100**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 80013 - CIP Grant Reserve Approp (N) **Funding Source:** Grants

Project Description: This represents a contingency appropriation amount for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$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 is needed. Project reflects appropriation only.

Project: 80028 - 43rd Ave/Peoria Ped Rest Area (N) **Funding Source:** Grants

Project Description: Construction of a pedestrian rest area between Gateway Plaza and Paseo Linear Park.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$339,152	$0	$0	$0	$0	$0
TOTAL	**$339,152**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

1000 - General Fund — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
81052 Grand Canal Linear Park	2,882	0	0	0	0	0	0
81056 Fire Suppression System	24,872	0	0	0	0	0	0
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	336,178
Replacement of Existing Assets							
81013 Bldg. Maintenance Reserve	0	100,000	100,000	100,000	100,000	100,000	500,000
81055 Sales Tax System	512,517	0	0	0	0	0	0
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	0	212,565
T4734 Ballistic Vests	0	0	0	0	0	0	196,800
T4735 GIS Enterprise Network System	0	0	0	0	0	0	415,300
Sub-Total - Existing Assets	*540,271*	*100,000*	*100,000*	*100,000*	*100,000*	*100,000*	*1,660,843*
New Assets							
81014 Property Acquisition	0	0	0	0	0	0	2,800,000
81057 Repayment to State Aviation	0	702,858	702,858	702,858	0	0	0
T4731 Call Center	0	0	0	0	0	0	750,000
T4736 City Fiber Optic Study	0	0	0	0	0	0	419,600
Sub-Total - New Assets	*0*	*702,858*	*702,858*	*702,858*	*0*	*0*	*3,969,600*
Total Project Expenses:	**$540,271**	**$802,858**	**$802,858**	**$802,858**	**$100,000**	**$100,000**	**$5,630,443**
Total FY 2011 Funding:		**$1,343,129**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1000 - General Fund — Category: Other

Project: 81052 - Grand Canal Linear Park (I) **Funding Source:** General Fund

Project Description: Stabilize the trail segment that extends from north to south side of the Bethany Home Road bridge.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$2,882	$0	$0	$0	$0	$0
TOTAL	**$2,882**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is need since this is an existing trail.

Project: 81056 - Fire Suppression System (I) **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.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$24,872	$0	$0	$0	$0	$0
TOTAL	**$24,872**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Annual maintenance fee for quarterly system checks, cleaning of smoke detectors and routine maintenance.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$1,236	$1,273	$1,311	$1,350	$1,391	$7,608
TOTAL	**$1,236**	**$1,273**	**$1,311**	**$1,350**	**$1,391**	**$7,608**

Project: T4620 - Resurface Library Parking Lots (I) **Funding Source:** General Fund

Project Description: Repave and seal the asphalt parking lot at the Main Library and slurry seal the parking lot at the Foothills Branch Library. Main Library's parking lot has deteriorated to the point that complete demolition of the existing asphalt is recommended. This consists of paving the site with 3 inches of new asphalt. A heavy grade slurry seal is recommended as soon as possible for the Foothills Branch Library in order to preserve the life span of the asphalt, which, with proper maintenance, should reach 20-30 years. (Main Library's parking lot is 22 years old and is a priority).

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$0	$0	$0	$336,178
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$336,178**

Operating Description: O and M is required for asphalt maintenance. The industry standard for asphalt maintenance is to seal every 2-3 years. Maintenance includes crack sealing and restriping of parking lots. By FY 2017, maintenance on Main's lot would cost $18,311 and Foothills would be $23,253. And in FY 2020, the cost would be $22,889 for Main and $29,067 for Foothills.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Bldg. Maint.	$0	$0	$0	$0	$0	$93,520
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$93,520**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1000 - General Fund — Category: Other

Project: 81013 - Bldg. Maintenance Reserve (R) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
TOTAL	**$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 and M costs because the maintenance of replacement items have generally been included in the operating budget.

Project: 81055 - Sales Tax System (R) **Funding Source:** General Fund

Project Description: Purchase of a new software application system which tracks revenue 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. This is the PAYGO portion of the project.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
FY 2011 Carryover	$512,517	$0	$0	$0	$0	$0
TOTAL	**$512,517**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: A software maintenance contract will expire after FY 2012. O and M is needed to cover the software maintenance starting in FY 2013. The Finance Department will submit a supplemental request in the future for the additional O and M.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equip. Maint.	$0	$0	$160,000	$164,800	$169,744	$928,225
TOTAL	**$0**	**$0**	**$160,000**	**$164,800**	**$169,744**	**$928,225**

Project: T4730 - Fuel Sites Equipment Upgrade (R) **Funding Source:** General Fund

Project Description: Replacement of 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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$5,000
Construction	$0	$0	$0	$0	$0	$90,000
Finance Charges	$0	$0	$0	$0	$0	$82,405
Engineering Charges	$0	$0	$0	$0	$0	$10,450
Arts	$0	$0	$0	$0	$0	$900
Contingency	$0	$0	$0	$0	$0	$23,810
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$212,565**

Operating Description: No additional O and M cost as new equipment will replace aging existing equipment. No annual maintenance is required, if repairs are required vendors will be paid through existing budgets.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1000 - General Fund — Category: Other

Project: T4734 - Ballistic Vests (R) **Funding Source:** General Fund

Project Description: Replacement of ballistic vests (sized per individual) throughout the fire department for sworn personnel. 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. Purchase of 246 vests at $800 each, based on current number of sworn staff.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$0	$0	$0	$0	$196,800
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$196,800**

Operating Description: No additional O and M is needed.

Project: T4735 - GIS Enterprise Network System (R) **Funding Source:** General Fund

Project Description: The city's reliance on GIS technology has grown at a faster rate than the current technology infrastructure can handle. In the last year alone, data collected and stored has tripled in size. COG GIS has evolved from a decentralized team of individuals providing maps, to the creation of an enterprise database with "location-based" information. This year, due to the need for expanded data storage space and faster processing speeds, existing equipment located at the EOC has been used to meet increased system demands. The equipment's life expectancy ends in four years. This short term solution manages growth without putting an additional funding burden on the city's general fund. In FY 2013 it is expected that the equipment used for GIS will no longer be functioning. Without a replacement system, city departments can expect delays in data updates and poor workflow for field and customer service workers, leading to slower service and less efficient means of completing work tasks.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
IT/Phone/Security	$0	$0	$0	$0	$0	$415,300
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$415,300**

Operating Description: Due to the enterprise nature of the GIS technology system, it is imperative to provide funding for the Technology Replacement Fund (TRF). This will allow for the "banking" of replacement funds for the equipment and decreases the need to request capital funds to replace the system every four to six years. Additionally, specific licenses are required for each computer application and system hardware to operate. The licenses are annually renewed and the term used for this renewal is "annual maintenance". There are four "annual maintenance" licenses per server and the cost of each varies.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$458,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$458,500**

Project: 81014 - Property Acquisition (N) **Funding Source:** General Fund

Project Description: Funds appropriated for acquisition of real property to meet specific Council goals.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$0	$0	$0	$0	$0	$2,800,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,800,000**

Operating Description: No additional O and M can be identified until the city is closer to acquiring the properties.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1000 - General Fund — Category: Other

Project: 81057 - Repayment to State Aviation (N) **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 (through FY 2013) 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 5-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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Land	$702,858	$702,858	$702,858	$0	$0	$0
TOTAL	**$702,858**	**$702,858**	**$702,858**	**$0**	**$0**	**$0**

Operating Description:

No additional O and M is needed at this time.

Project: T4731 - Call Center (N) **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:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
IT/Phone/Security	$0	$0	$0	$0	$0	$750,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$750,000**

Operating Description:

Supplies/Contracts: staff training @ $35,000/yr.; annual software maintenance @ $100,000/yr.; language services @ $24,000/yr.; consultant services @ $150,000 first year; office supplies @ $20,000/yr. Personnel include = 3 IT support FTE's, 9 call specialists, 1 lead, 1 supervisor, 1 Sr. Management Assistant, 2 field representatives, 1 Office Assistant and 1 manager. Personnel costs include estimated benefits for each position. EOC staff have determined that the operating cost for the EOC O and M budget can accommodate the addition of 19 staff.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$1,151,160
Supplies/Contr	$0	$0	$0	$0	$0	$338,870
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,490,030**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1000 - General Fund — Category: Other

Project: **T4736 - City Fiber Optic Study (N)** **Funding Source:** General Fund

Project Description:

The existing city owned fiber optic infrastructure is nearing capacity and currently does not extend to several city facilities. The purpose of this study is to review the existing fiber cable and conduit capacity and then make recommendations for future planning. This study will create a road map for Information Technology and Intelligent Transportation to follow as the city continues to expand its voice and data communications. This study will evaluate the existing infrastructure to determine capacity and usage and provide recommendations on improving current design and usage. This study would also recommend and produce a long term plan to provide redundancy to critical city locations and to connect all city buildings to the fiber infrastructure.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$400,000
Engineering Charges	$0	$0	$0	$0	$0	$19,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$419,600**

Operating Description:

No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

1740 - Civic Center — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
84551 Civic Center Renovation	0	0	1,568,340	2,518,638	0	0	0
T0350 Civic Center Expansion	0	0	0	0	0	0	23,661,114
Replacement of Existing Assets							
T0351 Civic Center 10 Yr Restoration	0	0	300,000	0	0	0	0
Sub-Total - Existing Assets	*0*	*0*	*1,868,340*	*2,518,638*	*0*	*0*	*23,661,114*
Total Project Expenses:	**$0**	**$0**	**$1,868,340**	**$2,518,638**	**$0**	**$0**	**$23,661,114**
Total FY 2011 Funding:		**$0**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1740 - Civic Center — Category: Other

Project: 84551 - Civic Center Renovation (I) **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 more meeting room space with sky lighting. This project also involves renovating and developing the grass (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 marketplace.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$756,000	$0	$0	$0	$0
Construction	$0	$577,334	$1,910,666	$0	$0	$0
IT/Phone/Security	$0	$0	$35,000	$0	$0	$0
Engineering Charges	$0	$24,667	$35,347	$0	$0	$0
Arts	$0	$5,773	$19,107	$0	$0	$0
Equipment	$0	$0	$130,000	$0	$0	$0
Contingency	$0	$204,566	$328,518	$0	$0	$0
Miscellaneous/Other	$0	$0	$60,000	$0	$0	$0
TOTAL	**$0**	**$1,568,340**	**$2,518,638**	**$0**	**$0**	**$0**

Operating Description:

One FTE Service Worker III position to help maintain the facility and provide additional supervision for event set-up and audio/visual technical expertise for the renovated space and a secretary position would be added in FY2014 to assist with office support needs and increased events and bookings. A supplemental will be submitted for FY2013 for O and M expenses. Supplies - $0.75 per sq ft and $3,000 for ongoing supplies/contracts. Utilities - $2.80 per sq ft, Electrical - $1,800 annually; Building Maintenance - $2.00 per sq ft; Equipment Maintenance - $0.40 per sq ft. Civic Center currently has a company that maintains the landscaping in the areas addressed in this request, so no new funding is needed for landscaping or refuse. Building water usage - $0.143 per sq ft.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$46,748	$88,150	$90,795	$496,502
Supplies/Contr	$0	$0	$6,750	$6,953	$7,161	$39,160
Utilities	$0	$0	$14,000	$14,420	$14,853	$81,220
Bldg. Maint.	$0	$0	$10,000	$10,300	$10,609	$58,014
Equip. Maint.	$0	$0	$2,000	$2,060	$2,122	$11,603
Electrical	$0	$0	$1,800	$1,854	$1,910	$10,443
Water	$0	$0	$715	$736	$759	$4,148
TOTAL	**$0**	**$0**	**$82,013**	**$124,473**	**$128,209**	**$701,090**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1740 - Civic Center — Category: Other

Project: **T0350 - Civic Center Expansion (I)** **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 its clients. It is also essential that the facility expand to meet the demands of the community and attract new clients. A feasibility study should be conducted prior to the expansion in order to determine the needs of the facility and the surrounding area.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$3,300,000
Construction	$0	$0	$0	$0	$0	$16,320,000
IT/Phone/Security	$0	$0	$0	$0	$0	$100,000
Engineering Charges	$0	$0	$0	$0	$0	$119,682
Arts	$0	$0	$0	$0	$0	$163,200
Equipment	$0	$0	$0	$0	$0	$500,000
Contingency	$0	$0	$0	$0	$0	$3,086,232
Miscellaneous/Other	$0	$0	$0	$0	$0	$72,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$23,661,114**

Operating Description:

O and M includes 2 full time event coordinators, 1 building maintenance worker, 1 full time service workers and 10 part time (19 hours per week) temporary setup/custodial staff and insurance for staff. Four computers and 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 and building security/monitoring service. Landscape maintenance and water for 5,000 sq ft of landscape and refuse - (two 6 yard containers).

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$402,431
Supplies/Contr	$0	$0	$0	$0	$0	$35,020
Utilities	$0	$0	$0	$0	$0	$108,355
Bldg. Maint.	$0	$0	$0	$0	$0	$92,700
Equip. Maint.	$0	$0	$0	$0	$0	$16,480
Insurance	$0	$0	$0	$0	$0	$4,455
Electrical	$0	$0	$0	$0	$0	$105,063
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$10,165
Landscape	$0	$0	$0	$0	$0	$27,810
Water	$0	$0	$0	$0	$0	$2,161
Refuse	$0	$0	$0	$0	$0	$10,300
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$814,940**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1740 - Civic Center — Category: Other

Project: **T0351 - Civic Center 10 Yr Restoration (R)** **Funding Source:** General Fund

Project Description:

The Civic Center's restoration fund will be used to replace and upgrade high cost depreciable items that have been in operation and use at the facility for over the past 10 years. Crucial items such as carpet, acoustical air walls in the ballroom and the replacement of aging audio equipment and speakers for the house sound system are the essential items needing restoration. The restoration is needed to ensure that the Civic Center remains a competitive, desirable, high quality event venue and is considered essential to the continued success of the facility. Recommendation for the planning and funding for the replacement of these high cost items was discussed in a City Council Budget Workshop in 2007. Beginning in FY 2007, $100,000 has been allocated each year to help fund the restoration costs. The project will be funded with the Civic Center Fund 1740 balance of $400,000.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$300,000	$0	$0	$0	$0
TOTAL	**$0**	**$300,000**	**$0**	**$0**	**$0**	**$0**

Operating Description:

No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

2150 - Technology Infrastructure — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
T7010 Event Management Center Upgrad	0	0	0	0	0	0	1,325,000
T7071 PeopleSoft Phase 2 Enhancement	0	0	985,200	636,000	655,000	165,000	0
Replacement of Existing Assets							
T7030 Project/Permit Tracking System	0	0	0	0	0	0	2,500,000
T7050 Facility Audio/Visual Systems	0	0	0	0	0	0	1,820,000
T7072 Library Technology Upgrades	0	0	0	0	0	0	1,296,040
Sub-Total - Existing Assets	*0*	*0*	*985,200*	*636,000*	*655,000*	*165,000*	*6,941,040*
New Assets							
T7000 City Fiber Optic Communication	0	0	0	0	0	0	16,220,625
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*16,220,625*
Total Project Expenses:	**$0**	**$0**	**$985,200**	**$636,000**	**$655,000**	**$165,000**	**$23,161,665**
Total FY 2011 Funding:		**$0**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2150 - Technology Infrastructure — Category: Other

Project: T7010 - Event Management Center Upgrad (I) **Funding Source:** General Fund

Project Description: The city acquired the Mobile Command Center (MCC) in 2000 and opened the Traffic Management Center (TMC) in 2004 to improve the city's management of incidents, events and day-to-day traffic. Signal system management software along with audio visual and communications equipment within these two centers needs to be upgraded to enhance system functionality and coordination between the two departments and with the emergency operations center.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
IT/Phone/Security	$0	$0	$0	$0	$0	$25,000
Equipment	$0	$0	$0	$0	$0	$1,300,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,325,000**

Operating Description: No additional O and M is needed. This project replaces and upgrades the existing system. O and M of this system is currently funded in the Transportation Department operating budget.

Project: T7071 - PeopleSoft Phase 2 Enhancement (I) **Funding Source:** General Fund

Project Description: This request is for funding a multi-year plan (FY 2011 to FY 2014) to improve and to streamline everyday business functions. The projects in this request have a maximum return on investment 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 human resource and financial systems.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
IT/Phone/Security	$0	$880,200	$601,000	$590,000	$155,000	$0
Equipment	$0	$80,000	$10,000	$40,000	$0	$0
Contingency	$0	$25,000	$25,000	$25,000	$10,000	$0
TOTAL	**$0**	**$985,200**	**$636,000**	**$655,000**	**$165,000**	**$0**

Operating Description: There is not any additional annual maintenance for the software. Departments will submit a supplemental for the replacement costs.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
PC/Vehicle Replacement	$0	$12,000	$20,360	$26,971	$27,780	$151,913
TOTAL	**$0**	**$12,000**	**$20,360**	**$26,971**	**$27,780**	**$151,913**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2150 - Technology Infrastructure — Category: Other

Project: T7030 - Project/Permit Tracking System (R) **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 the Building Safety, Planning, Transportation, Utilities, Sanitation, Fire, Engineering, Code Compliance and Economic Development departments. Funding is requested to replace or upgrade the current system. We are not sure the current company will support the current system in a couple of years since the original company was sold.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,500,000**

Operating Description:

The $137,916 is required for the ongoing service and maintenance agreement associated with the software purchase. Staffing is for a Project/Permit Coordinator. This FTE would provide much needed ongoing technical assistance and support to the nine departments using the system.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Staffing	$0	$0	$0	$0	$0	$468,470
Supplies/Contr	$0	$0	$0	$0	$0	$137,916
Insurance	$0	$0	$0	$0	$0	$12,806
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$619,192**

Project: T7050 - Facility Audio/Visual Systems (R) **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 Technology Replacement Fund. These systems are approaching or have surpassed their expected useful life. The systems in question include the audio systems: at Sahuaro Ranch Park, Foothills ball fields, six city pools, the main and Foothills libraries; the AV and lighting systems at: the Adult Center, City Hall Complex to include the Council Chambers and Amphitheater; and security camera systems at the two skate courts.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Equipment	$0	$0	$0	$0	$0	$1,820,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,820,000**

Operating Description:

Total payments for the five year period to the Technology Replacement Fund. Assumes capital cost will be equally spread over the five year period and a six-year life cycle for the equipment. $1,820,000/5 = $364,000 * 16.67% = $60,678 paid into replacement fund in year one. This doubles in year two ($121,357) triples in year three ($182,036), quadruples in year four ($242,715), quintuples in year five ($303,394) for a total of $910,182 over the five year period.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$910,182
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$910,182**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

2150 - Technology Infrastructure — Category: Other

Project: T7072 - Library Technology Upgrades (R) **Funding Source:** General Fund

Project Description: Replacement of the Integrated Library System (ILS) and procurement of Radio Frequency Identification (RFID) technology will ensure that the library's resources can catch up and remain current with library technology. The ILS is vital to the operation of all library services, integrating the holdings catalog, materials purchases, circulation and patron information. The current platform has reached its "end of life" and the vendor has completely ceased development of our current software product. RFID will complement the ILS and consists of tagging all materials, which are read by the check-out machines and the security gates. The benefit of RFID is that items can be checked out and checked in all at once, rather than the current "one at a time" system, resulting in improved customer service and productivity. The expected life of an ILS is five years.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Finance Charges	$0	$0	$0	$0	$0	$31,611
Miscellaneous/Other	$0	$0	$0	$0	$0	$1,264,429
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,296,040**

Operating Description: Includes maintenance costs ($94,216), replacement fund costs ($37,631), RFID tags and smart cards ($53,200).

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Supplies/Contr	$0	$0	$0	$0	$0	$53,200
Equip. Maint.	$0	$0	$0	$0	$0	$94,216
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$37,631
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$185,047**

Project: T7000 - City Fiber Optic Communication (N) **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. Completing the planned network will eliminate monthly lease fees, improving network speeds, remote control of signals, cameras and message signs.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Design	$0	$0	$0	$0	$0	$2,000,000
IT/Phone/Security	$0	$0	$0	$0	$0	$395,625
Engineering Charges	$0	$0	$0	$0	$0	$55,000
Equipment	$0	$0	$0	$0	$0	$13,770,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,220,625**

Operating Description: O and M costs associated with electricity ($4,000) for fiber optic communications equipment as well as the maintenance ($44,000) for fiber and the fiber connections per year. The costs above are for FY 2017 through FY 2020 in inflated dollars.

Operating Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Utilities	$0	$0	$0	$0	$0	$20,582
Equip. Maint.	$0	$0	$0	$0	$0	$226,397
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$246,979**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2011 - 2020 Capital Improvement Program
Capital Projects By Fund and Project Number

1220 - Arts Commission — Category: Other

Capital Project Expenses	Carryover	FY 2011: New Funding	FY 2012:	FY 2013:	FY 2014:	FY 2015:	FYs 16-20:
Existing Assets							
Improvement of Existing Assets							
84650 Art Commission	0	500,000	500,000	500,000	500,000	500,000	1,750,000
Sub-Total - Existing Assets	*0*	*500,000*	*500,000*	*500,000*	*500,000*	*500,000*	*1,750,000*
Total Project Expenses:	**$0**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$1,750,000**
Total FY 2011 Funding:		**$500,000**					

* New Project

FY 2011-2020 Capital Improvement Plan
Capital Project Expenses Detail

1220 - Arts Commission — Category: Other

Project: 84650 - Art Commission (I) **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.

Capital Costs:	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FYs 16-20
Miscellaneous/Other	$500,000	$500,000	$500,000	$500,000	$500,000	$1,750,000
TOTAL	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$1,750,000**

Operating Description: Maintenance and restoration of the public art collection is funded in the operating budget. No additional O and M is required.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



Glendale 100
Arizona
Centennial 1910-2010

Schedules

2010-2011

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 - ***Summary*** is a multi-year look at the long-term **debt service** obligations
- Schedule 7 - ***Detail*** is a look at each individual long-term **debt service** obligation
- 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 One by CATEGORY
FY 2011 Fund Balance Analysis
(All Dollars in Thousands)

	General	Trust	Special Revenue	Enterprise	Internal Service	Capital	Debt Service	Total
Revenues and Other Sources								
Charges for services	$34,488	$0	$1,640	$103,097	$0	$0	$0	$139,225
Fines And forfeitures	$3,836	$0	$0	$0	$0	$0	$0	$3,836
Interest Income	$1,037	$45	$287	$1,151	$120	$125	$0	$2,763
Intergovernmental	$50,734	$0	$51,598	$9,008	$0	$0	$0	$111,340
Licenses and permits	$9,029	$0	$0	$0	$0	$670	$0	$9,699
Miscellaneous	$4,204	$0	$2,497	$2,526	$40	$36,300	$1,057	$46,624
Other Financing Sources	$0	$0	$0	$20,000	$0	$24,000	$0	$44,000
Self insurance premiums	$0	$0	$0	$0	$25,492	$0	$0	$25,492
Taxes revenue	$59,228	$0	$36,562	$0	$0	$0	$24,180	$119,970
Transfer In	$9,308	$0	$1,351	$307	$0	$7,653	$33,336	$51,954
Total	$171,863	$45	$93,934	$136,089	$25,651	$68,747	$58,572	$554,902
Expenditures								
Administrative Svcs	$20,263	$0	$0	$2,697	$28,732	$39	$0	$51,732
Appointed Officials	$8,928	$0	$0	$0	$0	$0	$0	$8,928
Capital Outlay	$1,843	$0	$8,440	$59,068	$0	$125,080	$0	$194,431
Community Dev.	$7,845	$0	$539	$220	$0	$0	$0	$8,604
Community Services	$18,007	$0	$12,718	$8,487	$0	$0	$0	$39,212
Contingency	$4,583	$5,608	$19,122	$7,500	$3,000	$17,471	$0	$57,285
Debt Service	$0	$0	$0	$25,307	$0	$507	$58,993	$84,806
Internal Services	$5,881	$0	$1,161	$0	$0	$0	$0	$7,042
Miscellaneous Grants	$0	$0	$9,665	$0	$0	$0	$0	$9,665
Non-Departmental	$1,964	$0	$0	$0	$0	$0	$0	$1,964
Public Safety	$75,189	$0	$30,123	$0	$0	$0	$0	$105,313
Public Works	$19,212	$0	$20,666	$67,142	$0	$0	$0	$107,019
Transfer Out	$26,273	$0	$15,981	$6,000	$0	$1,000	$2,700	$51,954
Total	$189,988	$5,608	$118,415	$176,421	$31,732	$144,096	$61,693	$727,954
Excess (Deficiency) of Revenues over Expenses	($18,124)	($5,564)	($24,481)	($40,332)	($164,337)	($75,349)	($3,121)	($173,052)
Beginning Fund Balance	$25,570	$5,564	$32,769	$67,615	$10,867	$75,349	$29,874	$247,609
Ending Fund Balance	$7,446	$0	$8,289	$27,284	$27,284	$0	$26,753	$74,558

Schedule One by FUND
FY 2011 Fund Balance Analysis
(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations
General Fund Group:						
1000	General Fund	$13,893	$133,818	$6,000	($18,729)	($130,658)
1010	National Events	$661	$0	$0	$0	$0
1040	General Services	$0	$9,081	$0	$0	($9,081)
1100	Telephone Services	$399	$990	$0	$0	($977)
1120	Vehicle Replacement	$5,680	$2,247	$0	$0	($3,030)
1140	Technology Replacement	$2,191	$2,122	$0	$0	($3,510)
1190	Employee Groups	$90	$73	$12	$0	($85)
1220	Arts Commission	$1,448	$120	$0	$0	($128)
1240	Court Fund	$274	$354	$0	$0	($578)
1260	Library	$233	$226	$0	$0	($247)
1280	Youth Sports Complex	$0	$25	$302	$0	($327)
1281	Stadium Event Operations	$0	$1,262	$1,703	$0	($2,965)
1282	Arena Event Operations	$0	$551	$651	$0	($1,202)
1770	Zanjero Special Revenue	$0	$1,249	$0	($1,249)	$0
1780	Arena Special Revenue	$0	$6,845	$0	($6,295)	($550)
1790	Stadium City Sales Tax - AZSTA	$0	$1,700	$0	$0	($1,700)
1870	Marketing Self-Sustaining	$499	$283	$640	$0	($753)
2530	Public Safety Training Center	$156	$1,505	$0	$0	($1,445)
2538	Glendale Health Center	$47	$105	$0	$0	($54)
	Sub-Total General Fund Group:	$25,570	$162,555	$9,308	($26,273)	($157,289)
Special Revenue Fund Group:						
1300	HOME Grant	$497	$1,164	$0	$0	($1,661)
1310	Neighborhood Stabilization Pgm	$0	$4,184	$0	$0	($4,184)
1320	Community Dvpmt Block Grant	$815	$2,725	$0	$0	($3,541)
1340	HURF/Streets Fund	$6,712	$13,500	$0	$0	($8,462)
1640	Local Transp. Assistance	$0	$0	$0	$0	$0
1650	Transportation Grants	$195	$3,613	$0	$0	$0
1660	Transportation Sales Tax	$15,162	$19,494	$900	($15,981)	($12,203)
1700	Police Sales Tax	$2,279	$11,976	$0	$0	($12,587)
1720	Fire Sales Tax	$1,206	$5,936	$0	$0	($6,136)
1740	Civic Center	$300	$387	$361	$0	($748)
1760	Airport Operating	$51	$507	$32	$0	($539)
1820	CAP Grant	$0	$355	$58	$0	($413)
1830	Emergency Shelter Grants	$0	$98	$0	$0	($98)
1840	Other Federal and State Grants	$49	$20,428	$0	$0	($17,661)
1842	ARRA Stimulus Grants	$0	$3,967	$0	$0	($3,967)
1860	RICO	$4,790	$1,146	$0	$0	($1,324)
1880	Parks & Rec Self-Sustaining	$277	$1,115	$0	$0	($1,171)
1885	Parks & Rec Designated	$437	$2	$0	$0	($177)
2120	Airport Capital Grants	$0	$1,987	$0	$0	$0
	Sub-Total Special Rev Fund Group:	$32,769	$92,583	$1,351	($15,981)	($74,872)

Schedule One by FUND
FY 2011 Fund Balance Analysis
(All Dollars in Thousands)

		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
General Fund Group:, continued						
1000	General Fund	($1,343)	$0	($2,982)	($134,982)	$0
1010	National Events	$0	$0	($661)	($661)	$0
1040	General Services	$0	$0	$0	($9,081)	$0
1100	Telephone Services	$0	$0	$0	($977)	$412
1120	Vehicle Replacement	$0	$0	$0	($3,030)	$4,897
1140	Technology Replacement	$0	$0	$0	($3,510)	$803
1190	Employee Groups	$0	$0	$0	($85)	$90
1220	Arts Commission	($500)	$0	($940)	($1,568)	$0
1240	Court Fund	$0	$0	$0	($578)	$50
1260	Library	$0	$0	$0	($247)	$211
1280	Youth Sports Complex	$0	$0	$0	($327)	$0
1281	Stadium Event Operations	$0	$0	$0	($2,965)	$0
1282	Arena Event Operations	$0	$0	$0	($1,202)	$0
1770	Zanjero Special Revenue	$0	$0	$0	$0	$0
1780	Arena Special Revenue	$0	$0	$0	($550)	$0
1790	Stadium City Sales Tax - AZSTA	$0	$0	$0	($1,700)	$0
1870	Marketing Self-Sustaining	$0	$0	$0	($753)	$668
2530	Public Safety Training Center	$0	$0	$0	($1,445)	$216
2538	Glendale Health Center	$0	$0	$0	($54)	$98
	Sub-Total General Fund Group:	($1,843)	$0	($4,583)	($163,715)	$7,446
Special Revenue Fund Group:, continued						
1300	HOME Grant	$0	$0	$0	($1,661)	$0
1310	Neighborhood Stabilization Pgm	$0	$0	$0	($4,184)	$0
1320	Community Dvpmt Block Grant	$0	$0	$0	($3,541)	$0
1340	HURF/Streets Fund	$0	$0	($11,750)	($20,212)	$0
1640	Local Transp. Assistance	$0	$0	$0	$0	$0
1650	Transportation Grants	($3,637)	$0	$0	($3,637)	$170
1660	Transportation Sales Tax	$0	$0	($7,372)	($19,575)	$0
1700	Police Sales Tax	$0	$0	$0	($12,587)	$1,668
1720	Fire Sales Tax	$0	$0	$0	($6,136)	$1,006
1740	Civic Center	$0	$0	$0	($748)	$300
1760	Airport Operating	$0	$0	$0	($539)	$51
1820	CAP Grant	$0	$0	$0	($413)	$0
1830	Emergency Shelter Grants	$0	$0	$0	($98)	$0
1840	Other Federal and State Grants	($2,815)	$0	$0	($20,477)	$0
1842	ARRA Stimulus Grants	$0	$0	$0	($3,967)	$0
1860	RICO	$0	$0	$0	($1,324)	$4,611
1880	Parks & Rec Self-Sustaining	$0	$0	$0	($1,171)	$221
1885	Parks & Rec Designated	$0	$0	$0	($177)	$262
2120	Airport Capital Grants	($1,987)	$0	$0	($1,987)	$0
	Sub-Total Special Rev Fund Group:	($8,440)	$0	($19,122)	($102,434)	$8,289

Schedule One by FUND
FY 2011 Fund Balance Analysis
(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations
Debt Service Fund Group:						
1900	General Obligation Bond Debt	$26,878	$24,180	$0	($2,700)	$0
1920	HURF Debt Service	$53	$0	$4,700	$0	$0
1940	M.P.C. Debt Service	$2,944	$1,057	$21,307	$0	$0
1970	Transportation Bond Debt	$0	$0	$7,328	$0	$0
	Sub-Total Debt Svc Fund Group:	$29,874	$25,236	$33,336	($2,700)	$0
Capital Fund Group:						
1270	General Fund Rev Obligations	$0	$0	$0	$0	$0
1380	DIF- Library Buildings	$1,725	$12	$0	$0	$0
1400	DIF- Library Books	$0	$0	$0	$0	$0
1420	DIF- Fire Protection Facilities	$101	$79	$0	$0	$0
1440	DIF- Police Dept Facilities	$1,239	$66	$0	$0	$0
1460	DIF- Citywide Parks	$155	$8	$0	$0	$0
1480	DIF- Citywide Rec Facility	$1,436	$17	$0	$0	$0
1500	DIF- Libraries	$3,274	$33	$0	$0	$0
1520	DIF- Citywide Open Space	$322	$18	$0	$0	$0
1540	DIF- Park Dev Zone 1	$84	$3	$0	$0	$0
1560	DIF- Park Dev Zone 2	$163	$2	$0	$0	$0
1580	DIF- Park Dev Zone 3	$52	$3	$0	$0	$0
1600	DIF- Roadway Improvements	$3,205	$333	$0	($1,000)	$0
1620	DIF-General Government	$1	$173	$0	$0	$0
1980	Street/Parking Bonds	$4,445	$2	$0	$0	($6)
2000	HURF/Street Bonds	$325	$2	$0	$0	($1)
2040	Public Safety Construction	$5,686	$2	$0	$0	($2)
2060	Parks Construction	$3,949	$1	$0	$0	($7)
2080	Gov't Facilities Construction	$3,230	$1	$0	$0	($2)
2100	Economic Dev. Construction	$1,842	$0	$0	$0	($2)
2130	Cultural Facility Construction	$368	$0	$0	$0	$0
2140	Open Space/Trails Construction	$921	$0	$0	$0	$0
2160	Library Construction	$0	$0	$0	$0	$0
2180	Flood Control Construction	$21,376	$506	$0	$0	($5)
2210	Transportation Construction	$21,451	$59,834	$7,653	$0	($14)
	Sub-Total Capital Fund Group:	$75,349	$61,094	$7,653	($1,000)	($39)
Trust Fund Group:						
2280	Cemetery Perpetual Care	$5,564	$45	$0	$0	$0
Enterprise Fund Group:						
2360+	Water and Sewer	$36,070	$103,789	$0	$0	($49,123)
2440	Landfill	$26,519	$7,963	$0	($6,000)	($7,043)
2480	Sanitation	$4,181	$15,022	$0	$0	($13,893)
2500	Community Housing Services	$845	$9,008	$307	$0	($8,487)
	Sub-Total Enterprise Fund Group:	$67,615	$135,783	$307	($6,000)	($78,546)
Internal Service Fund Group:						
2540	Risk Management Self Ins.	$6,801	$2,583	$0	$0	($2,844)
2560	Worker's Comp Self Ins.	$1,514	$1,025	$0	$0	($1,407)
2580	Benefits Trust	$2,552	$22,043	$0	$0	($24,481)
	Sub-Total Internal Svc Fund Group:	$10,867	$25,651	$0	$0	($28,732)
TOTAL		**$247,609**	**$502,948**	**$51,954**	**($51,954)**	**($339,479)**

Schedule One by FUND
FY 2011 Fund Balance Analysis
(All Dollars in Thousands)

		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
Debt Service Fund Group:, continued						
1900	General Obligation Bond Debt	$0	($25,657)	$0	($25,657)	$22,700
1920	HURF Debt Service	$0	($4,700)	$0	($4,700)	$53
1940	M.P.C. Debt Service	$0	($21,307)	$0	($21,307)	$4,000
1970	Transportation Bond Debt	$0	($7,328)	$0	($7,328)	$0
	Sub-Total Debt Svc Fund Group:	$0	($58,993)	$0	($58,993)	$26,753
Capital Fund Group:, continued						
1270	General Fund Rev Obligations	$0	$0	$0	$0	$0
1380	DIF- Library Buildings	$0	$0	($1,737)	($1,737)	$0
1400	DIF- Library Books	$0	$0	$0	$0	$0
1420	DIF- Fire Protection Facilities	$0	($161)	($19)	($180)	$0
1440	DIF- Police Dept Facilities	$0	($214)	($1,091)	($1,305)	$0
1460	DIF- Citywide Parks	$0	$0	($162)	($162)	$0
1480	DIF- Citywide Rec Facility	$0	($132)	($1,321)	($1,452)	$0
1500	DIF- Libraries	($200)	$0	($3,107)	($3,307)	$0
1520	DIF- Citywide Open Space	($171)	$0	($168)	($340)	$0
1540	DIF- Park Dev Zone 1	($40)	$0	($47)	($87)	$0
1560	DIF- Park Dev Zone 2	($124)	$0	($42)	($165)	$0
1580	DIF- Park Dev Zone 3	($27)	$0	($27)	($54)	$0
1600	DIF- Roadway Improvements	($331)	$0	($2,207)	($2,539)	$0
1620	DIF-General Government	$0	$0	($174)	($174)	$0
1980	Street/Parking Bonds	($2,406)	$0	($2,034)	($4,447)	$0
2000	HURF/Street Bonds	($219)	$0	($107)	($327)	$0
2040	Public Safety Construction	($4,270)	$0	($1,416)	($5,688)	$0
2060	Parks Construction	($3,061)	$0	($882)	($3,950)	$0
2080	Gov't Facilities Construction	($3,229)	$0	$0	($3,231)	$0
2100	Economic Dev. Construction	($1,800)	$0	($40)	($1,842)	$0
2130	Cultural Facility Construction	($131)	$0	($238)	($368)	$0
2140	Open Space/Trails Construction	($400)	$0	($521)	($921)	$0
2160	Library Construction	$0	$0	$0	$0	$0
2180	Flood Control Construction	($19,747)	$0	($2,129)	($21,882)	$0
2210	Transportation Construction	($88,925)	$0	$0	($88,938)	$0
	Sub-Total Capital Fund Group:	($125,080)	($507)	($17,471)	($143,096)	$0
Trust Fund Group:, continued						
2280	Cemetery Perpetual Care	$0	$0	($5,608)	($5,608)	$0
Enterprise Fund Group:, continued						
2360+	Water and Sewer	($55,917)	($25,307)	($5,000)	($135,347)	$4,512
2440	Landfill	($1,862)	$0	($2,000)	($10,905)	$17,578
2480	Sanitation	($1,289)	$0	($500)	($15,682)	$3,521
2500	Community Housing Services	$0	$0	$0	($8,487)	$1,673
	Sub-Total Enterprise Fund Group:	($59,068)	($25,307)	($7,500)	($170,421)	$27,284
Internal Service Fund Group:, continued						
2540	Risk Management Self Ins.	$0	$0	($3,000)	($5,844)	$3,540
2560	Worker's Comp Self Ins.	$0	$0	$0	($1,407)	$1,133
2580	Benefits Trust	$0	$0	$0	($24,481)	$113
	Sub-Total Internal Svc Fund Group:	$0	$0	($3,000)	($31,732)	$4,786
TOTAL		**($194,431)**	**($84,806)**	**($57,285)**	**($676,000)**	**$74,558**

Schedule Two by CATEGORY
Summary of Revenues
(Includes All Funds)

Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
City Sales Tax	$104,410,787	$96,665,004	$89,733,786	$92,034,905
Water Revenues	$36,086,311	$37,846,238	$43,503,105	$50,321,791
Miscellaneous	$7,446,136	$9,653,433	$13,493,573	$45,900,041
Grants	$13,388,449	$10,819,461	$29,248,557	$45,740,298
Bond Proceeds	$180,330,757		$47,999,534	$44,000,000
Sewer Revenue	$24,774,420	$26,384,046	$29,051,305	$31,335,935
Property Tax	$28,383,145	$32,892,547	$33,374,669	$27,746,286
State Income Tax	$34,108,595	$36,266,804	$31,304,188	$23,650,000
Internal Charges	$22,087,939	$21,997,477	$20,422,245	$19,953,620
State Shared Sales Tax	$22,237,444	$19,320,873	$16,800,000	$17,695,800
City Contributions	$13,233,083	$11,431,341	$15,374,083	$14,102,505
Highway User Revenues	$16,646,907	$14,538,909	$13,200,000	$13,500,000
Residential Sanitiation	$9,548,630	$10,254,367	$10,406,000	$10,406,000
Motor Vehicle In-Lieu	$9,729,724	$8,807,506	$8,220,000	$8,500,000
Staff & Adm Chargebacks	$8,586,610	$8,547,115	$8,412,357	$8,404,382
Arena Fees	$4,224,018	$635,464	$6,919,120	$5,366,964
Employee Contributions	$4,907,055	$5,245,169	$5,100,000	$5,100,000
Court Revenue	$4,061,361	$3,639,953	$3,674,997	$3,672,758
Commercial Sanitation Frontload	$3,536,846	$3,684,277	$3,500,000	$3,500,000
Recreation Revenue	$3,327,381	$3,587,397	$2,917,129	$3,070,382
Retiree Contributions	$2,815,358	$2,928,023	$2,800,001	$2,800,001
Interest	$14,207,696	$7,728,635	$2,310,471	$2,763,019
Tipping Fees	$3,563,906	$3,316,166	$2,997,310	$2,721,780
Gas/Electric Franchise Fees	$2,830,463	$2,747,641	$2,208,000	$2,500,000
Fire Department Other Fees	$1,838,025	$1,763,721	$1,952,869	$2,243,719
Recycling Sales	$2,998,884	$1,593,052	$1,780,015	$1,826,800
Cable Franchise Fees	$1,644,625	$1,580,942	$1,600,000	$1,675,000
Partner Revenue	$3,726,706	$1,929,564	$1,790,513	$1,505,277
Security Revenue	$782,429	$998,811	$945,384	$1,302,004
Building Permits	$2,679,909	$1,232,972	$1,000,000	$1,050,000
State Forfeitures	$1,030,393	$1,883,634	$3,251,075	$1,000,000
Plan Check Fees	$1,630,923	$888,174	$700,000	$735,000
Development Impact Fees	$6,080,485	$1,497,100	$819,395	$669,914
Sales Tax Licenses	$608,227	$570,599	$614,911	$614,911

Schedule Two by CATEGORY
Summary of Revenues
(Includes All Funds)

Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
Commercial Sanitation Rolloff	$821,647	$658,226	$650,000	$600,000
Right-of-Way Permits	$509,358	$335,702	$459,374	$549,244
Water Development Impact Fees	$3,026,720	$1,233,930	$500,000	$500,000
Airport Fees	$502,753	$525,128	$467,868	$495,818
City Property Rental	$776,898	$724,194	$577,176	$485,459
Library Fines/Fees	$613,608	$584,439	$471,879	$461,879
Fire Dept CD Fees	$484,639	$317,330	$351,362	$360,361
Liquor Licenses	$180,907	$190,514	$183,489	$354,789
Lease Proceeds	$215,536	$12,006		$210,200
Sewer Development Impact Fees	$848,067	$398,283	$200,000	$200,000
SRP In-Lieu	$188,847	$172,420	$188,742	$188,742
Cemetery Revenue	$234,461	$272,909	$185,000	$185,000
Planning/Zoning	$450,263	$337,058	$136,000	$142,800
Transit Revenue	$136,761	$130,635	$125,473	$128,000
Bus./Prof. Licenses	$116,133	$116,726	$120,113	$120,113
Health Care Revenue		$2,100	$105,000	$105,000
Engineering Plan Check Revenue	$739,040	$285,371	$97,353	$102,221
Miscellaneous CD Fees	$298,591	$138,360	$90,000	$90,000
Business Licenses	$80,969	$92,284	$83,880	$83,880
Miscellaneous Bin Service	$142,540	$79,652	$40,000	$40,000
Outside City Commercial	$204,852	$184,955	$32,000	$32,000
Traffic Engineering Plan Check	$114,132	$60,812	$30,000	$25,000
Development Impact Fees	$110,862	$18,348	$22,500	$25,000
Equipment Rental	$38,555	$23,814	$22,366	$22,000
Facility Rental Income	$34,719	$25,872	$14,797	$18,000
Federal Forfeitures	$48,805	$94,362	$28,187	$10,000
Sanitation Development Impact Fee	$8,568	$3,276	$3,700	$3,700
LTAF - Lottery	$1,117,962	$1,040,568	$600,000	
Grand Total :	**$609,539,820**	**$400,935,689**	**$463,210,851**	**$502,948,298**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
GENERAL FUND GROUP					
1000 - General					
	City Sales Tax	$61,305,792	$51,613,389	$49,200,000	$50,500,000
	State Income Tax	$34,108,595	$36,266,804	$31,304,188	$23,650,000
	State Shared Sales Tax	$22,237,444	$19,320,873	$16,800,000	$17,695,800
	Motor Vehicle In-Lieu	$9,729,724	$8,807,506	$8,220,000	$8,500,000
	Staff & Adm Chargebacks	$7,986,000	$8,007,000	$7,862,000	$7,862,000
	Miscellaneous	$3,005,591	$2,037,178	$1,651,976	$4,185,669
	Property Tax	$3,876,679	$3,985,091	$4,183,368	$3,724,139
	Court Revenue	$3,723,280	$3,324,696	$3,356,508	$3,356,508
	Gas/Electric Franchise Fees	$2,830,463	$2,747,641	$2,208,000	$2,500,000
	Fire Department Other Fees	$1,838,025	$1,763,721	$1,952,869	$2,243,719
	Recreation Revenue	$1,920,278	$2,213,454	$1,547,227	$1,675,482
	Cable Franchise Fees	$1,644,625	$1,580,942	$1,600,000	$1,675,000
	Building Permits	$2,679,909	$1,232,972	$1,000,000	$1,050,000
	Interest	$4,113,523	$1,384,130	$740,000	$930,000
	Plan Check Fees	$1,630,923	$888,174	$700,000	$735,000
	Sales Tax Licenses	$608,227	$570,599	$614,911	$614,911
	Right-of-Way Permits	$509,358	$335,702	$459,374	$549,244
	City Property Rental	$667,634	$630,456	$438,076	$425,219
	Fire Dept CD Fees	$484,639	$317,330	$351,362	$360,361
	Liquor Licenses	$180,907	$190,514	$183,489	$354,789
	Library Fines/Fees	$330,432	$317,100	$250,000	$240,000
	Lease Proceeds	$195,374			$210,200
	Cemetery Revenue	$234,461	$272,909	$185,000	$185,000
	Planning/Zoning	$450,263	$337,058	$136,000	$142,800
	Bus./Prof. Licenses	$116,133	$116,726	$120,113	$120,113
	Engineering Plan Check Revenue	$739,040	$285,371	$97,353	$102,221
	Miscellaneous CD Fees	$298,591	$138,360	$90,000	$90,000
	Business Licenses	$80,969	$92,284	$83,880	$83,880
	SRP In-Lieu	$31,253	$26,288	$31,236	$31,236
	Traffic Engineering Plan Check	$114,132	$60,812	$30,000	$25,000
Fund Total - General:		**$167,672,264**	**$148,865,080**	**$135,396,930**	**$133,818,291**
1010 - National Events					
	Miscellaneous	$96,460			
Fund Total - National Events:		**$96,460**			
1040 - General Services					
	Internal Charges	$9,625,691	$9,625,691	$10,486,199	$9,080,770
Fund Total - General Services:		**$9,625,691**	**$9,625,691**	**$10,486,199**	**$9,080,770**

Schedule Two by FUND
Summary of Revenues

Fund Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
1100 - Telephone Services				
Internal Charges	$855,844	$1,108,794	$1,007,113	$990,447
Fund Total - Telephone Services:	**$855,844**	**$1,108,794**	**$1,007,113**	**$990,447**
1120 - Vehicle Replacement				
Internal Charges	$2,986,534	$2,789,875	$2,111,805	$1,998,392
Miscellaneous	$305,661	$290,088	$291,000	$200,000
Interest	$195,097	$127,327	$48,130	$48,600
Fund Total - Vehicle Replacement:	**$3,487,292**	**$3,207,290**	**$2,450,935**	**$2,246,992**
1140 - Technology Replacement				
Internal Charges	$2,114,512	$2,150,917	$1,958,641	$2,067,999
Interest	$157,402	$86,015	$30,780	$31,000
Miscellaneous	$32,557	$13,339	$44,973	$23,080
Fund Total - Technology Replacement	**$2,304,471**	**$2,250,271**	**$2,034,394**	**$2,122,079**
1160 - Cable Communications				
Miscellaneous	$5,500			
Equipment Rental	$275			
Fund Total - Cable Communications:	**$5,775**			
1190 - Employee Groups				
Miscellaneous	$128,586	$84,614	$73,000	$73,000
Fund Total - Employee Groups:	**$128,586**	**$84,614**	**$73,000**	**$73,000**
1220 - Arts Commission				
Miscellaneous	$505,925	$620,853	$183,589	$95,248
Interest	$137,515	$71,691	$24,500	$24,500
Fund Total - Arts Commission:	**$643,440**	**$692,544**	**$208,089**	**$119,748**
1240 - Court Security/Bonds				
Court Revenue	$329,750	$282,707	$316,250	$316,250
Miscellaneous	$39,722	$41,993	$35,050	$35,050
Interest	$12,913	$7,124	$2,500	$2,500
Fund Total - Court Security/Bonds:	**$382,385**	**$331,824**	**$353,800**	**$353,800**
1260 - Library				
Library Fines/Fees	$283,176	$267,339	$221,879	$221,879
Miscellaneous	$50	$39	$3,816	$3,816
Fund Total - Library:	**$283,226**	**$267,378**	**$225,695**	**$225,695**
1280 - Youth Sports Complex				
Recreation Revenue	$17,330	$34,963	$25,000	$25,000
Fund Total - Youth Sports Complex:	**$17,330**	**$34,963**	**$25,000**	**$25,000**

Schedule Two by FUND
Summary of Revenues

Fund Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
1281 - Stadium Event Operations				
Security Revenue	$736,365	$963,829	$905,384	$1,262,004
Fund Total - Stadium Event Operatio	**$736,365**	**$963,829**	**$905,384**	**$1,262,004**
1282 - Arena Event Operations				
Arena Fees	$510,312	$14,305	$828,295	$550,718
Fund Total - Arena Event Operations:	**$510,312**	**$14,305**	**$828,295**	**$550,718**
1770 - Zanjero Special Revenue				
City Sales Tax	$738,651	$1,197,609	$1,230,292	$1,249,016
Miscellaneous	$79,599			
Fund Total - Zanjero Special Revenue	**$818,250**	**$1,197,609**	**$1,230,292**	**$1,249,016**
1780 - Arena Special Revenue				
Arena Fees	$3,713,706	$621,159	$6,090,825	$4,816,246
City Sales Tax	$1,459,402	$2,627,860	$1,971,829	$2,023,889
Miscellaneous	$10,798	$610,389	$5,000	$5,000
Fund Total - Arena Special Revenue:	**$5,183,906**	**$3,859,408**	**$8,067,654**	**$6,845,135**
1790 - Stadium City Sales Tax - AZSTA				
City Sales Tax	$1,298,038	$1,485,806	$1,019,665	$1,700,000
Fund Total - Stadium City Sales Tax -	**$1,298,038**	**$1,485,806**	**$1,019,665**	**$1,700,000**
1870 - Marketing Self Sust				
Miscellaneous	$490,073	$379,251	$331,944	$280,000
Recreation Revenue			$302	$2,500
Fund Total - Marketing Self Sust:	**$490,073**	**$379,251**	**$332,246**	**$282,500**
2530 - Public Safety Training Center				
Partner Revenue	$1,836,564	$1,579,413	$1,790,513	$1,505,277
Recreation Revenue	$670	$12,226		
Fund Total - Public Safety Training C	**$1,837,234**	**$1,591,639**	**$1,790,513**	**$1,505,277**
2538 - Glendale Health Center				
Health Care Revenue		$2,100	$105,000	$105,000
Fund Total - Glendale Health Center:		**$2,100**	**$105,000**	**$105,000**
TOTAL-GENERAL FUND GROUP	**$196,376,942**	**$175,962,396**	**$166,540,204**	**$162,555,472**
SPECIAL REVENUE FUND GROUP				
1300 - Home Grant				
Grants	$537,156	$409,864	$1,034,335	$1,164,005
Fund Total - Home Grant:	**$537,156**	**$409,864**	**$1,034,335**	**$1,164,005**

Schedule Two by FUND
Summary of Revenues

Fund Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
1310 - Neighborhood Stabilization Pgm				
Grants		$8,588	$2,000,000	$4,184,112
Fund Total - Neighborhood Stabilizati		**$8,588**	**$2,000,000**	**$4,184,112**
1320 - C.D.B.G.				
Grants	$3,431,952	$2,303,992	$1,568,710	$2,725,181
Fund Total - C.D.B.G.:	**$3,431,952**	**$2,303,992**	**$1,568,710**	**$2,725,181**
1340 - Highway User Gas Tax				
Highway User Revenues	$16,646,907	$14,538,909	$13,200,000	$13,500,000
Miscellaneous		$79,052		
Fund Total - Highway User Gas Tax:	**$16,646,907**	**$14,617,961**	**$13,200,000**	**$13,500,000**
1640 - Local Transp. Assistance				
LTAF - Lottery	$1,117,962	$1,040,568	$600,000	
Fund Total - Local Transp. Assistance	**$1,117,962**	**$1,040,568**	**$600,000**	
1650 - Transportation Grants				
Miscellaneous				$2,000,000
Grants	$3,134,395	$974,638	$1,346,279	$1,612,659
Fund Total - Transportation Grants:	**$3,134,395**	**$974,638**	**$1,346,279**	**$3,612,659**
1660 - Transportation Sales Tax				
City Sales Tax	$23,672,386	$20,874,856	$18,650,000	$18,650,000
Grants	$550,088	$566,106	$602,672	$565,566
Interest	$637,591	$594,420	$191,445	$150,000
Transit Revenue	$136,761	$130,635	$125,473	$128,000
Miscellaneous	$63,847	$1,012,006	$481,637	
Court Revenue	$8,331	$32,550	$2,239	
Fund Total - Transportation Sales Ta	**$25,069,004**	**$23,210,573**	**$20,053,466**	**$19,493,566**
1700 - Police Sales Tax				
City Sales Tax	$10,624,059	$12,582,277	$11,808,000	$11,976,000
Fund Total - Police Sales Tax:	**$10,624,059**	**$12,582,277**	**$11,808,000**	**$11,976,000**
1720 - Fire Sales Tax				
City Sales Tax	$5,312,459	$6,283,207	$5,854,000	$5,936,000
Fund Total - Fire Sales Tax:	**$5,312,459**	**$6,283,207**	**$5,854,000**	**$5,936,000**
1740 - Civic Center				
Recreation Revenue	$335,705	$251,757	$226,500	$251,800
Miscellaneous	$167,911	$123,544	$76,385	$95,200
Equipment Rental	$38,280	$23,814	$22,366	$22,000
Facility Rental Income	$34,719	$25,872	$14,797	$18,000

Schedule Two by FUND
Summary of Revenues

Fund Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
Fund Total - Civic Center:	**$576,615**	**$424,987**	**$340,048**	**$387,000**
1760 - Airport Operating				
Airport Fees	$502,753	$525,128	$467,868	$495,818
Miscellaneous	$2,309	$1,044	$8,870	$11,404
Lease Proceeds	$12,024	$12,006		
Fund Total - Airport Operating:	**$517,086**	**$538,178**	**$476,738**	**$507,222**
1820 - CAP Grant				
Miscellaneous	$287,329	$242,047	$355,000	$355,000
Fund Total - CAP Grant:	**$287,329**	**$242,047**	**$355,000**	**$355,000**
1830 - Emergency Shelter Grants				
Grants	$98,551	$74,569	$97,997	$98,278
Fund Total - Emergency Shelter Gran	**$98,551**	**$74,569**	**$97,997**	**$98,278**
1840 - Other Federal and State Grants				
Grants	$3,761,818	$4,304,876	$12,592,309	$20,427,961
Fund Total - Other Federal and State	**$3,761,818**	**$4,304,876**	**$12,592,309**	**$20,427,961**
1842 - ARRA Stimulus Grants				
Grants			$746,652	$3,967,113
Fund Total - ARRA Stimulus Grants:			**$746,652**	**$3,967,113**
1860 - RICO Funds				
State Forfeitures	$1,030,393	$1,883,634	$3,251,075	$1,000,000
Interest	$110,323	$86,668	$134,300	$135,500
Federal Forfeitures	$48,805	$94,362	$28,187	$10,000
Fund Total - RICO Funds:	**$1,189,521**	**$2,064,664**	**$3,413,562**	**$1,145,500**
1880 - Parks & Recreation Self Sust				
Recreation Revenue	$972,021	$1,026,422	$1,117,500	$1,115,000
Miscellaneous	($78)	$469		
Fund Total - Parks & Recreation Self	**$971,943**	**$1,026,891**	**$1,117,500**	**$1,115,000**
1885 - Parks & Recreation Designated				
Interest	$8,445	$4,056	$1,000	$1,000
Recreation Revenue	$76,572	$48,575	$600	$600
Fund Total - Parks & Recreation Desi	**$85,017**	**$52,631**	**$1,600**	**$1,600**
2120 - Airport Capital Grants				
Grants	$85,895	$448,009	$340,631	$1,987,261
Fund Total - Airport Capital Grants:	**$85,895**	**$448,009**	**$340,631**	**$1,987,261**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
TOTAL-SPECIAL REVENUE FUND GROUP		**$73,447,669**	**$70,608,520**	**$76,946,827**	**$92,583,458**
DEBT SERVICE FUND GROUP					
1900 - G.O. Bond Debt Service					
	Property Tax	$24,506,466	$28,907,456	$29,191,301	$24,022,147
	SRP In-Lieu	$157,594	$146,132	$157,506	$157,506
Fund Total - G.O. Bond Debt Service:		**$24,664,060**	**$29,053,588**	**$29,348,807**	**$24,179,653**
1940 - M.P.C. Debt Service					
	Miscellaneous			$1,056,678	$1,056,678
	Interest	$96,083	$16,453		
	Bond Proceeds	$3,783,213			
Fund Total - M.P.C. Debt Service:		**$3,879,296**	**$16,453**	**$1,056,678**	**$1,056,678**
TOTAL-DEBT SERVICE FUND GROUP		**$28,543,356**	**$29,070,041**	**$30,405,485**	**$25,236,331**
CAPITAL FUND GROUP					
1270 - G.F. Revenue Oblgs					
	Interest	$225,164	$24,773		
	Bond Proceeds	$420,000			
Fund Total - G.F. Revenue Oblgs:		**$645,164**	**$24,773**		
1380 - DIF-Library Blds					
	Interest	$119,359	$49,672	$12,534	$12,075
Fund Total - DIF-Library Blds:		**$119,359**	**$49,672**	**$12,534**	**$12,075**
1400 - DIF-Library Book					
	Development Impact Fees		$42,840		
	Interest	$8,946	$2,669		
Fund Total - DIF-Library Book:		**$8,946**	**$45,509**		
1420 - DIF-Fire Protection Facilities					
	Development Impact Fees	$588,923	$110,072	$84,167	$78,763
	Interest	$48,837	$25,567	$3,668	$417
Fund Total - DIF-Fire Protection Faci		**$637,760**	**$135,639**	**$87,835**	**$79,180**
1440 - DIF-Police Facilities					
	Development Impact Fees	$517,264	$128,273	$61,489	$58,268
	Interest	$84,182	$42,289	$10,773	$8,128
Fund Total - DIF-Police Facilities:		**$601,446**	**$170,562**	**$72,262**	**$66,396**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
1460 - DIF-Citywide Parks					
	Development Impact Fees	$38,582	$41,898	$21,770	$6,685
	Interest	$33,933	$2,429	$925	$1,106
Fund Total - DIF-Citywide Parks:		**$72,515**	**$44,327**	**$22,695**	**$7,791**
1480 - DIF-Citywide Recreation Fac					
	Interest	$55,420	$30,489	$7,132	$9,615
	Development Impact Fees	$41,410	$44,970	$23,132	$7,058
Fund Total - DIF-Citywide Recreation		**$96,830**	**$75,459**	**$30,264**	**$16,673**
1500 - DIF-Libraries					
	Interest	$133,942	$72,414	$22,399	$22,257
	Development Impact Fees	$69,252	$23,634	$34,630	$10,651
Fund Total - DIF-Libraries:		**$203,194**	**$96,048**	**$57,029**	**$32,908**
1520 - DIF-Citywide Open Spaces					
	Development Impact Fees	$110,033	$102,267	$52,138	$15,821
	Interest	$5,691	$4,712	$1,894	$1,710
Fund Total - DIF-Citywide Open Spac		**$115,724**	**$106,979**	**$54,032**	**$17,531**
1540 - DIF-Parks Dev Zone 1					
	Development Impact Fees	$6,593	$3,123	$4,858	$2,429
	Interest	$18,523	$3,122	$538	$459
Fund Total - DIF-Parks Dev Zone 1:		**$25,116**	**$6,245**	**$5,396**	**$2,888**
1560 - DIF-Parks Dev Zone 2					
	Development Impact Fees	$27,321	$2,776	$10,073	$1,215
	Interest	$22,505	$4,003	$1,019	$714
Fund Total - DIF-Parks Dev Zone 2:		**$49,826**	**$6,779**	**$11,092**	**$1,929**
1580 - DIF-Parks Dev Zone 3					
	Development Impact Fees	$8,665	$32,204	$5,205	$2,256
	Interest	$3,963	$633	$326	$275
Fund Total - DIF-Parks Dev Zone 3:		**$12,628**	**$32,837**	**$5,531**	**$2,531**
1600 - DIF-Roadway Improvements					
	Development Impact Fees	$3,355,630	$725,298	$337,437	$314,437
	Interest	$407,863	$121,621	$29,659	$18,879
Fund Total - DIF-Roadway Improvem		**$3,763,493**	**$846,919**	**$367,096**	**$333,316**
1620 - DIF-General Government					
	Development Impact Fees	$1,316,812	$239,745	$184,496	$172,331
	Interest	$95,440	$27,920		$613
Fund Total - DIF-General Governmen		**$1,412,252**	**$267,665**	**$184,496**	**$172,944**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
1980 - Streets Constr. - 1999 Auth					
	Interest	$433,097	$182,488	$3,286	$1,623
	Miscellaneous			$77,898	
Fund Total - Streets Constr. - 1999 Au		**$433,097**	**$182,488**	**$81,184**	**$1,623**
2000 - HURF/Street Bonds					
	Interest	$414,989	$39,080	$3,896	$2,228
	Miscellaneous	$3		$105,574	
Fund Total - HURF/Street Bonds:		**$414,992**	**$39,080**	**$109,470**	**$2,228**
2040 - Public Safety Construction					
	Interest	$469,065	$108,841		$1,789
	Bond Proceeds			$12,302,816	
	Miscellaneous			$8,879	
Fund Total - Public Safety Constructi		**$469,065**	**$108,841**	**$12,311,695**	**$1,789**
2060 - Parks Construction					
	Interest	$273,830	$31,989	$276	$1,233
	Bond Proceeds			$8,967,053	
	Miscellaneous	$1,086		$3,339	
Fund Total - Parks Construction:		**$274,916**	**$31,989**	**$8,970,668**	**$1,233**
2080 - Gov't Facilities - 1999 Auth					
	Interest	$4,916	($654)		$789
	Bond Proceeds			$4,526,035	
	Miscellaneous			$1,716	
Fund Total - Gov't Facilities - 1999 Au		**$4,916**	**($654)**	**$4,527,751**	**$789**
2100 - Economic Dev. Constr-1999 Auth					
	Bond Proceeds			$1,785,408	
	Miscellaneous			$1,323	
	Interest	$326			
Fund Total - Economic Dev. Constr-1		**$326**		**$1,786,731**	
2140 - Open Space/Trails Constr-99 Au					
	Interest	$26,521	($481)	$799	$360
Fund Total - Open Space/Trails Const		**$26,521**	**($481)**	**$799**	**$360**
2160 - Library Construction					
	Interest	$155			
Fund Total - Library Construction:		**$155**			
2180 - Flood Control Construction					
	Miscellaneous	$538,732	$2,392,322	$7,523,801	$500,000

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
	Interest	$394,335	$206,881	$4,905	$5,877
	Bond Proceeds			$14,078,222	
	Fund Total - Flood Control Construct	**$933,067**	**$2,599,203**	**$21,606,928**	**$505,877**
2210 - Transportation Capital Project					
	Miscellaneous			$2,065	$35,800,000
	Bond Proceeds	$111,063,499			$24,000,000
	Interest	$649,086	$1,344,938	$42,670	$34,425
	Fund Total - Transportation Capital	**$111,712,585**	**$1,344,938**	**$44,735**	**$59,834,425**
2536 - Training Facility Capital Proj					
	Partner Revenue	$1,890,142	$350,151		
	Fund Total - Training Facility Capital	**$1,890,142**	**$350,151**		
	TOTAL-CAPITAL FUND GROUP	**$123,924,035**	**$6,564,968**	**$50,350,223**	**$61,094,486**
TRUST FUND GROUP					
2280 - Cemetery Perpetual Care					
	Interest	$228,359	$121,772	$44,400	$44,500
	Fund Total - Cemetery Perpetual Car	**$228,359**	**$121,772**	**$44,400**	**$44,500**
	TOTAL-TRUST FUND GROUP	**$228,359**	**$121,772**	**$44,400**	**$44,500**
ENTERPRISE FUND GROUP					
2360 - Water and Sewer					
	Water Revenues	$36,086,311	$37,846,238	$43,503,105	$50,321,791
	Sewer Revenue	$24,774,420	$26,384,046	$29,051,305	$31,335,935
	Bond Proceeds	$65,064,045		$6,340,000	$20,000,000
	Miscellaneous	$1,438,530	$1,329,371	$562,060	$622,896
	Interest	$2,709,333	$1,874,000	$506,755	$579,985
	Water Development Impact Fees	$3,026,720	$1,233,930	$500,000	$500,000
	Sewer Development Impact Fees	$848,067	$398,283	$200,000	$200,000
	Staff & Adm Chargebacks	$173,000	$176,000	$176,000	$168,000
	City Property Rental	$109,264	$93,738	$139,100	$60,240
	Lease Proceeds	$8,138			
	Grants	$7,211			
	Recreation Revenue	$4,805			
	Fund Total - Water and Sewer:	**$134,249,844**	**$69,335,606**	**$80,978,325**	**$103,788,847**
2440 - Landfill					
	Tipping Fees	$3,563,906	$3,316,166	$2,997,310	$2,721,780

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
	Internal Charges	$2,434,399	$2,305,179	$2,169,550	$2,131,660
	Recycling Sales	$2,991,565	$1,590,580	$1,780,000	$1,826,800
	Interest	$993,812	$565,481	$250,000	$500,000
	Miscellaneous	$164,089	$166,789	$431,000	$431,000
	Staff & Adm Chargebacks	$385,490	$316,758	$327,000	$327,000
	Development Impact Fees	$110,862	$18,348	$22,500	$25,000
Fund Total - Landfill:		**$10,644,123**	**$8,279,301**	**$7,977,360**	**$7,963,240**
2480 - Sanitation					
	Residential Sanitiation	$9,548,630	$10,254,367	$10,406,000	$10,406,000
	Commercial Sanitation Frontload	$3,536,846	$3,684,277	$3,500,000	$3,500,000
	Commercial Sanitation Rolloff	$821,647	$658,226	$650,000	$600,000
	Internal Charges	$266,654	$196,383	$200,000	$200,000
	Miscellaneous	$70,793	$204,160	$172,000	$122,000
	Interest	$200,420	$94,058	$71,362	$71,362
	Staff & Adm Chargebacks	$42,120	$47,357	$47,357	$47,382
	Miscellaneous Bin Service	$142,540	$79,652	$40,000	$40,000
	Outside City Commercial	$204,852	$184,955	$32,000	$32,000
	Sanitation Development Impact Fe	$8,568	$3,276	$3,700	$3,700
	Recycling Sales	$7,319	$2,472	$15	
Fund Total - Sanitation:		**$14,850,389**	**$15,409,183**	**$15,122,434**	**$15,022,444**
2500 - Pub Housing Budget Activities					
	Grants	$1,781,383	$1,728,819	$8,918,972	$9,008,162
Fund Total - Pub Housing Budget Act		**$1,781,383**	**$1,728,819**	**$8,918,972**	**$9,008,162**
TOTAL-ENTERPRISE FUND GROUP		**$161,525,739**	**$94,752,909**	**$112,997,091**	**$135,782,693**
INTERNAL SERVICE FUND GROUP					
2540 - Risk Management Self Insurance					
	Internal Charges	$2,812,791	$2,828,000	$2,488,937	$2,499,892
	Interest	$183,737	$152,481	$62,500	$63,000
	Security Revenue	$23,032	$17,491	$20,000	$20,000
	Miscellaneous	$4,303			
Fund Total - Risk Management Self I		**$3,023,863**	**$2,997,972**	**$2,571,437**	**$2,582,892**
2560 - Workers Comp. Self Insurance					
	Internal Charges	$991,514	$992,638		$984,460
	Interest	$194,337	$65,073	$20,700	$21,000
	Security Revenue	$23,032	$17,491	$20,000	$20,000
Fund Total - Workers Comp. Self Ins		**$1,208,883**	**$1,075,202**	**$40,700**	**$1,025,460**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget
2580 - Benefits Trust Fund					
	City Contributions	$13,233,083	$11,431,341	$15,374,083	$14,102,505
	Employee Contributions	$4,907,055	$5,245,169	$5,100,000	$5,100,000
	Retiree Contributions	$2,815,358	$2,928,023	$2,800,001	$2,800,001
	Interest	$298,718	$152,491	$35,400	$35,500
	Miscellaneous	$6,760	$24,885	$5,000	$5,000
Fund Total - Benefits Trust Fund:		**$21,260,974**	**$19,781,909**	**$23,314,484**	**$22,043,006**
TOTAL-INTERNAL SERVICE FUND GROUP		**$25,493,720**	**$23,855,083**	**$25,926,621**	**$25,651,358**
	TOTAL - ALL REVENUE :	**$609,539,820**	**$400,935,689**	**$463,210,851**	**$502,948,298**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
GENERAL FUND GROUP				
1000 - GENERAL				
ADMINISTRATIVE SVCS GROUP				
Admin Svcs Admin.				
11210 Administration Services Admin.	$445,877	$443,677	$443,677	$435,786
Finance				
11310 Finance Administration	$818,132	$810,717	$810,717	$394,610
11320 Accounting Services	$960,995	$958,732	$958,732	$912,836
11330 L.I.D. Administration	$9,000	$9,000	$9,000	$9,000
11340 License/Collection	$922,453	$844,432	$844,432	$805,900
11350 Regulatory & Communication	$135			
Dept. Total - Finance	**$2,710,715**	**$2,622,881**	**$2,622,881**	**$2,122,346**
Human Resources				
11010 Risk Management/Safety	$598,600	$518,865	$518,865	$202,525
11020 Benefits	$226,705	$236,589	$236,589	$119,411
11030 Human Resources Administration	$760,835	$603,204	$603,204	$631,007
11040 Employment Services	$381,083	$373,839	$373,839	$254,417
11050 Employee Relations	$214,435	$218,532	$218,532	$176,717
11060 Compensation	$449,126	$435,993	$435,993	$459,828
11070 Organizational Development	$380,548	$398,713	$398,713	$68,291
Dept. Total - Human Resources	**$3,011,332**	**$2,785,735**	**$2,785,735**	**$1,912,196**
Info. Technology				
11510 Information Technology	$3,541,259	$3,375,954	$3,374,470	$3,048,826
Lease Pmts/OtherFees				
11380 Lease Payments	$2,133,655	$1,570,143	$1,570,143	$4,236,574
11390 Merchant Fees	$255,452	$160,000	$160,000	$160,000
89800 1000 Advisor Fees	$89,414	$130,687	$129,687	$129,687
Dept. Total - Lease Pmts/OtherFees	**$2,478,521**	**$1,860,830**	**$1,859,830**	**$4,526,261**
Management & Budget				
11360 Purchasing	$487,333	$427,575	$427,375	$388,224
11370 Warehouse	$359,063	$367,459	$367,459	$295,037
11610 Budget & Research	$632,796	$657,852	$648,468	$646,768
11620 Grants Administration	$147,099	$62,423	$59,091	$65,164
Dept. Total - Management & Budget	**$1,626,291**	**$1,515,309**	**$1,502,393**	**$1,395,193**
Group Total - ADMINISTRATIVE SVCS:	**$13,813,995**	**$12,604,386**	**$12,588,986**	**$13,440,608**
APPOINTED OFFICIALS GROUP				
City Attorney				
10610 City Attorney	$2,434,219	$2,443,546	$2,443,546	$2,339,684
10615 Outside Legal Fees				$500,000
10620 Attorney-Spec Proj Fees/Costs	$1,267,693		$2,400,000	
Dept. Total - City Attorney	**$3,701,912**	**$2,443,546**	**$4,843,546**	**$2,839,684**
City Clerk				
10210 City Clerk	$396,742	$392,796	$392,796	$397,551

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
10220 Records Management	$185,963	$169,853	$169,853	$140,727
10240 Elections	$60,354	$108,819	$2,237	$137,723
Dept. Total - City Clerk	**$643,059**	**$671,468**	**$564,886**	**$676,001**
City Court				
10410 City Court	$4,320,503	$3,986,853	$3,986,853	$3,578,010
Council Office				
10110 Council Office	$542,379	$529,246	$529,246	$445,694
10120 Cholla District	$70,398	$104,436	$112,574	$74,685
10130 Barrel District	$85,099	$99,063	$82,053	$69,187
10140 Sahuaro District	$80,046	$99,106	$74,390	$76,829
10150 Cactus District	$75,518	$98,830	$92,093	$94,377
10160 Yucca District	$91,123	$98,966	$83,966	$69,352
10170 Ocotillo District	$92,456	$98,084	$76,508	$92,131
Dept. Total - Council Office	**$1,037,019**	**$1,127,731**	**$1,050,830**	**$922,255**
Mayor				
10010 Office of the Mayor	$343,218	$361,551	$361,551	$334,216
Group Total - APPOINTED OFFICIALS:	**$10,045,711**	**$8,591,149**	**$10,807,666**	**$8,350,166**
COMMUNITY DEV. GROUP				
Building Safety				
15610 Building Safety	$2,477,402	$2,414,339	$2,413,566	$1,980,628
15620 Development Services Center	$618,173	$673,056	$672,971	$444,676
15630 Westgate-Bldg Safety Rvw/Insp.	$828,685			
Dept. Total - Building Safety	**$3,924,260**	**$3,087,395**	**$3,086,537**	**$2,425,304**
Community Dev Admin				
15510 CD Deputy City Manager	$178,340	$178,543	$178,543	$195,964
Economic Development				
16010 Economic Development	$690,958	$617,251	$709,225	$630,068
16025 Business Development				$500,000
16040 Downtown Beaut. & Promotion	$331,539	$267,475	$367,471	$266,453
Dept. Total - Economic Development	**$1,022,497**	**$884,726**	**$1,076,696**	**$1,396,521**
Engineering				
13710 BofA Bank Building	$485,870	$256,579	$256,579	$256,579
13715 Promenade at Palmaire	$71,682	$56,400	$56,400	$56,400
13720 Engineering Administration	$525,388	$618,732	$618,569	$553,251
13730 CIP Administration	$602,635	$659,816	$659,816	$274,490
13740 CIP Design	$1,616			
13760 Real Estate Services	$148,949			
13770 Mapping and Records	$193,820	$174,301	$174,301	$101,869
13780 Land Development Division	$492,614	$490,751	$490,751	$483,917
13790 Construction Inspection	$642,423	$618,217	$614,807	$382,291
13800 Materials Testing	$227,565	$237,894	$237,041	$181,996
13820 Utility Inspection	$231,418	$220,798	$220,798	$142,281
Dept. Total - Engineering	**$3,623,980**	**$3,333,488**	**$3,329,062**	**$2,433,074**
Planning				

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
15910 Planning Administration	$454,826	$476,645	$476,645	$341,167
15930 Current Planning	$714,393	$695,251	$695,251	$512,837
15940 Long-Range Planning & Research	$358,736	$352,321	$352,321	$135,149
Dept. Total - Planning	**$1,527,955**	**$1,524,217**	**$1,524,217**	**$989,153**
Rebates & Incentives				
16210 Rebates & Incentives	$895,946	$1,023,400	$1,023,400	$320,000
16220 Visual Improvement Program	$222,644	$109,065		
16230 Redevelopment Land Acquisition	$978,165	$340,590	$23,000	$85,416
Dept. Total - Rebates & Incentives	**$2,096,755**	**$1,473,055**	**$1,046,400**	**$405,416**
Group Total - COMMUNITY DEV.:	**$12,373,787**	**$10,481,424**	**$10,241,455**	**$7,845,432**
COMMUNITY SERVICES GROUP				
Code Compliance				
14410 Code Compliance	$1,625,403	$1,576,174	$1,576,174	$1,368,354
Comm. Partnerships				
15010 Community Revitalization	$453,963	$417,609	$417,609	$334,195
15015 Neighborhood Partnership	$506,771	$510,549	$510,549	$364,615
Dept. Total - Comm. Partnerships	**$960,734**	**$928,158**	**$928,158**	**$698,810**
Comm. Services Adm				
14510 Comm. Services Admin.	$269,897	$166,123	$166,123	$190,714
Library & Arts				
15220 Library	$8,153,906	$7,181,646	$7,181,646	$6,044,112
15230 Arts Maintenance - Admin.	$146,012	$86,641	$86,641	$31,763
Dept. Total - Library & Arts	**$8,299,918**	**$7,268,287**	**$7,268,287**	**$6,075,875**
Neighborhood Imp Gr				
15120 Neighborhood Improvement Grant	$616,904	$415,000	$323,644	
Parks & Recreation				
13010 Pool Maintenance	$286,173	$247,399	$247,143	$196,824
13020 Park Irrigation	$350,283	$272,580	$272,580	$252,116
13030 Parks CIP & Planning	$310,877	$302,396	$302,396	$180,341
13040 Parks Maintenance	$3,709,080	$3,514,210	$3,521,248	$3,254,902
14610 Parks & Recreation Admin.	$248,682	$244,722	$244,722	$240,308
14620 Glendale Community Center	$212,098	$208,969	$208,969	$136,070
14630 Recreation Support Services	$1,008,931	$1,010,831	$1,002,988	$840,636
14640 Adult Center	$376,930	$378,161	$376,600	$485,907
14650 Youth and Teen	$602,822	$604,968	$604,968	$512,548
14660 Special Events and Programs	$202,369	$199,214	$199,203	$94,157
14670 Sports and Health	$529,842	$362,380	$362,380	$403,116
14680 Aquatics	$483,471	$377,766	$377,425	$221,959
14690 Audio/Visual	$231,138	$214,695	$214,151	
14700 Marketing - Parks & Rec	$131,889	$121,961	$121,961	$146,670
14710 Park Rangers	$399,093	$419,997	$419,997	$265,687
14720 Foothills Recreation Center	$1,642,598	$1,664,699	$1,664,662	$1,562,987
14740 Copper Canyon HS Youth Dev Pr	$36,708			
14760 Historic Sahuaro Ranch	$274,653	$307,803	$307,803	$242,300

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
Dept. Total - Parks & Recreation	**$11,037,637**	**$10,452,751**	**$10,449,196**	**$9,036,528**
Group Total - COMMUNITY SERVICES:	**$22,810,493**	**$20,806,493**	**$20,711,582**	**$17,370,281**
FAC & FIN MGMT GROUP				
Fac & Fin Mgmt				
11220 Facilities & Financial Mgmt	$329,298	$176,902	$176,902	
INTERNAL SERVICES GROUP				
City Auditor				
10710 City Auditor	$356,138	$361,958	$361,958	$254,348
City Manager				
10310 City Manager	$1,236,446	$1,058,561	$1,058,561	$959,252
Comm. Action Program				
14420 CAP Local Match	$111,573	$133,308	$133,308	$129,280
Conv./Media/Parking				
10890 Convention/Media/Parking	$1,191,568	$1,375,841	$275,841	$316,256
10891 Media Center Operations	$170,308	$167,221	$167,221	$149,346
Dept. Total - Conv./Media/Parking	**$1,361,876**	**$1,543,062**	**$443,062**	**$465,602**
Intergovt. Programs				
10910 Intergovernmental Programs	$702,599	$475,837	$500,992	$721,549
Marketing and Comm.				
10810 Marketing	$1,326,935	$1,180,221	$1,180,496	$934,636
10820 Tourism	$424,924	$414,518	$414,243	$335,747
10830 Special Events Prod. Support	$50,823	$46,804	$46,804	$0
14110 City-Wide Special Events	$319,545	$313,098	$313,098	$304,676
14115 Audio/Visual				$208,812
14120 Cable Communications	$762,724	$732,223	$732,223	$707,169
Dept. Total - Marketing and Comm.	**$2,884,951**	**$2,686,864**	**$2,686,864**	**$2,491,040**
Group Total - INTERNAL SERVICES:	**$6,653,583**	**$6,259,590**	**$5,184,745**	**$5,021,071**
NON-DEPARTMENTAL GROUP				
Non-Departmental				
11801 Fund 1000 Non-Dept	$591,612	$1,831,773	$2,089,140	$1,963,824
PUBLIC SAFETY GROUP				
Fire Department				
12410 Fire Administration	$2,109,180	$1,970,176	$1,970,176	$1,637,270
12421 Fire Special Operations	$24,013	$25,907	$25,907	$16,293
12422 Fire Operations	$18,097,109	$18,260,976	$18,270,256	$17,312,530
12433 Fire Resource Management	$2,519,277	$2,502,839	$2,502,839	$1,937,224
12434 Fire Training	$91,063	$38,694	$38,694	$13,656
12436 Fire Medical Services & Health	$74,522	$86,479	$86,135	$56,983
12441 Fire Marshal's Office	$993,905	$1,092,857	$1,092,857	$824,255
12444 Fire Community Services	$59,991	$19,250	$19,250	$19,250

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
12491 Ambulance Services	$450,099	$511,976	$511,976	$492,393
12492 Air-Med & Logistics Ops (HALO)	$729,781	$766,930	$766,930	$751,491
12521 PS Training Ctr - Fire	$610,272	$709,310	$709,310	$577,227
Dept. Total - Fire Department	**$25,759,212**	**$25,985,394**	**$25,994,330**	**$23,638,572**
Homeland Security				
12810 Homeland Security Admin.	$125,564	$121,942	$121,942	
12820 Emergency Operations Ctr (EOC)	$740,999	$681,241	$681,241	
Dept. Total - Homeland Security	**$866,563**	**$803,183**	**$803,183**	
Police Department				
12110 Police Legal Services	$300,545	$250,072	$250,072	$145,530
12120 Police Administration	$3,658,384	$3,467,476	$3,467,476	$2,838,805
12130 Central Patrol Bureau	$11,092,747	$11,351,409	$11,351,409	$10,515,737
12150 Crime Investigations	$8,559,441	$8,457,862	$8,457,862	$8,267,040
12160 Police Personnel Management	$2,146,690	$2,595,905	$2,595,905	$2,359,090
12170 Foothills Patrol Bureau	$10,440,962	$10,685,898	$10,685,898	$9,724,831
12180 Police Support Services	$2,912,141	$2,206,873	$2,206,873	$1,335,121
12210 PD - Fiscal Management	$1,614,917	$1,874,647	$1,874,647	$2,568,104
12215 PD - Tow Administration	$102,532	$61,346	$61,346	$61,063
12220 PD - Detention	$2,324,437	$2,284,386	$2,284,386	$1,339,259
12230 PD - Communications	$2,419,250	$2,482,401	$2,482,401	$2,364,899
12232 PS Training Ctr - Police	$610,272	$709,310	$709,310	$577,227
12233 PD - Special Operations	$4,990,116	$4,453,733	$4,453,733	$4,241,005
12235 PD - Emergency Management				$798,161
Dept. Total - Police Department	**$51,172,434**	**$50,881,318**	**$50,881,318**	**$47,135,872**
Group Total - PUBLIC SAFETY:	**$77,798,209**	**$77,669,895**	**$77,678,831**	**$70,774,444**
PUBLIC WORKS GROUP				
Env. Resources				
12910 HazMat Incidence Response	$28,621	$33,556	$20,000	$26,845
Field Operations				
13410 Field Operations Admin.	$1,060,946	$1,021,331	$1,021,331	$627,170
13420 Cemetery	$215,130	$235,540	$235,540	$233,250
13430 Manistee Ranch Maintenance	$5,236	$5,113	$5,113	$5,113
13440 Graffiti Removal	$246,976	$293,588	$293,588	$292,797
13450 Facilities Management	$4,488,379	$4,018,649	$4,018,649	$3,361,963
13460 Custodial Services	$1,233,399	$1,159,853	$1,159,853	$1,043,615
13461 Downtown Parking Garage	$73,277	$102,859	$102,859	$102,859
Dept. Total - Field Operations	**$7,323,343**	**$6,836,933**	**$6,836,933**	**$5,666,767**
Public Works Admin.				
13310 Public Works Administration	$204,370	$203,137	$203,137	$198,125
Group Total - PUBLIC WORKS:	**$7,556,334**	**$7,073,626**	**$7,060,070**	**$5,891,737**
Fund Total - GENERAL:	**$151,973,022**	**$145,495,238**	**$146,539,377**	**$130,657,563**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
1010 - NATIONAL EVENTS				
PUBLIC WORKS GROUP				
Transportation				
16365 Transp - Stadium Mgmt Plan			$30,000	
Fund Total - NATIONAL EVENTS:			**$30,000**	
1040 - GENERAL SERVICES				
PUBLIC WORKS GROUP				
Field Operations				
13510 Equipment Management	$4,176,985	$4,271,346	$4,264,152	$3,959,223
13520 Fuel Services	$2,924,178	$4,303,176	$4,302,703	$3,303,176
13530 Parts Store Operations	$1,558,073	$1,919,344	$1,919,344	$1,818,371
Dept. Total - Field Operations	**$8,659,236**	**$10,493,866**	**$10,486,199**	**$9,080,770**
Fund Total - GENERAL SERVICES:	**$8,659,236**	**$10,493,866**	**$10,486,199**	**$9,080,770**
1100 - TELEPHONE SERVICES				
ADMINISTRATIVE SVCS GROUP				
Info. Technology				
11520 Telephones	$956,780	$1,014,119	$1,340,579	$977,252
Fund Total - TELEPHONE SERVICES:	**$956,780**	**$1,014,119**	**$1,340,579**	**$977,252**
1120 - VEHICLE REPLACEMENT				
PUBLIC WORKS GROUP				
Field Operations				
13610 Equipment Replacement	$2,239,824	$3,029,741	$3,029,741	$3,029,741
Fund Total - VEHICLE REPLACEMENT:	**$2,239,824**	**$3,029,741**	**$3,029,741**	**$3,029,741**
1140 - TECHNOLOGY REPLACEMENT				
ADMINISTRATIVE SVCS GROUP				
Info. Technology				
11530 Technology Replacement	$2,209,843	$3,508,037	$3,508,037	$3,510,103
Fund Total - TECHNOLOGY REPLACEMENT:	**$2,209,843**	**$3,508,037**	**$3,508,037**	**$3,510,103**
1190 - EMPLOYEE GROUPS				
ADMINISTRATIVE SVCS GROUP				
Employee Groups				
11110 GEMS	$40,190			

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
11120 Diversity Committee	$44,821	$54,909	$54,909	$54,909
11130 Glendale Hispanic Network	$26,451			
11140 Holiday Event	$27,607	$30,000	$30,000	$30,000
Dept. Total - Employee Groups	**$139,069**	**$84,909**	**$84,909**	**$84,909**
Fund Total - EMPLOYEE GROUPS:	**$139,069**	**$84,909**	**$84,909**	**$84,909**
1220 - ARTS COMMISSION				
COMMUNITY SERVICES GROUP				
Library & Arts				
15310 Arts Maintenance	$61,198	$127,787	$127,787	$127,787
Fund Total - ARTS COMMISSION:	**$61,198**	**$127,787**	**$127,787**	**$127,787**
1240 - COURT SECURITY/BONDS				
APPOINTED OFFICIALS GROUP				
City Court				
10510 Court Security	$298,729	$393,120	$281,763	$393,300
10520 Court Time Payments		$84,627	$84,627	$127,394
10530 Fill the Gap	$53,923	$57,000	$57,000	$57,000
Dept. Total - City Court	**$352,652**	**$534,747**	**$423,390**	**$577,694**
Fund Total - COURT SECURITY/BONDS:	**$352,652**	**$534,747**	**$423,390**	**$577,694**
1260 - LIBRARY				
COMMUNITY SERVICES GROUP				
Library & Arts				
15410 Library Book Fund	$105,782	$142,223	$142,223	$142,223
15420 Library Special Revenue	$181,131	$105,150	$105,150	$105,150
Dept. Total - Library & Arts	**$286,913**	**$247,373**	**$247,373**	**$247,373**
Fund Total - LIBRARY:	**$286,913**	**$247,373**	**$247,373**	**$247,373**
1280 - YOUTH SPORTS COMPLEX				
COMMUNITY DEV. GROUP				
Economic Development				
16110 YSC - Econ. Dev.	$360,597	$323,051	$323,051	
COMMUNITY SERVICES GROUP				
Parks & Recreation				
13290 YSC - Parks & Rec	$227,539	$262,000	$262,000	$262,000

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
PUBLIC WORKS GROUP				
Field Operations				
13470 YSC - Facilities Mgt.	$45,792	$65,000	$65,000	$65,000
Fund Total - YOUTH SPORTS COMPLEX:	**$633,928**	**$650,051**	**$650,051**	**$327,000**
1281 - STADIUM EVENT OPERATIONS				
INTERNAL SERVICES GROUP				
Marketing and Comm.				
10840 Mkt'g - Stadium Events	$153,743	$169,000	$169,000	$106,500
PUBLIC SAFETY GROUP				
Fire Department				
12515 Fire - Fiesta Bowl Event	$89,782	$159,942	$159,942	$159,942
12520 Stadium - Fire Event Staffing	$274,228	$229,886	$229,886	$229,886
Dept. Total - Fire Department	**$364,010**	**$389,828**	**$389,828**	**$389,828**
Police Department				
12231 Stadium - PD Event Staffing	$1,511,451	$1,336,109	$1,336,109	$1,341,354
12234 PD - Fiesta Bowl Event	$311,870	$401,268	$401,268	$401,268
Dept. Total - Police Department	**$1,823,321**	**$1,737,377**	**$1,737,377**	**$1,742,622**
Group Total - PUBLIC SAFETY:	**$2,187,331**	**$2,127,205**	**$2,127,205**	**$2,132,450**
PUBLIC WORKS GROUP				
Transportation				
16840 Stadium - Transportation Ops.	$620,100	$645,734	$645,734	$645,734
16845 Transp - Fiesta Bowl Event	$77,335	$79,942	$79,942	$79,942
Dept. Total - Transportation	**$697,435**	**$725,676**	**$725,676**	**$725,676**
Fund Total - STADIUM EVENT OPERATIONS:	**$3,038,509**	**$3,021,881**	**$3,021,881**	**$2,964,626**
1282 - ARENA EVENT OPERATIONS				
PUBLIC SAFETY GROUP				
Fire Department				
12490 Arena - Fire Event Staffing	$204,719	$299,456	$299,456	$300,008
Police Department				
12190 Arena-PD Event Staffing	$518,786	$836,672	$836,672	$836,831
Group Total - PUBLIC SAFETY:	**$723,505**	**$1,136,128**	**$1,136,128**	**$1,136,839**
PUBLIC WORKS GROUP				
Field Operations				
16740 Arena - ROW Maintenance	$37,607	$49,966	$49,966	$49,966
Transportation				
16830 Arena - Transportation Ops.	$11,299	$15,000	$15,000	$15,000

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
Group Total - PUBLIC WORKS:	**$48,906**	**$64,966**	**$64,966**	**$64,966**
Fund Total - ARENA EVENT OPERATIONS:	**$772,411**	**$1,201,094**	**$1,201,094**	**$1,201,805**
1780 - ARENA SPECIAL REVENUE				
ADMINISTRATIVE SVCS GROUP				
Finance				
11420 Arena Renewal and Replacement		$332,000	$332,000	$550,000
Fund Total - ARENA SPECIAL REVENUE:		**$332,000**	**$332,000**	**$550,000**
1790 - STADIUM CITY SALES TAX - AZSTA				
ADMINISTRATIVE SVCS GROUP				
Finance				
11400 AZSTA - Stadium Tax Refund	$1,525,658	$1,700,000	$1,613,997	$1,700,000
Fund Total - STADIUM CITY SALES TAX - AZSTA:	**$1,525,658**	**$1,700,000**	**$1,613,997**	**$1,700,000**
1870 - MARKETING SELF SUST				
INTERNAL SERVICES GROUP				
Marketing and Comm.				
14301 Audio/Visual - Self Sust.				$31,118
14310 Tourism - Souvenir Program	$46,513	$10,000	$10,000	$5,000
14311 Convention & Visitors Bureau				$30,000
14320 4th of July	$49,724			
14321 Glitter Spectacular	$140,223	$99,000	$99,000	$99,000
14322 Enchanted Evening	$87,097	$44,700	$44,700	$44,700
14323 Glitter and Glow	$93,376	$95,500	$95,500	$95,500
14324 Chocolate Affaire	$132,344	$104,000	$104,000	$104,000
14325 Jazz Festival	$162,132	$158,000	$158,000	$158,000
14326 Glitters Light	$179,184	$155,798	$155,798	$155,798
14327 Other Special Events	$94,262	$30,000	$30,000	$30,000
14329 Fiesta Glendale	$40,172	$0		
14330 That Thursday Thing	$96,353			
Dept. Total - Marketing and Comm.	**$1,121,380**	**$696,998**	**$696,998**	**$753,116**
Fund Total - MARKETING SELF SUST:	**$1,121,380**	**$696,998**	**$696,998**	**$753,116**
2530 - PUBLIC SAFETY TRAINING CENTER				
PUBLIC SAFETY GROUP				
Fire Department				
12590 PS Training Ops - Fire	$798,305	$864,824	$834,824	$760,451
Police Department				
12390 PS Training Ops - Police	$298,893	$412,869	$412,869	$331,162

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
Group Total - PUBLIC SAFETY:	**$1,097,198**	**$1,277,693**	**$1,247,693**	**$1,091,613**
PUBLIC WORKS GROUP				
Field Operations				
13480 PS Training Ops - Fac. Mgmt.	$586,763	$488,921	$488,921	$353,664
Fund Total - PUBLIC SAFETY TRAINING CENTER:	**$1,683,961**	**$1,766,614**	**$1,736,614**	**$1,445,277**
2538 - GLENDALE HEALTH CENTER				
PUBLIC SAFETY GROUP				
Fire Department				
12711 Glendale Health Center	$5,907	$54,000	$54,000	$54,000
Fund Total - GLENDALE HEALTH CENTER:	**$5,907**	**$54,000**	**$54,000**	**$54,000**
TOTAL - GENERAL FUND GROUP	**$175,660,291**	**$173,958,455**	**$175,124,027**	**$157,289,016**
SPECIAL REVENUE FUND GROUP				
1300 - HOME GRANT				
COMMUNITY SERVICES GROUP				
Comm. Partnerships				
30001 HOME Program	$451,811	$1,585,573	$619,776	$1,660,797
Fund Total - HOME GRANT:	**$451,811**	**$1,585,573**	**$619,776**	**$1,660,797**
1310 - NEIGHBORHOOD STABILIZATION PGM				
COMMUNITY SERVICES GROUP				
Comm. Partnerships				
30900 NSP Programs	$8,588		$2,000,000	$4,184,112
Fund Total - NEIGHBORHOOD STABILIZATION PGM:	**$8,588**		**$2,000,000**	**$4,184,112**
1320 - C.D.B.G.				
COMMUNITY SERVICES GROUP				
Comm. Partnerships				
31001 CDBG Programs	$2,274,925	$2,123,640	$760,027	$3,540,617
Fund Total - C.D.B.G.:	**$2,274,925**	**$2,123,640**	**$760,027**	**$3,540,617**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
1340 - HIGHWAY USER GAS TAX				
PUBLIC WORKS GROUP				
Field Operations				
16710 Right-of-Way Maintenance	$2,298,096	$2,246,258	$2,246,258	$2,026,279
16720 Street Maintenance	$3,338,672	$2,843,822	$2,843,822	$2,687,943
16730 Street Cleaning	$505,552	$198,725	$198,725	$0
Dept. Total - Field Operations	**$6,142,320**	**$5,288,805**	**$5,288,805**	**$4,714,222**
Transportation				
16810 Traffic Signals	$1,217,084	$1,078,656	$1,078,656	$903,017
16820 Signs & Markings	$869,097	$744,747	$744,747	$707,617
16910 Transportation Administration	$553,800	$544,210	$544,210	$373,165
16920 Street Light Management	$1,556,373	$1,177,980	$1,177,980	$1,093,283
16930 Transportation Planning	$24,952	$2,729	$2,729	
16940 Traffic Studies	$483,396	$476,937	$476,937	$369,166
16950 Traffic Design and Development	$299,986	$300,375	$300,375	$301,709
Dept. Total - Transportation	**$5,004,688**	**$4,325,634**	**$4,325,634**	**$3,747,957**
Group Total - PUBLIC WORKS:	**$11,147,008**	**$9,614,439**	**$9,614,439**	**$8,462,179**
Fund Total - HIGHWAY USER GAS TAX:	**$11,147,008**	**$9,614,439**	**$9,614,439**	**$8,462,179**
1660 - TRANSPORTATION SALES TAX				
PUBLIC WORKS GROUP				
Engineering				
16310 Transportation Engineering Pgm	$108,871	$113,277		
Transportation				
16510 Transportation Program Mgmt	$1,913,526	$2,305,228	$2,305,228	$2,298,887
16520 Transportation Education	$202,625	$262,905	$262,905	$223,934
16525 Transit Management	$309,177	$323,206	$323,121	$322,741
16530 Dial-A-Ride	$2,461,809	$2,392,864	$2,392,864	$2,391,129
16540 Fixed Route	$5,237,647	$5,705,941	$5,205,941	$5,675,488
16550 Demand Management	$30,836	$65,310	$65,310	$8,105
16570 Intelligent Transportation Sys	$591,295	$706,440	$706,440	$590,944
16580 Traffic Mitigation	$161,279	$518,529	$268,529	$578,348
16590 Transportation CIP O&M	$90,861	$113,893	$113,893	$113,893
16600 Red Light Enforcement	$168,530	$131,550	$131,550	
Dept. Total - Transportation	**$11,167,585**	**$12,525,866**	**$11,775,781**	**$12,203,469**
Group Total - PUBLIC WORKS:	**$11,276,456**	**$12,639,143**		
Fund Total - TRANSPORTATION SALES TAX:	**$11,276,456**	**$12,639,143**	**$11,775,781**	**$12,203,469**
1700 - POLICE SALES TAX				
PUBLIC SAFETY GROUP				
Police Department				
12310 Patrol - Special Revenue Fund	$10,185,467	$11,985,031	$11,985,031	$12,586,512

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
Fund Total - POLICE SALES TAX:	**$10,185,467**	**$11,985,031**	**$11,985,031**	**$12,586,512**
1720 - FIRE SALES TAX				
PUBLIC SAFETY GROUP				
Fire Department				
12610 Fire - Special Revenue Fund	$5,191,114	$5,692,430	$5,682,085	$6,135,642
Fund Total - FIRE SALES TAX:	**$5,191,114**	**$5,692,430**	**$5,682,085**	**$6,135,642**
1740 - CIVIC CENTER				
INTERNAL SERVICES GROUP				
Civic Center				
11710 Civic Center	$850,677	$853,241	$853,241	$748,497
Fund Total - CIVIC CENTER:	**$850,677**	**$853,241**	**$853,241**	**$748,497**
1760 - AIRPORT OPERATING				
COMMUNITY DEV. GROUP				
Airport				
16410 Airport Operations	$617,901	$552,968	$552,968	$538,916
Fund Total - AIRPORT OPERATING:	**$617,901**	**$552,968**	**$552,968**	**$538,916**
1820 - CAP GRANT				
INTERNAL SERVICES GROUP				
Comm. Action Program				
32040 Community Action Program (CAP	$365,290	$390,527	$390,527	$412,557
Fund Total - CAP GRANT:	**$365,290**	**$390,527**	**$390,527**	**$412,557**
1830 - EMERGENCY SHELTER GRANTS				
COMMUNITY SERVICES GROUP				
Comm. Partnerships				
31905 Emergency Shelter Grant	$74,569	$97,881	$97,997	$98,278
Fund Total - EMERGENCY SHELTER GRANTS:	**$74,569**	**$97,881**	**$97,997**	**$98,278**
1840 - OTHER FEDERAL AND STATE GRANTS				
ADMINISTRATIVE SVCS GROUP				
Management & Budget				
32010 Grant Match Funds - Mgt & Bdgt	$104,191	$99,114	$99,114	$0

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
COMMUNITY SERVICES GROUP				
Library & Arts				
36006 Grant Approp - Library	$139,901	$500,000	$500,000	$550,000
Parks & Recreation				
35004 Grant Approp - Parks & Rec	$50,200	$500,000	$500,000	$550,000
35008 Youth Football Hub Grant	$39,217	$32,211	$32,211	
Dept. Total - Parks & Recreation	**$89,417**	**$532,211**	**$532,211**	**$550,000**
Group Total - COMMUNITY SERVICES:	**$229,318**	**$1,032,211**	**$1,032,211**	**$1,100,000**
MISCELLANEOUS GRANTS GROUP				
Grants				
32118 Miscellaneous Grants	$260,412	$4,920,853	$4,917,868	$7,274,833
32136 DV Pilot Project Grant	$98,601	$66,431	$69,416	$66,606
Dept. Total - Grants	**$359,013**	**$4,987,284**	**$4,987,284**	**$7,341,439**
PUBLIC SAFETY GROUP				
Fire Department				
34001 Grant Approp - Fire Dept	$944,174	$2,925,000	$2,925,000	$4,500,000
Police Department				
33002 Victim Rights - PD	$80,097	$100,688	$100,688	$102,667
33018 VOCA 2003-113	$101,468	$106,983	$106,983	$117,206
33021 Grant Approp - Police Dept	$2,130,507	$3,400,000	$3,400,000	$4,500,000
Dept. Total - Police Department	**$2,312,072**	**$3,607,671**	**$3,607,671**	**$4,719,873**
Group Total - PUBLIC SAFETY:	**$3,256,246**	**$6,532,671**	**$6,532,671**	**$9,219,873**
Fund Total - OTHER FEDERAL AND STATE GRANTS:	**$3,948,768**	**$12,651,280**	**$12,651,280**	**$17,661,312**
1842 - ARRA STIMULUS GRANTS				
COMMUNITY SERVICES GROUP				
Comm. Partnerships				
37020 Homeless Prevention HPRP			$267,850	$646,272
37021 CDBG-R			$457,820	$140,000
Dept. Total - Comm. Partnerships			**$725,670**	**$786,272**
MISCELLANEOUS GRANTS GROUP				
Grants				
37060 ARWRF Facility UV System Imp				$986,000
37061 Well 43 Variable Drive Retrofi				$97,500
37062 Public Safety/Court Lighting				$88,000
37063 Sports Courts Lighting Retrofi				$140,000
37064 Main Library Lighting				$431,831
37065 Build Safe Engy Prog Enhance				$35,000
37066 Traffic Signal LED Conversion				$84,000
37067 Energy Matters Public Educat				$172,519

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
37068 Program Manager				$234,150
37069 WebPortal				$55,000
Dept. Total - Grants				**$2,324,000**
PUBLIC SAFETY GROUP				
Police Department				
37001 Stop Violence - Women			$20,982	$115,978
37002 JAG Recovery Act				$740,863
Dept. Total - Police Department			**$20,982**	**$856,841**
Fund Total - ARRA STIMULUS GRANTS:			**$746,652**	**$3,967,113**
1860 - RICO FUNDS				
PUBLIC SAFETY GROUP				
Police Department				
32020 Federal RICO	$4,230	$225,000	$225,000	$225,000
32030 State RICO	$1,501,886	$1,099,312	$1,099,312	$1,099,389
Dept. Total - Police Department	**$1,506,116**	**$1,324,312**	**$1,324,312**	**$1,324,389**
Fund Total - RICO FUNDS:	**$1,506,116**	**$1,324,312**	**$1,324,312**	**$1,324,389**
1880 - PARKS & RECREATION SELF SUST				
COMMUNITY SERVICES GROUP				
Parks & Recreation				
14820 Rec Self Sust-Administration	$9,267	$20,000	$20,000	$15,000
14825 Adult Center Self Sustaining	$127,743	$95,000	$95,000	$135,000
14830 Rec Self Sust-Foothills Rec	$166,259	$197,598	$197,598	$272,748
14840 Sports Self Sustaining	$175,642	$215,067	$215,068	$249,922
14850 Youth and Teen Self Sustaining	$376,692	$353,100	$353,100	$326,735
14860 Spec Events & Prgm Self Sust	$42,317	$89,213	$73,363	$73,363
14870 Rec Self Sust-Audio/Visual	$3,318	$21,118	$31,883	
14890 Aquatic Self Sustaining	$51,345	$67,919	$67,919	$92,919
14891 GESD-Reimb Division	$0	$0	$0	$0
14892 Glendale Community Center	$1,478	$5,000	$5,000	$5,000
Dept. Total - Parks & Recreation	**$954,061**	**$1,064,015**	**$1,058,931**	**$1,170,687**
Fund Total - PARKS & RECREATION SELF SUST:	**$954,061**	**$1,064,015**	**$1,058,931**	**$1,170,687**
1885 - PARKS & RECREATION DESIGNATED				
COMMUNITY SERVICES GROUP				
Parks & Recreation				
13110 O'Neil Park Maintenance				$4,800
13120 Apollo Pool Repair	$13,762	$10,000	$10,000	$19,000
13130 Cardinal Pool Repair	$2,935	$10,000	$10,000	$19,000
13140 Cactus Pool Repair	$146,343	$10,000	$10,000	$20,000
13150 GCC Pool Repair	$4,279	$10,000	$10,000	

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
13160 Ironwood Pool Repair	$6,793	$35,000	$35,000	$30,200
13170 Dedicate A Tree	$229	$5,000	$5,000	$5,000
13180 Desert Valley Park	$24	$2,000	$2,000	$2,000
13190 GESD ES Ballfields		$7,000	$7,000	$7,000
13210 Desert Mirage Park		$7,000	$7,000	$7,000
13220 Desert Gardens Park		$7,000	$7,000	$7,000
13230 Discovery Park		$7,000	$7,000	$7,000
13231 Kellis Ballfield Lights		$9,000	$9,000	
13232 Copper Canyon Ballfield Lights		$9,000	$9,000	
13234 Ironwood HS Light		$5,000	$5,000	$5,000
13235 Elsie McCarthy Pk. Maint	$22,272	$44,038	$44,038	$44,038
Dept. Total - Parks & Recreation	**$196,637**	**$177,038**	**$177,038**	**$177,038**
Fund Total - PARKS & RECREATION DESIGNATED:	**$196,637**	**$177,038**	**$177,038**	**$177,038**
TOTAL - SPECIAL REVENUE FUND GROUP	**$49,049,388**	**$60,751,518**	**$60,290,085**	**$74,872,115**
CAPITAL FUND GROUP				
1980 - STREETS CONSTR. - 1999 AUTH				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89802 1980 Advisor Fees	$3,063	$7,066	$6,066	$6,066
Fund Total - STREETS CONSTR. - 1999 AUTH:	**$3,063**	**$7,066**	**$6,066**	**$6,066**
2000 - HURF/STREET BONDS				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89807 2000 Advisor Fees	$1,427	$6,030	$1,030	$1,030
Fund Total - HURF/STREET BONDS:	**$1,427**	**$6,030**	**$1,030**	**$1,030**
2040 - PUBLIC SAFETY CONSTRUCTION				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89806 2040 Advisor Fees			$2,000	$2,000
Fund Total - PUBLIC SAFETY CONSTRUCTION:			**$2,000**	**$2,000**
2060 - PARKS CONSTRUCTION				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89804 2060 Advisor Fees	$1,460	$7,857	$6,857	$6,857

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
Fund Total - PARKS CONSTRUCTION:	**$1,460**	**$7,857**	**$6,857**	**$6,857**
2080 - GOV'T FACILITIES - 1999 AUTH				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89814 2080 Advisor Fees			$2,000	$2,000
Fund Total - GOV'T FACILITIES - 1999 AUTH:			**$2,000**	**$2,000**
2100 - ECONOMIC DEV. CONSTR-1999 AUTH				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89815 2100 Advisor Fees			$2,000	$2,000
Fund Total - ECONOMIC DEV. CONSTR-1999 AUTH:			**$2,000**	**$2,000**
2180 - FLOOD CONTROL CONSTRUCTION				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89808 2180 Advisor Fees	$3,701	$3,213	$5,213	$5,213
Fund Total - FLOOD CONTROL CONSTRUCTION:	**$3,701**	**$3,213**	**$5,213**	**$5,213**
2210 - TRANSPORTATION CAPITAL PROJECT				
ADMINISTRATIVE SVCS GROUP				
Lease Pmts/OtherFees				
89813 2210 Advisor Fees	$17,819	$13,568	$13,568	$13,568
Fund Total - TRANSPORTATION CAPITAL PROJECT:	**$17,819**	**$13,568**	**$13,568**	**$13,568**
TOTAL - CAPITAL FUND GROUP	**$27,470**	**$37,734**	**$38,734**	**$38,734**
ENTERPRISE FUND GROUP				
2360 - WATER AND SEWER				
ADMINISTRATIVE SVCS GROUP				
Finance				
17020 Customer Service Office	$2,368,751	$2,484,306	$2,484,306	$2,659,473
Lease Pmts/OtherFees				
89805 2360 Advisor Fees	$2,755	$3,289	$3,289	$3,289

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
89809 2400 Advisor Fees	$10,417	$17,222	$17,222	$17,222
89810 2420 Advisor Fees	$4,089	$17,514	$17,514	$17,514
Dept. Total - Lease Pmts/OtherFees	**$17,261**	**$38,025**	**$38,025**	**$38,025**
Group Total - ADMINISTRATIVE SVCS:	**$2,386,012**	**$2,522,331**	**$2,522,331**	**$2,697,498**
COMMUNITY DEV. GROUP				
Building Safety				
17510 Cross Connection Control	$220,324	$221,184	$221,099	$220,067
PUBLIC WORKS GROUP				
Env. Resources				
17010 Environmental Resources	$515,171	$527,446	$511,984	$524,231
17410 Water Conservation	$254,625	$320,750	$271,676	$320,901
17420 Water Quality	$1,041,501	$1,165,662	$1,045,662	$1,162,187
Dept. Total - Env. Resources	**$1,811,297**	**$2,013,858**	**$1,829,322**	**$2,007,319**
Utilities				
17110 Utilities Administration	$6,510,377	$6,334,223	$6,334,223	$6,343,982
17115 Safety Administration	$85,724	$46,755	$46,755	$122,107
17120 Information Management	$993,167	$1,017,114	$1,017,114	$1,097,575
17130 Public Service Representatives	$266,625	$285,490	$285,490	$286,629
17140 System Security	$524,511	$667,087	$667,087	$667,683
17150 Property Management	$104,571	$87,000	$87,000	$87,000
17160 Arrowhead Reclamation Plant	$2,013,049	$2,081,276	$2,081,276	$2,176,656
17170 West Area Plant	$3,258,635	$3,703,322	$3,703,322	$3,699,346
17210 Customer Service - Field	$1,024,982	$1,058,891	$1,058,891	$1,082,739
17220 Irrigation	$179,786	$194,016	$194,016	$193,583
17230 Raw Water Usage	$2,475,310	$3,482,182	$3,482,182	$3,482,182
17240 Central System Control	$999,995	$1,319,606	$1,319,606	$1,415,952
17250 Pyramid Peak Plant	$1,718,090	$1,631,850	$1,631,850	$1,627,555
17260 Cholla Treatment Plant	$3,201,427	$3,694,169	$3,694,169	$3,681,059
17280 Central System Maintenance	$434,064	$631,652	$631,652	$758,316
17290 Water Distribution	$3,056,645	$3,374,450	$3,374,450	$3,536,368
17300 Meter Maintenance	$1,030,532	$1,348,593	$1,348,593	$1,348,944
17310 Oasis Water Campus	$2,544,889	$4,220,690	$4,220,690	$4,277,656
17610 Pretreatment Program	$523,268	$535,124	$535,124	$533,992
17620 SROG (91st Ave) Plant	$3,360,611	$4,500,000	$4,500,000	$4,500,000
17630 Wastewater Collection	$2,665,617	$3,191,798	$3,191,798	$3,278,968
Dept. Total - Utilities	**$36,971,875**	**$43,405,288**	**$43,405,288**	**$44,198,292**
Group Total - PUBLIC WORKS:	**$38,783,172**	**$45,419,146**	**$45,234,610**	**$46,205,611**
Fund Total - WATER AND SEWER:	**$41,389,508**	**$48,162,661**	**$47,978,040**	**$49,123,176**
2440 - LANDFILL				
PUBLIC WORKS GROUP				
Field Operations				
17710 Landfill	$3,087,233	$3,055,594	$2,828,322	$2,926,869
17720 Gas Management System	$100,873	$171,900	$140,400	$169,400
17730 Solid Waste Admin	$604,693	$561,345	$583,003	$782,455

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
17740 Recycling	$712,487	$959,015	$944,012	$940,620
17750 MRF Operations	$1,916,556	$2,135,602	$2,016,588	$2,223,685
Dept. Total - Field Operations	**$6,421,842**	**$6,883,456**	**$6,512,325**	**$7,043,029**
Fund Total - LANDFILL:	**$6,421,842**	**$6,883,456**	**$6,512,325**	**$7,043,029**
2480 - SANITATION				
PUBLIC WORKS GROUP				
Field Operations				
17810 Sanitation Roll-off	$865,914	$1,002,520	$859,520	$939,201
17820 Sanitation Frontload	$3,384,015	$3,702,069	$3,392,359	$3,493,979
17830 Curb Service	$6,877,784	$7,068,599	$6,843,307	$6,960,004
17840 Residential-Loose Trash Collec	$2,494,293	$2,689,099	$2,449,818	$2,500,010
Dept. Total - Field Operations	**$13,622,006**	**$14,462,287**	**$13,545,004**	**$13,893,194**
Fund Total - SANITATION:	**$13,622,006**	**$14,462,287**	**$13,545,004**	**$13,893,194**
2500 - PUB HOUSING BUDGET ACTIVITIES				
COMMUNITY SERVICES GROUP				
Comm. Partnerships				
17910 Community Housing	$1,610,887	$8,364,912	$10,903,598	$8,487,034
Fund Total - PUB HOUSING BUDGET ACTIVITIES:	**$1,610,887**	**$8,364,912**	**$10,903,598**	**$8,487,034**
TOTAL - ENTERPRISE FUND GROUP	**$63,044,243**	**$77,873,316**	**$78,938,967**	**$78,546,433**
INTERNAL SERVICE FUND GROUP				
2540 - RISK MANAGEMENT SELF INSURANCE				
ADMINISTRATIVE SVCS GROUP				
Human Resources				
18010 Risk Mgmt Trust Fund	$1,515,185	$2,760,000	$2,760,000	$2,844,278
Fund Total - RISK MANAGEMENT SELF INSURANCE:	**$1,515,185**	**$2,760,000**	**$2,760,000**	**$2,844,278**
2560 - WORKERS COMP. SELF INSURANCE				
ADMINISTRATIVE SVCS GROUP				
Human Resources				
18110 Worker's Compensation	$1,348,582	$1,407,000	$1,407,000	$1,407,000
Fund Total - WORKERS COMP. SELF INSURANCE:	**$1,348,582**	**$1,407,000**	**$1,407,000**	**$1,407,000**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimate	FY 2011 Budget
2580 - BENEFITS TRUST FUND				
ADMINISTRATIVE SVCS GROUP				
Human Resources				
18210 Benefit Programs	$22,555,304	$24,481,185	$24,481,185	$24,481,185
Fund Total - BENEFITS TRUST FUND:	**$22,555,304**	**$24,481,185**	**$24,481,185**	**$24,481,185**
TOTAL - INTERNAL SERVICE FUND GROUP	**$25,419,071**	**$28,648,185**	**$28,648,185**	**$28,732,463**
TOTAL - OPERATING BUDGET	**$313,200,463**	**$341,269,208**	**$343,039,998**	**$339,478,761**

Schedule Four
FY 2011 Transfers Between Funds
(All Dollars in Thousands)

		TRANSFER FROM								
		1000 - General Fund	1600 - DIF Roadway Imp's	** 1640 - LTAF	1660 - Transport.	* 1780 - Arena Spec Rev	* 1770 - Zanjero Spec Rev	1900 - G.O. Bond Debt	2440 - Landfill Fund	Total In:
TRANSFER TO	1000 - General Fund								$6,000	**$6,000**
	1190 - Employee Groups	$12								**$12**
	* 1280 - Youth Sports Complex	$302								**$302**
	* 1281 - Stadium Event Ops.	$1,703								**$1,703**
	* 1282 - Arena Event Ops.	$651								**$651**
	1660 - Transportation	$900		$0						**$900**
	* 1740 - Civic Center	$361								**$361**
	* 1760 - Airport Oper.	$32								**$32**
	* 1820 - CAP Grants	$58								**$58**
	1870 - Mkt'g Self-Sust.	$640								**$640**
	1920 - HURF Bond Debt		$1,000		$1,000			$2,700		**$4,700**
	* 1940 - MPC Debt	$13,763				$6,295	$1,249			**$21,307**
	1970 - Transp. Debt				$7,328					**$7,328**
	* 2210 - Transp. Constr.				$7,653					**$7,653**
	2500 - Comm. Housing	$307								**$307**
	Total Out:	**$18,729**	**$1,000**	**$0**	**$15,981**	**$6,295**	**$1,249**	**$2,700**	**$6,000**	**$51,954**

TRANSFER FROM

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

** LTAF distributions were suspended by the Arizona State Legislature in FY 2011 in an effort to balance the state's budget..

Schedule Five
Expenditure Limitation and
Summary of Tax Levy and Tax Rate Information

Expenditure Limitation	2009-10 Fiscal Year	Estimated 2010-11 Fiscal Year
Voter Approved Expenditure Limitation	$538,125,195	$547,475,967
Estimated Expenditures	$775,000,000	$676,000,000
Estimated Amount of Exclusions	($287,093,633)	($227,271,294)
Total Estimated Expenditures Subject to Limitation	$487,906,367	$448,728,706

1. Maximum Allowable Primary Property Tax Levy		
(ARS 42-17051.A)	**$4,532,085**	**$4,701,477**

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	**$4,183,368**	**$3,724,139**
B. Secondary Property Taxes	**$29,191,301**	**$24,022,147**
C. Total Property Tax Levy Amounts	**$33,374,669**	**$27,746,286**

4. Property Taxes Collected*		
A. Primary Property Taxes		
1. 2009-10 Levy	**$4,099,701**	
2. Prior Years' Levies	**$83,667**	
3. Total Primary Property Taxes	**$4,183,368**	
B. Secondary Property Taxes		
1. 2009-10 Levy	**$28,607,475**	
2. Prior Years' Levies	**$583,826**	
3. Total Secondary Property Taxes	**$29,191,301**	

5. Property Tax Rates		
A. City of Glendale Tax Rate		
1. Primary Property Tax Rate	**$0.2252/$100**	**$0.2252/$100**
2. Secondary Property Tax Rate	**$1.3699/$100**	**$1.3699/$100**
Total Glendale Tax Rate	**$1.5951/$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		**$1,626,195,211**
B. Current Primary Net Assessed Valuation		**$1,653,702,774**
C. New Property Subject to Taxation		**$27,507,563**
D. Change in Primary Net Assessed Valuation Due to New Property		**1.7%**
E. Maxmimum Truth in Taxation Tax Levy		**$4,254,131**
F. Amount Over/(Under) Truth in Taxation Tax Levy		**($529,992)**

* 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	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Mayor - 111						
10010 Office of the Mayor						
Asst to the Mayor	1000	1	1	1	1	1
Exec Administrative Asst	1000	1				
Exec Administrative Asst II	1000	1	1	1		
Mayor	1000	1	1	1	1	1
Mgmt Aide	1000				1	1
Sr Mgmt Asst	1000		1	1	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	3
Council Srvcs Admin	1000	1	1	1	1	1
Exec Administrative Asst	1000			1	1	1
Secretary	1000			1	1	1
Sr Secretary	1000	2	2			
Program Total:		**7**	**7**	**7**	**7**	**6**
10120 Cholla District						
Council Member	1000	1				
Vice Mayor	1000		1	1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
10130 Barrel District						
Council Member	1000		1	1	1	1
Vice Mayor	1000	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**	**12**
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	1	1
Secretary	1000	1	1	1	1	
Sr Secretary	1000	1				1
Program Total:		**4**	**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
City Clerk - 121						
10220 Records Management						
Mgmt Aide	1000	1				
Office Asst	1000	1				
Records Mgmt Asst	1000		1	1	1	1
Records Supv	1000		1	1	1	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	
Exec Administrative Asst	1000	2	2	3	3	2
Mgmt Asst	1000					1
Mgmt Asst II	1000			1	1	
Mgmt Asst to the City Mgr	1000	1	1	1	1	1
Special Projects Admin	1000	1	1			
Sr Mgmt Asst	1000	1	1	1	1	1
Program Total:		**8**	**8**	**9**	**9**	**7**
City Manager Total:		**8**	**8**	**9**	**9**	**7**
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	2	2	
Mgmt Asst	1000	1	1			
Sr Secretary	1000			0.5	0.5	
Program Total:		**4**	**4**	**4.5**	**4.5**	**2**
City Auditor Total:		**4**	**4**	**4.5**	**4.5**	**2**
Intergovt. Programs - 133						
10910 Intergovernmental Programs						
Dep Intergov Programs Dir	1000	1	1	1	1	
Intergov Programs Admin	1000					2
Intergov Programs Dir	1000	1	1	1	1	1
Legislative Coordinator	1000	1	1	1	1	
Mgmt Aide	1000	1	1			
Mgmt Asst	1000			1	1	1
Program Total:		**4**	**4**	**4**	**4**	**4**
Intergovt. Programs Total:		**4**	**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Env. Resources - 135						
17010 Environmental Resources						
Environmental Program Mgr	2360	2	3	3	3	3
Environmental Resource Dir	2360	1	1	1	1	1
Sr Secretary	2360	1	1	1	1	1
Program Total:		**4**	**5**	**5**	**5**	**5**
17410 Water Conservation						
Environmental Program Mgr	2400	1	1	1	1	1
Water Conservation Spec	2400	1	1	1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
17420 Water Quality						
Chemist	2360	5	5	5	5	5
Environmental Program Mgr	2360	1				
Laboratory Tech	2360	3	3	3	3	3
Water Quality Data Coord	2360	1	1	1	1	1
Water Quality Lab Mgr	2360	1	1	1	1	1
Program Total:		**11**	**10**	**10**	**10**	**10**
Env. Resources Total:		**17**	**17**	**17**	**17**	**17**
City Court - 141						
10410 City Court						
Account Spec II	1000		1	1	1	1
Accountant I	1000	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	6	4	3	3	3
Court Clerk II	1000	24	26	27	25	23.2
Court Clerk III	1000	3	3	3	3	2
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	2	2	2	2	1.75
Court Supv	1000	2	1	1	1	
Dep Court Admin	1000	1	2	2	2	1
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	1	0.8
Program Total:		**50**	**50**	**50**	**48**	**42.75**
10510 Court Security						
Police Officer	1240	1	1	1	1	1
10520 Court Time Payments						
Court Clerk II	1240					1
City Court Total:		**51**	**51**	**51**	**49**	**44.75**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
City Attorney - 151						
10610 City Attorney						
Asst City Attorney	1000	3	3	3	3	3
Asst City Prosecutor	1000	7	7	8	9	7
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	1	2	1	1
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	1	1
Secretary	1000	2	2	2	2	2
Sr Asst City Prosecutor	1000	1	1			
Sr Secretary	1000	5	5	5	5	5
Victim Assistance Caseworker	1000	1	1	1	1	1
Program Total:		**27**	**27**	**28**	**28**	**26**
City Attorney Total:		**27**	**27**	**28**	**28**	**26**
Marketing and Comm. - 154						
10810 Marketing						
Asst Dep City Mgr	1000			1	1	
Comm Dir	1000	1	1			
Creative Designer	1000	2	2	2	2	2
Creative Services Mgr	1000	1	1	1	1	1
Dep Comm Dir	1000		1	1	1	1
Economic Development Admin	1000			1	1	
Exec Comm Dir	1000					1
Marketing & Comm Admin	1000	1				
Marketing & Comm Coord	1000	1	1	1	1	1
Marketing & Comm Mgr	1000	2	1	1	1	1
Mgmt Asst	1000	1	1	1	1	
Sr Marketing & Comm Mgr	1000		1	1	2	
Sr Secretary	1000	1	1	1	1	1
Web Content Program Mgr	1000	2	2	2	2	2
Program Total:		**12**	**12**	**13**	**14**	**10**
10820 Tourism						
Customer Assistance Rep	1000	0.5	0.5	0.5	0.5	0.5
Dep Comm Dir	1000	1	1	1	1	1
Tourism Coordinator	1000	1	1	1	1	1
Tourism Manager	1000	1	1	1	1	1
Program Total:		**3.5**	**3.5**	**3.5**	**3.5**	**3.5**
14110 City-Wide Special Events						
Special Events Coord	1000		1	1	1	1
Special Events Division Mgr	1000	1	1	1	1	1
Special Events Program Manager	1000	2	2	2	2	2
Program Total:		**3**	**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Marketing and Comm. - 154						
14115 Audio/Visual						
Audio/Visual Coordinator	1000					1
Audio/Visual Network Spec	1000					1
Program Total:						**2**
14120 Cable Communications						
Cable Media Administrator	1000	1	1	1	1	1
Media Production Spec	1000					4
Television Exec Prod/Anchor	1000	1	1	1	1	1
Television Producer/Host	1000	1	1	1	1	1
Video Production Coord	1000	4	4	4	4	
Program Total:		**7**	**7**	**7**	**7**	**7**
Marketing and Comm. Total:		**25.5**	**26.5**	**27.5**	**28.5**	**26.5**
Conv./Media/Parking - 155						
10890 Convention/Media/Parking						
Chief Broadcast Engineer	1000		1			
10891 Media Center Operations						
Chief Broadcast Engineer	1000			1	1	1
Conv./Media/Parking Total:			**1**	**1**	**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	1.5	1.5	1.5	2.5	2.5
Community Eligibility Spec	1820	2	2	2	1	1
Customer Assistance Rep	1820	1	1	1	1	1
Mgmt Aide	1820	1	1	1	1	1
Office Asst	1820	0.5	0.5	0.5	0.5	0.5
Program Total:		**7**	**7**	**7**	**7**	**7**
Comm. Action Program Total:		**7**	**7**	**7**	**7**	**7**
Human Resources - 191						
11010 Risk Management/Safety						
Employee Safety Specialist	1000	1	1	1	1	
Loss Control Supervisor	1000	1	1	1	1	1
Occupational Health Nurse	1000			1	1	
Risk Mgr	1000	1	1	1	1	
Risk Mgmt Claims Analyst	1000	1	1	1	1	
Worker's Comp Claims Analyst	1000	1	1	1	1	1
Program Total:		**5**	**5**	**6**	**6**	**2**
11020 Benefits						
Employee Benefits Rep	1000	1.75	1.75	2	1.75	0.25
HR Generalist	1000					1
Occupational Health Nurse	1000	1	1			
Sr HR Analyst	1000	1	1	1	1	
Program Total:		**3.75**	**3.75**	**3**	**2.75**	**1.25**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Human Resources - 191						
11030 Human Resources Administration						
Asst HR Dir	1000		1	1	1	1
Dep HR Dir	1000	2	1			
HR & Risk Mgmt Dir	1000	1	1	1	1	1
HR Generalist	1000					1
HR Program Coord	1000		0.75			
HR Tech	1000	0.75	0.75			
Mgmt Asst	1000	1	1	1	1	1
Sr HR Analyst	1000	2	2	2	2	
Sr HR Technology Analyst	1000			1	1	1
Program Total:		**6.75**	**7.5**	**6**	**6**	**5**
11040 Employment Services						
HR Analyst	1000	2	2	2	2	
HR Generalist	1000					1
HR Program Coord	1000			0.75	1	1
HR Program Mgr	1000		1	1	1	1
HR Spec	1000		1			
HR Tech	1000	2.5	0.75			
Sr HR Analyst	1000	1	1			
Program Total:		**5.5**	**5.75**	**3.75**	**4**	**3**
11050 Employee Relations						
HR Analyst	1000	1	1	1		
HR Generalist	1000					1
HR Program Mgr	1000	2	1	1	1	1
HR Tech	1000			0.75	0.75	
Sr HR Analyst	1000				1	
Program Total:		**3**	**2**	**2.75**	**2.75**	**2**
11060 Compensation						
Dep HR Dir	1000	1	1	1	1	1
HR Analyst	1000		1			
HR Program Mgr	1000	1	1	1	1	1
HR Tech	1000			2.5	2.5	3
HRMS Analyst	1000	1				
Mgmt Asst	1000			1	1	1
Sr HR Tech	1000	1	1			
Program Total:		**4**	**4**	**5.5**	**5.5**	**6**
11070 Organizational Development						
Dep HR Dir	1000	1	1	1	1	
HR Analyst	1000	1				
HR Generalist	1000					1
HR Program Mgr	1000				1	
Sr HR Analyst	1000		1	2	1	
Program Total:		**2**	**2**	**3**	**3**	**1**
18010 Risk Mgmt Trust Fund						
Risk Mgmt Claims Analyst	2540					1
Human Resources Total:		**30**	**30**	**30**	**30**	**21.25**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Fac & Fin Mgmt - 210						
11220 Facilities & Financial Mgmt						
Dep City Mgr	1000			1	1	
Sr Mgmt Asst	1000			1	1	
Program Total:				**2**	**2**	
Fac & Fin Mgmt Total:				**2**	**2**	
Admin Svcs Admin. - 220						
11210 Administration Services Admin.						
Dep City Mgr	1000	1	1	1	1	1
Exec Administrative Asst	1000			1	1	1
Exec Administrative Asst II	1000			1	1	1
Sr Mgmt Asst	1000	1	1	1	1	1
Program Total:		**2**	**2**	**4**	**4**	**4**
Admin Svcs Admin. Total:		**2**	**2**	**4**	**4**	**4**
Finance - 221						
11310 Finance Administration						
Account Spec	1000			1		
Dep Finance Dir	1000	2	2	2	2	1
Finance Dir/CFO	1000	1	1	1	1	
Financial Administrative Coord	1000	1	1	1		
Mgmt Asst	1000			1	1	1
Office Support Supv	1000				1	1
Secretary	1000	2	2	2	2	
Sr Secretary	1000	1	1	1	1	1
Program Total:		**7**	**7**	**9**	**8**	**4**
11320 Accounting Services						
Account Spec	1000	4	4	3	4	3
Account Spec II	1000				2	2
Accountant I	1000	5	5	5	5	4
Accountant II	1000	5	5	5	5	4
Accounting Mgr	1000	2	2	2	2	2
Office Support Supv	1000	1	1	1		
Payroll & Accts Payable Supv	1000	1	1	1	1	1
Payroll Spec	1000	2	2	2		
Secretary	1000	1	1			
Program Total:		**21**	**21**	**19**	**19**	**16**
11340 License/Collection						
Account Spec	1000	0.5	0.5			
Billing & Compliance Spec	1000	1	1			
Coll Rep	1000	1	1	1	1	1
Reg Licensing & Compl Analyst	1000			2	3	2
Sr Applications Analyst	1000	1	1	1	1	1
Sr Billing & Compliance Spec	1000	2	2	2	2	0.5
Tax & License Mgr	1000	1	1	1	1	1
Tax Auditor	1000	3	3	3	3	3
Program Total:		**9.5**	**9.5**	**10**	**11**	**8.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Finance - 221						
11350 Regulatory & Communication						
Regulatory Licensing Analyst	1000	1	1			
17020 Customer Service Office						
Account Spec	2360	1	1	1	1	1
Account Spec II	2360	4	4	4	4	4
Billing & Compliance Spec	2360	7	7	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	3	3	3	3	3
Customer Relations Supv	2360	1	1	1	1	1
Duplicating Coord	2360	1	1	1	1	1
Office Asst	2360	1	1	1		
Revenue Recovery Supv	2360	1	1	1	1	1
Secretary	2360				1	1
Sr Account Spec	2360	5	5	5	5	5
Sr Customer Assistance Rep	2360	2.5	2.5	2.5	2.5	2.5
Program Total:		**35.5**	**35.5**	**35.5**	**35.5**	**35.5**
Finance Total:		**74**	**74**	**73.5**	**73.5**	**64**
Info. Technology - 231						
11510 Information Technology						
Applications Analyst	1000	1	1	1	1	1
Assoc Sys Admin	1000	1	1	1	1	1
Chief Info Technology Officer	1000	1	1	1	1	1
Computer Ops Supv	1000				4	
Database Admin	1000	1	1	1	1	1
Dep Chief Info Tech Officer	1000		1	1	1	1
Help Desk Support Spec	1000	3	2	3	3	2
Help Desk Supv	1000		1	1	1	1
Info Technology Project Mgr	1000	1				
Info Technology Mgr	1000	4	4	4	1	4
Info Technology Project Mgr	1000			1		
Mgmt Aide	1000	1	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	1	1
Sr Network Engineer	1000	1	1	1	1	1
Sr Sys Admin	1000			1	1	1
Sr Sys Analyst	1000	2				
Sys Admin	1000	4	4	3	3	3
Sys Analyst	1000	6	7	6	6	5
Program Total:		**28**	**28**	**29**	**29**	**25**
11520 Telephones						
Voice Comms Admin	1100	1	1	1	1	1
11530 Technology Replacement						
Mgmt Aide	1140		1	1	1	1
Info. Technology Total:		**29**	**30**	**31**	**31**	**27**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Management & Budget - 241						
11360 Purchasing						
Contract Analyst	1000	3	3	3	3	3
Contract Spec	1000	1	1	1	1	
Materials Mgr	1000	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**5**	**4**
11370 Warehouse						
Materials Control Asst	1000	1	1	1	1	
Materials Control Spec	1000	2.75	2.75	2.75	2.75	2.75
Materials Logistics Mgr	1000	1	1	1	1	1
Secretary	1000	1	1	1	1	1
Program Total:		**5.75**	**5.75**	**5.75**	**5.75**	**4.75**
11610 Budget & Research						
Asst Budget Dir	1000	1	1	1	1	1
Budget Analyst	1000	1	2	2	2	1
Budget Coord	1000	1				1
Budget Dir	1000	1	1	1	1	1
Sr Budget Analyst	1000	2	2	2	2	2
Program Total:		**6**	**6**	**6**	**6**	**6**
11620 Grants Administration						
Grants Admin	1000	1	1	1	1	
Secretary	1000	0.5	0.5	0.5	0.5	
Sr Mgmt Asst	1000					1
Program Total:		**1.5**	**1.5**	**1.5**	**1.5**	**1**
Management & Budget Total:		**18.25**	**18.25**	**18.25**	**18.25**	**15.75**
Police Department - 312						
12110 Police Legal Services						
Police Officer	1000	2	3	2	1	
Police Sergeant	1000			1		
Public Safety Staff Attorney	1000	1	1	1	1	1
Program Total:		**3**	**4**	**4**	**2**	**1**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Police Department - 312						
12120 Police Administration						
Asst Police Chief	1000			2	2	2
Asst Police Dir	1000	1	1	1	1	
Mgmt Aide	1000	1	1	1		
Mgmt Asst	1000	2	2	2	3	3
Police Chief	1000	1	1	1	1	1
Police Commander	1000	1				
Police Crime/Stats Analyst	1000	1		3	3	
Police Lieutenant	1000			1	1	1
Police Officer	1000	2	1	3	3	2
Police Plan & Research Analyst	1000		1	1	1	1
Police Sergeant	1000	4	2	4	5	5
Police Tech Srvcs Mgr	1000			2	2	1
Secretary	1000	1				
Sr Secretary	1000		1	1	4	3
Victim Assistance Caseworker	1000	1	1			
Program Total:		**15**	**11**	**22**	**26**	**19**
12130 Central Patrol Bureau						
Mgmt Aide	1000	1				
Mgmt Asst	1000	1	1			
Office Support Supv	1000	1				
Police Aide	1000	4	1			
Police Commander	1000	3	1	1	1	1
Police Community Srvcs Officer	1000				1	
Police Crime Prevention Spec	1000	3	3	3	3	
Police Lieutenant	1000	5	4	3	5	5
Police Officer	1000	139	108	105.5	96	101
Police Officer (Assignment)	1000	2				
Police Records Tech	1000				1	
Police Sergeant	1000	18	14	14	12	13
Police Volunteer Coord	1000		1	1		
Secretary	1000	1	1	1	1	
Program Total:		**178**	**134**	**128.5**	**120**	**120**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Police Department - 312						
12150 Crime Investigations						
Asst Police Chief	1000	1	2			
Mgmt Aide	1000	3	5	3	3	3
Police Commander	1000		1	1	1	1
Police Crime/Stats Analyst	1000	3	3			1
Police Crisis Srvcs Coord	1000		1			
Police Identification Supv	1000				1	1
Police Identification Tech	1000	5	5	5	6	5
Police Lieutenant	1000	2	4	3	3	3
Police Officer	1000	45	48	56	58	57
Police Officer (Assignment)	1000	2	1	1		
Police Sergeant	1000	6	7	7	9	9
Police Tech Srvcs Bureau Admin	1000	1	1			
Sr Secretary	1000	1	1	1	1	1
Victim Assistance Caseworker	1000	2	2	3	3	2
Victim Assistance Supv	1000	1				
Program Total:		**72**	**81**	**80**	**85**	**83**
12160 Police Personnel Management						
Police Commander	1000		1	1	1	1
Police Crisis Srvcs Coord	1000			1	1	
Police Hiring Coord	1000			3	3	
Police Lieutenant	1000	2	1			
Police Officer	1000	4	9	6	12	14
Police Officer (Assignment)	1000	1	1	1		
Police Sergeant	1000	2	2	3	5	5
Police Tech Srvcs Mgr	1000			1	1	
Police Volunteer Coord	1000				1	1
Secur Officer	1000	4	4	4	4	3
Secur Srvcs Coord	1000	1	1	1	1	1
Program Total:		**14**	**19**	**21**	**29**	**25**
12170 Foothills Patrol Bureau						
Police Commander	1000	1	1	1	1	1
Police Crime Prevention Spec	1000	3	3	3	3	
Police Crime/Stats Analyst	1000					1
Police Lieutenant	1000	4	5	5	4	4
Police Officer	1000	92	90	84.5	95	92
Police Sergeant	1000	13	13	12	12	11
Secretary	1000	1	1	1	1	1
Program Total:		**114**	**113**	**106.5**	**116**	**110**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Police Department - 312						
12180 Police Support Services						
Customer Assistance Rep	1000	1	1			
Police Comm Spec	1000	30	8.25	1		
Police Comm Supv	1000	4	1			
Police Comm Sys Spec	1000	1				
Police Comm Sys Tech	1000	1				
Police Community Srvcs Officer	1000	9	8	9	8	
Police Detention Officer	1000	9	1			
Police Hiring Coord	1000		1			
Police Identification Supv	1000	1	1	1		
Police Identification Tech	1000		1	1		
Police Officer	1000	14	10	4		
Police Ops Mgr	1000	1				
Police Polygraph Examiner	1000	1	1			
Police Property/Evid Custodian	1000	3	3	3	3	3
Police Records Tech	1000	16.5	15.5	15.5	14.5	12.5
Police Sergeant	1000	1	1	1		
Police Support Srvcs Supv	1000	5	2	2	2	1
Police Tech Srvcs Bureau Admin	1000			1	1	
Police Tech Srvcs Mgr	1000	2	1	1	1	1
Property Room Supv	1000	1	1	1	1	1
Public Safety Tech Srvcs Admin	1000					1
Secretary	1000	2.5				
Sr Secretary	1000		3	3		
Srvc Worker III (Fleet)	1000	1	1	1	1	
Sys Analyst	1000	1	1			
Program Total:		**105**	**61.75**	**44.5**	**31.5**	**19.5**
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1000	1	1			
Public Safety Events Scheduler	1282			1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
12215 PD - Tow Administration						
Mgmt Aide	1000			1	1	1
12220 PD - Detention						
Police Detention Officer	1000	1	8	9	9	6
Police Support Srvcs Supv	1000		3	3	3	3
Police Tech Srvcs Mgr	1000		1	1	1	1
Program Total:		**1**	**12**	**13**	**13**	**10**
12230 PD - Communications						
Comm Sys Tech	1000				1	1
Police Comm Spec	1000	1	23.25	26.5	27.5	24.5
Police Comm Supv	1000		4	5	5	5
Police Comm Sys Spec	1000		1	1	1	1
Police Comm Sys Tech	1000		1	1		
Police Ops Mgr	1000		1	1	1	1
Program Total:		**1**	**30.25**	**34.5**	**35.5**	**32.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
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	1	1
Public Safety Events Scheduler	1281			1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
12233 PD - Special Operations						
Mgmt Aide	1000		1			
Police Aide	1000		3	4	4	
Police Commander	1000		1	1	1	1
Police Lieutenant	1000		2	4	3	3
Police Officer	1000		24	27	25	24
Police Officer (Assignment)	1000		1	1	1	1
Police Sergeant	1000		9	10	9	9
Police Support Srvcs Supv	1000		1	1	1	
Program Total:			**42**	**48**	**44**	**38**
12235 PD - Emergency Management						
Asst Homeland Security Dir	1000					1
Building Maintenance Worker	1000					1
Emergency Srvcs Coord	1000					1
Homeland Security Dir	1000					1
Mgmt Aide	1000					1
Sys Admin	1000					1
Program Total:						**6**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Police Department - 312						
12310 Patrol - Special Revenue Fund						
Computer Ops Supv	1700				1	
Database Admin	1700			1	1	1
Info Technology Mgr	1700					1
Info Technology Project Mgr	1700			1		
Legal Asst	1700			1	1	1
Mgmt Aide	1700			6	4	4
Police Aide	1700			3	1	1
Police Comm Spec	1700	4	4	10	10	10
Police Detention Officer	1700	6	6	9	9	9
Police Hiring Coord	1700				1	1
Police Lieutenant	1700			1	1	1
Police Officer	1700	23	32	75	75	74
Police Officer Trainee	1700					1
Police Records Tech	1700			3	3	3
Police Sergeant	1700			4	4	4
Police Support Srvcs Supv	1700			1	1	1
Police Tech Srvcs Mgr	1700				1	1
Programs Admin	1700					1
Secretary	1700				1	1
Secur Officer	1700			1	2	2
Sr HR Analyst	1700			1	1	
Victim Assistance Caseworker	1700			1	1	1
Program Total:		**33**	**42**	**118**	**118**	**118**
12390 PS Training Ops - Police						
Police Lieutenant	2530	1	1	1	1	1
Secur Officer	2530	1	1	1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
32030 State RICO						
Secretary	1860	0.5	0.5	0.5	0.5	0.5
33002 Victim Rights - PD						
Victim Assistance Caseworker	1840				1	1
33018 VOCA 2003-113						
Victim Assistance Caseworker	1840	2	2	2	1	1
Police Department Total:		**543.5**	**557.5**	**628.5**	**628.5**	**590.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Fire Department - 331						
12410 Fire Administration						
Asst Fire Chief	1000			2	3	2
Dep Fire Chief (40 hrs)	1000				3	2
Dept Accting & Budget Mgr	1000				1	
Fire Battalion Chief (40 Hrs)	1000		1	2		
Fire Budget & Project Mgr	1000			1	1	
Fire Captain (40 Hrs)	1000					1
Fire Captain (52 Hrs)	1000			1	1	
Fire Chief	1000	1	1	1	1	1
Fire Comm Outreach Coord	1000				2	1
Fire Finance/Budget Coord	1000		1	2	1	1
Fire Mgmt Analyst	1000					1
Mgmt Aide	1000	1	1	2	1	1
Mgmt Asst	1000	1		1	2	2
Programs Admin	1000					1
Secretary	1000	0.5	0.5	0.5		
Sr HR Analyst	1000			1	1	
Sr Secretary	1000				0.5	
Program Total:		**3.5**	**4.5**	**13.5**	**17.5**	**13**
12415 Fire Admin Services						
Fire Finance/Budget Coord	1000	1	1			
Mgmt Aide	1000	1	1			
Program Total:		**2**	**2**			
12420 Fire Life Safety Services Adm.						
Asst Fire Chief	1000	1	2			
Fire Battalion Chief (40 Hrs)	1000		1	1		
Fire Crisis Response Vol Coord	1000	1				
Program Total:		**2**	**3**	**1**		
12421 Fire Special Operations						
Fire Battalion Chief (40 Hrs)	1000	1				
Sr HR Analyst	1000	1	1			
Program Total:		**2**	**1**			
12422 Fire Operations						
Dep Fire Chief (52 hrs)	1000				3	3
Fire Battalion Chief (40 Hrs)	1000	1	1	3	4	
Fire Battalion Chief (52 Hrs)	1000	3	4	5	5	5
Fire Captain (40 Hrs)	1000				2	8
Fire Captain (52 Hrs)	1000	49	49	49	49	44
Fire Comm Outreach Coord	1000			1	1	1
Fire Crisis Response Vol Coord	1000		1	1	1	1
Fire Engineer (40 Hrs)	1000					3
Fire Engineer (52 Hrs)	1000	42	43	44	46	43
Fire Fighter (40 Hrs)	1000					4
Fire Fighter (52 Hrs)	1000	94	94	83	84	75
Programs Admin	1000					1
Program Total:		**189**	**192**	**186**	**195**	**188**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Fire Department - 331						
12430 Fire Logistical Services Adm.						
Asst Fire Chief	1000	1				
12433 Fire Resource Management						
Dep Fire Chief (40 hrs)	1000				1	
Fire Battalion Chief (40 Hrs)	1000	1	1	2	1	
Fire Battalion Chief (52 Hrs)	1000	1	1			
Fire Captain (40 Hrs)	1000		1	1	1	
Fire Engineer (52 Hrs)	1000			1		
Mgmt Asst	1000		1			
Programs Admin	1000					1
Public Safety Tech Srvcs Admin	1000					1
Srvc Worker I	1000	1	1	1	1	
Srvc Worker II	1000	1	1	1	1	2
Sys Analyst	1000		1	1	1	
Program Total:		**4**	**7**	**7**	**6**	**4**
12434 Fire Training						
Fire Battalion Chief (40 Hrs)	1000	2	1			
Fire Battalion Chief (52 Hrs)	1000	1	1	1		
Fire Captain (40 Hrs)	1000		2	2		
Program Total:		**3**	**4**	**3**		
12436 Fire Medical Services & Health						
Fire Battalion Chief (40 Hrs)	1000	1	2			
Fire Battalion Chief (52 Hrs)	1000			2		
Fire Captain (40 Hrs)	1000	1				
Fire Captain (52 Hrs)	1000		1			
Fire Engineer (52 Hrs)	1000			1		
Program Total:		**2**	**3**	**3**		
12437 Fire Assessment & Planning						
Fire Budget & Project Mgr	1000		1			
Mgmt Asst II	1000	1				
Program Total:		**1**	**1**			
12441 Fire Marshal's Office						
Asst Fire Marshal	1000		1	2	2	1
Fire Battalion Chief (40 Hrs)	1000	1	1	1	1	
Fire Captain (52 Hrs)	1000	1	1			
Fire Insp I	1000	2	2	2	2	3
Fire Insp II	1000	4	4	4	4	3
Fire Marshal	1000				1	1
Fire Protection Engineer I	1000	1	1	1		
Mgmt Aide	1000	1	1	1	1	1
Plans Examiner	1000	1	1	1	1	1
Program Total:		**11**	**12**	**12**	**12**	**10**
12444 Fire Community Services						
Fire Battalion Chief (40 Hrs)	1000	1	1	2		
Fire Comm Outreach Coord	1000		3	2		
Fire Fighter (52 Hrs)	1000			1		
Program Total:		**1**	**4**	**5**		

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Fire Department - 331						
12490 Arena - Fire Event Staffing						
Secretary	1000	1	1			
Secretary	1282			1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
12491 Ambulance Services						
Fire Captain (40 Hrs)	1000	1	1	1	1	
Fire Captain (52 Hrs)	1000					1
Secretary	1000	1	1	1		
Sr Secretary	1000				1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
12590 PS Training Ops - Fire						
Dep Fire Chief (40 hrs)	2530				1	1
Fire Battalion Chief (40 Hrs)	2530	1	1	1		
Fire Captain (40 Hrs)	2530	1	1	1	1	1
Mgmt Aide	2530		1	1	1	1
Mgmt Asst	2530		1	1	1	1
Secretary	2530		1	1	1	1
Srvc Worker II	2530		1	1	1	1
Program Total:		**2**	**6**	**6**	**6**	**6**
12610 Fire - Special Revenue Fund						
Applications Analyst	1720			1		
Comm Sys Tech	1720				1	
Customer Assistance Rep	1720			1	1	1
Emergency Srvcs Coord	1720				1	
Fire Battalion Chief (40 Hrs)	1720			2	2	1
Fire Battalion Chief (52 Hrs)	1720					1
Fire Captain (40 Hrs)	1720			6	5	1
Fire Captain (52 Hrs)	1720			1	1	5
Fire Crisis Response Vol Coord	1720			3	3	2
Fire Dept Staff Counselor	1720			1	1	1
Fire EMS Coordinator	1720				1	1
Fire Engineer (52 Hrs)	1720	4	4	4	4	4
Fire Fighter (40 Hrs)	1720					3
Fire Fighter (52 Hrs)	1720	14	17	23	23	26
Fire Insp I	1720			1		
Fire Insp II	1720				1	1
Fire Protection Engineer II	1720			1	1	
Mgmt Aide	1720			2	2	2
Secretary	1720			1	1	
Shop Maint Coord	1720			1	1	1
Srvc Worker III	1720			2	1	1
Program Total:		**18**	**21**	**50**	**50**	**51**
3334 Logistical Services						
Fire Battalion Chief (40 Hrs)	1000	1				

Schedule Six
Authorized Staffing

Dept	Program Name	Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Fire Department - 331								
	3336	**Fire Office Systems**						
		Fire Battalion Chief (40 Hrs)	1000	1				
		Fire Captain (40 Hrs)	1000	1				
		Program Total:		**2**				
	3338	**Fire Information/Technology**						
		Sys Analyst	1000	1				
	3341	**Fire Marshal - Code Developmnt**						
		Fire Marshal	1000	1				
	3362	**Fire Community Relations**						
		Fire Comm Outreach Coord	1000	2				
		Fire Department Total:		**251.5**	**263.5**	**289.5**	**289.5**	**275**
Fire Department - 333								
	12492	**Air-Med & Logistics Ops (HALO)**						
		Fire Fighter (52 Hrs)	1000			3	3	3
		Mgmt Aide	1000			1	1	1
		Program Total:				**4**	**4**	**4**
		Fire Department Total:				**4**	**4**	**4**
Homeland Security - 341								
	12810	**Homeland Security Admin.**						
		Homeland Security Dir	1000	1	1	1	1	
	12820	**Emergency Operations Ctr (EOC)**						
		Asst Homeland Security Dir	1000	1	1	1	1	
		Building Maintenance Worker	1000	1	1	1	1	
		Emergency Srvcs Coord	1000				2	
		Info Technology Manager	1000	2				
		Mgmt Aide	1000		1	1	1	
		Mgmt Asst	1000	1				
		Operations & Training Officer	1000		1	1		
		Secretary	1000	1				
		Sys Admin	1000		1	1	1	
		Sys Analyst	1000		1	1		
		Program Total:		**6**	**6**	**6**	**6**	
		Homeland Security Total:		**7**	**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	
		Program Total:		**2**	**2**	**2**	**2**	**1**
		Comm. Services Adm Total:		**2**	**2**	**2**	**2**	**1**
Parks & Recreation - 421								
	13010	**Pool Maintenance**						
		Srvc Worker III (Parks)	1000	3	3	3	3	2

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Parks & Recreation - 421						
13020 Park Irrigation						
Crewleader (Parks)	1000	1	1	1	1	
Srvc Worker II (Parks)	1000	1	1	1	1	1
Srvc Worker III (Parks)	1000	2	2	2	2	2
Program Total:		**4**	**4**	**4**	**4**	**3**
13030 Parks CIP & Planning						
Dep Parks & Rec Dir	1000	1	1	1	1	
Parks & Rec Projects Coord	1000		2	2	2	2
Parks Supv	1000	1				
Program Total:		**2**	**3**	**3**	**3**	**2**
13040 Parks Maintenance						
Crewleader (Parks)	1000	2	3	3	3	2
Dep Parks & Rec Dir	1000	1	1	1	1	1
Landscape Gard/Horticulturist	1000	1	1	1	1	1
Park Mgr	1000		2	2	2	
Parks & Rec Projects Coord	1000	1				
Parks Supv	1000	1				
Playground Equip Srvc Worker	1000	1	2	2	2	2
Secretary	1000		1	1	1	1
Sr Heavy Equip Srvc Worker	1000		1	1	1	1
Srvc Worker I (Parks)	1000	4	4	4		
Srvc Worker II (Parks)	1000	4	9	9	13	10
Srvc Worker III (Parks)	1000	3	4	4	3	5
Program Total:		**18**	**28**	**28**	**27**	**23**
13050 Parks North District						
Crewleader (Parks)	1000	1				
Dep Parks & Rec Dir	1000	1				
Parks & Rec Projects Coord	1000	1				
Parks Supv	1000	1				
Playground Equip Srvc Worker	1000	1				
Sr Heavy Equip Srvc Worker	1000	1				
Srvc Worker II (Parks)	1000	5				
Srvc Worker III (Parks)	1000	1				
Program Total:		**12**				
14610 Parks & Recreation Admin.						
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**	**2**	**2**	**2**	**2**
14620 Glendale Community Center						
Rec Coord	1000	1				
Rec Programmer	1000	1	1	1	1	1
Sr Rec Coord	1000	1	2	2	2	1
Program Total:		**3**	**3**	**3**	**3**	**2**

Schedule Six
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Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Parks & Recreation - 421						
14630 Recreation Support Services						
Mgmt Asst	1000		1	1	1	1
Office Support Supv	1000	1				
Rec Accounts Coord	1000	1	1	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	1	
Support Srvc Supv	1000	1	1	1	1	
Program Total:		**8**	**8**	**8**	**8**	**6**
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			
Srvc Worker II (Parks)	1000			1	1	2
Support Srvc Supv	1000					1
Program Total:		**6**	**6**	**6**	**6**	**8**
14650 Youth and Teen						
Rec Coord	1000	1	1	1		
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	6	4.5	4.5	5.25	4.5
Sr Rec Coord	1000	1	1	1	2	1
Program Total:		**9**	**7.5**	**7.5**	**8.25**	**6.5**
14660 Special Events and Programs						
Rec Coord	1000	1	1	1	1	
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	1.75				
Sr Rec Coord	1000	2				
Program Total:		**5.75**	**2**	**2**	**2**	**1**
14670 Sports and Health						
Dep Parks & Rec Dir	1000		1	1	1	1
Park Mgr	1000					1
Rec Coord	1000	2	3	3	3	1
Rec Mgr	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000					1
Program Total:		**3**	**5**	**5**	**5**	**5**
14680 Aquatics						
Sr Rec Coord	1000		1	1	1	1
14690 Audio/Visual						
Audio/Visual Coordinator	1000		1	1	1	
Audio/Visual Network Spec	1000	2	1	1	1	
Program Total:		**2**	**2**	**2**	**2**	
14700 Marketing - Parks & Rec						
Mgmt Asst	1000	1	1	1	1	1
Rec Programmer	1000					0.75
Program Total:		**1**	**1**	**1**	**1**	**1.75**

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Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Parks & Recreation - 421						
14710 Park Rangers						
Park Mgr	1000		1	1	1	
Park Ranger	1000	3	3	3	3	3
Park Ranger Supv	1000	1				
Srvc Worker III (Parks)	1000				1	
Program Total:		**4**	**4**	**4**	**5**	**3**
14740 Copper Canyon HS Youth Dev Prg						
Rec Programmer	1000		0.75	0.75		
14760 Historic Sahuaro Ranch						
Rec Coord	1000				1	1
Rec Programmer	1000		1	1		
Sr Rec Coord	1000		2	2	2	2
Program Total:			**3**	**3**	**3**	**3**
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880					1
14840 Sports Self Sustaining						
Rec Coord	1880					1
14850 Youth and Teen Self Sustaining						
Rec Programmer	1880	5	5	5	5	5
35008 Youth Football Hub Grant						
Rec Coord	1840		1	1		
Parks & Recreation Total:		**88.75**	**89.25**	**89.25**	**88.25**	**76.25**
Parks & Recreation - 422						
14720 Foothills Recreation Center						
Building Maintenance Worker	1000		1	1	1	1
Office Support Supv	1000	1	1	1	1	1
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	3	3	3	3	2
Secretary	1000	1	1	1	1	
Sr Rec Coord	1000	2	2	2	2	2
Srvc Worker I (Bldg Maint)	1000	1				
Srvc Worker II (Parks)	1000	1	1	1	1	1
Program Total:		**10**	**10**	**10**	**10**	**8**
Parks & Recreation Total:		**10**	**10**	**10**	**10**	**8**
Civic Center - 431						
11710 Civic Center						
Civic Center Event Coord	1740	3	3	3	3	3
Civic Center Mgr	1740	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:		**7**	**7**	**7**	**7**	**6**
Civic Center Total:		**7**	**7**	**7**	**7**	**6**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Comm. Partnerships - 441						
15010 Community Revitalization						
Revitalization Admin	1000	1	1	1	1	1
Revitalization Grants Supv	1000	1	1	1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
15015 Neighborhood Partnership						
Community Volunteer Coord	1000	1				
Mgmt Aide	1000			0.5	0.5	
Neighborhood Partnership Admin	1000	1	1	1	1	1
Neighborhood Srvcs Coord	1000		3	3	3	2
Sr Mgmt Asst	1000	2				
Sr Secretary	1000	1	1	1	1	1
Program Total:		**5**	**5**	**5.5**	**5.5**	**4**
15025 Mega Events - N'Hood/Volunteer						
Rec Programmer	1000		0.5			
17910 Community Housing						
Account Spec	2500	1				
Account Spec II	2500		1	1	1	1
Accountant I	2500	1	1	1	1	1
Bldg Maint Leader	2500					1
Bldg Maint Supv	2500	1	1	1	1	1
Building Maintenance Worker	2500	3	3	3	3	2
Community Partnerships Dir	2500	1	1	1	1	1
Housing Assistance Rep	2500	9	9	10	10	10
Housing Maint Srvcs Mgr	2500	1				
Housing Srvcs Admin	2500	1	1	1	1	1
Housing Supv	2500		1	1	1	1
Mgmt Asst	2500	1	1	1		
Secretary	2500	3	3	2	2	2
Sr Mgmt Asst	2500	1	1	1	2	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**	**24**
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**	**41.25**	**41.25**	**41.25**	**38.75**
Library & Arts - 452						
15210 Historic Sahuaro Ranch						
Arts & Cultural Admin	1000	1				

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Library & Arts - 452						
15220 Library						
Account Spec	1000	1	2	2	2	2
Computer Ops Supv	1000	1	1	1		
Courier	1000	1	1	1	1	1
Creative Designer	1000	1	1			
Librarian I	1000	5.5	3.5	2.5	1.5	3.5
Librarian II	1000	21.75	21.25	21.25	22.25	16.25
Librarian III	1000	6	6	6	6	3
Librarian IV	1000		4	4	4	4
Library Asst I	1000	3	3	3	3	4
Library Asst II	1000	5	3	3	3	1.63
Library Asst III	1000	13.25	13.75	13.75	13.75	13.25
Library Circulation Clerk	1000	11.26	11.26	11.26	11.26	
Library Dir	1000	1	1	1	1	1
Library Graphics Coord	1000			1	1	1
Library Mgr	1000	5	5	6	6	5
Library Ops Supv	1000	5	5	5	4	4
Library Technology Coord	1000				2	2
Library Technology Supv	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	1	1	1
Office Asst	1000	2				
PC Support Specialist II	1000	2	3	3	3	2
Public Service Asst	1000					2.63
Secretary	1000					1
Program Total:		**86.76**	**86.76**	**86.76**	**86.76**	**69.26**
15230 Arts Maintenance - Admin.						
Arts & Cultural Admin	1000		1	1	1	
15310 Arts Maintenance						
Arts & Cultural Admin	1220	1				
Library & Arts Total:		**88.76**	**87.76**	**87.76**	**87.76**	**69.26**
Grants - 470						
32123 Domestic Violence Grant						
Mgmt Asst	1840	1	1			
32136 DV Pilot Project Grant						
Mgmt Asst	1840			1	1	1
Grants Total:		**1**	**1**	**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			
Exec Administrative Asst II	1000	1	1			
Sr Mgmt Asst	1000	1	1			
Program Total:		**4**	**4**	**1**	**1**	**1**
Community Dev Admin Total:		**4**	**4**	**1**	**1**	**1**

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Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Building Safety - 521						
15610 Building Safety						
Asst Bldg Safety Dir	1000	1	1	1	1	1
Asst Dep City Mgr	1000					1
Bldg Insp	1000	9	4	4	4	4
Bldg Insp Spec	1000	4	8	7	7	4
Bldg Safety Dir	1000	1	1	1	1	
Plans Examiner	1000	3	3	3	3	2
Secretary	1000	1	1	1	1	1
Sr Bldg Insp	1000	3	4	5	5	4
Sr Mgmt Asst	1000	1	1	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:		**26**	**26**	**26**	**26**	**21**
15620 Development Services Center						
Bldg Safety Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	2	2	2	2	
Development Plans Tech	1000	2	2	2	2	2
Development Srvcs Rep	1000	4	4	2	2	1
Development Srvcs Supv	1000	1	1	1	1	
Sr Development Srvcs Rep	1000			2	2	2
Program Total:		**10**	**10**	**10**	**10**	**6**
15630 Westgate-Bldg Safety Rvw/Insp.						
Bldg Insp Spec	1000	9	11	9		
Development Plans Tech	1000		2	1		
Plans Examiner	1000	1	1	1		
Sr Bldg Insp	1000		1	1		
Program Total:		**10**	**15**	**12**		
15710 Stadium - Development Services						
Bldg Insp Spec	1280	3				
17510 Cross Connection Control						
Bldg Insp	2400	1	1	1	1	1
Cross Connection Control Spec	2400	1				
Secretary	2400	0.75	0.75	0.75	0.75	0.75
Sr Bldg Insp	2400		1	1	1	1
Program Total:		**2.75**	**2.75**	**2.75**	**2.75**	**2.75**
Building Safety Total:		**51.75**	**53.75**	**50.75**	**38.75**	**29.75**
Planning - 531						
15910 Planning Administration						
Planning Dir	1000	1	1	1	1	1
Secretary	1000	2				
Sr Mgmt Asst	1000	1	1	1	1	
Sr Secretary	1000	1	3	3	3	2
Program Total:		**5**	**5**	**5**	**5**	**3**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Planning - 531						
15920 Zoning Admin & Tech. Assist.						
Assoc Planner	1000	1	2			
Planner	1000	1	1			
Sr Planner	1000	1	1			
Zoning Admin	1000	1	1			
Program Total:		**4**	**5**			
15930 Current Planning						
Assoc Planner	1000	1		1	1	
Dep Planning Dir	1000	1	1	1	1	
Landscape Architect	1000	1	1			
Planner	1000	3	3	2	2	2
Principal Planner	1000		1	2	2	2
Sr Planner	1000	3	2	4	4	2
Program Total:		**9**	**8**	**10**	**10**	**6**
15940 Long-Range Planning & Research						
Dep Planning Dir	1000	1	1	1	1	
Planner	1000			1	1	
Planning Tech	1000	1	1	1	1	1
Sr Planner	1000	1	1	1	1	1
Program Total:		**3**	**3**	**4**	**4**	**2**
Planning Total:		**21**	**21**	**19**	**19**	**11**
Economic Development - 540						
16010 Economic Development						
Economic Development Admin	1000	3	3	4	4	3
Economic Development Dir	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	1	1	
Sr Marketing & Comm Mgr	1000	1	1	1		
Sr Mgmt Asst	1000					1
Program Total:		**6**	**6**	**7**	**6**	**5**
16040 Downtown Beaut. & Promotion						
Secur Officer	1000		2	2	2	2
Srvc Worker II	1000		2	2	2	2
Program Total:			**4**	**4**	**4**	**4**
Economic Development Total:		**6**	**10**	**11**	**10**	**9**

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Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Code Compliance - 550						
14410 Code Compliance						
Asst Code Compliance Dir	1000	1	1	1	1	1
Code Compliance Dir	1000	1	1	1	1	1
Code Compliance Supv	1000	2	2	2	2	2
Code Insp I	1000	7	7	6	4	2
Code Insp II	1000	4	4	5	3	7
Code Insp III	1000		2	2	6	2
Mgmt Asst	1000	1	1	1	1	1
Secretary	1000	2.5	2.5	2.5	2.5	2
Sr Secretary	1000	1	1	1	1	1
Program Total:		**19.5**	**21.5**	**21.5**	**21.5**	**19**
Code Compliance Total:		**19.5**	**21.5**	**21.5**	**21.5**	**19**
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	
Dep Field Ops Dir	1000	1	1	1	1	1
Dispatcher/Router	1000	2	2	2	2	
Field Ops Admin Supv	1000	1	1	1	1	
Field Ops Dir	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	
Sr Secretary	1000	1	1	1	1	
Program Total:		**8**	**8**	**8**	**8**	**2**
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	1	1			
Srvc Worker III (Parks)	1000			1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
13440 Graffiti Removal						
Srvc Worker II	1000			1	1	1
Srvc Worker II (Airport)	1000	1	1	1	1	1
Srvc Worker II (Streets)	1000	2	2	2	2	1
Program Total:		**3**	**3**	**4**	**4**	**3**
13450 Facilities Management						
Bldg Maint Leader	1000	2	2	2	2	2
Bldg Maint Supv	1000	2	2	2	2	1
Building Maintenance Worker	1000	16	16	16	16	14
Facilities Mgmt Supt	1000	1	1	1	1	
Program Total:		**21**	**21**	**21**	**21**	**17**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Field Operations - 620						
13460 Custodial Services						
Custodial Supv	1000	2	2	1	1	1
Custodian	1000	14	14	15	15	13
Custodian Lead	1000	4	4	4	4	4
Program Total:		**20**	**20**	**20**	**20**	**18**
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530		1	1	1	
Custodian	2530		3	3	3	2
Program Total:			**4**	**4**	**4**	**2**
13510 Equipment Management						
Buyer I	1040	1	1	1	1	1
Equip Mechanic I	1040	2	2	5	5	4
Equip Mechanic II	1040	10	10	10	9	9
Equip Mechanic Spec	1040	16	16	17	16	15
Equip Mgmt Supt	1040	1	1	1	1	1
Fleet Sys Coord	1040	1	1	1	1	
Fleet Tire Spec	1040	2	2			
Paint & Body Spec	1040	1	1			
Shop Maint Coord	1040	2	2	2	2	2
Shop Supv	1040	2	2	2	2	2
Srvc Worker I	1040				1	1
Srvc Writer	1040	1	1	1	1	
Welder\Fabricator	1040	2	2	1	1	1
Program Total:		**41**	**41**	**41**	**40**	**36**
13530 Parts Store Operations						
Buyer II	1040	1	1	1	1	1
16710 Right-of-Way Maintenance						
Crewleader (Streets)	1340	2	2	2	2	2
Engineering Insp II	1340		1	1	1	1
PC Oper	1340	1	1	1	1	
Service Worker III (Streets)	1340	7	8	8	8	7
Srvc Worker II (Streets)	1340	6	4	4	3	3
Streets Supv	1340	1	1	1	1	
Program Total:		**17**	**17**	**17**	**16**	**13**
16720 Street Maintenance						
Crewleader (Streets)	1340	7	7	7	7	5
Engineering Insp II	1340	1	1	1	2	2
Heavy Equip Oper	1340	1	1	1	1	1
Mgmt Asst	1340			1	1	1
PC Oper	1340	1	1			
Service Worker III (Streets)	1340	8	8	9	6	5
Srvc Worker II (Streets)	1340	18	18	17	14	11
Streets Supt	1340	1	1	1	1	1
Streets Supv	1340	3	3	3	3	2
Program Total:		**40**	**40**	**40**	**35**	**28**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Field Operations - 620						
16730 Street Cleaning						
Equipment Operator (Streets)	1340	4	4	4	2	
Service Worker III (Streets)	1340	1	1	1	1	
Program Total:		**5**	**5**	**5**	**3**	
17710 Landfill						
Crewleader (Landfill)	2440	1	1	1	1	1
Landfill Insp	2440	1	1	1	1	1
Landfill Oper	2440	5	5	5	5	5
Landfill Supv	2440	1	1	1	1	1
Mgmt Asst	2440			1	1	1
PC Oper	2440	1	1			
Sr Equip Mechanic Special	2440	1	1	1	1	1
Srvc Worker I	2440	1	1	1	1	2
Srvc Worker I (Landfill)	2440	1	2	2	2	1
Srvc Worker II (Landfill)	2440	2	2	2	2	2
Weigh Scale Oper	2440	4	4	4	4	4
Program Total:		**18**	**19**	**19**	**19**	**19**
17730 Solid Waste Admin						
Account Spec II	2440	3	3	1	1	2
Dep Field Ops Dir	2440	1	1	1	1	1
Field Ops Admin Supv	2440					1
Landfill Supt	2440	1	1	1	1	1
Sanitation Supt	2440	1	1	1	1	1
Sr Budget Analyst	2440	1	1	1	1	1
Sr Secretary	2440					1
Program Total:		**7**	**7**	**5**	**5**	**8**
17740 Recycling						
Recycling Coord	2440	1	1	1	1	1
Sanitation Insp	2440	4	4	4	4	4
Sr Sanitation Insp	2440	1	1	1	1	1
Program Total:		**6**	**6**	**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
Sanitation Supv	2440	1	1	1	1	1
Srvc Worker I	2440	1	1	1	1	1
Srvc Worker I (Sanitation)	2440	3	3	3	1	1
Srvc Worker II	2440	2	2	2	2	2
Srvc Worker II (Landfill)	2440				2	2
Program Total:		**11**	**11**	**11**	**11**	**11**
17810 Sanitation Roll-off						
Account Spec II	2480			1	1	1
Equip Operator (Sanitation)	2480	3	4	4	4	3
Program Total:		**3**	**4**	**5**	**5**	**4**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Field Operations - 620						
17820 Sanitation Frontload						
Account Spec II	2480			1	1	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			
Sr Mgmt Asst	2480			1	1	1
Srvc Worker III (Sanitation)	2480	1	1	2	2	2
Program Total:		**13**	**13**	**15**	**15**	**15**
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	2	2	2
Equip Mechanic I	2480	1	1	2	2	2
Equip Operator	2480	2	2	2	2	2
Equip Operator (Sanitation)	2480	32	32	31	31	31
Sanitation Supv	2480	1	1	1	1	1
Srvc Worker I (Sanitation)	2480	1				
Srvc Worker II (Sanitation)	2480	1	2	2	2	2
Program Total:		**40**	**40**	**40**	**40**	**40**
17840 Residential-Loose Trash Collec						
Crewleader (Sanitation)	2480		1	1	1	1
Equip Operator (Sanitation)	2480	12	15	15	15	15
Equipment Operator (Streets)	2480				2	2
Sanitation Insp	2480	1	1	1	1	1
Sanitation Supv	2480	1	1	1	1	1
Service Worker III (Streets)	2480					1
Program Total:		**14**	**18**	**18**	**20**	**21**
Field Operations Total:		**270**	**280**	**282**	**275**	**246**
Engineering - 631						
13720 Engineering Administration						
City Engineer	1000	1	1	1	1	1
Engineering Project Coord	1000			1		
Engineering Project Mgr	1000				1	1
Mgmt Asst	1000	1	1	1	1	1
Property Agent	1000				1	
Property Mgr	1000				1	1
Sr Secretary	1000	2	2	2	2	1
Program Total:		**4**	**4**	**5**	**7**	**5**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Engineering - 631						
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	2	2
Engineering Tech II	1000			1	1	
Landscape Architect	1000	1	1	1	1	
Mgmt Aide	1000	1	1	1	1	
Mgmt Asst	1000			1	1	1
Principal Engineer	1000				2	2
Programs Admin	1000			1	1	1
Sr Civil Engineer	1000	4	4	5	3	2
Sr Engineering Tech	1000	1		1	1	
Sr Mgmt Asst	1000	1	1			
Program Total:		**10**	**9**	**15**	**15**	**9**
13740 CIP Design						
Engineering & Design Supv	1000	1	1			
Engineering Tech II	1000	1	1			
Sr Engineering Tech	1000	2	2			
Program Total:		**4**	**4**			
13750 CIP Construction						
Engineering Project Mgr	1000	2	2			
Sr Civil Engineer	1000	1	1			
Program Total:		**3**	**3**			
13760 Real Estate Services						
Property Agent	1000	2	2	1		
Property Mgr	1000	1	1	1		
Program Total:		**3**	**3**	**2**		
13770 Mapping and Records						
Engineering Tech II	1000	2	2	1	1	
Sr Engineering Tech	1000	1	1	1	1	1
Program Total:		**3**	**3**	**2**	**2**	**1**
13780 Land Development Division						
Asst City Engineer	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	1
Sr Civil Engineer	1000	2	3	3	3	3
Program Total:		**4**	**5**	**5**	**5**	**5**
13790 Construction Inspection						
Construction Engineering Supv	1000	1	1	1		
Engineering Insp II	1000	3	3	3	3	1
Engineering Project Mgr	1000				1	1
Sr Engineering Insp	1000	3	3	3	3	2
Program Total:		**7**	**7**	**7**	**7**	**4**
13800 Materials Testing						
Materials Tech	1000	2	2	2	2	1
Sr Materials Tech	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**3**	**2**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Engineering - 631						
13820 Utility Inspection						
Engineering Insp II	1000	2	2	2	2	2
Engineering Utility Coord	1000	1	1	1	1	
Program Total:		**3**	**3**	**3**	**3**	**2**
16310 Transportation Engineering Pgm						
Principal Engineer	1660				1	
Sr Civil Engineer	1660	1	1	1		
Program Total:		**1**	**1**	**1**	**1**	
Engineering Total:		**45**	**45**	**43**	**43**	**28**
Transportation - 632						
16510 Transportation Program Mgmt						
Dep Trans Dir	1660	1	1	1	1	1
Planning Mgr	1660					1
Secretary	1660		1	1	1	1
Trans Coord	1660	1				
Trans Dir	1660					1
Trans Planner	1660		1	1	1	1
Program Total:		**2**	**3**	**3**	**3**	**5**
16520 Transportation Education						
Sr. Trans Analyst	1660				1	1
Trans Coord	1660	1	1	1		
Program Total:		**1**	**1**	**1**	**1**	**1**
16525 Transit Management						
Mgmt Aide	1660				1	1
Sr Secretary	1660			1		
Transit Administrator	1660			1	1	1
Transit Mgr	1660			2	2	2
Program Total:				**4**	**4**	**4**
16530 Dial-A-Ride						
Dispatcher/Router	1660	6.5	6.5	6.5	5.5	5.5
Lead Transit Oper	1660		6	7	8	
Lead Transit Rep	1660					8
Programs Admin	1660					1
Secretary	1660	1	1	1	1	1
Sr Mgmt Asst	1660	1	1	1	1	
Sr Secretary	1660	1	1			
Transit Administrator	1660		1			
Transit Coord	1660	1	2	2	2	1
Transit Mgr	1660	1	2			
Transit Oper	1660	24.75	17.75	16.75	16.75	16.75
Transit Supv	1660	3	1	1	1	1
Program Total:		**39.25**	**39.25**	**35.25**	**35.25**	**34.25**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Transportation - 632						
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 Engineer	1660				1	1
Principal Traffic Engineer	1660	1	1	1		
Traffic Signal Tech II	1660	1	1	1	1	
Program Total:		**5**	**5**	**5**	**5**	**4**
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	
Traffic Signal Supv	1340	1	1	1	1	1
Traffic Signal Tech I	1340	2	2	2	2	1
Traffic Signal Tech II	1340	3	3	3	3	2
Traffic Signal Tech III	1340	2	2	2	2	2
Program Total:		**10**	**10**	**10**	**10**	**7**
16820 Signs & Markings						
Crewleader (Streets)	1340	2	2	2	2	1
Service Worker III (Streets)	1340	1	1	1	1	1
Sign Fabricator	1340	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**	**8**
16910 Transportation Administration						
Intelligent Trans Sys Tech	1340	1	1	1	1	1
Mgmt Aide	1340				1	1
Secretary	1340	1	1	1		
Sr Mgmt Asst	1340	1	1	1	1	1
Sr Secretary	1340	1	1	1	1	1
Trans Dir	1340	1	1	1	1	
Program Total:		**5**	**5**	**5**	**5**	**4**
16920 Street Light Management						
Traffic Engineer II	1340			1	1	
Traffic Engineering Spec	1340	1	1	1	1	
Traffic Lighting Mgr	1340	1	1			
Program Total:		**2**	**2**	**2**	**2**	
16930 Transportation Planning						
Trans Coord	1340	1				
Trans Planner	1340		1	1	1	
Program Total:		**1**	**1**	**1**	**1**	

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Transportation - 632						
16940 Traffic Studies						
Principal Engineer	1340				1	1
Principal Traffic Engineer	1340	1	1	1		
Traffic Education Program Mgr	1340	1	1	1	1	1
Traffic Engineering Tech	1340	1	1	2	2	2
Trans Planning Mgr	1340	1	1	1	1	
Program Total:		**4**	**4**	**5**	**5**	**4**
16950 Traffic Design and Development						
Dep Trans Dir	1340	1	1	1	1	1
Sr Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Spec	1340			1	1	1
Traffic Engineering Tech	1340	1	1			
Program Total:		**3**	**3**	**3**	**3**	**3**
Transportation Total:		**83.25**	**84.25**	**85.25**	**85.25**	**75.25**
Airport - 633						
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**
Airport Total:		**5**	**5**	**5**	**5**	**5**
Utilities - 641						
17110 Utilities Administration						
Account Spec	2360	1	1	1	1	1
Dep Utilities Dir	2360			2	2	2
Dept Accting & Budget Mgr	2360	1	1	1	1	1
Mgmt Aide	2360			1	1	1
Secretary	2360	2	2	1	1	1
Sr Civil Engineer	2360	1	1	1	1	1
Sr Mgmt Asst	2360	2	1	1	1	1
Sr Secretary	2360	1	1	1	1	1
Utilities Dir	2360	1	1	1	1	1
Program Total:		**9**	**8**	**10**	**10**	**10**
17115 Safety Administration						
Security Systems Tech	2360					1
Sr Mgmt Asst	2360		1	1		
Util Safety Spec	2360				1	
Program Total:			**1**	**1**	**1**	**1**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Utilities - 641						
17120 Information Management						
GIS Coord	2360	1	1	1	1	1
PC Support Specialist II	2360	1				
Sys Admin	2360		1	1	1	1
Utilities Network Engineer	2360	2	2	2	2	2
Utilities Technology Mgr	2360	1	1	1	1	1
Utility Data Coord	2360	1	1	1	1	1
Program Total:		**6**	**6**	**6**	**6**	**6**
17130 Public Service Representatives						
Public Srvc Rep	2360	4	4	4	4	4
17140 System Security						
Secur Officer	2360	1	5	5	5	5
Sr Mgmt Asst	2360				1	1
Util Safety Spec	2360			1		
Util Safety/Security Coor	2360		2	1	1	1
Utilities Secur Supt	2360	1	1	1	1	1
Program Total:		**2**	**8**	**8**	**8**	**8**
17160 Arrowhead Reclamation Plant						
Plant Maint Mechanic II	2360	2	2	2	2	2
Sr Plant Instrument Tech	2360	1	1	1	1	1
Sr Water Reclam Facility Oper	2360	1	2	2	2	1
Water Reclam Facility Oper I	2360					1
Water Reclam Facility Oper II	2360	7	7	7	7	7
Water Reclam Facility Supv	2360	1	1	1	1	1
Program Total:		**12**	**13**	**13**	**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	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	1	1
Water Reclam Facility Oper I	2360	1				2
Water Reclam Facility Oper II	2360	7	8	8	8	6
Water Reclam Facility Supv	2360	1	1	1	1	1
Water Reclam Supt	2360	1	1			
Program Total:		**14**	**14**	**14**	**14**	**14**
17210 Customer Service - Field						
Lead Water Srvc Rep	2400	2	1	1	1	1
Utilities Supv	2400		1	1	1	1
Utility Ops Supt	2400	1	1	1	1	1
Water Srvc Rep	2400	12	12	12	12	12
Program Total:		**15**	**15**	**15**	**15**	**15**
17220 Irrigation						
Crewleader (Water)	2400	1	1	1	1	1

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Utilities - 641						
17240 Central System Control						
HR Generalist	2400					1
HR Program Mgr	2400				1	
Sr HR Analyst	2400			1		
Sr Water Plant Oper	2400	1	1	1	1	1
Util Safety/Security Coor	2400	1	1			
Utility Ops Supt	2400			1	1	1
Water Control Room Oper	2400	5	5	5	5	5
Water Plant Operator II	2400		1			
Water Plant Ops Supv	2400	1	1	1	1	1
Water Treatment Supt	2400	1	1			
Program Total:		**9**	**10**	**9**	**9**	**9**
17250 Pyramid Peak Plant						
Sr Plant Instrument Tech	2400	1	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	7	6	7	7	7
Program Total:		**10**	**9**	**10**	**10**	**10**
17260 Cholla Treatment Plant						
Plant Instrument Tech II	2400	1	1	1		
Plant Maint Mechanic II	2400	1	1	1	1	1
Sr Plant Instrument Tech	2400				1	1
Sr Water Plant Oper	2400	1	1	2	2	2
Water Plant Operator II	2400	6	6	5	5	5
Program Total:		**9**	**9**	**9**	**9**	**9**
17270 Major Maintenance						
Water Plant Ops Supv	2400	1				
17280 Central System Maintenance						
Plant Instrument Tech I	2400	1				
Plant Instrument Tech II	2400	1	2	2	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	1	1
Program Total:		**5**	**6**	**6**	**6**	**6**
17290 Water Distribution						
Lead Water Srvc Rep	2400		1	1	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	17	16	16	16	16
Utility Sys Tech II	2400	9	9	9	9	9
Program Total:		**30**	**30**	**30**	**30**	**30**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
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	4	4	4	4	4
Utility Sys Tech I	2400	4	3	3	3	3
Utility Sys Tech II	2400	1	2	2	2	2
Program Total:		**11**	**11**	**11**	**11**	**11**
17310 Oasis Water Campus						
Building Maintenance Worker	2400		1	1	1	1
Custodian	2400		1	1	1	1
Plant Instrument Tech II	2400		1	1	1	1
Public Srvc Rep	2400		1	1	1	1
Sr Plant Instrument Tech	2400		1	1	1	1
Sr Plant Maint Mechanic	2400		1	1	1	1
Sr Water Plant Oper	2400	1	1	1	1	1
Srvc Worker II (Water)	2400		1	1	1	1
Water Plant Operator II	2400		6	5	5	5
Water Plant Ops Supv	2400	1	1	2	2	2
Program Total:		**2**	**15**	**15**	**15**	**15**
17610 Pretreatment Program						
Pretreatment Insp	2420	2	2	2	2	2
Pretreatment Officer	2420	1	1	1	1	
Pretreatment Program Mgr	2420					1
Sr Pretreatment Insp	2420	3	3	3	3	3
Program Total:		**6**	**6**	**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	2	1	1	1
Utilities Supv	2420	1	1	1	1	1
Utility Ops Supt	2420			1	1	1
Utility Sys Tech I	2420	9	9	10	9	9
Utility Sys Tech II	2420	5	5	5	6	6
Program Total:		**19**	**20**	**19**	**19**	**19**
Utilities Total:		**165**	**186**	**187**	**187**	**187**
Grand Total		**2,031.51**	**2,100.51**	**2,204.51**	**2,182.51**	**1,971.01**

Schedule Seven - SUMMARY

Long Term Debt Service

Bond Description	Date of Issue	FY 2010-11 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,330,000	2,117,881	5,000	3,452,881
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	305,000	5,280,722	5,000	5,590,722
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	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 - H/Conv/Media (Tax Exempt)	6/1/2008	95,000	1,465,106	5,000	1,565,106
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	210,000	3,087,508	5,000	3,302,508
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,785,000	348,527	5,000	2,138,527
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**6,540,000**	**14,737,281**	**30,000**	**21,307,281**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2002	6/1/2002	1,600,000	1,162,750	5,000	2,767,750
General Obligation Bonds - Series 2003 (1 of 2)	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	6/1/2006	1,720,000	1,040,331	5,000	2,765,331
General Obligation Bonds - Series 2006B	6/1/2006	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
General Obligation Bonds - Series 2009B	12/22/2009	1,270,000	1,929,428		3,199,428
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**16,290,000**	**9,538,984**	**335,000**	**26,163,984**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	890,000	361,150	2,000	1,253,150
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	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
Subordinate Lien W&S Rev 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 2010	3/17/2010	248,928	199,393	-	448,321
WIFA 2001	1/1/2001	824,854	183,449	50,000	1,058,303
Sub-Total Water & Sewer Revenue Funded Debt		**12,098,782**	**13,140,798**	**67,000**	**25,306,580**
Street/HURF Revenue Funded Debt (Fund 1920)					
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**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	-	-	-
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	-	-	-
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	-	-	-	-
Sub-Total Street Revenue Funded Debt		-	-	-	-
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
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**
Total Debt Service Payments (All Funds)		**41,598,782**	**42,765,332**	**442,000**	**84,806,114**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven - SUMMARY

Long Term Debt Service

Bond Description	Date of Issue	FY 2011-12 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,390,000	2,077,981	5,000	3,472,981
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	390,000	5,268,735	5,000	5,663,735
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	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 - H/Conv/Media (Tax Exempt)	6/1/2008	-	1,462,256	5,000	1,467,256
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	470,000	3,076,071	5,000	3,551,071
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,730,000	270,416	5,000	2,005,416
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**6,960,000**	**14,452,246**	**30,000**	**21,442,246**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2002	6/1/2002	1,660,000	1,098,750	5,000	2,763,750
General Obligation Bonds - Series 2003 (1 of 2)	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	6/1/2006	1,785,000	971,531	5,000	2,761,531
General Obligation Bonds - Series 2006B	6/1/2006	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
General Obligation Bonds - Series 2009B	12/22/2009	1,280,000	1,910,378	-	3,190,378
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**16,920,000**	**8,901,753**	**335,000**	**26,156,753**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	925,000	325,550	2,000	1,252,550
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	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
Subordinate Lien W&S Rev 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 2010	3/17/2010	256,757	191,564	-	448,321
WIFA 2001	1/1/2001	856,067	164,609	50,000	1,070,676
Sub-Total Water & Sewer Revenue Funded Debt		**12,582,823**	**12,666,780**	**67,000**	**25,316,603**
Street/HURF Revenue Funded Debt (Fund 1920)					
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**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	8,913,913	5,000	8,918,913
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	3,077,875	5,000	3,082,875
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	-	1,018,875	5,000	1,023,875
Sub-Total Street Revenue Funded Debt		**-**	**13,010,663**	**15,000**	**13,025,663**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
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**
Total Debt Service Payments (All Funds)		**43,392,823**	**54,124,660**	**457,000**	**97,974,484**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven - SUMMARY

Long Term Debt Service

Bond Description	Date of Issue	FY 2012-13 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,375,000	2,034,544	5,000	3,414,544
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	480,000	5,252,745	5,000	5,737,745
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	1,765,000	181,500	5,000	1,951,500
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	1,380,000	1,365,775	-	2,745,775
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	-	1,462,256	5,000	1,467,256
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	740,000	3,050,475	5,000	3,795,475
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,570,000	190,905	5,000	1,765,905
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**7,310,000**	**14,138,712**	**30,000**	**21,478,712**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2002	6/1/2002	1,730,000	1,032,350	5,000	2,767,350
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	3,530,000	1,050,200	5,000	4,585,200
General Obligation Bonds - Series 2004	6/1/2004	2,440,000	876,494	5,000	3,321,494
General Obligation Bonds - Series 2005	6/1/2005	1,295,000	158,100	5,000	1,458,100
General Obligation Bonds - Series 2006A	6/1/2006	1,850,000	882,281	5,000	2,737,281
General Obligation Bonds - Series 2006B	6/1/2006	1,810,000	286,250	5,000	2,101,250
General Obligation Bonds - Series 2007	6/26/2007	3,660,000	2,040,988	5,000	5,705,988
General Obligation Bonds - Series 2009B	12/22/2009	1,295,000	1,881,578	-	3,176,578
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**17,610,000**	**8,208,240**	**335,000**	**26,153,240**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	970,000	288,550	2,000	1,260,550
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	2,830,000	3,734,000	5,000	6,569,000
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	3,745,000	3,434,231	5,000	7,184,231
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	1,840,000	1,884,750	5,000	3,729,750
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,540,000	2,518,113	-	5,058,113
WIFA 2010	3/17/2010	264,832	183,489	-	448,321
WIFA 2001	1/1/2001	888,460	145,057	50,000	1,083,517
Sub-Total Water & Sewer Revenue Funded Debt		**13,078,292**	**12,188,190**	**67,000**	**25,333,482**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	2,525,000	202,644	5,000	2,732,644
HURF Revenue Bonds - Series 2006	4/11/2006	1,670,000	301,225	5,000	1,976,225
Sub-Total Street Revenue Funded Debt		**4,195,000**	**503,869**	**10,000**	**4,708,869**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	8,913,913	5,000	8,918,913
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	3,077,875	5,000	3,082,875
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	-	1,018,875	5,000	1,023,875
Sub-Total Street Revenue Funded Debt		**-**	**13,010,663**	**15,000**	**13,025,663**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	3,005,000	4,321,281	-	7,326,281
Sub-Total Trans S/Tax Bond Debt Service		**3,005,000**	**4,321,281**	**-**	**7,326,281**
Total Debt Service Payments (All Funds)		**45,198,292**	**52,370,954**	**457,000**	**98,026,246**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven - SUMMARY

Long Term Debt Service

Bond Description	Date of Issue	FY 2013-14 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,395,000	1,991,575	5,000	3,391,575
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	575,000	5,232,441	5,000	5,812,441
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	1,865,000	93,250	5,000	1,963,250
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	1,450,000	1,296,775	-	2,746,775
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	-	1,462,256	5,000	1,467,256
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	1,030,000	3,010,174	5,000	4,045,174
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,350,000	115,922	5,000	1,470,922
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**7,665,000**	**13,802,906**	**30,000**	**21,497,906**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2002	6/1/2002	1,800,000	960,988	5,000	2,765,988
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	3,705,000	873,700	5,000	4,583,700
General Obligation Bonds - Series 2004	6/1/2004	2,550,000	778,894	5,000	3,333,894
General Obligation Bonds - Series 2005	6/1/2005	1,345,000	107,919	5,000	1,457,919
General Obligation Bonds - Series 2006A	6/1/2006	1,925,000	808,281	5,000	2,738,281
General Obligation Bonds - Series 2006B	6/1/2006	1,905,000	195,750	5,000	2,105,750
General Obligation Bonds - Series 2007	6/26/2007	3,805,000	1,885,438	5,000	5,695,438
General Obligation Bonds - Series 2009B	12/22/2009	1,315,000	1,849,203	-	3,164,203
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**18,350,000**	**7,460,171**	**335,000**	**26,145,171**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,020,000	240,050	2,000	1,262,050
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	2,975,000	3,592,500	5,000	6,572,500
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	3,925,000	3,237,619	5,000	7,167,619
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	1,930,000	1,806,550	5,000	3,741,550
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,630,000	2,429,213	-	5,059,213
WIFA 2010	3/17/2010	273,161	175,160	-	448,321
WIFA 2001	1/1/2001	922,080	124,764	50,000	1,096,844
Sub-Total Water & Sewer Revenue Funded Debt		**13,675,240**	**11,605,856**	**67,000**	**25,348,096**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	2,620,000	104,800	5,000	2,729,800
HURF Revenue Bonds - Series 2006	4/11/2006	1,735,000	226,075	5,000	1,966,075
Sub-Total Street Revenue Funded Debt		**4,355,000**	**330,875**	**10,000**	**4,695,875**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	8,913,913	5,000	8,918,913
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	3,077,875	5,000	3,082,875
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	2,940,000	1,018,875	5,000	3,963,875
Sub-Total Street Revenue Funded Debt		**2,940,000**	**13,010,663**	**15,000**	**15,965,663**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	3,125,000	4,201,081	-	7,326,081
Sub-Total Trans S/Tax Bond Debt Service		**3,125,000**	**4,201,081**	**-**	**7,326,081**
Total Debt Service Payments (All Funds)		**50,110,240**	**50,411,552**	**457,000**	**100,978,792**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven - SUMMARY

Long Term Debt Service

		FY 2015 - Beyond			
Bond Description	**Date of Issue**	**Principal**	**Interest**	**Other Fees**	**Total**
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	40,240,000	20,842,313	5,000	61,087,313
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	94,620,000	63,223,134	5,000	157,848,134
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	24,225,000	8,730,300	5,000	32,960,300
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	32,220,000	16,057,306	5,000	48,282,306
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	48,835,000	36,788,726	5,000	85,628,726
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,000,000	50,190	5,000	1,055,190
AMFP Series 14 - Arena	6/28/2002	5,055,000	4,560,919	-	9,615,919
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	6,644,625	-	13,894,625
Sub-Total Excise Tax Funded Debt		**253,445,000**	**156,897,513**	**30,000**	**410,372,513**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2002	6/1/2002	17,935,000	4,178,400	5,000	22,118,400
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	16,370,000	1,566,050	5,000	17,941,050
General Obligation Bonds - Series 2004	6/1/2004	14,615,000	2,112,506	5,000	16,732,506
General Obligation Bonds - Series 2005	6/1/2005	1,395,000	55,800	5,000	1,455,800
General Obligation Bonds - Series 2006A	6/1/2006	15,985,000	3,004,194	5,000	18,994,194
General Obligation Bonds - Series 2006B	6/1/2006	2,010,000	100,500	5,000	2,115,500
General Obligation Bonds - Series 2007	6/26/2007	37,155,000	8,287,550	5,000	45,447,550
General Obligation Bonds - Series 2009B	12/22/2009	36,490,000	17,960,230	-	54,450,230
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**141,955,000**	**37,265,230**	**335,000**	**179,555,230**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	4,495,000	429,950	2,000	4,926,950
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	68,875,000	29,825,250	5,000	98,705,250
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	65,285,000	20,750,600	5,000	86,040,600
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	35,305,000	13,218,525	5,000	48,528,525
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	50,930,000	19,907,213	-	70,837,213
WIFA 2010	3/17/2010	5,296,323	1,428,490	-	6,724,813
WIFA 2001	1/1/2001	4,540,459	291,520	50,000	4,881,979
Sub-Total Water & Sewer Revenue Funded Debt		**234,726,782**	**85,851,547**	**67,000**	**320,645,330**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	-	-
HURF Revenue Bonds - Series 2006	4/11/2006	3,700,000	223,800	5,000	3,928,800
Sub-Total Street Revenue Funded Debt		**3,700,000**	**223,800**	**5,000**	**3,928,800**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	137,495,000	154,498,500	5,000	291,998,500
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	48,670,000	53,919,138	5,000	102,594,138
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	10,645,000	1,255,875	5,000	11,905,875
Sub-Total Street Revenue Funded Debt		**196,810,000**	**209,673,513**	**15,000**	**406,498,513**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	88,015,000	43,886,525	-	131,901,525
Sub-Total Trans S/Tax Bond Debt Service		**88,015,000**	**43,886,525**	**-**	**131,901,525**
Total Debt Service Payments (All Funds)		**918,651,782**	**533,798,128**	**452,000**	**1,452,901,910**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven - SUMMARY

Long Term Debt Service

		Grand Totals			
Bond Description	**Date of Issue**	**Principal**	**Interest**	**Other Fees**	**Total**
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	45,730,000	29,064,294	25,000	74,819,294
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	96,370,000	84,257,777	25,000	180,652,777
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	6,860,000	882,500	20,000	7,762,500
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	29,620,000	14,318,400	5,000	43,943,400
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	32,315,000	21,909,181	25,000	54,249,181
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	51,285,000	49,012,954	25,000	100,322,954
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	7,435,000	975,959	25,000	8,435,959
AMFP Series 14 - Arena	6/28/2002	5,055,000	5,599,969	-	10,654,969
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	8,007,625	-	15,257,625
Sub-Total Excise Tax Funded Debt		**281,920,000**	**214,028,658**	**150,000**	**496,098,658**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2002	6/1/2002	24,725,000	8,433,238	25,000	33,183,238
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	30,210,000	5,988,950	25,000	36,223,950
General Obligation Bonds - Series 2004	6/1/2004	24,190,000	5,795,488	25,000	30,010,488
General Obligation Bonds - Series 2005	6/1/2005	6,495,000	772,506	25,000	7,292,506
General Obligation Bonds - Series 2006A	6/1/2006	23,265,000	6,706,619	25,000	29,996,619
General Obligation Bonds - Series 2006B	6/1/2006	9,065,000	1,407,750	25,000	10,497,750
General Obligation Bonds - Series 2007	6/26/2007	51,525,000	16,739,013	25,000	68,289,013
General Obligation Bonds - Series 2009B	12/22/2009	41,650,000	25,530,815	-	67,180,815
General Obligation Bond Arbitrage (1)		-	-	1,500,000	1,500,000
Sub-Total Property Tax Funded Debt		**211,125,000**	**71,374,378**	**1,675,000**	**284,174,378**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	8,300,000	1,645,250	10,000	9,955,250
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	80,000,000	44,967,500	25,000	124,992,500
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	80,000,000	34,716,313	25,000	114,741,313
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	42,550,000	20,902,450	25,000	63,477,450
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	60,940,000	30,134,163	-	91,074,163
WIFA 2010	3/17/2010	6,340,000	2,178,097	-	8,518,097
WIFA 2001	1/1/2001	8,031,920	909,399	250,000	9,191,320
Sub-Total Water & Sewer Revenue Funded Debt		**286,161,920**	**135,453,171**	**335,000**	**421,950,092**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	9,930,000	971,519	20,000	10,921,519
HURF Revenue Bonds - Series 2006	4/11/2006	10,250,000	1,543,550	25,000	11,818,550
Sub-Total Street Revenue Funded Debt		**20,180,000**	**2,515,069**	**45,000**	**22,740,069**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	137,495,000	181,240,238	20,000	318,755,238
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	48,670,000	63,152,763	20,000	111,842,763
3rd Lien Exercise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	13,585,000	4,312,500	20,000	17,917,500
Sub-Total Street Revenue Funded Debt		**199,750,000**	**248,705,500**	**60,000**	**448,515,500**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	99,815,000	61,393,850	-	161,208,850
Sub-Total Trans S/Tax Bond Debt Service		**99,815,000**	**61,393,850**	**-**	**161,208,850**
Total Debt Service Payments (All Funds)		**1,098,951,920**	**733,470,626**	**2,265,000**	**1,834,687,546**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven – DETAIL
Long-Term Debt Service

$49,940,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2003A – Arena Tax Exempt

Date: June 1, 2003, maturing in 2033.

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Interest: Semi-annual each January and July, commencing July 1, 2003.

Interest accrues at rates ranging from 2.500% to 5.000%

Purpose: The Series 2003A (taxable) bonds were issued to pay for the cost of constructing, equipping and furnishing the arena complex and related facilities, including parking and other public infrastructure.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	4,210,000	11,047,406	15,257,406
2011	**1,330,000**	**2,117,881**	**3,447,881**
2012	1,390,000	2,077,981	3,467,981
2013	1,375,000	2,034,544	3,409,544
2014	1,395,000	1,991,575	3,386,575
2015-2019	9,640,000	8,846,875	18,486,875
2020 -2024	10,395,000	6,213,938	16,608,938
2025-2029	8,735,000	4,289,750	13,024,750
2030-2033	11,470,000	1,491,750	12,961,750
Total	49,940,000	40,111,700	90,051,700

Schedule Seven – DETAIL
Long-Term Debt Service

$97,040,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2003B – Arena Taxable

Date: June 1, 2003, maturing in 2033.

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Interest: Semi-annual each January and July, commencing July 1, 2003.

Interest accrues at rates ranging from 2.380% to 5.580%

Purpose: The Series 2003B (tax-exempt) bonds were issued to pay for the cost of constructing, equipping and furnishing the arena complex and related facilities, including parking and other public infrastructure.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	670,000	26,482,200	27,152,200
2011	**305,000**	**5,280,722**	**5,585,722**
2012	390,000	5,268,735	5,658,735
2013	480,000	5,252,745	5,732,745
2014	575,000	5,232,441	5,807,441
2015-2019	9,940,000	25,313,181	35,253,181
2020-2024	22,280,000	21,450,069	43,730,069
2025-2029	36,830,000	13,385,304	50,215,304
2030-2033	25,570,000	3,074,580	28,644,580
Total	97,040,000	110,739,976	207,779,976

Schedule Seven – DETAIL
Long-Term Debt Service

$10,880,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2004A – Refund Imp Dist

Date: May 1, 2004, maturing in 2014.

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Interest: Semi-annual each January and July, commencing January 1, 2005.

Interest accrues at rates ranging from 2.000% to 5.000%

Purpose: The Series 2004A bonds were issued to pay for the refunding of the City of Glendale Special Improvement District No. 57 Bonds and the City of Glendale Special Improvement District No. 59 Bonds.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	4,020,000	1,976,850	5,996,850
2011	**1,565,000**	**343,000**	**1,908,000**
2012	1,665,000	264,750	1,929,750
2013	1,765,000	181,500	1,946,500
2014	1,865,000	93,250	1,958,250
Total	10,880,000	2,859,350	13,739,350

Schedule Seven – DETAIL
Long-Term Debt Service

$33,250,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2006A – GRPSTC/Zanjero

Date: June, 1, 2006, maturing in 2026.

Interest: Semi-annual each January and July, commencing January 1, 2007.

Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2006A bonds were issued to pay for a portion of the cost of developing, constructing and equipping a public safety training facility and constructing infrastructure improvement within the City of Glendale.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	3,630,000	4,397,757	8,027,757
2011	**1,250,000**	**1,494,025**	**2,744,025**
2012	1,315,000	1,431,525	2,746,525
2013	1,380,000	1,365,775	2,745,775
2014	1,450,000	1,296,775	2,746,775
2015-2019	8,410,000	5,321,375	13,731,375
2020-2024	10,730,000	2,998,375	13,728,375
2025-2026	5,085,000	410,550	5,495,550
Total	33,250,000	18,716,157	51,966,157

Schedule Seven – DETAIL
Long-Term Debt Service

$32,315,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2008A – H/Conv/Media (Tax-Exempt)

Date: June 1, 2008, maturing in 2032.

Interest: Semi-annual each January and July, commencing January 1, 2009.

Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2008A (tax-exempt) bonds were issued to refund and redeem the Corporation's outstanding Subordinate Excise Tax Revenue Bonds, Series 2006B. The Series 2006B bonds were used to design, acquire, construct and equip conference center and related media and parking garage facilities for the City (Conference Center Project).

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	-	2,197,659	2,197,659
2011	**95,000**	**1,465,106**	**1,560,106**
2012	-	1,462,256	1,462,256
2013	-	1,462,256	1,462,256
2014	-	1,462,256	1,462,256
2015-2019	5,990,000	6,939,880	12,929,880
2020-2024	8,635,000	5,417,952	14,052,952
2025-2029	10,880,000	3,135,630	14,015,630
2030-2032	6,715,000	563,852	7,278,852
Total	32,315,000	24,106,847	56,421,847

Schedule Seven – DETAIL
Long-Term Debt Service

$52,780,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2008B – H/Conv/Media (Taxable)

Date: June 1, 2008, maturing in 2033.

Interest: Semi-annual each January and July, commencing January 1, 2009.

Interest accrues at rates ranging from 5.446% to 6.157%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2008B (taxable) bonds were issued to refund and redeem the Corporation's outstanding Subordinate Excise Tax Revenue Bonds, Series 2006B. The Series 2006B bonds were used to design, acquire, construct and equip conference center and related media and parking garage facilities for the City (Conference Center Project).

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Year	1,495,000	4,675,510	6,170,510
2011	**210,000**	**3,087,508**	**3,297,508**
2012	470,000	3,076,071	3,546,071
2013	740,000	3,050,475	3,790,475
2014	1,030,000	3,010,174	4,040,174
2015-2019	7,495,000	13,995,980	21,490,980
2020-2024	9,935,000	11,542,722	21,477,722
2025-2029	13,400,000	8,114,568	21,514,568
2030-2033	18,005,000	3,135,457	21,140,457
Total	52,780,000	53,688,465	106,468,465

Schedule Seven – DETAIL
Long-Term Debt Service

$9,140,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2008C – H/Conv/Media (Taxable)

Date: June 1, 2008, maturing in 2015.

Interest: Semi-annual each January and July, commencing January 1, 2009.

Interest accrues at rates ranging from 3.958% to 5.019%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2008C (taxable) bonds were issued to refund and redeem the Corporation's outstanding Subordinate Excise Tax Revenue Bonds, Series 2006C. The Series 2006C bonds were used to design, acquire, construct and equip conference center and related media and parking garage facilities for the City (Conference Center Project).

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Year	1,705,000	416,011	2,121,011
2011	**1,785,000**	**348,527**	**2,133,527**
2012	1,730,000	270,416	2,000,416
2013	1,570,000	190,905	1,760,905
2014	1,350,000	115,922	1,465,922
2015	1,000,000	50,190	1,050,190
Total	9,140,000	1,391,971	10,531,971

Schedule Seven – DETAIL
Long-Term Debt Service

$5,055,000

City of Glendale, Arizona

Municipal Property Corporation

Refunding Certificate of Participation – AMFP Series 14 - Arena

Date: June 28, 2002, maturing in 2033.

Interest: Semi-annual each February and August, commencing February 1, 2003.

Interest accrues at rates ranging from 5.000% to 5.375%

Purpose: The refunding certificate of participations were issued to refund and retire prior years outstanding Refunding Certificate of Participations and to pay a portion of the costs of constructing, equipping, furnishing and otherwise providing for an approximately 17,500-seat multipurpose arena facility and related infrastructure.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	1,428,694	1,428,694
2011	**-**	**259,763**	**259,763**
2012	-	259,763	259,763
2013	-	259,763	259,763
2014	-	259,763	259,763
2015-2019	-	1,298,813	1,298,813
2020-2024	-	1,298,813	1,298,813
2025-2029	910,000	1,298,813	2,208,813
2030-2033	4,145,000	534,597	4,679,597
Total	5,055,000	6,898,779	11,953,779

Schedule Seven – DETAIL
Long-Term Debt Service

$7,250,000

City of Glendale, Arizona

Municipal Property Corporation

Refunding Certificate of Participation – AMFP Refunding Series 16 - Arena

Date: July 31, 2003, maturing in 2033.

Interest: Semi-annual each February and August, commencing February 1, 2004.

Interest accrues at rate of 4.7000%

Purpose: The refunding certificates of participations were issued to refund and retire prior years outstanding Refunding Certificate of Participations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	1,703,750	1,703,750
2011	**-**	**340,750**	**340,750**
2012	-	340,750	340,750
2013	-	340,750	340,750
2014	-	340,750	340,750
2015-2019	-	1,703,750	1,703,750
2020-2024	-	1,703,750	1,703,750
2025-2029	-	1,703,750	1,703,750
2030-2033	7,250,000	1,533,375	8,783,375
Total	7,250,000	9,711,375	16,961,375

Schedule Seven – DETAIL
Long-Term Debt Service

$40,235,000

City of Glendale, Arizona

General Obligation Bonds, Series 2002

Date: June 1, 2002, maturing in 2023.

Interest: Semiannual each January and July, commencing January 1, 2003.

Interest accrues at rates ranging from 2.500% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to refund 1996 bonds and to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to flood control, parks, streets/traffic/parking, water feature and multipurpose recreational facility.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	15,510,000	11,532,434	27,042,434
2011	**1,600,000**	**1,162,750**	**2,762,750**
2012	1,660,000	1,098,750	2,758,750
2013	1,730,000	1,032,350	2,762,350
2014	1,800,000	960,988	2,760,988
2015-2019	10,400,000	3,431,688	13,831,688
2020-2023	7,535,000	746,713	8,281,713
Total	40,235,000	19,965,672	60,200,672

Schedule Seven – DETAIL
Long-Term Debt Service

$66,400,000

City of Glendale, Arizona

General Obligation Bonds, Series 2003

Date: April 1, 2003, maturing in 2018.

Interest: Semi-annual each January and July, commencing July 1, 2003.

Interest accrues at rates ranging from 1.500% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to government facility, maintenance facilities, public safety, streets/parking, flood control, open space/trails, parks and recreation and water and sewer. $13,875,000 is related to water and sewer fund and is included in the debt service amount listed.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	27,890,000	15,831,585	43,721,585
2011	**4,135,000**	**1,675,550**	**5,810,550**
2012	4,285,000	1,510,150	5,795,150
2013	4,500,000	1,338,750	5,838,750
2014	4,725,000	1,113,750	5,838,750
2015-2018	20,865,000	1,996,000	22,861,000
Total	66,400,000	23,465,785	89,865,785

Schedule Seven – DETAIL
Long-Term Debt Service

$36,645,000

City of Glendale, Arizona

General Obligation Bonds, Series 2004

Date: June 1, 2004, maturing in 2019.

Interest: Semi-annual each January and July, commencing January 1, 2005.

Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to government facility, maintenance facilities, public safety, streets/parking, flood control, open space/trails, parks and recreation.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	12,455,000	7,870,206	20,325,206
2011	**2,235,000**	**1,057,100**	**3,292,100**
2012	2,350,000	970,494	3,320,494
2013	2,440,000	876,494	3,316,494
2014	2,550,000	778,894	3,328,894
2014-2019	14,615,000	2,112,506	16,727,506
Total	36,645,000	13,665,694	50,310,694

Schedule Seven – DETAIL
Long-Term Debt Service

$11,960,000

City of Glendale, Arizona

General Obligation Bonds, Series 2005

Date: June 1, 2005, maturing in 2015.

Interest: Semi-annual each January and July, commencing January 1, 2006.

Interest accrues at rates ranging from 3.500% to 4.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to cultural/historic projects, economic development and public safety.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	5,465,000	1,868,006	7,333,006
2011	**1,210,000**	**247,275**	**1,457,275**
2012	1,250,000	203,413	1,453,413
2013	1,295,000	158,100	1,453,100
2014	1,345,000	107,919	1,452,919
2015	1,395,000	55,799	1,450,799
Total	11,960,000	2,640,511	14,600,511

Schedule Seven – DETAIL
Long-Term Debt Service

$29,365,000

City of Glendale, Arizona

General Obligation Bonds, Series 2006A

Date: June 1, 2006, maturing in 2021.

Interest: Semi-annual each January and July, commencing January 1, 2007.

Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to streets/parking, parks, public safety and flood control.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	6,100,000	5,004,612	11,104,612
2011	**1,720,000**	**1,040,331**	**2,760,331**
2012	1,785,000	971,531	2,756,531
2013	1,850,000	882,281	2,732,281
2014	1,925,000	808,281	2,733,281
2015-2019	10,880,000	2,650,256	13,530,256
2020-2021	5,105,000	353,939	5,458,939
Total	29,365,000	11,711,232	41,076,232

Schedule Seven – DETAIL
Long-Term Debt Service

$9,065,000

City of Glendale, Arizona

General Obligation Bonds, Series 2006B

Date: June 1, 2006, maturing in 2015.

Interest: Semi-annual each January and July, commencing January 1, 2007.

Interest accrues at rate of 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to advance refund the 2011-2015 maturities of the City of Glendale General Obligation Bonds Series June 2000.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	1,887,283	1,887,283
2011	**1,625,000**	**453,250**	**2,078,250**
2012	1,715,000	372,000	2,087,000
2013	1,810,000	286,250	2,096,250
2014	1,905,000	195,747	2,100,747
2015	2,010,000	100,500	2,110,500
Total	9,065,000	3,295,030	12,360,030

Schedule Seven – DETAIL
Long-Term Debt Service

$61,000,000

City of Glendale, Arizona

General Obligation Bonds, Series 2007

Date: June 26, 2007, maturing in 2022.

Interest: Semi-annual each January and July, commencing January 1, 2008.

Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to streets/parking, public safety, flood control and government facilities.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	9,475,000	7,685,039	17,160,039
2011	**3,385,000**	**2,334,450**	**5,719,450**
2012	3,520,000	2,190,588	5,710,588
2013	3,660,000	2,040,988	5,700,988
2014	3,805,000	1,885,438	5,690,438
2015-2019	21,565,000	6,809,775	28,374,775
2020-2022	15,590,000	1,477,775	17,067,775
Total	61,000,000	24,424,052	85,424,052

Schedule Seven – DETAIL
Long-Term Debt Service

$41,650,000

City of Glendale, Arizona

General Obligation Bonds, Series 2009B
(Taxable Direct-Pay Build America Bond)

Date: Dec 8, 2009, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2010.

Interest accrues at rates ranging from 1.500% to 5.625%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to economic development, government facilities, public safety, flood control, and parks & recreation.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	1,012,949	1,012,949
2011	**1,270,000**	**1,929,428**	**3,199,428**
2012	1,280,000	1,910,378	3,190,378
2013	1,295,000	1,881,578	3,176,578
2014	1,315,000	1,849,202	3,164,202
2015-2019	9,130,000	8,423,570	17,553,570
2020-2024	11,145,000	6,217,670	17,362,670
2025-2029	13,250,000	3,148,506	16,398,506
2030	2,965,000	170,488	3,135,488
Total	41,650,000	26,543,769	68,193,769

Schedule Seven – DETAIL
Long-Term Debt Service

$80,000,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2003

Date: December 1, 2003, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2004.

Interest accrues at rate of 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the expansion of the existing West Area Water Reclamation Facility, payments for the City's share of upgrades to and expansion of the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, a water resource master plan and water treatment plant design, design and construction of facilities at the Cholla Water Treatment Plant to meet solids handling regulations and land purchase for a water plant.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	19,863,750	19,863,750
2011	**2,595,000**	**3,972,750**	**6,567,750**
2012	2,725,000	3,843,000	6,568,000
2013	2,830,000	3,734,000	6,564,000
2014	2,975,000	3,592,500	6,567,500
2015-2019	17,255,000	15,577,500	32,832,500
2020-2024	24,335,000	10,753,750	35,088,750
2025-2028	27,285,000	3,494,000	30,779,000
Total	80,000,000	64,831,250	144,831,250

Schedule Seven – DETAIL
Long-Term Debt Service

$80,000,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2006

Date: February 7, 2006, maturing in 2026.

Interest: Semi-annual each January and July, commencing July 1, 2006.

Interest accrues at rates ranging from 4.000% to 5.250%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of facilities at the Cholla Water Treatment Plant to meet solids handling regulations and construction of a water treatment plant.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	16,133,769	16,133,769
2011	**3,455,000**	**3,716,031**	**7,171,031**
2012	3,590,000	3,577,831	7,167,831
2013	3,745,000	3,434,231	7,179,231
2014	3,925,000	3,237,619	7,162,619
2015-2019	22,905,000	12,938,131	35,843,131
2020-2024	28,950,000	6,899,194	35,849,194
2025-2026	13,430,000	913,275	14,343,275
Total	80,000,000	50,850,081	130,850,081

Schedule Seven – DETAIL
Long-Term Debt Service

$44,500,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2007

Date: June 15, 2007, maturing in 2027.

Interest: Semi-annual each January and July, commencing January 1, 2008.

Interest accrues at rates ranging from 4.250% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of upgrades at the Cholla Water Treatment Plant to meet federal regulations, construction of water treatment plants and associated transmission lines and design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	1,950,000	6,289,116	8,239,116
2011	**1,700,000**	**2,032,438**	3,732,438
2012	1,775,000	1,960,188	3,735,188
2013	1,840,000	1,884,750	3,724,750
2014	1,930,000	1,806,550	3,736,550
2015-2019	11,095,000	7,568,615	18,663,615
2020-2024	14,010,000	4,653,313	18,663,313
2025-2027	10,200,000	996,588	11,196,588
Total	44,500,000	27,191,557	71,691,557

Schedule Seven – DETAIL
Long-Term Debt Service

$65,500,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2008

Date: February 1, 2008, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2008.

Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of upgrades at the Cholla Water Treatment Plant to meet federal regulations, construction of water treatment plants and associated transmission lines and design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	4,560,000	5,557,426	10,117,426
2011	**2,385,000**	**2,675,588**	**5,060,588**
2012	2,455,000	2,604,038	5,059,038
2013	2,540,000	2,518,113	5,058,113
2014	2,630,000	2,429,213	5,059,213
2015-2019	14,780,000	10,516,538	25,296,538
2020-2024	18,210,000	7,093,175	25,303,175
2025-2028	17,940,000	2,297,500	20,237,500
Total	65,500,000	35,691,588	101,191,588

Schedule Seven – DETAIL
Long-Term Debt Service

$14,543,766

City of Glendale, Arizona

Water and Sewer Revenue Bonds Series 2001 (WIFA Loan)

(Water Infrastructure Funding Authority)

Date: Closing date January 2001. Maturing in 2019

Interest: Semi-annual each January and July, commencing January 1, 2005.

Interest accrues at rate of 3.784%

Purpose: The proceeds from this obligation were used to pay for Cholla Water Treatment Plant expansion.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	3,816,044	2,956,648	6,772,693
2011	**824,854**	**183,449**	**1,008,303**
2012	856,067	164,609	1,020,676
2013	888,460	145,057	1,033,517
2014	922,080	124,764	1,046,844
2015-2019	4,540,459	291,520	4,831,979
2019-2022	-	-	-
Total	11,847,965	3,866,048	15,714,012

Schedule Seven – DETAIL
Long-Term Debt Service

City of Glendale, Arizona

Water and Sewer Revenue Bonds Series 2010 (WIFA Loan)
(Water Infrastructure Funding Authority)

Date: Closing date March 19, 2010. Maturing in 2029

Interest: Semi-annual each January and July, commencing July 1, 2010.

Interest accrues at rate of 3.145%

Purpose: The proceeds will be used for planning and design of the 2nd phase of ground water treatment at the Oasis facility.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	56,495	56,495
2011	**248,928**	**199,394**	**448,322**
2012	256,757	191,564	448,321
2013	264,832	183,490	448,322
2014	273,161	175,160	448,321
2015-2019	1,500,200	741,406	2,241,606
2020-2024	1,751,419	490,188	2,241,607
2025-2029	2,044,703	196,898	2,241,601
Total	6,340,000	2,234,595	8,574,595

Schedule Seven – DETAIL
Long-Term Debt Service

$14,655,000

City of Glendale, Arizona

Street and Highway User Revenue and Refunding Bonds, Series 2004

Date: June 1, 2004, maturing in 2014.

Interest: Semi-annual each January and July, commencing January 1, 2005.

Interest accrues at rates ranging from 2.500% to 4.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The bonds were used to finance the improvement, construction, reconstruction, acquisition of right-of-way or maintenance of streets and highways of the City including certain traffic control devices and to refund portions of the City's outstanding highway revenue bonds.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	4,725,000	2,637,946	7,362,946
2011	**2,350,000**	**373,163**	**2,723,163**
2012	2,435,000	290,913	2,725,913
2013	2,525,000	202,644	2,727,644
2014	2,620,000	104,800	2,724,800
Total	14,655,000	3,609,464	18,264,464

Schedule Seven – DETAIL
Long-Term Debt Service

$15,745,000

City of Glendale, Arizona

Street and Highway User Revenue Bonds, Series 2006

Date: April 11, 2006, maturing in 2016.

Interest: Semi-annual each January and July, commencing January 1, 2007.

Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The bonds were issued to finance the improvement, construction, acquisition of right-of-way or maintenance of streets and highways of the City including a bridge and noise walls.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	5,495,000	2,424,694	7,919,694
2011	**1,540,000**	**427,025**	**1,967,025**
2012	1,605,000	365,425	1,970,425
2013	1,670,000	301,225	1,971,225
2014	1,735,000	226,075	1,961,075
2015-2016	3,700,000	223,800	3,923,800
Total	15,745,000	3,968,244	19,713,244

Schedule Seven – DETAIL
Long-Term Debt Service

$137,495,000

City of Glendale, Arizona

Western Loop 101
Public Facilities Corp, Series 2008A

Date: October 1, 2008, maturing in 2038.

Interest: Semi-annual each January and July, commencing July 1, 2009.

Interest accrues at rates ranging from 6.000% to 7.000%

Rating: Moody's "A2"
Standard and Poor's "AA"

Purpose: Most of the proceeds were deposited to the acquisition and construction project related to the design and construction of a new Major League Baseball spring training stadium and related facilities. The remaining proceeds were used toward capitalized interest on 2008 bond issuance and issuance costs.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	-	-
2011	**-**	**-**	**-**
2012	-	8,913,913	8,913,913
2013	-	8,913,913	8,913,913
2014	-	8,913,913	8,913,913
2015-2019	7,240,000	44,166,652	51,406,652
2020-2024	14,500,000	40,710,465	55,210,465
2025-2029	23,365,000	35,480,615	58,845,615
2030-2034	37,015,000	25,227,015	62,242,015
2035-2038	55,375,000	8,913,751	64,288,751
Total	137,495,000	181,240,237	318,735,237

Schedule Seven – DETAIL
Long-Term Debt Service

$48,670,000

City of Glendale, Arizona

Western Loop 101
Public Facilities Corp, Series 2008B

Date: October 1, 2008, maturing in 2038.

Interest: Semi-annual each January and July, commencing July 1, 2009.

Interest accrues at rates ranging from 5.000% to 7.000%

Rating: Moody's "A2"
Standard and Poor's "AA"

Purpose: Most of the proceeds were deposited to the acquisition and construction project related to the design and construction of a new Major League Baseball spring training stadium and related facilities. The remaining proceeds were used toward capitalized interest on 2008 bond issuance and issuance costs.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	-	-
2011	**-**	**-**	**-**
2012	-	3,077,875	3,077,875
2013	-	3,077,875	3,077,875
2014	-	3,077,875	3,077,875
2015-2019	2,555,000	15,267,538	17,822,538
2020-2024	5,130,000	14,137,240	19,267,240
2025-2029	8,265,000	12,423,764	20,688,764
2030-2034	13,110,000	8,933,725	22,043,725
2035-2038	19,610,000	3,156,871	22,766,871
Total	48,670,000	63,152,763	111,822,763

Schedule Seven – DETAIL
Long-Term Debt Service

$13,585,000

City of Glendale, Arizona

Western Loop 101
Public Facilities Corp, Series 2008C

Date: October 1, 2008, maturing in 2017.

Interest: Semi-annual each January and July, commencing July 1, 2009.

Interest accrues at rates of 7.500%

Rating: Moody's "A2"
Standard and Poor's "AA"

Purpose: Most of the proceeds were deposited into a revenue stabilization fund to be used toward interest payments of Series A and B. The remainder was used toward the design and construction of a new Major League Baseball spring training stadium and related facilities, and for capitalized interest on 2008 bond issuance costs.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	-	-
2011	**-**	**-**	**-**
2012	-	1,018,875	1,018,875
2013	-	1,018,875	1,018,875
2014	2,940,000	1,018,875	3,958,875
2015-2019	10,645,000	1,255,875	11,900,875
Total	13,585,000	4,312,500	17,897,500

Schedule Seven – DETAIL
Long-Term Debt Service

$109,110,000

City of Glendale, Arizona

Transportation Excise Tax Revenue Obligations, Series 2007

Date: October 16, 2007, maturing in 2032.

Rating: Moody's: "Aaa"
Standard and Poor's : "AAA"

Interest: Semiannual each January and July, commencing July 1, 2008.

Interest accrues at rates ranging from 4.000% to 5.000%

Purpose: The proceeds were used to construct transportation projects including design, construction and right-of-way acquisitions. Most of the funding was used to construct street projects such as roadway widening and intersections improvements. Funding was also used to construct transit stops, bicycle connections, park and ride lots and airport projects.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	9,295,000	12,692,216	21,987,216
2011	**2,780,000**	**4,548,081**	**7,328,081**
2012	2,890,000	4,436,882	7,326,882
2013	3,005,000	4,321,281	7,326,281
2014	3,125,000	4,201,082	7,326,082
2015-2019	17,825,000	18,811,910	36,636,910
2020-2024	22,110,000	14,530,348	36,640,348
2025-2029	27,940,000	8,705,130	36,645,130
2030-2032	20,140,000	1,839,150	21,979,150
Total	109,110,000	74,086,080	183,196,080

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account	2010-11	2011-12	2012-13	2013-14	2014-15	Beyond 15
Northern Crossing *						
1000-11380-560400	1,055,555	1,611,111	1,611,111	-	-	-
1000-11380-560600	318,750	205,417	68,472	-	-	-
Total	1,374,305	1,816,528	1,679,583	-	-	-
Remodeling Office Space - '00 LaSalle Lease						
1000-11380-560400	113,619	-	-	-	-	-
1000-11380-560600	2,374	-	-	-	-	-
Total	115,993	-	-	-	-	-
Sound Walls-'00 LaSalle Lease						
1000-11380-560400	126,613	-	-	-	-	-
1000-11380-560600	2,646	-	-	-	-	-
Total	129,259	-	-	-	-	-
Fire Trucks & Equipment -'03 BofA Lease						
1000-11380-560400	29,452	-	-	-	-	-
1000-11380-560600	384	-	-	-	-	-
Total	29,836	-	-	-	-	-
Fire Trucks & Equipment - '07 Lease						
1000-11380-560400	63,872	66,303	68,826	71,445	48,286	50,123
1000-11380-560600	13,309	10,879	8,356	5,736	3,259	1,422
Total	77,181	77,181	77,181	77,181	51,545	51,545
Hickman - '03 BofA Lease *						
1000-11380-560400	2,000,000	4,800,000	-	-	-	-
1000-11380-560600	510,000	360,000	-	-	-	-
Total	2,510,000	5,160,000	-	-	-	-
Interfund borrowing - Landfill Fund						
1000-11380-560400	-	-	2,029,375	2,070,337	2,112,125	-
1000-11380-560600	-	-	105,701	64,737	22,951	-
Total	-	-	2,135,076	2,135,074	2,135,076	-
Parks & Rec Copier - De Lage Landen Public Finance LLC						
1000-14700-560400	5,010	5,727	6,546	1,778	-	-
1000-14700-560600	2,262	1,545	726	40	-	-
Total	7,272	7,272	7,272	1,818	-	-
1000 - General Fund Total:	**4,243,846**	**7,060,981**	**3,899,112**	**2,214,073**	**2,186,621**	**51,545**
Library Copier - '09 Kansas State Bank						
1260-15410-560400	4,744	5,158	5,607	-	-	-
1260-15410-560600	1,351	938	488	-	-	-
Total	6,095	6,095	6,095	-	-	-

* Variable Rate Lease

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account	2010-11	2011-12	2012-13	2013-14	2014-15	Beyond 15
1260 - Library Fund Total:	**6,095**	**6,095**	**6,095**	**-**	**-**	**-**
One (1) Roll-off Truck - '06 Banc of America Lease						
2480-17810-560400	26,152	-	-	-	-	-
2480-17810-560600	730	-	-	-	-	-
Total	26,882	-	-	-	-	-
Sideloader Refuse Truck -'06 Banc of America Lease						
2480-17820-560400	43,915	-	-	-	-	-
2480-17820-560600	1,226	-	-	-	-	-
Total	45,141	-	-	-	-	-
Frontload Truck - '07 Lease						
2480-17820-560400	44,454	46,146		-	-	
2480-17820-560600	3,001	1,309		-	-	-
Total	47,455	47,455	-	-	-	-
Three (3) Frontloaders - '09 Lease (Interfund Borrowing)						
2480-17820-560400	145,424	148,156	150,939	153,775		
2480-17820-560600	10,511	7,779	4,996	2,160		-
Total	155,935	155,935	155,935	155,935	-	-
Three (3) Sideloader Refuse Trucks -'06 Banc of America Lease						
2480-17830-560400	127,591	-	-	-	-	-
2480-17830-560600	3,561	-	-	-	-	-
Total	131,152	-	-	-	-	-
Two (2) Sideloader Refuse Trucks - '07 Lease						
2480-17830-560400	84,762	87,988	-	-	-	-
2480-17830-560600	5,721	2,496	-	-	-	-
Total	90,483	90,484	-	-	-	-
Sideloader -'09 Lease (Interfund Borrowing)						
2480-17830-560400	41,824	42,610	43,410	44,226	-	-
2480-17830-560600	3,023	2,237	1,437	621	-	-
Total	44,847	44,847	44,847	44,847	-	-
Two (2) Rearloader Refuse Trucks - '06 Banc of America Lease						
2480-17840-560400	72,269	-	-	-	-	-
2480-17840-560600	2,017	-	-	-	-	-
Total	74,286	-	-	-	-	-
Two (2) Case 570 Mxt Tractor/Loader - '06 Banc of America Lease						
2480-17840-560400	25,441	-	-	-	-	-
2480-17840-560600	710	-	-	-	-	-
Total	26,151	-	-	-	-	-

* Variable Rate Lease

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account	2010-11	2011-12	2012-13	2013-14	2014-15	Beyond 15
Tractor - '07 Lease						
2480-17840-560400	16,090	16,702	-	-	-	-
2480-17840-560600	1,086	474	-	-	-	-
Total	17,176	17,176	-	-	-	-
Rearloader - '09 Lease (Interfund Borrowing)						
2480-17840-560400	45,785	46,646	47,522	48,415	-	-
2480-17840-560600	3,310	2,449	1,573	680	-	-
Total	49,095	49,095	49,095	49,095	-	-
Environmental Sweeper - '00 LaSalle Lease						
2480-17840-560400	19,256	-	-	-	-	-
2480-17840-560600	402	-	-	-	-	-
Total	19,658	-	-	-	-	-
2480 - Sanitation Fund Total:	**728,261**	**404,992**	**249,877**	**249,877**	**-**	**-**
Grand Total:	**4,978,202**	**7,472,069**	**4,155,085**	**2,463,950**	**2,186,621**	**51,545**

* 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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1000 - General						
	Marketing and Comm.					
	Audio/Visual		$64		$38,813	
	PD - Emergency Management	$3,529	$1,590		$4,797	$27,716
	Mayor					
	Office of the Mayor	$1,791	$68		$1,653	$3,076
	Council Office					
	Cactus District					$1,449
	Cholla District					$1,449
	Council Office	$5,712	$2,218		$6,928	$3,258
	Ocotillo District					$1,811
	Sahuaro District					$1,449
	Yucca District					$906
	City Clerk					
	City Clerk	$1,863	$653		$3,758	$3,427
	Elections	$252				
	Records Management	$870	$34		$3,432	
	City Manager					
	City Manager	$5,484	$291		$4,119	$5,068
	City Auditor					
	City Auditor	$1,911	$43		$2,185	$895
	Intergovt. Programs					
	Intergovernmental Programs	$2,056	$68		$1,599	$1,266
	City Court					
	City Court	$20,679	$1,534	$1,812	$7,915	$19,731
	City Attorney					
	City Attorney	$19,269	$2,148		$11,385	$8,340
	Marketing and Comm.					
	Cable Communications	$3,365	$216	$3,806	$51,800	
	City-Wide Special Events	$3,271	$96		$2,290	$1,083
	Marketing	$6,118	$239		$5,692	$5,736
	Tourism	$1,794	$742		$1,769	$5,262
	Conv./Media/Parking					
	Convention/Media/Parking	$3,185			$153,269	
	Media Center Operations	$626	$292		$8,001	$14,380
	Comm. Action Program					
	CAP Local Match	$309		$0	$3,239	$15,833
	Human Resources					
	Benefits	$1,204	$34		$219	
	Compensation	$2,321	$102		$270	
	Employee Relations	$1,162	$316			
	Employment Services	$1,820	$663			

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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
Human Resources						
	Human Resources Administration	$2,828	$102		$13,539	$10,323
	Organizational Development	$1,639	$51		$270	
	Risk Management/Safety	$3,489	$360	$2,008	$1,110	
Admin Svcs Admin.						
	Administration Services Admin.	$1,981	$68		$1,267	$895
Finance						
	Accounting Services	$6,752	$455			
	Finance Administration	$3,785	$2,048		$10,387	$7,600
	License/Collection	$4,579	$1,282	$1,240	$6,654	$3,249
	Purchasing	$2,182	$94		$2,920	$1,814
	Warehouse	$2,613	$3,116	$3,634	$2,190	$2,167
Info. Technology						
	Information Technology	$14,732	$2,985	$2,936	$617,154	$12,946
Management & Budget						
	Budget & Research	$2,953	$102		$3,416	$1,618
	Grants Administration	$502	$26		$540	$173
Police Department						
	PD - Fiscal Management	$914,311	$301,039		$184,654	
	Police Administration			$545,879		
	Police Support Services					$160,292
Fire Department						
	Air-Med & Logistics Ops (HALO)		$1,128			
	Ambulance Services		$403			
	Fire Administration	$182,055	$3,136			
	Fire Marshal's Office		$2,406			
	Fire Medical Services & Health				$53,983	
	Fire Operations		$135,645	$175,346		
	Fire Resource Management		$3,249		$39,258	$99,759
Comm. Services Adm						
	Comm. Services Admin.	$862	$34			$172
Parks & Recreation						
	Adult Center		$6,747		$4,713	
	Aquatics		$2,868		$540	
	Foothills Recreation Center	$6,285	$4,144		$11,247	$7,973
	Glendale Community Center		$1,156		$593	
	Historic Sahuaro Ranch	$1,428	$937		$300	$13,207
	Marketing - Parks & Rec		$200			
	Park Irrigation	$2,218	$1,244		$300	
	Park Rangers	$2,408	$2,066		$840	
	Parks & Recreation Admin.		$34		$1,080	
	Parks CIP & Planning	$1,551	$51		$2,193	

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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
Parks & Recreation						
	Parks Maintenance	$18,695	$8,849	$26,172	$1,080	
	Pool Maintenance	$1,899	$863			
	Recreation Support Services	$47,416	$1,087	$25,944	$16,657	$44,697
	Sports and Health		$981			
	Youth and Teen		$3,455			$4,114
Comm. Partnerships						
	Community Revitalization	$1,444	$3,567	$1,620	$5,023	$3,254
	Neighborhood Partnership	$2,494	$103	$759	$2,992	$2,536
Library & Arts						
	Arts Maintenance - Admin.	$439	$688			
	Library	$43,892	$9,384	$1,999	$89,554	$50,077
Community Dev Admin						
	CD Deputy City Manager	$652	$17		$933	$173
Building Safety						
	Building Safety	$13,597	$5,766	$15,716	$13,634	$8,371
	Development Services Center	$3,943	$828		$5,460	$8,820
Planning						
	Current Planning	$3,995	$170		$1,620	$1,445
	Long-Range Planning & Research	$1,770	$68		$1,154	$534
	Planning Administration	$2,296	$85		$5,599	$2,170
Economic Development						
	Downtown Beaut. & Promotion	$1,573	$1,168	$1,575	$570	
	Economic Development	$2,860	$102		$4,328	$1,988
Code Compliance						
	Code Compliance	$9,841	$1,032	$13,439	$7,752	$5,064
Public Works Admin.						
	Public Works Administration	$709	$17		$540	$1,267
Field Operations						
	Cemetery	$1,022	$581	$2,902		$3,650
	Custodial Services	$8,030	$9,973	$10,744	$1,920	
	Downtown Parking Garage	$238				
	Facilities Management	$15,332	$18,663	$18,671	$2,522	$27,714
	Field Operations Admin.	$4,273	$136		$2,964	$25,899
	Graffiti Removal	$2,359	$2,348	$4,261		
Engineering						
	CIP Administration		$284	$3,192	$8,326	
	Construction Inspection		$5,051	$7,856	$404	
	Engineering Administration	$29,766	$123		$5,005	$9,793
	Land Development Division		$85		$8,277	
	Mapping and Records		$34		$3,198	
	Materials Testing		$2,068	$2,415		$4,554

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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
	Engineering					
	Utility Inspection		$2,068	$2,561		
Total General		**$1,466,279**	**$568,231**	**$876,487**	**$1,461,793**	**$650,443**
1040 - General Services						
	Field Operations					
	Equipment Management	$36,045	$21,547	$24,065	$5,650	$7,779
	Fuel Services			$732		
	Parts Store Operations		$17			
Total General Services		**$36,045**	**$21,564**	**$24,797**	**$5,650**	**$7,779**
1100 - Telephone Services						
	Info. Technology					
	Telephones	$1,038	$17			
Total Telephone Services		**$1,038**	**$17**			
1140 - Technology Replacement						
	Info. Technology					
	Technology Replacement		$17			$173
Total Technology Replacement			**$17**			**$173**
1220 - Arts Commission						
	Library & Arts					
	Arts Maintenance		$72		$1,605	
Total Arts Commission			**$72**		**$1,605**	
1281 - Stadium Event Operations						
	Marketing and Comm.					
	Mkt'g - Stadium Events	$15,070				
	Police Department					
	PD - Fiesta Bowl Event	$929	$362			
	Stadium - PD Event Staffing	$3,570	$6,510			
	Fire Department					
	Fire - Fiesta Bowl Event	$370				
	Stadium - Fire Event Staffing	$532				
	Transportation					
	Stadium - Transportation Ops.	$4,795				
	Transp - Fiesta Bowl Event	$594				
Total Stadium Event Operations		**$25,860**	**$6,872**			

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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1282 - Arena Event Operations						
	Police Department					
	Arena-PD Event Staffing	$2,175	$17			
	Fire Department					
	Arena - Fire Event Staffing	$932	$106			
	Field Operations					
	Arena - ROW Maintenance	$371				
	Transportation					
	Arena - Transportation Ops.	$111				
Total Arena Event Operations		**$3,589**	**$123**			
1340 - Highway User Gas Tax						
	Field Operations					
	Right-of-Way Maintenance	$50,224	$23,445	$24,222	$540	
	Street Maintenance	$66,567	$34,375	$74,684	$9,157	
	Transportation					
	Signs & Markings	$15,511	$10,275	$27,054	$851	
	Street Light Management	$10,670	$706	$675		
	Traffic Design and Development	$4,806	$1,396	$1,759		
	Traffic Signals	$56,407	$12,376	$20,351	$1,742	
	Traffic Studies	$7,834	$85	$2,677	$1,666	
	Transportation Administration	$85,862	$821		$8,860	$8,004
Total Highway User Gas Tax		**$297,881**	**$83,479**	**$151,422**	**$22,816**	**$8,004**
1660 - Transportation Sales Tax						
	Transportation					
	Dial-A-Ride	$72,395	$15,442		$3,610	$19,208
	Intelligent Transportation Sys		$1,458	$19,809	$16,832	$4,156
	Traffic Mitigation		$17			
	Transit Management		$68			
	Transportation Education		$256	$3,970	$4,566	
	Transportation Program Mgmt		$223		$2,143	
Total Transportation Sales Tax		**$72,395**	**$17,464**	**$23,779**	**$27,151**	**$23,364**
1700 - Police Sales Tax						
	Police Department					
	Patrol - Special Revenue Fund		$75,259	$136,470	$46,164	$40,486
Total Police Sales Tax			**$75,259**	**$136,470**	**$46,164**	**$40,486**

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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1720 - Fire Sales Tax						
	Fire Department					
	Fire - Special Revenue Fund		$36,492	$43,837	$9,814	$24,940
Total Fire Sales Tax			**$36,492**	**$43,837**	**$9,814**	**$24,940**
1740 - Civic Center						
	Civic Center					
	Civic Center	$3,645	$1,346	$1,350	$6,569	$11,051
Total Civic Center		**$3,645**	**$1,346**	**$1,350**	**$6,569**	**$11,051**
1760 - Airport Operating						
	Airport					
	Airport Operations	$24,165	$1,310	$2,713	$1,827	$16,373
Total Airport Operating		**$24,165**	**$1,310**	**$2,713**	**$1,827**	**$16,373**
1860 - RICO Funds						
	Police Department					
	State RICO			$133,724		
Total RICO Funds				**$133,724**		
1870 - Marketing Self Sust						
	Marketing and Comm.					
	Audio/Visual - Self Sust.		$23			
Total Marketing Self Sust			**$23**			
1880 - Parks & Recreation Self Sust						
	Parks & Recreation					
	Adult Center Self Sustaining		$309			
	Rec Self Sust-Foothills Rec		$308		$1,080	
	Spec Events & Prgm Self Sust		$105			
	Sports Self Sustaining		$244			
	Youth and Teen Self Sustaining		$1,966			
Total Parks & Recreation Self S			**$2,932**		**$1,080**	
2360 - Water and Sewer						
	Env. Resources					
	Environmental Resources		$85		$3,750	$895
	Water Quality		$2,736	$8,617		$997
	Finance					
	Customer Service Office		$4,002	$1,531	$32,207	$28,758

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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
	Utilities					
	Arrowhead Reclamation Plant		$4,673	$10,185	$1,210	
	Information Management		$475	$7,793	$278,606	
	Public Service Representatives		$1,418	$12,310		
	Safety Administration		$17	$2,569		
	System Security		$1,511	$5,911	$540	
	Utilities Administration	$306,850	$856	$8,455		$103,442
	West Area Plant		$3,724	$14,802	$13,626	
Total Water and Sewer		**$306,850**	**$19,497**	**$72,173**	**$329,939**	**$134,092**
2400 - Water						
	Env. Resources					
	Water Conservation		$2,387	$1,718	$3,042	$534
	Building Safety					
	Cross Connection Control		$575	$3,452	$1,140	$534
	Utilities					
	Central System Control		$2,566	$6,123		
	Central System Maintenance		$1,434	$13,342		
	Cholla Treatment Plant		$4,508	$3,801	$1,080	
	Customer Service - Field		$10,358	$25,945		
	Irrigation		$283	$2,661		
	Meter Maintenance		$3,803	$21,508		
	Oasis Water Campus		$3,743	$15,889	$4,320	
	Pyramid Peak Plant		$6,954	$6,883		
	Water Distribution		$15,897	$178,387		
Total Water			**$52,508**	**$279,709**	**$9,582**	**$1,068**
2420 - Sewer						
	Utilities					
	Pretreatment Program		$1,701	$15,128		
	Wastewater Collection		$6,615	$167,456	$540	
Total Sewer			**$8,316**	**$182,584**	**$540**	
2440 - Landfill						
	Field Operations					
	Landfill	$41,805	$11,283		$13,910	$4,166
	MRF Operations		$4,573		$10,368	$3,439
	Recycling		$3,422		$2,160	$722
	Solid Waste Admin		$1,143		$2,883	$1,537
Total Landfill		**$41,805**	**$20,421**		**$29,321**	**$9,864**

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	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
2480 - Sanitation						
	Field Operations					
	Curb Service	$65,802	$25,207		$1,620	$534
	Residential-Loose Trash Collec	$29,987	$11,381	$10,997	$1,620	
	Sanitation Frontload	$42,873	$23,727		$1,620	$1,814
	Sanitation Roll-off	$11,105	$3,338			
Total Sanitation		**$149,767**	**$63,653**	**$10,997**	**$4,860**	**$2,348**
2500 - Pub Housing Budget Activities						
	Comm. Partnerships					
	Community Housing	$54,795	$2,016	$14,991	$12,373	
Total Pub Housing Budget Activ		**$54,795**	**$2,016**	**$14,991**	**$12,373**	
2530 - Public Safety Training Center						
	Police Department					
	PS Training Ops - Police	$1,642	$607	$29,674	$10,421	$19,681
	Fire Department					
	PS Training Ops - Fire	$13,103	$1,084	$9,167	$83,718	$38,649
	Field Operations					
	PS Training Ops - Fac. Mgmt.	$960	$1,157	$4,518		
Total Public Safety Training Ce		**$15,705**	**$2,848**	**$43,359**	**$94,139**	**$58,330**
2538 - Glendale Health Center						
	Fire Department					
	Glendale Health Center	$73			$2,776	$2,132
Total Glendale Health Center		**$73**			**$2,776**	**$2,132**
FY 2011 Total Internal Service Premiums:		**$2,499,892**	**$984,460**	**$1,998,392**	**$2,067,999**	**$990,447**

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
1660 - Transportation Sales Tax						
		Transportation Program Mgmt	$1,017,000			
			$1,017,000			
2360 - Water and Sewer						
		Utilities Administration	$4,394,000			$47,382
			$4,394,000			**$47,382**
2440 - Landfill						
		Gas Management System	$6,000			
		Landfill	$404,000	$52,000		
		MRF Operations	$357,000			
		Recycling	$125,000			
		Solid Waste Admin	$87,000	$4,000		
			$979,000	**$56,000**		
2480 - Sanitation						
		Curb Service	$713,000	$55,000	$160,000	
		Residential-Loose Trash Collec	$261,000		$57,000	
		Sanitation Frontload	$362,000	$57,000	$81,000	
		Sanitation Roll-off	$136,000		$29,000	
			$1,472,000	**$112,000**	**$327,000**	
FY 2011 Total General Staff / Admin Charges:			**$7,862,000**	**$168,000**	**$327,000**	**$47,382**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2011 Budget
1120 - Vehicle Replacement				
	Field Operations			
	Equipment Replacement (13610)			
		Base	Scheduled Vehicle/Equip Repl's	$2,294,433
		Base	Unscheduled Repl's - Approp.	$590,308
			Equipment Replacement	**$2,884,741**
	VEHICLE REPLACEMENT TOTAL			**$2,884,741**
1140 - Technology Replacement				
	Info. Technology			
	Technology Replacement (11530)			
		Base	Scheduled Technology Repl's	$797,583
	TECHNOLOGY REPLACEMENT TOTAL			**$797,583**
1842 - ARRA Stimulus Grants				
	Police Department			
	Stop Violence - Women (37001)			
		Carryover	Equipment	$2,074
	ARRA STIMULUS GRANTS TOTAL			**$2,074**
1860 - RICO Funds				
	Police Department			
	Federal RICO (32020)			
		Base	Equipment	$100,000
	RICO FUNDS TOTAL			**$100,000**
2360 - Water and Sewer				
	Utilities			
	Arrowhead Reclamation Plant (17160)			
		Base	Equipment	$9,000
	Water Distribution (17290)			
		Base	Equipment	$30,000
	WATER AND SEWER TOTAL			**$39,000**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2011 Budget
2500 - Pub Housing Budget Activities				
	Comm. Partnerships			
	Community Housing (17910)			
		Base	Misc Cap Projects	$250,000
	PUB HOUSING BUDGET ACTIVITIES TOTAL			**$250,000**
			Grand Total:	**$4,073,398**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2011 Budget
1000 - General		
	Council Office	
	Barrel District (10130)	
	Small Capital Projects	$2,500
	Cactus District (10150)	
	Small Capital Projects	$10,000
	Cholla District (10120)	
	Small Capital Projects	$2,500
	Ocotillo District (10170)	
	Small Capital Projects	$10,000
	Sahuaro District (10140)	
	Small Capital Projects	$10,000
	City Clerk	
	Elections (10240)	
	County Fees, Postage, etc	$86,815
	Election Supplies	$15,327
	Adverstising	$4,440
	Elections	**$106,582**
	Non-Departmental	
	Fund 1000 Non-Dept (11801)	
	Unbudgeted Carryover Reserve	$200,000
	Rebates & Incentives	
	Redevelopment Land Acquisition (16230)	
	Prof & Cont - Re-Dev Land Acq	$85,416
GENERAL TOTAL		**$426,998**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2011 Budget
1300 - Home Grant		
	Comm. Partnerships	
	HOME Program (30001)	
	Habitat For Humanity	$278,424
	Acq/ Rehab - CSA 30006	$200,618
	Habitat for Humanity - Acq	$189,334
	Downpayment Assistance	$130,901
	Replacement Housing - 30008	$87,051
	Housing Rehabilitation	$41,708
	Newtown CDC Newtown Community	$37,761
	HOME Program	**$965,797**
HOME GRANT TOTAL		**$965,797**
1320 - C.D.B.G.		
	Comm. Partnerships	
	CDBG Programs (31001)	
	Housing Re-hab Subs	$474,196
	L/M Replacement Housing	$341,638
	Public Facilities Improvement	$198,905
	Housing Projects	$119,672
	Rehab Slum/Blight	$84,209
	Code Compliance/Neigh.Preserv	$74,939
	Public Facilities slum/Blight	$32,195
	Lead Base Paint	$27,577
	Clean & Lien	$10,282
	CDBG Programs	**$1,363,613**
C.D.B.G. TOTAL		**$1,363,613**
1660 - Transportation Sales Tax		
	Transportation	
	Fixed Route (16540)	
	Bus Service and Maintenance	$500,000
	Traffic Mitigation (16580)	
	Intersection Safety Imp	$250,000
TRANSPORTATION SALES TAX TOTAL		**$750,000**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2011 Budget
1842 - ARRA Stimulus Grants		
	Comm. Partnerships	
	CDBG-R (37021)	
	Visual Improvement Program	$140,000
	Homeless Prevention HPRP (37020)	
	HPRP Processing	$632,416
	Reimb. Salary	$10,706
	Professional Dev.	$2,500
	Office supplies	$350
	Advertising	$300
	Homeless Prevention HPRP	**$646,272**
	JAG Recovery Act (37002)	
	Professional and Contractual	$740,863
	Stop Violence - Women (37001)	
	Professional Development	$113,904
	Equipment	$2,074
	Stop Violence - Women	**$115,978**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2011 Budget
	Grants	
	ARWRF Facility UV System Imp (37060)	
	Professional and Contractual	$986,000
	Build Safe Engy Prog Enhance (37065)	
	Professional and Contractual	$35,000
	Energy Matters Public Educat (37067)	
	Line Supplies	$128,819
	Temporary Pay	$33,163
	Professional and Contractual	$8,000
	Social Security - City Share	$2,056
	ER-Medicare Exp	$481
	Energy Matters Public Educat	**$172,519**
	Main Library Lighting (37064)	
	Professional and Contractual	$431,831
	Program Manager (37068)	
	Authorized Salaries	$199,276
	Allocated Retirement Expense	$19,629
	Social Security - City Share	$12,355
	ER-Medicare Exp	$2,890
	Program Manager	**$234,150**
	Public Safety/Court Lighting (37062)	
	Professional and Contractual	$88,000
	Sports Courts Lighting Retrofi (37063)	
	Professional and Contractual	$140,000
	Traffic Signal LED Conversion (37066)	
	Equipment Less $5,000/Unit	$84,000
	WebPortal (37069)	
	Professional and Contractual	$55,000
	Well 43 Variable Drive Retrofi (37061)	
	Professional and Contractual	$97,500
	ARRA STIMULUS GRANTS TOTAL	**$3,967,113**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2011 Budget
2530 - Public Safety Training Center		
	Fire Department	
	PS Training Ops - Fire (12590)	
	Dept. Contingency	$30,000
	PUBLIC SAFETY TRAINING CENTER TOTAL	**$30,000**
	Grand Total:	**$7,503,521**



Glendale 100
Arizona
Centennial 1910-2010

Appendix

2010-2011

MISCELLANEOUS STATISTICS FROM 2006-08 est. AMERICAN COMMUNITY SURVEY

POPULATION DISTRIBUTION:

Age	#	%
5 years & Under	21,011	8.93%
5 to 9 years	18,384	7.81%
10 to 14 years	18,007	7.65%
15 to 19 years	17,919	7.61%
20 to 24 years	17,245	7.33%
25 to 34 years	35,729	15.18%
35 to 44 years	32,502	13.81%
45 to 54 years	32,703	13.89%
55 to 59 years	13,890	5.90%
60 to 64 years	8,909	3.78%
65 to 74 years	9,611	4.08%
75 to 84 years	6,275	2.67%
85 years & over	3,193	1.36%
Total	235,378	-

Median age: 32.1

Sex	#	%
Male	118,141	50.19%
Female	117,237	49.81%

INCOME AND BENEFITS (2007 INFLATION-ADJUSTED $'s):

	Households in Range	
Income	#	%
Total Households	76,262	
Less than $10,000	4,910	6.44%
$10,000 to $14,999	3,857	5.06%
$15,000 to $24,999	7,426	9.74%
$25,000 to $34,999	8,717	11.43%
$35,000 to $49,999	11,218	14.71%
$50,000 to $74,999	15,506	20.33%
$75,000 to $99,999	10,035	13.16%
$100,000 to $149,999	9,667	12.68%
$150,000 to $199,999	3,031	3.97%
$200,000 or more	1,895	2.48%

Median household income: $52,083
Mean household income: $66,864

Median Monthly Owner Cost w/ Mortgage: $1,502
Median Value of Owner Occupied Units: $236,000

Per capita income: $23,351

SCHOOL ENROLLMENT:

	Enrolled	
Population 3 yrs & older	#	%
Enrolled in School	65,406	-
Nursery school, preschool	3,083	4.71%
Kindergarten	4,187	6.40%
Elementary school (grades 1-8)	28,012	42.83%
High school (grades 9-12)	15,589	23.83%
College or graduate school	14,535	22.22%

EDUCATIONAL ATTAINMENT

	Attained	
Education	#	%
Population 25 years and over	142,812	-
Less than 9th grade	11,777	8.2%
9th to 12th grade, no diploma	15,593	10.9%
High school graduate (or equivalent)	40,030	28.0%
Some college, no degree	37,333	26.1%
Associate's degree	11,244	7.9%
Bachelor's degree	18,135	12.7%
Graduate or professional degree	8,700	6.1%
Percent w/ bachelor's degree or higher:	26,835	18.8%
Percent of high school graduates w/ some college or an associate's degree:	88,607	62.0%
Percent of all other:	27,370	19.2%

OCCUPATION DISTRIBUTION:

	Employed	
Occupation	#	%
Employed (Age 16 & over)	110,467	-
Management/Professional	30,552	27.66%
Service	18,431	16.68%
Sales and office	30,686	27.78%
Farming/fishing/forestry	297	0.27%
Construction/maintenance	16,843	15.25%
Prod./transport/Material Moving	13,658	12.36%

MISCELLANEOUS STATISTICS

Year Founded: 1892

Date of Incorporation: June 18, 1910

Form of Government:
Council/City Manager

County: Maricopa

Elevation: 1,152 Ft.

Top Five Glendale Employers:

U.S. Air Force-Luke (Military/Civil)	6,000
Banner Health System	2,900
Wal-Mart (FT & PT)	2,020
Glendale Union High School District	2,008
City of Glendale	1,971

Annexed Area in Sq. Miles:

Year	Total
1910	1
1910-1969	15
1970-1979	39
1980-1989	49
1990-1999	54
2000-2001	54
2002	54
2003	54
2004	56
2005	57
2006	58
2007	58
2008	58
2009	58
2010	59

Population:

1970	36,228
1980	97,172
1985 (Special Census)	122,392
1990 (Census)	148,134
1995* (Special Census)	182,615
2000 (Census)	218,812
2001	224,703
2002	227,763
2003	231,288
2004	233,281
2005 (Census Survey)	242,369
2006	243,737
2007	246,396
2008	248,745
2009	249,811
2010 (Estimate)	251,809

***** All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing as of July 1, 2010:
Full-Time &Part-Time, Permanent **1,971.01**

Elections:
Number of votes cast:

September 2008 Primary Elec. (9/08)	18,620
Citywide Special Bond Elec. (9/07)	10,005

Percentage of registered voters voting in:

September 2008 Primary Elec. (9/07)	20.89%
Public Safety Sales Tax Elec. (9/07)	11.76%

Building Permits:

Fiscal Year	Number	Value of Buildings
1999	8,561	$333,138,095
2000	7,925	$292,105,521
2001	6,944	$287,722,622
2002	5,439	$219,539,420
2003	6,299	$327,352,955
2004	4,819	$359,027,305
2005	6,980	$546,094,645
2006	6,844	$445,703,739
2007	6,185	$582,249,673
2008	6,883	$452,658,952
2009	5,289	$324,754,646
2010*	3,776	$115,410,350

*Through March of 2010.

Fire Protection (for CY 2009):

Number of Stations	9
90% of the time Units arrived On-scene	5:35 Min
Number of Calls	
EMS	31,106
Fire	5,077
Miscellaneous	2,199
Special Operations	911
Total Calls	**39,293**

Fire FTE's (FY 2010) 293.5 (240 sworn)

Police Protection (for CY 2009):

Number of Stations	3
Calls Processed*	459,361
Vehicular Patrol Units**	114
Number of Reserves	8

*Includes incoming, outgoing and 911 calls
**Marked by lights/sirens & uniformed patrol officers

Police FTE's (FY 2010) 628.5 (451 sworn)

City Court Offenses Processed (for FY 2009):

DUI	1,994
Serious Traffic	583
Other Criminal Traffic	4,134
Civil Traffic	28,523
Non-Traffic Misdemeanor	8,138
Total Citations Issued	**43,372**
Protective Orders	**2,919**

Parks and Recreation (as of April 2010):

Number of Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,195
Playgrounds	89
Ramadas	146
Tennis Courts	38
Racquetball Courts	58
Basketball Courts	55
Volleyball Courts	44
Soccer/Football Fields	55
Softball Fields	54
Swimming Pools	6
Splash Pads	2
Dog Parks	3
Skate Parks	2
Reservable Ramadas	45
Area Lights	1,491
Park Benches	542
Drinking Fountains	139
Barbeques	252
Picnic Tables	716
Miles of Trails	34
Linear Feet of Multiuse Walkways	92,892

Transportation (as of May 2010):

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 2009):

Number of Active Customers*	61,059
Miles of System (lines)	997
Annual Consumption	14,818 M Gal
Avg. gallons/user/month	20.2 K Gal
Avg. gallons/user/year	243 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	53.6 M Gal

Wastewater Utilities (for CY 2009):

Number of Active Customers*	56,667
Miles of Collection Lines	710
Treatment Plant Capacities	
WAWRF	11.5 MGD
Arrowhead	4.5 MGD
SROG	9.0 MGD
Annual Wastewater Treated	13.2 B Gal

*Active Customers as of April 2010

Sanitation (FY through May 2009):

Number of Customers	52,000

Landfill & MRF (FY through April 2009):

Number of Customer Transactions	115,498
Tonnage Processed	
Residential	124,846
Commercial	56,026
Recycle	14,866
Total	**195,738**

Sources: Various City of Glendale Department Records
U.S. Census

ACRONYMS

A	
ACDC	Arizona Canal Diversion Channel
ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
AFB	Air Force Base
ARRA	American Recovery and Reinvestment Act
AMFP	Arizona Municipal Financing Program
AWRF	Arrowhead Water Reclamation Facility
AZSTA	Arizona Sports and Tourism Authority
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
CPI	Consumer Price Index
CPI-U	Consumer Price Index for Urban Users
CY	Calendar Year
D	
DIF	Development Impact Fees
DMP	Debt Management Plan
E	
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EECBG	Energy Efficiency and Conservation Block Grant
F	
FAA	Federal Aviation Administration
FBO	Fixed Base Operator
FT	Full Time
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
G	
GAAP	Generally Accepted Accounting Principles
GCC	Glendale Community College
GEMS	Glendale's Exceptional Municipal Staff
GF	General Fund

GFOA	Government Finance Officers Association
GIS	Geographic Information System
G.O.	General Obligation
GO	Glendale Onboard
H	
HALO	Helicopter Air-medical and Logistical Operations
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
L	
LID	Local Improvement Districts
LTAF	Local Transportation Assistance Fund
M	
MGD	Million Gallons per Day
MOU	Memorandum of Understanding
MPC	Municipal Property Corporation
MRF	Material Recovery Facility
N	
NHL	National Hockey League
O	
O and M	Operational and Maintenance
OCP	Organizational Cooperative Process
OSHA	Occupational Safety and Health Administration
P	
PAYGO	Pay-As-You-Go Capital
PC	Personal Computer
R	
RICO	Racketeer Influenced and Corrupt Organizations
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

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 expenses 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/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. Used by finance and budget 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 (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 (20 hours times 52 weeks divided by 2,080 hours).

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, street and right of way maintenance, 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 (LID): LID's 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 (PAYGO) 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 became 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 tax 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 leesor 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 "2011 Annual Budget" or "Fiscal Year 2010-11 (FY 2011)" refers to the period that begins July 1, 2010 and concludes on June 30, 2011.

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 2011 budget will be formally adopted by the City Council at a public meeting in June 2010, 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 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/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 (1.0 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. Two part-time employees each working 20 hours per week would be considered 1.0 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, Sanitation Fund and Water/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 associated with that particular fund to aid with various financial reporting requirements.

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, the leftover $1.0 million would essentially become 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 or 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 $1.5951 in property tax per $100 of assessed valuation ($0.2252 primary rate and $1.3699 secondary rate).

How much does the city receive from my property tax bill and how is it used? Primary Property tax revenue represents 3% of the city's General Fund revenue, which is estimated at $3.7 million in this year's budget. Secondary Property Tax, used to pay off General Obligation bonds, will generate approximately $24 million in FY 2011. 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 2011 primary property tax rate of $0.2252 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 2011 secondary tax rate of $1.3699 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 37% of Glendale's General Fund (Fund 1000).

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. 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 of funding. 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.

City of Glendale
Management and Budget Department
6829 North 58th Drive, Suite 200
Glendale, Arizona 85301
Phone: (623) 930-2264
Fax: (623) 915-2694
Email: aweathersby@glendaleaz.com



City of Glendale
Management & Budget Department
5850 West Glendale Avenue
Glendale, Arizona 85301
623-930-2264